Northern Michigan University
Board of Trustees Meeting

Focus Discussion I
August 7, 2003
Public Broadcasting

Fred Joyal
Provost and Vice President for Academic Affairs
WNMU

Radio and Television

A proposal to restructure and retain the stations
BAC Recommendation

- FY04 Reduce base budget $238,500 (reduction of 4 positions through attrition and layoff; operating funds)
- FY05 Reduce base budget $880,667 (close both stations; layoff remaining employees)
FY04 – base budget reduced $238,500 (elimination of 4 positions, reduction in operating accounts)

WNMU-FM on-air fund raiser 6/16-6/25
  • Announced intent to raise $150,000; $100,000 more than similar effort June 02
  • Drive was successful! $152,300

WNMU-TV major efforts in December and March
Supporters of NMU Public Broadcasting

- Citizens Ad Hoc Committee (appointed by President Bailey; met through June and July); submitted report 7/23/03
  - Major suggestions and ideas
    - Licenses and stations should be retained
    - Have value for educational mission
    - Have value in recruiting
    - Possibilities for additional fund raising/revenue generation exist but require more study
**Citizens Ad Hoc Committee**

- Major suggestions and ideas *(continued)*
  - Plan and restructure in 2 phases
    - Phase 1: reduce expenditures an additional $550,000, NMU provide modest funding to operate through June 30, 2005
    - Phase 2: produce plan for greater fund raising, greater academic focus and plan for long run sustainable operation
Proposal

- NMU one-time funding of $250,000; additional listener/viewer fund-raising
- Retain CPB funding
- Consultant to assist with comparative analysis, grant application, and fund raising
- Plan for sustained operation: June 2004
Why

- WNMU TV and Radio are valuable institution resources
- They support the core instructional mission and can do more in this area directly and indirectly
- They build positive relationships in the region and support recruitment
2003 President’s Council Retreat Results

Mike Roy
Interim President
Enrollment

Bill Bernard
Associate Provost for Student Services and Enrollment
Enrollment Environment
Enrollment Environment

- New Freshmen - Michigan
  - Declining enrollments in our primary markets

1999 NCES Class Projections

- Increase in satellite college campuses and university centers
- State economy – transportation costs
- Michigan is a state where the college-age population is declining and our state has one of the largest numbers of colleges/universities in the country.
New Freshmen - Wisconsin

- One of the strongest state school systems in the country, with the second lowest in-state tuition rate of schools in the Big Ten
- More than 70% of WI seniors who attend college choose to stay in state
- The lack of familiarity with NMU
New Freshmen - Illinois

- Economic factors are driving many students to begin their studies at community colleges
- Perceived distance from home
Recruitment Activities
Recruitment Activities – 2002-2003

- Level of recruitment activity was consistent or higher than last cycle
  - Campus Visit Program (+54)
    - 2002-2003: Number of visits: 1,470
    - 2001-2002: Number of visits: 1,416
  - High School Visits (+21)
    - 2002-2003: 1,672
    - 2001-2002: 1,651
  - College Fairs/Programs (+88)
    - 2002-2003: 356
    - 2001-2002: 268
Recruitment Activities – 2002-2003 (continued)

- **Community College Visits** (+13)
  - 2002-2003: 82
  - 2001-2002: 69

- **Open Houses** (Connect to NMU)
  - 2003: 6 (changed format, moved to weekends, added President)
  - 2002: 20
  
  (Both years had one “big” event on campus with faculty and SSE staff)

- **Follow-Up**
  - More targeted, more frequent, multi-form (e-mail, phone, written)

- **Direct Mail Searches** (targeting entering freshmen for F04 and F05)
  - Added e-mail and web response features
  - Expanded sophomore buy (yield has been higher)
Regional Trends
Regional Trends

- Greatest *increases* in *freshman applications* for F03:

<table>
<thead>
<tr>
<th>Region</th>
<th>% Increase</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Central U.P.</td>
<td>+4.0%</td>
<td>+44</td>
</tr>
<tr>
<td>Wisconsin North</td>
<td>+14.0%</td>
<td>+36</td>
</tr>
<tr>
<td>Wisconsin South</td>
<td>+30.2%</td>
<td>+26</td>
</tr>
<tr>
<td>Wisconsin West</td>
<td>+57.5%</td>
<td>+23</td>
</tr>
<tr>
<td>Wisconsin Other</td>
<td>+71.4%</td>
<td>+10</td>
</tr>
<tr>
<td>Illinois East</td>
<td>+37.7%</td>
<td>+58</td>
</tr>
<tr>
<td>Illinois West</td>
<td>+7.1%</td>
<td>+50</td>
</tr>
<tr>
<td>Minnesota Twin Cities</td>
<td>+63.0%</td>
<td>+29</td>
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Greatest decreases in freshman applications for F03:

