Enrollment Management Steering Group
June 13, 2008
Minutes

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- A March update previously was distributed. This and minutes from earlier meetings are available by visiting http://registrar.iupui.edu/emc/emsc-meetings.shtml

Announcements from the Chair
- Due to the lack of pressing matters, the June meeting of the full EMC has been cancelled.
- Call Center
  - As part of its agreement with NY Attorney General Cuomo, Sallie Mae agreed to stop providing call center support to financial aid offices. IUPUI was one of those customers and in August 2007 we moved to a new vendor. The experience has not been a good one as the standard of service is much below what was promised.
  - Enrollment Services is terminating its contract with the current vendor as of August 31 and has contracted with UITS to provide call center support. Becky is optimistic that this will work well as UITS is already part of the university. Because the call center will be in Indianapolis, it will be much easier to provide training and monitoring of its work.
  - The transition will require some overtime for Financial Aid staff, but it should result in a real improvement in service to our students.
- Direct Lending
  - The transition to Direct Lending seems to be going well. All students seeking loans must complete a new Master Promissory Note. Financial Aid has already started contacting students and will continue the follow-up so that students can receive their loans in a timely fashion.

Fall Admissions (6/1/08)
> **Beginners**
> Applicants   +694   + 9.8%
> Admits   +426   + 8.9%
>
> **Transfers**
> Applicants   +250   +11.1%
> Admits   -121   - 7.6%
>
> A more detailed admission summary for the fall that was distributed to the deans last week is attached below.

- Becky noted the expanded Summer Math program (approximately 250 have accepted the invitation to attend) is one reason the actual size of the beginning class is somewhat hard to firmly predict. In addition, the continued improvement in quality of admitted students means they have more options and we anticipate a further decline in our yield.

- Members agreed that given these factors we should be pleased if our enrolled beginners are even with last year. Ahead would be a significant accomplishment.

Enrollment
> **Summer I census**
> Heads   +   246   +2.1%
> Hours   +2,241   +4.2%
>
> **Summer II** (6/8/08)
> Heads   -   6   -0.1%
> Hours   + 757   +2.4%
>
> **Fall** (6/8/08)
> Heads   -   10   -0.1%
> Hours   +3,065   +2.0%

- Undergraduates are up 120 (+1.1%)
- Graduates are down 74 (-0.1%)
- Professionals are down 17 (-2.5%)
- Non-degrees are down 39 (-7.2%)

A more detailed enrollment summary for the fall that was distributed to the deans last week is attached below.

- Becky anticipates that for census we will probably be about even in heads and up a bit in credits. It is early for making a more definitive prediction as at this point last year we had enrolled only 50.1% of our final headcount.   Members noted that our enrollment has relied on growth in graduate enrollments in recent years and that isn't showing the same kind of strength this year.
- Members briefly discussed the proposed target of 35-40,000 students and noted that it would be extremely difficult to serve that many students in our current environment. Even adding satellite locations or more courses through distance education only helps slightly as many of the programs in high demand require specialized instructional facilities such as science laboratories not typically available in an off-campus location.

Discussion Items
- Impact of hospitality limits
  - Limits are established for the amount of funds that can be expended in the category of Hospitality. Regardless of the availability of funds, the limit restricts the expenditures.
  - The Office of Admissions needs approval for a higher cap on hospitality expenditures to support IUPUI's expanded recruiting efforts, such as hosting recruitment receptions in out-of-state locations.

- o This issue has been discussed with the Academic Affairs fiscal officer and will continue to be pursued after Dawn Rhodes has had an opportunity to settle into her new position.

- Expense of Campus Day *(see embedded PowerPoint although the key slide is reproduced below)*

    Campus Day unit
    powerpoint 3 0...

