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# ***N**orthern Michigan University Board of Trustees Meeting*

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*Focus Discussion*

*October 10, 2003*

# *Fall 2003 Outcomes*

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*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*

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# ***Enrollment Related Goals***

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## ***1998-2005***

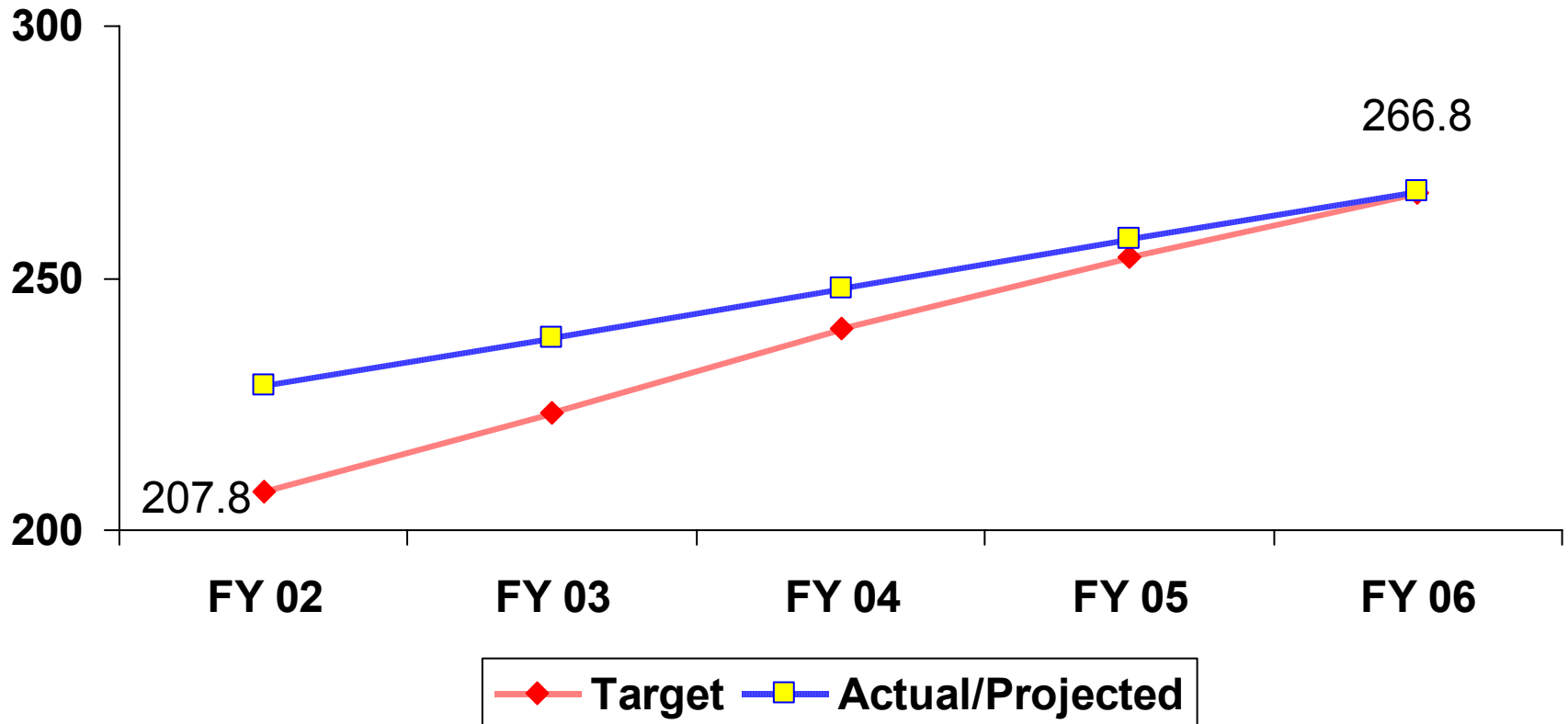
- Appropriation per FYES (\$ per FYES)
  - Student Credit Hours (SCH)
  - Fiscal Year Equated Students (FYES)
  - Headcount Enrollment
  - Students who are academically qualified to be successful at NMU
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# ***Appropriation per FYES Goal***

