

Creating an Institutional Equity Plan

October 20, 2020



Northern Illinois University
Your Future. Our Focus.



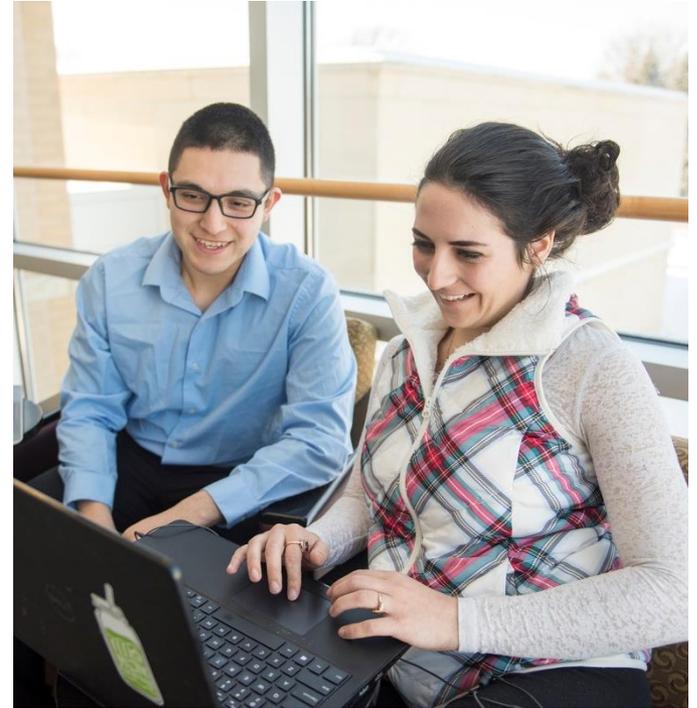
Outline

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

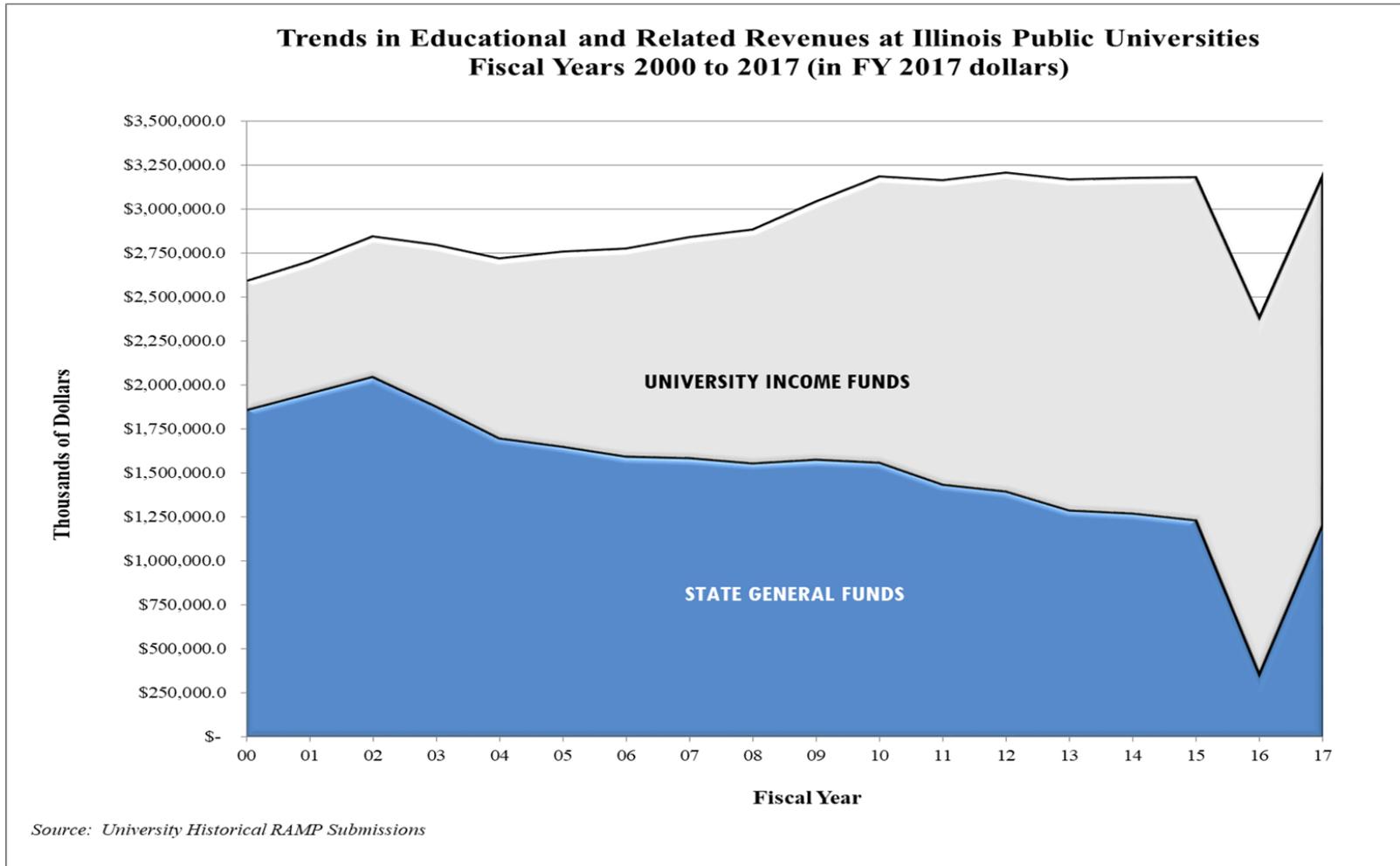


Context

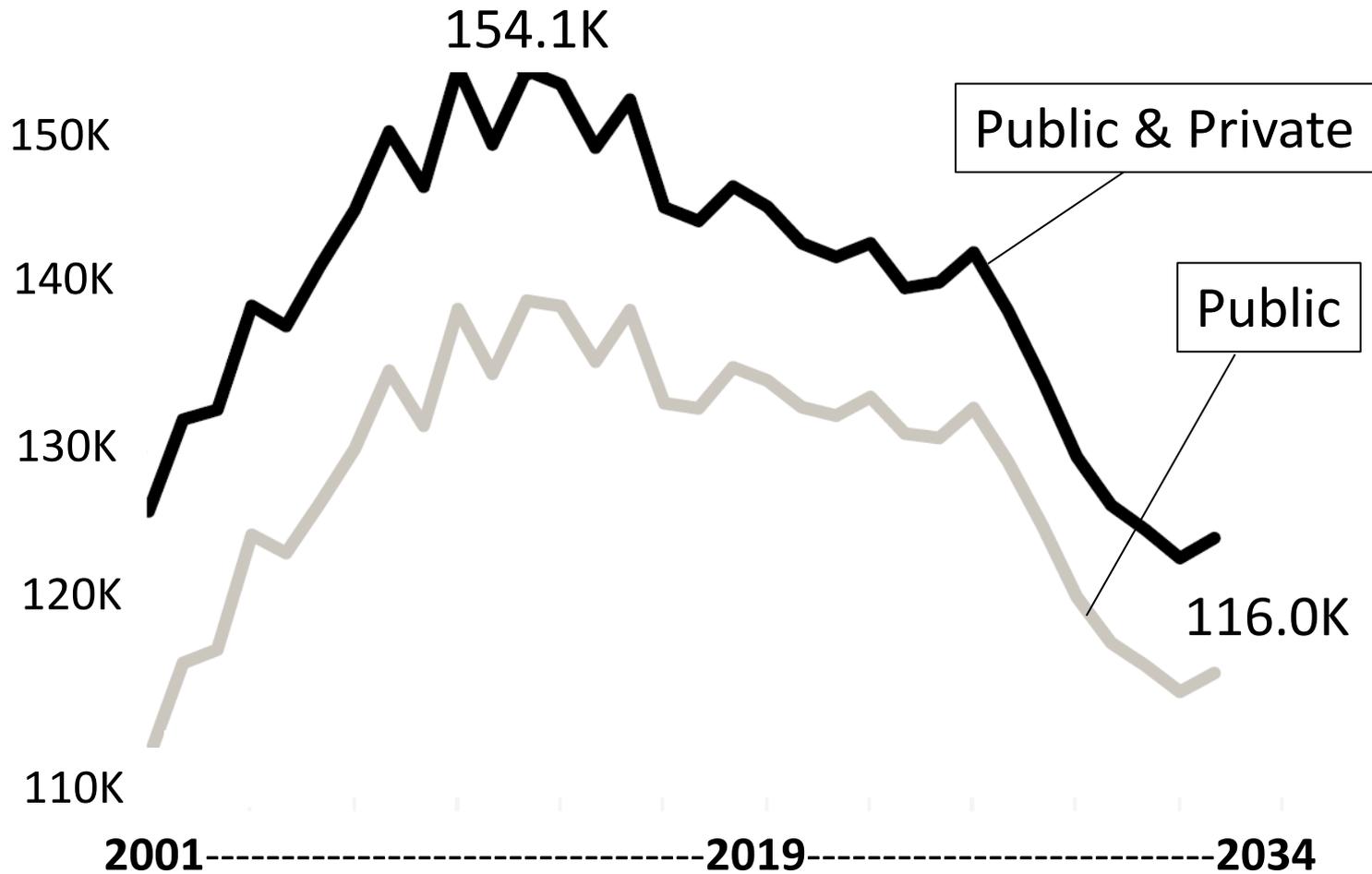
- Steady decline in state funding, leading to greater dependence on student tuition and fees
- Declining traditional student population in Illinois and Midwest
- Increased competition for Illinois students
- Outmigration of Illinois students
- Admitted students who don't enroll at any college or university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



