


Enrollment Management Council

November 16, 2012


Minutes

- Minutes for past meetings are available by visiting <http://registrar.iupui.edu/emc/emc-meetings.html>.
- EMC Website <http://registrar.iupui.edu/emc/>

Announcements from the Chair

- **Emergency Fund Information Collection Initiative**
 - The Dean of Students and the Office of Student Financial Services are collaborating to gather information on the various sources of emergency funds for our students. See attached document which explains the initiative.

Emergency Funding Memo.pdf
 - More information will be shared as it is finalized.
- Marvin Smith, Director of Student Financial Services, has convened a Financial Wellness Council to address issues related to student financial literacy. The Council is in the process of collecting information on the initiatives currently in place on this campus. Additionally, we are working with the IU Office for Financial Literacy on the process of implementing the enterprise-wide financial literacy initiatives. The Office for Financial Literacy has contracted with [EverFi](#) to provide a tutorial that beginning students will be expected to complete.

2012 Performance Indicators

- Each year the EMC Steering Group is asked to evaluate the [performance](#) of IUPUI on attracting and supporting a diverse and well-prepared student population and to select the appropriate [Performance Indicator](#). The focus of this review is on undergraduates.
- Following a review of data provided by IMIR, the Steering Group reaffirmed  as the most appropriate performance indicator for how IUPUI is doing in meeting this goal: the objectives are being achieved.

Spring Enrollment

- We have begun our enrollment for the Spring term. Here is where we stand (*data have been updated to include latest totals from 11/26*):

11/26/2012				
IN	2012	2013	Change	% Change
Heads	18,173	17,656	-517	-2.8%
Credits	211,715	208,460	-3,255	-1.5%
IUPUC	2012	2013	Change	% Change
Heads	894	931	37	4.1%
Credits	9,615	9,824	209	2.2%

IUPUI	2012	2013	Change	% Change
Heads	19,067	18,587	-480	-2.5%
Credits	221,330	218,284	-3,046	-1.4%

- Adjusting for 59 graduate Adult Education students now enrolling through IUB, **Indianapolis is down 459 heads (-2.5%).**
- The shortfall is most pronounced in seniors, degree-seeking graduate students, and in juniors.
- We remember, of course, that our enrollments for the Fall 2012 term also ran significantly behind until immediately prior to the start of the term, though that was mainly due to delays in new students signing up for and completing Orientation. We noted then that such behavior in this population might carry forward into the future and while it is still quite early in the cycle, we may have our first evidence that this is the case.
- That said, we can't rely on the shortfall to take care of itself. To help address this a number of steps are underway:
 - The Registrar's Office has distributed the first list of not-yet-registered students to the schools to use in their contacting students and encouraging their enrollment. [The second list will be made available shortly.](#)
 - Our front-line staff is checking the Spring enrollment status of students visiting their offices on other business. If the staff member sees the student has not yet registered for Spring, the staff member will note this and then ask if the student was aware priority registration has occurred and is there anything we can do to help. The intent is to take a proactive approach to show that the campus notices and cares and encourages the student to enroll as soon as possible
 - From an academic unit's perspective, University College is taking a number of steps:
 - through advisors and UCOL's weekly "News You Can Use" e-newsletter
 - through Bepko Learning Center mentors phoning students in the FT-FT cohort
 - through additional personal contacts with under-represented groups
 - UCOL is focusing on sophomores as first-term freshmen should be enrolling through their Learning Communities
- We know the schools are closest to their students, are in the best position to address students' concerns, and to encourage their enrollment. While the Registrar's Office will continue to distribute the non-yet-registered lists, we ask that you let us know if there is anything else we can do to help you in this important effort.
- The good news is that we have shown improvement over the finish of priority registration at the start of November when we were down roughly 800 heads after adjusting for the timing of an orientation program last year. We hope to further narrow our shortfall in the coming weeks.
- Additional detail by school and student class-level appear below.

Fall 2012 and 2013 Admission comparison

- [As of mid-November](#), the number of admitted students for Fall 2013 is running well ahead of where we were on the same date for 2012.

