



ENROLLMENT MANAGEMENT

FY19 Planning Document

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Management

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I. Major Objectives for FY19

Enrollment Management

1. Maintain enrollment between 20,000 and 21,000. Continue to attract a high quality, diverse FTIC class. Maintain high levels of student retention and graduation rates.
2. Continue the substantial amount of collaboration among Enrollment Management and Academic Services departments and Student Affairs to facilitate successful campus-wide operations and optimize enrollment and retention/recruitment opportunities.
3. Collaborate with colleges/schools/departments to optimize enrollment and student retention. This includes working with them to meet student demand regarding available major programs. In addition, work with colleges/schools/departments to review scholarship processes and utilize additional funding from variance or Foundation to increase available scholarship dollars.
4. Conduct market studies on topics such as enrollment choice factors, price-sensitivity and market position.
5. Collaborate with all Enrollment Management and Academic Services' units to ensure the INTO partnership is successfully implemented and maintained.
6. Continue to partner with the Graduate School to optimize recruitment and enrollment opportunities for graduate students.
7. Continue to develop strategies for increasing student retention with particular attention to underrepresented groups.
8. Continue to implement recruitment and retention responses to challenging State of Illinois and declining demographic conditions.
9. Ensure compliance with Illinois State policies, as well as state and federal laws. This includes but is not limited to required disclosures, Title IV and State Authorization. Follow and participate in public comment as appropriate on Illinois House and Senate bills that may affect Illinois State.
10. As the Associate Provost anticipates retiring in FY19, discuss any duties that might need to be absorbed by the Associate Vice President for Enrollment Management.

Office of Admissions

The Office of Admissions works to ensure that all of its goals align with the core values of *Educating Illinois: Individualized Attention, Shared Aspirations*. Although the Office of Admissions supports *Educating Illinois* in its entirety in our daily activities and communications, our primary focus is Goal 1.1: to enroll and retain high-achieving, diverse, and motivated students. Therefore, the following goals have been made for FY19:

1. Use the resources available to the Office of Admissions to effectively recruit new student populations to meet University enrollment goals. Maintain the quantity and quality of the

applicant pool, while increasing the diversity of the new class and enrollment of out-of-state students.

2. Continue to evaluate marketing strategies, the campus visitor experience, recruitment activities (with an emphasis on personal attention and out-of-state recruitment), technology/social media initiatives, and programming to determine effectiveness and return on investment. Make necessary improvements that reflect our vision as a first-choice public university recognized as a national leader for educating high-achieving, motivated students who seek an individualized and transformative experience at an institution that offers premier undergraduate and graduate programs.
3. Manage the application and admission processes to meet new student enrollment goals, while maintaining a strong customer service focus.
4. Assess the changing demographics of prospective student populations and develop and implement strategies to meet these needs.
5. Identify new initiatives to better attract and serve transfer students.
6. Identify additional ways in which the Office of Admissions can work collaboratively with other campus and community constituents to recruit, enroll, and retain students.
7. Work with campus partners and INTO on the ongoing execution of the strategic plan for international student recruitment.
8. Collaborate with Administrative Technologies and key campus constituents to implement the newly acquired CRM. Explore the functionality of the admissions application included with the CRM solution.
9. Evaluate daily operations and staff resources. Identify professional development opportunities for staff and encourage participation when possible.
10. Continue to evaluate merit-based scholarship programs to determine their effectiveness as a recruitment initiative and make adjustments as necessary.

Financial Aid Office

1. Continue to enhance the student information system by adding or enhancing processes including development of loan repackaging, the addition of a foundation reconciliation/billing screen, enhancing loan projections during packaging, addition of a bolt-on for PLUS loan awarding and processing and configuring Year Round Pell processing.
2. Develop reporting capabilities in Cognos to efficiently identify eligible scholarship recipients and to identify potential populations for specific scholarship communication.
3. Develop an online scholarship application for the Financial Aid Office's foundation accounts.

4. Continue to monitor our 3-year cohort default rate and communicate with students at risk for default in order to maintain one of the lowest cohort rates in the state.
5. Collaborate with Web & Interactive Communications and University Marketing and Communications to develop 30 seconds to 1-minute videos about financial aid programs and processes. Post the videos on the Financial Aid website and email links to targeted populations.
6. Continue to monitor federal and state legislative changes, including Reauthorization of Higher Education and update policies and procedures manuals to ensure compliance.
7. Explore the use of text messages for urgent Financial Aid communications such as the State MAP Grant suspense date.
8. Update the Financial Aid website and plan for a refresh to the overall web design.
9. Continue collaboration with University College and Student Accounts to resolve registration block issues and increase Illinois State's retention rate.

