Northern Michigan University
Board of Trustees Meeting

Focus Discussion
December 11, 2003
Fall 2003 Outcomes

Bill Bernard
Associate Provost for Student Services and Enrollment

Gerri Daniels
Director of Admissions

Paul Duby
Associate Vice President for Institutional Research

Brian Zinser
Director of Marketing
Enrollment Related Goals
1998-2005

- Appropriation per FYES ($ per FYES)
- Student Credit Hours (SCH)
- Fiscal Year Equated Students (FYES)
- Headcount Enrollment
- Students who are academically qualified to be successful at NMU
**Appropriation per FYES Goal**

- FY00 Appropriation per FYES - $6,843
- Goal - Reach $5,500 per FYES by FY06 in FY 2000 dollars
- Current Appropriation per FYES - $5,648 in FY04 dollars
Student Credit Hour Goals*
(in thousands)

FY 02 FY 03 FY 04 FY 05 FY 06
Target Actual/Projected

266.8
207.8

*Goals Presented at the December 13, 2001 Board Meeting
FY ES Goals

*Goals Presented at the December 13, 2001 Board Meeting
Headcount Enrollment Goals

Goals Presented at the December 13, 2001 Board Meeting
New Freshman Enrollment Goals* 

*Goals developed based on the President’s Summer 2000 Enrollment Retreat with overall enrollment targets fueled by new freshman enrollment.
Fall 2003 EMN Targets and Projected Final Enrollments

- Freshmen: Target 1,880, Projected 1,840
- Transfers: Target 510, Projected 530
- Continuing: Target 5,630, Projected 5,655
- Graduate: Target 850, Projected 855
- Other: Target 480, Projected 470

Legend:
- Yellow: Target 9,350
- Green: Projected 9,350
Academic Credentials of Baccalaureate New Freshmen

![Graph showing the trend of HS GPA from 1993 to 2003. The HS GPA has shown a steady increase over the years.]
Academic Credentials of Baccalaureate New Freshmen

ACT:C

1993 1995 1997 1999 2001 2003
Enrollment Marketing

**Mix**
- Academic Programs, co- and extra-curricular activities, residence life, student services (Product)
- Location, off campus, distance learning (Place)
- Financial aid and scholarship programs (Price)
- Recruitment and promotional activities (Promotional)

**Growth Strategies**
- Market penetration
- Market development (Wisconsin, Illinois, Transfer)
Marketing Support for Recruitment Activities

- Advertising
  - Two types
    - Awareness/positioning
    - Program/direct response
  - Positioning objective
    - High touch, high tech, right size, right place, right price
  - Strategies
    - Upper Peninsula
    - Lower Peninsula/out-of-state
Marketing Support for Recruitment Activities

(continued)

- **Target audience**
  - Upper Peninsula
  - Lower Peninsula/out-of-state

- **Seasonality**
  - Fall and spring
  - ACT test registration dates
Marketing Support for Recruitment Activities (continued)

- **Media Strategy**
  - Radio, Print and Outdoor, Limited T.V.

- **Creative**
  - Leverage
  - Break through the clutter
### Media Budget
#### Planned 2003-2004

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<td>2,500</td>
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<tr>
<td>TOTAL</td>
<td>$157,620</td>
<td>7,867</td>
<td>9,016</td>
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### Enrollment
#### Headcount, Fall Final

<table>
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<th>Region</th>
<th>1998</th>
<th>2002</th>
<th>Change</th>
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<td>Upper Peninsula</td>
<td>5,180</td>
<td>5,328</td>
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<tr>
<td>Wisconsin</td>
<td>312</td>
<td>516</td>
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<tr>
<td>Illinois</td>
<td>218</td>
<td>429</td>
<td>+ 211</td>
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<tr>
<td>Other</td>
<td>411</td>
<td>508</td>
<td>+ 97</td>
</tr>
<tr>
<td>TOTAL</td>
<td>7,867</td>
<td>9,016</td>
<td>+ 1,149</td>
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Other Promotional Support

- Collateral
  - Academic/program brochures
  - Other support
- Direct Mail
  - View master project
- Multimedia
  - New “Connect” video
Partnerships/Tie-ins

- Lake Superior Community Partnership, Ski Free, lodging partners

Web

- Content Management Solution or CMS
Admissions Recruitment Staff

- 9 admissions counselors + director
  - (3 regionally based; 6 campus based)
  - (1 focused on transfer students)

2003-2004: 1840 New Freshmen; 530 New Transfers
- 16 admissions counselors + director
  - (9 regionally based; 7 campus based)
  - (4 focused on transfers)
Recruitment Regions

Michigan – THEN:
6 admissions counselors
(5 freshman counselors [3 regionally based] and 1 transfer counselor)
Michigan – NOW:

7 admissions counselors
(6 freshman counselors [5 regionally based] and
1 transfer counselor focused on Lower Peninsula)

Wisconsin and Illinois: 1 admissions counselor traveled from campus and visited selected Schools and fairs; Select community colleges were visited by the transfer counselor covering Michigan.

Minnesota: A staff member from campus covered the National College Fair; Dean of the College of Business visited 15 high schools.
Out-of-State – NOW:

Wisconsin: 4 admissions counselors (3 freshman counselors [2 regionally based] and 1 transfer counselor who covers Wisconsin and Illinois)

Note: One regionally-based admissions counselor covers Southwest Wisconsin and Northeast Illinois.
Out-of-State – NOW:

Illinois: 4 admissions counselors
(3 freshman counselors [3 regionally based] and 1 transfer counselor who covers Wisconsin and Illinois.)

