Institutional Aid Task Force Update

August 25, 2016, Board of Trustees
Rebecca Babel, Anne Hardy, and Jeff Reynolds

Task Force Charge

- Analyze administration of $88.6 million in undergraduate scholarships, grants, waivers
  - $32 million NIU funded

- Analyze administration of $24 million in graduate scholarships, grants, waivers
  - $23 million NIU funded

- Recommend and implement solutions for strategic and holistic use of institutional aid

Task Force Charge

Completion of the project will result in:

- An enhanced student experience

- Optimized use of funds

- Maximized University resources in a fiscally responsible manner in line with the University's strategic plan

- Increased recruitment and retention across the University

Task Force Steering Committee

Rebecca Babel (Co-Chair), Financial Aid & Scholarships

Brad Bond, Graduate School

Vernese Edghill-Walden, Academic Diversity

Anne Hardy (Co-Chair), Financial Aid & Scholarships

Denise Hayman, CHANCE

La Vonne Neal (Facilitator), Process Improvement

Larry Pinkelton, Administration and Finance

Jerome Rodgers, Intercollegiate Athletics

Task Force Membership

Four working groups

- Membership fluid
- Campus experts as needed

- Assessment and Data Analysis
- Budget Processes/Funding Sources
- Strategic Planning
- Technology/Business Process

Project Relevance

- Intersection with Program Prioritization, Budget Project, and Academic Equity Gap Study

- Multidimensional
  - Top down policy with bottom up data discovery
  - Horizontal and vertical analysis and implementation

- Scopes across the University

- Fluid and evolving process and member input

Project Relevance

- Student need demographics

- Costs have increased, aid has stayed same

- Ability to pay versus willingness to pay
  - Net tuition revenue model can inform and influence enrollment

Project Phases

- Utilizing the process improvement and operational effectiveness transformation method

  D > M > A > I > C

- Phase I: prioritize budget processes, funding sources, and strategic planning to leverage operational improvement for FY18

- Phase II: prioritize technology and assessment to continue improvements and ensure sustainability

Executive Summary Action Items

Completed

- Created the first comprehensive catalog of awards

- Created aggregate report to delineate aid categories

- Partnered with NIU Foundation to include campus awards with initial financial aid

- Completed business process and technology gap analysis

- Purchase AcademicWorks

AcademicWorks

- Create a student-centered scholarship experience

- Provide central oversight to decentralized process

- Improve fund utilization and compliance

- Provide scholarship-specific flexibility

- Revolutionize donor engagement

Executive Summary Action Items

In-Progress

- Implement AcademicWorks

- Review donor guidelines

- Policy and training development

- Conduct tuition waiver review

- Consolidate Financial Aid & Scholarships

Executive Summary Action Items

In-Progress

- Enhance data mining and analysis
- Research and develop net tuition revenue model

  Goals:

  Maximize revenue

  Shape class (quantity, quality, diversity)

  Access (meet financial need of population)

  Drive stability and growth

  Balance competing priorities

Net Revenue/Discount Rate

- Amount of revenue charged in tuition and fees, net of all institutional aid (funded, unfunded, forgone) provided to students
- Factors that influence growth in per FTE aid expenditure
  - Need
  - Expansion of merit program
  - Program targeted aid
  - Enrollment
  - Tuition increases
- Net revenue must meet growth in educational expenditure

Net Revenue Data Extract Details

- Population
  - Students enrolled in credit bearing courses
  - Inclusive of withdraws
- Data (course section is anchor)
  - Enrollment
  - Demographics
  - Gross Revenue
  - Student Financial Discounts
- Fluid: next steps benchmarking, data discovery, discount rates, forecasting, price point matching

Executive Summary Action Items

- Ultimate goal: alignment of aid with institutional priorities
    - Which student populations do we currently serve/do we *want* to serve/*should* we serve/are *well-equipped* to serve?
    - How does aid impact specific populations as it relates to strategic enrollment initiatives?
    - Do we disadvantage "average" students?
    - How does aid impact diversity? What kind of diversity?
    - How does academic and financial access relate to admission and retention criteria?

Questions?

NORTHERN ILLINOIS UNIVERSITY

Financial Aid & Scholarship Office

Division of Student Affairs & Enrollment Management