
***N**orthern Michigan University*

***B**oard 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

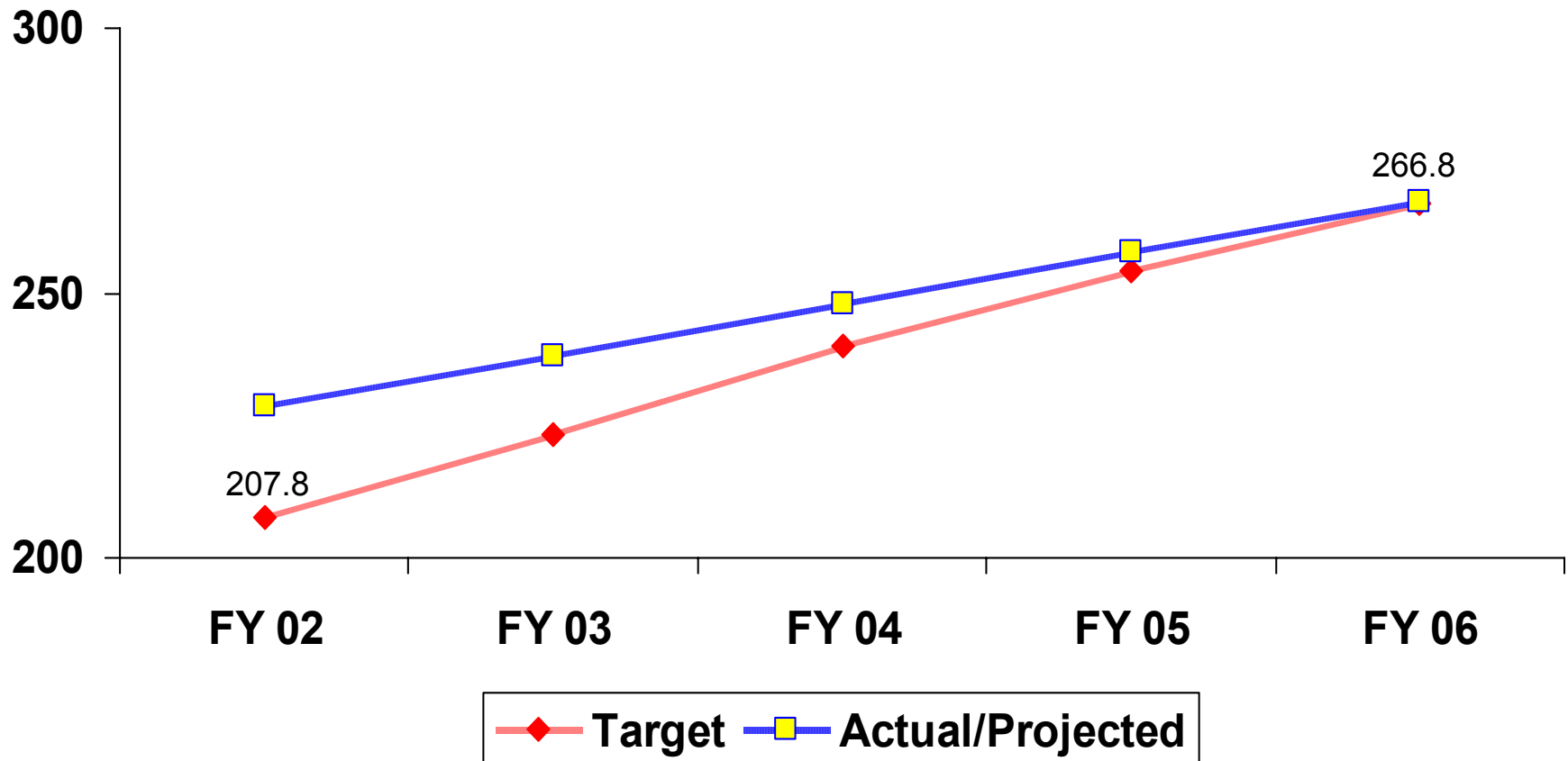
- Appropriation per FYES (\$ per FYES)
 - Student Credit Hours (SCH)
 - Fiscal Year Equated Students (FYES)
 - Headcount Enrollment
 - Students who are academically qualified to be successful at NMU
-

