



Northern Illinois University Strategic Enrollment Accountability Plan 2019-2023

March 2019



Northern Illinois
University
Your Future. Our Focus.

NIU Strategic Enrollment Accountability Plan 2019-2023

NIU's Strategic Enrollment Management (SEM) accountability plan supports the full implementation and prioritization of NIU's SEM plan released in January 2019. The goals, strategies and objectives of the SEM plan will guide our recruitment- and retention-related efforts over the next five years, and are fundamental to the mission and vitality of the university. The SEM accountability plan also balances the need for clear expectations against the need for flexibility to learn from our efforts and adapt to a rapidly changing environment.

Key to the full implementation of the SEM plan is the establishment of an organized accountability structure that includes clear expectations, regular reporting and assigned accountability. To that end, the SEM accountability plan allows for broad implementation and localization of specific tactics that support the achievement of desired outcomes. As indicated, accountable parties are listed along with the assessments that will be measured over the five year period. Although only a few individuals are listed as accountable, the majority of these tactics will include many individuals, units and/or governance bodies in order to help them come to fruition. Each of the accountable individuals will call together other stakeholders from across campus to operationalize each tactic. Each tactic has been assigned a completion date, which is also included in the plan. It's important to note, in many cases, results of each tactic may take six to twelve months after a completion date to yield measurable outcomes.



**Northern Illinois
University**

Your Future. Our Focus.

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal One: Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement.

Strategy One: Refine and reinforce our brand identity to best differentiate NIU to our target markets.

Objective: Increase the financial investment in university marketing and advertising by fiscal year 2020 to stand out in the competitive market.

Tactics/Activities	Accountable	Assessment	Completion Date
Increase funds in advertising to increase our reach and impact, and commit to advertising budgets one year in advance.	<ul style="list-style-type: none">• VP Finance and Administration.• VP Enrollment Management, Marketing and Communications.	<ul style="list-style-type: none">• # of search responders, inquiries and applicants.• Website analytics, market penetration analyses.	Fiscal Year 2020
Address the issue of understaffing in critical central marketing positions.	<ul style="list-style-type: none">• VP Enrollment Management, Marketing and Communications.• Senior Associate VP Human Resources.	<ul style="list-style-type: none">• Hiring and onboarding of critical positions.	Spring 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal One: Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement.

Strategy One: Refine and reinforce our brand identity to best differentiate NIU to our target markets.

Objective: Complete a comprehensive brand tracking study by spring 2020 to better understand NIU's reputation and key branding and enrollment opportunities with key audiences.

Tactics/Activities	Accountable	Assessment	Completion Date
Partner with external vendor to create and field an unbiased brand study.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. VP Finance and Administration. 	<ul style="list-style-type: none"> Identify external partner and field the brand study. 	Fall 2019
Compare results with 2016 brand perception benchmark study to determine which initiatives and strategies have been successful and where there are still opportunities for growth, and set new quantifiable benchmarks on perceptions held by NIU's key constituents.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> Complete list of initiatives and strategies that will positively impact brand perception. Complete list of quantifiable benchmarks. 	Spring 2020
Share results campuswide as part of a brand education initiative and implement recommendations from brand study to improve the overall brand perception.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> # of brand info sessions and trainings across campus. Implement recommended initiatives and strategies. Institutional brand study. 	Fall 2020
Complete the sub-brand process for all colleges, presenting the sub-brand standards at a college-wide meeting for training and buy-in after completion.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. College Deans. 	<ul style="list-style-type: none"> # of colleges with a completed and executed sub-brand. 	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal One: Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement.

Strategy One: Refine and reinforce our brand identity to best differentiate NIU to our target markets.

Objective: Centralize critical brand activities such as advertising, media buys and graphic design by fall 2019.

Tactics/Activities	Accountable	Assessment	Completion Date
Have each college and division designate a trained brand manager, with brand management as part of their job description and performance evaluation.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Executive VP and Provost. • College Deans. 	<ul style="list-style-type: none"> • # of colleges and divisions with a designated, trained brand manager. 	Fall 2019
Create and implement a universitywide procedure by which use of the Clearinghouse is mandatory before any marketing or advertising materials are produced, purchased, published or disseminated.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • College Deans. 	<ul style="list-style-type: none"> • # of marketing or advertising materials going through the Clearinghouse. 	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal One: Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement.

Strategy Two: Leverage NIU's brand and values to attract, retain and engage employees to serve as brand advocates.

Objective: Define, articulate and celebrate the diversity of students who we serve, in alignment with NIU's core values, and incorporate into all recruiting and onboarding activities for all new faculty/staff by spring 2019.

