Strategic Enrollment Management Plan 2019-2023

February 7, 2019

Northern Illinois University
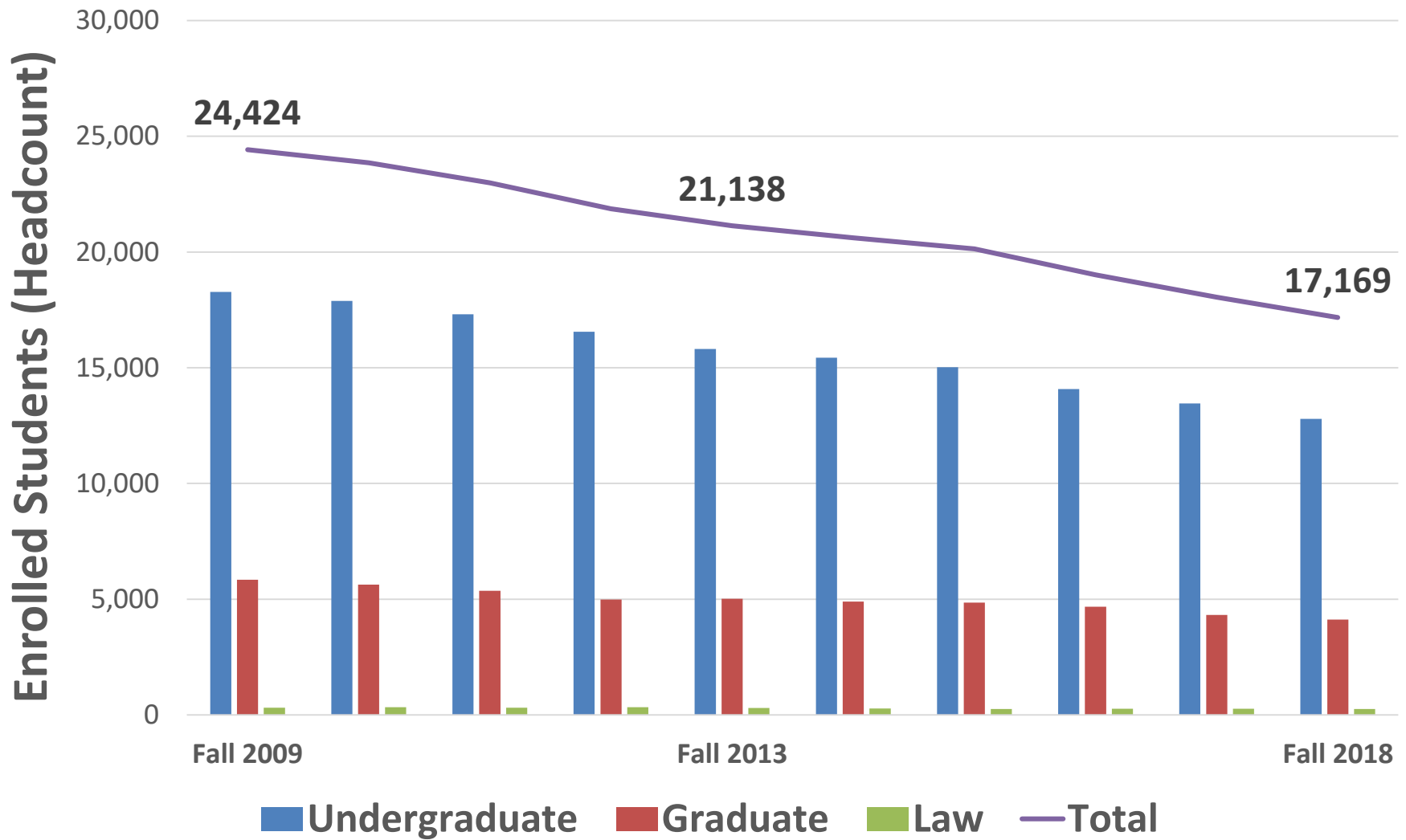*Your Future. Our Focus.*

