Enrollment Management Council
November 21, 2008
Minutes

Minutes
- Minutes for October as well as previous meetings are available by visiting
  http://registrar.iupui.edu/emc/emc-meetings.shtml
- EMC Website

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

Announcements from the Chair
- Financial Aid recently completed its annual federal A133 audit with no findings (that is, with no problems).
- The Office of Student Scholarships (OSS) was named the **Scholarship Provider of the Year** by its national professional association. IUPUI won the award in 2006 as well.
  - OSS is using the $2,500 that comes with the award to provide additional scholarship funding.
- A number of issues were raised during the brainstorming portion of the October EMC meeting. These are under review and will be addressed in future meetings or through mailings to the membership.
- School-Based Communication
  - Members are reminded to review the standard communications they have with students and send examples to Becky (rporter@iupui.edu). See past examples at http://registrar.iupui.edu/emc/communication .

Constituent Relationship Management (CRM) report
- A demonstration of the basic functionality of CRM was presented November 7th and was attended by representatives of IUPUI academic and administrative units as well as several other IU campuses.
- CRM initially is being implemented in Admissions and in other Enrollment Services offices. Meetings are being held with other units such as Orientation and Housing to see how we can integrate them into a unified communication flow. We plan to roll it out more broadly to the schools and others as the year progresses in an effort to develop more partnerships in using the product.
  - The buy-in cost for schools and other units this year is $10,000 buy-in and $2,500 for each user license. We believe that for most units, one- two licenses will be sufficient. These fees were established not as a way to recover the cost of acquisition, but to cover the costs that come with a larger number of users.
  - Members who were unable to attend the presentation on November 7th should contact Becky for additional information.
- Students receive mailings (surface and electronic) on two different types of schedules:
  - **Activity-based communications**—messages are sent tied to when the student or university completed a task (submitted an application, admitted the student, responded to a mailing, etc.). The communication goes out X days after this activity and the stream of messages continue on a scheduled frequency thereafter.
  - **Fixed-date communications**—All students in the selected group receive a mailing at the same time, such as a reminder sent at the end of February to submit the FAFSA by March 10th.
  - Which communications the students receive are based on their status or their responses to earlier communications (applicants, admits, aid recipients, submitted Housing application, etc.)
  - Such tailored communication is especially important as we recruit more high ability students who have more educational choices.

- CRM in use in broader IU basis
  - Both IUPUI and IUB are implementing CRM functionality, though using different products. IUPUI worked closely with the SES and UITS in selecting a vendor (Talisma) and the product is housed on a UITS server. IUB's operates on a non-UITS server.
  - Though initially used for communicating with potential and admitted students, a number of other units (Alumni, the Foundation, schools, and other campuses) are considering the use of CRM for communicating with their own constituencies.
  - UITS has expressed concerns about being able to provide necessary support for multiple CRM systems. A task force has been appointed to review a possible enterprise-wide solution and has been asked to submit its report by December 20th. In addition to addressing support issues, an enterprise solution would make it easier for the university to follow students through their entire affiliation with the university (prospect ->admit ->enrollment ->graduation ->alumni support -> endowment).

Veterans Taskforce Update
- Colleges and universities anticipate a significant growth in the number of enrolled veterans and military service personnel as the result of the new G.I. Bill. The new bill covers those who served at least 90 days on active duty after September 11, 2001. In some cases, benefits may be transferred to the spouse or dependent children. A National Guard brigade from central Indiana will complete their deployment and return to Indiana within the next several months.
- IUPUI serves the largest number of veterans and military personnel in the state.
- IUPUI formed a taskforce this fall to examine how we are currently serving veterans and service personnel and what services might be improved or added.
  - October meeting minutes http://registrar.iupui.edu/vastf/MeetingMinutes_101308.pdf
  - The final report of the group recommends creating a position to oversee and coordinate the services IUPUI provides these students and serve as a common point of contact for them. As most of the current services used by veterans are in Enrollment Services offices (Registrar and Financial Aid), the report recommends the position be part of that organization. Additional support staffing may be required and one option is making use of VA work-study funding to help underwrite positions.
  - Among the areas needing to be addressed are:
    - Providing a location where veterans can gather to share their common experiences. Ideally this would be in the Campus Center given it is where most offices consulted by these students are located. Additional consideration would be having this as part of the Multicultural Center.
    - Improving transitional services by recognizing the veterans' different "start point" in entering the university and adjusting orientation and related programming.
    - Addressing a number of other support services, both administrative and academic. The latter would include providing guidance to faculty and the schools on veterans' issues or behavior in the classroom.
- A proposal to create and fund the office will be submitted to campus administration shortly.

