

Enrollment: Strategic Imperatives

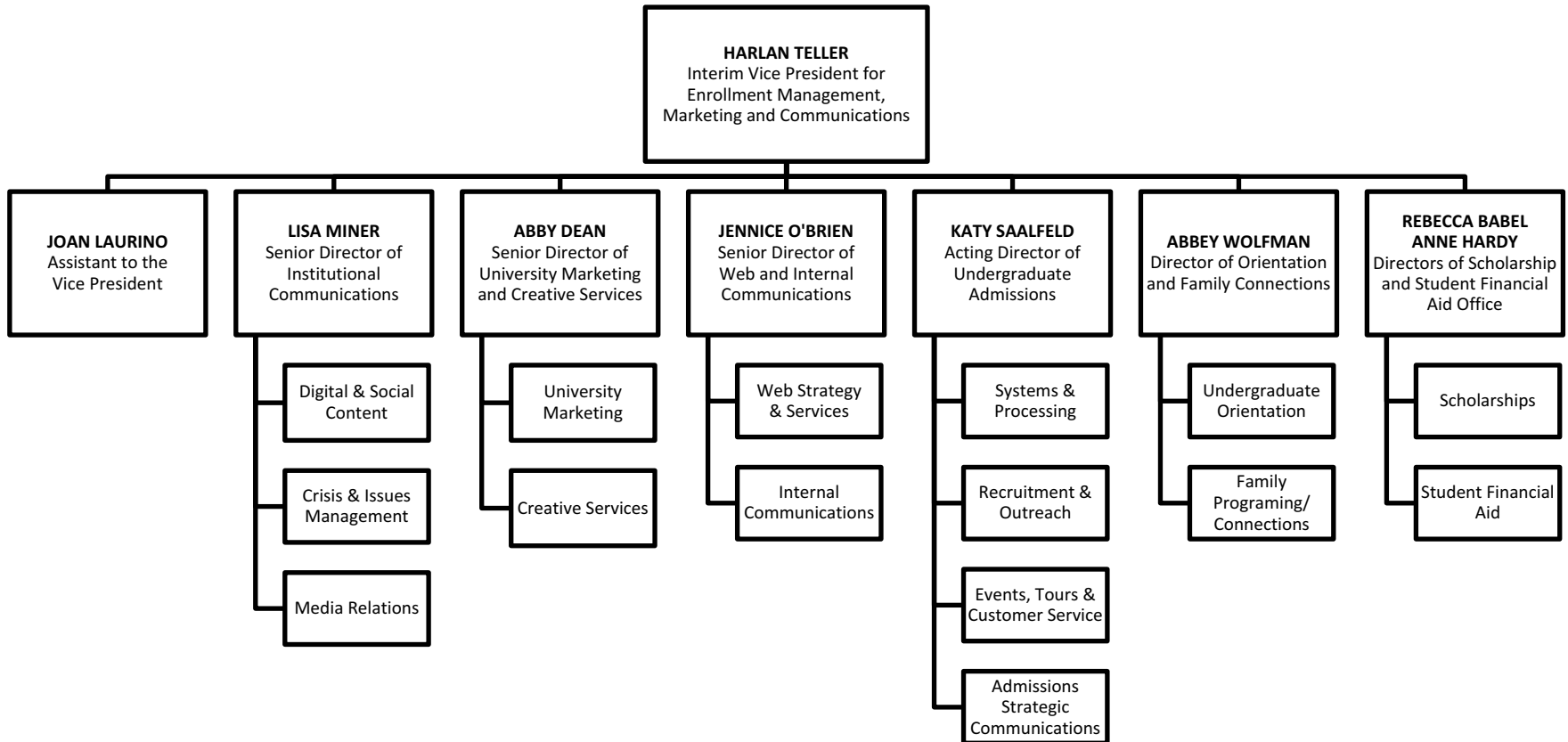
February, 2017



Northern Illinois University
Your Future. Our Focus.