Outline

- Review of relevant enrollment trends and impacts

- Summary of SEM Goals and Strategies

- Projected Impact

- Keys to Successful Implementation
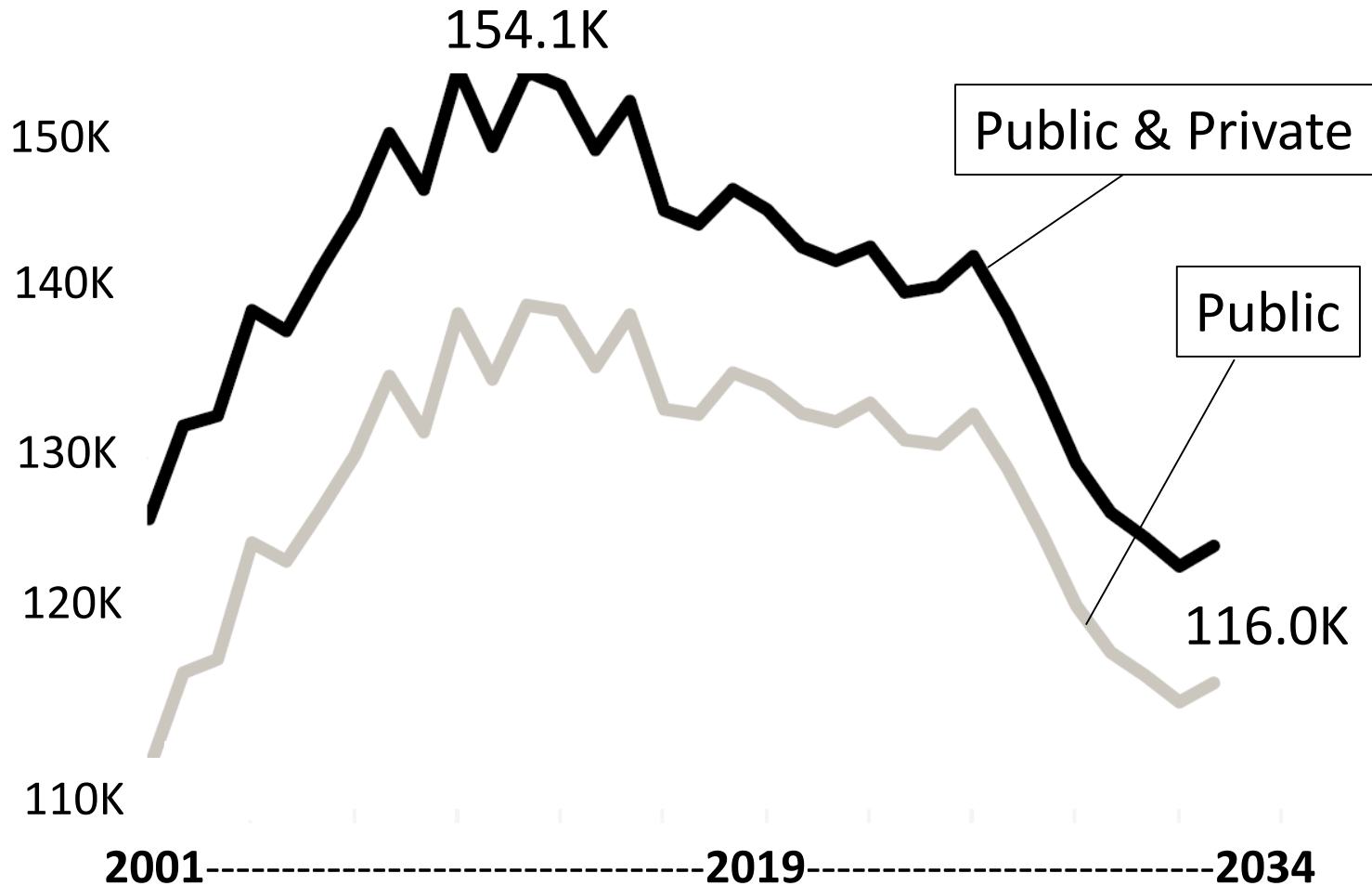
Strategic Enrollment Management

Enrollment Trends and Impact

- More than a decade of declining overall enrollment

- Steady decline in state funding, leading to greater dependence on student tuition and fees to support operating expenses