- 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

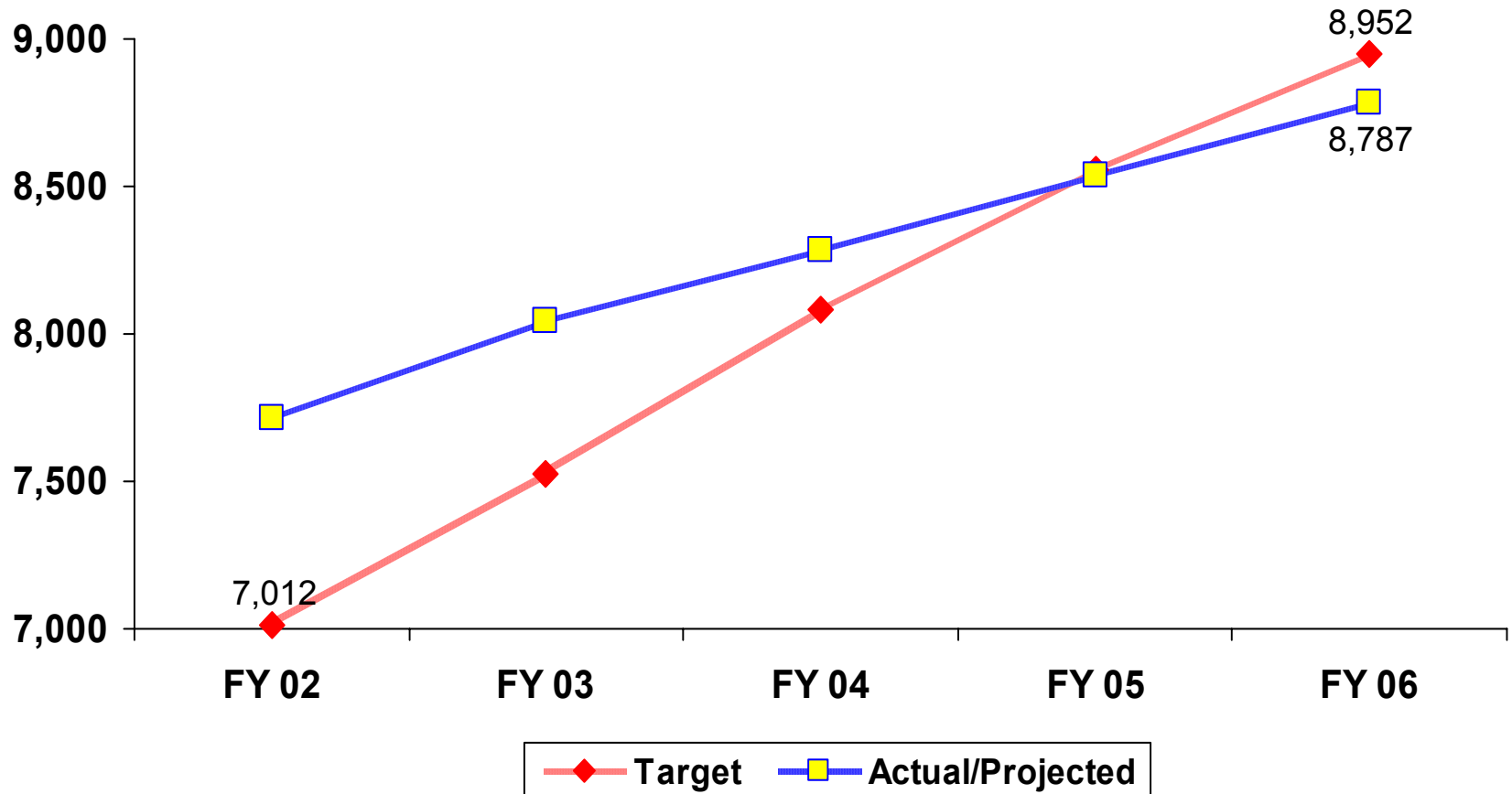
# ***Student Credit Hour Goals\****

*(in thousands)*



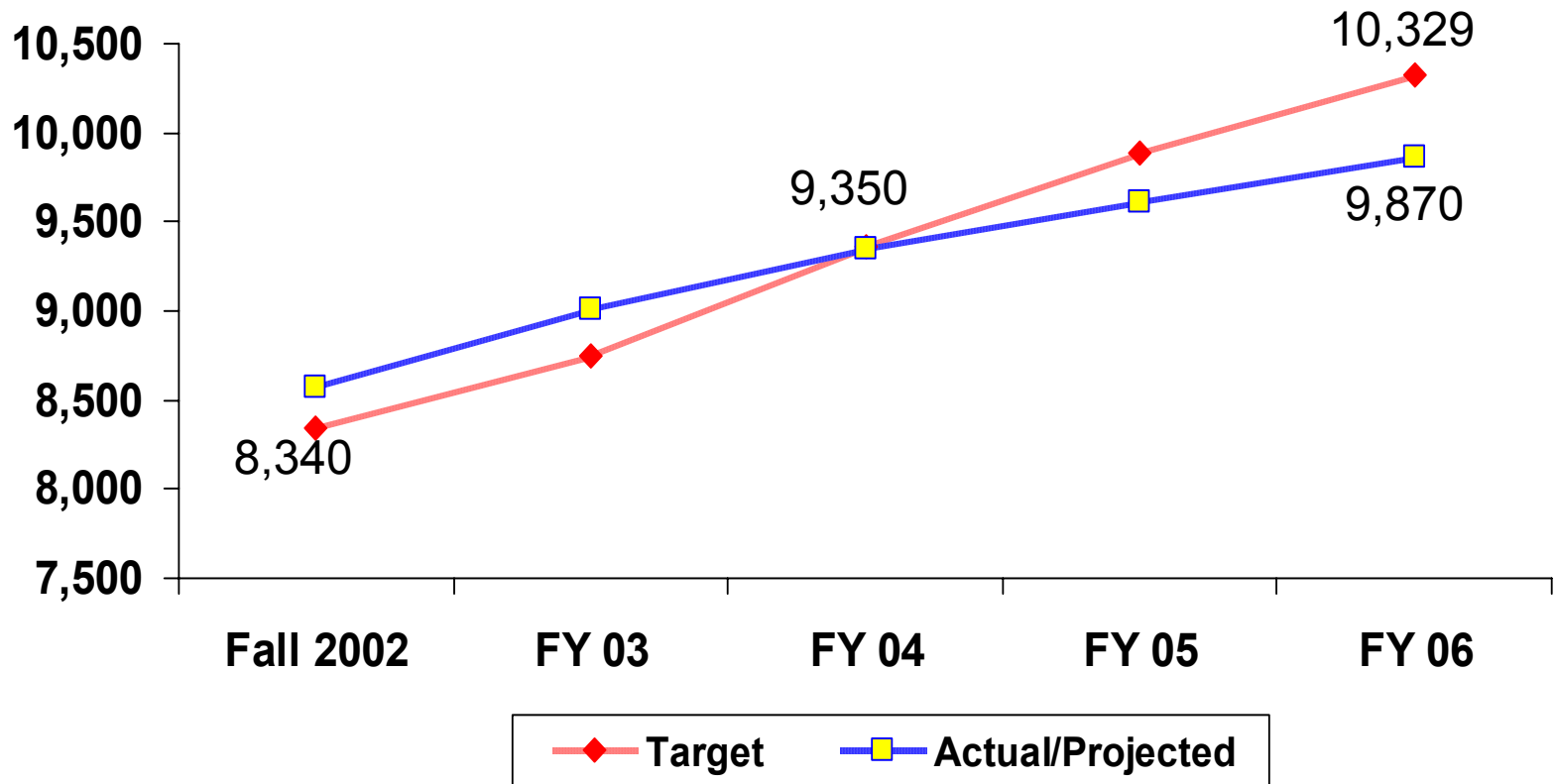
*\*Goals Presented at the December 13, 2001 Board Meeting*

