

Enrollment Management Council

October 17, 2008

Minutes

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

Announcements from the Chair

- [Fall Campus Day](#) will be Sunday, November 9th.
 - We appreciate the involvement from the schools in making this a successful event.
 - The campus is hosting nearly 1,500 prospective students on Saturday, October 18th for 21st Century Scholars, Scholars Day, and Dental Day.
- Veterans Taskforce
 - A group has been appointed to review how well we are serving veterans, active duty, and guard personnel. Changes in legislation provide additional educational benefits for these students and their families but are also quite complex. The goal is to complete the review and make recommendations by the end of this calendar year with Fall 2009 as the implementation date.
 - The taskforce includes representatives from the VA student organization. The president of the organization provided a 205 page background document.
 - We have a large contingent of troops completing their assignment in late November and some of them will likely enroll beginning in January.
- Admissions has produced a new Spanish language recruiting poster which will be distributed to appropriate locations throughout the area.
- Changing profile of our undergraduate students
 - The success of our efforts to recruit more high ability students is reflected in the changes in the quality of our beginning student population. Better prepared students should lead to greater student success in terms of performance, retention, and graduation.

Enrolled Beginning Students	Fall 1998	Fall 2006	Fall 2007	Fall 2008
Vals/Sals	11	22	40	45
% from Top Quartile	20	37	42	48
% from Bottom Quartile	19	4	3	1
# in Top 10 %	169	264	335	366
% Requiring Remedial Math	81	24	21	19

Items from President McRobbie's [State of the University](#) Address

- **Honors College**
 - "The quality of the undergraduate student body here on the IUPUI campus has improved significantly in recent years.
 - Over the past decade, the percentage of the freshman class in the top quartile of their high school class has doubled, the percentage in the top 10% has nearly doubled, and the average SAT has increased more than 50 points. In just the past four years, the number of valedictorians and salutatorians has doubled.
 - This, in turn, has led to a growing need for a similarly enriched academic and social experience for the best students at IUPUI and this need has been considered by Chancellor Bantz and his staff, by faculty, and by others on the campus.

- Based on their deliberations, Chancellor Bantz has formally recommended to me that IUPUI also now establish an honors college to address the academic needs of its most gifted students. Hence, I am announcing today that I am approving this recommendation and directing that Chancellor Bantz and his colleagues begin the development of the new IUPUI Honors College immediately to commence operations at the beginning of the 2009/10 academic year.
- It is the Chancellor's hope and mine, that it will be possible to find a benefactor as generous as Mr. Hutton to name and endow the College."
- **Laboratory Building**
 - "As IUPUI's undergraduate student body has evolved to become increasingly full-time and as the campus' focus on life and health sciences has sharpened, demand for both student teaching laboratories and faculty research laboratories has escalated rapidly.
 - Given IUPUI's strong life and health sciences focus and the needs of this sector of the economy in Indiana, it is essential that sufficient teaching laboratories be available for undergraduate students studying biology and chemistry, especially organic chemistry.
 - There is also a related need for further research laboratory space on the campus in these areas. For example, in the research space study conducted in 2004 while I was Vice-President for Research, the School of Engineering and Technology and the School of Science were estimated to be short about 100,000 square feet of research laboratory space. Even greater shortages were foreseen in the coming years as a result of the significant research programs engaged in by newly hired faculty. And such research laboratories are also required to recruit talented faculty.
 - To this end, I am asking today that Chancellor Bantz and Vice President Clapacs, together with the relevant deans and campus administrators, to begin immediately to prepare a proposal to be submitted to me within three months, for the development of an IUPUI Laboratory Building. This proposal should identify the amount and kind of additional laboratory space that is the top priority for enabling these schools to more fully support their education and research missions, especially as it relates to undergraduate and graduate students."
- **Loan Task Force**
 - "I am particularly concerned about the impact this crisis may have on the availability and expense of student loans. I have directed IU's Chief Financial Officer, Neil Theobald, to immediately form and chair a task force that I have charged with developing a comprehensive plan for assisting students and their families in accessing affordable student loans."
- **Preparation for budget reduction**
 - "Over the next month as financial stability hopefully returns, we will continue to refine what measures we will need to take in response to the new financial environment. However, it seems prudent to begin to take some actions now. Hence, today I ask that all units throughout the University, particularly administrative units, slow hiring in nonfaculty positions, and I ask Vice President Clapacs to monitor this matter.
 - In addition, we need to look at savings that can be made in our regular operations. In this regard, I am asking that each Vice President and Chancellor submit to me, in the next week, a list of contingency measures that can be rapidly introduced if necessary. "
- **Discussion**
 - Becky told members that the impression of a number of those who attended President McRobbie's address was that it was very balanced in terms of examples and achievements from the different campuses.
 - Adding additional laboratory space will allow for additional lab-based instruction in high demand courses, currently a constricting point which limits growth in a number of programs.
 - IU has done a better job than many other institutions in anticipating financial challenges and maintaining an adequate cash flow.
 - IUPUI has been contacted by a number of local media outlets seeking comment on how the current economic crisis is affecting students' ability to get loans.

