

Strategic Enrollment Management

Academic Affairs, Student
Affairs & Personnel

August 16, 2018



Northern Illinois University
Your Future. Our Focus.



- Context
- FY 18 Activities
 - Recruitment
 - Retention
 - Partnerships
- FY 19 and Beyond

Context

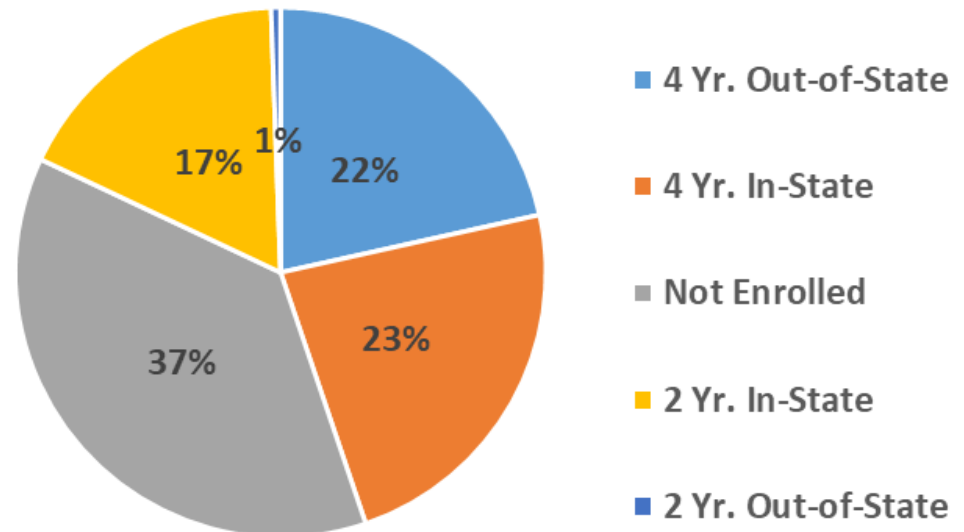


Statewide Enrollment Trends

Out-Migration, In-Migration, Non-Participation

- Illinois has approximately 146,800 high school seniors
- Illinois exports 2.5 students for every 1 student imported
- The out-migration is primarily to surrounding states
- There are significantly more students who don't participate in higher education than go out of state

