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Enrollment Management

FY20 Planning Document

**I. Major Objectives for FY20**

**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. Work with them to meet student demand regarding available major programs by helping them to determine realistic enrollment targets and capacity thresholds.**

**4. Work with colleges/schools/departments to review scholarship processes and utilize**

**additional funding from variance or Foundation to increase available scholarship.**

**5. Collaborate with University Marketing and Communications (UMC) on recruitment**

 **and retention marketing initiatives. Ensure marketing efforts are consistent with**

 **University branding.**

**6. The Five-Year Enrollment Strategic Plan is meant to be a fluid document. As such, this plan should be reviewed, and when necessary updated, yearly in order to address changes in the dynamic environment.**

**7. Work with Administrative Technologies to explore different IT products currently in the market that would aide in student recruitment, retention and staff productivity.**

**8. Explore the possibility of using grants to assist in funding student recruitment and retention initiatives as well as for targeted projects.**

**9. Collaborate with Academic Services to expand the Honors Program.**

**10. Continue to implement recruitment and retention responses to challenging State of Illinois and overall declining demographic conditions.**

**11. 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.**

**Office of Admissions**

**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, as well as, 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. Continue to evaluate merit-based scholarship programs to determine their effectiveness as a recruitment initiative and make adjustments as necessary.**

**7. Identify additional ways in which the Office of Admissions can work collaboratively with other campus and community constituents to recruit, enroll, and retain students.**

**8. Collaborate with Administrative Technologies and key campus constituents to enhance the user experience within applications such as the application for admission and the My.IllinoisState portal.**

**9. Continue to build out Technolutions Slate to expand and refine our use of the CRM for purposes of communication, recruitment, events, and scholarship awarding.**

**10. Evaluate daily operations and staff resources.  Identify professional development opportunities for staff and encourage participation when possible.**

**Financial Aid Office**

**1. Continue to enhance the student information system by adding or enhancing**

 **including development of loan re-packaging, the addition of a foundation**

 **reconciliation/billing screen, and addition of a bolt-on for PLUS Loan award automation process.**

**2. Develop a student and parent loan borrower informational letter to meet new state**

 **requirements of the Education Loan Pilot Program (SB2559/PA 100-0926). Provide to**

 **the borrower the total amount of educational loans borrowed, the potential total**

 **payoff amount, monthly repayment amounts, and the percentage of borrowing limit**

 **reached.**

**3. Develop reporting capabilities in Cognos to efficiently identify eligible scholarship recipients, as well as, identify potential populations for specific scholarship communications. Some initial table development has already been completed. This objective includes completion of the development of the remaining tables, testing of data and the creation of reports.**

**4. Develop an online scholarship application for the Financial Aid Office’s foundation accounts. Initial discussion and planning occurred in FY19. Objective for FY20 is to develop and implement the application for at least five Financial Aid Office scholarship accounts.**

**5. 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 default rates in the state. Review and appeal loans not in default during appeal timeframe. Conduct a study to identify factors that indicate risk of default likeliness and develop proactive measures for these populations of students.**

**6. Continue collaboration with University College and Student Accounts to resolve registration block issues and increase Illinois State’s retention rate. Strategically use allocated funds to aid students who have exhausted all options. Pilot an Income Share Agreement program as a means for students to pay outstanding balances.**

**7. Refresh the Financial Aid website design.**

**8. Continue to monitor federal and state legislative changes, including Reauthorization of Higher Education, and update policies and procedures manuals to ensure compliance.**

**9. Utilize funds to invest in a third party provider such as FATV for an annual contract to access online financial aid informational and instructional videos. Update the financial aid website with links to appropriate videos and include links in communication to prospective and current students.**

**10. Strategically award AIM High Grant funds to increase FTIC enrollment and encourage Illinois students to attend an in-state university, improve college affordability, and reduce student loan debt.**

**Office of the University Registrar (OUR)**

**1. Work on a RFP for an online proctoring tool for campus-wide use.**

**2. Install and implement a dynamic degree audit system.**

**3. Evaluate daily operations, collaborations and staff resources. Make adjustments and**

 **streamline processes where appropriate to increase effectiveness. Identify**

 **professional development opportunities for staff.**

**4. 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.**

**5. 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**

* No requests

**Office of Admissions**

**1. Create New Position**

Create a new position, Recruitment Technology Specialist, to assist with ongoing development of Technolutions Slate CRM.

