

## Enrollment Management Council

October 26 2007

Minutes

### Minutes

- Minutes for the September meeting were distributed and are available by visiting <http://registrar.iupui.edu/emc/emc-meetings.shtml>

### Charge for the Year *Uday Sukhatme*

- Dean Sukhatme opened his comments by discussing the Signature Center initiative which provides support for research units distinctly identifiable with IUPUI.

One example is the new *IUPUI Center for Mathematical Biosciences* where some faculty from Math and Computer Science are now housed in the new Health Information & Translational Science building at the north end of the canal. Housed with colleagues from the School of Medicine, the center's goal is to encourage interdisciplinary research in health and life-sciences related mathematical research. For more on the Center visit <http://www.math.iupui.edu/cmb/about.shtml>. For more on the Signature Centers initiative, visit [http://www.iupui.edu/news/releases/070118\\_signature\\_centers.htm](http://www.iupui.edu/news/releases/070118_signature_centers.htm)

- Dean Sukhatme discussed Enrollment Management-related Action teams, focusing on how a number of them fall under the general umbrella of enrollment shaping. He believes that work in these areas, combined with that of other groups, will result in an improved enrollment total and mix of students and in higher retention and graduation rates for the campus.

The dean divided prospective students into three groups and provided examples of different Action Teams and their work to make us better able to attract, serve, and retain these populations.

#### **High End Students**

- The Guaranteed Professional Program Admission (GPPA). We are still working out particulars with the individual schools on the former and should be able to announce this soon.
- Honors College. A review is underway to see if we can build upon the success of the current Honors Program to make it full-fledged college. This, in addition to the GPPA initiative, should prove attractive to high ability students.

#### **Middle Ability**

- We want to improve the retention and graduation rates of this group and are taking steps to establish an Academic Improvement scholarship that eligible students could secure in their second year and remain in school. These students did not have strong enough records from high school to receive admissions-based merit aid.

- The Norman Brown scholarship funding has been expanded significantly, allowing it to serve more students

### **Lower End**

- We should only admit students with weaker records if we believe they are capable of succeeding and we are doing what we can to help them do so. An example of this is the Math Summer Bridge program

Though we are expanding our recruiting to out-of-state students, we will continue to pay close attention to students in our traditional service region as well as to providing access to higher education. In short, we are committed to access as well as success.

Steps to do so include expansion not only of the bridge program that now serves 400+ students to providing additional Thematic Learning Communities in which appropriately 80% of our beginning students are enrolled. Since these programs have been successful in the past we want to help them grow and serve more students.

### **Degree Goal**

- This initiative that would require students to complete as part of their degree an international component, an undergraduate research experience, or a community involvement opportunity.
- At our September Meeting, Becky asked members for suggestions as to what to call this initiative that would describe it not only to prospective students but to employers as well. Pamela Clark submitted "RISE to the IUPUI Challenge." **R**(esearch) **I**(nternational) **S**(ervice) **E**(xperience).
- Becky noted that it will take some time to develop the specifics and secure approval for this proposal, but in the meantime we may make it a challenge to students before we are in a position to make it a requirement. The challenge could be given to incoming students as early as next fall.
- Amanda Hellman suggested some type of public recognition at Commencement, such as a cord or other insignia students who have completed the challenge could wear as part of their graduation regalia.
- Amanda noted that speech and debate in Indiana high schools is an active program, typically drawing very strong students. She suggested this might be a group targeted for recruitment and possible scholarship.
- Some scholarship funding is being set aside for high ability students to complete an international experience. See Chris Foley's announcements below for more details.

### **Alternative Course Formats**

- A number of students find themselves faced with a difficult choice relatively early in the semester. They are enrolled in a course they wish to drop, but by doing so they may put their financial aid or other enrollment-based status at risk if they have a change in status to below full- or half-time. The schools have been asked to identify courses that may start later

in the term, such as in the 4<sup>th</sup> week, and would be offered in alternative formats such as on Fridays or Web-only. As many as twenty courses will be offered in the Spring.