- Increased competition from state and out-of-state universities

- Declining traditional student population in Illinois and Midwest

- Outmigration of Illinois students

- Admitted students who don't enroll at any college or university

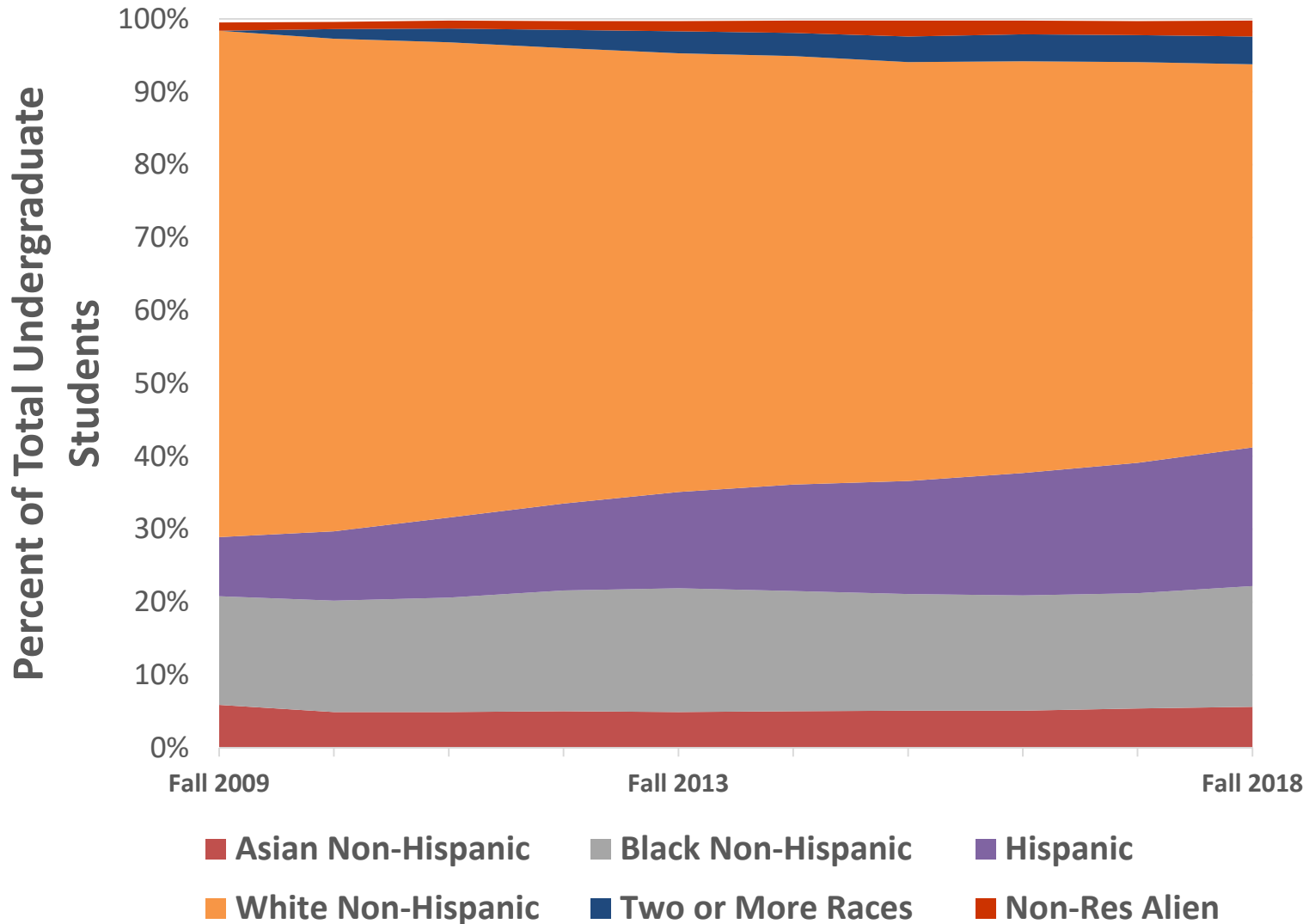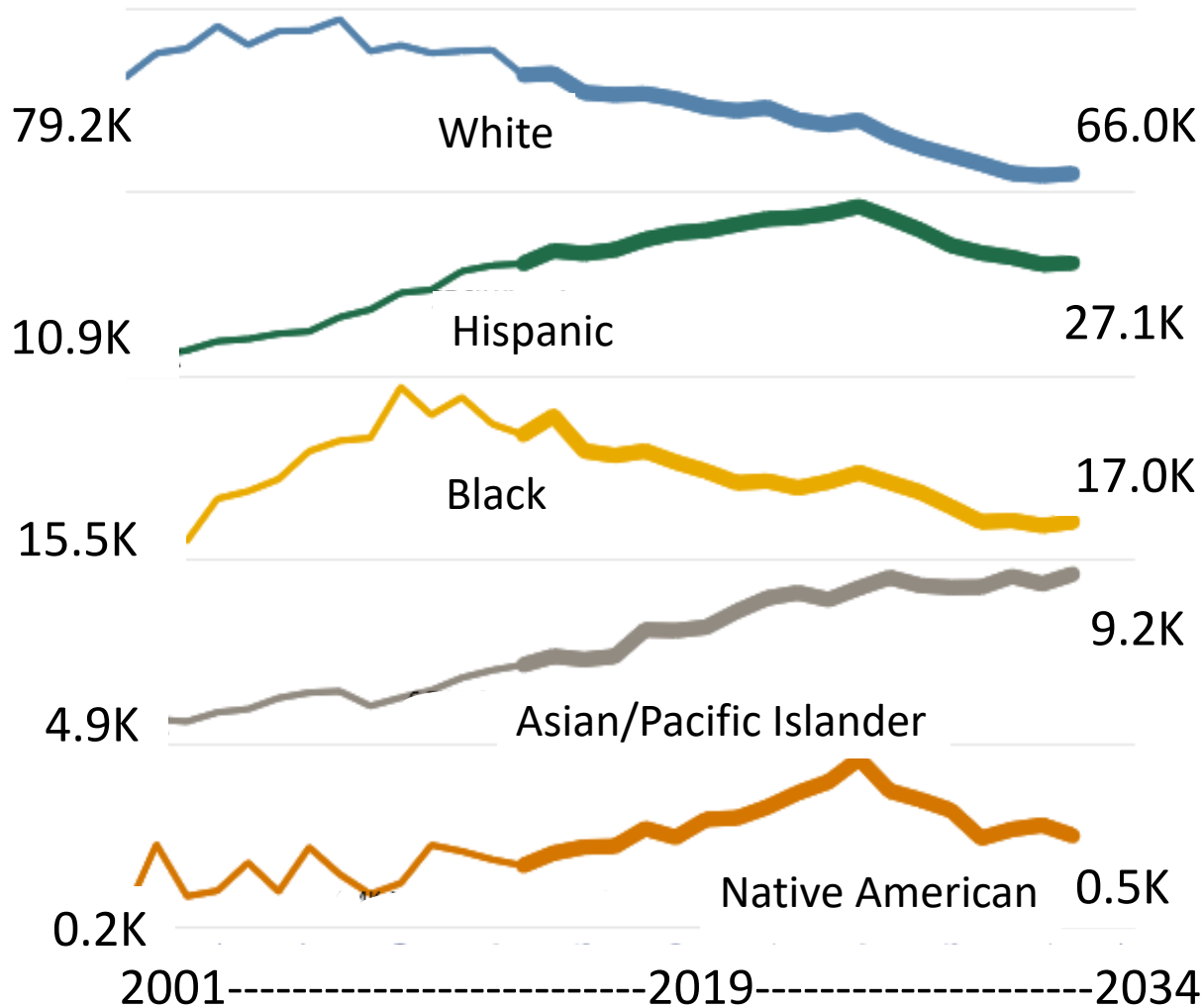NIU