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

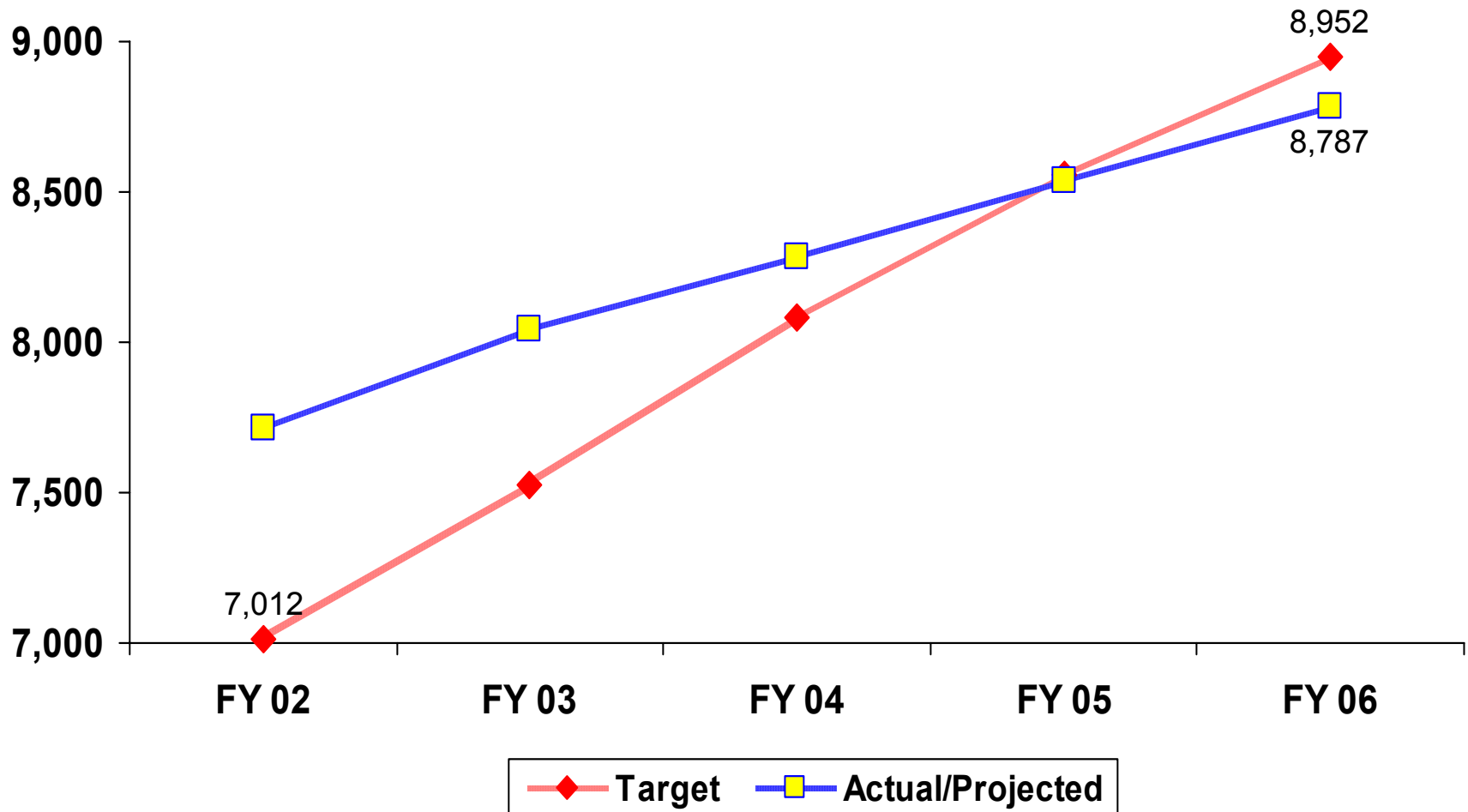
Student Credit Hour Goals*

(in thousands)



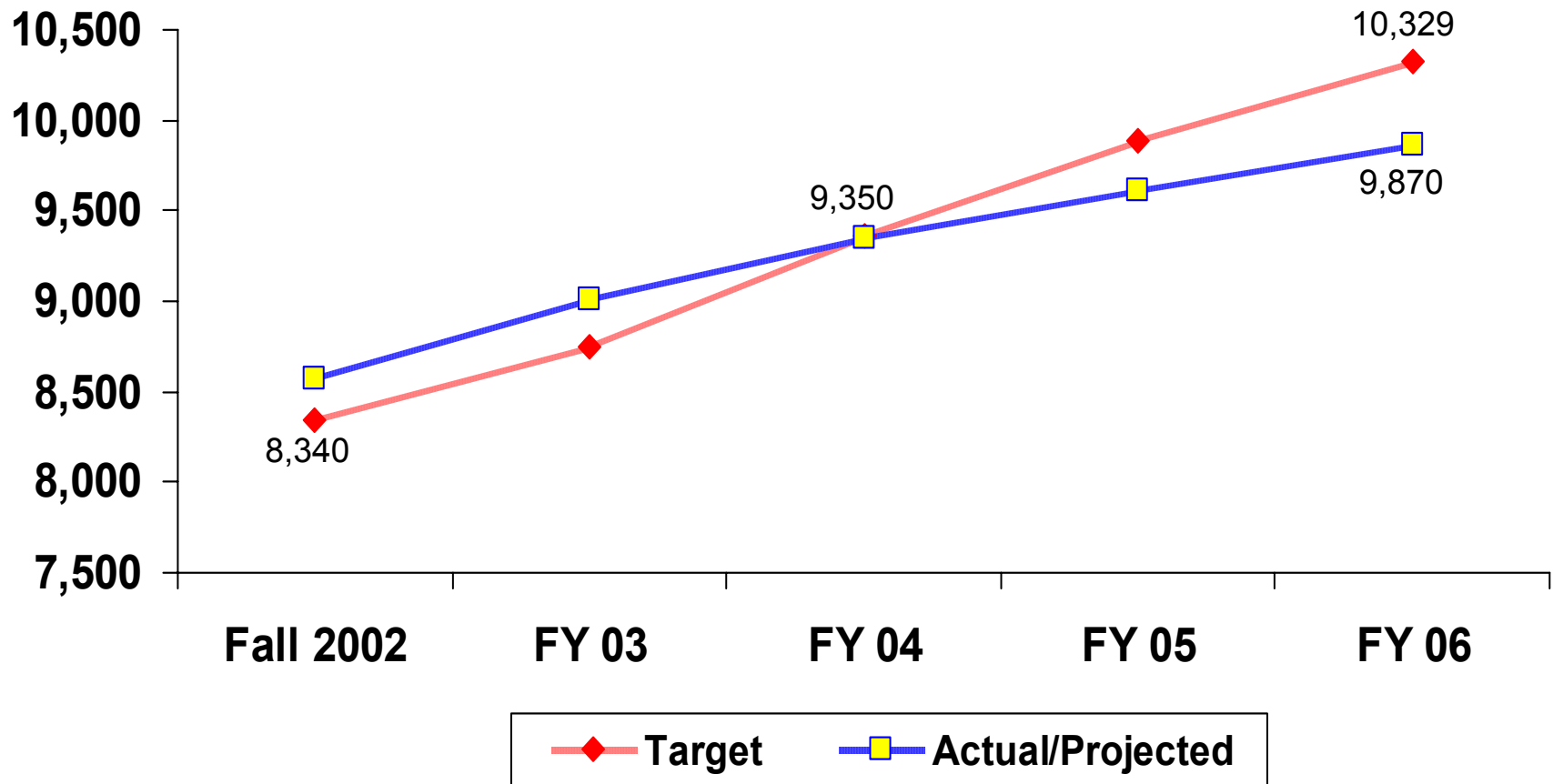
**Goals Presented at the December 13, 2001 Board Meeting*

