

Enrollment Management Council

January 25, 2013

Minutes

Minutes

- Minutes for past meetings are available by visiting <http://registrar.iupui.edu/emc/emc-meetings.html>.
- EMC Website <http://registrar.iupui.edu/emc/>

Announcements from the Chair

Enrollment Management Task Force

- This group, announced at the November EMC meeting, has met twice so far and is scheduled for twice-monthly meetings.

Strategic and managed enrollment growth is a priority for IUPUI. Concurrent with IUPUI's strategic planning initiative, we will be constructing a plan for IUPUI's enrollment that is strategic, proactive, and anticipatory of future trends. Strategic enrollment management is a concept and process that is an institution-wide responsibility and will be a central component of IUPUI's overall strategic plan. Our plan will focus on the future, not the past. It will acknowledge that the fundamental role that IUPUI must serve within IU, the state, and nation is not the same as it has been, or as it is today.

Given decreases in state and research funding and the likelihood of small tuition increases and additional cuts in other revenue streams, managing enrollments at IUPUI is critical to the future of the campus. Enrollment funding is the funding source over which we have the most control in order to maintain a viable and sustainable campus. Moreover, our student body and its success are increasingly the attributes that most define us in the eyes of the public, as well as the government. Because of these trends, it is imperative that we develop and implement a strategic enrollment management plan that is designed to fulfill students' educational goals and to provide a means by which our resources can be effectively utilized to support those goals. It will be based upon and foster an active partnership and coordination between academic and administrative units, the recruitment and enrollment units, resource planning, space allocation, and academic missions of the campus.

Our plan will be data-driven and grounded in both historical trend data as well as indicators of future demographic and market trends. The planning process will recognize changes within our environment and bring into alignment student service, fiscal, academic, and delivery resources in order ensure long-term enrollment success and institutional fiscal health. In the absence of data, decisions should be made based on the overall consensus of the group, but marked to be revisited as soon as data is available.

Broad goals for this process include:

- Implementing long-term coordinated enrollment planning
- Providing realistic, quantifiable goals for student recruitment and student success as measured by increases in retention and graduation
- Maximizing enrollment efficiency and meeting budget using available space, time, budget and teaching capacity

The timeline for accomplishing these tasks is aggressive since it must produce at least a general outline of our future directions as part of the overall IUPUI Strategic Plan which will conclude by summer 2013. A preliminary report from is due February 11th with each task force asked to identify 5-7 "transformative strategic recommendations."

With a major focus of the campus plan being to grow enrollment to 35,000 students, there are understandable areas of potential overlap from other task forces dealing with such areas as

- [Undergraduate student learning and success](#)
- [Graduate education](#)
- [Internationalization](#)
- [Inclusive campus climate](#)

At a meeting on February 11th the chairs of the task forces will present their top ideas and coordinate any overlap with recommendations presented by other groups. The final report is due March 1st. Recommendations will then go to the Strategic Plan Steering Committee that will provide input on prioritization and then forward the recommendations to campus administration.

Enrollment Management Task Force Membership

Becky Porter, Chair	Sherry Queener
Bill Blomquist	Gary Pike
Camy Broeker	Simon Rhodes
Chris Foley	David Russomanno
Jay Gladden	Jason Spratt
Kathy Johnson	Jack Windsor
Khaula Murtadha	Amy Warner

Ranking Activity

- The Task Force is developing a broad list of areas in which action might be taken in meeting our Strategic Enrollment Management Planning goals. Each of these “action opportunities” has a number of objectives and the objectives in turn have more specific strategies. We recognize that no matter how worthy these may be we simply can’t pursue them all right now. This process has elicited some good and helpful conversations on who we are, who we want to be, and what it will take to get there.

At the meeting EMC members “voted” on the list of objectives that appear in the current draft report. Information gathered today will go back to task force to help that group work toward developing the 5-7 recommendations requested of each Task Force. Results of the survey are included below.