- Becky noted that as we are now a [direct-lending](#) institution federal money has not been affected and state support for student aid also is in good shape.
- While a number of financial organizations are getting out of the student loan business, there are plenty of remaining lenders providing loans. The impact on private loans is somewhat muted at this point as students who received loans for this year (fall and spring) were already in place before this past month's crisis arose. Students seeking loans beginning in the spring (and for next summer and fall) will probably need to allow for more lead time and those with less-than-stellar credit histories will likely be required to get a cosigner. The same is the case for international students seeking private loans.

Focus for the year

- From Admissions to Census: Coordinating and Improving this Critical Period of Recruitment
- What communications do your units typically provide? Please visit the samples your unit provided two years ago and forward any changes or new documents to Becky (rporter@iupui.edu).
<http://registrar.iupui.edu/emc/communication/>

Constituent Relationship Management (CRM) Tool Implementation Update *Chris Foley*

- A demonstration is scheduled for November 7th. Invitations are forthcoming.
- Chris told members that Admissions had used an pseudo student prospect to see what kinds of mailings the schools were sending.
 - The good news is that within two weeks, the student received communications from ten units.
 - The bad news is that the communications overlapped and risked overwhelming the student.
 - Chris noted that the wide variety of letterheads were potentially confusing as they did not consistently identify with IUPUI.
 - This exercise again confirmed the importance of better coordination in our communications with students.
 - Amy Warner offered to help review the mailings and make suggestions for ways to help address the IUPUI identity (such as including "located on the campus of IUPUI.").

Fall 2008 Induced Course Load Matrices *Kathy Burton*

- Kathy presented a brief overview of the Induced Course Load Matrices and offered some examples of how they might be used. For more details see below.
- This will be added to the Information Gateway <http://reports.iupui.edu>.
- Any unit interested in updating its aspirational and/or capacity goals should contact Kathy (kburton@iupui.edu).
- IMIR is working on expanding this report to go to the departmental and course levels. This will be done in conjunction with a new IMIR site. Anyone interested in serving on a user group to evaluate the new site should also contact Kathy.
 - Members suggested that the Reporting User Group also be invited to participate.
- Becky encouraged members to visit the information gateway site and make use of the "[can't find what you are looking for?](#)" option if they could not find the report they needed. She was very impressed with the timeliness of the response and direction provided.
- Gary Pike told the group that IMIR recently provided information to the deans on the sources of institutional information such as the gateway.

Admissions Overview *Chris Foley*

- The office is busy processing Spring 09 admits at the same time it has received a growing number of Fall '09 applications (up 20-25%).
- Admissions is working on a system where 70-80% of admission decisions could be made through a computer script following established guidelines. This frees staff for work that has a greater need for their involvement.

- The remaining decisions will be made wherever possible by support staff, leaving only the most challenging decisions to professional staff. This approach allows for faster processing and frees professional staff for more recruiting activities such as a greatly expanded number of visits to high schools and college fairs (up to 500 this year from 180 last year).
- Direct/Dual admit guidelines are being finalized with the schools. It is important that the remaining ones be completed as soon as possible so that we can
 - send a single admission letter rather than two (one for admission to the university followed by one for admission to the school).
 - better serve the high ability student who typically applies early.
 - allow the schools to do their follow-up, including matching schools' admission-based scholarships.
 - We'd like to be able to imbed the schools' scholarships with the initial letter. Send the requirements to Chris.

Spring 2009 Admissions update

Comparisons are with the same point last year

Beginners

Applicants	612	+ 14	+ 2.3%
Admits	203	- 13	- 6.0%

Transfers

Applicants	1,076	+179	+20.0%
Admits	583	+ 32	+ 5.8%

Comments from Chris Foley:

Note the increase in applications for both beginners and transfers. Admit numbers are similar, but our ability to admit has been delayed due to an increase in the number of online applications (which are incomplete longer*) and an increase in fall '09 applications at the same time we are working to review spring '09 applications.