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Recruitment Programs – Cost and Effectiveness

	06-07	Cost per event 06-07	# of apps 06-07	Cost per applicant	# matric 06-07	Cost per enrolled student
21st Century Scholars Day	550	$1,000	30	$33	19	$52
JagDays	546	$15,000	400	$38	264	$57
Step Onto Campus	1175	$26,000	231	$112	105	$247
Fall Campus Day	1200	$35,000	216	$162	146	$162
Spring Campus Day	2150	$42,000	436	$96	270	$155
Totals	5621	$116,000	1313	NA	804	NA

* Does not include wages

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- o Becky noted that with the changes in our prospective students as well as some calendar-related issues, Campus Days may not be the best way to recruit. It may be time to move to an annual Campus Day or eliminate the event. These events are costly and are not funded by the campus. Enrollment Services has been cobbling together support for the activities from the academic units and other offices which diverts considerable staff time from attending to recruiting and admitting students.
    - The attendance at JagDays has really taken off and provides a more intimate and focused recruiting experience than the general Campus Days.
    - Step onto Campus, which had been held during the Fall ISTEP testing period proved successful, drawing those students from throughout the state who had already passed their ISTEP exams. The move of ISTEP to spring will prompt a review of this option.
    - Campus visits also are up.
    - Trudy noted that Campus Days were a useful way to help introduce IUPUI to the larger community in the past, something members agreed is probably not as necessary anymore.
    - This will need more discussion with the schools.

- ▪ Beginning students are our bread-and-butter and will continue to be the focus of our recruiting efforts.
- Constituent Relations Management (CRM)
  - o CRM allows for more focused and customized communications with students. It also provides tools to schedule mailings and to track responses, making it easier to calculate return on investment. For more about CRM see December 2007 Steering Group minutes.
  - o Following a review of proposals from several vendors, Becky told the group that IUPUI is finalizing a contract with Talisma.
  - o While the product will be used initially by Admissions and the Registrar's Office, the contract is intended to provide the flexibility of adding other offices or units, or even the regional campuses for a manageable cost. Most schools would be able to manage with buying 2-3 concurrent licenses. While the total cost to a unit has not been determine, it is estimated that a unit could begin using the Talisma product for $15-20,000.
  - o Admissions will use the new tools to expand our ability to send out tailored communications based on the interests of the student. Working with the academic units, we should be more coordinated in our communications with students in both the message and the timing and frequency of communications.
  - o IUPUI may use Talisma to provide the application for admission, replacing the current Apply Yourself product. This would result in a cost savings as AY takes $6-7 of every application fee. Becky's hope is to plow that savings back into ES recruiting activities.
  - o More information and a preview will be provided at an EMC meeting in the fall.
- EMC Steering Group Membership
  - o Due to a change in her responsibilities, Amanda Helman is no longer a member of the Steering Group. Greg Lindsey's departure creates another opening.
  - o Members discussed possible additions to the group, including Dawn Rhodes (Administration and Finance), Khaula Murtadha (CLN), Ken Durgans (Diversity, Equity, Inclusion), Frank Ross (Student Life) and Oner Yurtseven (EGTC).
- Housing
  - o A question was asked about whether we had sufficient housing to serve the growing non-resident population. Becky reminded members that Housing had agreed to guarantee a bed to out-of-state students who submitted their housing application by March 15th. We will follow-up with Housing to determine if the students who met the deadline have been notified of their housing assignment.
  - o Members discussed the importance of assisting students in finding housing, even if that housing is not university-owned. Becky told members that Housing has contacted several housing management companies in the city and only one has expressed interest in working with IUPUI on this issue (the new company that now managed the former Riverpointe complex) Hayward Guernard is working on this project.

- Goals for 2008-09
  - Promote use of CRM to encourage its adoption by the broader campus
    - Becky sees this as one of the main themes for the group next year
  - Data use workshop to follow-up on January's [data sources](#) workshop. See pp. 3-4 of February 2008 EMC [minutes](#).
    - Becky suggested identifying two schools that use data well to present as models
    - Gary will take responsibility for planning a follow-up workshop.
    - Gary noted that with a large number of deans with under two years of senior management experience, IMIR and PAII are planning training in the early fall for deans and associate deans in this general area. The follow-up workshop on data use would occur later in the year.
  - Communications and other tasks to help convert admits to enrolled
    - Led by Admissions, identify the role everyone should play in recruitment flow
    - Identify any barriers
    - Develop/maintain a customer service perspective
  - Create small EMC teams to flesh out issues and present recommendations
  - Encourage units to bring issues or problems to larger group to help address.
    - Identify mechanics of how this would work

Steering Group members suggested polling the full EMC membership for any issues or topics they might suggest.