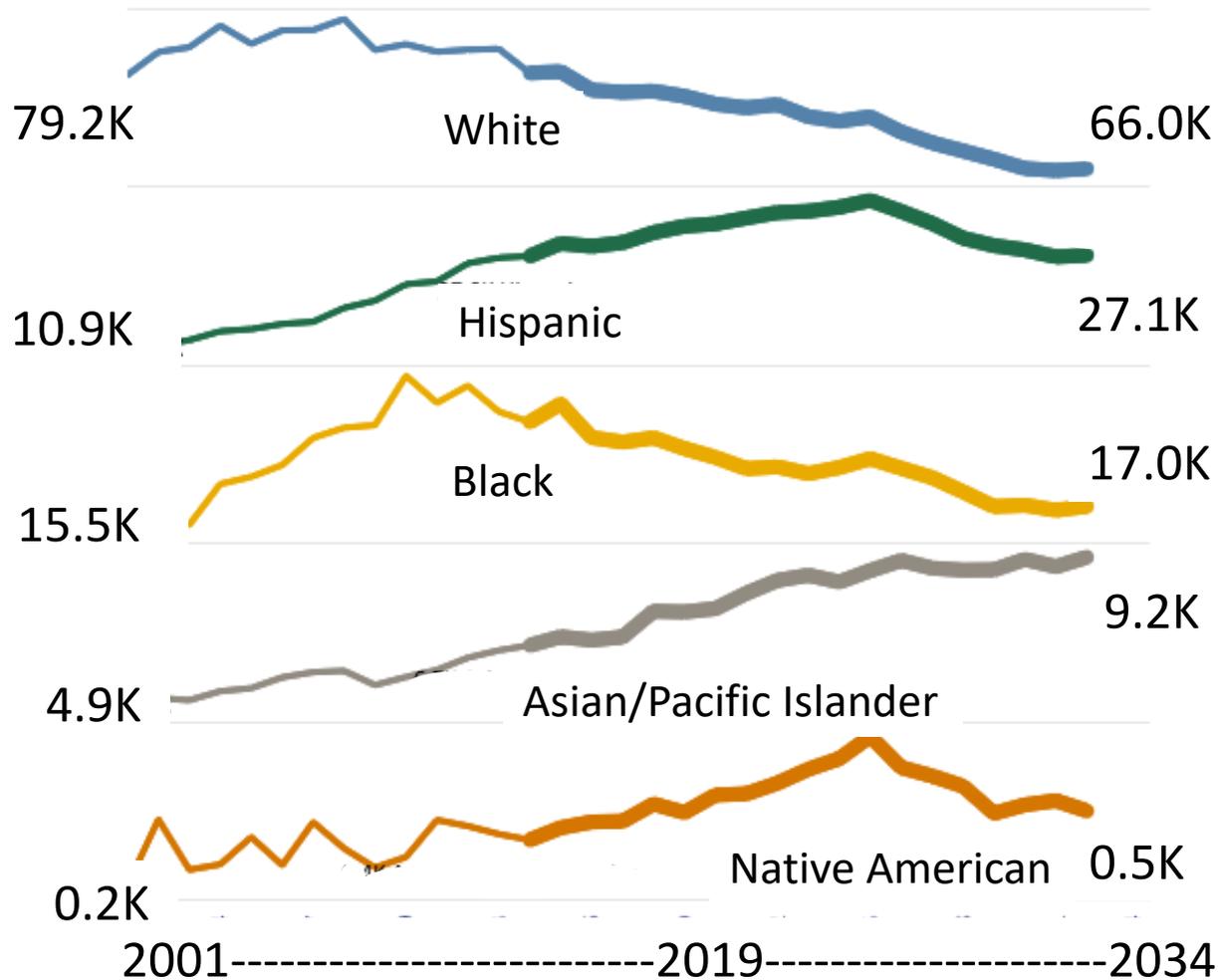
Declining State Support for Public Universities