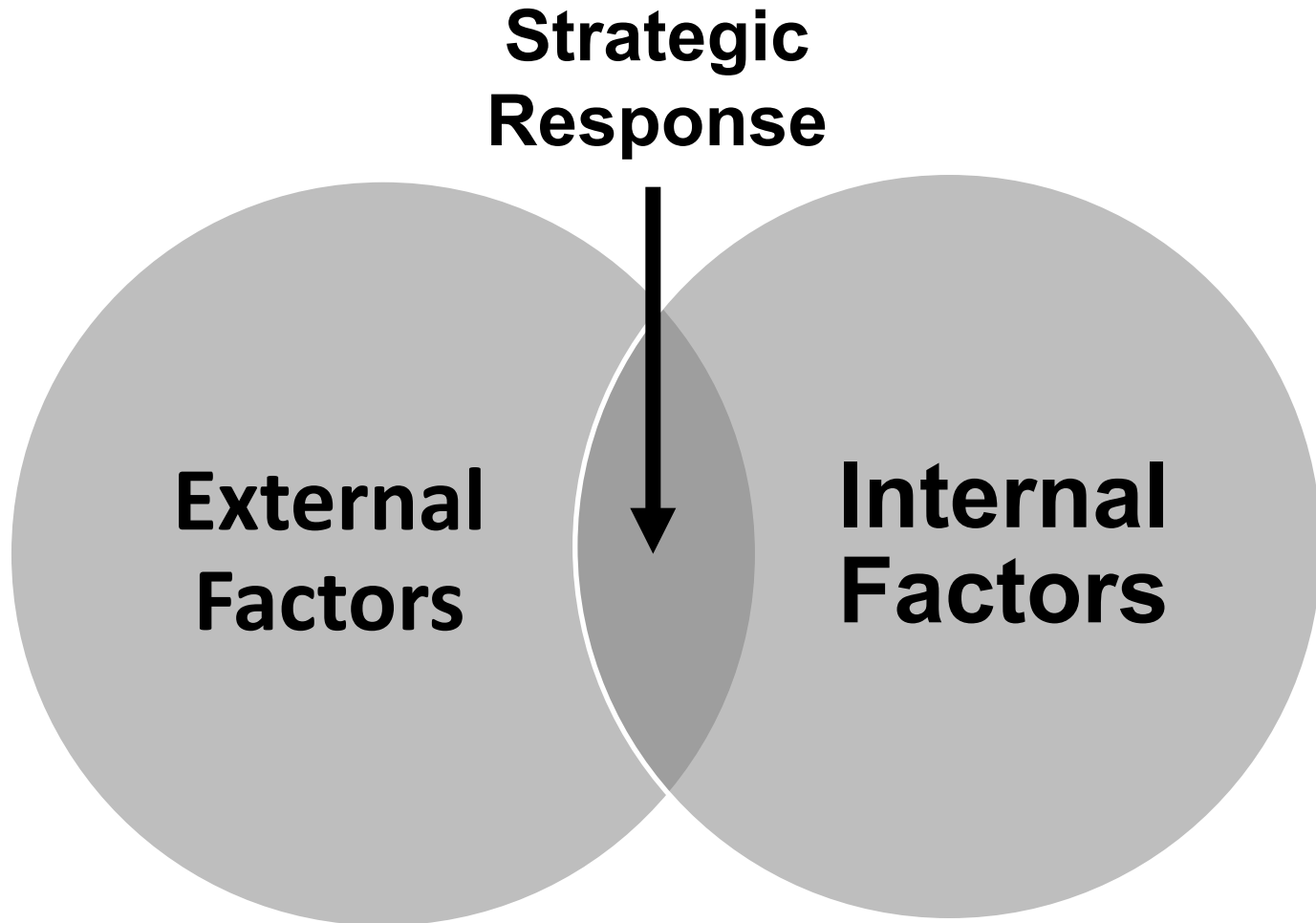
EMMC: How We're Organized



Short-term goals

- Integrate two teams into one team, with one voice, one mission, one set of goals
- Improve approach to yield communications and partner engagement
- Emphasize four key areas:
 - Reengineer processes that result in better integration of recruitment disciplines
 - Leverage technology/digital assets to better manage engagement and encourage “trial”
 - Enhance partner relationships and engagement on yield-building activities
 - Define and focus on our customer to put a “floor” on student census and build financially sustainable and growth-oriented model

Where We Are



Where We Are: Key Factors

External Factors

- Secular decline in High School graduates in Illinois
- More than 273K adults with some college in our region– a substantial opportunity
- State uncertainty affecting prospective student decisions
- Competition from out of state- particularly contiguous states
- Net outmigration of students – second largest in the US