We are waiting to see how the recent economic crisis will impact the applications for spring. It is still early for us to know anything definite for spring.

** due to the time lag between initial submission of the application and our receipt of transcripts and other required materials.*

For more information on applicants and admits by IUPUI school visit

http://imir.iupui.edu/picx/reports/summary_adm.aspx/1/IUPUI

Spring 2009 International Admissions

International Beginners

Applicants	178	- 43	-19.5%
Admits	32	-24	-42.9%

International Transfers

Applicants	76	+24	+46.2%
Admits	35	+ 2	+ 6.1%

International Masters

Applicants	181	+62	+ 52.1%
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Admits 38 +20 +111.1%

Comments from Sara Allaei:

The drop in international undergraduate applications and admits is attributable to a 33% drop in applications from Saudi government-sponsored students, who comprised more than 50% of the Spring 2008 international undergraduate applicant pool. We expect to continue to see declines in new enrollment in this population, for the following reasons:

- The Saudi Ministry of Higher Education has stipulated that no more than 15 students should be placed within a single major. Several IUPUI programs are already oversubscribed; therefore, students in these fields who may wish to attend IUPUI are likely to be directed to other institutions.
- The Saudi Arabian Cultural Mission in DC (SACM), which administers the scholarship program, indicates that its target enrollment of sponsored Saudi students at IUPUI is 150. We are currently over this target.
- We have identified a concern regarding weak academic performance among a portion of Saudi students in the Spring 2008 cohort and are adjusting admission requirements.
- We have made changes to our admission process to provide SACM the opportunity to decline to support a student's study at IUPUI prior to offering final admission.
- These combined factors will result in a much lower percentage of students enrolling under this program for Spring 2009.

For more information visit <http://imir.iupui.edu/picx/reports/default.aspx/7/IUPUI>

Spring 2009 Graduate Admissions

Masters

Applicants	512	- 8	-1.5%
Admits	180	+ 8	+4.7%

For more information on applicants and admits by IUPUI school visit http://imir.iupui.edu/picx/reports/summary_adm.aspx/1/IUPUI

Report on the Summer Preparatory Program in Mathematics *Chris Foley*

- Report attached below
- Discussion
 - Chris and Becky noted that the program was expanded from 2007 to 2008 (when 580 were required to attend as a condition for admission) and will be expanded again to 2009 when 700 is the target figure. Chris anticipates this larger population will result in a decline off approximately 40 students in the fall beginning class.
 - The program will be known as the *Summer Preparatory Program* beginning in 2009 and will have 1-2 sections of English W130 as a pilot. English may be linked with some type of critical inquiry class.
 - Amy Maidi noted that having options other than Math is especially important to Herron students as they are not required to have a math course for their degree. Adding math as a stipulation for admission was not well received by a number of prospective Herron students and their parents.
 - The Summer Bridge Academy will be moved to immediately prior to the start of the semester and should allow for a natural flow of students from one to the other.

Identification of Issues—Small Group Brainstorming

- Rick Ward told the group of his concern that a number of initiatives from campus administration that directly involve the schools are moving without appropriate consultation with the schools.