Tactics/Activities	Accountable	Assessment	Completion Date
Every college and division will develop hiring goals that reflect our commitment to diversity, equity and inclusion, and student-centered practice.	<ul style="list-style-type: none"> • Chief Diversity Officer. • Executive VP and Provost. • College Deans. • Vice Presidents. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • # of colleges and divisions that develop diversity hiring goals. 	Fall 2019
Create and include a brand identity/core values statement in all posted positions and job descriptions.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • % of new/updated position descriptions and advertising posts that include brand identity/core values. 	Fall 2019
All faculty and staff must annually receive search committee implicit bias education before serving on a search committee.	<ul style="list-style-type: none"> • Chief Diversity Officer. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • % of all approved search committees who have completed implicit bias training. 	Fall 2019
Develop brief presentations on NIU brand identity and the diverse student populations we serve that are implemented into onboarding activities (new employee orientation and onboarding website).	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Chief Diversity Officer. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • % of new employees who receive information on brand identity. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal One: Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement.

Strategy Two: Leverage NIU’s brand and values to attract, retain and engage employees to serve as brand advocates.

Objective: Increase the number of faculty and staff who complete cultural competency training annually to 25 percent (currently 15 percent annually).

Tactics/Activities	Accountable	Assessment	Completion Date
Create and share standards and behaviors that are important for all employees to have, and change criteria of employee awards that are in better alignment with these standards.	<ul style="list-style-type: none"> • Senior Associate VP Human Resources. • Executive VP and Provost. • Chief Diversity Officer. 	<ul style="list-style-type: none"> • % of faculty and staff who complete cultural competency training. • % of campus awards that articulate cultural competency as a criterion. 	Spring 2020
Every college and division will have goals for completion of cultural competency training.	<ul style="list-style-type: none"> • Chief Diversity Officer • Executive VP and Provost. • College Deans. • Vice Presidents. 	<ul style="list-style-type: none"> • % of all division and colleges that have a plan to complete cultural competency training. 	Fall 2019
Develop a coordinated curriculum and approach to all LGBTQ+, trans, undocumented and disability ally training and education to increase awareness of barriers to student success and increase participation by faculty and staff.	<ul style="list-style-type: none"> • Chief Diversity Officer. • Dean of Students. 	<ul style="list-style-type: none"> • Creation of curriculum. • # of faculty and staff who complete two or more of these trainings. 	Fall 2020
Launch a Social Justice Education and Equity Collaborative charged with implementing a comprehensive program to offer ongoing cultural competency education for faculty and staff.	<ul style="list-style-type: none"> • Chief Diversity Officer. • Executive VP and Provost. 	<ul style="list-style-type: none"> • Collaborative will be established, developed and implemented. 	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Three: Clearly define recruitment targets and create tailored, comprehensive plans to drive action.

Objective: Increase all new freshman enrollment 10 percent (2,052) by fall 2023 (1,856 in fall 2018), while maintaining academic quality and diversity measures.

Tactics/Activities	Accountable	Assessment	Completion Date
Implement new recruitment marketing partnership that will include earlier communications with prospective students and parents, targeted name purchases, senior application marketing and yield enhancement for admitted students.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> # of search responders, inquiries, applicants and # of admitted students who enroll. Website analytics, market penetration analyses. 	Spring 2019
Engage new out-of-state markets through targeted recruitment activities (i.e., college fairs, high school visits, NIU-hosted receptions) and advertising campaigns — focus on Wisconsin, Minnesota, Iowa, Indiana and Missouri.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> Number of search responders, inquiries, applicants and # of admitted students who enroll from out of state. Website analytics, market penetration analyses. 	Spring 2019
Develop signature events (on and off campus) that engage diversity and cultural resource centers and University Honors, including their alumni, staff and currently enrolled students.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. Chief Diversity Officer. VP University Advancement. 	<ul style="list-style-type: none"> # of signature events coordinated. Attendance at specific events. # of inquiries, applications and % of admitted students who enroll from attendees. 	Fall 2019
Implement a comprehensive two-way text messaging campaign that is responsive to prospective student questions 24/7.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> % of admitted students who engage and interact with text communications. % of admitted students who enroll. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Scale up the yield campaign each spring semester for admitted students, including personalized communications from admission counselors, faculty/advisors, current students and alumni in the desired major.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • College Deans. • VP University Advancement. 	<ul style="list-style-type: none"> • % of admitted students who enroll. 	<p>Fall 2019</p>
<p>Develop policies and procedures to facilitate dual credit and dual enrollment pathways.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> • Completed policies and procedures. • # of dual credit pathways created. • # of students enrolled in dual credit pathways. • % of admitted students who enroll from dual credit to degree-seeking students. 	<p>Fall 2020</p>
<p>Establish an infrastructure and standardized operating process to track students involved in NIU outreach efforts through OERD, colleges, and diversity and cultural resource centers.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Chief Diversity Officer. • VP Outreach, Engagement and Regional Development. • College Deans. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of admitted students who enroll. • One centralized tracking system established for resource center recruitment engagement. 	<p>Spring 2020</p>
<p>Implement new Customer Relationship Management (CRM) system for better student tracking and communication.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Chief Information Officer. 	<ul style="list-style-type: none"> • Completed implementation and training of end users. • # of inquiries, applicants and % of admitted students who enroll. 	<p>Fall 2020</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Three: Clearly define recruitment targets and create tailored, comprehensive plans to drive action.

