EMMC: How We’re Organized

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Digital & Social Content

Crisis & Issues Management

Media Relations

University Marketing

Creative Services

Web Strategy & Services

Internal Communications

Systems & Processing

Recruitment & Outreach

Events, Tours & Customer Service

Admissions Strategic Communications

Undergraduate Orientation

Family Programming/Connections

Scholarships

Student Financial Aid
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

Strategic Response

External Factors

Internal Factors
## 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

- 35% (30%) Inquiry to application conversion (all)
- 21.6% (17%) Inquiry to application conversion (excluding stealth)
- 52% (70%) Admit rate (application to admit)
- *23% (36%) Yield rate (admit to enroll)
- *79% (94%) Capture rate (confirmations to enroll)
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

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Timing</th>
<th>Description</th>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td><strong>CRM integration project</strong></td>
<td>Feb-June</td>
<td>Integrate adult and graduate prospects into Hobson’s connect, and build greater functionality into CRM system.</td>
<td>• Increase efficiency and reduce costs</td>
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<td></td>
<td>• Enhance up-funnel marketing and recruitment approach</td>
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<td></td>
<td>• Building down-funnel communications</td>
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<td>• Enhance yield</td>
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<tr>
<td><strong>Brand refresh</strong></td>
<td>Completed</td>
<td>Revise and strengthen brand and narrative standards.</td>
<td>• Drive greater brand consistency</td>
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<td>• Maximize impact and effectiveness of marketing spend</td>
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<tr>
<td><strong>Brand Campaign</strong></td>
<td>Feb-June</td>
<td>Execute integrated paid media campaign, reinforced with earned and social media that provides “air cover” for recruiting.</td>
<td>• Build brand awareness</td>
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<td></td>
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<td>• Integrate with direct recruiting</td>
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<td></td>
<td>• Target specific market segments</td>
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<td>• Reinforce key brand platform themes</td>
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<tr>
<td><strong>Brand Reengineering</strong></td>
<td>First Quarter</td>
<td>Enhance integration of brand into all campus activities; expedite review of branded materials.</td>
<td>• Better leverage of communications spend</td>
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<td>• Greater brand consistency</td>
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<td>• Encourage compliance with brand standards</td>
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## EMMC Key Initiatives (2)

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| **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)

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| **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?