# ***FYES Goals\****



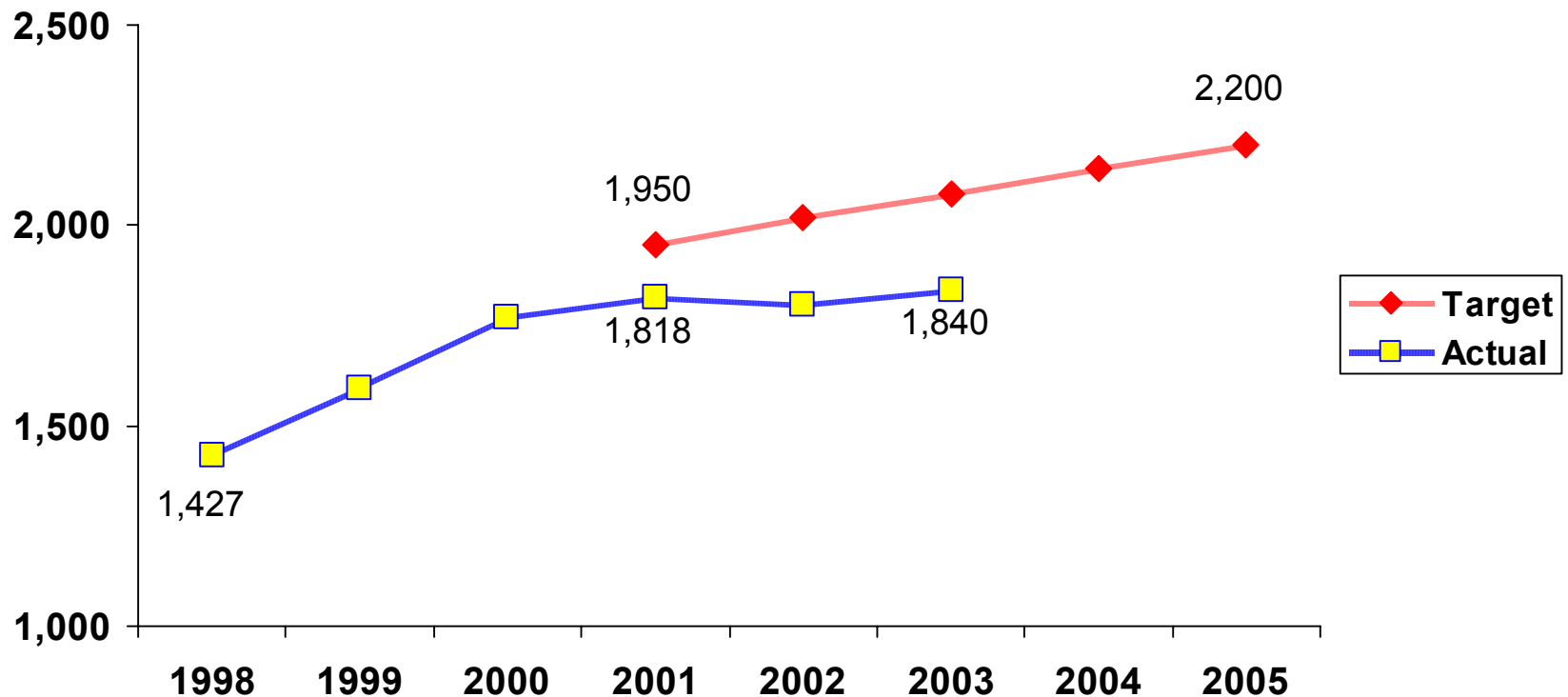
*\*Goals Presented at the December 13, 2001 Board Meeting*

