

Enrollment Management Council Steering Group

January 13th 2006
1:00-2:30 p.m. CA 136
DRAFT Minutes

Comments on November Full EMC² Meeting

- Minutes available from <http://registrar.iupui.edu/emc/emc-meetings.shtml>

Report from the Chair

- January 19th meeting to coordinate recruiting activities for AY 06-07
 - See calendar of Enrollment Services activities on pp 9-15 below. Beginning at a meeting on January 19th, school-based activities will be added to this to create a comprehensive recruiting calendar. We hope to build on the earlier success of sharing communications initiatives and materials

One goal is to avoid conflicting events such as the time Engineering/Technology and Science hosted an event the weekend before a Scholars' Day function, potentially forcing some students into making a choice of which to attend. A second goal is to encourage collaboration between and among the schools and central offices and to avoid missed opportunities.

These efforts only work if the schools and central units continue to share their information and keep it current in common locations such as the Communications site and the Common Recruiting calendar <http://registrar.iupui.edu/emc/communication/>

Admissions and Enrollment Update

- Notes from Mike Donahue
 - **Spring**
 - Freshmen---down 16% in beginners (-80 students)
 - Transfers----even (up 5 students)
 - **Summer**
 - Freshmen---down 44% (-42 students)
 - Transfers----up 27% (up 31 students)
 - **Fall**
 - Freshmen----up 18% (up 323 students)
 - Transfers-----up 23% (up 30 students)
 - Spring Admissions *details attached on p 4 below*
- A new undergraduate admissions report is available for IUPUI schools on the point-in-cycle website. The current admissions report typically shows close to 100% of applicants admitted for schools other than University College, especially for weeks close to census. This occurs because many applicants not admitted directly to the school are entered with University College as their school. The new report is based on which school the intended major is housed. The report shows the number of applicants, the number admitted directly to the school, and the number admitted to University College. Visit http://www.imir.iupui.edu/point_in_cycle

International Admissions

- In December OIA made a presentation to the deans entitled *A Briefing on Internationalization at IUPUI*. A copy of the presentation may be found by visiting <http://registrar.iupui.edu/emc/ppt/international.pdf>
- **Spring** *details on p 6 below*

- **Fall** Susan Sutton reported that at this early point the campus is up 138% in undergraduate applications and 40% in graduate applications. Though a significant part of this may be attributed to the Saudi scholarships (see <http://registrar.iupui.edu/emc/emc-meetings/min-1118.pdf>), if the numbers continue to be as strong as they are now, more study will be needed to help understand the balance of the surge in applications.
- Spring Enrollment *attached below pp 7-8*
 - Following census, Enrollment Services and the full EMC will review Spring enrollments and seek any lessons learned from enrollment promotion efforts. These include school-based contacts of their majors to encourage their registration as well as Financial Aid contacting First Time/Full Time students to help them address any financial barrier to spring enrollment, among others.
 - Becky noted that shifts in enrollment by the graduate non-degree population masked a growing drop in enrollment in University College. This has implications for schools offering service courses and for the pipeline of future majors for the schools. *See note at end of the detailed enrollment report attached below.*
 - A continuing concern is the number of contacts that the university has to contact students to encourage them to complete even the simplest of tasks, such as complying with the meningitis disclosure. We need to find ways to prompt action without having to contact the same students repeatedly.
 - Given that Spring of 2005 was somewhat of an anomaly following the difficult start in the new SIS in Fall term of 2004, we need to look at enrollments over a longer perspective. Mary Beth Myers will prepare a five year enrollment trend to share with EMC.
 - Mary Beth Myers will review Spring enrollment data to see if the anecdotal reports of an increased number of returning students at the November EMC meeting were true. Mark reminded the group of the stop-out project from 2004 where students who were out of any IU campus for at least two years and who lived in central Indiana were contacted and encouraged to enroll. The results showed no improvement over the usual stop-out return rates.

Council on Retention and Graduation

- Scott was not present. Becky noted that the council steering group has a meeting coming up and that the Council on Retention and Graduation and the Enrollment Management Council may hold a joint meeting in March as part of an Enrollment Management presentation (see below)

Marketing Subcommittee Update

- Amy was not able to attend the meeting, but this will be the major topic of the full EMC later this month.