Illinois High School Seniors

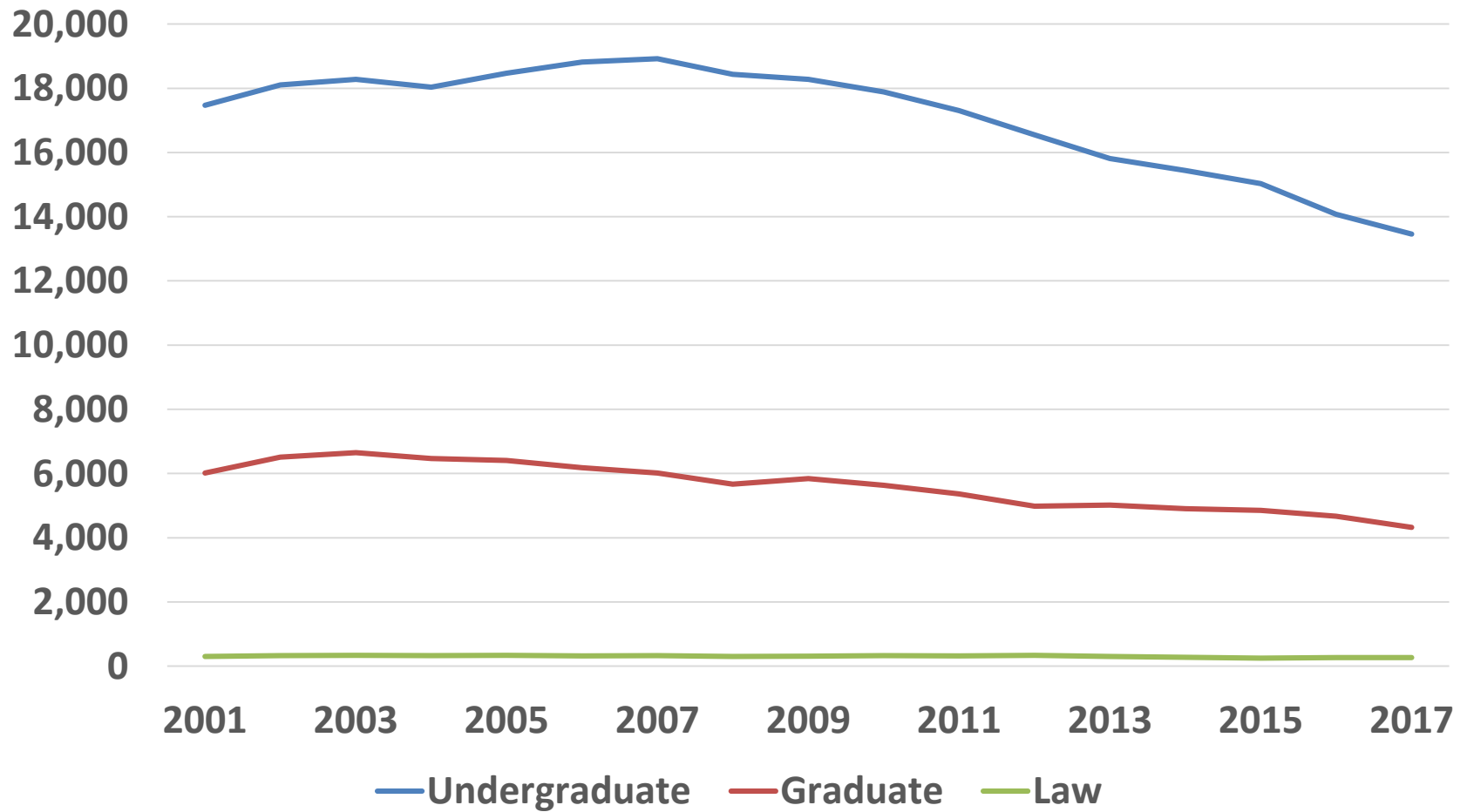


Statewide Enrollment Trends

Top Destinations for Admitted Students who did not Enroll

New Freshmen	Count	%	Transfer Students	Count	%
No Higher Education	705	13.4%	No Higher Education	299	30.5%
University of Illinois at Chicago	500	9.49%	University of Illinois at Chicago	79	8.05%
Illinois State University	432	8.20%	Illinois State University	66	6.73%
University of Illinois at Urbana-Champaign	359	6.82%	Rock Valley College	45	4.59%

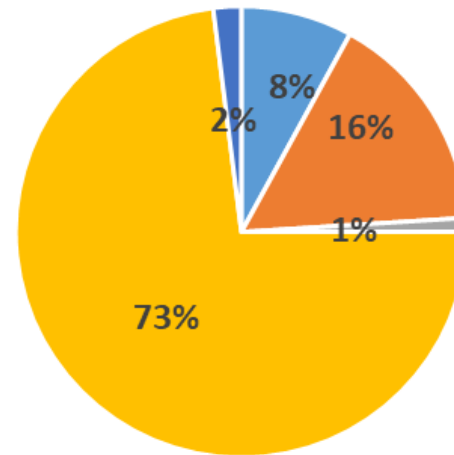
NIU Enrollment Profile



NIU Enrollment Profile

- Main Campus undergraduates are the mainstay of our enrollments, but have been declining.
- Online/Off-Campus enrollments are a small but growing percentage of our portfolio.
- Graduate and law enrollments are driven more by national trends than local.

Headcount by Student Level and Program Location



FY 18 Activities



FY 18 Enrollment Management Guiding Principles

The goals and strategic initiatives for an enrollment plan will embody the following principles to guide our efforts:

- Recruit, admit, enroll, retain and graduate a diverse, academically-prepared student population
- Provide the greatest access and affordability possible, particularly to students within our service region
- Align resources and strategic enrollment practices at both campus and program levels

FY 18 Recruitment Activities

More direct and personalized messaging

- **Developed 3 new, monthly newsletters:**
Admitted student parents, HS counselors, CC advisors
- **Held 5 Counselor Breakfasts:**
Chicago, Naperville, Hoffman Estates, Peoria and St. Louis
- **Held 5 phone casts:**
Admitted freshmen, admitted student parents, transfers, COB and COE
- **Introduced text messaging**
(especially for increasing yield and preventing melt)
- **Improved communication plan:**
Additional touchpoints, more timely and cohesive and increased delivery to future terms and stronger calls to action