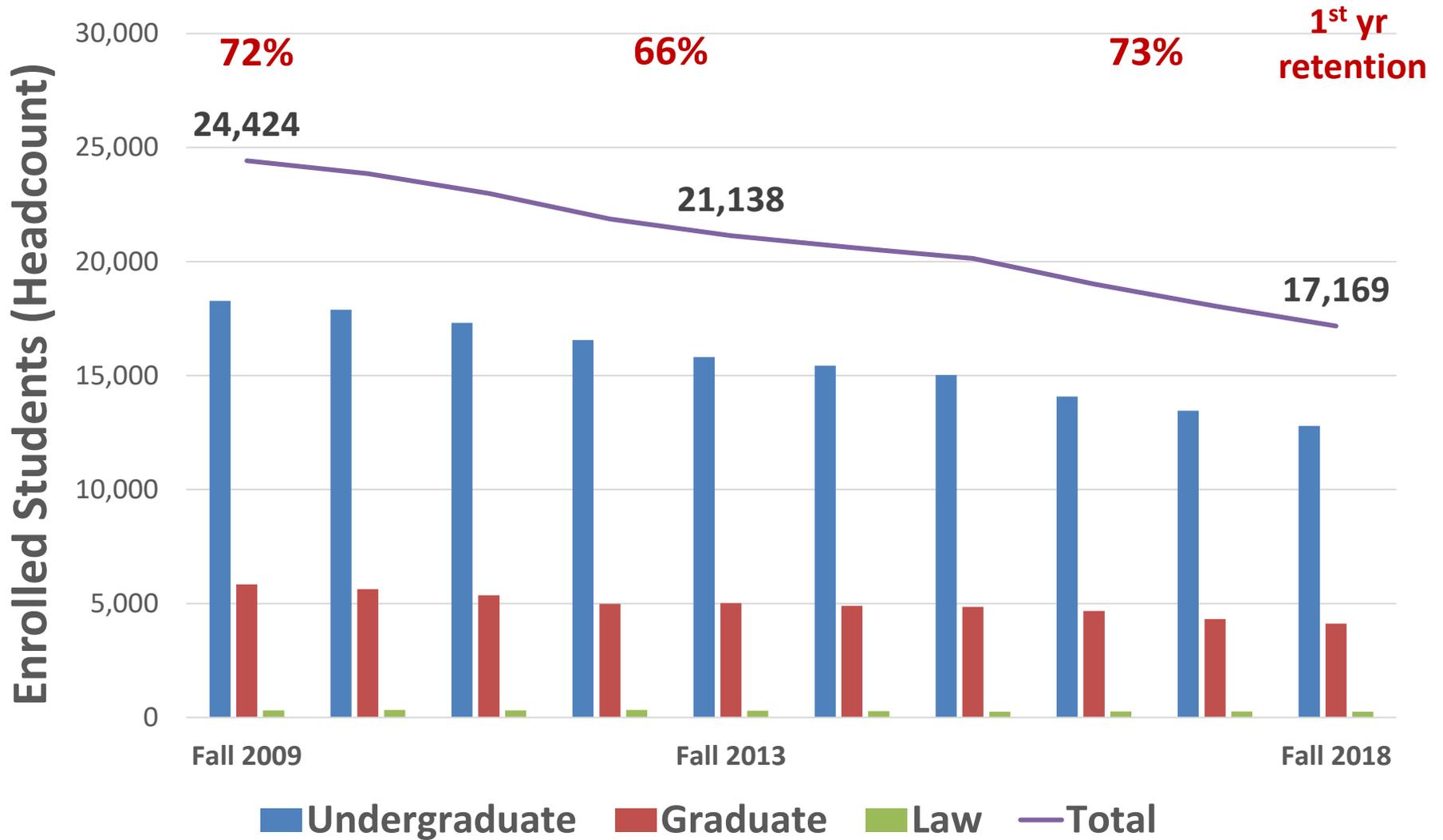
Illinois High School Graduates



Illinois High School Graduates

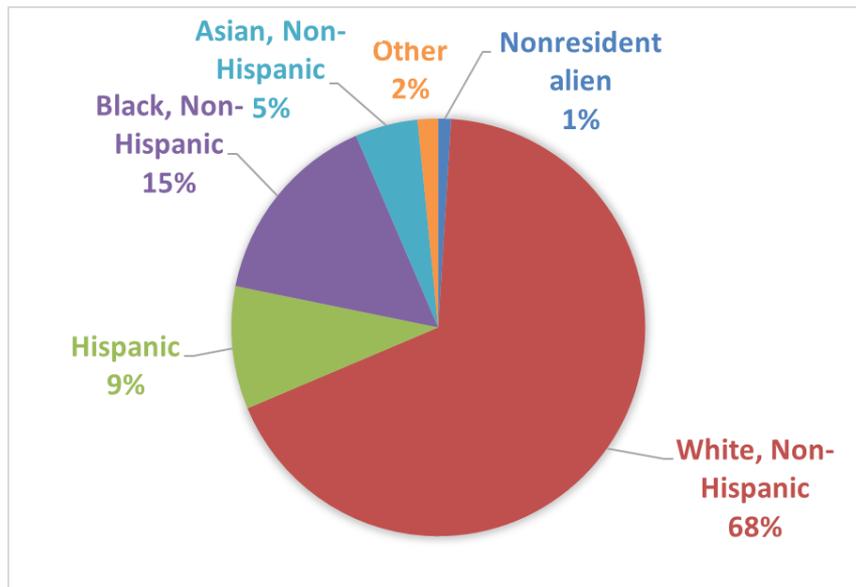


NIU Enrollment Trends

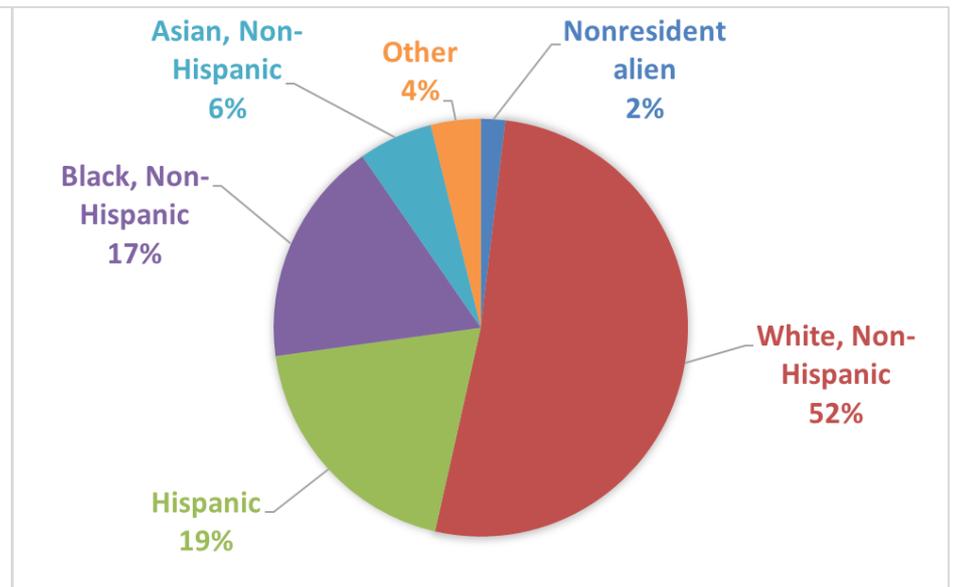


NIU Enrollment Trends

2010

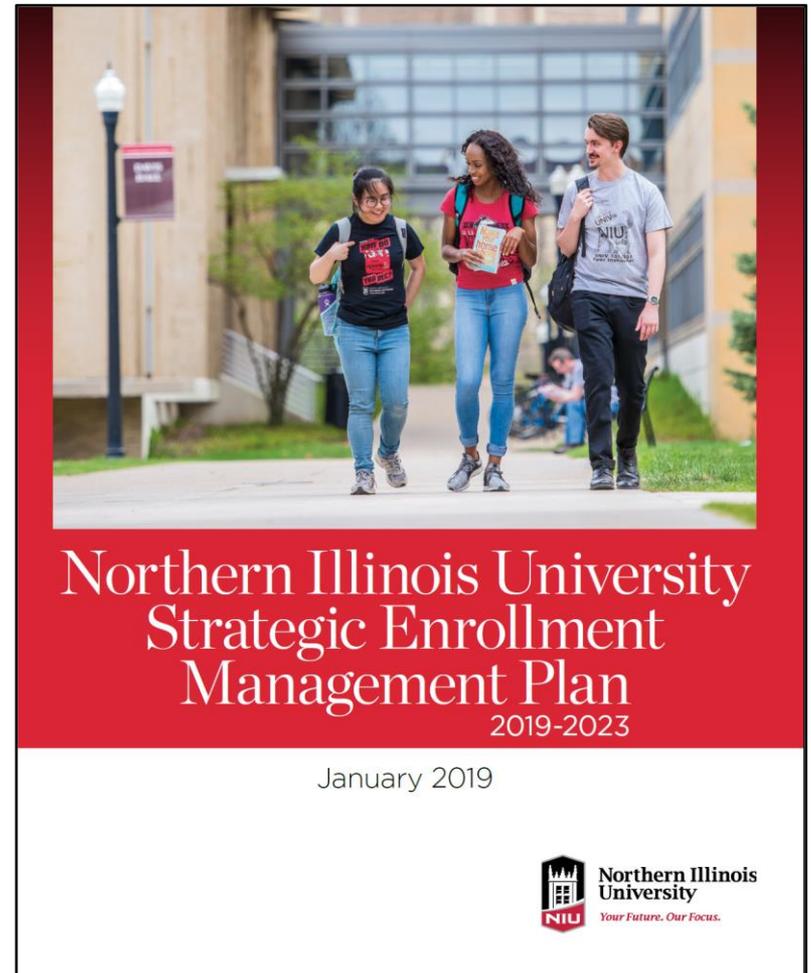


2019



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.

Tactics/Activities	Accountable	Assessment	Completion Date
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.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. Executive VP and Provost. 	<ul style="list-style-type: none"> # 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.	<ul style="list-style-type: none"> VP Enrollment Management, Marketing and Communications. 	<ul style="list-style-type: none"> # 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

**PARTNERSHIP FOR
COLLEGE COMPLETION**
Accelerating action to close the graduation gap



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				