Enrollment Management Priorities and Action Plan for 2005-06

- *See updated version on pp 16-28 below*

Enrollment Forecasting and Capacity Analysis

- Report from Kathy Burton
 - Kathy distributed a sample set of materials to help a department or school with its projections (see attachment below). This includes data on its majors for the past ten years as well as similar information for potential majors in UCOL. It also includes details on the mix of students in a program or school, such as enrollment by class standing, resident/non resident, international, and by ethnic group. Respondents will be given the opportunity to select a preferred enrollment mix by 2010, for example.
 - Members reviewed the form and made a number of suggestions
 - Adding percentage distributions to certain data elements, such as those comprising a mix of students.

- Adding a field where respondents can note any assumptions or contingencies, such as the ability of another school or department to offer enough required courses, such as Biology for health-related majors. This would also include any capacity issues.
- Training dates tentatively scheduled for 10:00 a.m. on February 15th and 17th. While the primary audience is those individuals in the schools with the responsibility for preparing the enrollment projections, members of the Steering Group are encouraged to attend and share their impressions of the training and the task.
- We want to be careful not to overwhelm the schools with the project. This is in part an educational process and as we anticipate this will be an annual activity it must be clear that this is our initial effort and that we will continue to refine and improve it.
- Members with any other ideas on modifying the materials should send them to Kathy as soon as possible.

Enrollment Management Presentation at March Meeting

- Don Hossler of IUB will present
 - The group agreed to invite members of the Retention and Graduation Council, chairs of other Enrollment Management-related groups, and leadership of Faculty Council to Don's presentation.
 - Becky suggested that we consider scheduling a meeting with chairs of all Enrollment Management related groups in April or May to review the work of each and identify areas of collaboration, duplication, or missed opportunities as well as discuss issues raised in the Hossler presentation
 - Members had some suggestions for issues or questions they would like Don to address.
 - The interconnectedness of enrollments between and among the schools
 - How does IUB communicate among the schools, including changes in programs and their potential impact?
 - How to establish recruiting targets for different ability levels of students that improve quality while still providing access
 - How to improve the quality of admitted students without jeopardizing enrollments
 - How to be more aggressive in recruiting for our campus needs
 - How to recruit differently for different groups of student such as 21st Century Scholars and students attending higher performing high schools
 - In light of Chancellor Bantz's goals of establishing IUPUI as a national urban destination for students in health and science, how do we recruit nationally?
 - How to spend limited recruiting resources, including admissions and campus-based aid in meeting enrollment targets and other pricing strategies
 - Coordination in recruitment and retention in enrollment management

Members agreed that this presentation should then lead to continued discussions by a number of groups, including the deans. We should use this opportunity to help articulate the questions and focused topics for such discussions which may, in turn, help direct the work of the EMC² in the future. Trudy offered to help with this effort.

Status of Search for Director of IMIR

- Trudy reported that the top three candidates will return to campus in mid-February for another round of interviews.

Upcoming EMC² Meetings and Tentative Topics

January 27th

- Review Spring Enrollments and lessons learned from enrollment promotion efforts
- Report from Marketing Subcommittee on the Communications Audit

February 24th

- Due to the amount of time many EMC members will be spending in training and compiling enrollment projection data, this meeting will likely to be cancelled. We are leaving on the calendar for the time-being should it prove necessary.

March 24th

- Presentation on Enrollment Management (Don Hossler)

April 28th

- Diversity in Enrollment—UG and Graduate Initiatives (Kim Stewart-Brinston, Gwendolyn Johnson, and others)

May

- No Meeting

June 23rd

- Review of year's activities and planning for 2006-07
- Update on Enrollment Projection project

Throughout year

- Reports of AIP activities from schools and units. Becky noted that Enrollment Services intends to use AIP to review the processes for inter-campus transfers, returning students, and traditional transfers to make sure their enrollment is as smooth as possible.