While the objectives in the draft had been broken down for ease of review it is likely some will be combined in compiling the final version of the plan and in determining the strategic recommendations.

- Becky emphasized that the plan is still in development though given the timeline we must move quickly. Members who think of other objectives not included in this list or who have a strategy to suggest that would support one of the objectives are encouraged to write Becky as soon as possible. The EMC will be kept informed regarding the plan’s development and members will have the opportunity for additional input before the final version is submitted March 1st.

Discussion

- As part of planning toward an enrollment on this campus of 35,000 we need to think about what this mean for individual academic units and their ability support such growth. Other capacity issues have been identified in the plan including instructional space (both general classrooms and specialized facilities, such as labs), parking, staff for academic advising and other student services support, funding for Financial Aid, etc.
- Increasing on-line enrollment is one approach to helping reach the targeted 35,000 students, but that comes in a variety of forms including fully on-line courses and programs as well as hybrids

that require some on-campus presence. Even with on-line courses students may need to or wish to come to campus to complete their activities.

- One member suggested that we ensure that students at IUPUC are fully informed regarding the pathways to complete degrees at Indianapolis in cases where requirements for degrees cannot be completed in full at IUPUC. We may be able to retain more IUPUC students to IUPUI if they know all of their options for degree completion, whether at Columbus or at Indianapolis.
- IUPUC wasn't talked about specifically in the Strategic Plan. The campus will be going through its own similar process soon.

Spring 2013 Enrollment (Census)

Census	2012	2013*	Change	% Change
IN Heads	27,347	26,929	-418	-1.5%
IN Credits	314,670	314,580	-90	0.0%
IUPUC Heads	1,570	1,570	0	0.0%
IUPUC Credits	16,096	15,937	-159	-1.0%
IUPUI Heads*	28,877	28,461	-416	-1.4%
IUPUI Credits	330,766	330,517	-249	-0.1%

*IUPUI heads have been adjusted for dual enrollments between Indianapolis and Columbus (40 heads in 2012 and 38 in 2013). Credits are not affected.

- Members were reminded that in the Fall semester we had a rush of students registering in the last couple of weeks immediately before the start of the semester. We had a similar surge in students during the first week of classes for the Spring.
- We brought in nearly 300 more beginning students in the Fall than the previous year with transfers about even. We were about even in beginners for the Spring with transfers up slightly.
- Despite this increase in new students, undergraduate enrollment was down for the Spring with retention a primary issue for some of the losses.
- Given where we finished in the Fall we were down more in heads for the Spring than we should have been. We understand some of the reasons why particular populations or schools were down, but we need to focus on what we do to stem the trend of declines. We also are thinking about next Fall and identifying strategies that will help with yield.
- *Detailed enrollment by school, credits taught, student level, and resident/non-resident status appear below.*

International Admissions and Enrollment Sara Allaei

- A report on Spring 2013 Admissions and Enrollment and an update on Fall 2013 Admissions are attached below.
- Following the Fall 2012 experience we recorded strong growth in spring, especially among freshmen, up 30+%. Overall Spring international enrollment was higher than it was in the Fall and that sets a good stage for next year. We continuing our active recruiting of international students.

IUPUI Video

- A new video describing IUPUI's civic engagement activities recently was produced and used in Summit League broadcast. <http://vimeo.com/iuvas/review/51682952/77e74229dd>