- Courses will be coded in such a way as to allow tracking and to make it possible to easily post the list to the Web similar to the lists currently available for second-eight week and other non-standard length courses. For a list of other short courses, as well as those offered off-campus, through Weekend College, or in other formats, visit <http://registrar.iupui.edu/splashcln.htm>. Note that the new 12 week courses do not yet appear on this list.
  - Some 12 week courses offered this term enrolled students who simply wanted a different schedule rather than the original target population noted above. Recognizing there is an interest in serving both groups we may hold a number of seats back until the drop/add period.
  - Financial Aid and the Registrar are reviewing the model and will draft a clear statement of process and implications, including any impact on financial aid, fee payment, and any drop/add fees. This information will be shared with advisors and posted to the Web for student review.
  - Mary Beth Myers noted that the Registrar is hoping to implement on-line adds for late starting courses in the spring to go along with the on-line drop that was implemented this semester. This should include “pairing” course so that the drop is not processed without the add, should that be the student's desire.
- Dean Sukhatme reminded the group that the work of the different action teams form the basic framework of the larger goals, including
    - Enrollment Shaping supports Excellence in Teaching the Learning
    - The Signature Centers support Excellence in Research
    - Translating Research into Practice (TRIP) supports Excellence in Civic Engagement
    - Success in these efforts are key to the final goal, Enhancement of the Resource Base.
  - As committees finish their work, reports are being summarized as one-page documents and posted to the Web. Links to the full reports will also be posted to the site. [http://www.iupui.edu/administration/acad\\_affairs/actionplan.html](http://www.iupui.edu/administration/acad_affairs/actionplan.html)
  - A number of reports that would have some influence on the work of the EMC already have been acted upon. A summary and synthesis is being shared with groups such as Faculty Council, the schools, and Staff Council. The reaction so far is one of wide-spread support. Town Hall meetings will be added as well.
  - A list of EMC-related Action Plan areas appears below.
  - Dr. Sukhatme also mentioned the *Roads Scholar* program which recognizes strong academic performance over two semesters with a semester of free parking. <http://info.iupui.edu/news/page/normal/3204.html>
  - The dean also commented on his teaching an undergraduate course this semester. He finds the students as talented and hard-working as those at his earlier institutions (Illinois-Chicago and SUNY-Buffalo). Dr. Sukhatme also appreciates the diversity in his class, though he is concerned about the number of students, especially young women, who steer away from math or certain

science courses or majors as “too hard.” He believes there is significant anti-Math and science peer pressure in high school.

- Dean Sukhatme noted that while we still have some space issues, he is pleased with IUPUI's physical infrastructure, including technology in the classrooms, saying that it is noticeably better than his earlier institutions. He also believes the general cleanliness of the campus is better as well. Becky added that she hopes adding the Campus Center to the students' daily flow will provide an additional source of pride and commitment to the campus.

### **Announcements from the Chair** *Becky Porter*

- *Admissions Chris Foley*
  - Spring application processing is going along smoothly, and it is still early to say anything definitive. Freshman applicants are ahead of last year. Note that the drop in freshman admits results mainly from students in the bottom and middle third of their high school class. We are having some problems with our imaging software which has slowed down processing in the last couple of weeks, but the overall response time is still adequate, if not what we want. We hope the issues with our imaging system will be resolved shortly.
  - Average High School Rank for Spring admits is up by 8 points. Average SAT is down slightly, but average ACT is stable at 20. The decline on the SAT is a reflection of a national trend in lower SAT scores for this cohort. A larger proportion of our beginner apps are coming from students 19 and younger, and the percentage 25 and older is down considerably. UG transfers are down in applications and admits.
  - Preliminary Fall 2008 data are promising. We are attracting a larger number of prospects from a more diverse region than in the past—including those areas we have targeted as part of the Enrollment Shaping Initiative.
  - Admissions and Enrollment Center staff have attended all IACAC-sanctioned college fairs in Indiana, and NACAC National College Fairs in Chicago, Milwaukee, Louisville, and Cincinnati. Other recruiting locations included Western Michigan and Rockford, Illinois. In addition they have attended the National Hispanic Fairs in the Chicago area. Response has been strong. New displays have been well received and recruiters were pleasantly surprised by the number of students who already knew what IUPUI was.
  - Admissions and Enrollment Center staff have visited feeder schools in Indiana.
  - Admissions has identified 30-40 high schools in non-resident target markets of Chicago, Cincinnati, Louisville, and Western Michigan and will begin relationship building with the staff from these schools as well as their students.
  - A new communication stream encompassing postcards, emails, and letters to prospects with the purpose of converting our prospects to applicants. The goal is to maintain contact with prospective students by segmented and regular communications, moving to tailored messages

rather than a one-size-fits-all approach. Chris passed around examples of some of the mailings.

Chris distributed a list of prospect communications (appended below) that showed the different messages to different groups of students. One example is differentiated mailings to students from Indy, from non-Indy Indiana, and non-resident U.S. Each of these markets will get a different message about studying Indianapolis to tailor to their knowledge (or lack thereof) of the city. We also want to focus on diversity and the campus culture. "IUPUI is great—this is our future and we want you in it."

