

Academic/Student Affairs, Enrollment and Technology Committee

Dennis M. Rome, PhD

Provost and Vice President, Academic Affairs

Interim Vice President, Student Affairs

January 14, 2021

Assessment

2019-2020 Program Reviews

Department	Self-Study completed	Submitted to IBHE	External Review Completed
Psychology	X	X	Delayed due to COVID Scheduled for February 2021
Communication, Media, Theatre	X	X	Delayed due to COVID Scheduled for March 2021
Mathematics	X	X	Delayed due to COVID Scheduling in progress



2020-2021 Program Reviews

Department	Self-Study completed	Submitted to IBHE	External Review Completed
Philosophy	In progress	Due September 2021	Scheduled for April 2021
TESOL	In progress	Due September 2021	Scheduled for April 2021

Program Reviews Scheduled for 2021-2022

World Languages and Cultures

Accounting

Finance

Management

Marketing

General Business Administration

MBA



Academic Planning

Purpose is to develop a curriculum in a historical, social, and political context. Elements include:

- Culturally Responsive Teaching
- Creation of Innovative Programming
- Career Development (meeting regional workforce needs) and Placement (Graduate Schools)
- Mentoring
- Faculty Exchanges
- Orientation
- Learning Communities



Questions?





Academic/Student Affairs, Enrollment and Technology Committee

Frank Gaytan, PhD

Associate Provost for Student Success

January 14, 2021

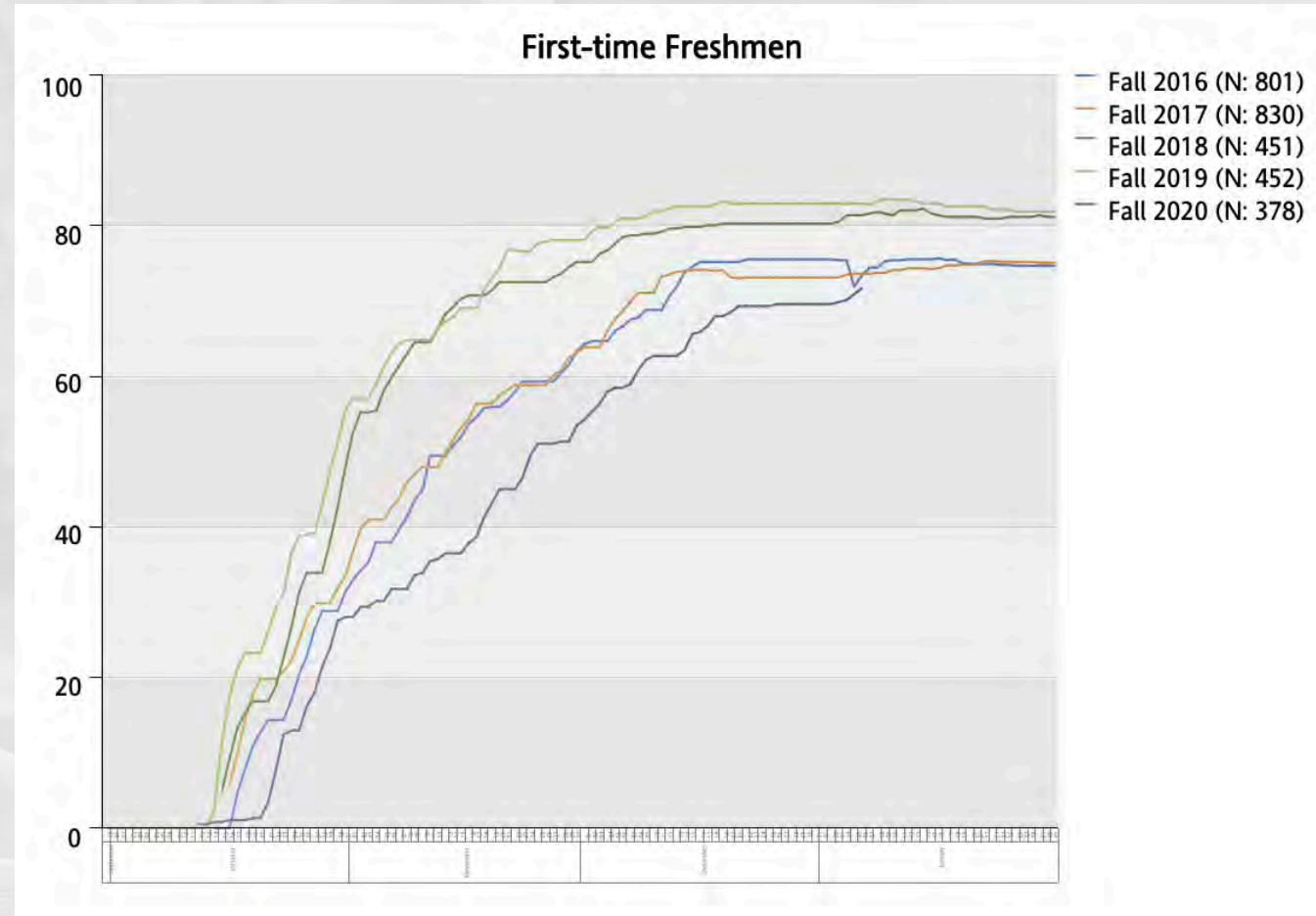
Retention Update; Fall 2020 to Spring 2021

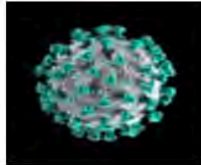
- Final Retention rate for 2019 freshmen class was 66.9%.
- Fall to Spring Retention is at 74.4%.
- Challenges
 - Pandemic remains a large challenge.
 - Financial concerns
 - Summer Senior Survey-48.8% reported loss of income/job
 - Fall Survey-44.3% reported financial burdens related to online learning
 - Virtual learning fatigue
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Retention Trends

- A big predictor of success/retention is early registration.
- The registration curve this year was shallow early on and has remained flatter, indicating students have delayed registration.
- There was a slight uptick the week before classes began.
- Advisors indicate that students have decided to hold out or not register at all
- This follows national trends.