Future Topics for the Steering Group (and possible items to schedule for full council)

- 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:
 - 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
- Additional review on the special challenges of intercampus transfer students who, according to IMIR's recent study, bring lower grades and are less-well prepared to succeed than many external transfers
- Review additional data tools such as www.savi.org and GIS to provide schools with census, employment, housing, and education data that may be use in recruiting new students and in thinking about enrollment in more sophisticated ways.
 - We might be able to work with faculty in some of their courses or with graduate students
- From Dean Plater's charge at the October 2005 meeting
 - Improving Retention and Graduation, including among senior level students and courses
 - Mission Differentiation and establishment of campus-specific Admissions standards
 - Working effectively with Council on Retention & Graduation and Council on Lifelong Learning
 - Continued work on strategic enrollment planning
 - Change philosophy on Marketing and Recruitment
 - Finding the right mix of students given fewer beginners and more transfers
 - Support for Adult students
 - Impact of Community College and Blueprint for Higher Education
 - With strong relationship with Ivy Tech mean we should phase out AS degrees and establish additional articulations to baccalaureate degrees?
 - For an expanded version of Dean Plater's comments, visit <http://registrar.iupui.edu/emc/emc-meetings.shtml>

The next meeting of the EMC² Steering Group is February 10th 1:00-2:30 CA 438

- It is Becky's hope that having set priorities and tasks for the Spring term, the February and March meetings of the Steering Group can be cancelled, but we are leaving them on the calendar for now

The next meeting of the full EMC² Council is January 27th 1:00-2:30 BS 3009

Spring Semester Quality Indicators and Profile of Beginner Applicants and Admitted Students at Census

Beginners	Applicants					Admitted Students				
	2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006	2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006
Total	755	100.0	715	100.0	-5.3	491	100.0	408	100.0	-16.9
High School Percentile Rank										
Top 10%*	16	3.8	16	4.0	0.0	16	5.4	15	5.8	-6.3
Top Third*	100	24.0	112	28.2	12.0	95	32.2	102	39.7	7.4
Middle Third*	168	40.4	150	37.8	-10.7	130	44.1	100	38.9	-23.1
Bottom Third*	148	35.6	135	34.0	-8.8	70	23.7	55	21.4	-21.4
*Note: Percentage Distribution based on total with rank data on file.										
	2005		2006			2005		2006		
Average HS Percentile Rank	45		47			52		55		
Average SAT	960		967			991		996		
Average ACT	19		20			20		20		
Ethnicity	2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006	2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006
African American	117	15.5	109	15.2	-6.8	58	11.8	45	11.0	-22.4
Asian American	24	3.2	17	2.4	-29.2	12	2.4	12	2.9	0.0
Hispanic American	13	1.7	17	2.4	30.8	9	1.8	12	2.9	33.3
Native American	3	0.4	6	0.8	100.0	3	0.4	3	0.4	0.0
Minority Total	157	20.8	149	20.8	-5.1	82	10.9	72	10.1	-12.2
International	64	8.5	97	13.6	51.6	21	2.8	30	4.2	42.9
All Others	534	70.7	469	65.6	-12.2	388	51.4	306	42.8	-21.1

Number of International Applicants and Admitted Students

Undergraduate			2005 - 2006 Comparisons	
	2005	2006	Net Diff	Pct Chg
Beginners				
Applicants	64	97	33	51.6%
Admits	21	30	9	42.9%
Transfers				
Applicants	66	52	-14	-21.2%
Admits	45	37	-8	-17.8%
Graduate/Graduate Professional			2005 - 2006 Comparisons	
	2005	2006	Net Diff	Pct Chg
Master's				
Applicants	121	163	42	34.7%
Admits	66	78	12	18.2%

SPRING Enrollment Update
Spring 2006 - 01/09/2006

Credit Hours Taught

School	2005	2006	Change	%
BUS	21,165.0	20,732.0	-433.0	-2.0%
DENT	12,969.0	12,915.0	-54.0	-0.4%
EDUC	11,487.0	12,307.0	820.0	7.1%
EGTC	21,634.0	20,232.0	-1,402.0	-6.5%
GRAD	294.0	288.0	-6.0	-2.0%
HERR	8,012.0	8,713.0	701.0	8.7%
INFO	4,261.0	3,860.0	-401.0	-9.4%
JOUR	1,068.0	1,139.0	71.0	6.6%
LAW	11,563.0	12,266.0	703.0	6.1%
LIBA	59,332.0	60,082.0	750.0	1.3%
LSTU	556.0	460.0	-96.0	-17.3%
MED	27,949.0	28,085.0	136.0	0.5%
MUS	3,971.0	3,811.0	-160.0	-4.0%
NURS	10,204.5	10,599.0	394.5	3.9%
PED	11,159.0	11,781.0	622.0	5.6%
SCI	55,698.0	55,034.0	-664.0	-1.2%
SCS	291.0	437.0	146.0	50.2%
SHRS	1,684.0	2,214.0	530.0	31.5%
SLIS	1,723.5	1,785.5	62.0	3.6%
SPEA	7,783.0	7,832.0	49.0	0.6%
SWK	6,290.0	7,244.0	954.0	15.2%
SWT	180.0	18.0	-162.0	-90.0%
UCOL	482.0	509.0	27.0	5.6%
TOTAL	279,756.0	282,343.5	2,587.5	0.9%
Adjusted Total:				