FY 18 Recruitment Activities

Increased opportunities for leveraging financial aid

- Lowered out-of-state tuition rate
- Restructured Merit Scholarship
- Created Huskie Pack Grant and housing/band grants



FY 18 Recruitment Activities

Increased visibility and communication

- Licensed additional names with search campaign: future terms, out-of-state and transfer
- Heightened advertising presence with media plan: Chicago Metro (PACE, Metra, Ogilvie), digital, target cities out-of-state and 15 NIU online programs



FY 18 Recruitment Activities

Enhanced internal collaboration

- Advancing Culturally Competent Admissions Processes (ACCAP)
- Launched alumni legacy locator



FY 18 Retention Activities

Improved the Student Experience

- Established the Student Experience Team
- Created Celebration of Academic Excellence
- Coordinated approach to peer mentor/matching and service delivery
- Increased communication through the “Dean of Students” messages
- Coordinated approach to supporting first-generation college students

Improved Retention and Student Success

- Established College Equity Teams
- Established the Office of Undergraduate Studies
- Established a plan for measuring student engagement/satisfaction
- Coordinated efforts to encourage re-enrollment
- Increased use and functionality of the Student Success Collaborative

FY 18 Retention Activities

Increased Collaboration and Alignment of Services

- Updates underway to establish a “campus center” (e.g., Founders Library, Holmes Student Center, Neptune, etc.)
- Increased co-curricular opportunities (e.g., undergraduate research)

Reduced Financial Barriers

- Increased Angel Touch and other retention/completion awards
- Streamlined awarding through Academic Works
- Addressed textbook affordability

FY 18 Partnership Activities

Local/Regional

- Community College Partnerships
 - Harper College University Center
 - Rock Valley College Engineering Program
 - Kishwaukee College Nursing Agreement
 - 27 new program articulation agreements
- Collaboration with Partnership for College Completion
- Discover Campus Innovator Program with Discover Financial Services
- Exploring multiple, dual-credit partnerships

FY 18 Partnership Activities

State

- P-20 Network leading statewide initiatives on Competency-Based Education and on Transitional Math
- *Money-Minded Illinois* Financial Literacy Grant from, and partnership with, State Treasurers Office

National

- APLU Transformation Cluster Initiative
- Dell Seamless Transfer Pathways with Harper College and D211
- Presidents for Latino Student Success with *Excelencia* in Education

New Leadership



Quinton Clay,
Director of Admissions



Jason Rhode,
Executive Director of
Extended Learning



Omar Ghrayeb,
Vice Provost for
Undergraduate Studies

Establishment of Strategic Enrollment Management (SEM) Committee

SEM Committee: Work To Date

- Reviewed previous enrollment management polices
- Examined:
 - Equity-gap data
 - Service-indicators/enrollment data
 - Recruitment data
 - Financial aid/financial gaps
 - Community college information
- Developed re-enrollment strategies for Fall 2018
- SWOT analysis





FY 19 and Beyond



Overview

Senior leadership held a two-part retreat this summer to inform the construction of a realistic set of enrollment management strategies that are aligned with NIU's mission and values

Session 1 focused on principles and goals;

Session 2 focused on development and prioritization of strategies to support the goals



Example

Mission, Vision, Values, Principles

Enrollment Goals

Strategies

Objectives

Tactics

Example

Access for a broad spectrum of students to high quality undergraduate, graduate, and professional programs that prepare them to be lifelong learners and productive, socially conscious citizens

Support equitable access, opportunity and success for students from diverse backgrounds

Develop a process for quickly innovating new programs so we can nimbly meet the demands of the market

Increase enrollments in online programs by 15%

- Pilot new online/off-campus program proposal & development process
- Increase marketing and implement new process for inquiry response

Next Steps

- Refine statements of goals and strategies
- Identify leaders accountable for development and implementation of strategies
- Leaders will identify teams and develop objectives, tactics, resource requirements and timelines
- University leadership will prioritize resources and timelines
- Go!