NIU Enrollment Trends

Illinois High School Graduates

154.1K

150K

140K

130K

120K

110K

Public & Private

Public

116.0K

2001--2019-------------------------------2034

NIU Enrollment Trends

Illinois High School Graduates

79.2K   White   66.0K

10.9K   Hispanic   27.1K

15.5K   Black   17.0K

4.9K   Asian/Pacific Islander   9.2K

0.2K   Native American   0.5K

2001------------------------2019-------------------2034

Destination: IL HS Graduates

Legend:
- 4 Yr. Out-of-State
- 4 Yr. In-State
- Not Enrolled
- 2 Yr. In-State
- 2 Yr. Out-of-State

Pie chart values: 1%, 22%, 23%, 37%, 17%
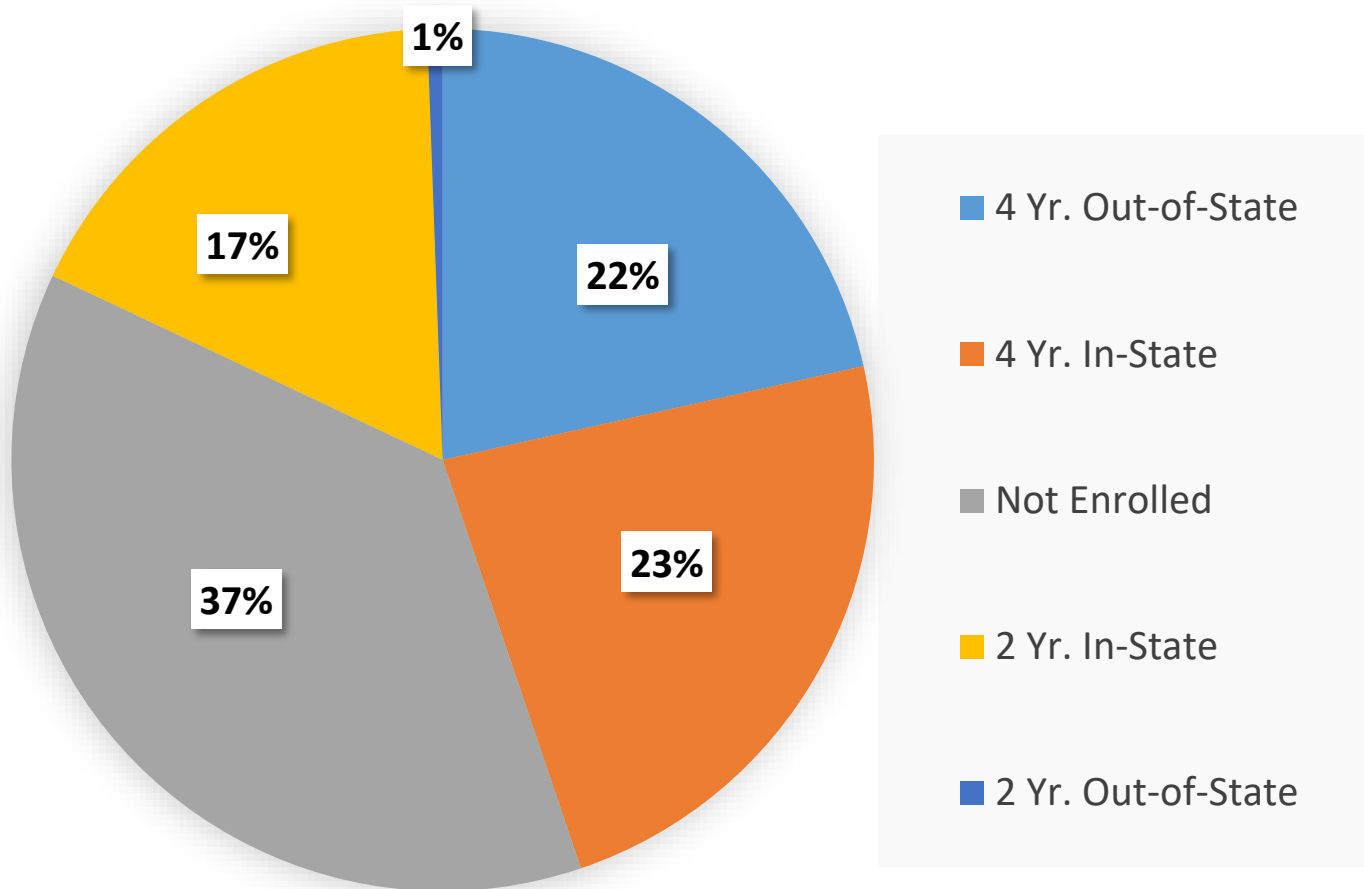
Top Destinations:
NIU Admits Who Don't Enroll

New Freshmen	Count	Transfer Students	Count
No Higher Education	733	No Higher Education	308
University of Illinois at Chicago	512	Illinois State University	63
Illinois State University	469	University of Illinois at Chicago	61
University of Illinois at Urbana-Champaign	340	Aurora University	33