Headcount by Student School

School	2,005	2,006	Change	%
BUS	2,062	1,998	-64	-3.1%
DENT	635	637	2	0.3%
EDUC	1,806	1,930	124	6.9%
EGTC	2,212	2,078	-134	-6.1%
GCND	832	400	-432	-51.9%
GRAD	549	648	99	18.0%
HERR	779	835	56	7.2%
INFO	576	553	-23	-4.0%
JOUR	78	91	13	16.7%
LAW	897	935	38	4.2%
LIBA	1,446	1,480	34	2.4%
LSTU	22	26	4	18.2%
MED	1,472	1,477	5	0.3%
MUS	26	33	7	26.9%
NURS	1,277	1,274	-3	-0.2%
PED	632	758	126	19.9%
SCI	1,528	1,729	201	13.2%
SCS	1,172	1,176	4	0.3%
SHRS	126	160	34	27.0%
SLIS	306	327	21	6.9%
SPEA	941	957	16	1.7%
SWK	548	626	78	14.2%
UCOL	6,360	6,266	-94	-1.5%
			0	
IN	26,282	26,394	112	0.4%
Unduplicated	26,250	26,343	93	0.40%

IUPUC Enrollment Update

Spring 2006

TOTAL	12,499.5	13,403.5	904.0	7.2%		CO	1,266	1,291	25	2.0%
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IUPUI Adjusting for dual enrollments between IN and CO, IUPUI combined heads are up 55 (+0.2%) and credits are up 3492 (+1.2%)

Census will be taken at the end of business Tuesday, January 17th

Office of the Registrar
1/9/2006

adjusting headcount for the shift of non-degree students from Grad non-degree

Science up 73 4.8%

UCOL was
down 379
degree-
seeking
students in
Fall 2005
(-5.3%)

UCOL -515 -8.4% Degree-seeking
undergraduates

Other headcount changes masked by school totals

BUS Down 75 undergraduates (-8.2%) Graduate students up 25 heads
EDUC Down 69 undergraduates (-6.6%); up 41 graduate degree seekers. Bulk of growth in non-degree
EGTC Up 146 Engineering students, down 149 Technology students. Bulk of growth in ENGR at graduate level
LIBA Up 64 graduate students (+31.7%) Students attributed to Graduate School
SWK Growth all at graduate level
UCOL Up 57 high school students (+93%)

Recruiting Calendar

Outreach Activities 2006-2007

Enrollment Services Activities. School-based will be added to this list for a single calendar

		Activity	Unit	Individual	Target Audience
January-06					
February-06	5	Recruiting Fair (Louisville)	AD	Mike Donahue	Prospective high school students Prospective adult undergraduate students
	28	Returning to School is Easier	EC	Jennifer Pease	
March-06	5	Campus Day	ES	Amy Blackford	Prospective, newly admitted, and currently enrolled students and their families. Includes both undergraduate and graduate populations
	13-14	Recruiting Fair (Western Michigan)	AD	Mike Donahue	Prospective high school students
	15	College Fair (Northwestern Indiana, Highland H.S.)	AD	Kim Stewart-Brinston	Prospective high school students
	16	College Fair (Hendricks County, Brownsburg H.S.)	AD	Alice Cheung	Prospective high school students
	22	College Fair (Allen County, Homestead H.S.)	AD	Kim Stewart-Brinston	Prospective high school students

