

## **Enrollment Management Council Steering Group**

Minutes  
March 11<sup>th</sup> 2005

### **Council on Retention and Graduation**

- The council will meet once a semester in the future, relying on committees to do most of the work. Areas of initial focus include:
  - Transfer students
  - Advising, particularly for improving the retention of seniors and getting them to complete requirements
  - Working on the Foundations report card
  - Data group (identifying data needed across all areas of focus)
  - Value of using focus groups
  - Reviewing issues of finances and whether and how students may be affected by exhausting aid, etc.
- Becky suggested FASPAC be involved in the process. Scott suggested that the CR&G committee could bring the results of its work to FASPAC for subsequent review of policy and procedure
- Plans/reports are due from three of the committees by the end of the term

### **Comments on February Full EMC<sup>2</sup> Meeting**

- Minutes available by visiting <http://registrar.iupui.edu/emc/emc-meetings.shtml>
- Sherry has been invited to make her presentation to several schools and the Graduate Affairs Committee
- In discussing SPEA's presentation on its student services survey, it was clear that schools were not aware of what each other was doing and were interested in learning more
- While there is an advisors' listserv, there is a general reluctance to use it, especially as many faculty who provide advising don't see themselves as advisors and as a result are probably not as well informed as they can and should be. Having a clearinghouse for information, such as a Website, is one approach, especially with changes in tools and the presentation of data as a result of the SIS implementation
- One suggestion that came up at the Council on Retention and Graduation was to try to address this by considering advising from a faculty member's perspective and to focus on what faculty need to advise
- EMC members should be informed that this will be taken up by the CR&G

### **Enrollment Projection Assignment**

- Members discussed the questions in the enrollment projection assignment and agreed this would be only the first step in moving toward a improving the university's Enrollment Management efforts
  - Greg noted that as a rule deans don't understand the impact of enrollments and their interdependency. While they have already provided credit projections to AO, often they are just flat-lined from the previous year unless the school has a new program or perhaps discontinued one
  - Greg commented that the schools don't yet know which interventions have led to which results and there is not a general understanding of the issues at the level of the staff
  - Victor reminded members of the iterative nature of this effort and will, we hope, help the schools focus on heads rather than credits. If we have a better handle on how many students, and their mix, we can then move to better projections for credits in all schools. We are building an infrastructure to help schools buy in, see the broader picture, and move toward a more common language

- Members agreed that absent a more complete understanding of issues related to Enrollment Management, there is more information available to the schools than they are currently using
- Victor has prepared supporting longitudinal reports with heads and credits taught for each school and posted them and the set of questions to a new Website <http://www.imir.iupui.edu/emcprojections/>
- Mark has sent the site to EMC<sup>2</sup> members with a brief cover note. He will compile the responses for the April 22<sup>nd</sup> meeting of the full EMC<sup>2</sup> and also will review the responses to provide a summary of any common issues or suggestions

#### **Enrollment Working Group**

- Victor and Becky noted that a new university-wide Enrollment Working Group (EWG) has been appointed by Ken Gros Louis and is co-chaired by Victor Borden and Jack Tharp (IUK)
  - Each campus will be represented by the head of Enrollment Services and a faculty member
  - The EWG was prompted by last fall's enrollment shortfalls and to help the university and the individual campuses avoid a repeat of that experience. We also hope to be able to make better use of central resources and to clearly assign accountability, agree on core concepts, and arrive at best practices
  - Each campus has been asked for a preliminary report at the first meeting of the EWG April 1<sup>st</sup>. Victor will get a draft of a report to Becky in the next few days and it will then be shared with the IUPUI faculty representative
  - Becky suggested the EMC<sup>2</sup> Steering Group meet to discuss IUPUI's response to the self-assessment and consider using *Bontrager* as a guide to help identify essential components of EM and to determine who is doing what. Victor recommended that we take this up following the EWG meeting as part of our April 8<sup>th</sup> Steering Group session

