

Enrollment Management Council Steering Group
December 3, 2004

Spring Admissions and Enrollment

- Members reviewed an enrollment and admission update for the Spring semester. While significant progress has been made in narrowing the shortfall in enrollment in the last two weeks, undergraduate admission of beginning and transfer students will fall short of last year. One factor was the extension of the admission deadline for the Fall 2004 term. Early admission numbers for Fall 2005 look good, despite the fact that higher admission requirements are in effect for students admitted to terms beginning after January 1st.
- One list of Fall 2004 students not-yet-enrolled for the Spring went to the schools several weeks ago. Schools were encouraged to contact their students and encourage enrollment as soon as possible for best course selection. The deans were included in the initial notification of the list. The schools have been responsive and an updated list, this time including graduate students, will be given to the schools December 8th.
- Orientation is contacting all students admitted for Spring to get them scheduled for orientation and registration. Orientation is providing lists of dual admits to the schools for their contacts as well. There is not an overlap with the population noted above. Scott Evenbeck told the group that UCOL also writes students last enrolled in 2003-04 to encourage their return.
- Becky Porter recently wrote the members of the Swat group from last summer and in addition to providing another round of encouragement, informed them that she would be asking for reports on what steps they took regarding Spring enrollment (calls, e-mails, newsletters, announcements in class, etc.). Though this was an informational note, several schools already have replied. The responses will be summarized and shared with EMC² and the Chancellor's staff.

Council on Retention and Graduation

- Scott reported that the Steering Group for the Retention and Graduation Council has identified a set of recommended priority areas to be forwarded to the full R & G Council for review, revision, and adoption. The council will also use the action plan from the Foundations Project to help shape the council's activities and agenda. The Foundations Project focuses on entering students.

Student Tracking Survey

- Victor Borden distributed and provided an overview of the recent Enrollment Tracking Phone survey. Five groups were surveyed:
 - Spring 2004 students called in May 2004 who had not yet registered for Fall but who are now enrolled;
 - Spring 2004 students called in May 2004 who did not register for Fall;

- Spring 2004 students called in May who enrolled but withdrew before census;
 - Spring 2004 students called in May who enrolled but withdrew after census; and
 - Fall 2003 first-time, full-time freshmen who did not register for Fall 2004.
- The summary provided some details and distinctions among the different populations in terms of the impact of the initial survey call and a number of issues that may have affected their enrollment for Fall. The report provided some details on students who transferred to other institutions, with one-third of the respondents enrolled at Ivy Tech. There is also a summary of programs that students reported they couldn't get into, with nearly half of those respondents identifying Nursing.
 - Victor distributed a lengthy list of comments from the survey. Mark Grove will devise a coding system for the responses to allow for summarization by different areas including problems with the registration process, OneStart, financial aid, advising-related issues, and a number of financial issues. The latter will include respondents who cite prices, especially vis-à-vis Ivy Tech. The codes will be entered into the spreadsheet of responses which will help with further review.
 - One concern that was raised involved students who may have grown frustrated during the semester and who may have simply walked away without withdrawing. One way to track part of this will be through any increase in FN grades, but that will have to wait until after the end of the semester.
 - Trudy Banta recommended that in addition to the deans, campus administration, and the full EMC², whatever conclusions we draw should be shared with other campuses as they are not as likely to have been able to make this effort.

Recommended Topics for Presentations to the full EMC²

- After some discussion, members recommended the following as topics to be presented to the full council:
 - **December.** Victor will present an analysis of transfer enrollments. The topic may include a segment from the Enrollment Center and Passport on the transfer process.
 - **January.** Susan Sutton will discuss international student recruitment and related processes.
 - **February.** Sherry Queener will make a presentation on issues regarding recruitment of graduate students as well as ensuring the university offers appropriate graduate programs to meet community and regional needs.
 - **March.** 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. Emphasis will be placed on determining what initiatives have been or are most effective with an eye toward a successful Summer and Fall enrollment.

- **April.** 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.

Presenters will confer with Victor prior to the presentations in an effort to identify data sources to share with the council. All presentations will include a focus on how the topic can be incorporated at the level of the individual school or unit. For example, at the December meeting on transfer students, members will be asked to consider what they can do to improve the assimilation of transfer students into their schools with special attention to students from Ivy Tech.

The over-arching goal is to energize members by providing them with data, best practices, and additional training in the concepts and practices of enrollment management.

Trudy also suggested that the council review the doubling goals and prepare appropriate reports. Given the timing of degrees and related reporting, the best time to do this will be in the Fall of 2005.

Topics for Presentations to the Deans' Council

- Members discussed the best way to inform and engage the deans with a goal of securing their active encouragement and support, especially for school-based initiatives. In some cases this will be done through a presentation to the Deans' Council, while in other cases information and updates will be provided at the meetings by Trudy Banta and Bill Plater or through e-mail. Among topics discussed were:
 - International Students with a presentation, probably in February. An issue for the deans is the capacity of the individual schools for international students and at what level (undergraduate or graduate).
 - Transfer students and their incorporation into the university following admission. (*Note: this may be a focus for the Transfer Student Task Force*).
 - A summary of the enrollment tracking survey, with emphasis on addressing any problems identified, whether centrally or by the schools. We need to recognize, however, that some software issues may not be addressed in the near-term due to staffing or other priorities. This might be done through presentation or in a written report.
 - 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*)
- Trudy told the group that she had discussed the problem with access to Nursing with her fellow CUE deans. Other institutions with Nursing programs all reported the same capacity problems, so there is no short-term help with shared resources or referring students.

The CUE deans recommended that special advisors be designated to respond to students interested in Nursing (and other impacted programs) to help students identify other options, including Education. Amanda Helman noted that the “56 hour” advisor in University College deals with students in Nursing and Business frequently. We need to do more to help students who are focused on one major to consider alternatives, especially when it is clear they will not be admitted to the program either due to capacity or their own academic records.

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

The next meeting of the full EMC² is Friday, December 17th.

The January meeting date for the steering committee will be announced soon.