

Enrollment Management Council Annual Report 2006-07

1. What aspects of the charge to your council have provided the foci for your work and what specific goals have you been pursuing?

The Enrollment Management Council (EMC) is charged with implementing a sustained, systematic, and campus-wide process to manage our enrollments through an information-based plan that

- Matches unit goals with the campus mission;
- Coordinates discrete activities across academic and administrative units;
- Monitors progress; and
- Adjusts plans in light of evolving state and community needs.

In the early summer of 2006, EMC members revised the *EMC Priorities and Action Plan* with nine major goals. <http://registrar.iupui.edu/emc/action-plan.pdf>

Shortly thereafter, Executive Vice Chancellor Uday Sukhatme distributed the *Academic Plan* and appointed committees to study designated areas and make recommendations by the end of the 2006-2007 academic year. http://www.iupui.edu/administration/acad_affairs/actionplan.html

There is an understandable and significant overlap in the *EMC Priorities* and many of the enrollment-management related action items identified in the *Academic Plan* (see below). Rather than duplicate effort, the EMC Steering Group decided to let the *Academic Plan* committees complete their work and review the reports and recommendations that emerge. In some cases the recommendations will be new; in others they will confirm or validate the work already under way within the council. The EMC will use these recommendations as the beginning points for its work in future years.

With that understanding, the council focused its work on these areas in 2006-07:

- Participation and support for completion of the *Academic Plan*.
- Continued implementation of a campus-wide enrollment forecasting system that accommodates the information needs of IUPUI's wide array of programs and services.
- Coordinating initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing.
- Exchanging information among schools and offices on effective practices for recruiting and serving new and continuing students, including addressing diversity in all aspects of our activities.
- Discussing enrollment management-related issues and, where appropriate, making recommendations for action within the academic units or at the campus level.

2. How have you approached each of these goals, i.e., what activities have you pursued related to each goal?

- Numerous members of the EMC were appointed to both *Academic Plan* committee leadership and membership. In addition, members of the council provided resources, data, and other background information to assist numerous committees in their work.
- Conducted a review of the *Academic Plan* and compared its goals and sub-goals with the *EMC Priorities* for areas of overlap (see chart below). Following the reports and recommendations from the *Action Plan* committees, EMC will reassess its priorities and tasks for future work.
- Supported by the Office of Information Management and Institutional Improvement (IMIR), the EMC worked with the academic units in establishing their enrollment targets for 2007-2010.

For more information on this initiative visit <http://registrar.iupui.edu/emc/projections>

- Presentations were made to the EMC membership on campus-, university-, and statewide initiatives and trends, including:
 - *Academic Plan*
 - Integrated Marketing
 - Alignment of Institutional Scholarships with Enrollment Goals
 - Using Ability Grouping to Guide Recruitment Efforts
 - Enrollment Trends
 - Persistence (joint session with Council on Retention and Graduation)
 - Indiana Commission for Higher Education's *TransferIN* course transfer initiative

Each presentation was intended to educate EMC members and included discussion and related activities to encourage incorporation of these topics and goals within their schools. Details on these presentations are available by visiting <http://registrar.iupui.edu/emc/emc-meetings.shtml> .

- Sharing information among the academic units on their recruitment and retention efforts. This included coordinating efforts to enhance Fall 2006 enrollment by regular contacts with continuing and newly admitted students and updating shared recruitment calendars. This follows a related initiative from 2005-06 when, in an effort to avoid duplication of effort and to share innovative activities, the council created a Web-based repository of sample materials schools provide their students.

For more information visit <http://registrar.iupui.edu/emc/communication/>

- EMC worked with a rejuvenated Graduate Recruitment Council, especially in planning the year's Campus Day events. <http://www.iupui.edu/~gradoff/faculty/>

3. What evidence have you collected and considered for each of your goals and what variables are you tracking to assess progress?

- Active participation on and in support of committees working on the *Academic Plan*; production of reports
- EMC and the academic units reviewed their Fall 2006 enrollment projections with actual enrollment.
- Schools were provided a comparison of their total credits taught, enrollment projections, and budget projections. While there were variations from school-to-school, at the campus level the projections were fairly close to the actual enrollment
 - see page 23 of <http://registrar.iupui.edu/emc/emc-meetings/meeting06-07/min-sept06.pdf>
- Schools updated their enrollment projections for 2007-2010. Each year we hope to better refine the reports and make the data increasingly accurate and more useful. <http://registrar.iupui.edu/emc/projections>
- Schools shared the detailed steps they took to enhance Fall 2006 enrollments <http://registrar.iupui.edu/emc/communication>
- Joint recruiting calendars are available and updated on a regular basis. <http://registrar.iupui.edu/emc/recruiting.shtml>
- Presentations and the exchange of information and materials among EMC members remain an important part of each meeting and of our work in general.