#### **Victor's Data Nugget**

- See discussion above

#### **Use of Scholarships Beth Barnette**

- Beth distributed presentation on Strategic Scholarship Coordination at IUPUI and a spreadsheet of changes in scholarship yield rates over the past three years. Copies of these documents are available from <http://registrar.iupui.edu/emc/emsc-meetings.shtml>
- Members learned of the current efforts of the Scholarships office and successes in some schools with departmental matching scholarships
- Discussion focused on the balance between addressing need and merit and on finding ways to make the process move as quickly as possible with a goal of getting any award notification out sooner
- Beth emphasized the need for departments and the campus to be more strategic in their recruitment of high ability students as well as identifying ways for departments to improve their involvement in this recruiting effort
- Members agreed that Beth should make a presentation to the full EMC<sup>2</sup> in the fall, perhaps at the September meeting

#### **Brainstorming Ways to Improve Yield of Admitted Students attached**

- Deferred. Members agreed that a number of the issues and suggested initiatives dovetail with Beth's recommendations and we should consider a more thorough discussion of this either at the same Fall meeting as Beth makes her presentation or the one immediately following

#### **Admission Update – FYI**

- For fall we remain up 7% in freshman applications and up now 9% in offers of admission. African American applications are remain up 34% and admissions are now up 41%. Other minority groups are even. We are starting to see the slowdown in admit percents as the 2005 guidelines are putting more students on hold.
- For fall transfer applications are now up 7% and admissions are up 22%.
- For summer we have received 300 freshman applications. (370 [final counts] were received for both sessions last year). We have admitted 158 (final counts last year totaled 252).
- For summer we have received 491 transfer applications (1043 [final counts]) were received for both sessions last year. We have admitted 332 (final counts last year totaled 884).
- Victor noted that the number of traditional aged students coming out of high schools in Indiana in the next 4-5 years looks good, with the growth in non-white populations

#### **Fall 2005 International Admissions Update (based on 3/1/05 data)**

- Undergraduate applications are up 38%. Offers of admission are up 116%. March 1 was the priority application deadline, so we are now in our busiest processing period for the year.
- Graduate applications had been up 5% but have now leveled off to 5% over last year. Offers of admission processed are up 50%.
- Note that OIA reports include both foreign applicants and US residents with foreign educational backgrounds. At census we prepare a more detailed analysis of the applicant pool.

#### **Chancellor Bantz's Moore Symposium Presentation *deferred***

This there any information here that we should highlight for the EMC?



Edward C Moore  
Symposium Final.ppt

#### **NSSE Results *deferred***

<http://www.imir.iupui.edu/surveys/nsse/2004/default.htm>

This there any information here that we should highlight for the EMC?

#### **Agenda for Upcoming EMC<sup>2</sup> Meetings**

- The March full EMC<sup>2</sup> meeting has been cancelled
- **April**
  - Troy Brown and Mark Grove are responsible to developing a presentation/discussion on marketing and communications initiatives, some of which will be done centrally, others best handled by the schools or units.
  - Discussion of initial meeting of the EWG and IUPUI's report
  - Preliminary discussion of responses to the Enrollment Projection assignment. The Steering Group meets April 8<sup>th</sup> and the projections are not due in until the 10<sup>th</sup>
- **May.** Trudy will address the accelerated improvement process and identification and use of benchmarks and best practices.
- **May.** The council will discuss the activities of the past year and make plans for the summer and beyond. Trudy noted that she will be asking for a year-end report from the different councils that briefly (two pages) describes the work of the past year and ideas and plans for the future. She suggested that this may serve as the basis of a presentation to the Deans' Council in the fall. She will be sending out a more specific request later in the year.