SPECIAL SERIES

The Coronavirus Crisis

'Losing A Generation': Fall College Enrollment Plummets For 1st-Year Students

December 17, 2020 - 5:00 AM
Heard on Morning Edition



Instead of going to college this fall, Brian Williams got a job at a Jimmy John's near his home in Stafford, Texas. He says paying for college was always going to be hard, but it was even harder to justify the expense during a pandemic.
Scott Dalton for NPR

All throughout high school, Brian Williams planned to go to college. But as the



Opportunities to Increase Retention/Enrollment for Fall

- Re-engage students strategically using financial aid as we return to face to face in fall.
- Improve placement process for incoming fall 2021 students. Including, improving FYE courses and improving orientation.
- Continued work on developmental education; team of Math, English, and English Language Program faculty and Arts and Sciences Dean and Associate Provost completed report on status of Dev. Ed.
 - In 2018
 - 67.5% of freshmen placed into developmental math (non-credit bearing courses)
 - 43.5% placed into developmental reading/writing
 - Need full support to establish better placement, lower cost, faster time to completion of Math and English requirements



Questions?



College of Business Curriculum Updates

- MBA
 - The entire program is being updated to be online/webcast.
 - New Elective Tracks: Technology and Data Analytics
- M.S. Computer Science
 - Cyber Security path
- M.S. Accounting
 - Update to reflect the technology requirements in the new CPA exam
 - Potential forensic accounting update
- B.S. Accounting
 - Update to reflect the technology requirements in the new CPA exam.
 - Potential re-examination of the 4+1 model
 - Revising the Forensic Accounting minor
- B.S. Computer Science
 - Cyber Security Major
 - Joint Data Analytics Major (with courses from finance, marketing, management, accounting, and computer science)
- B.S. Management
 - Joint Data Analytics Major (with courses from finance, marketing, management, accounting, and computer science)
 - Reviewing minors

Technology

Supporting NEIU's Strategic Goals

- ✓ Purposeful Appointments to Key Roles
- ✓ Continued Progress in Digitization
- Development of a Comprehensive Strategic Roadmap
- Continue Realignment of University Technology Services
- Proactive and Responsible Operational/Fiscal Planning

Project Management Office

- Launched Nov 23
- Identify, organize, prioritize
- Communicate
- Track / manage costs and resources

Security Officer

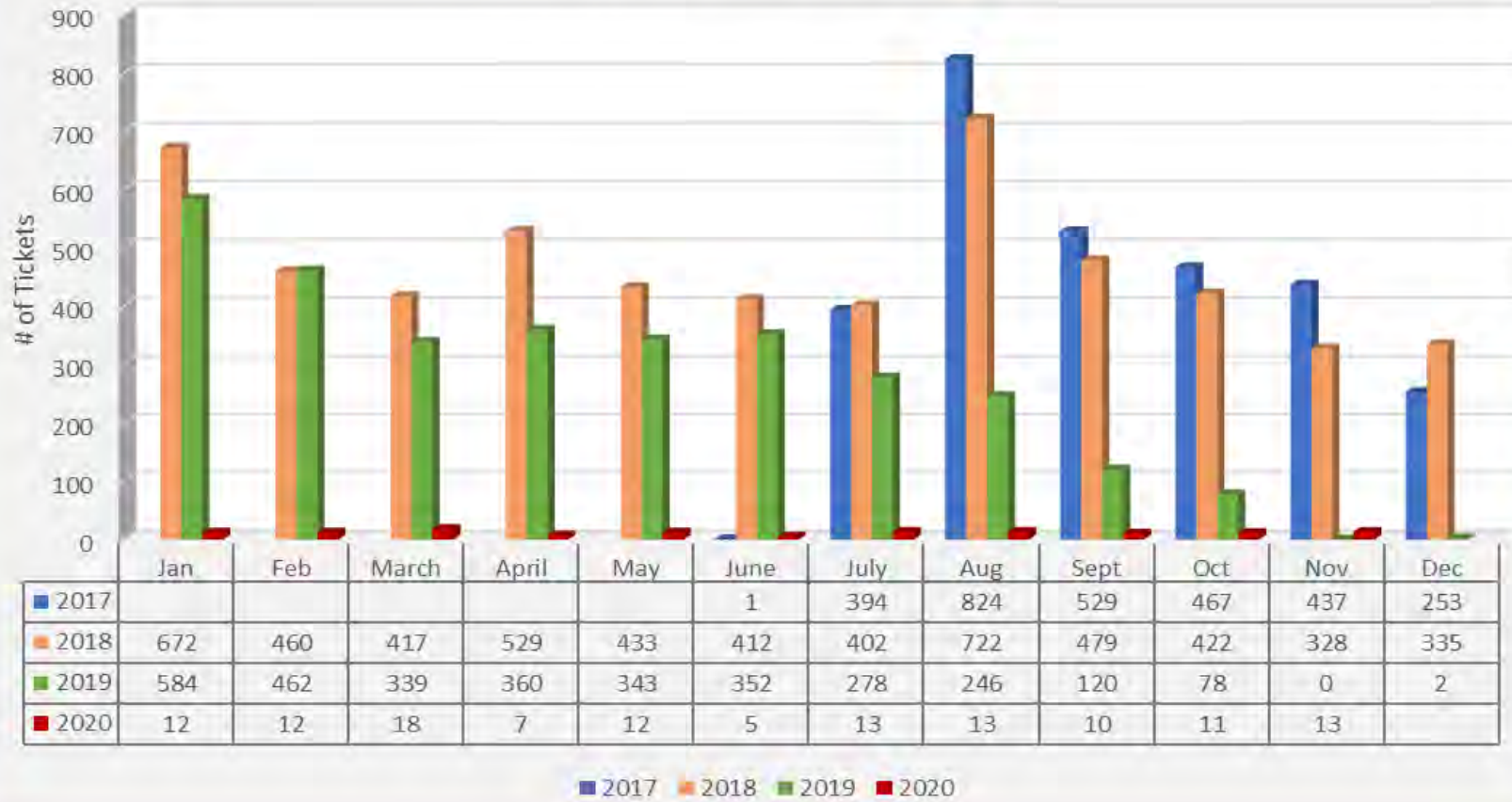
- Address audit concerns
- Protect NEIU's intellectual property
- Ensure compliance with State mandates
- Training and education

