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
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
Create a student-centered scholarship experience

Provide central oversight to decentralized process

Improve fund utilization and compliance

Provide scholarship-specific flexibility

Revolutionize donor engagement
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?