Objective: Increase all new transfer enrollment 5 percent (1,656) by fall 2023 (1,577 in fall 2018).

Tactics/Activities	Accountable	Assessment	Completion Date
Operationalize pathway/articulation agreements with top feeder community colleges.	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of admitted students who enroll, by feeder community college. 	Fall 2020
Increase merit scholarship award funding for transfer students.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • VP Finance and Administration. • VP University Advancement. • College Deans. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of admitted students with merit scholarships who enroll. • Retention rates. 	Spring 2019
Develop sustainable institutional funding for transfer students through the use of a financial aid model.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • VP Finance and Administration. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of admitted students who enroll. • Retention rates. 	Fall 2019
Pilot a partnership with community colleges and Registration and Records to waive transcript fees for students transferring to NIU (pilot with RVC and Harper due to existing degree completion partnerships).	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Registrar. • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of applicants and % of admitted students who enroll, by partner community college. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Launch three academic programs (computer science, marketing and psychology) at the Harper College University Center for the fall 2019 entry term with at least 8-10 students per program, and build a sustainable pipeline of interest.</p>	<ul style="list-style-type: none"> • Executive VP and Provost. • Vice Provost Undergraduate Studies. • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of admitted students who enroll, by academic program. 	<p>Fall 2019</p>
<p>Facilitate faculty-to-faculty (NIU with top feeder community colleges, depending on academic program) communication, collaborative research activities and targeted outreach.</p>	<ul style="list-style-type: none"> • VP Research and Innovation. • VP Outreach, Engagement and Regional Development. • Vice Provost Undergraduate Studies. • College Deans. 	<ul style="list-style-type: none"> • # of partnerships established. • # of inquiries, applicants and % of admitted students who enroll, by academic program. 	<p>Fall 2020</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Three: Clearly define recruitment targets and create tailored, comprehensive plans to drive action.

Objective: Increase all new graduate enrollment 5 percent (894) by fall 2023 (851 in fall 2018), while maintaining academic quality and diversity measures.

Tactics/Activities	Accountable	Assessment	Completion Date
Increase undergraduate to graduate population by 2.5 percent over next year.	<ul style="list-style-type: none"> • Dean of the Graduate School. • Vice Provost Undergraduate Studies. • College Deans. 	<ul style="list-style-type: none"> • # of students who pursue B.S./M.S. accelerated pathway. • # of students enrolled in graduate programs from NIU. 	Fall 2020
Work with each college to create five formal partnerships with specific regional business/organizations to be the university of choice.	<ul style="list-style-type: none"> • Dean of the Graduate School. • Executive VP and Provost. • College Deans. 	<ul style="list-style-type: none"> • # of formal partnerships established. • # of applicants and % of admitted students who enroll, by college. 	Spring 2020
Increase under-represented minority and female graduate students by 2.5 percent.	<ul style="list-style-type: none"> • Dean of the Graduate School. • VP Enrollment Management, Marketing and Communications. • Chief Diversity Officer. • College Deans. 	<ul style="list-style-type: none"> • # of female and underrepresented students who enroll. 	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Three: Clearly define recruitment targets and create tailored, comprehensive plans to drive action.

Objective: Increase new international student enrollment by 20 percent (294) by fall 2023 (245 in fall 2018).

Tactics/Activities	Accountable	Assessment	Completion Date
Hire a full-time, dedicated product manager for India and increase student enrollment from India.	<ul style="list-style-type: none">• Dean of the Graduate School.	<ul style="list-style-type: none">• Hiring and onboarding of new position.• # of students from India enrolled.	Fall 2019
Make a decision about starting a pathway program for international students.	<ul style="list-style-type: none">• Dean of the Graduate School.	<ul style="list-style-type: none">• Finalized decision about a pathway program.	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Three: Clearly define recruitment targets and create tailored, comprehensive plans to drive action.

Objective: Increase overall online program enrollment by 1,000 students (1,773) by fall 2023 (773 in fall 2018).

Tactics/Activities	Accountable	Assessment	Completion Date
Implement partnership with vendor to assist NIU in conducting market demand analysis; developing a marketing/advertising plan; supporting prospective students through the admission and registration processes; ensuring a seamless handoff of newly admitted online students to academic program advisors and online program support staff; and concierge and retention services.	<ul style="list-style-type: none"> • Executive Director of Extended Learning. • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of admitted students who enroll. • Retention and graduation rates of online students. 	Fall 2019
Increase advertising and marketing efforts specific to online and off-campus programs.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Executive Director of Extended Learning. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of admitted students who enroll. • Website analytics, market penetration analyses. 	Fall 2019
Develop a plan and implement action steps to market and promote available online general education courses that could be taken by either current NIU students or other non-NIU students.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Vice Provost Undergraduate Studies. • College Deans. • Executive Director of Extended Learning. 	<ul style="list-style-type: none"> • # of students enrolled in online general education courses. • Website analytics, market penetration analyses. 	Spring 2020
Establish sub-codes or specific program major codes for off-campus and online programs in order to differentiate those programs from programs offered on campus.	<ul style="list-style-type: none"> • Executive Director of Extended Learning. • Director of Network Services. 	<ul style="list-style-type: none"> • # of sub-codes or major codes developed. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Three: Clearly define recruitment targets and create tailored, comprehensive plans to drive action.