University Technology Services - Partial Portfolio

Project/Activity	Start	Anticipated Completion	2020		2021							
			Q4		Q1		Q2		Q3		Q4	
Student Services Live Chat - GEER funded	Nov 2020	Jan 2021										
Firewall Upgrade	Jan 2020	12/28/20										
Hybrid Classrooms for Remote Instruction	Sept 2020	March 2021										
IT Security Assessment and Training	2/1/21	Ongoing										
Employee Personell Action Form - EPAF	Oct 2020	May 2021										
Faculty Load and Compensation - Phase 1	Aug 2020	1/15/21										
CRM - Pending Board Approval	Oct-20	9/30/21										
Server and Infrastructure Upgrades	2/1/21	10/31/21										
IT Service Desk and Ticketing System	2/1/21	Ongoing										
Asset Management Planning-Implementation	2/1/21	10/31/21										
PMO - Process and Implementations	11/23/20	Ongoing										
Telephone System Upgrade - Phase 1 & 2	March 2019	5/15/21										

- Student Support
- Process Improvement /Business Enhancement
- Security
- Business Applications
- Systems and Network

Team Dynamix Help Desk Tickets



What to Measure And Key Performance Indicators

- First level call resolution
- Incident and Problem management
- Change management
- SLA compliance rate
- Satisfaction ratings
- Ticket aging and closure

Feb 2021

Define goals for the Service Desk
 Review current implementation
 Identify services, categories, prioritizations, workflows, SLA's
 Training, communications and rollout

Next Steps and Priorities

- Continue realignment of the UTS Department
- Deliver a Findings and Recommendations Document
 - Strategic Roadmap
- Invest in Critical Areas of the Infrastructure:
 - Servers, Applications, Storage, Networking
- Implement a Best Practice IT Ticketing System
- Correct Audit Findings

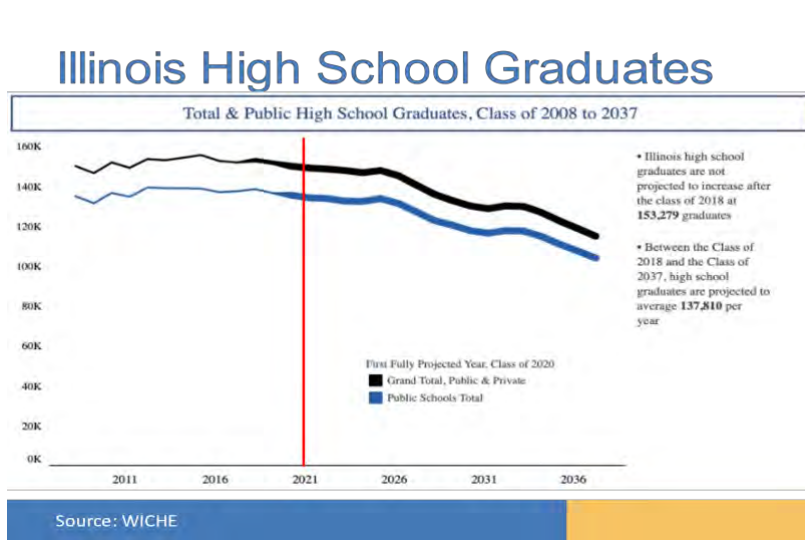
**Enrollment Report to the Academic Affairs, Student Affairs, Enrollment Management and Technology Committee, NEIU Board of Trustees
January 14, 2021**

New enrollments continue to decline throughout the country, and NEIU is no exception. We also have no historical data by which to compare numbers as there was no hint of what was to come in January 2020. So, it is difficult to project fall 2021 enrollment using historical data, but despite COVID and a bleak demographic environment, there are many positives that I believe will be seen in Fall 2021.