Recruiter for Hispanic/Latino population
- Hispanic and Latino high school graduates will experience significant growth over the next ten years in Indiana.
- While Admissions and Multicultural Outreach have been doing a good job in recruiting these students, we need to devote additional attention to this growing population. Adding a recruiter focused on Hispanic and Latino students will allow us to expand our efforts in the high schools, youth organizations, and other community settings and help these students to consider and prepare for the transition to college.
- See proposal below

Campus Day
- [Campus Day](#) went well with 1,347 total attendees, including 498 prospective students and 849 family/friends. This compares with 1,700 attendees last fall (551 prospective students and 1,143 family/friends).
- Thanks to everyone for helping make the day a success.
- In addition to Campus Day, we have had a great fall showing off our campus.
  - [Step-onto-Campus](#) attracted 2,160 prospective students this year, up from 1,175 in the Fall 2007.
  - [JagDays](#) has served 340 prospects so far this semester. JagDays provide students with the chance to spend time with others interested in the same disciplines and participate in programs tailored to their interests.
  - 335 junior/senior 21st Century Scholar prospects attended an event co-sponsored with the [Office of Multicultural Outreach.](#)
  - In addition to attendance at specific events, our [Campus Visits](#) staff is busy conducting tours Monday through Saturday.
- Timing of Spring 2009 Campus Day and ISTEP Testing
  - [ISTEP testing](#) is the same week as Campus Day; we can't support both Campus Day and Step-onto-Campus when they are so close together. ISTEP testing will only be in the Spring in future years.
  - Given the great success of Step-onto-Campus in attracting growing numbers of students from throughout Indiana and now some neighboring states, we will focus in the future on that event.
    - We will hold out last *Spring* Campus Day on March 7th, 2009. We will have some students on campus during ISTEP testing that week, but will not offer a full Step-onto-Campus program in 2009.
    - Beginning in Spring 2010, we will offer the complete Step-onto-Campus program.

Admission, Enrollment, and Financial Aid Update
- There has been a number of reports in the national media on the tightening availability for student loans.
  - Becky told members that the Federal Stafford Loans are not affected and remain available to qualified students.
  - While we have not yet seen any substantial impact on availability of private loans* in our area, IU has a task force reviewing this matter. Becky is a member of that group.
    - *Some students with poor credit histories will have more difficulty getting private loans and students are more likely to require a co-signer.
- See below for Spring '09 Enrollment and Spring '09 and Fall '09 admissions data.

International Admission and Enrollment *Sara Allaei*
- Report available by visiting http://registrar.iupui.edu/emc/emc-meetings.shtml
- Sara described the work of the Office of International Affair's Welcome Services Team.
  - Focusing on new students, the team sends communication and provides support for admitted international students in completing their transition to IUPUI. This includes encouraging students to meet the priority deadline for on-campus housing, promoting OIA's peer mentoring program, and directing students to helpful resources (including information on Facebook) among other initiatives.
    - Sara noted that OIA is eager to begin use of CRM support these and other office communication efforts.
  - Responding to a question about the Welcome Services Team, Sara reminded members that OIA provides assistance to International Students throughout their enrollment at IUPUI.
- *A World of Opportunity*, a recruiting video aimed at International students, is available by visiting http://www.iupui.edu/multimedia/asx/06_world_of_opportunity_300k.asx

- University personnel who travel abroad on business and interested in helping to promote IUPUI are encouraged to contact the Office of International Affairs 4-6 weeks prior to the trip. OIA can determine what contacts they might be able to make and if any materials might be delivered.

Other Discussion
- As there is no EMC meeting in December, Becky wished members a Happy Thanksgiving and Happy Holidays.