- A report from Undergraduate Admissions is attached below that shows both dual admits by unit as well as those admitted to University College. The mean increase is 51%. This reflects that we are substantially farther ahead in both applications **and** processing for the year.
- This year's applicants may be doing things earlier than later, but we also believe the increased numbers are reflective of recruiting efforts.
- These early admits also mean we have a very long period where we need to keep the admitted students engaged with coordinated, regular communication from Enrollment Services offices and the schools.
- We have admitted twice as many students as we have in previous years. We need very robust post-admission communication beyond that students will receive from Admissions. The next major step for incoming students is encouragement for Student Financial Services to complete the FASFA on a timely basis and then receive the award notification. They will also hear from Orientation in the Spring regarding scheduling their placement testing and orientation appointments, but those are some time off and we need to make use of all of the other voices.
- Some academic units have very good follow-up in place for their post-admission communication with students. Admissions will have its school liaisons contact each school to see what they are doing and to share successes and a list of best practices with other units. Feel free to contact Admissions directly.
- Chris anticipates we'll finish up about 10% in applications and expects that we also will finish up in admits.
- In addition to our mailings, we had 3 days of [Fall Fest](#), with over 400 students and parents in attendance. University College provided the First Year sessions. [Spring Preview](#) days will be another opportunity to bring the admitted students to campus to reinforce that IUPUI is the right choice.'

Recruitment Materials *Chris Foley*

- At the campus-level, the marketing tagline *Where Impact is Made* will be replaced January 1st. However, given our commitment to *Where Impact is Made* in our marketing and communications to students in the 2013 entering class, we will continue to use this tagline for the duration of this recruiting cycle.
- For purposes of uniformity in our collective efforts and communications, schools also are asked to continue to use *Where Impact is Made* if they are creating any new recruitment material for 2013. We want to keep a consistent message and look in our materials and communications. The Office of Communications and Marketing has approved this approach.
- Members will be given an update for the 2014 recruits and a smooth transition into the new tagline as information is finalized. There will be a presentation on the 2012-13 recruitment plan (2013 entering students) at the January EMC meeting.
- In response to a question, Chris noted that nearly 200 students have paid their deposits so far.
- Please contact Chris with any questions.

Remarks from Executive Vice Chancellor & Chief Academic Office Nasser Paydar

- EVC Paydar told the group he was delighted to be back at IUPUI, a campus that does things differently and is willing to experiment.
- IUPUI admissions and enrollment numbers are remarkable. Despite raising admissions standards several times in recent years, enrollment, especially in terms of credit hours, continues to increase.
- There are a number of projects underway, but today's focus is the current development of a campus Strategic Plan known as [*IUPUI 2025*](#)—*a New Vision for IUPUI's Future*. This work was started four months ago and is continues to progress and grow.

Strategic Plan Overview

- We have a great opportunity to contribute to the economy of the state. One way of furthering our efforts is aligning our goals with the same target date of 2025 that [ICHE](#) and [Lumina](#) are using for their related goal of degree attainment in Indiana.
- In announcing the Strategic Planning initiative to the campus, three questions were posed:
 - By 2025, how would you like IUPUI to be known? What will distinguish us from other institutions?
 - What are the assets we can leverage to accomplish this?
 - What are the challenges we face?
- It is critical to the process to have perspective from a variety of voices, both to identify new issues and to validate that of others. Everyone is encouraged to submit comments through the website.
- IUPUI is bringing 49 groups together to get their feedback and ideas on what we are doing and how we are doing. We are hoping for 6-7 themes to emerge that will help us develop a greater focus for possible action.

Questions and Assumptions

- We recognize that state appropriations will be flat or are likely to go down over the next ten years. Tuition increase rates not likely to be what they have been, but our costs continue to go up.
- Though we know that IUPUI is quite efficient and productive, we must become even more so.
- We need to be creative in our thinking and not assume certain constraints such as current administrative or academic structure. If we were going to redesign, are we organized correctly?
- In addition to any structural steps and actions we take to hold costs in-line, we also need to continue to increase our income through additional credit hour production and a key component of that is effective enrollment management.
- What would it take for us to get to 35,000 students by 2025? What are the structural issues or constraints that may inhibit us?
- We have to recognize that a number of factors have changed, such as the growth of Ivy Tech. IUPUI benefits, of course, from our strong relationship with Ivy Tech.
- What opportunities do we have for increasing our enrollments? Expanding on-line offerings is important.

- 10% of IUPUI classes are considered as being taught on-line, but we don't have good data as to what that really means. How many are *entirely* on-line? How many are hybrids or other models? We need to move more on-line to continue to grow and help address our instructional space issues. What should our strategies be? One of our task forces will address this or at least better identify the issues.
- What is the value of our off-campus [Learning Centers](#)? What can we do to encourage their use?
- We need to look at a broad range of information. Our review and decisions must be data driven.

Process

- A number of task forces have been or will be created shortly:
 - Enrollment Management Task Force
 - Community Engagement Task Force
 - Campus Internationalization Task Force
 - Online Education Task Force
 - Faculty Task Force
 - Graduate Education Task Force
 - This will look, for example, at the need for new Ph.D. programs outside of the health sciences.
 - Research Task Force
 - An additional group will be looking at IUPUC.