- One recent example is the campus exploring ways to allow high school students to complete a number of college courses before attending IUPUI. Without prior involvement, the IUPUI school/department may find itself asked to provide courses at days and times when we have neither the instructor nor the space.
 - Becky will follow-up on this issue.
- There was a question about a comment Dean Sukhatme made at the September EMC on how the state was going to change its funding formula to include the number of graduates, not just enrollments. At that meeting he suggested that this may result in greater efforts by the campus to enroll transfer students and those students who have been out of school and need to complete a degree, typically for professional advancement.
 - We should learn more about this so that we are in a better position to see what this means for the individual schools.
 - Becky added that the latest Passport report would be completed in a few weeks and will be shared with members. This will provide additional information about our largest source of transfer students.
- Members expressed interest on what was happening with a number of task forces sponsored by the [Council on Retention and Graduation](#) (transfers, sophomores, seniors, etc.)
 - Becky noted that these groups are all trying to identify ways in which we can help each of these groups succeed. All groups are still in the information-gathering phase.
- Rick Ward raised a concern about the possibility that minority students would be disproportionately affected by the growth in required enrollment in summer preparatory. The cost of this, as well as the possible need to reduce summer income, may hit this group particularly hard.
 - Chris responded that this as well as the impact of raising the admissions standards is being studied. He noted that even with our higher standards and the larger summer prep program in 2008, we were up in new students in all minority categories. As a whole, minorities increased their share from 14.6% of the total beginning class in 2007 to 17.3% in 2008.
 - Gary added that the success rate for those students who would be required to take the summer prep program in 2009 is less than 36% without an intervention. (Success is defined as being retained, with a 2.00 GPA and having completed 24 credit hours.)
 - Chris noted that we need to look at not only those who are deferred to Ivy Tech but at those who then return.
- A question was raised about non-returning students
 - Becky told the group that we will be better able to track where these students go through the [National Student Clearinghouse](#).
 - Gary Pike noted that in a study a couple of years ago it was determined that
 - 66% of the entering cohort returned here for the second year
 - 11% were enrolled elsewhere
 - The majority of the men enrolled elsewhere were mostly at Ivy Tech
 - The majority of women attended other four year institutions
- Graduate students are under the purview of the [Graduate Affairs Committee](#). Information is shared with EMC.
- Rick Ward asked about the possibility of looking at implementing a flat tuition rate here as a way to make it easier for students to drop/add into a later starting classes (in summer , second 8 weeks, etc.) without incurring the kind of additional expense they now face.
 - It was noted there are a number of competing issues involved
 - Trying to limit the number of withdrawals (ease of late drop/add would likely increase those)
 - Providing as easy a drop/add process as possible
 - Limiting the cost of making such changes
 - Becky responded this was probably something that would go to Vice Chancellor for Finance and Administration Dawn Rhodes but suggested that this be delayed as Dawn will be quite busy, both with continuing her adjustment to the campus and with the start of the budget preparation cycle.
 - Mary Beth Myers suggested this may be a topic more appropriate for APPC than EMC. Becky will take this under advisement and look at it later in the year.

Other Discussion

- The campus is actively investigating additional housing spaces near campus to accommodate our students.
- Khaula Murtadha told members that an agreement for an off-campus instructional site at Park 100 is near. She also noted that we are no longer in discussions about establishing one in Greenwood.

Upcoming EMC Meetings

2008-09

November 21	1:00-2:30	CE 268
December	<i>No meeting</i>	
January 30, 2009	1:00-2:30	CE 268
February 27	1:00-2:30	CE 268
March	<i>No meeting</i>	
April 17	1:00-2:30	CE 268
May	<i>No meeting</i>	
June 26	1:00-2:30	CE 268

Induced Course Load Matrices

At the request of the Enrollment Management Council, Information Management and Institutional Research produces a report each year intended to help the schools better understand the source of students who enroll in their courses. The report for Fall 2008 is attached and includes a ten-year summary of headcount in each school as well as credit hour production for this year in a set of matrices.

Induced course load matrices show credit hour enrollments within each academic unit based on a student's home school. The reports demonstrate how much each school relies on its own majors to generate credits as well as identifying enrollments from other IUPUI schools. The reports also allow a school to track where else its own majors take their courses.

The data are presented as both the total number of credits taken by students from each school and the percentage of a school's total credits those enrollments constitute. Reports are provided for the total number of credits taught by each school as well as separated by undergraduate and graduate course levels.

Having a good understanding as to the sources of a school's enrollments can help with planning future course offerings as well as identifying potential collaborations with other units. It also is useful at a big picture level in identifying reliance on enrollments by students in particular programs that might be increasing or decreasing in size.

In 2006, the schools were asked to provide an **aspirational** enrollment goal (how many majors they would like to serve) as well as an estimate of their current **capacity** (the largest number of majors they could serve given current faculty and facility resources). Those figures are included in the first tab of the report.

The report includes the Fall term's enrollment trend (tab 'HC-IUPUI'), and Fall 2008 course matrices:

- Tab '**table3a,4a-IUINA**' shows the total credit hours matrix for the Indianapolis campus
 - Tab '**table5a,6a-IUINA-UG**' shows the undergraduate credit hours matrix for the Indianapolis campus
 - Tab '**table7a-8a-IUINA-GR**' shows the graduate credit hours matrix for the Indianapolis campus
 - Tab '**table3b,4b-IUCOA**' shows the total credit hours matrix for the Columbus campus
- Additional notes appear on individual tabs.