**Funding Request: $50,000**

**2. College Search Brochure**

Create a new brochure for parents of students just beginning the college search process, expanding our target audience to include parents of junior high students.

**Funding Request: $20,000**

**3. Underrepresented/First-Generation Student Brochure**

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.

**Funding Request: $20,000**

**4. Admitted Student Events**

Increase targeted events for admitted students.

**Funding Request: $50,000**

**Total Funding Requested: $140,000**

**Financial Aid Office**

* No requests

**Office of the University Registrar**

**1. Create new position**

An additional Admission and Records Specialist II position would increase the ability to meet transfer articulation, academic record maintenance and degree audit needs.

**Funding Request: $28,000**

**2. Increase to OUR General Revenue Personnel Line**

Currently, there is a staff member whose salary is funded by the Office of Admissions’ agency account. This limits the amount of funding Admissions has to put toward recruitment activities. With its current limitations, this salary cannot be absorbed into OUR’s general revenue lines.

**Funding Request: $68,200**

**Total Funding Requested: $96,200**

**III. Strategic Budgeted Carryover (SBC) Requests**

**Enrollment Management**

**1. Marketing/Outreach/Memberships**

**Funding Request: $65,000**

**2. EMAS Recruitment/Retention Activities**

**Funding Request: $175,000**

**Total Funding Requested: $240,000**

**Office of Admissions**

**1. Rule29 Video Project**

**Funding Request: $70,000**

**2. Prospective student name buys**

**Funding Request: $30,000**

**Total Funding Requested: $100,000**

**Financial Aid Office**

**1. Emergency and Completion Grants**

The Financial Aid Office is requesting SBC of $200,000 from FY19 to FY20 in order to use funds for retention of fall 2019 student to the spring 2020 term. In February 2019, the Budget Office transferred $429,547 in excess funds from the Student-to-Student Account to General Revenue Awards/Grants line.

The majority of these funds are being awarded to students to help with spring 2019 to fall 2020 retention and summer 2019 enrollment. However, the Financial Aid Office would like to SBC $200,000 to FY20 in order to help with fall 2019 to spring 2020 retention.

**Funding Request: $200,000**

**2. Financial Aid Instructional Videos**

The Financial Aid Office is also requesting SBC of $10,000 from FY19 to FY20 in order to contract with a third party provider such as FATV to offer financial aid informational and instructional online videos. Over 1,000 videos exist in FATV’s library. For additional cost, Illinois State can work with FATV to create customized videos as well. Online videos can be posted to our Financial Aid Office website and included in email and letter communications with current and prospective students.

**Funding Request: $10,000**

**Total Funding Requested: $210,000**

**Office of the University Registrar**

**1. Academic Software**

**Funding Request: $40,000**

**2. Software and Warranty Agreements**

**Funding Request: $47,130**

**3. Carpet Replacement and Office Improvements**

**Funding Request: $29,000**

**Total Funding Requested: $116,130**

**IV. Provost Enhancement (PE) Requests**

**Enrollment Management**

* No requests

**Office of Admissions**

**1. Enhance Communications**

Enhance the 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.

**Funding Request: $100,000**

**2. Enhance Admitted Student Events Budget**

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.

**Funding Request: $75,000**

**3. Enhance Social Media Advertising Budget**

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.

**Funding Request: $10,000**

**Total Funding Requested: $185,000**

**Financial Aid Office**

* No requests

**Office of the University Registrar**

* No requests

**V. Facilities Requests**

**Enrollment Management**

* No requests

**Office of Admissions**

* No requests

**Financial Aid Office**

* No requests

**Office of the University Registrar**

* No requests