

## Enrollment Management Council

November 19, 2004

Becky opened the meeting by introducing Sharon Hamilton who made a presentation on the e-portfolio. A copy of the presentation is attached to the minutes.

In response to a question, Sharon suggested that the e-portfolio could serve as both a recruiting and retention tool. IUPUI is working with Ivy Tech-Indianapolis on the concept of the e-portfolio and some students may get a “jump-start” on it with targeted high schools.

The e-portfolio may also be useful as an administrative tool. Nursing may use it as part of its admissions review process.

Becky led a discussion of the council on its next steps. Among the suggestions discussed and approved by the group

- A monthly presentation of a “data nugget” such as a report, Website, or method to identify and use data at the level of the school. The consensus is that the university is data-rich, but schools and others are not always aware of where to find the data and how best to use them.
- Continuing a proactive rather than reactive role. This includes making such steps as contacting students not-yet enrolled a part of routine practice rather than just in response to a perceived enrollment downturn.
- Using the EMC<sup>2</sup> as a forum to share individual school initiatives. Such sharing of very practical activities and their successes (and failures) makes it possible to share widely, ask questions, and inspire action by others.
- The council is an appropriate setting to help translate goals into specifics, to learn from others, and to work collaboratively.
- The council must think holistically with an eye toward helping the rest of the campus.
- The new IUPUI Communications Plan will be shared with members for review and for assistance in implementation at the level of the individual schools and offices.

Becky made a presentation on Strategic Enrollment Management (copy attached to the minutes), beginning with Richard Whiteside’s eight steps to implement a SEM perspective.

- Establish a sense of urgency
- Form a powerful coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Plan for and create short-term wins
- Consolidate improvements and produce still more change
- Institutionalize new approaches

Creating a vision for enrollment planning should not be separated from our other campus planning initiatives. They must inform each other and keep in touch with external agents or activities such as the state’s commission on efficiency and IU’s mission differentiation initiative.

Becky then discussed a three-pronged approach including

- Central initiatives, such as expanding recruiting efforts for international students and 21<sup>st</sup> Century Scholars, accelerating the improvement process with IUPUI’s joint program with Ivy Tech, and addressing issues involving graduate education. The directors of each of these areas will make presentations and lead discussions in upcoming meetings of the EMC<sup>2</sup>

- Academic unit initiatives, including discussion of concrete ideas and best practices (see above), especially as they map to enrollment management priorities. There will be monthly reports to the deans and we would like to present specifics of what is happening on the campus that relates to enrollment management.
- Working with extent EM-related groups and committees in larger enrollment management initiative

The work of the council for the rest of the year will focus on this three pronged approach, with presentations and discussions each month intended to inform others and to learn something for use back in our own units. The council will work best if all share the vision and are willing to act on it.

This group must also ask the right questions and help identify needs for data. In many cases the data exist, but perhaps not in a location or format that is most useful. In other cases the data may not exist, but we must be judicious in what we ask for as resources are already stretched in this area.

We also must improve our skills at integrating data into our planning and decision-making at all levels of the campus.

We must identify markets that are appropriate for us and focus on them rather than a scattershot approach as historically has been our method.

Members concurred with the proposals outlined in Becky's presentation.

**The next meeting of the Enrollment Management Council will be December 17 from 1:00-2:30 in BS 3009.**