Creating an Institutional Equity Plan

October 20, 2020
Outline

• Planning Context
• NIU Strategic Enrollment Management Plan
• NIU-ILEA Equity Plan
• Progress to date
• Role of Trustee Leadership
Context

• Steady decline in state funding, leading to greater dependence on student tuition and fees
• Declining traditional student population in Illinois and Midwest
• Increased competition for Illinois students
• Outmigration of Illinois students
• Admitted students who don't enroll at any college or university
• More than a decade of declining overall enrollment at NIU
Declining State Support for Public Universities

Trends in Educational and Related Revenues at Illinois Public Universities
Fiscal Years 2000 to 2017 (in FY 2017 dollars)

Source: University Historical RAMP Submissions
NIU Enrollment Trends

Enrolled Students (Headcount)

- Fall 2009: 24,424
- Fall 2010: 21,138
- Fall 2011: 17,169
- Fall 2012: 17,169
- Fall 2013: 17,169
- Fall 2014: 17,169
- Fall 2015: 17,169
- Fall 2016: 17,169
- Fall 2017: 17,169
- Fall 2018: 17,169

Retention rates:
- Undergraduate: 66%
- 1st yr retention: 72%
- Total: 73%

Graph showing enrollment trends from Fall 2009 to Fall 2018, with a decline in total enrollment and stable undergraduate enrollment.
NIU Enrollment Trends

2010
- Asian, Non-Hispanic: 5%
- Black, Non-Hispanic: 15%
- Hispanic: 9%
- White, Non-Hispanic: 68%
- Other: 2%
- Nonresident alien: 1%

2019
- Asian, Non-Hispanic: 6%
- Black, Non-Hispanic: 17%
- Hispanic: 19%
- White, Non-Hispanic: 52%
- Other: 4%
- Nonresident alien: 2%
Strategic Enrollment Management Plan

• Responsive
• Forward-thinking
• Intentional
• Multi-year
• Considers Recruitment, Retention, and Completion
• True to our NIU Mission, Vision and Values
Mission and Commitment to Equity

The mission of Northern Illinois University is to empower students through educational excellence and experiential learning as we pursue knowledge, share our research and artistry, and engage communities for the benefit of the region, state, nation and world.

NIU Equity Statement: Northern Illinois University strives to improve outcomes for all students by identifying and removing barriers that disproportionately hinder the academic achievement and student experience of historically and currently underserved populations.
Key Elements of SEM Plan

- **Enrollment**
  Stable total enrollment at 17,000 – 18,000 students

- **Student profile**
  Recognition that student body profile will change

- **Diversity**
  Embrace of NIU student body diversity as one of the university’s greatest strengths, and promotion of multi-cultural competency

- **Student Success**
  Focus on undergraduate retention, student success and equity gaps.

- **Financing**
  New approaches to financial aid and scholarships

- **Accountability Plan**
  Describes tactics and designates who is responsible for carrying them out. Defines how progress will be measured. Sets deadlines.
SEM Accountability Plan

NIU Strategic Enrollment Accountability Plan 2019-2023

**Goal Two:** Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

**Strategy Four:** Provide enhanced, responsive and effective scholarship and financial aid options that will attract students and ensure their success.

**Objective:** Complete a comprehensive research study by end of spring 2019 on current undergraduate admission and scholarship criteria to consider implementing alternate options.

<table>
<thead>
<tr>
<th>Tactics/Activities</th>
<th>Accountable</th>
<th>Assessment</th>
<th>Completion Date</th>
</tr>
</thead>
</table>
| Review the current state of undergraduate admission criteria, and determine if new models (i.e., test optional, holistic review, non-cognitive variables, etc.) would be more equitable and beneficial to admission consideration, yet predictive of student success. | • VP Enrollment Management, Marketing and Communications.  
• Executive VP and Provost. | • # of inquiries, applicants, acceptance rates, % of admitted students who enroll.  
• Average high school GPA, average SAT/ACT scores.  
• Retention rates. | Spring 2019 |
| Determine how new undergraduate admission criteria models might impact equitable scholarship criteria, and utilize financial data modeling to determine how changes to scholarship offerings would impact enrollment and net tuition revenue. | • VP Enrollment Management, Marketing and Communications. | • # of inquiries, applicants, acceptance rates, % of admitted students who enroll.  
• Average high school GPA, average SAT/ACT scores.  
• Retention rates.  
• Gross and net tuition revenues. | Spring 2019 |
NIU ILEA Equity Plan