- Scholarships for residents and non-residents have been established and are being publicized. Chris distributed information cards on Scholarships and Financial Aid for resident and non-resident students. He noted that Val/Sal scholarships have been increased to \$10,000 a year for both residents and non-residents and noted that recipients of the Val/Sal and Academic Excellence Scholarships will also be eligible for consideration of a \$2,500 one-time award for study abroad award.
- The Admissions website has been revised to include a welcome from the director, publicity for upcoming events, a list of where counselors will be visiting, and buttons to apply and request information. The latter are prominent and already have increased the requests for information. <http://enroll.iupui.edu/admissions>
- An on-line chat service will become available beginning in early November with students able to ask questions and see the questions and answers raised by other prospective students.
- Additional names of PSAT, ACT, and SAT takers have been purchased from the testing agencies.
- A new market research tool (the Enrollment Planning Service) has been purchased from the College Board and is being used by Admissions to determine new markets.
- Over 4,000 visitors have visited the campus since late September. The largest numbers came through Step Onto Campus (2,100) and Campus Day (1,700) These events drew students from all over Indiana as well as neighboring states. Scholars Day, JagDays, and our everyday visit options have also had good attendance.

Chris thanked the schools for their participation in these events. Though the layout of this year's Campus Day left some schools feeling they did not get as much traffic as in the past, Chris noted attendance was up 500 visitors over last year. We also look forward to holding this event in the Campus Center.

- Becky noted the growth in the number of students from outside of our traditional service area who are coming in for these events, especially JagDays, necessitating an overnight stay. Becky asked the schools to start thinking about possible programming or meetings with these prospective

students, particularly the high ability group, the night before. One approach would be to involve student groups within each unit.

- Admissions will host a meeting with school-based recruiters in November.
  - The FFA convention, Indianapolis' largest convention, has brought between 50,000-60,000 visitors to the city. Chris noted there are many aspects of FFA that are not agricultural and interest in our booth has been strong. We intend to build a stronger relationship with the city's Visitor and Convention Bureau to help make identifying and participating in future conferences easier.
  - For more details on Spring admissions, visit <http://imir.iupui.edu/picx/reports/1/20/default.aspx> and <http://imir.iupui.edu/picx/reports/2/20/default.aspx>
- Spring enrollment
    - Enrollment Pattern charts and the corresponding reports ("Registered Students" and "Credit Hours") are not available presently. They will be enabled after 11/05/2007, once the Spring 2008 enrollment cycle begins.
    - The Office of the Registrar will run the list of not-yet-registered students in the weeks following the end of priority registration. Becky encouraged members to begin planning for communicating with this group to encourage their Spring enrollment.
    - Two new enrollment reports have been added to the PiC site. These provide a comparative summary of total enrollment and credit hours for all academic units at a glance. Changes up and down for individual units are highlighted in red and green. Some of you will have seen a similar set of reports on the Registrar's Website that were generated by hand each week and it will be nice to have it automatically available.

Visitors can drill down into individual academic units to see the same type of school-level data that were available in the enrollment links previously available on the site.

The site will default to last Fall's census totals until Spring enrollment data are available. To see how the new reports look, visit <http://imir.iupui.edu/picx/reports/4/summary.aspx> and <http://imir.iupui.edu/picx/reports/5/summary.aspx>

- Degrees of Excellence
  - In his inaugural address, President McRobbie announced a new initiative designed to increase graduation rates on the campuses. "Over the next five years, Degrees of Excellence will call upon each campus to set aside 5 percent of our existing non-academic budgets for initiatives targeting degree or program completion or financial aid. Under it, the very successful Pell Promise and 21st Century Covenant programs established at Bloomington will be extended, where possible, to all campuses. Taken together, this will represent a base investment of \$4 million in efforts to help students earn a degree more quickly. This will also help re-align existing resources with our key priorities, thus increasing administrative efficiency."

More information on this initiative will be provided as it becomes available.