The Challenges

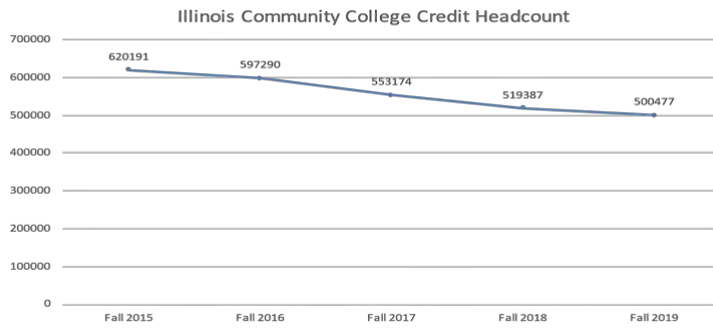
NEIU faces some bleak demographic data. As this chart shows, except for a small bump around 2030, the number of high school graduates in Illinois will continue to decline through 2036, and the numbers are even greater for Chicago public schools. And this applies to all ethnic and racial groups. Latinos will grow for just a couple more years, then will decline like everyone else.

Furthermore, in another bleak demographic, the filing of FAFSA’s by incoming freshmen has dropped about 14% nationally and over 20% for communities of color and other poor communities.



It is the same for transfer students. In fact, there has been a 120,000 head count decrease in just five years among Illinois community colleges, and it will continue.

Illinois Community College Enrollment Trends



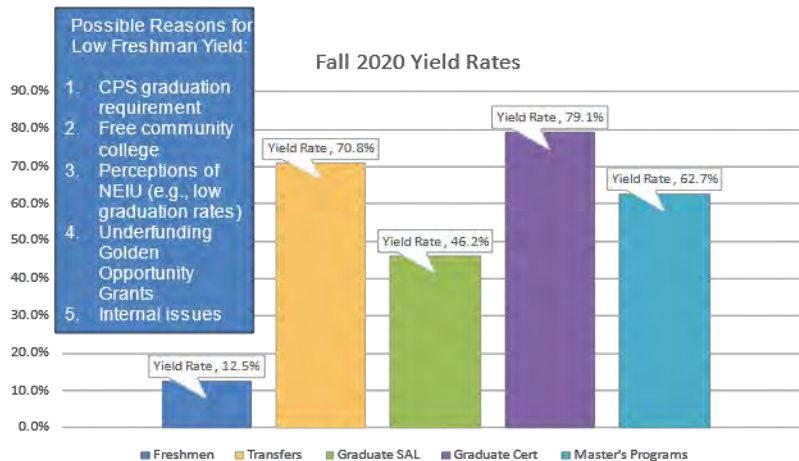
Source: Illinois Community College Board

This is the general terrain NEIU faces.

Yet, I still believe NEIU is on a solid course in improving its overall enrollment despite the demographics and despite COVID.

Currently, our freshmen applications and admits for Fall 2021 are currently running approximately 32% behind last year’s pace, but that is not as alarming as you might think. First, previous years freshmen application numbers were inflated by the CPS policy that required students to apply to a set number of schools even if a student was not interested in that school. Working remotely, many students did not follow that policy this past year. That means the freshmen admitted students are students sincerely interested in NEIU. We can aggressively focus on these students. And this why I believe Fall 2021 looks promising.

Admit-to-Enroll Yield Rates



To improve freshmen enrollment this fall requires improving NEIU’s yield rate. Yield rate is the percentage of admitted students who actually enrolled in the university. Our yield rates for groups, except freshmen, reflect national averages.

Opportunities

In the past, the university has had a very low freshmen yield rate. That can change. NEIU has the opportunity to improve its yield rate, but it will need a university effort. Many tools and processes are already in place designed to increase yield.

University Yield Activities

- Text AIM tool and training for academic advisors and success directors
- Continued promotion of online calendars
- Increased planning time for placement testing
- Enrollment Services and Marketing will continue to provide segmented communications using multiple platforms
- Staff and Faculty training on Web Snapshot
- Ask Me Chat

These are all new processes NEIU did not have last summer or were not utilized as well as they could have. There are already enough students in our orbit that even modest increases in yield will reap good increases. There are other strengths in our new enrollment.

NEIU New Enrollment Positives, Fall 2021

Graduate Enrollment

+10.2% (176) increase in graduate enrollment for Fall 2020
Largest percentage increase in the state

Re-Admits

Continues to grow and NEIU
"Return to NEIU" programs

Transfer applications trending strong

Graduate enrollment continues with strong increases for the third straight year. This past fall, NEIU's increase in new graduate enrollment was the largest percentage increase in the state +10.2% (176). And for several years our re-admit rates have been increasing. That will improve our graduation rate. As well, in spite of the significantly declining community college enrollments, transfer applications are trending much better than anticipated. Our challenge with transfers is completing the transfer credit evaluations. The process has been crippled by COVID, but the university is considering some changes to address that shortage in the transfer process.

Also, we are seeing success in our re-admits, the students who left NEIU. Dr. Gibson initiated a successful "Return to NEIU program." We were able to use GEER funds that past term to remove some

of the debt for those returning students. That money will not be available for future terms, but we are exploring other options to increasing revenue by bringing back departed students. We will gain more enrollment by aggressively recruiting this group. It is a very promising market for NEIU.

