Enrollment Management Steering Group
October 4, 2010
Minutes

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- Minutes from the May meeting were previously distributed. Minutes from all previous meetings are available by visiting http://registrar.iupui.edu/emc/emsg-meetings.html

Focus for the year
- From Admissions to Census: Coordinating and Improving this Critical Period of Recruitment
  - Led by Admissions, identify the communications flow from the IUPUI offices and academic units to enhance the information provided to admitted students and to increase our yield of enrolled students
- From Admission to Graduation: Coordinating and Improving Progression to Graduation
  - In collaboration with the Council on Retention and Graduation, identify and implement strategies to improve the probability of graduation, optimally within 4 years.

Updates from the Chair
- Capacity Analysis
  - Dean Sukhatme has started raising questions regarding what the campus needs in terms of infrastructure and personnel to accommodate the addition of 4,000 students. This includes such things as additional instructional space, faculty, offices, etc. We are gathering the data needed to consider different components of this complex issue.
  - While all aspects of this initiative are challenging to anticipate, there is recognition that we can't simply add students without addressing these areas.
- Benchmarking Analysis of Administrative Processes
  - The trustees are looking at assessing efficiency with an initial focus on HR, Payroll, Marketing, Student Services, and IUB Physical Plant. The review of Student Services will include Admissions, Financial Aid, Bursar, and Registrar functions including "support for academic advising." The last is not well defined.
  - The university has contracted with the Hackett Group, a consulting organization with benchmarking and consulting experience primarily in the business sector, though they have worked with a number of colleges and universities. The initiative is intended to compare activities and costs with those at other institutions. Unfortunately, Higher Education doesn't have a lot to benchmark against.
  - Admissions is likely to be looking at both undergraduate and graduate admissions. Becky is not sure how far this will filter into the academic units, especially in terms of the graduate admissions process, or if it will focus on central support.
  - Data collection is to run December to through February and will be very intense, requiring commitment of staff in each of the targeted units to assist with the initiative. This will necessarily pull them away from their normal responsibilities and will likely have some impact on the units' usual productivity.
  - For more information, visit the IU Cost Benchmarking Website.
- Blueprint for greater degree completion at regional campuses
  - The university has established a group to determine the steps needed to improve degree completion at IU's regional campuses.

- o The initiative has identified a number of metrics on page 8 of the [Blueprint](). These are worth our review for possible incorporation at IUPUI.
  - o For more information, visit the Blueprint for Student Attainment [Website]()
- Next steps in the Class of 2014 campaign
  - o Becky noted that this initiative has had some challenges developing traction outside of a few offices. The major issue is determining where the leadership of the effort should rest. This was a topic of discussion before Karen Whitney left IUPUI and needs to be jump-started. Beyond the necessary ownership of the initiative, additional programmatic content and activities need to be developed among the academic and support units and promulgated throughout the campus.
  - o There is a consensus that Student Life should be involved as there are co-curricular activities that can support the larger goal of helping students identify with a graduation cohort and continue timely progression toward their degrees. There is also agreement that Marketing should remain a partner, but it probably should not have the lead role.
  - o Bill Blomquist noted that the next University College Dean also will carry the additional title of Associate Vice Chancellor for Undergraduate Education. With this added responsibility, the position's [portfolio]() would include undergraduate issues that carry across the schools such as RISE and other initiatives. Trudy Banta added that the expanded role in part assumes the responsibilities of the Undergraduate Curriculum Committee that IUPUI does not have.
- Alumni Recruitment Initiative
  - o We are moving forward in this effort that involves using IUPUI alumni to help recruit students, especially in geographic areas outside of our normal recruiting range and to represent IUPUI at a number of events that we simply don't have enough staff to attend . We are working with the Alumni Association to develop a program that will identify and train individuals throughout Indiana and in our target areas outside of the state who can attend events on behalf of the campus. In the future we'd like to follow the model used by institutions that hold out-of-state receptions and invite alumni to attend and help sell prospective students on IUPUI.

    The IUPUI [Jaguar Alumni Group]() recently hosted "freshman send-off" [receptions]() in South Bend and Evansville. These events brought together incoming freshmen with other members of the Class of 2014, current students, and IUPUI alumni. We hope that such activities will increase family involvement in helping us build institutional awareness and reputation among other prospective students through word-of-mouth.
- Joint retreat of EMC and CRG 10/8
  - o Members were reminded of the [retreat]() this Friday at the Central Library.

Discussion Items
Current Admissions and Enrollment reports
- Members were sent three sets of reports in anticipation of the meeting. These may be found by visiting the EMC Steering Group [Website]()
  - o IU Fall 2010 Admissions and Enrollment Update
  - o Admissions and Enrollment Reports for EMC Steering Group
  - o Blueprint for Student Attainment at IU Regional Campuses
- We have been asked to gain a better understanding of the variation in this fall's enrollment compared to what we expected as well as implications for enrollment in future years.