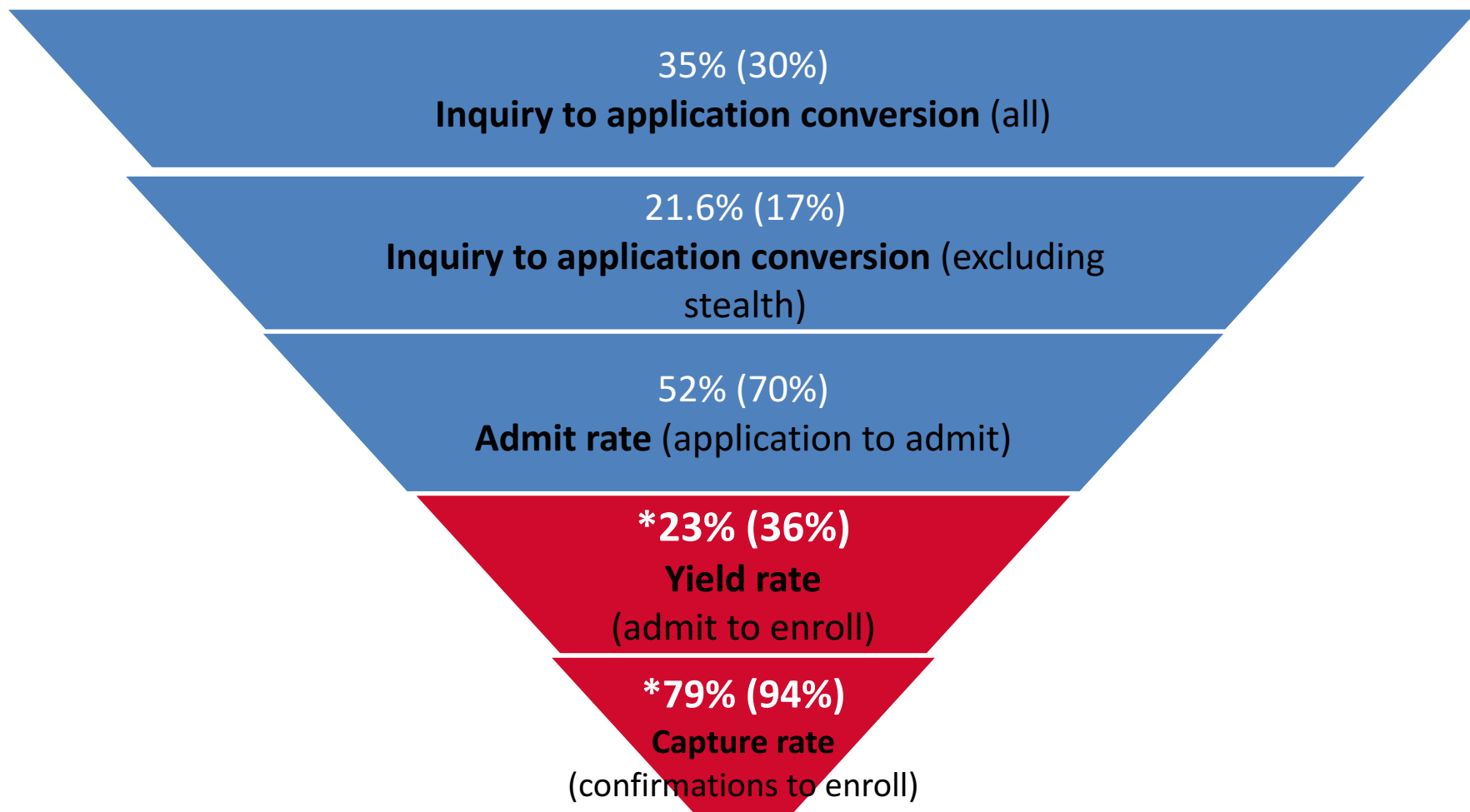
Internal Factors

- Adoption, application of brand standards is uneven
- EM and MC integration is gaining some traction
- CRM continuing to be rebuilt; integration project just beginning
- Responsibility for the “Four P’s” is diffuse
- New leadership being recruited for EMMC

Assumptions

- Integration of EM and MC will provide incremental gains
- State budget issues will persist
 - > 80% revenue will need to come from tuition, fees, other revenue streams
- Shrinkage of Illinois market for HS grads will accelerate
- Continued increase in net outmigration
- Fall of 2017 looking positive
- Benefits from program prioritization, process re-engineering (greater efficiencies, better alignment) will come over time
- Brand reengineering, more effective brand governance will drive greater brand consistency and awareness