IUPUI Recruiting Plan *Chris Foley*

- Chris provided a high-level view of recruiting at IUPUI. Visit <http://registrar.iupui.edu/emc/emc-meetings.html> for a copy of the presentation.
- As an institution with students starting every term, we face additional challenges in managing our recruiting and processing. We recruit multiple admit types (beginners, transfers, etc.) as well as population segments (ethnicity, ability, etc.) and for different terms. Freshmen, though the most visible portion of our work, constitute less than half the total number of applicants.
- Recruitment is a form of courtship: it is important to know what to say when and when not to bother students. We strive to contact students in ways and on a deliberate schedule so that we tell them what they need, when they need it and when *they* want it.
- Fall 2013 freshman applications are up 20-25% in application and our processing better and faster and students are being notified earlier of their admission than in the past. Earlier admission also means students can be admitted to the university for a long time before they enroll; we need to keep in contact with them after the point of admission, with the most useful contacts coming from the schools. Admitted students are ready for the program-specific detail that the academic unit is better able to provide. Chris added that we are all recruiters.
- Admissions sends out approximately 300,000 communications each year. The office is working hard at better integrating and layering communications with students in collaboration with that sent from the schools; we are getting great help in this area that is essential in helping finishing the courtship from prospect to yield.
- The office continues to tune its communications through CRM and units that would like to be involved in this effort, moving to a focus on a student's interest in plans and sub-plans should contact Chris
- Responding to a question, Chris reported that deposits are running well ahead of last year. About 20% of our deposits are waived for groups such as 21st Century Scholars, though in those cases the intent to enroll form is required. March-May is when we expect to see most deposits.
 - Chris was asked about any current or planned efforts regarding early outreach to students in elementary and middle schools. He noted that such an initiative requires a long-term plan without an immediate metric to measure success. While worth considering, we need to see how this fits in with the overall recruiting efforts, the cost, and where it fits with our strategic plan. There are other ways to approach early outreach that include this as one component of a more comprehensive community outreach effort or approached through marketing.
- *Additional detail on the Recruitment Plan appears in a handout attached below.*

Upcoming meeting

April 19, 2013

1:00-2:30

CE 268

Spring 2013 Indianapolis Enrollment Credit Hours Taught

School	1/17/2012	1/15/2013	Change	%
Dentistry	13,388	13,572	184	1.4%
Education	11,115	9,662	-1,453	-13.1%
Engineering-Tech	29,252	29,227	-25	-0.1%
GRAD	744	634	-110	-14.8%
Health & Rehab	4,071	4,641	570	14.0%
Herron Art & Design	9,274	8,981	-293	-3.2%
Informatics	6,866	7,730	864	12.6%
Journalism	1,820	1,744	-76	-4.2%
Kelley Business	20,598	20,402	-196	-1.0%
McKinney Law	12,065	11,521	-544	-4.5%
Liberal Arts^	60,015	58,690	-1,325	-2.2%
Library Science	1,333	1,011	-322	-24.2%
Medicine^^	34,756	36,265	1,509	4.3%
Nursing	12,518	12,199	-319	-2.5%
PETM	14,439	13,071	-1,368	-9.5%
SPEA	8,947	10,059	1,112	12.4%
Science	64,085	65,650	1,565	2.4%
Social Work	9,074	9,173	99	1.1%
Statewide Tech**	27	30	3	11.1%
University College	283	318	35	12.4%
Indianapolis Total	314,670	314,580	-90	0.0%
IUPUC	16,096	15,937	-159	-1.0%
IUPUI Combined	330,766	330,517	-249	-0.1%

^^Medicine 2013 totals include Public Health (436 heads and 4,289 credits)

Credit hour totals may be rounded in cases where a school total includes .5 credits

** Credits taken in Purdue's Aviation Tech program at airport by IUPUI students

Student Level	2012	2013	Change	%
Freshman	3,182	3,349	167	5.2%
Sophomore	4,101	4,047	-54	-1.3%
Junior	4,061	3,977	-84	-2.1%
Senior	7,236	7,132	-104	-1.4%
Undergrads	18,580	18,505	-75	-0.4%
UG Non-Degree	773	691	-82	-10.6%
Graduate	4,909	4,694	-215	-4.4%
Professional	2,708	2,708	0	0.0%
Grad Non-Degree	377	331	-46	-12.2%

* Notes: While most IUPUI students pursuing graduate studies enroll through the IUPUI school that offers the degree, GRAD holds students who enroll through the IU Graduate School. This is primarily students in Liberal Arts and Medicine but also includes some students pursuing other IU graduate degrees. While they appear in the GRAD totals, wherever possible in the totals above, these students have also been attributed to the schools that house their academic programs. Any changes in enrollments for these students appear in the comments for those schools.