FYES Goals*



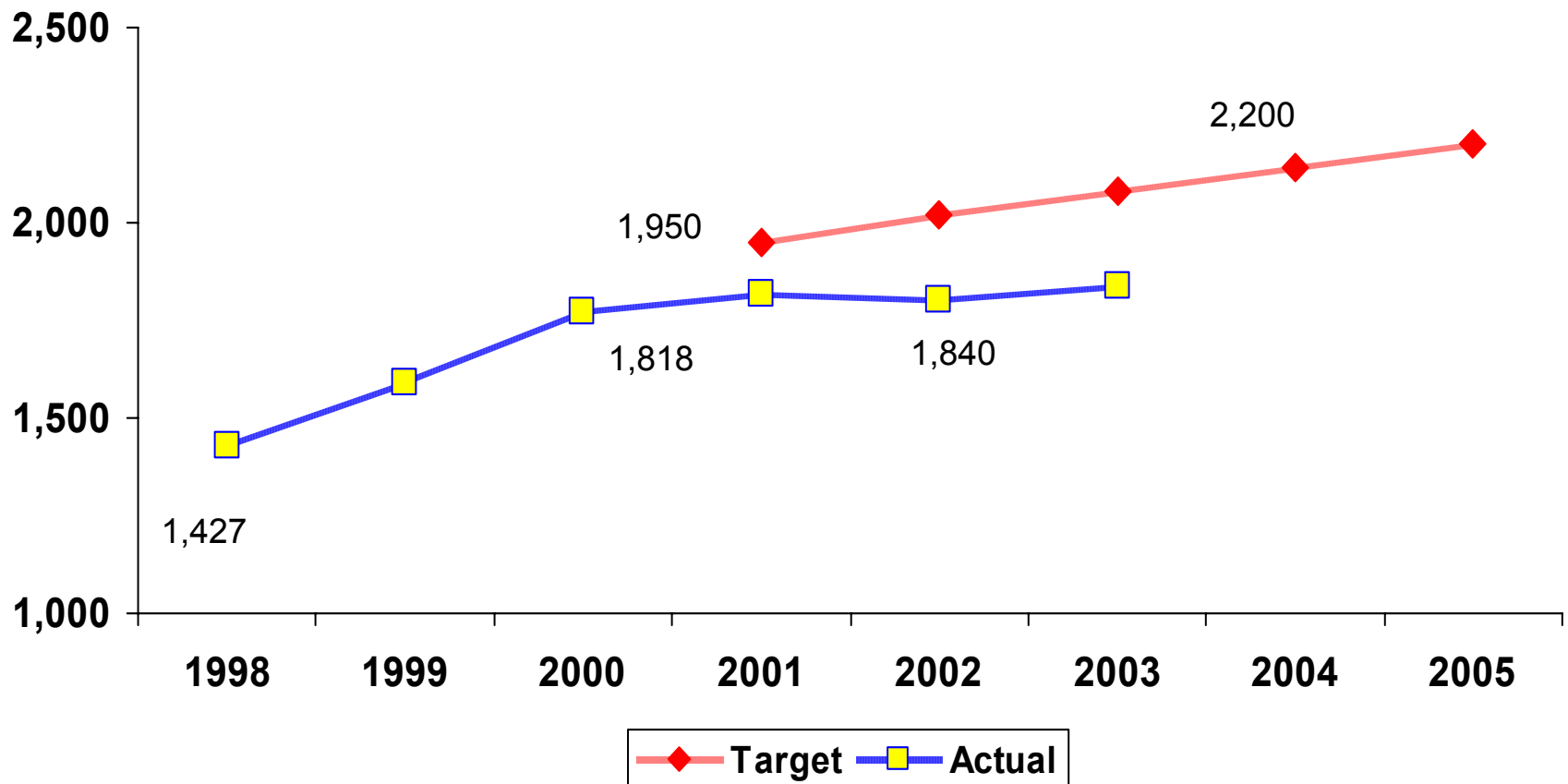
**Goals Presented at the December 13, 2001 Board Meeting*

*Headcount Enrollment Goals**



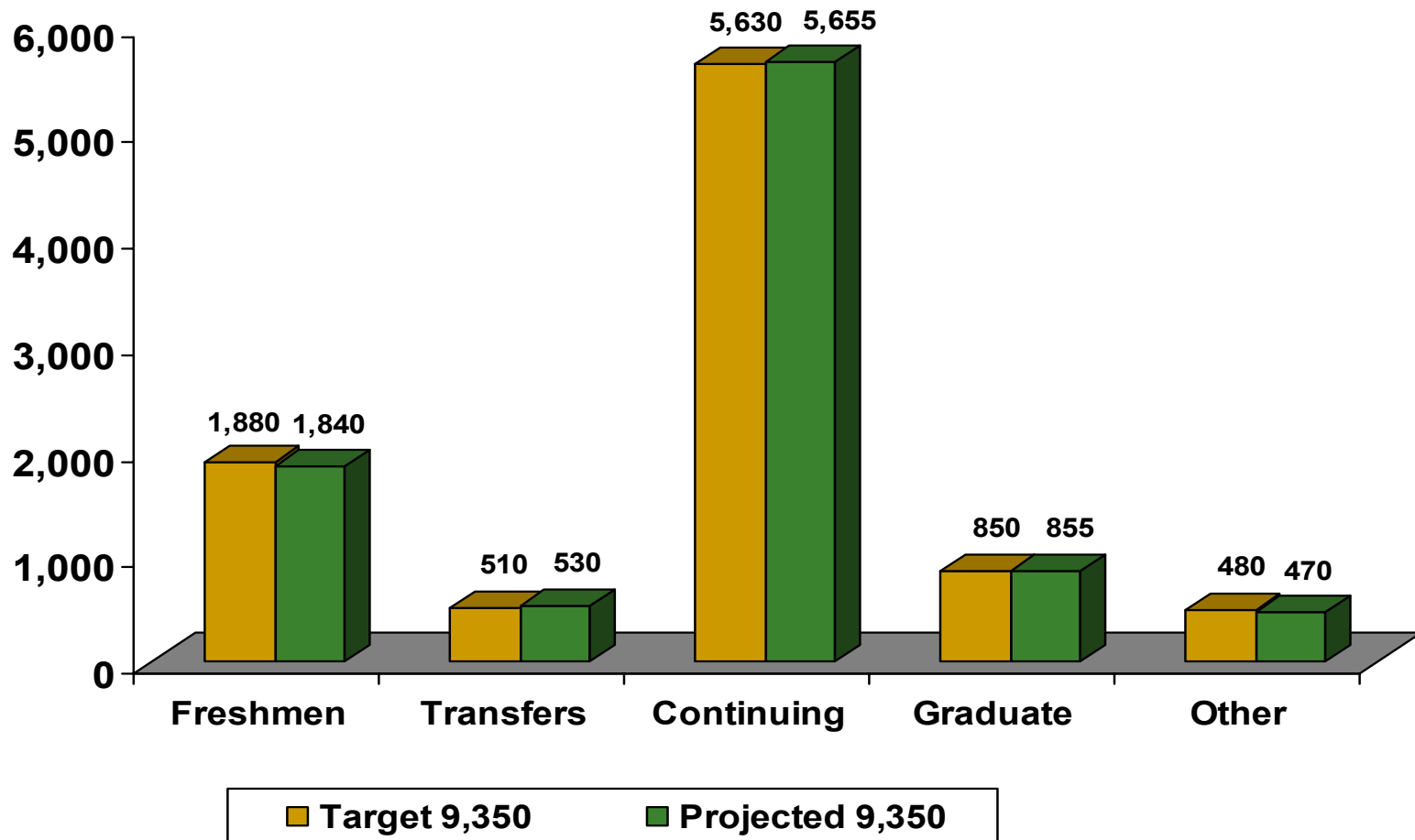
**Goals Presented at the December 13, 2001 Board Meeting*