Objective	Method(s)	Expected Result (Target)	Responsible Personnel	Goal(s) Addressed
<i>In the Classroom</i>				
Assess lessons from Spring 2020 to inform alternative approaches to MATH 108/MATH 109	NIU will assess the effect of spring 2020 teaching— more online learning and without the Math Emporium— on success in math courses.	Recommendations for alternative approaches to MATH 108/MATH 109	Vice Provost for Undergraduate Studies NIU College Deans	<input checked="" type="checkbox"/> Enhance support for Black students, Latino students, and Pell recipients <input type="checkbox"/> Improve student success <input type="checkbox"/> Reduce high rates of D/F/W <input checked="" type="checkbox"/> Reduce equity gaps for Black students at NIU <input checked="" type="checkbox"/> Reduce equity gaps for Latino students at NIU
Built-in academic support/supplemental instruction for select Targeted Gateway Courses.	<p>The Director of Tutoring Services and the coordinators of the tutoring programs will</p> <p>(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)</p> <p>(2) Refine how tutoring services are implemented.</p>	<p>Strengthened relationships between tutors and course instructors in the targeted classes of MATH 108, MATH 109, PSYC 102, CHEM 110, and LTRE 100 (literacy);</p> <p>Define and document how tutoring services are implemented as part of the strengthened relationships.</p>	<p>The Director of Tutoring Services</p> <p>Department Chairs</p> <p>Course Instructors</p> <p>Tutoring Program Coordinators</p>	<input checked="" type="checkbox"/> Enhance support for Black students, Latino students, and Pell recipients <input checked="" type="checkbox"/> Improve student success <input type="checkbox"/> Reduce high rates of D/F/W <input checked="" type="checkbox"/> Reduce equity gaps for Black students at NIU <input checked="" type="checkbox"/> Reduce equity gaps for Latino students at NIU