Upcoming EMC Meetings

2008-09

September 26	1:00-2:30	CE 268
October 17	1:00-2:30	CE 268
November 21	1:00-2:30	CE 268
December	*No meeting*	
January 30, 2009	1:00-2:30	CE 268
February 27	1:00-2:30	CE 268
March	No meeting	
April 17	1:00-2:30	CE 268
May	No meeting	
June 26	1:00-2:30	TBD

EMC Steering Group Meetings

2008-09

September 5	**3:00-4:30**	CE 260A	*Note change in time*
November 14	1:00-2:30	CE 260A	
January 23, 2009	1:00-2:30	CE 260A	
March 26 **(Thursday)**	1:00-2:30	CE 260A	
May 21 **(Thursday)**	1:00-2:30	CE 260A	

Fall Admissions Summary

6/1/2008

Beginner	2008	Change*	%	2007 PiC**
Applicants	7,775	+694	+9.8%	98.9%
Admits	5,228	+426	+8.9%	97.3%

*2008 data are in comparison with same point in 2007
**Point-in-Cycle: At this point in 2007, we had received 98.9% of all applications we would receive for the term.

Beginner Quality

Admits	2007	% of Total	2008	% of Total
Top 10%	680	16.1%	765	17.5%
Top Third	2,493	58.9%	2,777	63.6%
Middle Third	1,535	36.3%	1,458	33.4%
Bottom Third	203	4.8%	129	3.0%

(of high school class)

	2007	2008
Average High School Rank	67	69
Average SAT	998	1008
Average ACT	21	22

Beginner Ethnicity

Admits	2007	% of Total	2008	% of Total
African-American	438	9.1%	494	9.5%
Asian-American	140	2.9%	179	3.4%
Hispanic-American	152	3.2%	184	3.5%
Native American	7	0.2%	13	0.3%
Minority Total	737	15.4%	870	16.6%
International	132	2.8%	163	3.1%

Beginner   Transfer   Grad

Admitted Students

'06   '07   '08
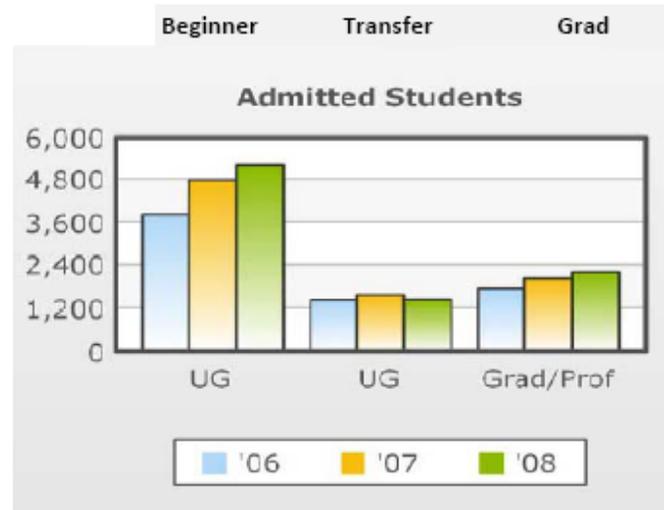
Transfer	2008	Change*	%	2007 PiC**
Applicants	2,512	+250	+11.1%	70.4%
Admits	1,462	-121	- 7.6%	60.1%

Master's	2008	Change*	%	2007 PiC**
Applicants	1,979	+147	+8.0%	73.9%
Admits	991	+80	+8.8%	54.3%

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INDIANAPOLIS Enrollment

Credit Hours Taught

School	6/4/2007	6/2/2008	Change	%
BUS	11,186	11,371	185	1.7%
DENT	748	485	-263	-35.2%
EDUC	8,283	8,217	-66	-0.8%
EGTC	13,820	14,510	690	5.0%
GRAD	108	200	92	85.2%
HERR	6,237	6,261	24	0.4%
INFO	2,535	2,993	458	18.1%
JOUR	753	670	-83	-11.0%
LAW	8,843	8,879	36	0.4%
LIBA	29,825	29,346	-479	-1.6%
MED	2,506	2,807	301	12.0%
NURS	9,444	9,200	-244	-2.6%
PED	7,363	8,192	829	11.3%
SCI	28,249	30,466	2,217	7.8%
SCS	211	107	-104	-49.3%
SHRS	2,031	1,864	-167	-8.2%
SLIS	1,150	1,158	8	0.7%
SPEA	5,084	5,486	402	7.9%
SWK**	4,396	4,259	-137	-3.1%
SWT	10	10	0	0.0%
UCOL	186	159	-27	-14.5%
TOTAL	142,968	146,640	3,672	2.6%