And finally, the other advantage is long term. As I mentioned, the university hired an enrollment consultant to conduct an audit of enrollment services. The final report will be available shortly, and while it will outline strengths and opportunities for the university, it also will outline a three-year course of action, a blueprint for growth, that the university and new AVP will be able to use as you move forward with your enrollment.

A CRM is the Core of an Enrollment Operation

- Manages all enrollment communications (text, email/white listed, print)
- Track and efficiently process all applications
- Produces clean reports and live dashboards
- Easily accepts inbound data (behavioral management data)
- Archives all enrollment data and integrates seamlessly with the SIS
- Document Imaging
- Financial Aid Information
- Creative Use of Graphics and Templates

Technolutions/Slate

- Lowest pricing of all vendors
- Unlimited number of users
- Technolutions was founded and Slate was developed exclusively for higher education enrollment operations
- Slate has a printing tool not offered by the other vendors
- Front facing pages use NEIU URL's
- Most automated admission processing operation of all three
- Industry standard CRM
- Other institutions with Slate: University of Illinois System, DePaul, NIU, Marquette and more

CRM

Project Cost

- Initial three-year term: Not to exceed \$225,000 (\$75,000 per year)
- Renewal Year 1: Not to Exceed \$75,000
- Renewal Year 2: Not to exceed \$75,000
- Renewal Year 3: Not to exceed \$75,000

Source of Funds

- Initial three-year term: GEERS Formula Grant
- Renewal Years: Operations Fund (cost of existing CRM at \$86,670 per year)



Academic/Student Affairs, Enrollment, and Technology Committee
Thursday, October 22, 2020

Re-Submitted January 7, 2021

Selection of a New Customer Relationship Management Operation

NEIU's enrollment future depends on the implementation of a modern CRM that is designed to address the specific and unique needs of higher education.

Simply put, a Customer Relationship Management (CRM) operation is the software or licenses that helps a university manage their communication with prospective students. NEIU Enrollment Services currently uses Ellucian Recruit CRM. Purchased in 2014, Recruit was the University's first CRM system, which unfortunately, does not meet modern needs of an Admissions Recruitment or Operations office. Furthermore, the quality of the product's operation has become significantly worse.

When Recruit CRM was implemented, a decision was made to implement only the base product. That meant key features, such as document imaging, Financial Aid award information, connection to reporting and texting tools, all extremely important for effective, efficient and competitive recruitment and operations, - and tools almost all of our competitors have had for years, were left out. More importantly, the integration of the CRM to Cognos was not completed, which

removed our ability to pull meaningful reports to help create strategic recruitment and admissions decisions. Furthermore, the integration from CRM to Banner has been completely flawed since implementation (and remains so six years later), and even with constant consultation with Ellucian these issues have not been resolved (the integration systems have to be restarted daily, often twice daily) resulting in intensive manual and duplicate entry efforts by the Admissions Operations team to insure that the data reaches Banner and is accurate. Obviously, this adds additional personnel hours in developing workarounds. Time that could be better spent processing new applications. Please understand that these flaws and breakdowns in the Recruit CRM are not the result of poor management, but they are flaws inherent to the Recruit product.

For example, we have built our own databases to maintain electronically submitted transcripts and documents, we rely on third-party email and texting systems, and we have to create manual and intensive processes to extract data from CRM. The significant limitations of our current CRM, such as the lack of imaging and communication devices, meant that two weeks after the university went remote, that admissions processing team had to return to the office because our current infrastructure still requires hands on processing.

A new and modern CRM, will resolve these issues and will provide a superb experience for our staff, and more importantly, for our prospective students. We will also be able to eliminate some expenses of third-party systems or processes that are currently needed as the current CRM does not support all functions.

CRM systems like Sales Force and Slate dominate higher education. They are laden with modern features, designed for higher education, specifically aimed at recruitment and admissions, and designed with the prospective student in mind. These systems have modern portals where students can apply, upload and track admission documents, accept admission offers, view their financial aid awards, chat with admission personnel, and receive targeted information about majors. These CRM systems have robust communication plans and tools, such as built-in texting capabilities, and email systems that allow use of graphics and templates that can be designed to NEIU brand specifications, allowing recruitment staff to more broadly (and continuously) communicate with prospective students in the ways students want to be communicated with. These communication plans can also be automated and varied so that prospects and applicants are receiving messaging in various formats (email, text, phone calls) throughout the recruitment and applicant cycle, so NEIU is always on their minds. Communications can also be targeted to various social media platforms so students can share their experiences with NEIU and the world. Animated communications further enhance the student experience with confetti and congratulatory sounds and visual when their electronic admissions correspondence is delivered, leaving a memorable and lasting impression.