*New Freshman Enrollment Goals**

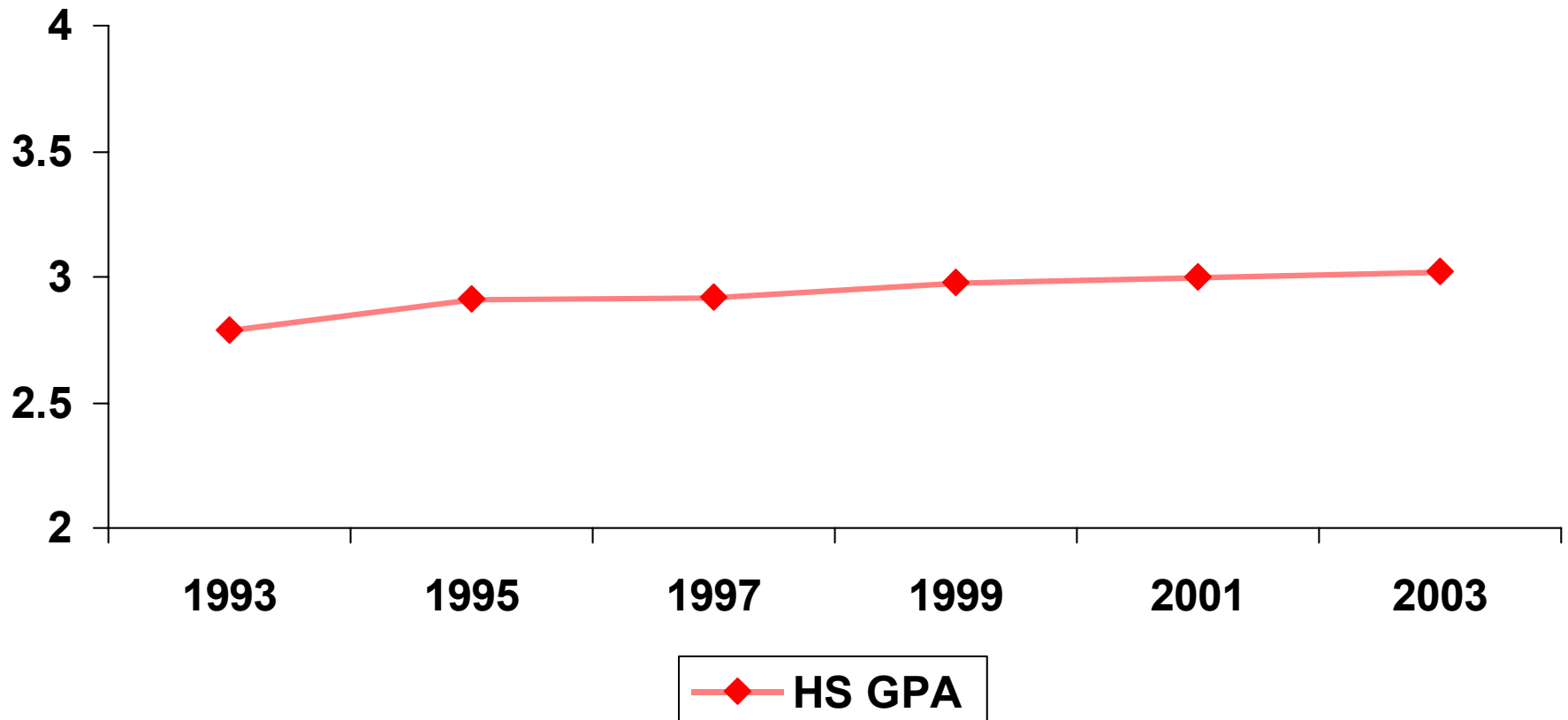


**Goals developed based on the President's Summer 2000 Enrollment Retreat with overall enrollment targets fueled by new freshman enrollment.*

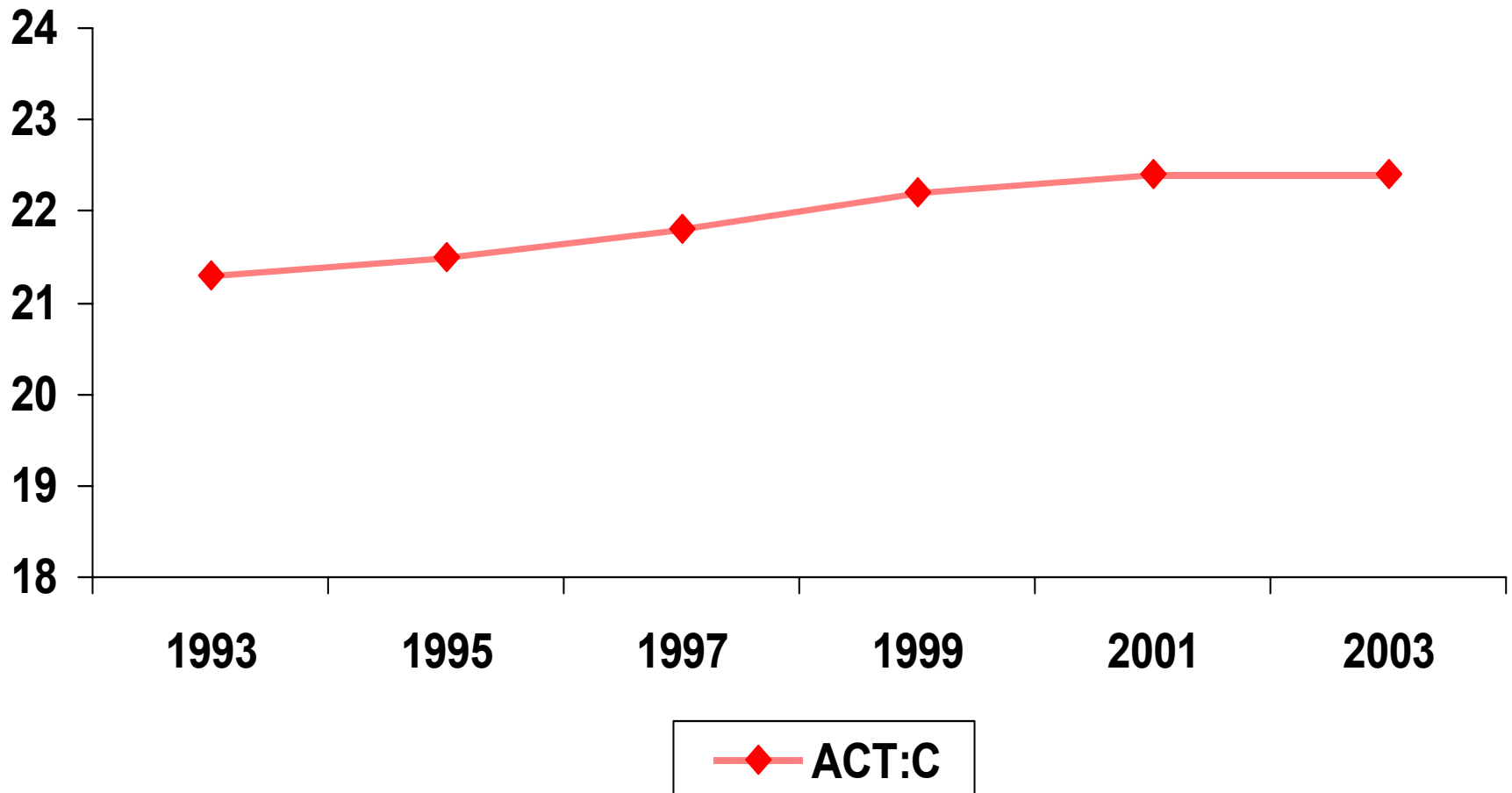
Fall 2003 EMN Targets and Projected Final Enrollments