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<thead>
<tr>
<th>Region</th>
<th>% Decrease</th>
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<tbody>
<tr>
<td>Eastern U.P. / Northern L.P.</td>
<td>-17.6%</td>
<td>-65</td>
</tr>
<tr>
<td>Central L.P.</td>
<td>-23.2%</td>
<td>-66</td>
</tr>
<tr>
<td>Southwestern L.P.</td>
<td>-14.1%</td>
<td>-37</td>
</tr>
<tr>
<td>East Central L.P.</td>
<td>-5.3%</td>
<td>-29</td>
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</tbody>
</table>
Enrollment *increases* in total new freshmen over the past three (3) years have been greatest in:

<table>
<thead>
<tr>
<th>Region</th>
<th>Fall 1999</th>
<th>Fall 2002</th>
<th>% Increase</th>
<th>Enrollments</th>
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</thead>
<tbody>
<tr>
<td>Western Central U.P.</td>
<td>800</td>
<td>825</td>
<td>+3.1%</td>
<td>+25</td>
</tr>
<tr>
<td>East Central L.P.</td>
<td>132</td>
<td>187</td>
<td>+41.7%</td>
<td>+55</td>
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<tr>
<td>Southeast L.P.</td>
<td>64</td>
<td>74</td>
<td>+13.5%</td>
<td>+10</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>78</td>
<td>152</td>
<td>+94.9%</td>
<td>+74</td>
</tr>
<tr>
<td>Illinois</td>
<td>107</td>
<td>122</td>
<td>+14.0%</td>
<td>+15</td>
</tr>
<tr>
<td>Minnesota</td>
<td>24</td>
<td>30</td>
<td>+25.0%</td>
<td>+16</td>
</tr>
<tr>
<td>Southwestern L.P.</td>
<td>83</td>
<td>86</td>
<td>+3.6%</td>
<td>+3</td>
</tr>
<tr>
<td>Eastern U.P. / Northern L.P.</td>
<td>133</td>
<td>149</td>
<td>+12.0%</td>
<td>+16</td>
</tr>
<tr>
<td><strong>TOTAL ALL</strong></td>
<td><strong>1,594</strong></td>
<td><strong>1,801</strong></td>
<td><strong>+13.0%</strong></td>
<td><strong>+207</strong></td>
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**Greatest increases in new transfer applications for F03:**

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<tr>
<td>West Central U.P.</td>
<td>+10.3%</td>
<td>+34</td>
</tr>
<tr>
<td>Southwest L.P.</td>
<td>+30.0%</td>
<td>+15</td>
</tr>
<tr>
<td>Southeast L.P.</td>
<td>+72.0%</td>
<td>+18</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>+50.0%</td>
<td>+25</td>
</tr>
<tr>
<td>Illinois</td>
<td>18.0%</td>
<td>+11</td>
</tr>
</tbody>
</table>
Greatest decreases in new transfer applications for F03:

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<tbody>
<tr>
<td>Central L.P.</td>
<td>-19.4%</td>
<td>-13</td>
</tr>
<tr>
<td>East Central L.P.</td>
<td>-19.0%</td>
<td>-22</td>
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</table>
### Comparative Headcount and Credit Hours

**Fall 2002 versus Fall 2003**
(As of July 28, 2003)

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<tbody>
<tr>
<td>Freshmen</td>
<td>2,559</td>
<td>2,584</td>
<td>25</td>
<td>1.0%</td>
</tr>
<tr>
<td>Sophomores</td>
<td>1,536</td>
<td>1,593</td>
<td>57</td>
<td>3.7%</td>
</tr>
<tr>
<td>Juniors</td>
<td>1,536</td>
<td>1,597</td>
<td>61</td>
<td>4.0%</td>
</tr>
<tr>
<td>Seniors</td>
<td>2,011</td>
<td>2,204</td>
<td>193</td>
<td>9.6%</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>7,642</td>
<td>7,978</td>
<td>336</td>
<td>4.4%</td>
</tr>
<tr>
<td>Graduates</td>
<td>468</td>
<td>489</td>
<td>21</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total Enrollment</td>
<td>8,110</td>
<td>8,467</td>
<td>357</td>
<td>4.4%</td>
</tr>
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</table>
# Enrollment History and Targets

**Fall 1998 and 2001 through Fall 2005**

*(Current as of July 18, 2003)*

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<td>Total New Freshmen</td>
<td>1,427</td>
<td>1,950</td>
<td>1,818</td>
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<td>1,801</td>
<td>1,880</td>
<td>1,800</td>
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<tr>
<td>New Undergrad Transfer</td>
<td>476</td>
<td>520</td>
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<tr>
<td>New Post-baccalaureate</td>
<td>95</td>
<td>80</td>
<td>70</td>
<td>80</td>
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<td><strong>Total Undergraduate</strong></td>
<td><strong>7,070</strong></td>
<td><strong>7,991</strong></td>
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<tr>
<td>Undergraduate Targets**</td>
<td><strong>7,886</strong></td>
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<td><strong>8,340</strong></td>
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*Enrollment projection based on July 18th assessment of new and continuing enrollments.