# *Headcount Enrollment Goals\**



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

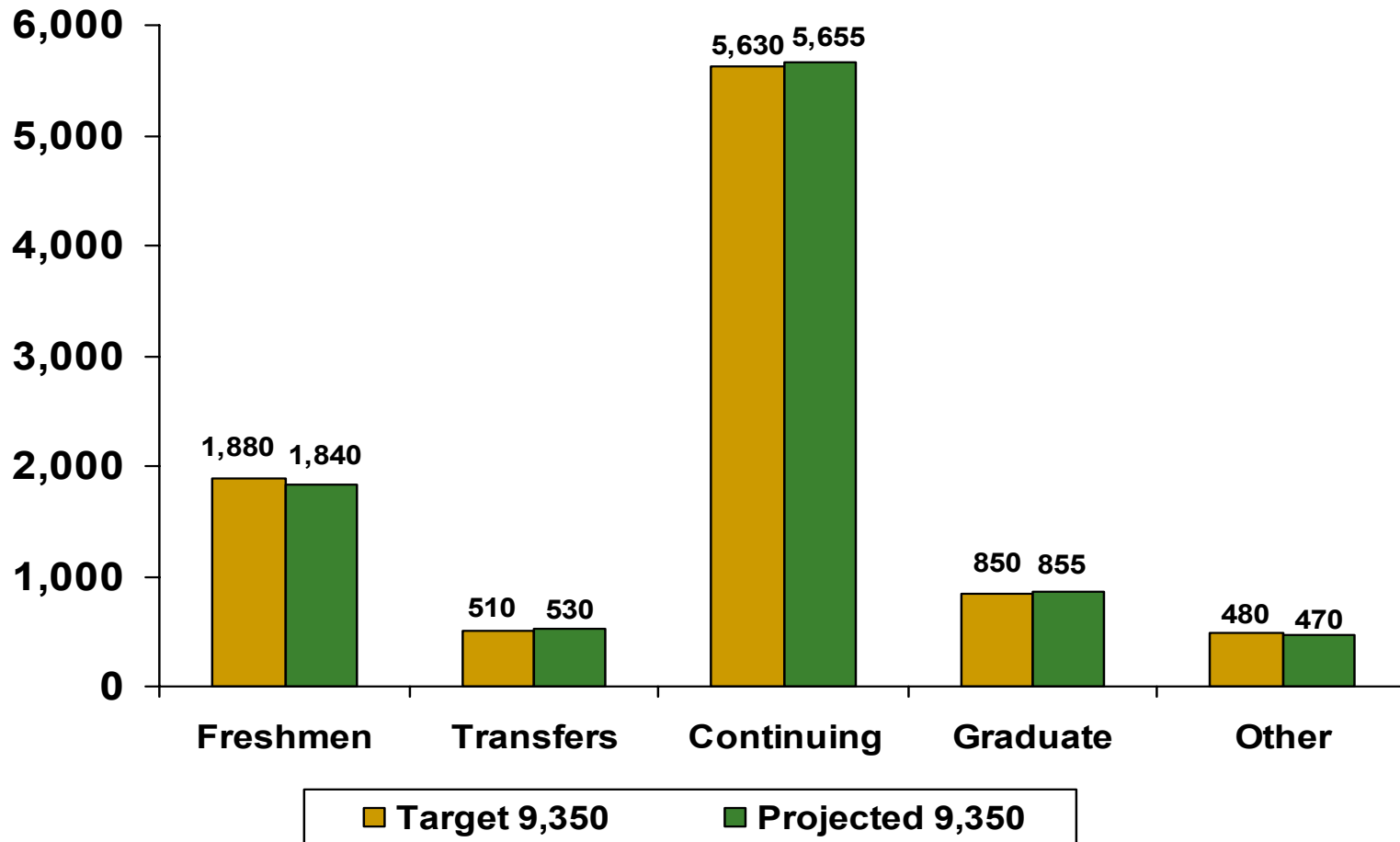
# *New Freshman Enrollment Goals\**



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

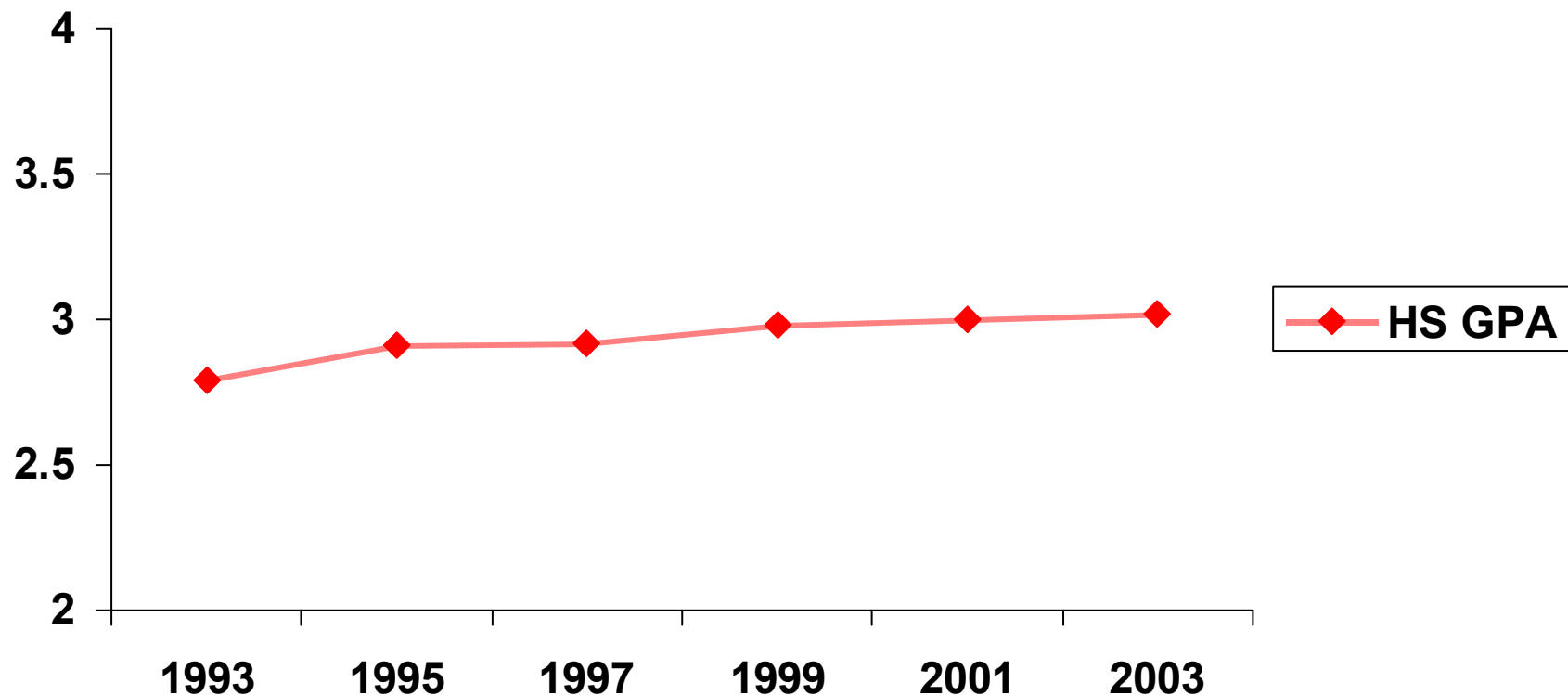