Office of the University Registrar (OUR)

1. Complete a RFP for a Registration bolt on that would allow students to utilize their personal schedules when searching for classes.
2. Complete a RFP for a more dynamic degree audit system.
3. Work to shorten the completion time for transfer evaluations to the pre-conversion standard.
4. Begin development of a new graduation application for graduate students.
5. Continue to explore options and develop a plan for sending electronic transcripts.
6. Continue to meet the 8 Keys to Veterans' Success which is a voluntary initiative through the Department of Defense, Veterans Affairs and Education. Specifically, we will concentrate on the following areas:
 - Collaborate with local communities and organizations, as well as government agencies, to align and coordinate various services for veterans.
 - Utilize a uniform set of data tools to collect and track information on veterans, which includes demographics, retention, and degree completion.
 - Provide comprehensive professional development for faculty and staff on issues and challenges unique to veterans.
 - Develop systems that ensure sustainability of effective practices for veterans.
7. Continue to support the iTransfer website and Illinois Articulation Initiative (IAI) mission of transfer and articulation for the State of Illinois as directed by the Illinois Board of Higher Education (IBHE) and Illinois Community College Board (ICCB). This includes attending and administratively supporting panels and other IAI meetings.

II. Permanent Funding (PERM) Requests

Enrollment Management

1. A request to increase Enrollment Management's general revenue budget. Enrollment Management currently has an operating budget of a little over \$65,000. With being asked to support initiative requests, maintain strategic memberships, and aide in recruitment and retention efforts for the six units that make up Enrollment Management, as well as provide requested support to other units such as Web & Interactive Communications, there is no flexibility to hire additional staff, expand services, or attempt innovative new solutions.

Total Requested: \$100,000

Office of Admissions

1. Create, print, and mail an underrepresented/first generation brochure to prospective students and families. This would target rising seniors and would be mailed out with a cover letter (\$20,000).
2. Create additional mailings for sophomore name purchases and parents of prospects and inquiries in order to engage with these audiences earlier and in a more personal manner (\$40,000).
3. Increase targeted events for admitted students (\$50,000).
4. Increase Google and television advertising (\$40,000).

Total Requested: \$150,000

Financial Aid Office

None

Office of the University Registrar

1. Request to hire an additional permanent position. An additional Admission and Records Specialist II position would increase the ability to meet transfer articulation, academic records and degree audit needs. The approximate salary for this position would be \$28,000.
2. Increase to the Office of the University Registrar's General Revenue, Personnel line. Currently, there are two staff members whose salaries are being paid by the Office of Admissions' agency account which limits the amount of funding Admissions has to put toward recruitment activities. With its current limitations, these salaries cannot be absorbed into OUR's general revenue lines. The salaries for these positions is \$118,000.

Total Requested: \$146,000

III. Strategic Budgeted Carryover (SBC) Requests

Enrollment Management

1. \$171,834 – Supplement Enrollment Management and Academic Service unit’s recruitment activities and initiatives
2. \$90,000 – Marketing/Outreach/Recruitment Activities and Studies

Total Requested: \$261,834

Office of Admissions

1. \$70,000 -- Prospective student name buys

Total Requested: \$70,000

Financial Aid Office

None

Office of the University Registrar

1. \$88,750 – Software and warranty agreements
2. \$7,200 – Retirement payout

Total Requested: \$95,950

IV. Provost Enhancement (PE) Requests

Enrollment Management

None

Office of Admissions

1. Enhance communications budget to allow for more targeted, personal, and variable print jobs. More print publications are needed to fill out the communications plan, especially for targeted populations like transfer students, underrepresented students, high achieving students, out of state students, sophomore and junior prospects, and parents (\$150,000).
2. Enhance budget for events. In this competitive recruitment landscape, both on and off-campus events are critically important to our ability to disseminate our core messages and engage with students and parents on a personal level. We need to conduct even more events than we currently do, and we need to accommodate guests to the best of our ability. Events are expensive—from parking validation to A/V needs to refreshments—but they are also incredibly effective (\$50,000).
3. Enhance the experience we offer our Daily Campus Visitors to include lunch at one of the dining centers, showing our visitors more hospitality and a better overall campus experience (\$10,000).

4. Enhance the Social Media Advertising budget to allow us to extend our recruitment efforts through Facebook, Twitter, Snapchat, and Google to enroll the next FTIC class (\$10,000).

Total Requested: \$220,000

Financial Aid Office

None

Office of the University Registrar

None

V. Facilities Requests

Enrollment Management

None

Office of Admissions

None

Financial Aid Office

None

Office of the University Registrar

The Office of the University Registrar is working with Facilities Planning on repurposing space to move University Testing Services from Fell to Moulton. Doing so would allow more space for University College in Fell and the ability to increase the amount of space that is available to proctor exams. A quote on the cost to make the necessary physical adjustments is still pending. OUR may need some additional funds to make some of the necessary changes.