Areas of opportunity: Yield and Capture



EMMC Initiatives (by segment)

First-year students

Latino students

- Leverage percentage of ad spend into Latino communities
- Enhance presence at high schools with significant Latino demographics
- Partner with Latino Resource Center
- Sponsor community events

Yield-enhancing strategies

- Enhance alumni engagement
- Build-out college-specific communications down-funnel
- Leverage greater CRM functionality to send more high-impact communications
- Enhance Orientation experience

Key high school feeders

- Analyze on basis of demographics, strategic fit, net revenue potential
- Leverage NIU connections (alumni, teachers, guidance counselors)
- Geo-target with paid digital media; synchronize with recruiter visits
- Support with peer-to-peer social media

EMMC Initiatives (by segment)

Transfer students

- Leverage favorable perception of NIU brand among this segment
- Heavy-up marketing spend where we have “boots on the ground”
- Support with advertising dollars on a college-by-college basis
- Support B2B effort

Non-traditional learners

- Support current campaigns with paid digital media
- Ensure we have the flexibility, pricing and programs the market wants/needs
- Revamp web presence to enhance appeal, content and user friendliness
- Reengineer admissions process
- Merge database management into Hobsons Connect system (CRM project)
- Ramp up face-to-face recruiting efforts
- Integrate adult learners into existing web, social channels

EMMC Key Initiatives

Initiative	Timing	Description	Objectives
CRM integration project	Feb-June	Integrate adult and graduate prospects into Hobson's connect, and build greater functionality into CRM system.	• Increase efficiency and reduce costs • Enhance up-funnel marketing and recruitment approach • Building down-funnel communications • Enhance yield
Brand refresh	Completed	Revise and strengthen brand and narrative standards.	• Drive greater brand consistency • Maximize impact and effectiveness of marketing spend
Brand Campaign	Feb-June	Execute integrated paid media campaign, reinforced with earned and social media that provides "air cover" for recruiting.	• Build brand awareness • Integrate with direct recruiting • Target specific market segments • Reinforce key brand platform themes
Brand Reengineering	First Quarter	Enhance integration of brand into all campus activities; expedite review of branded materials.	• Better leverage of communications spend • Greater brand consistency • Encourage compliance with brand standards

EMMC Key Initiatives (2)

Initiative	Timing	Description	Objectives
Net revenue pricing model/Housing discounts	Now-FY2018	Develop “top of funnel” strategy for ensuring a balanced approach to EM that ensures financial viability; integrate housing discounts into overall financial aid strategy.	• Ensure enough students who have capacity to pay. • Leverage financial aid and scholarships as enrollment management tools. • Better predict prospective students’ ability to persist and graduate • Facilitate ability to fulfill access mission.
COB Sub-brand development	Feb-March	Develop brand standards and narrative for COB that ties to university branding.	• Enhance effectiveness of COB recruitment and marketing efforts • Create template for adoption by other colleges • Build brand awareness
Down-funnel communications materials	First-second quarter	Work with colleges to develop specific program and major messaging for yield communications	• Enhance yield for Fall 2017 and beyond
Alumni engagement	Feb-May	Enlist alumni to call and write prospective students.	• Enhance yield for Fall 2017 and beyond

EMMC Key Initiatives (3)

Initiative	Timing	Description	Objectives
Web reengineering	Ongoing	Fully leveraging the website as a strategic marketing tool and ensuring ease of navigability.	• Focus web assets firmly on prospective students and parents • Prioritize those websites that are most relevant to recruitment • Build out content that drives users to college and department sites • Fully leverage web analytics to fine tune content strategy
Market segmentation analysis	2017-18	Determine those segments that hold greatest potential for recruiting and integrate into “up-funnel” strategy.	• Take advantage of segments where we have “permission” to fully engage with, as well as those that are favorable from a demographics standpoint. • “Broaden the playing field” by increasing the market in which we compete. • Analyze potential for achieving HSI designation and how that would affect our recruitment effort.
Orientation program enhancement	2017-18	Recognize the role of orientation in improving yield and continue improving the user experience.	• Develop on-line orientation modules, per industry best practice. • Fully engage entire campus. • Build more parent-friendly programming.

Questions?