# ***Fall 2003 EMN Targets and Projected Final Enrollments***



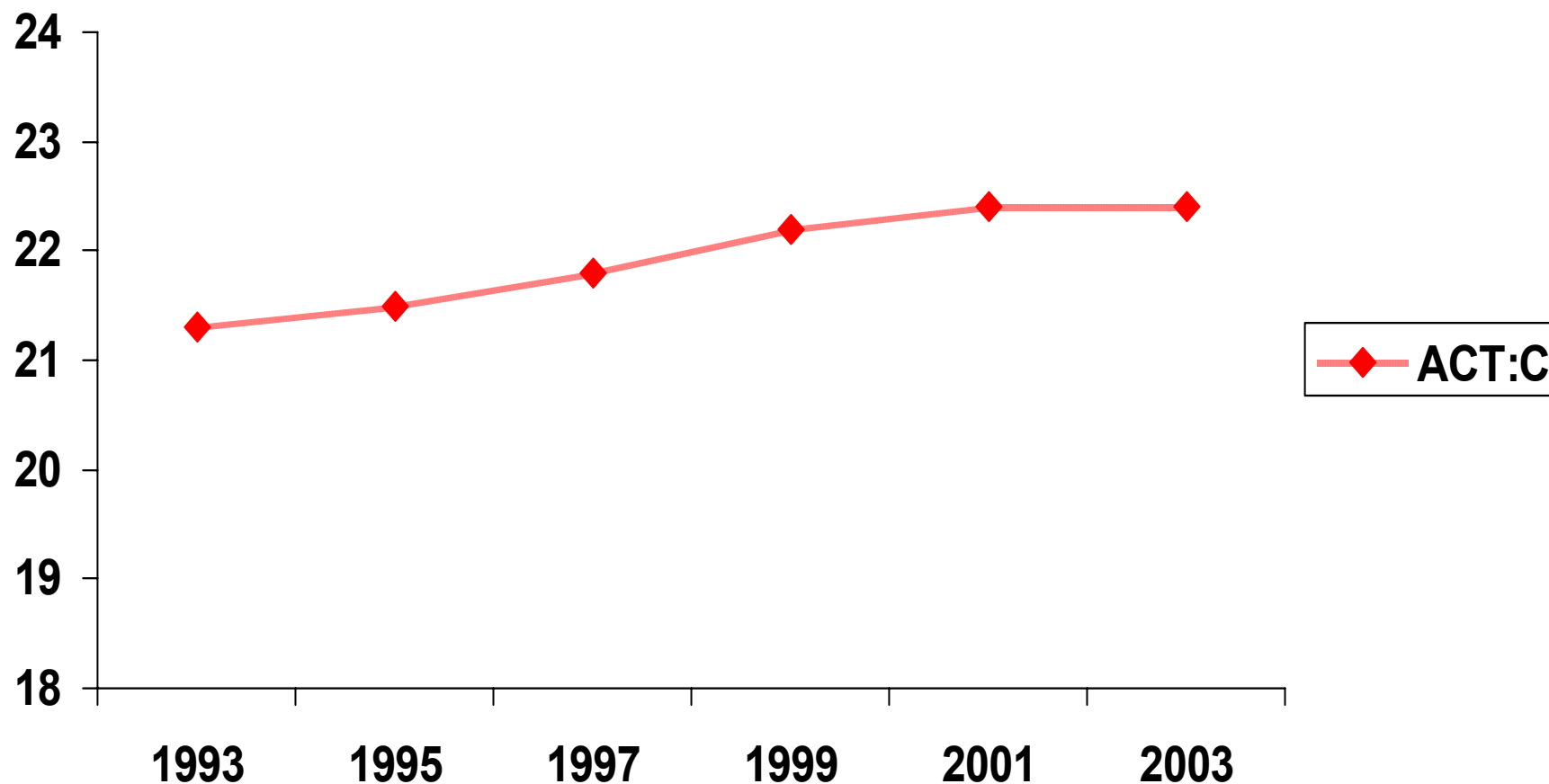
# *Academic Credentials of Baccalaureate New Freshmen*

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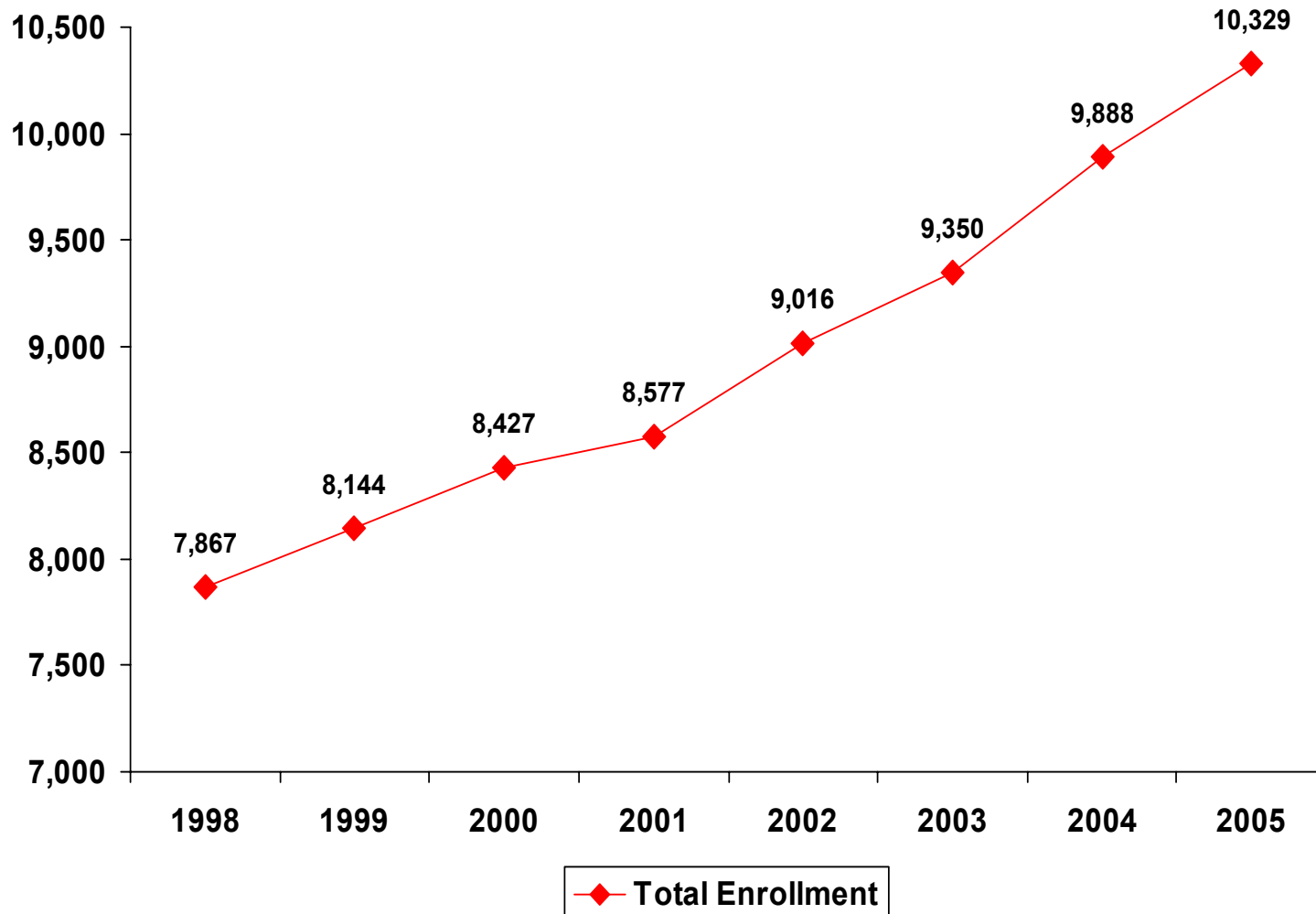