NIU Enrollment - Fall 2020

Enrollment

Undergraduate: 12,277
New Freshmen 6,579
Transfer 5,698

Graduate: 4,185

College of Law: 307

Total 16,769

International Students

657 international students

64 different countries

Underserved Undergraduates

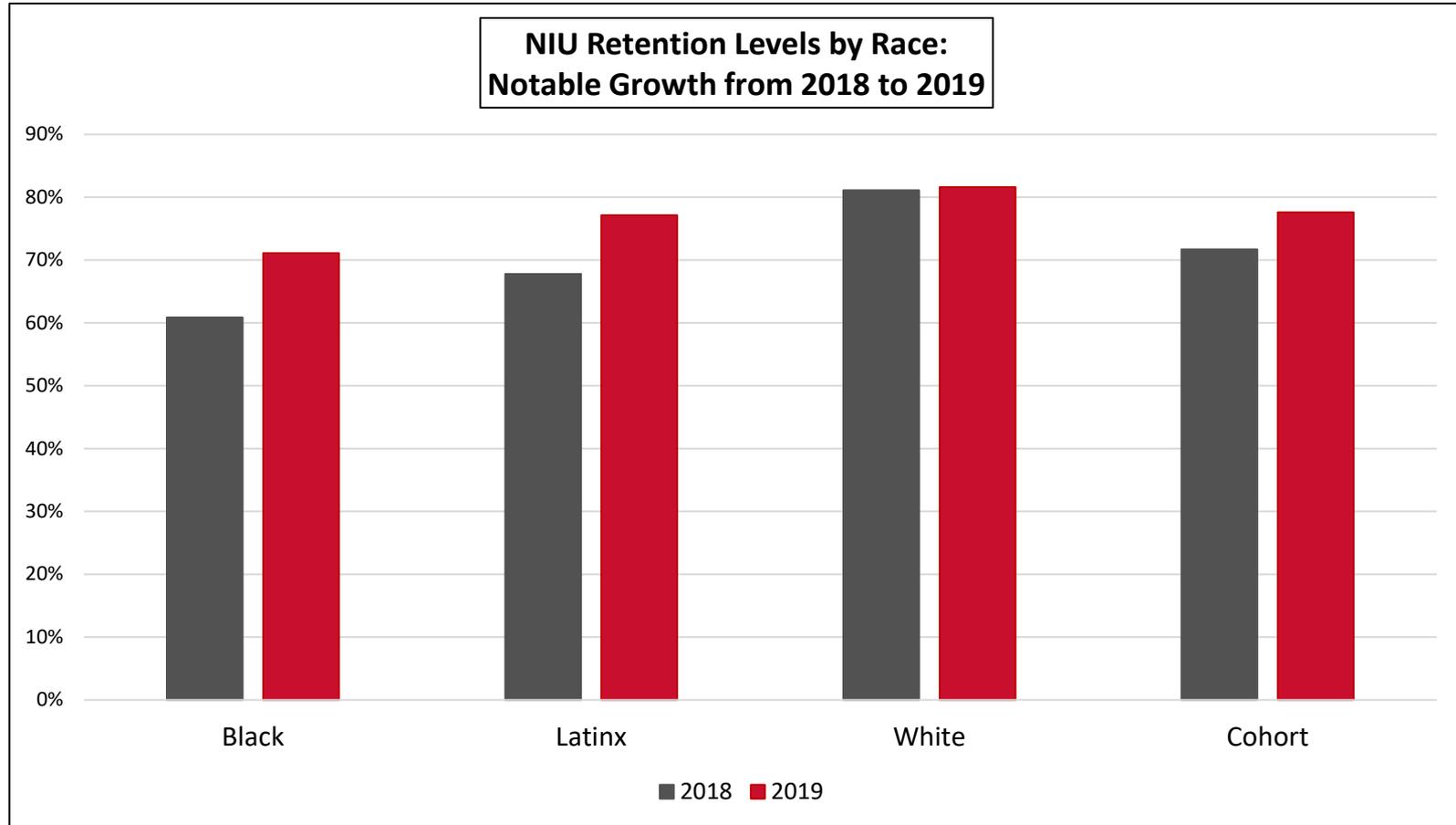
Racial/Ethnic Minority 52%

First Generation 51%

Pell Eligible 49%



Narrowed Equity Gaps in Retention



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