- One factor is an apparent change in behavior by students registering earlier in the enrollment cycle than has historically been the case. While we had been running well ahead of last year all summer, we did not have a final surge of enrollments in the days immediately preceding the start of the semester that has been our history. The result was finishing up 169 heads at the Indianapolis campus where we had anticipated an increase of at least 700 heads based on enrollment tracking throughout the summer.
- Members discussed currently available reports and responded to the following questions:
  - How useful to you are the reports you now receive?
  - How can we change the content and format to make them more useful?
  - What data elements need to be added?
- Gary Pike explained that a new version of the Point-in-Cycle reports will be released later this fall and will include enrollment information. It will also show credit hours taught at the departmental level in addition to the school totals already available to users.
- Susan Sutton asked about the possibility of seeing admission and enrollment details by country on a periodic basis, perhaps monthly. Having these data would be helpful in tracking the results of recruiting trips and related activities. Gary suggested that IMIR could create a pre-defined report that OIA could run as desired.
- Becky noted that one of our challenges is the variation in definitions that are used depending on the source of report. Though some are matters of terminology (such as "foreign" vs. "international"), a more significant issue is knowing when "IUPUI" uses combined data from Indianapolis and Columbus or is Indianapolis alone. For external and official reports, UIRR uses combined totals. While we understand the need for this, it would be more useful if we could also have the data disaggregated between the two campuses which would allow the user more flexibility and choice in reviewing and using the data. At the very least we need to ensure that whenever data are presented it is clear which is being used.
- Gary told the group that IMIR will be meeting with UIRR on this and other differences in data definition. Even when the two organizations are reporting the campuses in a common fashion, there remain variations in some data. Both sets of data are correct, but the result can lead to confusion among users who have occasion to see reports from both organizations.

  One example is reporting the number of applicants, admits, and enrolled students entering IUPUI for the Fall semester. UIRR uses federal definitions and includes students enrolled in the fall who started in the preceding summer while IMIR looks only at those who started in the Fall. Ideally we will be able to have it both ways, allowing tracking based on the different definitions of entering students as well as separating out CO and IN. Having this flexibility would be a significant improvement.
- Bill Blomquist was asked about use of the Point-in-Cycle (PiC) reports from a dean's perspective. He responded that PiC is very useful, though added that the more precise the data can be, the better. Bill added that one challenge deans face is responding to changes in budgeting in the middle of a fiscal year, such as the new requirement that will sweep half of unbudgeted increases in income for the president's R&R initiative. Bill noted that the extra income may already have been allocated to school-based activities when the rules were changed. In any case, he will continue to budget conservatively and rely, in good measure, on PiC.
- Doug Lees told the group that as a department chair he has found the Registrar's enrollment reports more useful than PiC as they provide detailed data on a department's enrollments, pending waitlist requests, etc. Gary noted that the new version of PiC will show credits at the departmental level, an enhancement Doug welcomes. Becky added that the Registrar's Office is

looking at posting additional reports that will provide even more information at the departmental level.

- Amy Warner expressed interest in being able to assess IUPUI's marketing efforts by reviewing applications and enrollments by high school, zip code, date of application, etc. to see if there are responses to marketing or other outreach efforts
- Becky noted that we don't want to invest time in producing reports that aren't useful to users and asked members to send her any ideas they may have on additional reporting needs they may have.

Enrollment projections

- Members reviewed enrollment projections for IUPUI (exhibit 3) and high school graduates (exhibit 9) in the IU enrollment projections. These two exhibits also appear on pages 18-19 of the *Admission and Enrollment Update* document noted above.
- UIRR projects 5-7 years of lower enrollments at IUPUI due, in part, to declining high school enrollment rates in Indiana. The projection for Fall 2010 made in 2009 was off by only 100 students. The impact of College Go! Week and students registering earlier than in the past affected the projections we made over the course of the summer; otherwise our projections were reasonably good.
- We had the chance to meet with UIRR and provide additional information from IUPUI's perspective on factors that may affect the enrollments, such as changes in scholarship funding.
- Indiana's high school graduation rates are good compared to other states. Some projections suggest a slight increase in the number of high school graduates in coming years. However, this projected growth would largely be the result of the growth in Indiana's Hispanic population, a group that historically has not gone on to college at the same rates as other groups.