# *Academic Credentials of Baccalaureate New Freshmen*

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# *Original EMN Targets*



# ***Enrollment Targets for Fall 2004 – 2007***

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- 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.
  - Factors such as the poor economy, “9-11” and enrollment volatility were not anticipated in 2000.
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# ***Enrollment Marketing***

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## ■ 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)
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# ***Marketing Support for Recruitment Activities***

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## ■ 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
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# ***Marketing Support for Recruitment Activities***

*(continued)*

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- Target audience
    - Upper Peninsula
    - Lower Peninsula/out-of-state
  - Seasonality
    - Fall and spring
    - ACT test registration dates
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# ***Marketing Support for Recruitment Activities***

*(continued)*

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- Media Strategy
    - Radio, Print and Outdoor, Limited T.V.
  - Creative
    - Leverage
    - Break through the clutter
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# ***Media Budget***

## ***2003-2004***

### **Media Budget**

Planned 2003-2004

	<b>2003-2004</b>
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
<b>TOTAL</b>	<b><u><u>\$157,620</u></u></b>

### **Enrollment**

Headcount, Fall Final

	<b>1998</b>	<b>2002</b>	<b>Change</b>	
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
<b>TOTAL</b>	<b><u><u>7,867</u></u></b>	<b><u><u>9,016</u></u></b>	<b>+</b>	<b><u><u>1,149</u></u></b>

# ***Other Promotional Support***

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- Collateral
    - Academic/program brochures
    - Other support
  - Direct Mail
    - View master project
  - Multi media
    - New “Connect” video
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# ***Other Promotional Support*** *(continued)*

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

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- 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)

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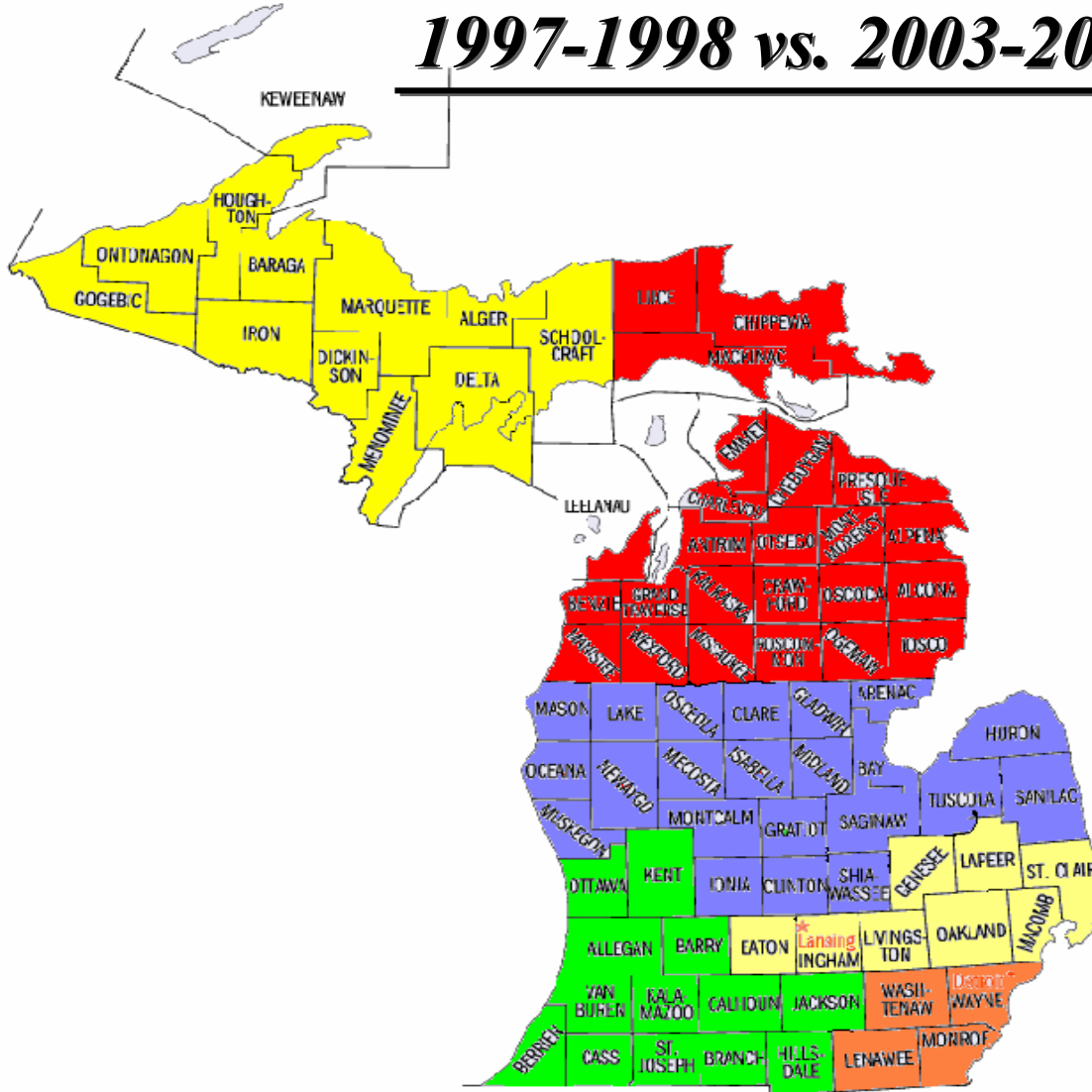
## 1997-1998 vs. 2003-2004