Academic Credentials of Baccalaureate New Freshmen



Academic Credentials of Baccalaureate New Freshmen



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 2003-2004

Media Budget Planned 2003-2004

	2003-2004
Upper Peninsula	\$10,000
<i>Athletic Trade</i>	15,620
Eastern UP/N. Michigan	12,500
Lower Michigan	
SE Michigan	5,000
Mid Michigan	20,250
West Michigan	1,000
Wisconsin	78,250
Illinois	12,500
Other	2,500
TOTAL	\$157,620

Enrollment Headcount, Fall Final

	1998	2002	Change	
Upper Peninsula	5,180	5,328	+	148
Lower Michigan	1,746	2,235	+	489
Wisconsin	312	516	+	204
Illinois	218	429	+	211
Other	411	508	+	97
TOTAL	7,867	9,016	+	1,149

Other Promotional Support

- Collateral
 - Academic/program brochures
 - Other support
 - Direct Mail
 - View master project
 - Multi media
 - New “Connect” video
-

Other Promotional Support *(continued)*

- Partnerships/Tie-ins
 - Lake Superior Community Partnership, Ski Free, lodging partners
 - Web
 - Content Management Solution or CMS
-

Recruitment

- Admissions Recruitment Staff

1997-1998: 1427 New Freshmen; 476 New Transfers

9 admissions counselors + director

(3 regionally based; 6 campus based)

(1 focused on transfer students)

2003-2004: 1840 New Freshmen; 530 New Transfers

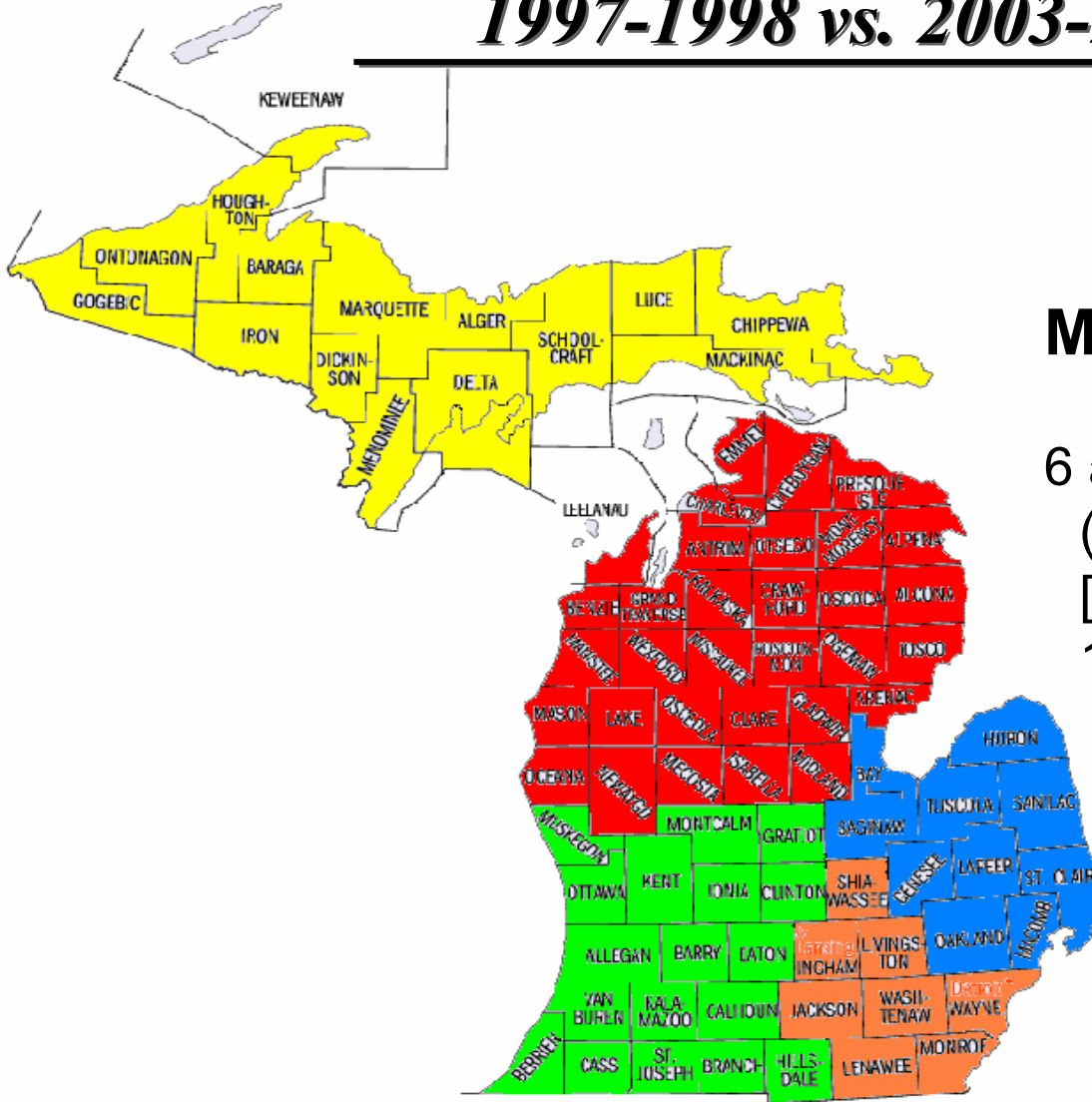
16 admissions counselors + director

(9 regionally based; 7 campus based)

(4 focused on transfers)

Recruitment Regions

1997-1998 vs. 2003-2004



Michigan – THEN:

