

Enrollment Management Council Annual Report 2005-2006

1. What aspects of the charge to your council have provided the foci for your work and what specific goals have you been pursuing?

The Enrollment Management Council (EMC) is charged with implementing a sustained, systematic, campus-wide process to manage our enrollments through an information-based plan that (1) matches unit goals with the campus mission; (2) coordinates discrete activities across academic and administrative units; (3) monitors progress; and (4) adjusts plans in light of evolving state and community needs.

EMC members developed a set of priorities and an action plan with nine major goals. Recognizing that we could not address all of them immediately, the council focused on three areas in 2005-06:

- a. Developing a campus-wide enrollment forecasting system that accommodates the information needs of IUPUI's wide array of programs and services.
- b. Coordinating initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing.
- c. Exchanging information among schools and offices on effective practices for recruiting and serving new and continuing students, including addressing diversity in all aspects of our activities.

For the full list of priorities visit the *Enrollment Management Priorities and Action Plan*
<http://registrar.iupui.edu/emc/em-priorities.pdf>

2. How have you approached each of these goals, i.e., what activities have you pursued related to each goal?

- a. Supported by the Office of Information Management and Institutional Improvement (IMIR), the EMC worked with the academic units in establishing enrollment targets for the Fall 2006 semester as the initial step in creating a plan for both long-term and strategic enrollment management. Enrollment trends over the past ten years were shared with the schools which, in turn, projected their headcount for 2006-2010. They also provided their optimal number of students (an aspirational goal) and their capacity for student majors.

IMIR then projected the number of credit hours each school would teach in 2006-2010, using enrollment patterns from Fall 2005. This induced course load assumed that students in one school would continue to take the same average number of credits in another. If the headcount of the student school went up, so did the number of credits those students would take in other schools. If the headcount of the student school went down, so did the number of credits taken elsewhere. This model is of special importance for schools with reliance on service courses with enrollments from other majors.

For more information on this initiative visit <http://registrar.iupui.edu/emc/projections/>

- b. In late 2004-05 the EMC developed a coordinated calendar of communications shared with students from Enrollment Services and other central offices. This year EMC members worked together to create a common recruitment calendar that also included school-based activities. In addition to improved coordination, this exercise prompted schools to consider joint activities in recruiting related populations. Members can use both calendars in preparing their recruiting and communications strategy for the year by being able to avoid potential conflicts and in reinforcing messages and deadlines or promoting common functions such as JagDays or Campus Day. The calendars will be updated on a regular basis. For details on these calendars visit <http://registrar.iupui.edu/emc/index.shtml>
- c. Presentations were made to the EMC membership on campus-wide (central) initiatives, including recruitment, best practices, and communications/marketing efforts directed at prospective and current students. Additional presentations included the strategic use of scholarships, internationalization, and recruitment for diversity at both the undergraduate and graduate levels. Each presentation was intended to educate EMC members and included discussion and related activities to encourage incorporation of these topics and goals within their schools. Details on these presentations are available by visiting <http://registrar.iupui.edu/emc/emc-meetings.shtml>

In an effort to avoid duplication of effort and to share innovative activities, the council also created a Web-based repository of sample materials schools provide their students.

<http://registrar.iupui.edu/emc/communication/>

3. What evidence have you collected and considered for each of your goals and what variables are you tracking to assess progress?

- a. We have generated the initial sets of enrollment projections. Each school has been asked to review the data and make adjustments, as appropriate. Members will review the data again after Fall census to see how close the projections were and will include both the adjusted totals and the Fall official numbers in running the reports again. Each year we hope to better refine the reports and make the data increasingly accurate and more useful.
- b. The calendars are available and will be updated on a regular basis.
- c. Presentations and the exchange of information and materials among EMC members remain an important part of each meeting and of our work in general.

To review the complete *Enrollment Management Priorities and Action Plan*, including benchmarks for completion and success, visit <http://registrar.iupui.edu/emc/em-priorities.pdf>

4. What have you learned in connection with each goal, and what actions are being taken to address your findings?

- a. The reports will be calibrated and the process refined each year and council members will share actions they will take in response to the data. Enrollment Services will use the information to help target its recruiting efforts on those majors where schools demonstrate they have available capacity.
- b. Calendars will be kept current and units encouraged to continue and expand opportunities for coordination and collaboration.
- c. We will continue to identify areas where additional information or resources are needed by EMC members in improving their enrollment management efforts.

5. With what other groups or individuals has your council engaged to pursue its goals and objectives? Are there any other groups or individuals you hope to engage in the coming months?

The work of the EMC is being coordinated closely with other enrollment management-related groups including the Retention and Graduation Council (RGC), Council on Lifelong Learning, Graduate Affairs Recruitment Committee, Strategic Scholarship Coordinating Committee, FASPAC, Transfer Student Task Force, Ivy Tech Transfer Group, Gateway Group, Multicultural Outreach Advisory Group, the Diversity Council, and the Orientation Advisory Committee as well as with the other primary campus planning and governance committees such as Chancellor's Cabinet, Academic Policies and Procedures Committee (APPC), Center for Teaching and Learning, Civic Engagement Council, and the Faculty Council. This is achieved primarily through cross-representation, invitations to presentations, and inclusion on each group's agenda or reports on the other groups' activities. Moreover the EMC, the RGC, and APPC include representatives from virtually all academic units.

The work of these groups is further coordinated in collaboration with the Office of Planning and Institutional Improvement, which provides links to the broader campus planning processes, as well as with the research and analytic support of the Office of Information Management and Institutional Research.

The EMC is in contact with a number of community organizations such as the Urban League, Wesco, Christamore House, Center for Leadership Development, Indiana Black Expo, local Community Centers, and others to help us discuss issues and strategies related to recruiting for diversity at the university.

For more on the council, including minutes of meetings, visit <http://registrar.iupui.edu/emc>