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

# *Recruitment Regions*

***1997-1998 vs. 2003-2004 (continued)***

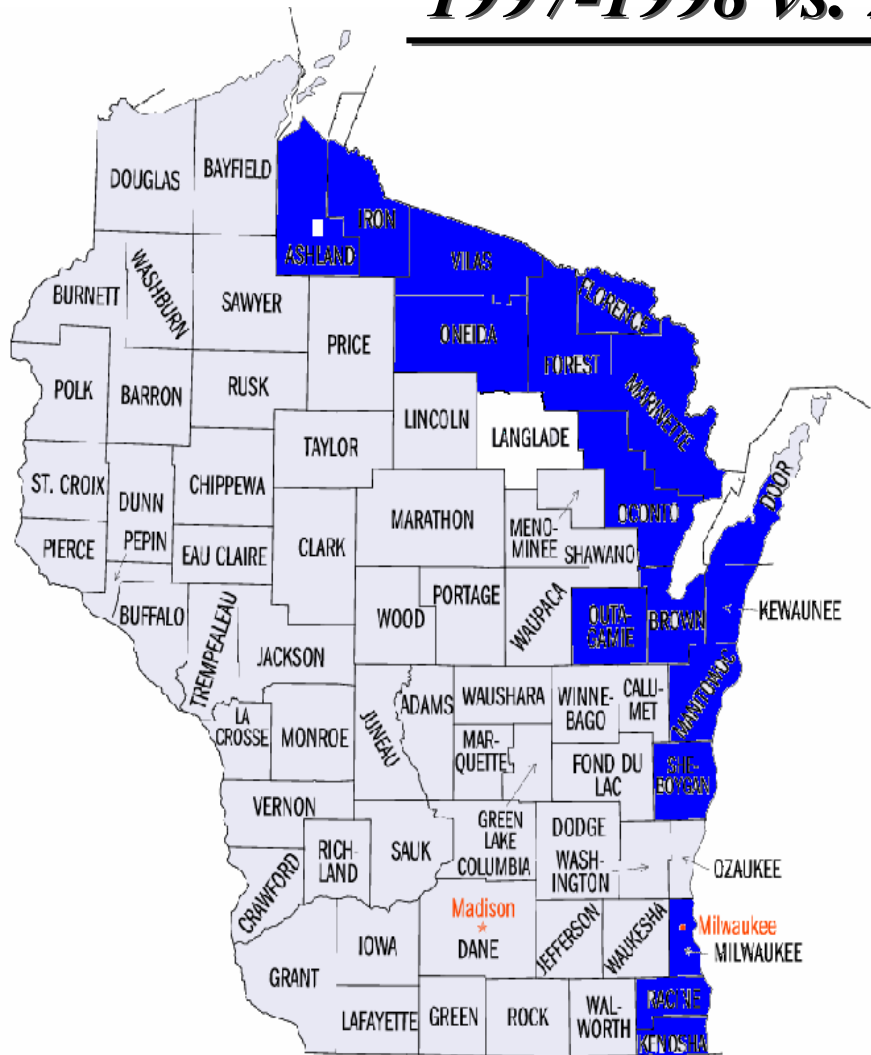


**Michigan – NOW:**

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

# *Recruitment Regions*

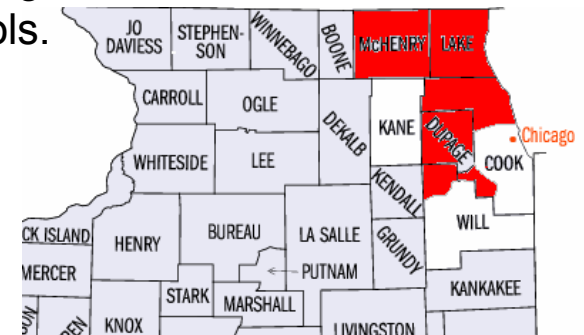
***1997-1998 vs. 2003-2004 (continued)***



## **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.

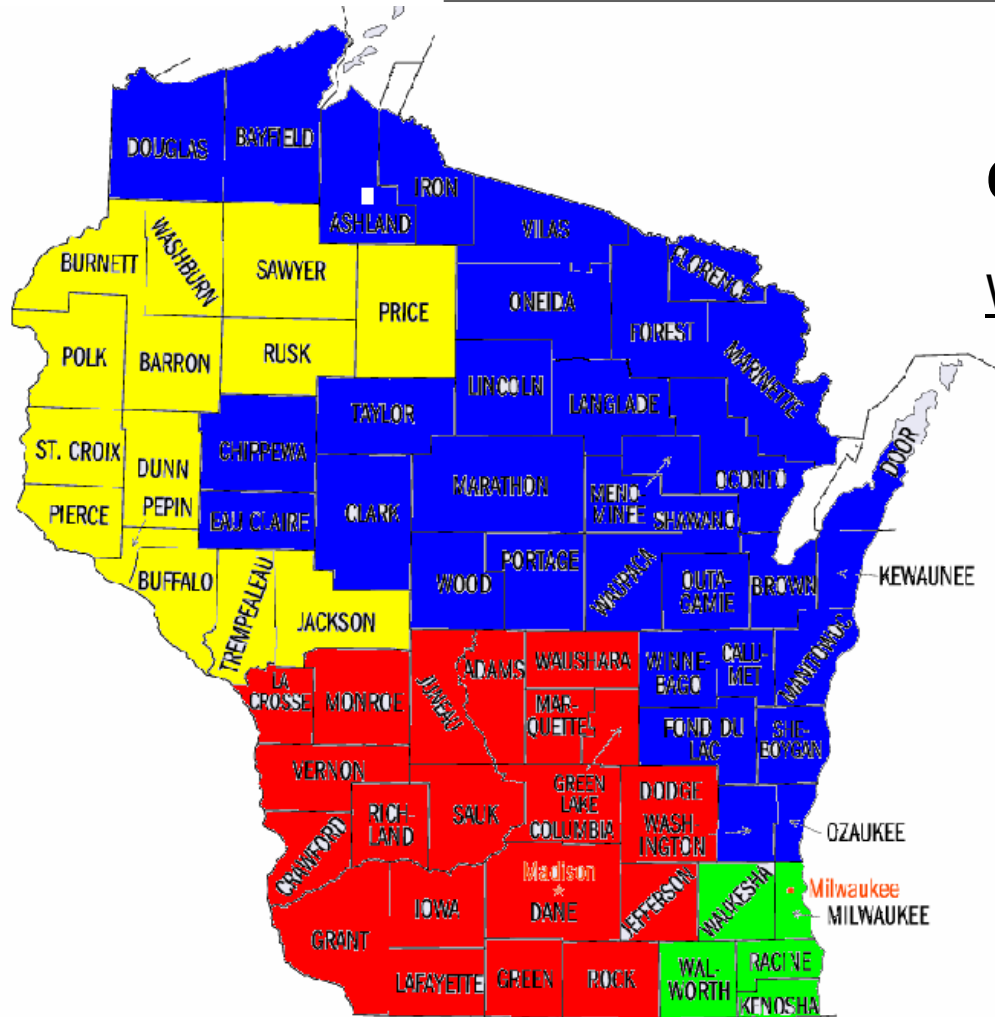
Minnesota: A staff member from campus covered the National College Fair; Dean of the College of Business visited 15 high schools.