Objective: Become a designated Hispanic Serving Institution (HSI) by increasing the number of new undergraduate Hispanic/Latinx students by at least 9 percent each year (727 in fall 2018).

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Develop signature events and programs (on campus and in Chicago, Elgin and Aurora) that engage the Latino Resource Center and Latino Alumni Council in recruiting and enrolling more Latinx prospective students.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Chief Diversity Officer. • VP University Advancement. 	<ul style="list-style-type: none"> • # of signature programs executed for Latinx students. • Attendance of Latinx students at events. • % of event attendees who apply and enroll. • # of inquiries, applications and % of admitted Latinx students who enroll. 	<p>Spring 2020</p>
<p>Ensure there are at least two to three full-time bilingual employees in the Office of Admissions and Office of Financial Aid and Scholarships.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • Hiring and onboarding of new positions. • # of inquiries, applicants and % of Latinx admitted students who enroll. • Retention rates. 	<p>Spring 2020</p>
<p>Translate strategic publications, videos and websites into Spanish.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of Latinx admitted students who enroll. • Website analytics. • Retention rates. 	<p>Spring 2020</p>
<p>Focus more strategic communications to parents/families of Latinx students.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of inquiries, applicants and % of Latinx admitted students who enroll. • Retention rates. 	<p>Spring 2020</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Tactics/Activities	Accountable	Assessment	Completion Date
Develop dual-credit pathways and increase NIU recruitment and outreach presence in high schools and community colleges with high levels of Latinx populations.	<ul style="list-style-type: none">• VP Enrollment Management, Marketing and Communications.• Vice Provost Undergraduate Studies.	<ul style="list-style-type: none">• # of dual-credit programs and credit hours generated.• # of inquiries, applicants and % of admitted students who enroll from specific high schools and community colleges.	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Three: Clearly define recruitment targets and create tailored, comprehensive plans to drive action.

Objective: Double the enrollment of new domestic out-of-state students (238) by fall 2023 (119 in fall 2018).

Tactics/Activities	Accountable	Assessment	Completion Date
Engage new out-of-state markets through targeted recruitment activities (i.e., college fairs, high school visits, NIU-hosted receptions) and advertising campaigns — focus on Wisconsin, Minnesota, Iowa, Indiana and Missouri.	<ul style="list-style-type: none">• VP Enrollment Management, Marketing and Communications.• VP University Advancement.	<ul style="list-style-type: none">• Number of search responders, inquiries, applicants and % of admitted students who enroll from out of state.• Website analytics, market penetration analyses.	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Four: Provide enhanced, responsive and effective scholarship and financial aid options that will attract students and ensure their success.

Objective: Complete a comprehensive research study by end of spring 2019 on current undergraduate admission and scholarship criteria to consider implementing alternate options.

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Review the current state of undergraduate admission criteria, and determine if new models (i.e., test optional, holistic review, non-cognitive variables, etc.) would be more equitable and beneficial to admission consideration, yet predictive of student success.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Executive VP and Provost. 	<ul style="list-style-type: none"> • # of inquiries, applicants, acceptance rates, % of admitted students who enroll. • Average high school GPA, average SAT/ACT scores. • Retention rates. 	<p>Spring 2019</p>
<p>Determine how new undergraduate admission criteria models might impact equitable scholarship criteria, and utilize financial data modeling to determine how changes to scholarship offerings would impact enrollment and net tuition revenue.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of inquiries, applicants, acceptance rates, % of admitted students who enroll. • Average high school GPA, average SAT/ACT scores. • Retention rates. • Gross and net tuition revenues. 	<p>Spring 2019</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Four: Provide enhanced, responsive and effective scholarship and financial aid options that will attract students and ensure their success.

Objective: Complete a comprehensive study by end of summer 2019 to analyze students who are admitted to NIU but do not enroll at any college in order to identify barriers to enrollment and strategies for re-engagement.

Tactics/Activities	Accountable	Assessment	Completion Date
Implement a survey of non-enrolled students to learn why they didn't enroll and what it would take for them to enroll at NIU.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> • Complete survey and share results. • % of admitted students who enroll. 	Fall 2019
Implement findings based on the study to better identify, predict and recruit students who may be less likely to enroll.	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> • Complete an integrated approach/strategy. • % of admitted students who enroll. 	Spring 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Four: Provide enhanced, responsive and effective scholarship and financial aid options that will attract students and ensure their success.