Fall 2018 Data
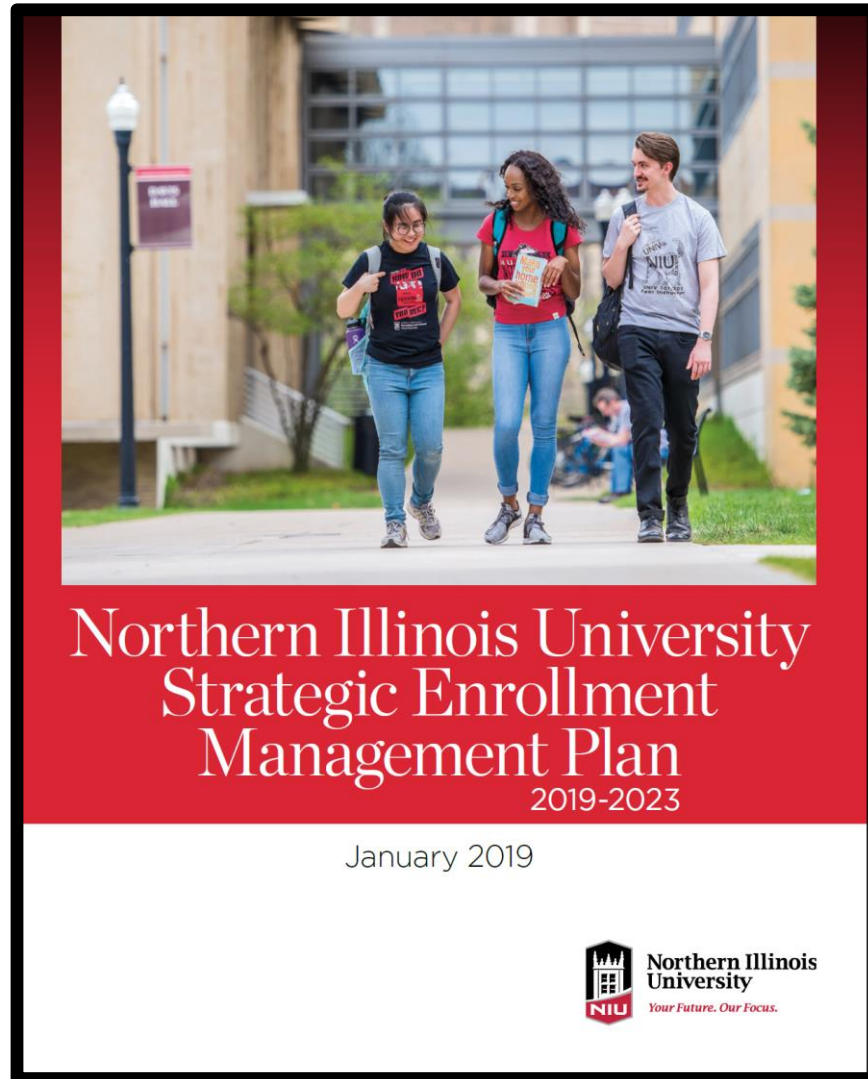
NIU

Enrollment Management

Within NIU's mission of integrating educational opportunity, research and engagement, our over-arching enrollment management purpose is to:

Attract and retain students representing the diversity of the region, nation, and the world

Realizing this aspiration is:

- Integral to fulfilling our mission, as well as to sustainability

- Requires a data-informed, multi-year plan

Strategic Enrollment Management Plan

GOALS

↓

STRATEGIES

↓

OBJECTIVES

↓

TACTICS

Northern Illinois University
Strategic Enrollment
Management Plan
2019-2023

January 2019

Northern Illinois University
Your Future. Our Focus.

Three Goals + Strategic Imperatives

	Goal	Strategic Imperative
1	Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement	Brand penetration
2	Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability	Increase focused recruitment efforts Remove avoidable barriers
3	Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly	Improve undergraduate retention and student success

Key Elements of SEM Plan

- Stable total enrollment at 17,000 – 18,000 students

- Recognition that student body profile will change

- Embrace of NIU student body diversity as one of the university's greatest strengths, and promotion of multi-cultural competency

- Focus on improving undergraduate retention and student success and reducing achievement gaps

- New approaches to financial aid and scholarships

What We Will Do To Achieve Success

Brand Penetration

- *Invest in state-of-the art technology to better connect with and attract students*

- *Increase advertising to increase reach and impact*

- *Emphasize NIU core values in recruitment and onboarding*

Recruitment and Access

- *Engage new out-of-state markets through targeted recruitment activities*

- *Engage a partner to provide marketing, recruitment and concierge service for students enrolling in online programs*

- *Ensure culturally-competent, bilingual staff in key student-facing offices*

- *Use data to optimize financial aid packaging*

- *Increase merit awards to transfer students*

- *Pilot innovative aid programs (ex: ISAs, loan forgiveness programs)*

State of the Art Technology?