I will give you one concrete example. As you know, Marketing has been able to track the behavior of visitors to the NEIU website. We know which pages visitors review, how long, and how often. With a new CRM we will be able to move that tracking information directly into the CRM and we will be able to send automatic

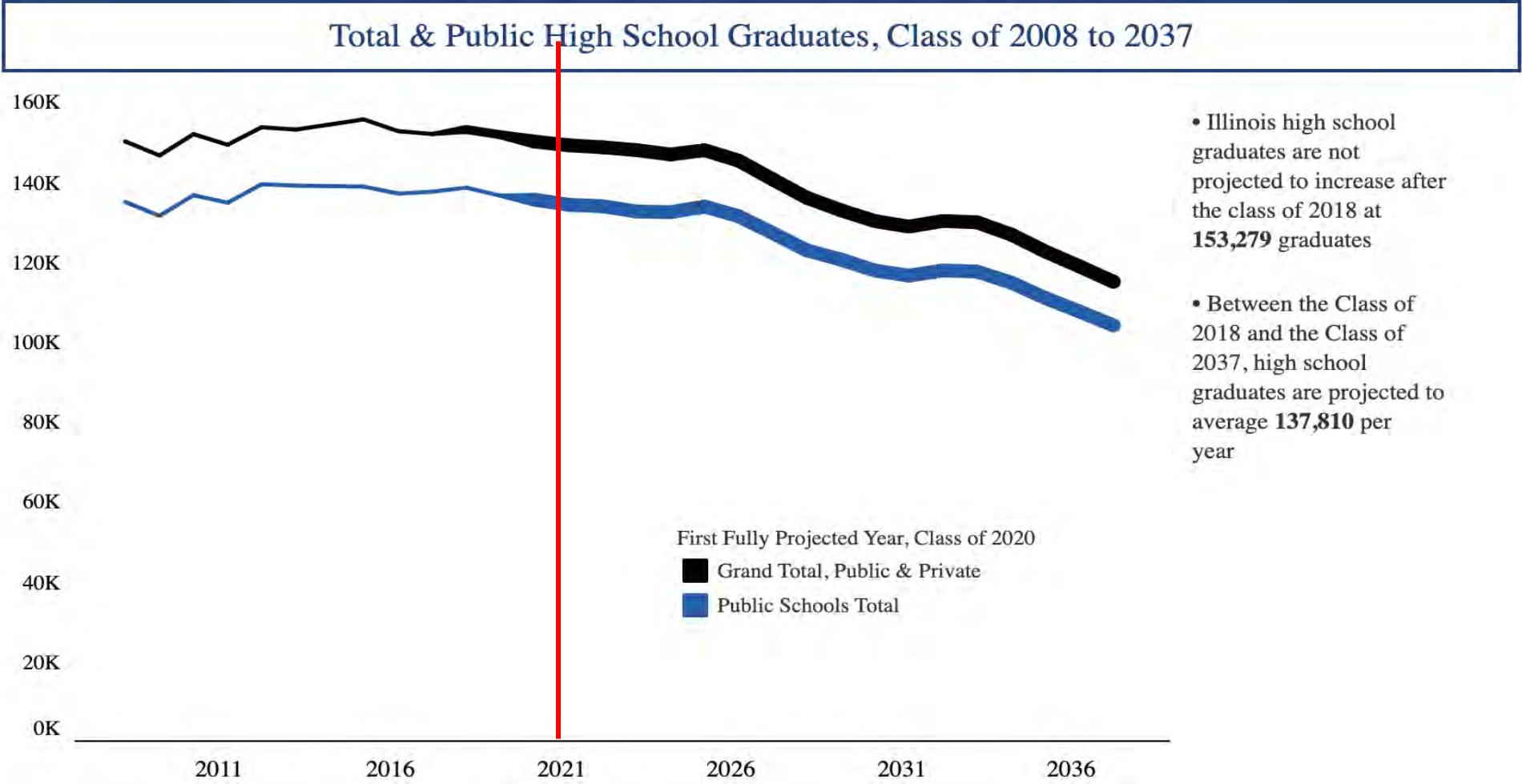
communications based on the student's behavior on our website. Currently we can only review that data. It cannot be put into our current CRM.

These modern CRM's also have robust reporting tools and dashboards that will allow us to accurately monitor our applicant and admits ensuring we are meeting targets and goals, and to helping to forecast enrollment. For example, to produce a simple admissions report each week, Mr. Pajak has to manually extract that data, put it into a spreadsheet and email it out to people. A new CRM will automate all of that.

