

## Illinois State University Enrollment Rebound Incentive Program

### Summary

With the strategic goal of returning Illinois State University to its optimal enrollment level, the Office of the Provost in cooperation with the colleges is launching an Enrollment Rebound Incentive Program. The program commits \$1M in funding from the Provost's Office that will be allocated to academic departments and schools that reach Fall 2014 enrollment targets. The achievement of these targets will contribute to ISU's immediate and long-term financial health as well as the overall progress of the university for years to come.

### Guiding Principles of the Program

1. **Build a cornerstone initiative for Illinois State University's enrollment to rebound.** The program intends to be one of the key actions to reach the university's goal of optimizing enrollment and returning to enrollment levels common in recent years.
2. **Invest in academic departments and schools.** This program invests in academic departments and schools acknowledging the powerful impact that academic units and faculty have on student recruitment and retention.
3. **Acknowledge the need to act now.** There is a sense of urgency caused by the fact that ISU has suffered enrollment declines in the latest two years. This decline necessitates the consideration of different funding models that can help lead to enrollment optimization in Fall 2014.
4. **Leverage ISU's teamwork culture.** The program strives to leverage one of ISU's greatest strengths—its collaborative nature. Maintaining optimal enrollment is a collective activity that involves everyone on campus.
5. **Provide positive, rather than negative incentives.** Whereas many universities struggling with enrollment declines have chosen to cut budgets, eliminate merit increases, etc., Illinois State is choosing a positive incentive model that rewards rather than punishes.
6. **Strengthen Illinois State University.** An enrollment rebound will strengthen ISU's financial and overall health as well as open doors for future progress.

### Summary of the Key Elements of the Program

1. The university goal is to return to an on-campus enrollment of 20,700 students. This would be growth of 4.0% from Fall 2013 to Fall 2014.
2. To receive funds an academic department/ school must grow total on-campus headcount enrollment from Fall 2013 to Fall 2014. To maximize funds for the department, Fall 2014 growth would reach or exceed 4.0% of the department's/ school's Fall 2013 headcount.
3. As a result of reaching enrollment goals, funds will flow directly to departments/schools in September 2014. The amount earned will depend on growth targets and funding model criteria. In general, a successful department/school would earn funds ranging from \$1,000-\$40,000, depending on department size and percentage of goal attained. The funds earned will be provided for four years.
4. To give the academic units broad flexibility when spending the funds, the funds will be awarded in the form of general revenue operating dollars.
5. Departments/Schools that grew from Fall 2012 to Fall 2013 will be rewarded through special one-time funding. Department/Schools who grew by <10 will receive \$5,000 and those that grew by  $\geq 10$  will receive an allocation of \$15,000 in October 2013.
6. The program rewards progress with both student recruitment and retention. While it is very important that ISU grow new freshman and new transfer student enrollments, the program is designed to also award funds when departments/schools grow through increased student retention.

# SAMPLE

FY15 Enrollment Rebound Incentive - Compensation Model										
Department	Fall 2013 Enrollment	Fall 2014 Total Enrollment Target	Enrollment Growth Target Number	Fall 2014 Enrollment	Actual Growth Number	Scaled Incentive Rate Based Upon Total Enrollment Growth Target	Difference Btwn Actual Growth & Target Growth Numbers	% of Total Enrollment Growth Target Met	Scaled Incentive Rate Adjusted by % of Total Enrollment Growth Met	Scaled Incentive Rate for Exceeding Enrollment Growth Number <i>Fixed Rate</i>
Underwater Basket Weaving	475	494	19	482	7	\$ 15,000	-12	36.8%	\$ 5,520	-
Marine Biology	810	842	32	821	11	\$ 25,000	-21	34.4%	\$ 8,600	-
Tundra Archeology	355	369	14	373	18	\$ 15,000	4	128.6%	\$ 15,000	\$ 5,000

Table 1. Scaled Incentive Rate Based Upon Total Enrollment Growth Required

Total Enrollment Growth Number	Scaled Incentive Rate
1-10	\$ 10,000
11-20	\$ 15,000
21-30	\$ 20,000
31-40	\$ 25,000
41-50	\$ 30,000
51-60	\$ 35,000
≥61	\$ 40,000

Table 2. Scaled Incentive Rate for Exceeding Enrollment Growth Number - *Fixed Rate*

Headcount Exceeding Total Enrollment Growth Number	Scaled Incentive Rate
1-10	\$ 5,000
11-20	\$ 10,000
21-30	\$ 15,000
31-40	\$ 20,000
41-50	\$ 25,000
51-60	\$ 30,000
≥61	\$ 35,000