Georgia State's Chatbot Experience:

In 2016, during the first summer of implementation, Pounce delivered more than 200,000 answers to questions asked by incoming freshmen, and the university reduced summer melt by 22 percent.

This translated into an additional 324 students sitting in their seats for the first day of classes at Georgia State rather than sitting out the college experience.
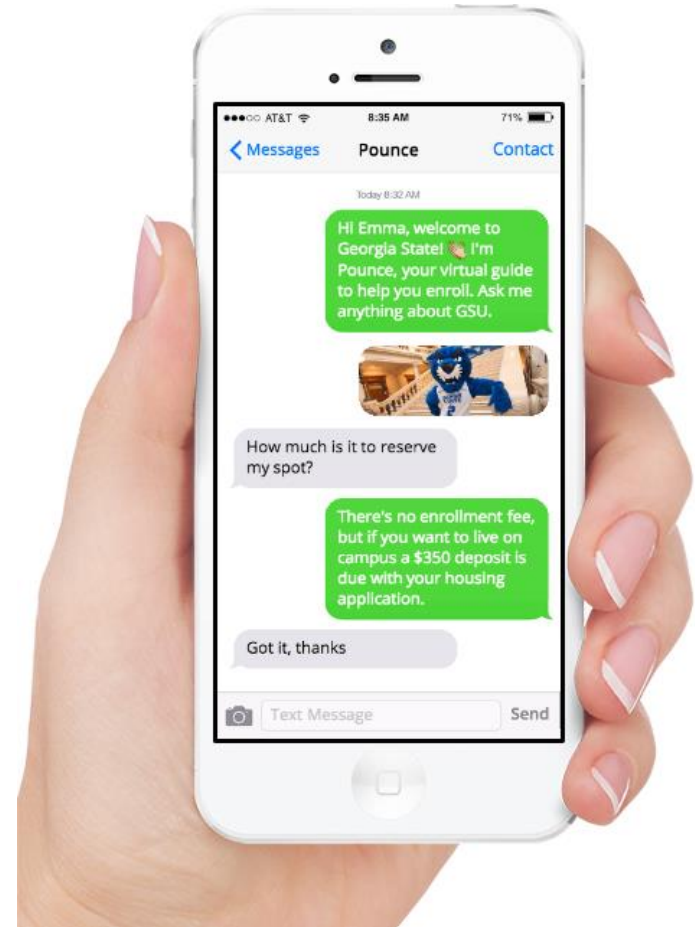
What We Will Do To Achieve Success

Retention and Student Success

- *Pilot innovative aid programs (ex: ISAs, loan forgiveness programs)*

- *Ensure culturally-competent, bilingual staff in key student-facing offices*

- *Institute coordinated approach to developmental advising and high-touch intervention utilizing NIU Navigate (aka SSC Campus)*

- *Invest in advisors and retention specialists*

- *Implement supportive interventions in gateway courses with high equity gaps*

- *Engage with APLU's Power of the Publics and Partnership for College Completion's Illinois Equity in Attainment Initiative*

PARTNERSHIP FOR COLLEGE COMPLETION
*Accelerating action to close the graduation gap*

APLU'S POWERED BY PUBLICS
SCALING STUDENT SUCCESS

NIU

Projected Total Enrollment

Student Group	Fall '18	Fall '19	Fall '20	Fall '21	Fall '22	Fall '23
New Freshmen	1,856	1,883	1,918	1,961	2,012	2,073
New Transfers	1,577	1,593	1,613	1,637	1,665	1,698
Continuing Undergraduates + Others	8,994	8,309	8,032	7,994	8,035	8,088
Main Campus Undergraduate	12,427	11,787	11,569	11,606	11,737	11,892
Online Undergraduates	361	378	395	412	432	451
Online Graduates	412	574	736	898	1,060	1,223
Main Campus Graduate	3,699	3,739	3,779	3,819	3,859	3,899
Law	270	270	270	270	270	270
Total Enrollment	17,169	16,748	16,749	17,005	17,358	17,735

Projected Enrollment Growth

	% Growth	Fall 18	Fall 23
New Freshman	10%	1856	2052
New Transfer	5%	1577	1656
New Graduate St.	5%	851	894
International	20%	245	294
Online	125%	773	1773
New Latinx	55%	727	1119
New Out-of-State	100%	119	238