**Enrollment targets needed to reach FYES goal of 8,952 in FY 06 as presented to the Board of Control at its December 2001 meeting.
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**Enrollment targets needed to reach FYES goal of 8,952 in FY 06 as presented to the Board of Control at its December 2001 meeting.*
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<td>Graduate Targets**</td>
<td></td>
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<td></td>
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<td>850</td>
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<tr>
<td>Total Enrollment</td>
<td>7,867</td>
<td>8,891</td>
<td>8,577</td>
<td>8,930</td>
<td>9,016</td>
<td>9,350</td>
<td>9,305</td>
<td>9,415</td>
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<tr>
<td>Total Enrollment Targets**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9,215</td>
</tr>
</tbody>
</table>

*Enrollment projection based on July 18th assessment of new and continuing enrollments.*

**Enrollment targets needed to reach FYES goal of 8,952 in FY 06 as presented to the Board of Control at its December 2001 meeting.
Outlook for 2004
What is the Outlook for 2004?

- Meeting our enrollment targets will take new efforts.
What is the Outlook for 2004? (continued)

- Identify and develop strategies for the transfer student market
  - Revise current transfer policies
  - Track and actively communicate with the potential transfer student
  - Develop transfer agreements with community/technical colleges
  - Develop articulation agreements with community/technical colleges
  - Development of university centers
  - Identify new community/technical college regions and place new resources into the recruitment efforts
What is the Outlook for 2004? (continued)

- Use Technology to increase enrollments
  - Enhanced web pages
- Develop strategies to attract the growing “Home Schooled” market
- Develop recruitment strategies based on recent Financial Aid research completed on the conversion rates of aid recipients
- Continue to identify new Retention initiatives that track the student beyond their first semester
- Re-Entry / Re-Admit
  - Develop new strategies to communicate with students who do not continue to the next semester
Outlook for 2005
What is the Outlook for 2005?

Meeting our enrollment targets will be challenging

- Use Technology to increase enrollments
  - On-Line / Off-Campus degree completion programs
- New programs / majors
- Re-Entry / Re-Admit
  - Develop new strategies to identify past students (over one semester) who are possible re-entries and develop programs that will benefit their return to the university
Questions ????
Budget

Gavin Leach
Acting Chief Financial Officer
May, 2003 Board of Trustees Meeting

- Approved fiscal year 2004 budget of $78.3 million a decrease of $1.9 million from fiscal year 2003 based on:
  - $5.2 million (10.0%) reduction in State appropriation from beginning appropriation for fiscal year 2003
  - $6.5 million in budget reductions and cost avoidance
    - 20 layoffs
    - 73 positions eliminated or reduced
  - +3.0% enrollment growth
  - +6.9% tuition and fee increase
July, 2003 – Higher Education Appropriation
Conference Bill approved

- Approved NMU state appropriation at level included fiscal year 2004 base budget approved in May, 2003
  - 6.74% reduction for NMU
  - 10.0% total reduction from since beginning of fiscal year 2003
- Conference Bill also included one-time funds for universities including $353,299 for NMU
  - Funding source is carry-forward funds from current year State budget which ends September 30, 2003
FY2004 State Appropriation and Annual Tuition and Fees Adjustments

Note: Annual tuition and fee rates are preliminary and based on various published sources
Year-to-Year Change in NMU Appropriation compared to Change in Appropriation Funding per Student (FY1995 base year)
Cumulative Change in NMU Appropriation compared to Cumulative Change in Appropriation Funding per Student (FY1995 base year – 10 year period)
Resident undergraduate rates

State average: $5,920

Note:
- NMU dropped from fourth to second lowest tuition and fees
- Decreased from $600 below state average last year to $810 below this year

Source: Various sources
Annual Room and Board
Fiscal Year 2004

State average (excl NMU): $5,915
FY2004 General Fund Base Budget Summary

- Budget remains balanced at $78.3 million and $1.9 million less than fiscal year 2003
- $6.5 million in budget reductions and cost avoidance measures (except for open labor agreements) have been implemented including the 20 layoffs and 73 positions scheduled to be eliminated or reduced
  - Faculty (AAUP) negotiations are in process
  - Administrative/Professional (UAW) negotiations are scheduled to commence in August
- NMU now has the second (2\textsuperscript{nd}) lowest tuition and fees in the State (down from fourth lowest)
- NMU remains fourth lowest in room and board costs
- Total enrollment for fiscal year 2004 remains on target, but freshmen numbers are a concern for future year budget
Capital Outlay

Carl Pace
Associate Vice President for Business Services and Facilities

Carl Holm
Director – Housing and Residence Life
Why are we discussing additional capital outlay projects, when we have just implemented major budget reductions and are faced with additional reductions next year?