Objective: Optimize the efficacy of financial awarding, including both institutional aid and Foundation programs, by fall 2020.

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Enhance alignment of scholarship awarding and recruiting targets through better coordination between Finance, Student Financial Aid, University Advancement and Academic Affairs.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Vice Provost Undergraduate Studies. • VP Finance and Administration. • VP University Advancement. 	<ul style="list-style-type: none"> • % of admitted students who enroll. • Retention and graduation rates. • # of students with financial holds. • # of students who leave due to financial reasons. • Gross and net tuition revenues. 	<p>Spring 2020</p>
<p>Incorporate analysis of first-year retention into financial aid modeling, and adjust awarding in light of that analysis.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Vice Provost Undergraduate Studies. • VP Finance and Administration. 	<ul style="list-style-type: none"> • First-year retention rates. • Gross and net tuition revenues. 	<p>Fall 2019</p>
<p>Establish systematic communication channels to share information about academic and financial vulnerabilities to advisors.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • Vice Provost Undergraduate Studies 	<ul style="list-style-type: none"> • # of communications. • # of students who leave due to financial reasons. 	<p>Fall 2019</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Ensure that students receiving completion awards (junior and senior standing) have both academic and financial plans for degree completion.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> • Four-year and six-year graduation rates. 	<p>Spring 2020</p>
<p>Evaluate the effectiveness of MyScholarships as a scholarship tool and determine what upgrades are desired/possible.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • # of students and departments using MyScholarships. • % of awards being awarded through MyScholarships. • # of issues/complaints from students and departments. 	<p>Fall 2019</p>
<p>As allowable, modify gift agreements to create greater flexibility and fewer restrictions.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • VP University Advancement. • VP Finance and Administration. 	<ul style="list-style-type: none"> • # of modified gift agreements. 	<p>Spring 2020</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strategy Four: Provide enhanced, responsive and effective scholarship and financial aid options that will attract students and ensure their success.

Objective: Pilot alternative means of student financial aid support by fall 2020.

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Identify and pilot use of innovative aid programs such as income share agreements and/or loan forgiveness programs.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • VP Finance and Administration. • Executive VP and Provost. • VP University Advancement. 	<ul style="list-style-type: none"> • # of students utilizing alternative aid programs. • Retention and graduation rates of students utilizing alternative aid programs. • # of students who leave due to financial issues. • Gross and net tuition revenues. 	<p>Spring 2020</p>
<p>As allowable, continue to utilize university waivers or housing grants strategically as alternative aid options.</p>	<ul style="list-style-type: none"> • VP Enrollment Management, Marketing and Communications. • VP Finance and Administration. • Dean of Students. • College Deans. 	<ul style="list-style-type: none"> • # of students utilizing waivers or grants. • % of admitted students who enroll. • Retention rates of students utilizing waivers or grants. • Gross and net tuition revenues. 	<p>Spring 2019</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: Increase overall first-year retention rate to 75 percent by fall 2023 (from 73 percent in fall 2018) with implementation beginning in fall 2019 of a coordinated retention, persistence and completion model that includes accountability at the college, department and university levels.

Tactics/Activities	Accountable	Assessment	Completion Date
Implement the use of NIU Navigate (all colleges, student service units, and resource centers) for tracking student success.	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Executive VP and Provost. • College Deans. • Dean of Students. 	<ul style="list-style-type: none"> • # of advisors, student service units and resource centers using Navigate. • First-year retention and year-to-year persistence. • Six-year graduation rates. 	Spring 2020
Hire an equity/retention officer for each college who reports to the college leadership.	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Executive VP and Provost. • College Deans. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • # of equity/retention officers. • First-year retention and year-to-year persistence. • Six-year graduation rates. 	Fall 2019
Develop strategic enrollment management teams, which include equity teams, within each college to continuously review student success data and identify local solutions.	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Executive VP and Provost. • Chief Diversity Officer. • College Deans. 	<ul style="list-style-type: none"> • First-year retention and year-to-year persistence. • Six-year graduation rates. • College and department level retention, persistence and graduation rates. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Engage every student in at least two transformational experiences by graduation: one during the first year and one through the major.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Executive VP and Provost. • College Deans. 	<ul style="list-style-type: none"> • # of students who complete a freshman seminar. • # of students who complete a transformational experience in their major. • First-year retention and year-to-year persistence. • Six-year graduation. 	<p>Fall 2020</p>
<p>Increase advising capacity to support reasonable advisor-to-student ratios of 1:300.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Executive VP and Provost. • College Deans. 	<ul style="list-style-type: none"> • Average student-to-advisor ratio. • First-year retention and year-to-year persistence. • Six-year graduation. 	<p>Fall 2019</p>
<p>Develop a comprehensive training, professional development and assessment model for academic advising at NIU.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> • % of advisors who complete baseline training. • Student satisfaction and quality of interactions. 	<p>Fall 2019</p>
<p>Ensure that every student has an advisor contact assigned in MyNIU.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Executive VP and Provost. • College Deans. • Director of Network Services. 	<ul style="list-style-type: none"> • % of students will have an advisor contact listed in MyNIU. • % of students aware of who their advisor is. 	<p>Spring 2020</p>
<p>Assess the CHANCE program model and identify ways to strengthen the impact on retention and success.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> • First-year retention rate of CHANCE students. • Graduation rate of CHANCE students. • Success rates in CHANCE courses (e.g., MTH 108/109, etc.). • # of CHANCE students who receive high touch advising. 	<p>Fall 2019</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Develop a coordinated approach for early alerts/progress reports utilizing NIU Navigate and targeting courses with high failure rates and high equity gaps.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • College Deans. 	<ul style="list-style-type: none"> • # of progress report campaigns for designated high equity gap courses. • Response rate from faculty in progress report campaigns. • % of referral cases addressed and closed. • Success rates in target courses. 	<p>Fall 2019</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: Improve the overall six-year graduation rate by 5 percentage points (51 percent) by fall 2023 (46 percent in fall 2018).