April-06	8	Spring Shades of Brilliance	MO	Kim Stewart-Brinston	junior and senior high school students from underrepresented groups
	17	College Fair (Delaware County, Indiana Academy)	AD	Caleah Britt, Gloria Quiroz	Prospective high school students
	18	College Fair (Greater Indianapolis North Side, Glendale Mall)	AD	Alice Cheung, Steve Bushouse	Prospective high school students
May-06	5	Cinco De Mayo Festival	MO	Kim Stewart-Brinston	The greater Indianapolis Latino Community
June-06	24-25	Indian Market	MO	Kim Stewart-Brinston	Greater Indianapolis Community
July-06	6-16	Indiana Black Expo	MO	Kim Stewart-Brinston	African American Families and youth from across the nation
August-06	TBA	IPS Back to School Fair	MO	Kim Stewart-Brinston	Students and families from IPS and Perry Township
September-06	TBA	Center for Leadership Development Orientation	MO	Kim Stewart-Brinston	Students that participate in the CLD program

	TBA	Fiesta Indianapolis	MO	Kim Stewart-Brinston	The greater Indianapolis Latino Community Prospective adult undergraduate students
	8	Jag Days-Adult Focus	CV	Amy Blackford Felica Ahasteen-Bryant	middle school students
	15	Jr. Jag Days	MSO	Bryant	students from IPS high schools
	27	ACE Initiative high school visit	MO	Kim Stewart-Brinston	students from IPS high schools
October-06	4	ACE Initiative high school visit	MO	Kim Stewart-Brinston	Prospective high school students
	6	Jag Days	CV	Amy Blackford Felica Ahasteen-Bryant	middle school students
	13	Middle School Career Conference	MSO	Bryant	students from IPS high schools
	18	ACE Initiative high school visit	MO	Kim Stewart-Brinston	prospective adult undergraduate students
	19	Returning to School is Easier	EC	Jennifer Pease	Prospective high school students
	20	Jag Days	CV	Amy Blackford	prospective high ability high school seniors
	21	Scholars' Day	SS	Sarah Glener-Bales	students from IPS high schools
November-06	1	ACE Initiative high school visit	MO	Kim Stewart-Brinston	Prospective high school students
	3	Jag Days	CV	Amy Blackford	students

	11	Fall Shades of Brilliance	MO	Kim Stewart-Brinston	
	17	Jag Days	CV	Amy Blackford	Prospective high school students
		Jr. Jag Day	MSO	Felica Ahasteen-Bryant	middle school students
December-					
06	1	Jag Days	CV	Amy Blackford	Prospective high school students prospective adult undergraduate students
	14	Returning to School is Easier	EC	Jennifer Pease	Prospective high school students
	15	Jag Days	CV	Amy Blackford	Prospective high school students
January-07	5	Jag Days	CV	Amy Blackford	Prospective high school students
	19	Jag Days	CV	Amy Blackford	Prospective high school students
February-					
07	2	Jag Days	CV	Amy Blackford	Prospective high school students
	16	Jag Days	CV	Amy Blackford	Prospective high school students
		Jr. Jag Days	MSO	Felica Ahasteen-Bryant	middle school students
	23	IUPUI-Identity Day	MO	Kim Stewart-Brinston	Newly admitted minority students
March-07	2	Jag Days	CV	Amy Blackford	Prospective high school students

	4	Campus Day	ES	Amy Blackford	
	16	Jag Days	CV	Amy Blackford	Prospective high school students
	21	ACE Initiative on-campus visit	MO	Kim Stewart-Brinston	students from IPS high schools
	22	Returning to School is Easier	EC	Jennifer Pease	prospective adult undergraduate students
	23	Middle School Educators' Day	MSO	Felica Ahasteen-Bryant	middle school guidance counselors and teachers
	30	IUPUI-Identity Day	MO	Kim Stewart-Brinston	Newly admitted minority students
April-07	4	ACE Initiative on-campus visit	MO	Kim Stewart-Brinston	students from IPS high schools
	6	Jag Days	CV	Amy Blackford	Prospective high school students
	13	Spring Middle School Career Conference	MSO	Felica Ahasteen-Bryant	middle school students
	20	Jag Days	CV	Amy Blackford	Prospective high school students
		Diverse Scholar Visitation Day	MO	Kim Stewart-Brinston	newly admitted students awarded a diversity related scholarship
	27	IUPUI-Identity Day	MO	Kim Stewart-Brinston	Newly admitted minority students