Upcoming EMC Meetings and tentative topics

December   *No meeting*

January 30, 2009   1:00-2:30   CE 268
- Use of data presentation (follow-up to data sources [workshop](#) January 2008) See pp. 3-4 of February 2008 EMC [minutes](#).
- An announcement/reminder of the presentation will be sent to EMC and related groups. Those interested in attending will be asked to RSVP so that we can be sure to have a room with sufficient seating capacity.

February 27   1:00-2:30   CE 268
- Transfer Students
  - When they transfer
  - Impact of Ivy Tech

March   *No meeting*
April 17   1:00-2:30   CE 268
May   *No meeting*
June 26   1:00-2:30   CE 268

Expanding Latino and Hispanic Student Recruitment at IUPUI

Prepared by Chris J. Foley, Director of Admissions and Kim Stewart-Brinston, Director of Multicultural Outreach

Overview

According to the Western Interstate Commission for Higher Education (WICHE)[1], the U.S. will begin seeing its first decline in the number of high school graduates in ten years. Though Indiana fairs generally well in these projections with less pronounced declines than the rest of the Midwest, the composition of high school graduates will significantly change. Most noticeable of these changes is the growth in the Latino and Hispanic population in the state which is the primary reason Indiana's declines are not as significant as those of our neighbors. IUPUI, being an urban institution which will draw larger numbers of Latino and Hispanic families, will be impacted by this demographic shift. As a result, IUPUI must be proactive in its recruitment plan to attract and enroll larger numbers of Hispanic and Latino students from both within and outside the state of Indiana. This will benefit our cultural and ethnic diversity on campus as well as help position our campus to avoid downturns in enrollment due to the declines in high school graduate numbers.

Proposal

Currently, the university has committed resources to recruit Latino and Hispanic students to campus including the attendance at recruitment events targeting Hispanic and Latino Students, offering Spanish-language interviews and tours, and publicizing in college guides (such as Hobsons' *College-Bound Hispanic Student Guide*) that specifically target Latino and Hispanic students. However, the demographic trends of the state indicate that a greater and more systematic recruitment initiative is warranted. The Office of Undergraduate Admissions, the Office of Multicultural Outreach, and the Office of International Affairs propose the development of an aggressive recruitment strategy that will make IUPUI the institution of choice for Hispanic and Latino students both from inside as well as outside of Indiana. The Hispanic and Latino Recruitment Program (HLRP) would focus on the following:

- Develop, implement and oversee a holistic plan for Hispanic and Latino recruitment;
- Integrate a bi-lingual communication plan for prospective students and their families;
- Identify and develop linkages within the Indianapolis and Indiana community for outreach to prospective students and their influencers;
- Identify and develop linkages with Latin American communities which have ties with the Indianapolis community;
- Identify and develop financial aid opportunities consistent with IUPUI's commitment to diversity that consider the needs of Hispanic and Latino students.

Budget

Initiative	Budget	Notes
Assistant Director for Hispanic and Latino Student Recruitment	$50,000	Base salary of $35,000 + benefits
Administrative Support	$15,000	.25 FTE support staff
S & E, Postage, and Professional Development	$15,000	
Communication Development	$10,000	Spanish language materials and websites
Recruitment Travel	$30,000	Travel in Indiana, U.S., and Latin America
Event Registrations	$30,000	20 events at $1,500 per event
Recruitment Materials	$2,000	2 sets of Spanish-language displays
Total	**$152,000**	

Anticipated Outcomes

The HLRP is key to maintaining our enrollments in general as well as expanding our diversity on campus. By focusing not only on the recruitment of students from within Indiana, but also those from outside the state as well as those from Latin America, the HLRP also dovetails with IUPUI's Enrollment Shaping Initiative. Specifically, the HLRP will accomplish the following:

- Increase the representation of enrolling Hispanic and Latino undergraduates by matching or exceeding the growth rate in Hispanic and Latino high school graduates who are prepared for study at IUPUI;
- Improve the image of IUPUI amongst the Hispanic and Latino communities within Indianapolis and Indiana;
- Develop pipelines of students via community linkages both inside and outside of Indiana.