- Becky encouraged members who had not seen the speech to read the full inaugural address. Visit <http://www.indiana.edu/~pres/speeches/101807.shtml>

### **Reports from the Academic Units and Other Topics** *All*

- Student Life issues
  - Members expressed interest in a number of student life services
    - Housing
      - The campus recently announced that student housing was at capacity for this year. With increased recruiting for students from outside the Indianapolis region, members were concerned that IUPUI was in a position to serve them. Chris Foley's understanding is that Housing will add an additional 30 beds to existing space for next year and that priority for at least some housing spaces will be given to non-resident students who apply for admissions and housing by a specific deadline.
      - There is also a possibility that additional housing will be built, but that would be available in 2010 at the earliest.
      - Chris is talking with housing about providing a referral service for students interested in university housing, but for whom there are not any spaces.
    - Bus Service
      - The university has recently contracted with IndyGo for free bus service. Members recommended that Housing provide information to its current residents on relevant services that are near the campus, especially those on a bus line. In addition, any referral service for non-university housing could also note proximity to bus lines.
    - Food Service
      - Members expressed concern about the absence of meal plans and the availability of catering support beyond normal hours (serving student groups with pizza, for example). Members noted that having a meal plan grants some assurance to parents that students have meals available throughout the semester rather than spending money off of their JagTag on less essential items.
  - Becky will contact Karen Whitney and request that representatives from these operations, as well as the Campus Center, attend the November EMC meeting to give updates to the group.

- Problems with the application process for Graduate non-degree
  - Linda Houser noted that she has heard from a number of prospective Education non-degree students that they have opted to enroll elsewhere due to the perceived difficulty of the on-line application.
  - Sue Wheeler of the Graduate School described the service her office is providing to serve non-degree students
    - Students who wish to apply as Graduate Non-Degree students (not Nursing Non-Degree, Business Non-Degree, Education Non-Degree, SLIS Non-Degree, etc) may call the Graduate Office and request a one page application be sent to them electronically. Students may then email or fax the application back to the office and are given 30 days to mail in the \$50 application fee. Students will be admitted upon receipt of the application in the office and those failing to mail in their application fee will have a hold placed on their student record. Graduate Non-Degree does not require transcripts, letters of recommendation, personal statement, or GRE scores. I am currently working with several departments to streamline the enrollment process for special groups of GND students.

I will go off site to enroll cohort groups -for instance the VA had a group enrolling in an Engineering course this fall and I have spoken with a Roche employee who has 11 coworkers who want to enroll in a STATS course for spring (although firewalls at businesses could present a problem). Also, I will make arrangements to open the office on a Saturday or in the evening if a group would rather come to the office to enroll.

### **Announcements**

- IUPUI will host a Native American Indian Education conference November 15-16.
- The 2007 *Indy International Festival* will be held November 16-18 at the State Fairgrounds. IUPUI is a festival sponsor. For more information visit <http://indyinternationalfestival.org>
- Amanda Hellman noted a student group is organizing an activity on November 8<sup>th</sup> to help veterans make the transition back to campus. This Veterans Awareness Fair will be held in UC 115 and in the Lower Level UC building 10:00 a.m.-2:00 p.m.
- Chancellor Bantz will deliver his *State of the Campus* address on Tuesday, November 6<sup>th</sup> in the Conference Center Auditorium at 4:00 p.m. Members are encouraged to attend.
- Becky reminded the group of the implementation period for the new version of the SIS in mid February. On-line access to the SIS will not be available during those 3-4 days and schools are encouraged to think about how they will serve students and others absent the SIS. The preliminary projection is for HRMS and SIS to be down on Saturday, 2/16/08 and back up for all administrative, faculty, and student users on Wednesday 2/20/08 or Thursday 2/21/08. A recent request to take HRMS/SIS down at noon Friday 2/15/08 is being explored.

- A question was raised about student fellowships being paid during that period. Kathy Purvis will investigate and let members know.

### **Upcoming EMC Meetings and Tentative Topics**

**November 16      1:00-2:30      BS 3009**

- Campus Life issues, including Housing, Campus Center, and Dining (tentative)

**December              No meeting**

### **2008**

**January 25              1:00-2:30      CE 268              Note new location**

**February 22            1:00-2:30      CE 268**

**March 28                1:00-2:30      CE 268**

**April 25                 1:00-2:30      CE 268**

**May                        No Meeting**

**June 27                 1:00-2:30      CE 268**

## Enrollment Management-Related Action Plan

### Goals and Sub-Goals

#### Recruiting

- 1-A-1 Guaranteed Professional Program Admissions (GPPA)
- 1-A-4 [Student ambassadors](#) \*
- 1-A-9 [High school contacts](#) \*
- 1-A-10 [Out of State and International Recruiting \(Aggressive recruiting\)](#) \*
- 1-C-6 [Degree Goal](#) \*
- 4-F-2 [Duplication of Effort](#) \*