1/15/2013 Census Headcount by Student School

School	1/17/2012	1/15/2013	Change	%	Internal School Change
Dentistry	651	659	8	1.2%	+2 ug; +6 grad/professional
Education	1,297	1,160	-137	-10.6%	-42 ug; -84 grad; -11 non-degree
Engineering-Tech	2,602	2,679	77	3.0%	+12 ug; +63 grad+2 non-degree
GRAD/GCND*	317	263	-54	-17.0%	-23 grad; -31 non-degree
Health & Rehab	369	474	105	28.5%	+104 ug; +1 grad/professional
Herron Art & Design	807	804	-3	-0.4%	-22 ug; +19 grad
Informatics	785	778	-7	-0.9%	-9 ug; +2 grad
Journalism	222	220	-2	-0.9%	+13 ug; -15 grad
Kelley Business	1,547	1,510	-37	-2.4%	-35 ug; -9 grad; +7 non-degree
McKinney Law	1,029	945	-84	-8.2%	-83 grad/professional; -1 non-degree
Liberal Arts^	2,998	2,677	-321	-10.7%	-249 ug; -75 grad; +3 non-degree
Library Science	223	173	-50	-22.4%	-52 grad; +2 non-degree
Medicine^^	2,249	2,296	47	2.1%	ug even; +47 grad/professional
Nursing	1,442	1,361	-81	-5.6%	-57 ug; -13 grad; -11 non-degree
PETM	857	744	-113	-13.2%	-113 ug; +1 grad; -1 non-degree
SPEA	877	915	38	4.3%	+55 ug; -17 grad
Science	2,471	2,447	-24	-1.0%	ug even; +28 grad; -52 non-degree
Social Work	785	772	-13	-1.7%	-9 ug; -4 grad
University College	5,861	6,099	238	4.1%	+273 ug; +12 high school; -47 non-degree
IN Total***	27,347	26,929	-418	-1.5%	Adjusted for dual enrollments
IUPUC	1,570	1,570	0	0.0%	
IUPUI Combined#	28,877	28,461	-416	-1.4%	

*Liberal Arts totals include General Studies heads and credits. SLA 2012 at census also included 78 Adult Ed students taking 393 credits, a program transferred to IUB for 2013. There were 915 undergraduate General Studies students enrolled at census for 2012. SLA 2013 also includes 100 graduate Philanthropic Studies students.

***Total also adjusted for students enrolled in degrees offered through the Graduate School but who also have been distributed to schools housing their programs. Heads are counted only once in IN Total. Credits are not affected. 2012 total includes GCS Adult Ed program transferred to IUB 2013

Resident	2012	2013	Change	%
UG Heads	17,605	17,402	-203	-1.2%
UG Credits	211,284	211,211	-73	0.0%
Total Res Heads	24,787	24,189	-598	-2.4%
Total Res Credits	285,118	282,123	-2,995	-1.1%

Non-Resident	2012	2013	Change	%
UG Heads	975	1,103	128	13.1%
UG Credits	12,475	14,199	1,724	13.8%
Total NR Heads	2,560	2,740	180	7.0%
Total NR Credits	29,552	32,457	2,905	9.8%

Non-Residents as Share of Campus Totals	2012	2013
UG non-residents as % of total campus heads	3.6%	4.1%
UG non-residents as % of total campus credits	4.0%	4.5%
Total NR as % of total campus heads	9.4%	10.2%
Total NR as % of total campus credits	9.4%	10.3%

Students enrolled at both IN and CO are counted only once. The IUPUI Combined total has been adjusted by 40 heads for 2012 and 38 for 2013. Credits are not affected.

