



ENROLLMENT MANAGEMENT

FY21 Planning Document

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Management

I. Major Objectives for FY21

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 offering support and statistical information.
4. Work with colleges/schools/departments to review scholarship processes and utilize additional funding from variance or Foundation to increase available scholarship.
5. Review, and when necessary update yearly, the Five-Year Strategic Enrollment and Retention Plan in order to address changes in the dynamic environment.
6. Work with Administrative Technologies to explore different IT products currently in the market that would aide in student recruitment, retention and staff productivity.
7. Collaborate with new Assistant Vice President for Student Success to ensure a smooth transition and improved retention rates.
8. Continue to implement recruitment and retention responses to challenging State of Illinois and overall 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.

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), 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 see an individualized and transformative experience at an institution that offers premier undergraduate and graduate programs.

3. Manage the application and admissions 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 additional ways 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 (AT) 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 and 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 processes including the following:
 - Complete the document upload process to allow students to upload required financial aid documents through the student portal as an alternative to mailing or hand-delivering.
 - Create a method to upload the new Alternative Application for Illinois Financial Aid file from ISAC into the student information system, in order to determine aid eligibility for students eligible due to the state RISE Act.
 - Further improve the financial aid section in the “My” student portal to improve student user experience.

- Enhance the PLUS automation process to automatically assign additional communications to students and parents.
 - Finalize the athletics matching award process and move into production environment by May 2020.
 - Develop an automated process for loan repackaging.
2. Complete the student loan borrower information in the portal in accordance with the State regulation.
 3. Continue to monitor the 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.
 - Review and appeal loans not in default during the appeal timeframe and dispute discrepancies in order to improve the cohort default rate.
 - Conduct a study to identify factors that indicate risk of default likelihood and develop proactive measures for these populations of students.
 - Research other institutions and default prevention programs in order to enhance Illinois State's default/delinquency prevention programs and deter defaulters.
 4. Participate in a chat bot pilot to provide answers to common questions thereby enhancing the service provided to students, especially outside of normal office hours. Utilize this tool to generate text messages to students regarding financial aid deadlines and outstanding documentation.
 5. Continue to 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.
 6. Analyze the Scholarship Finder tool and develop a plan to either enhance or replace it in order to impact retention and recruitment efforts.
 7. Develop financial aid videos/online tutorials.

Office of the University Registrar

1. Investigate and find a process solution that will allow for the certified issuance of electronic diplomas so that they can be utilized in professional social media such as LinkedIn. Explore ways to allow printed diplomas to be delivered faster to graduates.
2. Improve efficiency and accuracy in current degree audit system. This includes:
 - Test and implement the addition of graduate programs to the current degree audit system.
 - Test and implement the graduation processing and reporting process for undergraduate programs.

3. Evaluate daily operations, collaborations, and available 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.
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 the Illinois Community College Board (ICCB). This includes attending and administratively supporting panels and other IAI meetings.

II. Permanent Funding (PERM) Requests

Enrollment Management

1. Marketing Initiatives

The Admissions Application Fee account can no longer support the amount of marketing/advertising initiatives needed to remain competitive for student recruitment. If the University wishes to keep published target enrollment rates, additional funding is needed to support marketing endeavors.

Funding Request: \$350,000

2. Data Analysis Position

Over the past several years, EM has seen an increased demand for data requests by both internal and external groups. That, in combination with an anticipated increase in requests with the revival of RERIP, has put a strain on current resources.

Funding Request: \$60,000

Total Funding Requested: \$410,000

Office of Admissions

1. Recruitment Technology Specialist

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

Funding Request: \$50,000

2. 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

3. Admitted Student Events

Increase targeted events for admitted students.

Funding Request: \$20,000

4. Common Application

Compile necessary resources for the implementation of the Common Application.

Funding Request: \$20,000

Total Funding Requested: \$110,000

Financial Aid Office

- No requests

Office of the University Registrar

- No requests

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

Enrollment Management

1. Marketing/Outreach/Memberships

Anticipated Request: \$50,000

2. Supplement/Provide budget for new Assistant Vice President for Student Success position

Anticipated Request: \$50,000

Total Anticipated Requested: \$100,000

Office of Admissions

- No requests anticipated at this time.

Financial Aid Office

1. Informational/Instructional Online Videos

The Financial Aid Office anticipates a SBC request of \$10,000 from FY20 to FY21 in order to contract with a third party provider such as FATV to offer financial aid informational and instructional online videos.

Total Anticipated Requested: \$10,000

Office of Admissions

- No requests anticipated at this time.

IV. Provost Enhancement (PE) Requests

Enrollment Management

1. Marketing/Outreach Initiatives

Enrollment Management continually has to forgo many of the many marketing opportunities we have to recruit new students due to financial constraints. With this additional funding, we could increase our television spots currently playing in several markets in the Chicago area.

Total Funding Requested: \$350,000

Office of Admissions

1. Enhanced Communications

Enhance communications budget to allow for more targeted, personal, and variable print jobs. Additional 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: \$50,000

2. Enhanced Admitted Student Events

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.

Funding Request: \$25,000

3. Enhanced Social Media Advertising

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 Request: \$85,000

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