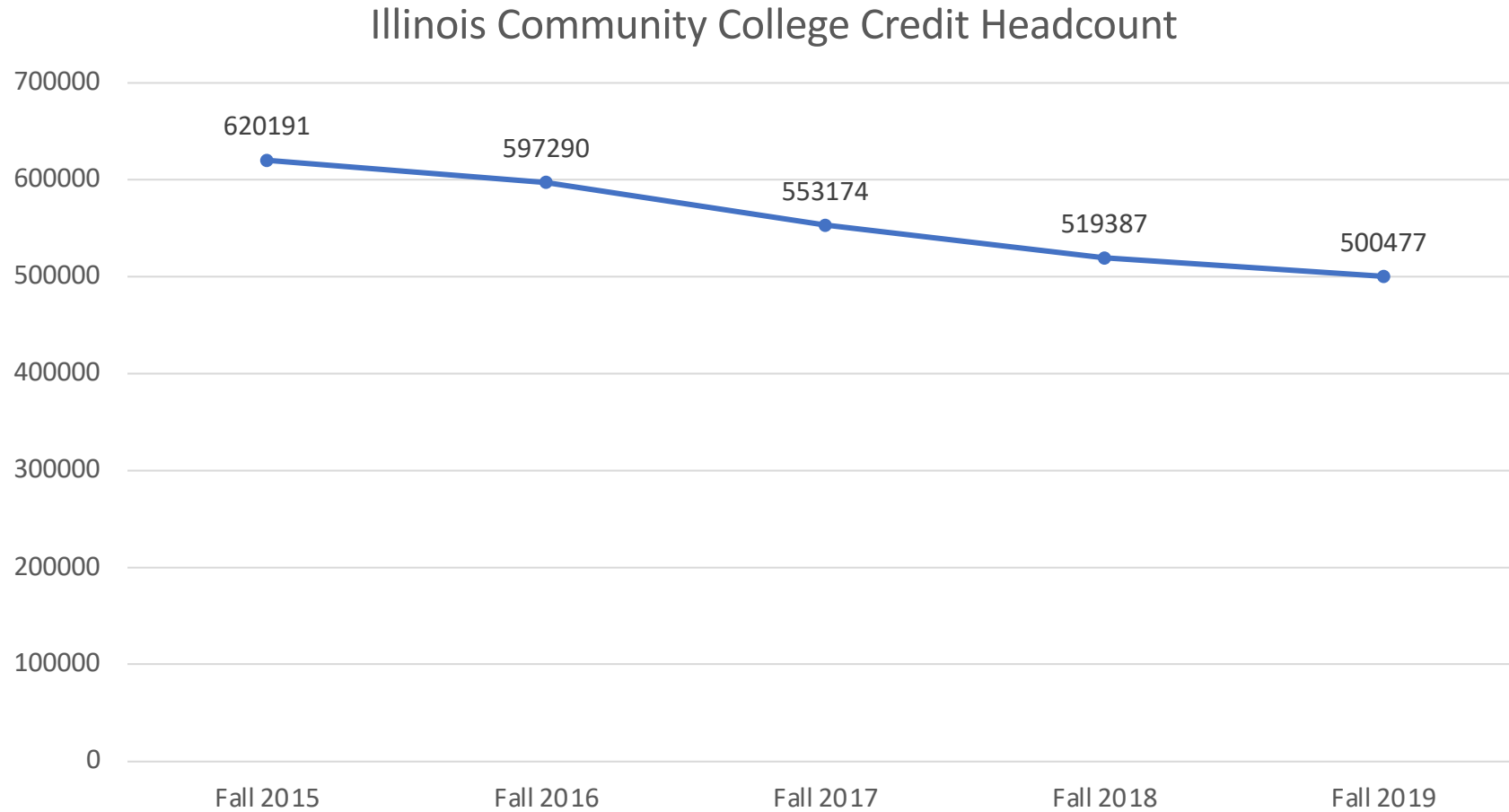
Another critical component to a CRM, made more critical by the pandemic, is the ability to image documents (as well as receive electronic transcripts and test scores) that can be uploaded directly to the CRM. That allows us to have access to documents right in the system, rather than in paper files like we currently have. Presently we have to print out many documents then upload them to the system. There are robust admission review processes in a solid CRM with workflows that get the admission files to the right folks in an electronic environment, with admission decision forms where those involved in the process can easily make admission recommendations (remotely!). This will be particularly crucial for graduate admissions processing as it requires coordination between the admissions office and the academic departments. And these systems are all designed to integrate with Banner more seamlessly and accurately ensuring that the data from the CRM reaches Banner, is clean and accurate, and does not require duplication of efforts or error reporting.

A modern CRM implemented properly, from an industry leading company that was designed for higher education will ensure that NEIU is future-proof, meaning that our systems and processes will continue to grow, advance, and change as the technology and expectations of our students change, and the system will continue to be cutting edge and support those needs well into the future.