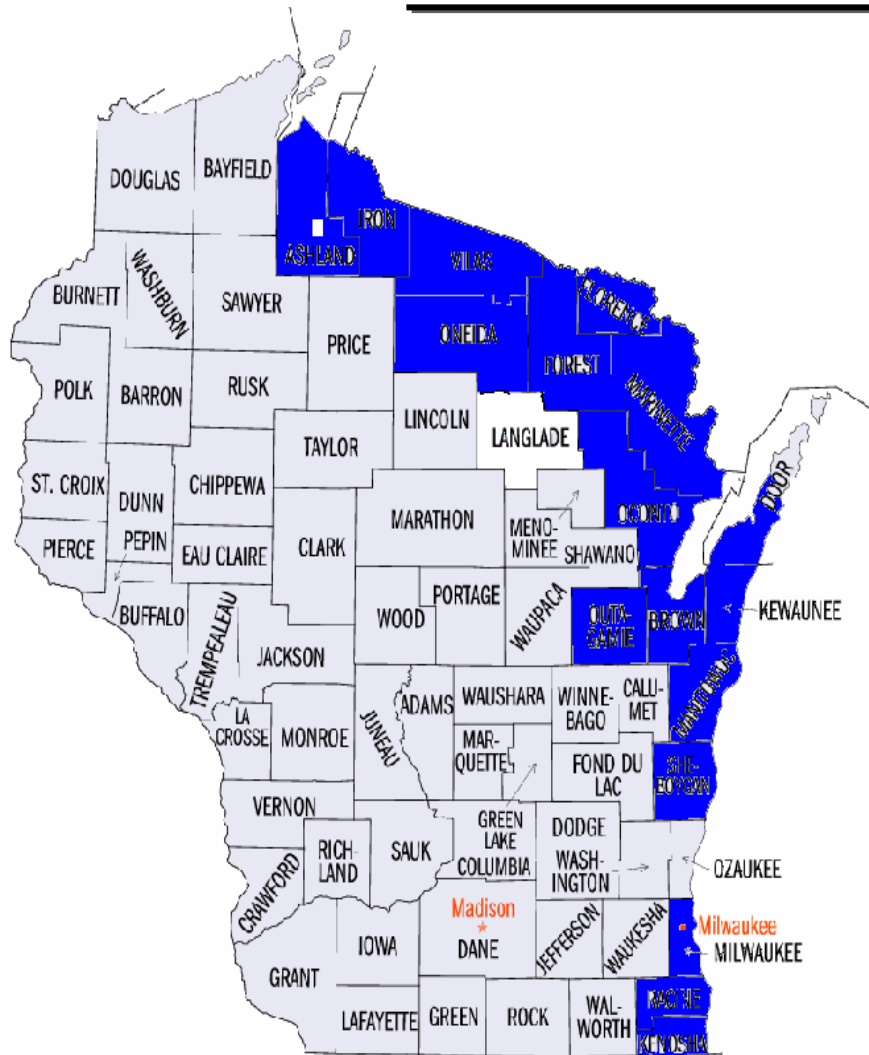
6 admissions counselors
(5 freshman counselors
[3 regionally based] and
1 transfer counselor)

[illegible]

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

Recruitment Regions

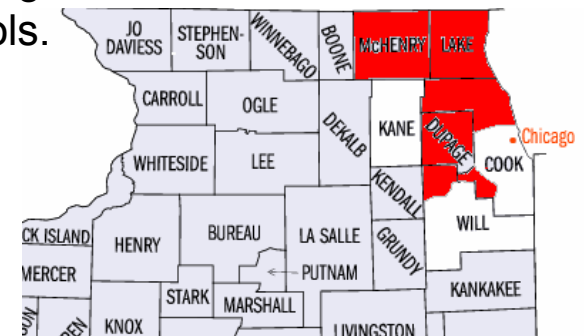
1997-1998 vs. 2003-2004 (continued)



Out-of-State – THEN: (1997-1998)

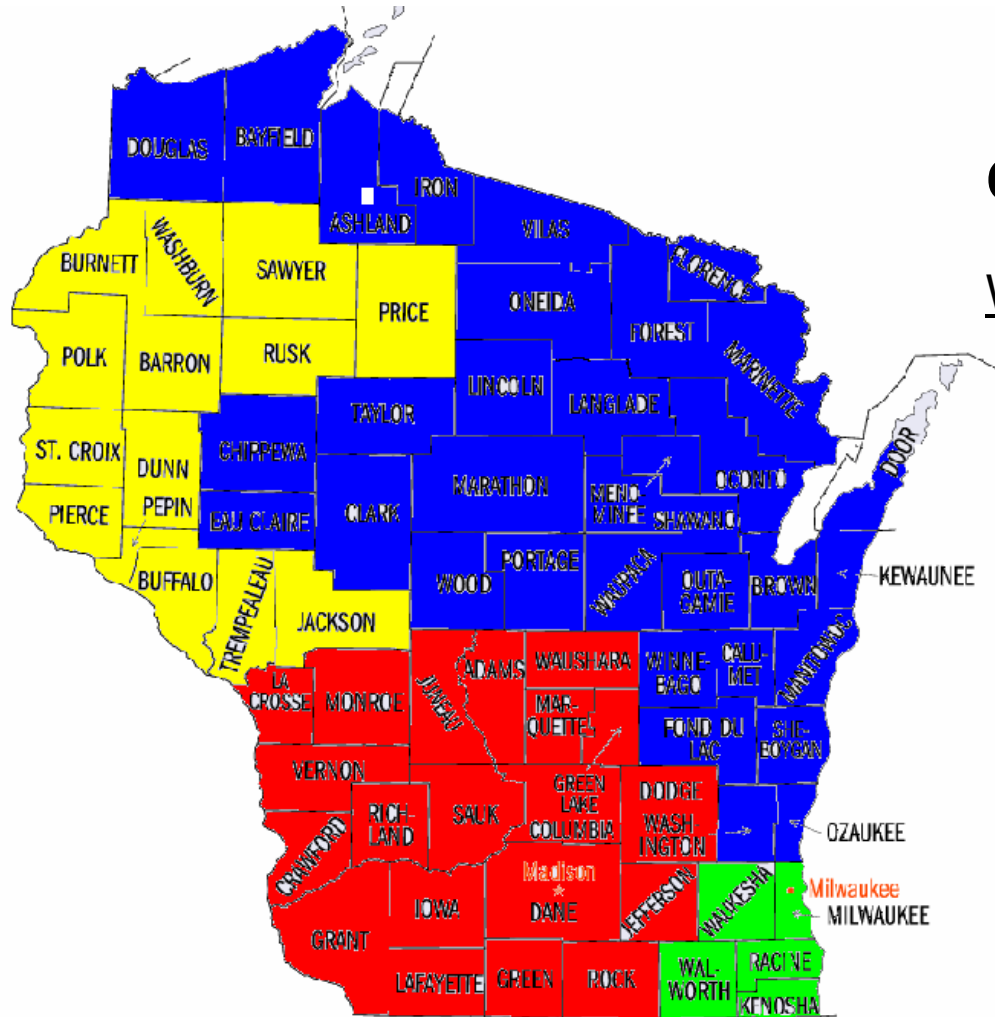
Wisconsin and Illinois: 1 admissions counselor traveled from campus and visited selected Schools and fairs; Select community colleges were visited by the transfer counselor covering Michigan.