Source: Registrar Reports
Enrollment Services 1/15/2013

Highlights of Spring 2013 International Admissions and Enrollment

- New international student enrollment is up 32% (+47).
 - New freshman enrollment is up 52% (+22)
 - New degree-seeking undergraduate international enrollment is up 38% (+29).
 - New degree-seeking graduate/professional enrollment is up 26% (+18).
- Total international student enrollment is up 15% (+221)
 - Undergraduate international enrollment is up 16% (+101).
 - Graduate international enrollment is up 15% (+120)
- Total international enrollment for Spring 2013 is up 2.9% (+46) heads compared to *Fall 2012*. This sets the stage for another strong increase in international enrollment in Fall 2013.

New IUPUI International Degree-Seeking Enrollment by Level Three-Year Comparison, Spring Semesters, Includes IUPUC					
	Spring 2011	Spring 2012	Spring 2013	Change	% change
Undergraduate	50	76	105	+29	+38%
Freshman (FYU)	n/a	42	64	+22	+52%
Transfer (TRU)	n/a	28	35	+7	+25%
2 nd Bachelor's (BAC)	n/a	6	6	--	0%
Graduate/Professional	129*	67	87	+20	+30%
Graduate (FYG)	n/a	58	81	+23	+40%
Law (FYL)	n/a	9	6	-3	-50%
Total New Enrollment	179*	143	192	+49	+34%
*Includes admits to Egypt-LLM Program, which has irregular intake (n=62); no LLM-Egypt intake for Spring 2012 or 2013 Source: IUPUI Office of International Affairs, IR census data					

IUPUI International Enrollment by Level Three-Year Comparison, Spring Semesters, Includes IUPUC					
	Spring 2011	Spring 2012	Spring 2013	Change	% change
Undergraduate Subtotal	619	620	721	+101	+16%
Grad/Prof Subtotal*	813	807	927	+120	+15%
Total Enrollment	1432	1427	1648	+221	+15%
*Includes students in Egypt-LLM Program (2011 n=124, 2012 n=60, 2013 n=27) Source: IUPUI Office of International Affairs, IR census data					

International Admissions Update for Fall 2013

Based on data as of 1/21/2013

It is too early in the international application cycle to project Fall 2013 outcomes with any precision. Trends at this stage are as follows:

- Undergraduate international applications and admits have been running roughly even with Fall 2012, with slight weekly variations. At this stage a majority of admission offers are awaiting confirmation of financial documentation to complete the admission and I-20 issuance process for the student visa.
- Saudi students continue to represent the largest undergraduate application group for Fall 2013. Due to rapid increase in enrollment during 2012, we may need to anticipate a decrease in placement confirmations for Fall 2013 despite continued strong application flow. In October 2012 the Saudi Arabian

Cultural Mission published a list of “Saturated Schools” at <http://www.sacm.org/Departments/Academicaccreditation.aspx>. IUPUI undergraduate programs in Mechanical Engineering and Business Administration, Human Resources, and Management were listed as saturated programs. Additional saturated programs may be announced.

- Graduate international applications have been running slightly behind Fall 2012, but admits are up 75%. The admission review process is just beginning for most graduate programs.
- International travel outreach during Spring 2013 will include China, India, Qatar, Korea, Malaysia, Saudi Arabia, Singapore, Sri Lanka, United Arab Emirates, and Vietnam, in addition to recruitment of students from Intensive English Programs in the U.S. and visits to foreign embassies in Washington DC to build and maintain relationships with government scholarship administrators. Collaboration with domestic recruiters on outreach to international students on the west coast and Seattle area community colleges is ongoing.

Change in application intake for U.S. citizens and residents with international credentials

Effective Summer/Fall 2013, the application intake process for U.S. citizens and permanent residents with international education credentials will be managed by the domestic undergraduate and graduate application centers, with any relevant foreign education credentials referred to the Office of International Affairs (OIA) for credential evaluation. This change will provide service to prospective students through the admissions office they often expect to engage with, while enabling the OIA to focus its process and communications on international applicants.