For more information, including data from previous years and a presentation on use of these reports, visit <http://registrar.iupui.edu/emc/iclm.html> . Please note that some earlier versions of the reports included enrollment projection data. After determining a significant overlap in effort in the schools' being asked to provide this as well as budgetary data to the campus, the Enrollment Management Council decided in 2007 to discontinue collecting the projection information.

Report on the Summer Preparatory Program in Mathematics

October 2008

Prepared by *Stephanie M. Dennis*, Information Specialist, Office of Undergraduate Admissions and *Andrea Brian*, Academic Advisor/Graduate Programs Coordinator, Department of Mathematical Sciences

Program Overview

In 2007, the Summer Preparatory Program in Mathematics (SPPM) was created to assist conditionally admitted freshman improve their math skills and assist with the transition to college. The Office of Undergraduate Admissions (ADM) and the Department of Mathematical Sciences partnered to identify those students who would be required to attend the SPPM. Participants had to successfully complete a month-long mathematics course (M001 or 110/111), prior to being eligible to enroll in the fall 2007 semester.

For the 2008 academic year, the enrollment goal was to triple enrollment in the SPPM and promote the program as a positive experience and opportunity for students to build their skills and have a successful start to university life.

In order to increase enrollment, ADM and the IUPUI Admissions Committee identified criteria to identify applicants who would be required to attend the SPPM. The group of students required to attend were those who:

- Had 4 or more Ds or Fs on their high school record (and would otherwise have been conditionally admitted), or
- Had 3 Ds or Fs on their high school record and less than a 1000 on the SAT.

In addition, ADM recommended (but did not require) the program to additional students. However, their offer of admission for the fall semester was not contingent on participating in the SPPM. Those recommended were:

- Those who were conditionally admitted because of low SAT scores only, or
- Those who have 3 Ds or Fs on their record but have a 1000 or higher on the SAT.

In order to achieve the second goal of promoting the benefits of the program, more communications informing families about the benefits and past successes of former SPPM students were shared. The office also added a .5 FTE coordinator for the program.

2008 Results

The goal of increasing enrollment in the SPPM was achieved as a result of requiring more students to attend. The number of students required to attend the program for 2008 was 587. If we include those students for whom participation in the SPPM was optional, 1,077 students could have participated in the program. In the end, the total number of students who completed in program rose to 182 students compared with 59 a year ago (See Table 1).

Table 1: 2007 and 2008 Participation on the SPPM

SUMMER PREPARATORY PROGRAM IN MATHEMATICS	2007 SPPM Required ¹		2008				
			SPPM Required ¹		SPPM Optional ²		TOTAL
Number of Students sent contracts	256		587		1077		
Number of those who did not return contract			232				
Number of returned contracts with NO			51				
Number of returned contracts with YES (Students who took math placement test -- % of sent contracts)	154 NA		304 (242)	79.6%	37 (35)	94.6%	341 (277)
Number of Admitted Students to IUPUI with conditions -- % of sent contracts	154	60.2%	304	51.8%	37	100%	341
Number of students who were exempted by Math Department after evaluation	10		16		4		20
Number of students exempted by Admissions after updated information (Exempted students who enrolled for fall term)	NA		(TBD)		(TBD)		(TBD)
Number of admissions revoked due to final semester grades	11		65		N/A		65
Number of students scheduled to attend and were absent	4		48		5		52
Number of students who attended first day of program -- % of admitted	63	40.9%	161	53.0%	28	75.7%	189
Number of students dropped out after program began	4		6		1		7
Number of students completing program -- % of those who started	59	93.7%	155	96.3%	27	96.4%	182
Number of students completing program and enrolling for fall term	55		150		26		176
Number of students completing program but not enrolling for fall term	4		5		1		6
Number of students not completing program with passing grade	0		0		0		0
% students with fall math grade of C or higher	59%						
Average fall GPA (calculated by IMIR)	2.17						
Average spring GPA (calculated by IMIR)	1.99						

2008 Program Highlights

- ADM saw a higher attendance from students who return their contracts.
- The overall increase of those students who committed and attended the program jumped 200%.
- Communications including letters, calls from the ADM, as well as a new admissions website that allowed for reply to the contract.
 - The website would send an email to the Admissions Coordinator informing the ADM of the student's decision.
- There was increased collaboration with Orientation and Housing which allowed for the offices to identify challenges that can be worked through for future years.

¹ Identified as having a recruiting category of SUMA in SIS.

² SUMO Identified as having a recruiting category of SUMO in SIS.