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[1] *Western Interstate Commission for Higher Education. (2008). Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity 199-2022. Boulder, CO: Western Interstate Commission for Higher Education.*

Spring Admissions Update 11/17/08

Undergraduate
Beginners
Applicants	776	- 32	- 4.0%
Admits	320	- 17	- 5.0%

Transfers
Applicants	1,750	+ 85	+ 5.1%
Admits	1,068	+ 84	+ 8.5%

Spring 2009 International Admissions
International Beginners
Applicants	189	- 50	-20.9%
Admits	48	- 34	-41.5%

Decline due in large measure to reduction in the number of students sponsored at any US institution by the government of Saudi Arabia.

International Transfers
Applicants	100	+24	+31.6%
Admits	61	+ 8	+15.1%

International Masters
Applicants	215	+ 62	+ 40.5%
Admits	68	+ 23	+ 51.1%

Spring 2009 Graduate Admissions
Masters
Applicants	748	-79	- 9.6%
Admits	341	-62	- 16.2%

(It is early for this group yet. Last year at this point we had admitted 47.9% of our total masters admits at census)

Spring Enrollment Update

Heads	15,453	- 921	-5.6%
Credits	181,336	-1,981	-1.1%

- Undergraduate heads are up in freshmen (+72, 3.0%), sophomores (+88, 3.7%), and juniors (+61, 2.9%), but down 191 seniors (-4.5%). Overall undergrads are up 30 heads (+0.3%).
  - The largest shortfalls in seniors are in Liberal Arts (-72), SPEA (-56), Kelley (-44), and Education (-42).
- Graduate heads are down 927 heads (-19.1%)
  - The largest shortfalls in graduate students are in Kelley (-671), Education (-67), Social Work (-66), Nursing (-59), and Law, (-44). Kelley's totals are the result of timing in registration of Kelley Direct students.
- Undergraduate credits are up 2,264 (+1.7%).
- Graduate credits are down 4,245 (-9.2%)

Accounting for the difference in the timing of enrollments in Kelley, here are the **adjusted** campus totals:
  - **Heads** - 250 (-1.6%)
  - **Credits** +1,533 (+0.9%)

For more details on Spring 2009 admission and enrollment visit http://imir.iupui.edu/picx

Fall 2009 Application Update for November 17, 2008[2]

Prepared by Chris J. Foley, Director of Undergraduate Admissions

Table 1: Fall 2009 Apps by Residency and Citizenship

Applications	Fall 2007	Fall 2008	Fall 2009
Undergraduate	**2169**	**2612**	**3152**
NonResident	135	165	181
Resident	2034	2447	2971
International	**59**	**52**	**57**
NonResident	51	45	47
Resident	8	7	10
Grand Total	**2228**	**2664**	**3209**

Table 2: Fall 2009 Admits by Residency and Citizenship

Admits	Fall 2007	Fall 2008	Fall 2009
Undergraduate	**1393**	**1456**	**1587**
NonResident	84	73	83
Resident	1309	1383	1504
International	**1**	**6**	**6**
NonResident	1	4	5
Resident		2	1
Grand Total	**1394**	**1462**	**1593**

Table 3: Fall 2009 Apps by SAT Band

	Fall 2007	Fall 2008	Fall 2009
Less than 900	421	486	546
900-999	511	580	705
1000-1199	721	920	1103
1200-1299	142	169	233
1300+	90	95	132
Undetermined	343	414	490
Grand Total	**2228**	**2664**	**3209**

Table 4: Fall 2009 Apps by Ethnicity

	Fall 2007	Fall 2008	Fall 2009
American Indian/Alaska Native	4	1	12
Asian	72	99	107
Black/African American	179	228	205
Ethnicity Undetermined			24
Hispanic/Latino	51	84	108
Native Hawaiian/Oth Pac Island		3	3
Not Applicable (Alien)	94	94	97
White	1828	2155	2653
Grand Total	**2228**	**2664**	**3209**

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[2] Data taken from internal point-in-cycle reports from the Office of Undergraduate Admissions. Data may differ slightly from that presented by the IMIR point-in-cycle reports.