Tactics/Activities	Accountable	Assessment	Completion Date
Implement customized program pathways for individual students that can reduce time to completion.	<ul style="list-style-type: none">• Executive VP and Provost.• Vice Provost Undergraduate Studies.• College Deans.	<ul style="list-style-type: none">• # of students with a customized pathway.• First-year retention and year-to-year persistence rates.• Six-year graduation rate.	Spring 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: Increase the first-year retention rates for Latinx and Asian-American students by 5 percent by fall 2023, understanding that “at average” can fluctuate annually by 1 percent or 2 percent.

Tactics/Activities	Accountable	Assessment	Completion Date
Increase the participation of Latinx and Asian-American students in mentor programs.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of Latinx and Asian-American students who participate in Ohana, Sol and METAS. 	Fall 2023
Ensure that each college advising office has at least one bilingual advisor.	<ul style="list-style-type: none"> Vice Provost Undergraduate Studies. College Deans. Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> # of bilingual advisors in each college. Student satisfaction and quality of interactions. 	Fall 2023
Implement the use of NIU Navigate in AARC and LRC for supportive interventions for Asian-American and Latinx students in courses with high equity gaps.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> Reduced equity gaps for Latinx and Asian-American students in courses with high equity gaps. 	Fall 2023
Engage with Partnership for College Completion and Excelencia to learn national best practices for reducing equity gaps and increasing retention and completion of Latinx students.	<ul style="list-style-type: none"> President. Executive VP and Provost. Chief Diversity Officer. 	<ul style="list-style-type: none"> ILEA equity plan is submitted. 	Fall 2019
Develop a coordinated approach for early alerts/progress reports utilizing NIU Navigate and targeting courses with high equity gaps for Latinx and Asian-American students.	<ul style="list-style-type: none"> Vice Provost Undergraduate Studies. Chief Diversity Officer. 	<ul style="list-style-type: none"> # of courses with high equity gaps. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: Redesign the first-year experience to bolster student success by fall 2020.

Tactics/Activities	Accountable	Assessment	Completion Date
Institute a campuswide, first-year seminar requirement that includes components in the fall and spring semesters.	<ul style="list-style-type: none"> • Executive VP and Provost. • Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> • # of students who enroll in first year seminar. • First-year retention. 	Fall 2020
Redesign Welcome Week and bridge experiences, improving collaboration and alignment of first-year and transition programs and fostering a sense of community and common messaging about institutional core values, Huskie pride, academic and social expectations and critical support services.	<ul style="list-style-type: none"> • Executive VP and Provost. • Vice Provost Undergraduate Studies. • Dean of Students. 	<ul style="list-style-type: none"> • First-year retention. • Supportive environment and student satisfaction. 	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: All faculty and staff will complete training on compliance regulations and the needs of students with disabilities by fall 2023.

Tactics/Activities	Accountable	Assessment	Completion Date
Develop a comprehensive training and education model to increase faculty and staff awareness of barriers to academic success for students with disabilities.	<ul style="list-style-type: none">• Chief Diversity Officer.• Dean of Students.• Senior Associate VP Human Resources.	<ul style="list-style-type: none">• Disability Ally program established.	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: Increase the financial investment in resources necessary to ensure that requests for reasonable accommodations for students are met in a timely manner by fall 2020.