4. What have you learned in connection with each goal, and what actions are being taken to address your findings?

- The *Academic Plan* reports and recommendations will be used as the starting point for EMC priorities and activities in future years.
- IUPUI must develop recruiting goals that are both realistic and attainable. This required establishing a balance between access and quality that is right for IUPUI and the use of institutional funds to support those goals
- Enrollment projection reports will be calibrated and the process refined each year and council members will share actions they will take in response to the data. Enrollment Services will use the information to help target its recruiting efforts on those majors where schools demonstrate they have available capacity.

- Calendars will be kept current and units encouraged to continue and expand opportunities for coordination and collaboration.
- We will continue to identify areas where additional information or resources are needed by EMC members in improving their enrollment management efforts.

5. With what other groups or individuals has your council engaged to pursue its goals and objectives? Are there any other groups or individuals you hope to engage in the coming months?

In addition to participation on and support of the Academic Plan's committees, the work of the EMC is being coordinated closely with other enrollment management-related groups including the Retention and Graduation Council (RGC), Council on Lifelong Learning, Graduate Affairs Recruitment Committee, Strategic Scholarship Coordinating Committee, FASPAC, Transfer Student Task Force, Ivy Tech Transfer Group, Gateway Group, Multicultural Outreach Advisory Group, the Diversity Council, and the Orientation Advisory Committee as well as with the other primary campus planning and governance committees such as Academic Policies and Procedures Committee (APPC), Center for Teaching and Learning, Civic Engagement Council, and the Faculty Council. This is achieved primarily through cross-representation, invitations to presentations, and inclusion on each group's agenda or reports on the other groups' activities. Moreover the EMC, the RGC, and APPC include representatives from virtually all academic units.

The work of these groups is further coordinated in collaboration with the Office of Planning and Institutional Improvement, which provides links to the broader campus planning processes, as well as with the research and analytic support of the Office of Information Management and Institutional Research.

The EMC is in contact with a number of community organizations such as the Urban League, Wesco, Christamore House, Center for Leadership Development, Indiana Black Expo, local Community Centers, and others to help us discuss issues and strategies related to recruiting for diversity at the university.

*For more on the council, including minutes of meetings, visit <http://registrar.iupui.edu/emc>
For previous annual reports of the council, visit <http://registrar.iupui.edu/emc/double.shtml>*

May 18, 2007

Comparison of Academic Plan and EMC Priorities and Action Plan

Academic Action Plan

EM Priorities and Action Plan

*Preparatory Work Underway

Recruitment

Guaranteed Professional Program Admissions (GPPA)

Expanded recruiting efforts for students likely to continue at grad level in programs with capacity

EMC 3

Student ambassadors

High school contacts

*Draft of recruitment plan

Collaborate with Grad affairs recruitment for marketing plan

EMC 3

Participate in Establishment of ICHE Core Transfer Library and 12 statewide articulated programs

EMC 4

Consideration of diversity & internationalization in recruiting

EMC 5

Improve and expand communication with students, such as communications and recruiting calendars

EMC 8

Out of State and International Recruiting

*Draft of recruitment plan

Collaborate with Grad affairs recruitment for marketing plan

EMC 3

Improve and expand communication with students, such as communications and recruiting calendars

EMC 8

Enrollment Management

Enrollment size and shape

Education campus as to importance and use of EM, including training on extant and new resources

EMC 7

Engage the academic units in enrollment forecasting and capacity analysis

EMC 1

Review analysis of Fall 06 admissions data

EMC 1

Coordinate with the Retention and Graduation Council in analyzing retention trends and implications

EMC 1

Continue process for academic units to establish enrollment targets for Fall 2007

EMC 2

Continue to promote interactions among enrollment management-related groups

EMC 9

*Investigation of decline in yield

*Draft of Enrollment Management outcomes

*Revised processes for Intercampus Transfer and Returning Students

*AIP for non-degree student enrollment

Bachelor's degree students

Address rate limiting factors in meeting IUPUI doubling goal of 4000 baccalaureate degrees in 2010

EMC 2

Master's degree students

Expanded recruiting efforts for students likely to continue at grad level in programs with capacity

EMC 3

Between semester offerings

**Developing list of available days between semesters for intensive courses for the next five years*

Encourage new program formats outside of traditional formats, calendars, and methods

EMC 6

Other summer programs (community, professional workshops)

Space shortage

Review changes in class meeting patterns and times

EMC 2

Others of Interest to EMC

Cooperative Education

Honors College

Promote undergrad research opportunities

EMC 3

Department and campus Web sites

Cutting across all of these:

Identification and promotion of best practices

Development of benchmarks and setting interim and longer-term goals

- Assessment of continuing student satisfaction and success
- Use of new Student Support Services Performance Indicators (as they become available)
 - Use of Accelerated Improvement process where appropriate
 - Assessment of alumni to determine student success

9-Oct-06