Dear Colleagues:

Thank you for agreeing to serve on the inaugural Enrollment Management Strategy Committee (EMSC). Our enrollments at all levels are central to our ability to meet our goal to become the preeminent public research university with a land-grant mission and global impact. A diverse and academically talented student body is critical to serving the State of Illinois, expanding our global impact, attracting leading faculty, and driving the research enterprise. Furthermore, tuition revenue has become the single largest source of revenue and, therefore, it is increasingly important that we protect the quality and value of the education we provide to students.

The Enrollment Management Strategy Committee will be an important contributor to the conversations that will shape our campus, and our ability to meet our strategic goals, over the next decade. Specifically, I ask the EMSC to:

- Develop a draft strategic enrollment growth model by the end of the year in response to President Killeen’s request.
- Make recommendations to the Provost on targets for new freshman, transfer and graduate enrollments and overall enrollments for the next five years. These recommendations should be driven by an analysis of the optimal size to achieve our educational goals, in view of the resources available.
• Recommend the optimal residency balance to achieve our strategic goal of being “the preeminent public research university with a land-grant mission and global impact.”
• Analyze institutional aid commitments and make recommendations for future institutional aid investments.
• Recommend strategies for enrollment in graduate and professional programs, including residential, traditional online and non-traditional online. Consider degree programs, certificate programs, and other educational activities (e.g., corporate partnerships).
• Recommend data gathering, analyses and reports that would support campus decision-making.

As you work you will want to consider many factors: the balance among campus and program enrollments, student qualifications, student diversity, reputation and rankings, tuition revenues, program expenses, program development costs and capacities, campus capacities (staffing, classrooms, labs, housing, etc.), market demands, and workforce needs. Your recommendations should be data-driven and consistent with our strategic goals.

I recognize that this is a substantial charge. Please understand that this year’s committee will be the start of an ongoing process of planning and strategy development. Your role this first year is to shape a good initial plan, and put us in a position to refine and improve that plan going forward.

Vice Provost Chuck Tucker has agreed to chair this committee and will ensure the committee has access to the data and expertise if needs. Please prepare a report for my consideration by May 15, 2016. Further information about the enrollment plan requested by President Killeen will be shared as is it available.

Your appointment is effective immediately and extends through August 15, 2016. Thank you for your willingness to serve on this important committee.

Sincerely,

Edward Feser
Interim Vice Chancellor for Academic Affairs and Provost

c: Council of Deans
   A. Benmamoun
   K. Galvin
   A. Edwards
   G. Miller