Tactics/Activities	Accountable	Assessment	Completion Date
Staff the Disability Resource Center at 100 percent.	<ul style="list-style-type: none"> • Dean of Students. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • Staff-to-student ratio. • Student satisfaction and quality of interactions. 	Fall 2020
Relocate the DRC to an easily accessible, central location.	<ul style="list-style-type: none"> • Dean of Students. • Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> • Relocation completed. • Campus master plan updated. 	Fall 2019
Require all syllabi to include disability statement.	<ul style="list-style-type: none"> • Executive VP and Provost. • Dean of Students. 	<ul style="list-style-type: none"> • # of syllabi with disability statement incorporated. 	Fall 2019
Create a funding mechanism for accommodations for programming and cocurricular activities that departments are incapable of funding.	<ul style="list-style-type: none"> • Dean of Students. • VP Finance and Administration. 	<ul style="list-style-type: none"> • Amount of funding available to support accommodations. • Student satisfaction. 	Fall 2020
Implement a centralized closed-captioning process for all videos posted online.	<ul style="list-style-type: none"> • Dean of Students. • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • Closed captioning process developed and implemented. 	Fall 2020
Develop and implement a comprehensive campus accessibility action plan.	<ul style="list-style-type: none"> • Dean of Students. • Associate VP Facilities Management and Campus Services. • Chief Diversity Officer. • Dean of Libraries. 	<ul style="list-style-type: none"> • Comprehensive Campus Accessibility Plan completed. • Student satisfaction. 	Fall 2020
Develop a comprehensive disability resource website that includes one point of entry for all accessibility concerns/complaints (classroom/academic materials, physical barriers and campus environment) to establish baseline data and assessment metrics, as well as an institutional process to address complaints.	<ul style="list-style-type: none"> • Dean of Students. • VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> • Website developed. 	Spring 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: All new first-year and transfer undergraduates will complete cultural competency education by fall 2023.

Tactics/Activities	Accountable	Assessment	Completion Date
Launch a social justice education and equity collaborative charged with implementing a comprehensive program to offer ongoing cultural competency education and social justice programming for students.	<ul style="list-style-type: none"> Chief Diversity Officer. 	<ul style="list-style-type: none"> Collaborative will be established and implemented. 	Fall 2020
Develop a coordinated curriculum and approach to all LGBTQ+, trans, undocumented and disability ally training and education to increase participation by students.	<ul style="list-style-type: none"> Dean of Students. Chief Diversity Officer. 	<ul style="list-style-type: none"> # of students who complete two or more of these trainings. 	Fall 2020
Increase more affordable LGBTQ+ special interest housing options.	<ul style="list-style-type: none"> Chief Diversity Officer. 	<ul style="list-style-type: none"> Retention and completion. Supportive environment and student satisfaction. 	Fall 2020
Include cultural competency/CODE training as part the re-designed first-year experience for all incoming freshman and Welcome Week experiences.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> Cultural competency program fully integrated in to first year experience and Welcome Week experiences. # of freshmen who complete cultural competency training. 	<p>December 2020</p> <p>Fall 2023</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Five: Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.

Objective: Develop a financial literacy program for students that increases awareness of personal financial management by fall 2020.

Tactics/Activities	Accountable	Assessment	Completion Date
<p>Implement a financial literacy program.</p>	<ul style="list-style-type: none"> • Vice Provost Undergraduate Studies. • Chief Diversity Officer. • VP Enrollment Management, Marketing and Communications. • Dean of Students. 	<ul style="list-style-type: none"> • Average student loan debt. • Student loan default rate. • # of students who leave due to financial reasons. • First-year retention and year-to-year persistence. • Six-year graduation rates. 	<p>Fall 2020</p>

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Six: Clearly identify gaps in academic achievement and create tailored and comprehensive plans to reduce these gaps.

Objective: Increase six-year graduation rates by reducing equity gaps for Latinx students to 5 percent or less by fall 2023 and remain consistent with gaps no greater than 5 percent.

Tactics/Activities	Accountable	Assessment	Completion Date
Ensure that each college advising office has at least one bilingual advisor.	<ul style="list-style-type: none"> Vice Provost Undergraduate Studies. College Deans. Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> # of bilingual advisors in each college. Student satisfaction and quality of interactions. 	Fall 2020
Develop a coordinated approach for early alerts/progress reports utilizing NIU Navigate and targeting courses with high equity gaps for Latinx students.	<ul style="list-style-type: none"> Vice Provost Undergraduate Studies. Chief Diversity Officer. 	<ul style="list-style-type: none"> # of courses with high equity gaps for Latinx students. 	Fall 2019
Engage with Partnership for College Completion and Excelencia to learn national best practices for reducing equity gaps and increasing retention and completion of Latinx students.	<ul style="list-style-type: none"> President. Executive VP and Provost. Chief Diversity Officer. 	<ul style="list-style-type: none"> ILEA equity plan submitted. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Six: Clearly identify gaps in academic achievement and create tailored and comprehensive plans to reduce these gaps.

Objective: Increase first-year retention rates by reducing equity gaps for black new freshmen to 10 percent or less by fall 2023, understanding that success will mean consistently staying within 1 to 2 percent of that range for at least three years.