Note: One regionally-based admissions counselor covers Southwest Wisconsin and Northeast Illinois.
Out-of-State – NOW:

Minnesota: Wisconsin West counselor covers Minnesota Twin Cities’ fairs and follow-up; Wisconsin North counselor covers Duluth high schools, fairs, and follow-up; Chicago counselor does follow-up with Southeast Minnesota prospects.
Recruitment Regions
1997-1998 vs. 2003-2004 (continued)

Out-of-State – NOW:

Indiana and Ohio: Southwest Lower Peninsula counselor covers Indiana North fairs and all Indiana follow-up; Southeast Lower Peninsula counselor covers Ohio North high school visits, fairs, and all Ohio follow-up.
Recruitment

Each year, recruitment results are analyzed for possible changes in regions, strategy, activities.

- Factors considered include:
  - numbers of applications, admissions, enrollments, yield
  - competition and other environmental factors
Recruitment (continued)

Since 1998...

- Regions have changed 7 times
- High school visits up 74%
- Community college visits up 15.5%
- College fair programs attended up 174%
- Campus Visit Program visitors up 55%
Since 1998...

- Web/Electronic communication has increased to include:
  - Welcome Web Site
  - Cost estimator
  - MyRoom
  - Online request for info
  - Online application for admission
  - Online campus visit reservation, scholarship competition and open house program reservations
  - Message Board (coming online this month)
Recruitment (continued)

Publications

- Developed with Stamats Communications, based on teen research, focus groups, etc.
- Series (consistent look) developed to deliver messages throughout the funnel (HS sophomore through HS senior; transfer, etc.)
- New this year:
  - redesigned application
  - financial aid “you can” pieces
  - HS/CC visit posters and postcards
- Last year introduced the Welcome Packet
Enrollment Management

Network Enrollment Targets

Original and Revised to 2007

Bill Bernard
Associate Provost for Student Services and Enrollment

Paul Duby
Associate Vice President for Institutional Research
Enrollment Targets for Fall 2004 – 2007

- Projected Final 2003 = 9,350
- Original EMN Target for Fall 2004 = 9,888
- Original EMN Target for Fall 2005 = 10,329
- Realization that planning must be dynamic
- While Fall 2003 Targets were successfully attained, targets for 2004 and 2005 have a low probability of being attained.
- Realization that original targets were too aggressive given the economy, the demographics, and the competition.
Revised EMN Targets

Total Enrollment

7,867 8,144 8,427 8,577 9,016 9,350 9,570 9,800 10,050 10,330
Survey of Parents of Admitted New Freshman who Withdrew

Paul Duby
Associate Vice President for Institutional Research
Fall 2003 Parent Survey – Target Populations

- 896 parents of regularly admitted baccalaureate new freshmen who withdrew their application and did not enroll in Fall 2003.
- 641 parents of regularly admitted baccalaureate new freshmen who did not withdraw but did “not show” in Fall 2003.
Fall 2003 Parent Survey – Response Rates*

- **Withdrawn**: 896 (Response Rate of 37%)
- **No Show**: 504 (Response Rate of 27%)

Target Populations: 896  
Responders: 331

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Target Populations: 504  
Responders: 137
Fall 2003 Parent Survey – Withdrawn Applications

- 94% attending a college/university
  - Almost 96% of those chose another 4-year institution
- Primary competition – State Public University in the student’s home region
- 75% of parents were aware of NMU’s laptop program
- 51% had made a campus visit
- 73% had visited NMU’s WEB site
- 15% had attended orientation
Parents cited the following as factors why their student had chosen another University:

- Wanted to be closer to home – 111
- Availability of specific degree/program – 83
- Financial aid package – 81
- Tuition less expensive – 62
- Wanted to be closer to friends/relatives – 45
- Recruited to play sports – 40
Parents cited the following as perceived strengths of NMU:

- Location/environment/community – 66
- Size of campus/classes – 42
- Notebook computer program – 39
- Variety of programs/degrees – 38
- Campus/facilities/new buildings – 28
- Faculty- helpful/supportive/friendly – 23
Fall 2003 Parent Survey – “No Show” Applicants

- 93% attending a college/university
  - Almost 8% chose a Community College
- 76% of parents were aware of NMU’s laptop program
- 48% had made a campus visit
- 65% had visited NMU’s WEB site
- 13% had attended orientation
Parents cited the following as factors why their student had chosen another University:

- Wanted to be closer to home – 71
- Financial reasons – 68
- Availability of a specific degree or program – 42
- Wanted to be near friends/relatives – 25
Parents cited the following as perceived strengths of NMU:

- Location-beautiful, good community, close to home – 41
- Notebook computer program – 24
- Variety and quality of programs – 14
- Cost/value of tuition – 12
Implications for Recruiting for Fall 2004 and Beyond

- We are being effective in delivering our key messages
- We are in the “short list” for many of those who were admitted and then withdrew
- We need to continue to sharpen our internal processes and range of communications in order to more effectively “close the deal”
- We need to find ways to encourage more admitted freshmen to attend orientation