Office of International Affairs
January 2013

IUPUI Undergraduate Recruitment Plan

2012-13

Prepared by Chris J. Foley, Director of Undergraduate Admissions

Office of
Undergraduate
Admissions

Office Mission

To recruit and enroll a diverse student body which is prepared to succeed, persist and graduate from IUPUI.

Admission is the first step in retention.

Message

IUPUI is Indiana's urban research institution and 3rd largest university. We combine the academic strength of both Indiana University and Purdue University with the advantages of being located in a diverse and dynamic setting. Our unique combination of degrees and access to resources cannot be matched by another campus in Indiana.

Supplemental Plans

- Diversity
- Latino & Hispanic Recruitment Plan
- Scholar Recruitment Plan
- Non-resident Recruitment Plan
- Diversity Access & Achievement Recruitment Plan

Key Segments

- Major
- Diversity
- High Ability
- Non-Resident
- International
- Indianapolis
- First Generation

Key Geographic Markets

	Freshmen	Transfer
Resident	Indianapolis Metro The Region	Indianapolis Metro Vincennes
Non-resident	California New York New Jersey Texas Florida Cincinnati Chicago SW Michigan Detroit Louisville Puerto Rico	Seattle Area California Chicago Florida

Key Challenges

- Increasing freshman admission standards for fall 2013
- Demographic shifts in high school graduate population
 - Increases in high school grads are in the Hispanic and Latino populations
- Increasing competition from other universities and colleges
- Increases in non-resident tuition
- Integration of a strong IUPUI-specific marketing plan
- Relatively small alumni core who identify themselves more with IUPUI specifically
- Lack of national athletics publicity
 - No four-hour commercial each fall Saturday win-or-lose
- Lack of major rankings
 - We aren't in the top 100 in *USN&WR*

Fundamental Approaches

- *Educate*
 - Those who are not familiar with IUPUI
- *Re-educate*
 - Those who are familiar with IUPUI from 10 or more years ago, oftentimes countering negative impression
- *Update*
 - Those who have been on campus more recently, but not familiar with the campus we are today

Market Potential by Application Type

Market Analysis and Potential by Admit Type

Application Type	Market Maturity	Potential for Growth	Ability to Recruit
Freshmen	Growth	High	High
External Transfers	Growth	High	Moderate
Intercampus Transfers	Mature	Low	Low
Returning Students	Mature	Low	Low
2 nd Bachelor's Degree	Mature	Moderate	Low
Visiting Students	Mature	Moderate	Low

Sources of Data for Market Analysis

- College Board's Enrollment Planning Service (EPS)
- ACT's Enrollment Information Service (EIS)
- Parchment Discover (new)
- WICHE
- DoE
- Department of Education's IPEDs

Applications by Term and Admit Type

Application Type	Summer 2011	Fall 2011	Spring 2012	Total
2 nd Bachelor's Degree	487	554	601	1642
Beginners	376	8854	969	10199
Intercampus Transfers	226	710	488	1424
Returning Students	599	1108	928	2635
Transfers	869	3034	1976	5879
Non-Degree Students	1546	1009	783	3338
Total	4103	15269	5745	25117

Application Type	Summer 2011	Fall 2011	Spring 2012	Total
2 nd Bachelor's Degree	1.94%	2.21%	2.39%	6.54%
Beginners	1.50%	35.25%	3.86%	40.61%
Intercampus Transfers	0.90%	2.83%	1.94%	5.67%
Returning Students	2.38%	4.41%	3.69%	10.49%
Transfers	3.46%	12.08%	7.87%	23.41%
Non-Degree Students	6.16%	4.02%	3.12%	13.29%
Total	16.34%	60.79%	22.87%	100.00%

Peer Institutions

Based on information from the College Board, ACT and the National Clearinghouse, our freshman applications and prospects most commonly also consider the following 4-year campuses:

- IU Bloomington
- PU West Lafayette
- Ball State University

After these institutions, we see much smaller cross-applications with the other 4-year institutions within the state.