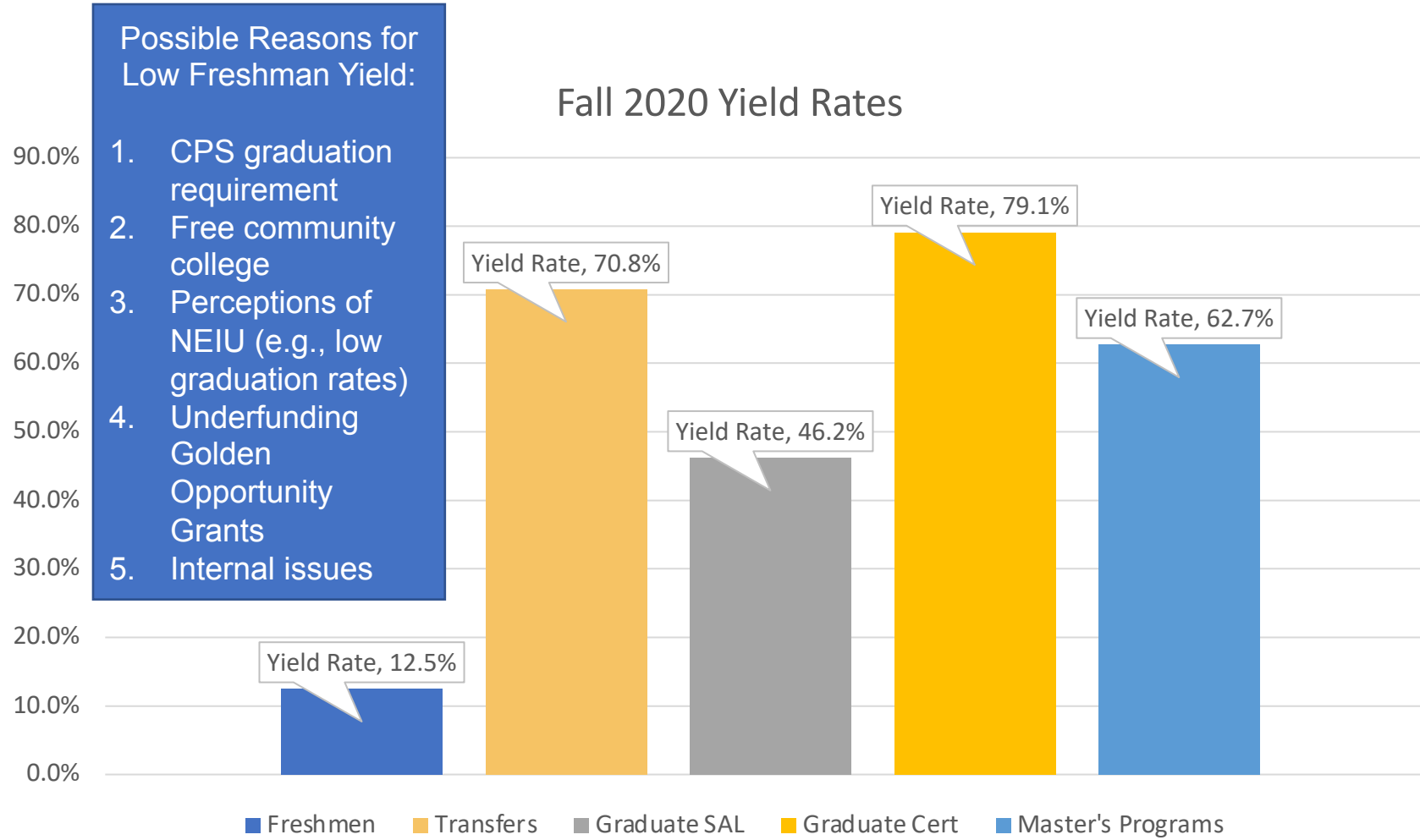
Illinois High School Graduates



Illinois Community College Enrollment Trends



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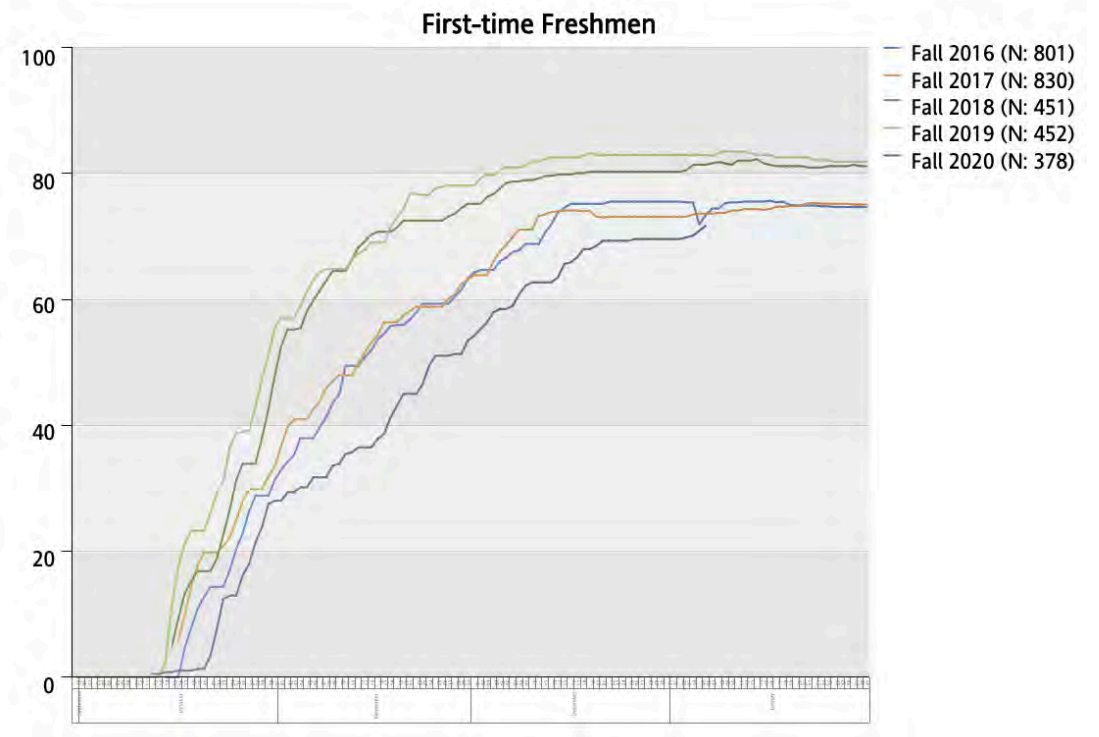
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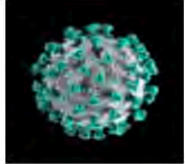
Retention Update; Fall 2020 to Spring 2021

- Final Retention rate for 2019 freshmen class was 66.9%.
- Fall to Spring Retention is at 74.4%; All colleges except for Goodwin College are behind in enrollment. The trend is upward-made up some ground last week.
- What's going on?
 - Pandemic remains a large challenge.
 - Financial concerns
 - Summer Senior Survey-48.8% reported loss of income/job
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