Impact of Enrollment Management Plan
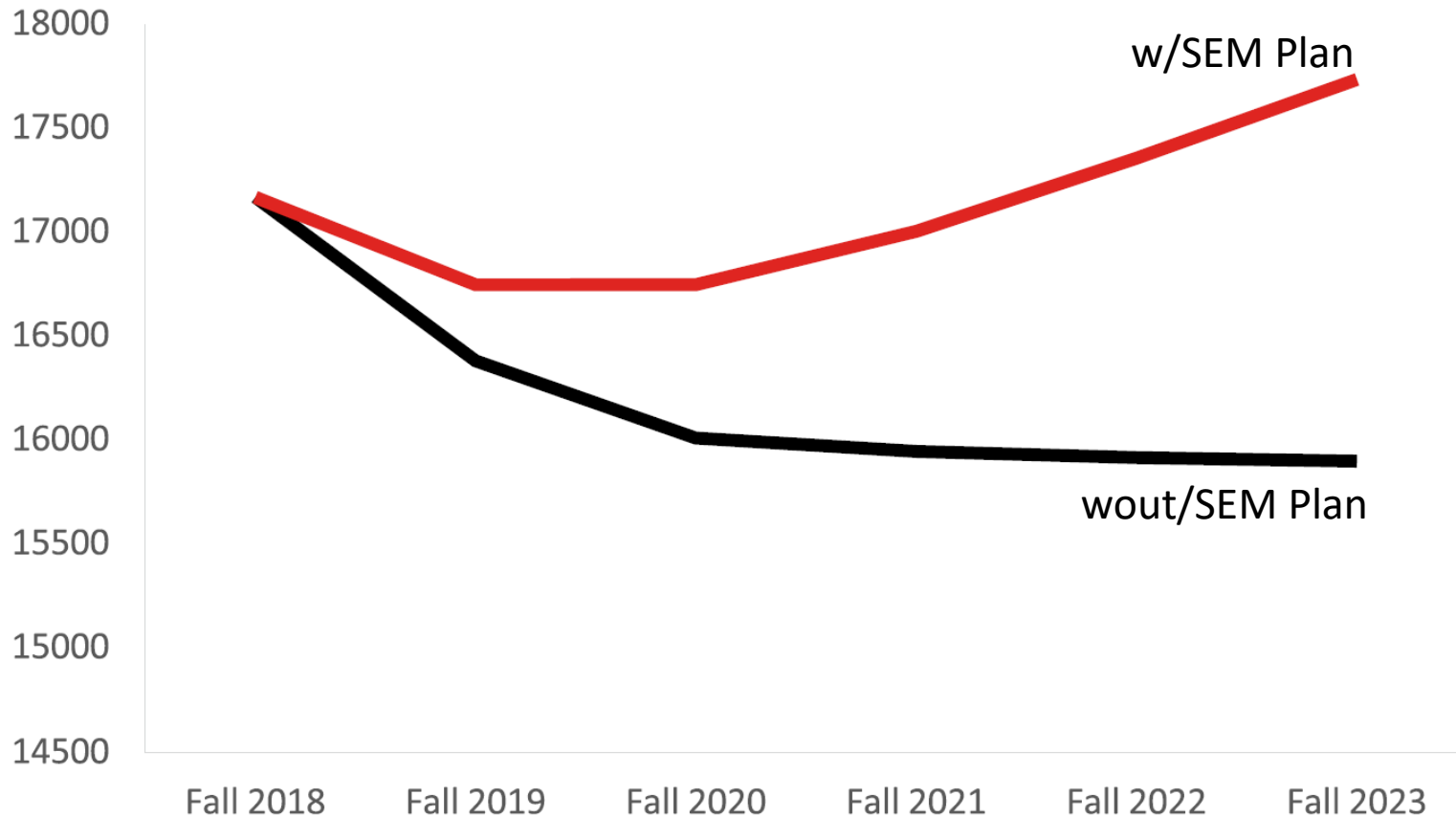
Keys to Successful Implementation

- Investment in Strategic Priorities

- Defined Roles and Responsibilities

- Access to Data for Continuous Assessment of Progress

- Adjustment and Accountability

- Leadership

https://niu.edu/enrollment-plan/

Questions

Strategic Enrollment Management