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



Recruitment Regions

1997-1998 vs. 2003-2004 (continued)



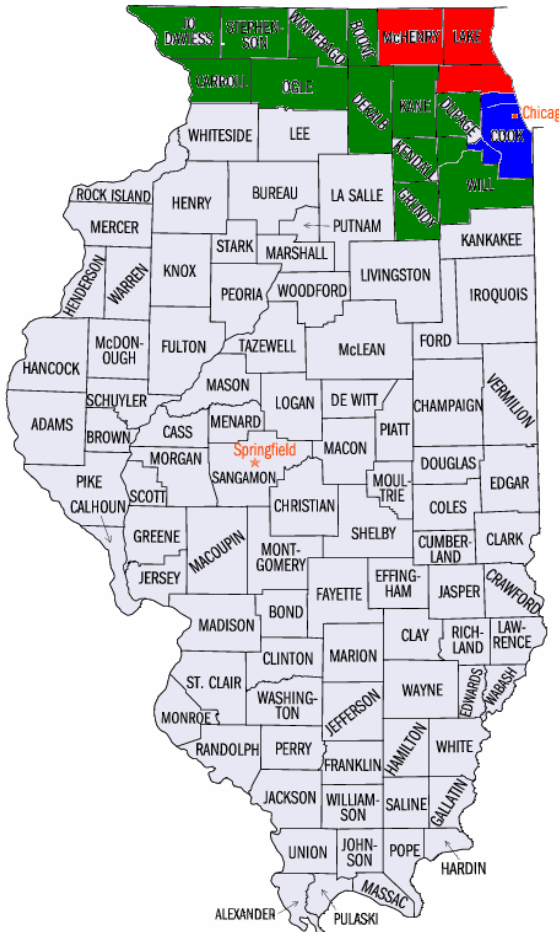
Out-of-State – NOW:

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.

Recruitment Regions

1997-1998 vs. 2003-2004 (continued)



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.

1997-1998 vs. 2003

Out-

Minne

cover

follow

cover

follow

follow

prosp

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)

Indiana



Ohio



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%
-

Recruitment *(continued)*

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
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Enrollment Management Network Enrollment Targets

Original and Revised to 2007

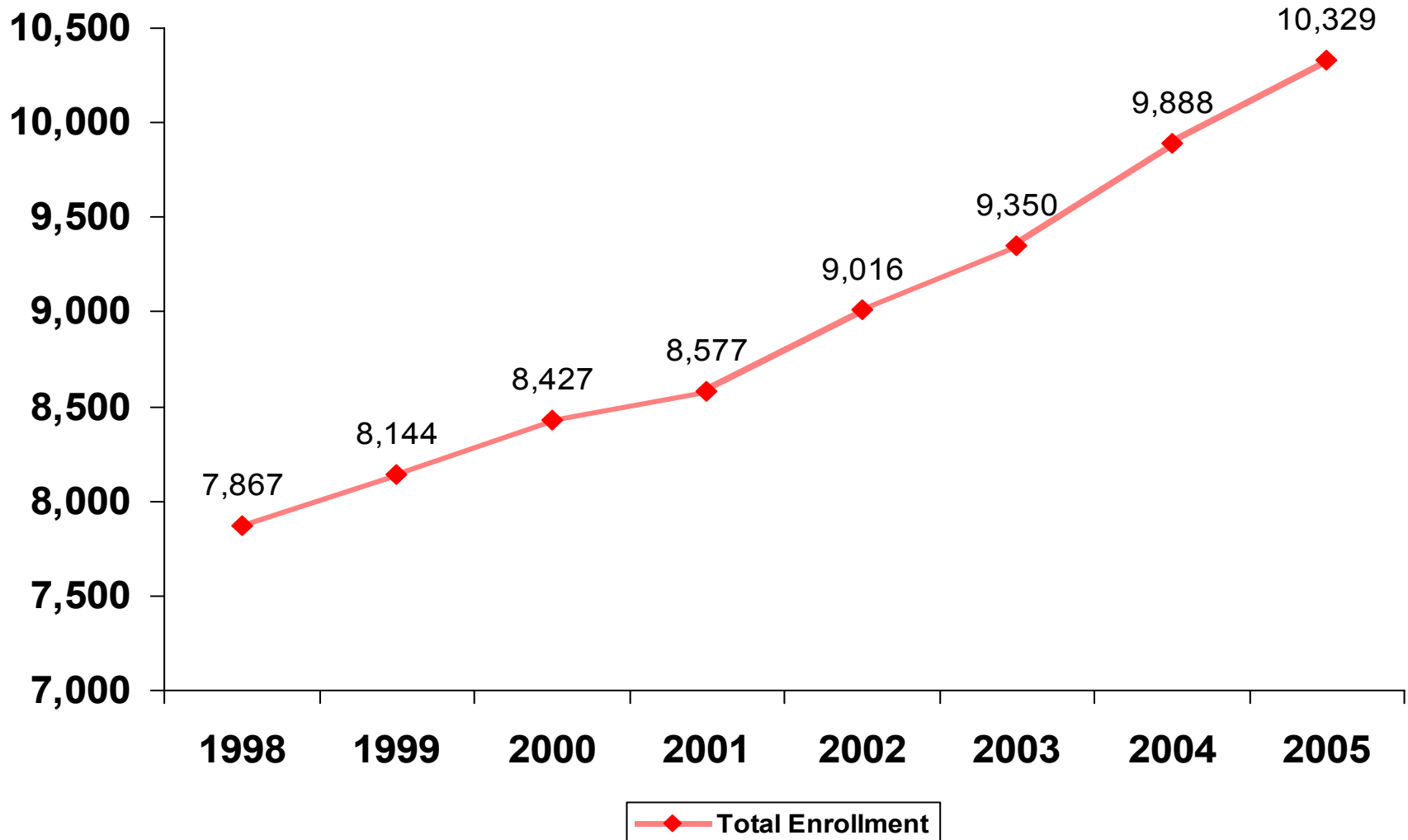
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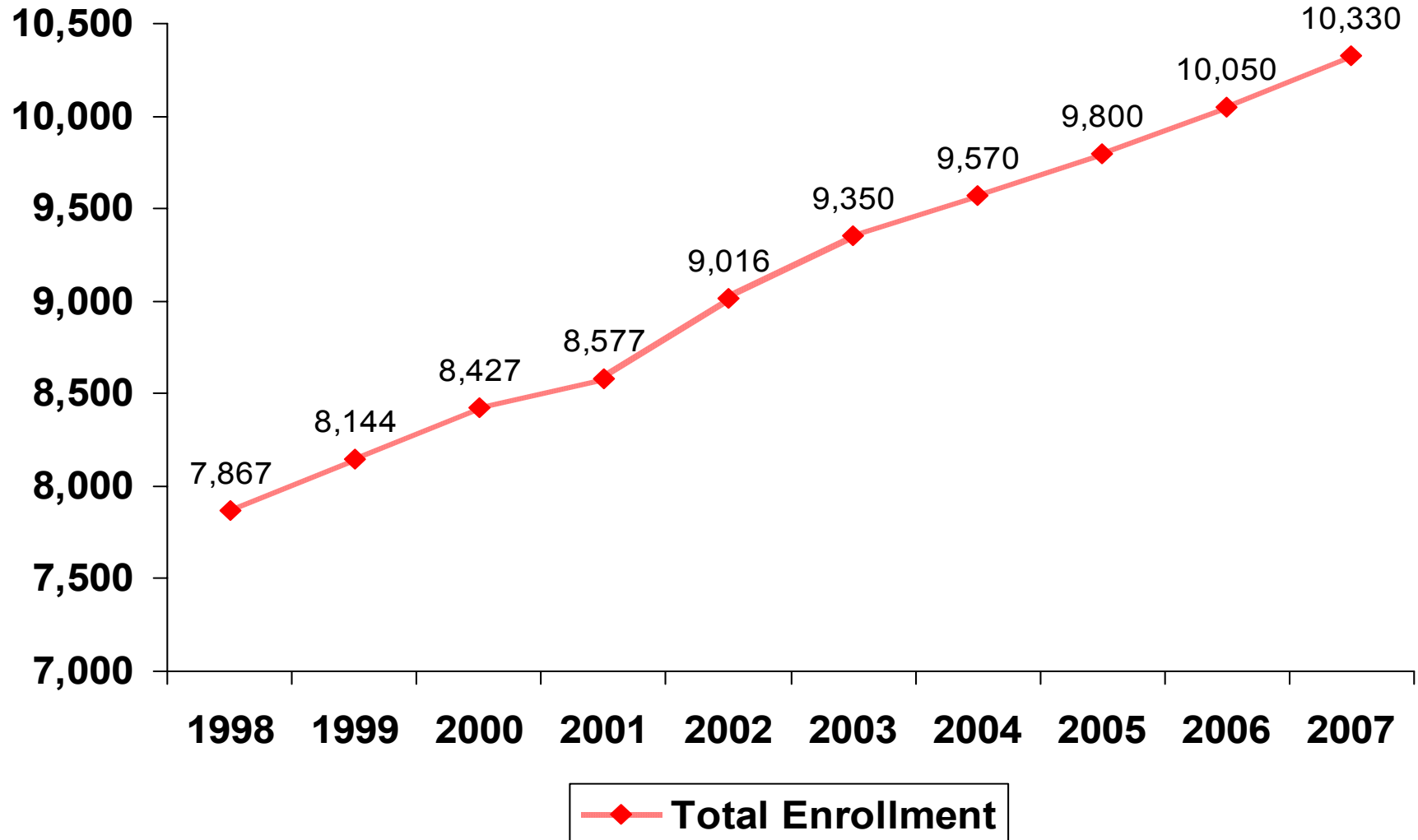
Original EMN Targets