- Campus long-range plan
- Deferred maintenance
- Enrollment growth
**Campus Long-Range Plan**

- **Student Services Center**
  - Completion – Fall 2004
  - About 50% of Sam Cohodas Administrative Center (SCAC) offices will move
  - Most of the student service functions in University Center (UC) will move
  - Vacated SCAC space to be used for faculty offices and classrooms
  - Vacated UC space will house Development and Alumni
Deferred Maintenance

- ISES Corporation facility assessment
  - Total current and projected costs over ten years - $176,382,000
    - General Fund - $88,538,000
    - Auxiliary Operations - $87,844,000
Deferred Maintenance  (continued)

- General Fund - $88,538,000
  - SBA Projects - Approved
    - Hedgcock $7,062,000
    - Thomas Fine Arts $4,138,973
    - Art and Design North $819,748
  - SBA Projects – On List
    - Learning Resource Center $11,930,999
    - Sam Cohodas Admin. Center $6,341,079
Deferred Maintenance (continued)

- General Fund
  - Buildings to be vacated
    - Carey Hall $4,826,689
    - Lee Hall $3,506,607
  - Other
    - Utility infrastructure $19,530,852
    - Hardscape $1,626,673
    - Campus security $435,569
Deferred Maintenance (continued)

- **General Fund**
  - Remaining facilities $27,144,000
  - Ten year plan
    - Year one through five $17,212,000
    - Year six through ten $9,932,000
  - Annual General Fund Repair and Maintenance Fund – $2.7 million
General Fund Projects

- **Sam Cohodas Administrative Center Renovation**
  - Estimated cost – $9.8 million
  - Potential SBA project
  - Start – Fall 2004
  - Complete – Fall 2005

- **University Center Renovation**
  - Estimated cost – $2.4 million
  - Development and Alumni renovation – $.7 million
General Fund Projects (continued)

- Heating plant boiler addition
  - Estimated cost $1,550,000

- Electrical switchgear
  - Estimated cost $1,750,000

- Superior Dome Canopies
  - Estimated cost $200,000
Deferred Maintenance

- Auxiliary Operations - $87,844,000
  - Summit Street Apartments $5,852,395
  - Quad I $5,192,723
  - Quad II $4,521,111
  - Wilkinson House $301,349
  - University Center $11,614,204
    - Development and Alumni $700,000
    - Deferred maintenance $1,600,000
Deferred Maintenance (continued)

Auxiliary

- Apartments $13,520,368
- Residence Halls $46,156,127
  - Less fire safety systems ($3,000,000)
- Total Apartments and Residence Halls $56,676,495
Enrollment Growth

- Enrollment Target Fall 2005: 10,400
  - Projected residence hall occupancy: 2,800
  - Current capacity: 2,354
  - Fall 2002 occupancy (98%): 2,313
  - Fall 2003 projected occupancy (97%): 2,275
    - Mixed Signals
  - Fall 2004: 2,275
    - Same as Fall 2003
Housing Projects

- **New apartment complex**
  - Estimated cost $10 million
  - 100 apartments, 144 beds
  - Open Fall 2006
  - Replace Summit Street apartments

- **Magers Hall renovation**
  - Estimated cost $5.3 million
  - 260 beds
  - Open Fall 2005 or Fall 2006
Housing Summary

- Enrollment Target 10,400
  - Residence hall occupancy 2,800
    - 446 over capacity
  - Current residence hall capacity 2,354
  - Additional housing
    - New apartments 144 beds
    - Magers Hall 260 beds
  - New capacity 2,758
Other Housing Projects

- Residence Hall Renovation
  - One residence hall per year
  - Renovation: electrical system, domestic water lines, floors/ceilings, lighting
  - Estimated cost - $2.5 million per residence hall
  - Start – Summer 2005

- Quad II
  - Housing and Residence Life $872,000
  - Dining Services $86,000
Timeline

- Recommendation October or December Board of Trustee’s meeting.
- Bond Issue January-March 2004