May-07	4	Jag Days	CV	Amy Blackford	Prospective high school students
	5	Cinco De Mayo Festival	MO	Kim Stewart-Brinston	The greater Indianapolis Latino Community
	18	Jag Days	CV	Amy Blackford	Prospective high school students
		Jr. Jag Days	MSO	Felica Ahasteen-Bryant	middle school students
	19	Spring Shades of Brilliance	MO	Kim Stewart-Brinston	prospective high school juniors from underrepresented groups
	24	Returning to School is Easier	EC	Jennifer Pease	prospective adult undergraduate students
June-07	23 -24	Indian Market	MO	Kim Stewart-Brinston	Greater Indianapolis Community
July-07	16-22	Indiana Black Expo	MO	Kim Stewart-Brinston	African American Families and youth from across the nation

AD Admissions
CV Campus Visits
EC Enrollment Center
ES Enrollment Services

MO Multicultural Outreach
MSO Middle School Outreach
SS Student Scholarships

***Business and community outreach requests will be coordinated by the Enrollment Center on a case-by-case basis and are ongoing throughout the year.

***Large group tour requests will be coordinated by Campus Visits on a case-by-case basis and are ongoing throughout the year.

***Daily tours of the IUPUI campus will be coordinated by Campus Visits on a case-by-case basis and are ongoing throughout the year.

last updated 16 December 2005

Enrollment Management Priorities and Action Plan (2005-06)

1. Assessing enrollments in the context of longer-term implications and developing short-term plans to attract and retain students in enrollment patterns that will provide a fiscally responsible bridge to our longer-term goals;

- Review enrollment and retention data to acquire necessary understanding of trends
- Determine additional data needs and their usage

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Engage the academic units in enrollment forecasting and capacity analysis	EMC and academic units	Operationalization of gathering of information for establishment of enrollment goals	Initial discussion November 2005	See 2 below <i>IMIR to provide training in February</i>
Coordinate with the Retention and Graduation Council in analyzing retention trends and implications	EMC and R&G councils	<ul style="list-style-type: none"> ○ Detailed retention data ○ Initial joint meeting tentatively scheduled for March 2006 	May 2006	Reporting results at the level of the academic unit (and program, as appropriate)

2. Developing program-specific enrollment goals reflective of the schools' objectives and missions, community need, resources and capacity, and future program developments (i.e., the emergence of new, often interdisciplinary fields);

- **Review the programmatic mix and new program development based on community needs**
- **Determine program capacity (number of faculty, number of majors that can be handled)**
- **Assess facilities and classroom utilization**

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Develop and implement process for academic units to establish enrollment targets for Fall 2006	EMC & IMIR	EM Planning tools and data	May 2006	Specific school enrollment targets (targets by major and program where appropriate) <i>IMIR to provide training in February</i>
Review and comment on proposed changes in class meeting patterns and times at the first meeting	EMC, Registrar and Learning Environment Committee	Consultation with appropriate groups and faculty	September 2005	Adoption of new patterns and times for Fall 2006 <i>Done</i>
Plan and hold forum on enrollment management in commuter urban research universities and how to develop an enrollment management plan	EMC	Don Hossler will present	March 2006	Forum held

3. Expanding IUPUI's post-baccalaureate enrollments in absolute and relative terms, in part by attracting highly-prepared and talented students as undergraduates with the prospect of their continuing their education at the graduate level;

- **Focus on evolving list of areas of excellence, but not to the exclusion of other programs**
- **Strategic use of financial aid and scholarships to attract and retain highly prepared and talented students**

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Beth Barnette presented to EMC on the strategic use of scholarships at the October 2005 meeting. Follow-up is needed from schools and financial aid and scholarship-related committees such as FASPAC and the Strategic Scholarship Coordinating Committee to best leverage resources from the academic units and the campus	Scholarships, FASPAC, academic units, Strategic Scholarship Coordinating Committee		Beth's presentation October 2005	<ul style="list-style-type: none"> ○ Establishment/refinement of school-based and campus-wide scholarship plans ○ Creation of Strategic Scholarship Coordinating Committee ○ Yield rate for scholarship offers ○ Retention rate for scholarship recipients ○ Campus-wide coordination of high-ability recruitment activities
Collaborate with the Graduate Affairs Recruitment Group in the development of a marketing plan that articulates the campus' strengths	EMC, Graduate Affairs, and Communications and Marketing		May 2006	<ul style="list-style-type: none"> ○ Completion of Recruitment Marketing plan ○ Improved internal communication with students regarding graduate opportunities ○ Increased number of graduate/professional students <p style="color: red; font-style: italic;">Amy's Marketing subcommittee due to report at January 2006 EMC meeting</p>