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

Headcount by Student School

School	6/4/2007	6/2/2008	Change	%	Comments on changes in school enrollments
BUS	814	788	-26	-3.2%	-1 ug; -24 gr; -1 non-degree
DENT	60	46	-14	-23.3%	-19 ug; +5 grad
EDUC	1,016	975	-41	-4.0%	-35 ug; +3 grad; -9 non-degree
EGTC***	1,297	1,409	112	8.6%	ENGR: +54 ug; -2 grad; +1 non-degree / TECH: +43 ug; +8 grad; MUS: + 8 grad
GCND	101	122	21	20.8%	+21 non-degree
GRAD*	41	39	-2	-4.9%	-2 grad
HERR	589	584	-5	-0.8%	-5 ug; +1 grad; -1 non-degree
INFO	334	348	14	4.2%	+24 ug; -10 grad
JOUR	91	75	-16	-17.6%	-16 ug
LAW	676	661	-15	-2.2%	-16 grad; +1 non-degree
LIBA	1,055	1,053	-2	-0.2%	-2 ug; grads even
MED	168	203	35	20.8%	+8 ug; +23 grad; +4 non-degree
NURS	1,065	1,001	-64	-6.0%	+28 ug; -87 grad; -5 non-degree
PED	569	643	74	13.0%	+75 ug; grads even; -1 non-degree
SCI	1,020	1,060	40	3.9%	+21 ug; +12 grad; +7 non-degree
SCS	487	468	-19	-3.9%	-6 ug; -13 grad
SHRS	156	145	-11	-7.1%	-9 grad; -2 non-degree
SLIS	195	184	-11	-5.6%	-4 grad; -7 non-degree
SPEA	567	558	-9	-1.6%	-41 ug; +30 grad; +2 non-degree
SWK**	407	384	-23	-5.7%	+4 ug; -26 grad; -1 non-degree
UCOL	2,485	2,508	23	0.9%	+71 ug; -3 high school; -45 non-degree
IN	13,193	13,254	61	0.5%	
Unduplicated	13,175	13,225	50	0.4%	

Class standing

Class standing	2007	2008	Change	%
Freshmen	895	953	58	6.5%
Sophomore	2,490	2,553	63	2.5%
Juniors	2,184	2,291	107	4.9%
Seniors	4,337	4,309	-28	-0.6%
Undergrads	9,906	10,106	200	2.0%
UG Non-degree	315	273	-42	-13.3%
Graduate	2,086	1,993	-93	-4.5%
Professional	674	658	-16	-2.4%
GR Non-Degree	194	195	1	0.5%

Resident

Resident	2007	2008	Change	%
UG Heads	9,605	9,700	95	1.0%
UG Credits	111,838	114,705	2,867	2.6%
Total Res Heads	12,538	12,452	-86	-0.7%
Total Res Credits	135,989	137,879	1,890	1.4%

Non-Resident

Non-Resident	2007	2008	Change	%	
UG Heads	301	406	105	34.9%	At this point in 2007, we had enrolled 43% of the census
UG Credits	3,607	4,900	1,293	35.8%	total for undergraduate non-residents and only 28% of the
Total NR Heads	637	773	136	21.4%	total non-resident population enrolled by census. Some graduate professional programs enroll students later in the
Total NR Credits	6,979	8,761	1,782	25.5%	summer.

	2007	2008
Non-residents as % of total campus heads	4.8%	5.8%
Non-residents as % of total campus credits	4.9%	6.0%

For more data, visit IMIR http://imir.iupui.edu/picx and
Office of the Registrar https://www.iu.edu/~rgistra/eReport

Enrollment Services 6/2/08

* 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. Wherever possible in the totals above, these students have been attributed to the schools that house their academic programs. Any changes in enrollments for these students appear in the comments for those schools. **LSTU totals are included in SWK. ***MUS totals are included in EGTC.