Calls to Action

- Visit (students at all stages in funnel)
- Apply (prospects)
- Engage in Social Media (students at all stages in funnel)
- Submit FAFSA (admits)
- Pay Deposit/Send in Confirmations (admits)
- Apply for Housing (admits)
- Sign up for Orientation (admits)

Actions

Lead Generation

- Contract with Royall & Co. to manage PSAT, ACT, NRCCUA, and CBSS lead purchases and initial outreach to solicit interest (focuses on high ability, diversity, and non-resident)
- Cappex and Zinch social networks (like eHarmony for the college search process)
- Parchment Discover
- Phi Theta Kappa (Community college honor's society)

Population-Specific Recruiters

- Scholar Recruitment
- Latino & Hispanic Recruitment
- Non-Resident Recruitment
- Chicagoland Recruitment (based in Chicago)
- West Coast Recruitment (based in Los Angeles)

CRM, Communications & Publications

- Aggressive communication streams developed for each stage in the funnel
- Multiple channels (both the inbox and mailbox)
- Multiple influencers (e.g., parents & counselors)
- Personalized by appropriate segment
- Adapts to students interactions with our office
- Investigate advertising in CC newspapers
- Yielding gifts to non-resident admits

Departmental Collaboration

- Focus majority of departmental recruitment efforts on yielding admitted students and encouraging high ability students to apply
- Departmental communications “layered” over ours to avoid conflicts
- Develop “tool kit” to encourage other schools to implement successful models
- Better communication with depts

High School Outreach

- Estimated number of college fairs and high school visits for 2012-13:

U.S. HS Visits, In-State	100
U.S. HS Visits, Out-of-State	200
U.S. Fairs, In-State	50
U.S. Fairs, Out-of-State	200

- Attend all IACAC College Fairs
- Attend National Fairs in target markets
- Visit feeder high schools in target markets
- Schedule of Visits can be viewed at “Jags on the Road”
http://enroll.iupui.edu/admissions/jags_on_the_road/index.php
- High School Counselor Breakfasts (on campus and in regional markets)

Transfer Recruitment

- Collaborate with Passport Program
- Monthly visits to Fall Creek ITCC
- Attendance at all ITCC College Fairs
- Visits to ITCC campuses when in area
- Greater Collaboration
- Expand NR CC collaboration into CA and FL in addition to Seattle area CCs
- Add Transfer Credit Coordinator to increase and better manage articulations as a recruitment tool for transfers

Social Media

- Utilize Facebook, Twitter, Zinch, and Cappex to share larger amounts of information and develop relationships between applicants and our recruitment community
- Offer “Jagswag” to students to encourage them to “like” us or post to our pages
- Expand the use of individual pages for recruiters (e.g., “Jennifer at IUPUI”)
- Integrate Social Media with other activities (like Campus Visits and other depts.)

Telethons

- Implement “case-management” process to complete applications
- Implement student-to-student telethons to admitted students

On-Campus Programming

- Fly-In/Drive-In Program
- Daily Tours (2x Daily M-F)
- City Bus Tours (Saturday Morning)
- Overnights
- Fall Fest (for Senior Prospects)
- JagDays (for Applicants/Admits)
- Spring Preview (for Admitted Freshmen)
- YouVisit online tours and mobile app

Strategic Processing

- Utilize self-reported scores and GPA to make preliminary admission decisions and/or prioritize applications
- Improve review of transfer credit process
- Upgrade the Credit Articulation & Transfer System (CATS)
- Implement the Transfer Equivalency System (TES) to manage course transfer
- Add two additional staff members to better manage increased work volume

Goals

Fall 2013 Enrollment Goals

Enrolled Freshmen

- 3,100 freshmen
- Increase average GPA by .02
- Increase average rank by 1 percentile point
- Increase diversity to 28%
- Increase Core 40 with Academic Honors recipients to 66%
- Increase new domestic non-residents to 165