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Promote undergraduate research opportunities, including summer programs, that will help inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	Academic units, Graduate Affairs, UROP			<ul style="list-style-type: none"> ○ Improved coordination and promotion of undergraduate research opportunities ○ Increased number of undergraduate students performing research ○ Increased number of graduate/professional students who completed undergraduate degrees at IUPUI

4. Enhancing relationships and raise expectations of major sources of our students: Ivy Tech and high schools;

- Align high school graduation requirements with college matriculation expectations so as to increase expectations and improve quality
- Increase number of articulated courses and programs to ease transfer process
- Continue articulation work through Passport, academic units, and Enrollment Services
- Ease transfer process through efforts of Enrollment Services, Orientation, academic units, Transfer Committee, and Council on Graduation and Retention

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Report to EMC on IUPUI undergraduate admission standards	<ul style="list-style-type: none"> ○ Admissions and UCOL Admission Committee ○ Passport & Academic Units ○ ES, Orientation, academic units, Transfer Committee, Council on Graduation & Retention 		Spring 2006 (ease transfer process) Others: ongoing	<ul style="list-style-type: none"> ○ Improved quality of new admits ○ Increased yield rate for transfers ○ Larger number of articulated courses and programs ○ Student satisfaction with transfer/transition process, including satisfaction after a semester ○ Increased retention of transfer students <p><i>New admissions standards draft going to UCOL Admissions Committee</i></p>

5. Maintaining and enhancing our commitment to diversity and internationalization of the campus;

- **Reflect mission-related global distribution and intentional proportions of undergraduate, graduate, and post-graduate enrollments**
- **Review current enrollment by these populations, set targets for increasing enrollment, and identify additional recruiting/retention steps, both centrally and within the schools**

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
<p>Incorporate consideration of diversity and internationalization in the academic unit enrollment target setting process</p> <p><i>For more on diversity at IUPUI visit http://www.iupui.edu/diversity/vision.html</i></p>	<p>EMC, OIA, Diversity Cabinet, and academic units</p>	<p>Data on current enrollments, transfer-out patterns, and available markets</p>	<p>Initial completion with Fall 2006 targets May 2006</p>	<ul style="list-style-type: none"> ○ Recruitment, enrollment, retention, and graduation of diverse students proportionate to their representation in the community or region served by the academic unit ○ Identify schools, programs, and majors (as appropriate) where additional specific steps should be taken to increase diversity ○ Increased international enrollment
<p>Discuss issues and strategies related to recruiting and enrolling Hispanic students Topics from August meeting of Hispanic community leaders with Dean Plater</p> <ul style="list-style-type: none"> ○ Economic Development ○ Support of La Plaza as community organization ○ Educational Pipeline 	<p>ES for educational pipeline Solution Center for other issues</p>	<ul style="list-style-type: none"> ○ Promotion of importance of education in K-12 and preparation for college ○ Expanded recruiting efforts, including additional materials in Spanish ○ Scholarships and aid ○ Immigration status issues for undocumented students 	<p>Ongoing</p>	<ul style="list-style-type: none"> ○ Two meetings were held in the Fall of 2006 ○ Increased number of Hispanic applicants and admits ○ Increased yield rate for Hispanic students ○ Establishment of Spanish language hotline where students and parents can receive information on enrollment ○ Updating Spanish language enrollment brochure ○ Education sponsor at Fiesta Indianapolis and Cinco de

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
				Mayo Celebration
Identify additional community partners to involve and help promote diversity at the university	Multicultural outreach with such community partners as: <ul style="list-style-type: none"> ○ Urban League ○ Wesco ○ Christamore House ○ Center for Leadership Development ○ Indiana Black Expo ○ Local Community Centers 	<ul style="list-style-type: none"> ○ Promotion of importance of education in K-12 and preparation for college to both prospective students and their families ○ Provide more information on Scholarships and Financial Aid ○ Promote pre-college and summer enrichment programs available at IUPUI 	May 2006	