#### Enrollment Management

- 1-A-3 [Enrollment size and shape](#) \*
- 4-C-1 [Bachelor's degree students](#) \*
- 4-C-2 Master's degree students
- 1-E-1 Professional Sciences Masters degrees
- 4-C-3 Alternative course formats
- 1-D-3 Summer courses
- 4-C-4 Other summer programs (community, professional workshops)
- 4-F-5 [Low enrolling courses](#) \*
- 4-E-2 [Space shortage](#) \*

#### Others of Interest to EMC

- 1-A-5 [Cooperative Education](#) \*
- 1-A-2 Honors College
- 1-A-7 [US News and World Report Ranking](#) \*
- 1-A-8 Department and campus Web sites
- 2-C-1 [Space Planning](#) \*
- 4-H-3 Campus culture and housing
- 1-C-4 Undergraduate Research
- 1-D-8 Residence halls

#### Cutting across all of these:

Identification and promotion of best practices

Development of benchmarks and setting interim and longer-term goals

- Assessment of continuing student satisfaction and success
- Use of new Student Support Services Performance Indicators (as they become available)
- Use of Accelerated Improvement process where appropriate
- Assessment of alumni to determine student success

\* Summaries of these plans have been posted to the Action Plan Website  
[http://www.iupui.edu/administration/acad\\_affairs/actionplan.html](http://www.iupui.edu/administration/acad_affairs/actionplan.html)

## Prospect Communication Stream

IUPUI Admissions

9/10/2007

v.2

Day	Segment	Topic/Content	Method	Addressed to	Author	Note:
1	Baseline	Apply Now! (and send your scores)	Postcard	Student/Parent	<b>Publications</b>	This will actually be different mailings; some prospects are created by sending scores
4	Diversity	We Want You!	Postcard	Student/Parent	<b>Publications</b>	
7	High Ability	Scholarships/Apply by December 1	Postcard	Student/Parent	<b>Publications</b>	
7	First Generation	Paying for College	Letter	Parents		
7	High Ability	Honors/International Experience/Leadership & Professional Development	Letter	Student		From Honors + Ted
10	Non-Resident	Who is IUPUI?	Email	Student		Geo-based "Introduction"
10	Resident-Non Metro	You do have a City in Indiana	Email	Student		Geo-based "Introduction"
10	Greater Indy	We're your University	Email	Student		Geo-based "Introduction"
14	Baseline	Quality/Outcomes	Letter	Parents		
14	First Generation	Apply Early/Application and Senior Year Timeline	Postcard	Student	<b>Publications</b>	Kim's special piece; University/Baselines
17	Diversity	Indy Heritage and History/Urban Experience	Letter or Postcard	Student	<b>Publications</b>	Madame Walker Stamp - It is a 32 cent stamp, issued in 1998. It is headed Black Heritage. Reproduce on postcard or as watermark.
19	First Generation	Strategies for Taking Tests and Writing Essays	Letter	Student		
21	High Ability	Competitive Scholarships, Individual Attention, Guaranteed Admission to Prof. Schools	Letter	Parents		
24	First Generation	You are not alone.	Letter	Student		Letter from a First Gen Student; Ted in Honors
28	Baseline	Greater Indianapolis	Postcard	Parents	<b>Publications</b>	
30	Baseline	Highlight the Campus Center	Postcard	Student	<b>Publications</b>	

31	Non-Resident	What is Indianapolis?/Big City Experience/Crossroads of America	Letter	Student		
31	Resident-Non Metro	Indiana's 3rd Largest but most comprehensive university/Students from your County/Small Town Feel/Diverse and Dynamic/	Email	Student		
31	Greater Indy	Downtown Indy/Indy	Email	Student		
35	Diversity	Leadership/Scholarships/Programs for the Student's 1st year/Transition Support	Letter	Parents		
38	Non-Resident	Great Events at IUPUI (Spirit Website)/Campus Culture	Email	Student		
38	Resident-Non Metro	Connection to local marketplace/work opportunities/entrepreneurial spirit of Indy	Email	Student		
38	Greater Indy	Not just a commuter campus/Not second rate/Not a community college	Postcard	Student/Parent	<b>Publications</b>	
42	Baseline	Affordability/Quality	Postcard	Student/Parent	<b>Publications</b>	
45	First Generation	How to support your student when they go to college	Letter	Parents		
56	Baseline	Student Life/Community Service	Letter	Student		Letter from an involved student?
60	Non-Resident	We have Greenery!	Email	Student		
60	Resident-Non Metro	Student Life is MORE than Student Government	Email	Student		
60	Greater Indy	Accessible Campus	Email	Student		
65	First Generation	Transition from HS, Committed to Your Success/Campus and Community Life Message	Postcard	Student	<b>Publications</b>	