Tactics/Activities	Accountable	Assessment	Completion Date
Increase black student participation in mentoring programs.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of students who participate in BMI and S-Plan. 	Fall 2020
Develop a coordinated approach for early alerts/progress reports utilizing NIU Navigate and targeting gateway courses with high equity gaps for Black freshman.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of courses with high equity gaps with black students. 	Fall 2019
Implement the use of NIU Navigate in CBS for supportive interventions to support Black students in gateway courses with high equity gaps.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of courses with high equity gaps for black students. 	Fall 2019
Engage with Partnership for College Completion to learn nation best practices for reducing equity gaps and increasing retention and completion of Black students.	<ul style="list-style-type: none"> President. Executive VP and Provost. Chief Diversity Officer. 	<ul style="list-style-type: none"> Completion and implementation of the ILEA equity plan. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Six: Clearly identify gaps in academic achievement and create tailored and comprehensive plans to reduce these gaps.

Objective: Increase first-year retention by reducing equity gaps for black transfer students to 6 percent or less by fall 2023, and remain consistent with gaps no greater than 6 percent.

Tactics/Activities	Accountable	Assessment	Completion Date
Ensure that every black transfer has two transformational experiences by graduation.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of black transfer students engaged in at least two transformational experience within first three semesters. 	Fall 2023
Engage with Partnership for College Completion to learn national best practices for reducing equity gaps and increasing retention and completion of black students.	<ul style="list-style-type: none"> President. Executive VP and Provost. Chief Diversity Officer. 	<ul style="list-style-type: none"> ILEA equity plan submitted. 	Fall 2019
Develop a coordinated approach for early alerts/progress reports utilizing NIU Navigate and targeting courses with high equity gaps for black transfer students.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of courses with high equity gaps for black transfer students. 	Fall 2019
Implement the customized program pathways for individual students that can reduce time to completion.	<ul style="list-style-type: none"> Vice Provost Undergraduate Studies. College Deans. 	<ul style="list-style-type: none"> # of black transfer students in customized plans. 	Fall 2020

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Six: Clearly identify gaps in academic achievement and create tailored and comprehensive plans to reduce these gaps.

Objective: Increase the six-year graduation rates by reducing equity gaps for both black new freshmen and transfer students to 10 percent or less by fall 2023; understanding that success will mean consistently staying within 1 to 2 percent of that range for at least three years.

Tactics/Activities	Accountable	Assessment	Completion Date
Increase black student participation in mentor programs.	<ul style="list-style-type: none"> Chief Diversity Officer. 	<ul style="list-style-type: none"> # of students who participate in BMI and S-Plan. 	Fall 2020
Engage with Partnership for College Completion to learn national best practices for reducing equity gaps and increasing retention and completion of black students.	<ul style="list-style-type: none"> President. Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> ILEA equity plan submitted. 	Fall 2019
Develop a coordinated approach for early alerts/progress reports utilizing NIU Navigate and targeting courses with high equity gaps for black freshman and transfer students.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of courses with high equity gaps for black students. 	Fall 2019
Implement the use of NIU Navigate in CBS for supportive interventions to support black students in courses with high equity gaps.	<ul style="list-style-type: none"> Chief Diversity Officer. Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> # of courses with high equity gaps for black students. 	Fall 2019

NIU Strategic Enrollment Accountability Plan 2019-2023

Goal Two: Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Goal Three: Support equitable access, opportunity and success for students from diverse backgrounds where diversity is defined broadly.

Strategy Six: Clearly identify gaps in academic achievement and create tailored and comprehensive plans to reduce these gaps.

Objective: Enhance the design of gateway courses and courses with high equity gaps by incorporating engaging pedagogical approaches by fall 2023.

Tactics/Activities	Accountable	Assessment	Completion Date
Develop a plan to incentivize faculty and staff champions for inclusion, diversity and equity.	<ul style="list-style-type: none"> Chief Diversity Officer. VP Finance and Administration. Executive VP and Provost. Senior Associate VP Human Resources. 	<ul style="list-style-type: none"> A plan is developed to incentivize faculty and staff champions. 	Spring 2020
Redesign gateway courses and courses with high equity gaps to promote the use of engaging pedagogical approaches (e.g., flipped classrooms, team-based/problem-based learning, study groups, undergraduate research, etc.).	<ul style="list-style-type: none"> Chief Diversity Officer. Executive VP and Provost. Executive Director of Online Learning. 	<ul style="list-style-type: none"> % of gateway courses with engaging pedagogical approaches. 	Fall 2023
Assess and deploy needed support for student success in gateway courses.	<ul style="list-style-type: none"> Vice Provost Undergraduate Studies. 	<ul style="list-style-type: none"> Retention and pass rate in gateway courses. 	Fall 2023
Incentivize course transformation and interdisciplinary course re-design.	<ul style="list-style-type: none"> Executive VP and Provost. Vice Provost Undergraduate Studies. Executive Director of Online Learning. VP Finance and Administration. 	<ul style="list-style-type: none"> % of gateway courses transformed. Student satisfaction and student learning. 	Fall 2023



**Northern Illinois
University**

Your Future. Our Focus.