# *Recruitment Regions*

1997-1998 vs. 2003-2004 (continued)



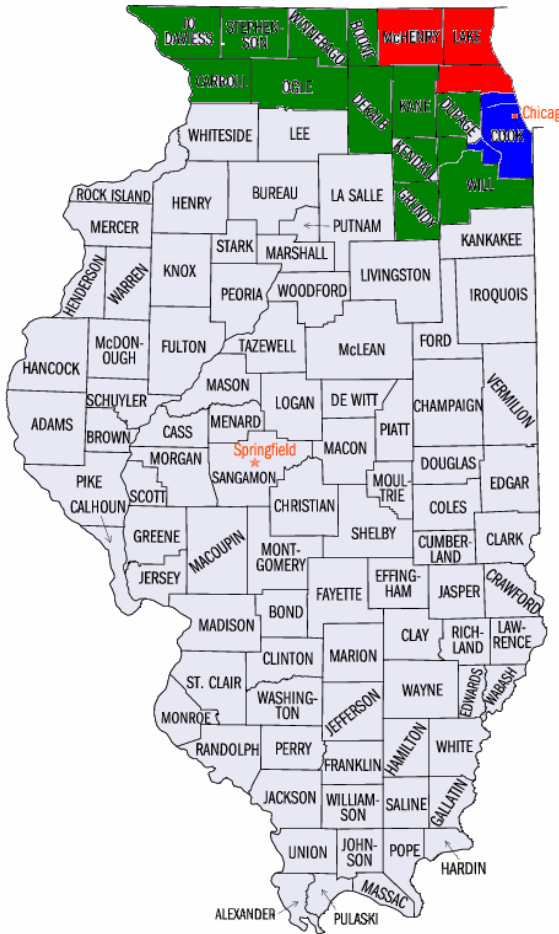
## **Out-of-State – NOW:**

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)*



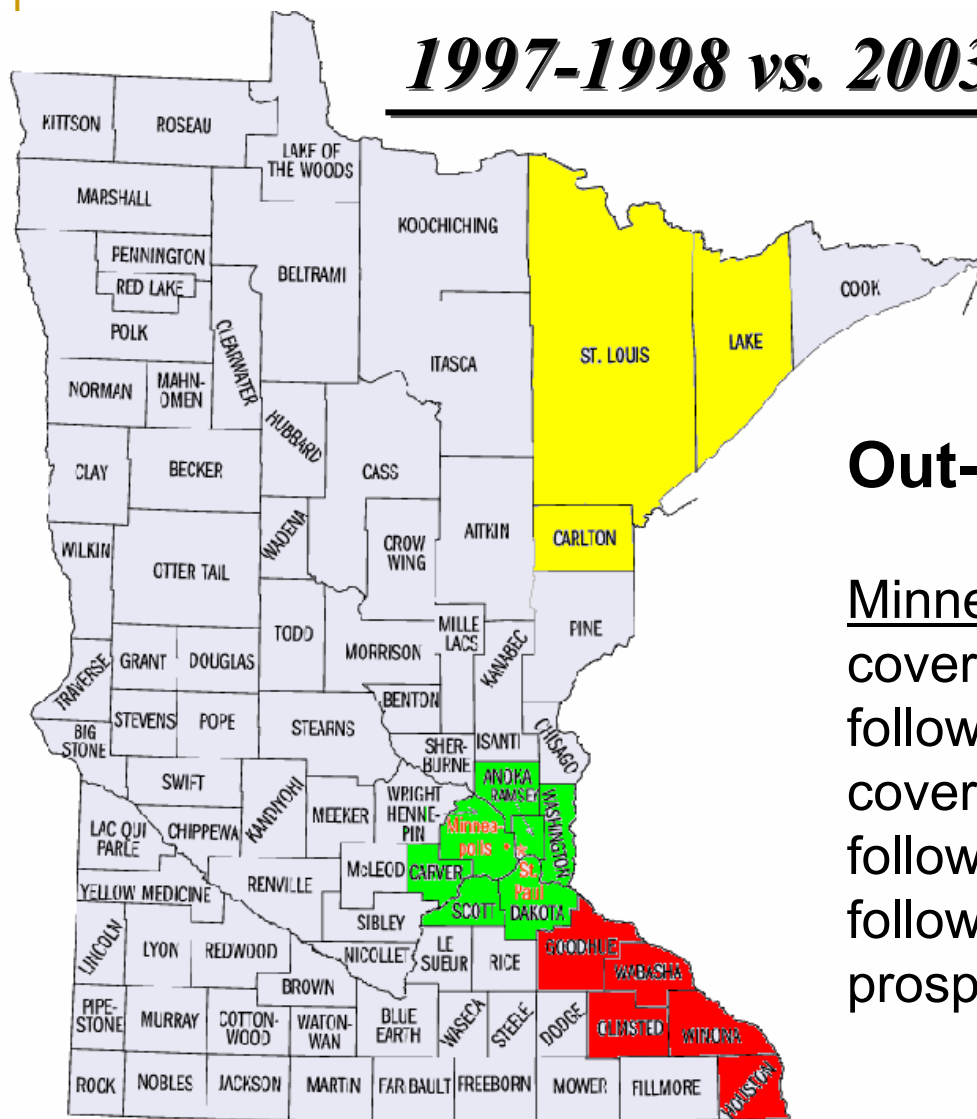
### **Out-of-State – NOW:**

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.

# *Recruitment Regions*

***1997-1998 vs. 2003-2004 (continued)***



## **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)*

### 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*

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- 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)*

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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%
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# ***Recruitment*** *(continued)*

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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)
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# *Recruitment* (continued)

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## ■ 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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