**Future Topics for the Steering Group**

- Methods to involve EM-related groups
- Selections of future “data nuggets” for presentation to the full council. In addition to any data or information sources that support the presentations on central initiatives noted above, Victor has suggested the following as possibilities:
  - Retention
  - Geographic origin of students
  - Student choice of college
  - Correlates of yield (percent of admits who enroll)
  - Major migration
- Marketing/communications and determining what is seen as most effective in terms of maintaining or building enrollment. This is of special interest to the deans as some of the recommended steps require a significant commitment of time by school personnel
- Moving from gateway courses to the major and from University College into the schools and smoothing the transition to the major, both for native students and for transfers  
*(Note: this may become a focus for the Council for Retention and Graduation)*
- Helping students finish their last year and complete the degree. Too many students take longer in their senior year than may be necessary. *(Note: this may become a focus for the Council for Retention and Graduation)*
- Transfer students and their incorporation into the university following admission. *(Note: this may be a focus for the Transfer Student Task Force)*

The next meeting of the EMC<sup>2</sup> Steering Group is April 8<sup>th</sup> 1:00-2:30 in CA 537

The next meeting of the full EMC<sup>2</sup> is April 22<sup>nd</sup> 1"00-2:30 in BS 3009

**Improving Yield on Students Admitted as Undergraduates at IUPUI**  
**2/7/05 Draft**

The percentage of students admitted who enroll at the university is known as the yield. IUPUI traditionally has had a fairly high yield rate as a result of the limited number of post-secondary educational options available to our largely non-traditional applicant population. Family, employment, and financial responsibilities proved to be limiting factors.

Over the last few years that has begun to change for a number of reasons

- The growth in our traditional age population. Younger students tend to have fewer family and employment obligations that require them to enroll close-to-home
- Higher admissions standards have resulted in IUPUI having to compete for students who have more options than were available to our overall applicant pool in the time of open-admission. Students with better qualifications have more educational opportunities
- The growth of Ivy Tech as an option for students who wish to start their studies in a setting that is more affordable. It also may be more comfortable for some due to its larger percentage of students from minority backgrounds
- The growth of competition from other institutions, whether bringing campus-based programs into IUPUI's traditional service region or offering courses and degrees in formats such as the Web and/or in intensive calendars that appeal to segments of our market
- An improving economy reduces the number of students who enroll to improve their job retention or job-seeking qualifications

Though some IUPUI schools have traditionally been active in terms of student recruitment, for most schools this activity was left to others, usually in Undergraduate Admissions or in the case of foreign students, the Office of Internationals Affairs.

The university faces significant challenges in future enrollment. In addition to the factors listed above, we also are faced with the trend toward the university having a larger portion of its new students as transfers, while the beginner group has declined. Improving the yield of those admitted—whether beginner or transfer—is one part of the solution. We need to determine what additional steps need to be taken, both centrally and by the schools, to improve our yield rate.

IUPUI has taken important, though limited, steps to contact and serve students from time of admission until enrollment.

- Undergraduate Admissions has contracted with Goal Quest to contact admitted freshmen through e-mail and to encourage them to log into a series of informational items about the university
- Undergraduate Admissions notifies a contact daily in each of the schools once a freshman or transfer student has been admitted
- Orientation Services regularly obtains the names of admitted students to invite them to schedule placement tests and a date for orientation.
- Campus Housing contacts all admitted students
- Some schools make contacts with admitted students to share information and to make themselves available for questions

We recognize, however, that in light of the growing competition IUPUI faces in moving students from admitted to enrolled status, more must be done. Suggestions include

- Increased communication from the university, including a welcome letter from the chancellor and from Student Life
- Increased communication from the student's area of academic interest. This would include a welcome letter and an invitation to the student (and parents, if a

- traditional age student) to come for a personal visit, tour of school facility, and discussion of first year curriculum. This is not an orientation but an opportunity to showcase the facility of the school and discuss the first year curriculum.
- It is important that student and or parents hear from IUPUI at least once a month until May. The most important contact should come from IUPUI school and not admissions office

What else should be done? What is happening now in some of the schools that may serve as models for others? Assuming this to be a priority, what are our next steps?

mcg 2/7/05