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



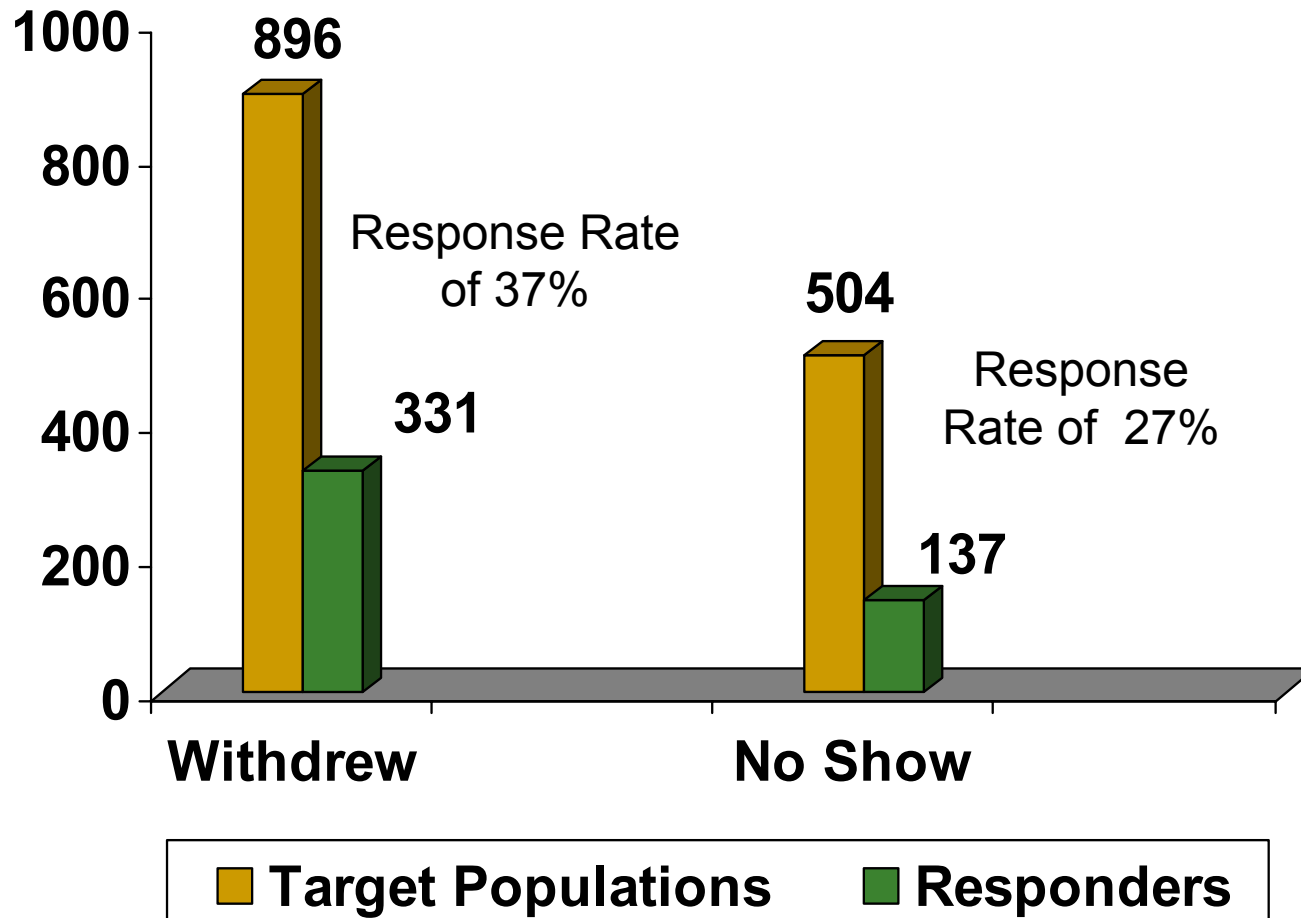
Survey of Parents of Admitted New Freshman who Withdrew

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*



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
-

Fall 2003 Parent Survey – Withdrawn Applications (continued)

- 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
-

Fall 2003 Parent Survey – Withdrawn Applications (continued)

- 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
-

Fall 2003 Parent Survey – “No Show” Applicants *(continued)*

- 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
-

Fall 2003 Parent Survey – “No Show” Applicants *(continued)*

- 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
-