

# IACBE Annual Report – Roberts Wesleyan College

For Academic Year: 2012-13

Operational Information for the Division of Business		
Mission of the Division of Business: Roberts Wesleyan College's Division of Business seeks to prepare tomorrow's leaders for effective stewardship to their profession, their community, and their families.		
Operational Factor:	Performance Targets:	
Productivity and Growth	Maintain or increase the percentage of divisional student credit hours sold as a percentage of institutional credit hours sold at 7% or higher. <b>Result: 8.1% (up from 5.9% in 2010-11, 6.3% in 2009-10, and 7.1% in 2010-11)</b>	
Resource Allocation	Ensure that the percentage of academic expenditures allocated to the business division is at least as high as the percentage of student credit hours sold by the division. <b>Result: 10.9% vs. 8.1%</b>	
Faculty Deployment (loading)	Hold average teaching overloads to 1.5 per FT faculty. <b>Result: 0.9</b>	
Faculty Deployment (preps)	Hold the average number of class preps per FT faculty to 4 per academic year, with no faculty carrying more than 6 preps. <b>Result: 6.0 average; maximum=8</b>	
Faculty Deployment (FT vs. Adjunct)	Reduce the percentage of divisional credits taught by adjunct faculty to 25%. <b>Result: 24% (down from 28%)</b>	
Faculty Levels	Increase enrollment per FT faculty to 25. <b>Result: 24 (up from 20)</b>	
Staffing Levels	Maintain divisional staffing level at 40 FT students per FTE staff member. <b>Result: 51 (up from 41)</b>	
Summary of Operating Results:		Performance Target Was...
		Met
		Not Met
Productivity and Growth	✓	
Resource Allocation	✓	
Faculty Deployment (loading)	✓	
Faculty Deployment (preps)		✓
Faculty Deployment (FT vs. Adjunct)	✓	
Faculty Levels		✓
Staffing Levels	✓	

## Proposed Courses of Action for Improvement in Areas for which Performance Targets Were Not Met:

Most of the operational goals have strengthened over the past year due to enrollment growth, increased efficiencies, and economies of scale. Business programs are generating a significantly higher share of credit hours sold, without a commensurate increase in educational expenditures. The average number of course preps and the maximum number of preps have both increased over the past couple years, as a result of increased teaching loads and fewer sections of courses. The percentage of courses taught by adjuncts decreased (due in part to sabbaticals and health issues in the previous year), remaining near the target. Faculty/student and staff/student ratios are near or above target levels as enrollment increases, a trend that has been moving in the right direction for the past several years. There are no specific concerns here. We will continue to differentiate our program offerings, market effectively, serve our students with excellence and trust that these efforts will grow enrollment and profitability. Overall enrollment and financial results from 2012-13 were exceptional:

### Credit Hours Sold

- Institutional credit hours sold decreased by 5%
- Division credit hours sold increased by 9.5% (UBP +5%, MSL +4%, MSMK +69%) - (11 year high)
- Undergraduate business credit hours sold as % of total traditional UG increased from 6% to 6.7% (highest since record in 2004)
- Graduate business (MSL/MSMK) credit hours sold as % of total grad increased from 15% to 19% (11 year high)
- Divisional credit hours sold as % of institution increased from 7.1% to 8.1% (11 year high)

### Revenue

- Divisional revenues were up \$113k (4%) to \$2.9M, the highest level in a decade

### Contribution Margin

- Divisional contribution margin increased from \$0.8M to \$1.3M, the highest level in a decade