NIU Strategies:

• Supplement to SEM plan
• Actionable student success data disaggregated by gender, ethnicity/race and Pell-eligibility
• NIU-specific strategies for addressing inequitable outcomes (grades in gateway courses, rate of credit accumulation, persistence and degree completion)
NIU Equity Plan Accountability

## 5. Evaluation Plan

### Strategy 1. Elimination of Below College Level Math Courses and Revise Repeat Policies

<table>
<thead>
<tr>
<th>Objective</th>
<th>Method(s)</th>
<th>Expected Result</th>
<th>Responsible Personnel</th>
<th>Goal(s) Addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the Classroom</td>
<td><strong>NIU will assess the effect of spring 2020 teaching—more online learning and without the Math Emporium—on success in math courses.</strong></td>
<td><strong>Recommendations for alternative approaches to MATH 108/MATH 109</strong></td>
<td><strong>Vice Provost for Undergraduate Studies NIU College Deans</strong></td>
<td><strong>Enhance support for Black students, Latino students, and Pell recipients</strong></td>
</tr>
<tr>
<td>Built-in academic support/ supplemental instruction for select Targeted Gateway Courses</td>
<td><strong>The Director of Tutoring Services and the coordinators of the tutoring programs will</strong>&lt;br&gt; (1) Strengthen the relationship between tutors and course instructors in the targeted classes of MATH 108, MATH 109, PSYC 102, CHEM 110, and LTRE 100 (literacy)&lt;br&gt; (2) Refine how tutoring services are implemented.</td>
<td><strong>Strengthened relationships between tutors and course instructors in the targeted classes of MATH 108, MATH 109, PSYC 102, CHEM 110, and LTRE 100 (literacy); Define and document how tutoring services are implemented as part of the strengthened relationships.</strong></td>
<td><strong>The Director of Tutoring Services&lt;br&gt;Department Chairs&lt;br&gt;Course Instructors&lt;br&gt;Tutoring Program Coordinators</strong></td>
<td><strong>Enhance support for Black students, Latino students, and Pell recipients</strong>&lt;br&gt; <strong>Improve student success</strong>&lt;br&gt; <strong>Reduce high rates of D/F/W</strong>&lt;br&gt; <strong>Reduce equity gaps for Black students at NIU</strong>&lt;br&gt; <strong>Reduce equity gaps for Latino students at NIU</strong></td>
</tr>
</tbody>
</table>
## NIU Enrollment - Fall 2020

### Enrollment

<table>
<thead>
<tr>
<th>Category</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>College of Law</th>
<th>Total</th>
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<tbody>
<tr>
<td>New Freshmen</td>
<td>6,579</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Transfer</td>
<td>5,698</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,277</strong></td>
<td>4,185</td>
<td>307</td>
<td><strong>16,769</strong></td>
</tr>
</tbody>
</table>

### International Students

- 657 international students
- 64 different countries

### Underserved Undergraduates

- Racial/Ethnic Minority: 52%
- First Generation: 51%
- Pell Eligible: 49%
Narrowed Equity Gaps in Retention

NIU Retention Levels by Race: Notable Growth from 2018 to 2019

- Black
- Latinx
- White
- Cohort

2018 vs. 2019
Keys to Successful Plan Implementation

- **Leadership (including Trustees)**
- Investment in strategic priorities
- Collaboration and communication - across our university community
- Shared values
- Defined roles and responsibilities
- Access to data for continuous assessment of progress
- Adjustment and accountability
NIU Trustee Panel