6. Ensuring effective services, educational opportunities, and programs for learners—formal and informal—through new program formats (e.g., life-long learning, certificates, modal and intensive time commitments outside of traditional formats and calendars, including summer scheduling), the use of technology, and emerging patterns of engagement with learning through communities of practice;

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Coordinate with activities of the Council on Lifelong Learning, Center for Teaching and Learning, and academic units	EMC, Council on Lifelong Learning, Center for Teaching and Learning, and academic units		December 2006 and ongoing	<ul style="list-style-type: none"> ○ Increased flexibility in course offerings in terms of method of delivery, need for visits to campus, and calendar ○ Increased number or percentage of courses offered via distance technology ○ Increased number of departments/programs offering courses via distance technology ○ Increased number of certificate options and related packaging of courses in groups shorter than those leading to formal credentials such as certificates or degrees ○ Expanded use of technology ○ Expanded opportunities for experiential learning <p><i>Follow lead of Council on Lifelong Learning</i></p>
Promote Accelerated Improvement Process (AIP) by sharing outcome reports	Units participating in AIP	Successful use of AIP	Ongoing	<p>Regular reports to EMC and other groups on successful use of AIP</p> <p><i>Enrollment Center has identified a candidate process for review.</i></p>

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Establish performance indicators for student support services units	ES and IMIR to develop initial list		12/06	Identification of appropriate performance indicators

7. Empowering offices and individuals to take direct actions in a timely manner that will achieve the goals we have set for ourselves based on the effective use of information for both planning and decision-making;
- Educate the campus as to the importance and use of enrollment management by development of new tools and templates and provision of training

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Develop training process for academic unit staff to utilize available resources for information to drive enrollment management decisions.	EMC and IMIR	See 1 & 2 above	Ongoing	<p>Specific enrollment targets and campus enrollment capacity established and review, calibrated annually</p> <p><i>Ongoing EMC presentations and IMIR training in February (see 1 and 2 above)</i></p>

8. Improving and expanding communications with students using a variety of methods and media;

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Continue development of the Communications Calendar http://registrar.iupui.edu/emc for both central and school-based communications	Enrollment Services offices and academic units	Sharing of sample communications and dates sent or made available on the Web	Ongoing. Initial calendars publishing Summer 2005	Compilation and distribution of central and school-based communications calendars <i>Amy's Marketing subcommittee to report at the January 06 meeting</i>
Conduct communications audit of information provided to prospective and admitted (not yet enrolled) students	EMC Communications subcommittee, Enrollment Services consulting with academic units	Samples of communications from ES offices and from academic units	December 2005	Completion of audit and compilation of list of communications/publications <i>Amy's Marketing subcommittee to report at the January 06 meeting</i>
Solicit student input	EMC consulting with Campus and Community Life and student leadership	Student satisfaction survey and student focus groups	Ongoing	<ul style="list-style-type: none"> • Regular input from students and increased level of satisfaction expressed by students on communications received from the university • Use of new performance indicators (see 7 above)

9. Improving and expanding communications and collaborations between and among units and other groups dealing with Enrollment Management issues

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Continue to promote interactions among the enrollment management related groups	All EMC-related groups and academic units <ul style="list-style-type: none"> • EMC • Transfer student task force • Council on Retention & Graduation • Graduate Affairs Recruitment Committee • APPC • Strategic Scholarship Coordinating committee • FASPAC • Ivy Tech Transfer Group • Gateway Group • Multicultural Outreach Advisory Group • Orientation Advisory 		Ongoing	<ul style="list-style-type: none"> • Clear assignment of responsibilities between and among the groups • In order to avoid unnecessary duplication of effort or missed opportunities, better coordination among EM-related groups of recruitment activities and communications with current students • Provision of a combined briefing report on the overlapping work of these groups to Faculty Council and campus administration <p><i>Creation of joint recruitment calendar with January 2006 meeting</i></p> <p><i>Amy's Marketing subcommittee to report at the January 06 meeting</i></p>

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
	<ul style="list-style-type: none"> • Committee Council on Lifelong Learning 			

Cutting across all of these:

- Identification and promotion of best practices
- Development of benchmarks and setting interim and longer-term goals
See especially 2 and 7 above
- Assessment of continuing student satisfaction and success
- Use of new Student Support Services Performance Indicators (as they become available)
- Assessment of alumni to determine student success

January 15, 2006