Outline

• Review of relevant enrollment trends and impacts
• Summary of SEM Goals and Strategies
• Projected Impact
• Keys to Successful Implementation
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 Enrollment Trends

Enrolled Students (Headcount)

- Undergraduate
- Graduate
- Law
- Total

Fall 2009: 24,424
Fall 2010: 21,138
Fall 2011: 17,169
Fall 2018: 17,169
Illinois High School Graduates

154.1K
150K
145K
140K
135K
130K
125K
120K
115K
110K
105K

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

116.0K

Public & Private

Public
NIU Enrollment Trends
Illinois High School Graduates

- White: 79.2K in 2001, 66.0K in 2019
- Hispanic: 10.9K in 2001, 27.1K in 2019
- Black: 15.5K in 2001, 17.0K in 2019
- Asian/Pacific Islander: 4.9K in 2001, 9.2K in 2019
- Native American: 0.2K in 2001, 0.5K in 2019

Years: 2001--2019--2034
Destination: IL HS Graduates

- 2 Yr. In-State: 37%
- 2 Yr. Out-of-State: 1%
- 4 Yr. In-State: 23%
- 4 Yr. Out-of-State: 17%
- Not Enrolled: 1%
## Top Destinations: NIU Admits Who Don’t Enroll

<table>
<thead>
<tr>
<th>New Freshmen</th>
<th>Count</th>
<th>Transfer Students</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Higher Education</td>
<td>733</td>
<td>No Higher Education</td>
<td>308</td>
</tr>
<tr>
<td>University of Illinois at Chicago</td>
<td>512</td>
<td>Illinois State University</td>
<td>63</td>
</tr>
<tr>
<td>Illinois State University</td>
<td>469</td>
<td>University of Illinois at Chicago</td>
<td>61</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign</td>
<td>340</td>
<td>Aurora University</td>
<td>33</td>
</tr>
</tbody>
</table>

Fall 2018 Data
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

1. GOALS
2. STRATEGIES
3. OBJECTIVES
4. TACTICS
## Three Goals + Strategic Imperatives

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategic Imperative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement</td>
</tr>
<tr>
<td>2</td>
<td>Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability</td>
</tr>
<tr>
<td>3</td>
<td>Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly</td>
</tr>
</tbody>
</table>
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 multicultural 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)
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
# Projected Total Enrollment

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

<table>
<thead>
<tr>
<th>Category</th>
<th>% Growth</th>
<th>Fall 18</th>
<th>Fall 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Freshman</td>
<td>10%</td>
<td>1856</td>
<td>2052</td>
</tr>
<tr>
<td>New Transfer</td>
<td>5%</td>
<td>1577</td>
<td>1656</td>
</tr>
<tr>
<td>New Graduate St.</td>
<td>5%</td>
<td>851</td>
<td>894</td>
</tr>
<tr>
<td>International</td>
<td>20%</td>
<td>245</td>
<td>294</td>
</tr>
<tr>
<td>Online</td>
<td>125%</td>
<td>773</td>
<td>1773</td>
</tr>
<tr>
<td>New Latinx</td>
<td>55%</td>
<td>727</td>
<td>1119</td>
</tr>
<tr>
<td>New Out-of-State</td>
<td>100%</td>
<td>119</td>
<td>238</td>
</tr>
</tbody>
</table>
Impact of Enrollment Management Plan

Graph showing enrollment trends with and without SEM Plan from Fall 2018 to Fall 2023.
Keys to Successful Implementation

- Investment in Strategic Priorities
- Defined Roles and Responsibilities
- Access to Data for Continuous Assessment of Progress
- Adjustment and Accountability
- Leadership
Questions