Enrolled External Transfers

- 1,750 external transfers
- Increase new domestic transfer students to 70

Longer-term goals

Enrolled Freshmen

- Increase average SAT (CR+MA) to 1050
- Increase average GPA to 3.50
- Increase average rank to 75th percentile
- Increase Core 40 with Academic Honors recipients to 80%
- Increase diversity to 33% of incoming freshmen
- Increase domestic non-residents to 10% of freshman class
- Increase 21st Century Scholars to 20% of freshman class

Enrolled External Transfers

- 2,000 external transfers

Ratings of SEM Plan Objectives by Members of Enrollment Management Council 1/25/2013

EMC members were asked to identify a number of objectives within each category (top 5, etc.) that they deemed most important. The second column displays the number of "votes" each objective received in the activity.

POLICY, DATA, and INFRASTRUCTURE	Top 5 in Importance
Develop Division of Enrollment Management and clarify responsibilities	4
Develop enrollment target scenarios as a basis for discussion	9
Provide analysis of impacts of enrollment targets on physical capacity, instruction capacity, scheduling, student services delivery	7
Support and expand use of institutional data and tools in support of SEM	10
Establish capacity for providing timely analytics for data driven decision making	8
Develop and implement regular assessment of SEM plan and efforts	4
Expand internal communications	10
Adopt/develop and implement a cost analysis model for the activities of all programs	3
STUDENT RECRUITMENT	Top 7 in Importance
Align the annual undergraduate recruitment plan with the achievement of the SEM enrollment targets consistent with our mission of access and student success	7
Increase Early Outreach efforts	5
Enroll more freshman who are well prepared to succeed	12
Enroll more transfer students	5
Manage graduate student enrollment as part of the campus SEM plan	4
Continue focus on service delivery, quality, and level of communication to prospective students consistent with achieving enrollment goals	5
Recruit, admit, and graduate larger numbers of domestic nonresident students in undergraduate programs as part of creating a more diversified campus and education experience	8
Recruit, admit, and graduate larger numbers of international students in undergraduate and graduate programs as part of creating a more diversified campus and education experience	8
Leverage the student life experience and programs in outreach activities	6
Increase 2 + 2 agreements with our international strategic partner universities	3

Provide early access to information to assist students and their families with successfully planning and financing their education at IUPUI	8
Implement campus marketing strategy that supports recruitment strategy	12
Develop a cost analysis model for the recruitment activities of all programs	1
Implement lifetime engagement strategy to cultivate relationships with students and their families from their first expression of interest in IUPUI until they graduate and beyond	8
Expand use of Prior-Learning assessment as road toward more transfer credits and faster path to degree	5
STUDENT RETENTION, PERSISTENCE, and SERVICES	Top 5 in Importance
Empower the role of the Associate Vice Chancellor for Undergraduate Education as the senior administrator responsible for the implementation systematic retention efforts as part of the SEM process	7
Identify measurable actions to improve the retention and graduation of beginners	10
Identify measurable actions to improve the retention and graduation of transfer students	6
Expand the capacity to provide services to veterans and military personnel	4
Increase pass rate for students in identified high failure, high repeat courses	8
Increase number of residence hall beds on campus with optimal living and learning environments	8
Improve and expand transition/entry services for beginners and transfers	3
Develop and deploy additional resources and tools to support students and academic units after students have left UCOL	0
Improve the overall quality of the undergraduate experience	6
Increase the number of degrees and certificates awarded	3
STUDENT FINANCIAL SUPPORT	Top 2 in importance
Continue to inform and assist students post-matriculation with successfully planning and financing their education at IUPUI	7
Consistent with SEM model, make best use of available student aid resources to support continuing students	9
Optimize utilization of financial aid and scholarships to accomplish SEM goals	6
PROGRAM ARRAY & FINANCIAL SUSTAINABILITY	Top 2 in importance

Ensure that enrollment management plans and activities support the institution's financial plan	5
Offer an array of undergraduate and graduate courses and degrees online that respond to the needs of the region and the state	8
Configure academic programs that serve more adult students with some college and no degrees	7
Increase flexibility of course scheduling in non-semester based instructional model	7