Other discussion

21st Century Scholars

- Members expressed concern about what may happen with the state's funding of the 21st Century Scholars program. Given the significant growth in the number of eligible and participating students, the state does not have sufficient funding to cover the cost of the program at the same level as in the past. As a result, there will likely be some changes coming in the program. Evidence indicates that roughly one out of every six Twenty-first Century Scholars (17 percent) do not meet the income-eligibility requirements and one out of five Scholars (20 percent) no longer demonstrate financial need when they graduate from high school and enter college (ICHE, p. 6). We don't know whether the state will grandparent existing students in, or if it need to do something more dramatic, such as review students' information to see if they still remain eligible under the income requirement and remove those who are not. One option that may be attractive to the state (though not to colleges and universities) would be to keep the level of funding constant, guarantee the same size award to students, and force universities to pick up the difference. IUPUI would be especially hard hit in such a scenario given our large number of 21st Century Scholars.

Cost of attendance

- Our cost of attendance (calculated for financial aid purposes) is higher than IUB as the cost of living in Indianapolis is more expensive here than in Bloomington. Add to this the fact that IUB has a substantial investment in need-based aid. However, as shown in the Department of Education's new College Navigator tool, our net price for 2008-09 was $2,000 more expensive than IUB, and among families with lower incomes, the gap grew to as much as $4,600 more

expensive. For us to bring our out-of-pocket costs down to Bloomington's by committing additional scholarship dollars would require a substantial additional investment.

Adult Students

- Khaula Murtadha raised the issue of how committed IUPUI is to attracting and serving adult students. With the concentration on traditional age students in recent years, adults have generally been served if they approached us, but they were not actively recruited (served, not sought). Becky noted that we are doing some of this through business outreach efforts and some joint work with CLN.
- The campus needs to decide if it wants to invest in recruiting older students, especially in light of changes in state funding that rewards the number of degrees awarded and the growing competition for this population of "degree-completers," including Western Governors University.
- Members noted that other institutions that have successfully gone after this population often provide greater flexibility in course offerings through accelerated and/or cohort based programs, on-line courses, and awarding credit for prior learning or other demonstration of competency.
- If we want to go after this market—we know what it takes. This needs someone who is dedicated to this effort who can pull the resources that are needed together. This would take a university-wide commitment and a buy-in from academic units.
- Becky told members that one very useful step the university can take is to purchase address verification software as it provides much greater assurance of the addresses of students who may have left this or other campuses in good standing and who do not yet have a degree. She added, however, that past efforts to encourage students who have stopped out for any significant period to return and complete their degrees have not had much success. However, we generally had asked them to return to a course delivery model that may not have worked well for them in the past where other options may prove more attractive (see above).
- Khaula told the group that she raised the idea of an "Online center" to better serve this population with Ali Jafari.
- We are still in need of a complete strategy to recruit these students and one step is determining where we have capacity to serve them.
- Khaula has put together a proposal though it has not yet been presented to deans. She will bring this proposal to the November meeting of the Steering Group for discussion.

Other

- We are looking at how to handle returning students to make the process more efficient. This may mean allowing them to provide an update to their record rather than force them to go through the full re-application process. This is under review at APPC and may affect students out for a limited period of time. The longer they are away, the more likely other factors, including residency and courses taken elsewhere, may need to be considered.
- Once we get access to enrolled student data within the Constituent Relationship Management software (CRM) and have it rolled out within each academic unit, we will have a greater chance to contact students who have stopped out for a year.
- Amy Warner expressed interest in learning more on the source of our graduate students. As EMC focuses on undergraduate students, this is likely a topic for another group. Becky agreed to call an initial meeting for Amy, Becky, and Sherry Queener. Becky reminded the group that much of the graduate admission process is managed at the departmental level with some of the schools only forwarding materials to the Graduate Office for processing for students who are being admitted to a program (and not all applicants).

- Gary noted that it will be hard for us to make the same kinds of gains "outstate" as we have in recent years due to increased competition for students.
- Becky reminded members that the number of conditional admits likely will remain constant (though small). We are up this year in our strongest students, but down in regular admits, easily the largest portion of our admitted population. This is why we are very interested in where the students went instead and Gary will be working with the National Student Clearinghouse to get those data.
- Bill expressed interest in tracking the movement of IUPUI undergraduates into graduate programs elsewhere. Unfortunately, the Clearinghouse focuses on undergraduates only due to tracking students with federal aid and loans. The same kind of centrally-tracked data are not available for graduate students.
- Bill told the group he had heard reports of O-team members suggesting to incoming students that they take general education courses at Ivy Tech and save money. This, of course, negatively affects Liberal Arts and Sciences which teach the majority of IUPUI general education courses.

Upcoming EMC Meetings and tentative topics

November 19   1:00-2:30   CE268
- Longitudinal Changes in Enrollment Patterns
- University enrollment projections
- Retention rates

January 28   1:00-2:30   CE 268
April 15   1:00-2:30   TBD

Upcoming EMC Steering Group Meetings

November 11   1:00-2:30   CE 260A
- Adult recruiting (led by Khaula Murtadha)

January 20   1:00-2:30   CE 260A
March 24   1:00-2:30   CE 260A