Additional information about the Enrollment Management Task Force *Becky Porter*

- The Task Force will be formed soon and will work quickly on developing an Enrollment Management strategy for IUPUI. Among other elements that will need to be addressed are:
 - The best mix of students (undergrad/grad/profession, resident/non-resident, beginner/transfer, etc. to meet the campus enrollment goals).
 - The best mix of programs, including new or changed programs and related initiatives that will help us achieve the desired mix and number of students.
 - How the campus goes about developing and implementing these new programs.
- The group also will need to identify the related issues, resources, concerns.
- Because of the timing of the overall IUPUI Strategic Planning process, we will need to provide a report from the EM Task Force by the beginning of March. Given the short timeframe (made even shorter with time lost to end of semester/start of semester activities), we will approach this through providing information to the Task Force and asking them to respond to it. We have the advantage of not having to start from the beginning as we have an informed set of colleagues.
 - We recognize that we won't be able to develop a full plan by the March deadline. Instead, we will focus on identifying what *needs to be done* by listing those areas that we believe important, a general strategy for doing so, and the necessary timeline required. We'll also do our best to provide budgetary cost/implications, though those likely won't be final at this stage.
 - To help with the process we are developing a new section of the EMC website where we will post relevant documents and SEM-related resources for use by the group

- The Enrollment Management Council is one group that will feed into the Task Force.
- More information will be provided EMC members as the Task Force moves forward.

Reaching First Generation College Students *Zebulun Davenport, Vice Chancellor for Student Life*

- Vice Chancellor Davenport made a presentation on the characteristics and proven methods in reaching and serving this important population.
 - Facts about First Generation college students
 - Institutional actions impacting their success
 - Having a *desire* to assist before determining *how* to assist
 - Understanding of the First Generation population
 - Appropriate allocation of resources
 - Intentionality of learning
 - Practice continuous improvement
 - Next steps
 - Focus on their transition into college
 - Focus on their out-of-class engagement with the institution
 - Focus on their academic engagement and create effective learning environments
- A copy of the presentation is available by visiting <http://registrar.iupui.edu/emc/emc-meetings.html>

New Housing Option at University Place *Aaron Hart, Director of Housing & Residence Life*

- Director Hart made a presentation on the philosophy, goals, and activities of Housing and Residence Life.
- We know that students living on-campus are more successful
 - Active engagement through living and studying together
 - Housing promotes learning both inside the classroom and beyond through residential-based Learning Communities.
 - Students have closer proximity to campus resources and are more likely to take advantage of them
 - Housing provides a safe and secure living environment.
- Students have four options in IUPUI-based housing
 - [Ball Residence Hall](#)
 - [The Townhomes](#)
 - [The River Walk Apartments](#)
 - [The Tower](#) (available Fall 2013)
- The Tower and Ball are for first-year students and will serve approximately 900 students between them. Housing is looking to create a second-year experience in its other residential options, including academic learning spaces. This may include faculty offices in residence units, computer labs, partnership with UCOL, etc.
- Housing is looking for additional interaction with the schools and others that will result in a better integration of activities and services.
- We are seeing a growing number of housing applications from first generation, out-of-state, and international students. Our market for first-generation students increasingly is from outside our immediate region. New residential-based Learning Communities have

been designed to serve First Generation and out-of-state students. International students already have such an option.

- Housing has recently created a new Learning Community focused on Sustainability.
- A copy of the presentation is available by visiting <http://registrar.iupui.edu/emc/emc-meetings.html>

Becky Porter noted that the long-standing characterization of IUPUI as a *commuter campus* is outdated. The majority of college students everywhere, including the vast majority of students at IU-Bloomington, commute if by the use of the *commute* we mean that they live off campus.

With the increased availability of campus-based housing as well as the growth of apartments targeting students around our perimeter, a better descriptor would be identifying ourselves as an *urban* campus. We know that for many students our downtown location and the sense of being part of the city are important reasons why they want to attend. For others for whom an urban designation may conjure up other less flattering images, it is important that we get them onto the campus to see how IUPUI and the city connect. One recent successful effort to address this is the addition of [City Shuttle Tours](#), a program designed by students, for students.

Aaron added that Housing is already incorporating this terminology by pointing to one of the slides in his presentation: “Traditional residential experience on an urban campus.”

Upcoming meetings

January 25, 2013	1:00-2:30	CE 268
• IUPUI Recruiting Plan <i>Chris Foley</i>		
April 19, 2013	1:00-2:30	CE 268

Spring 2012 and 2013 Enrollment by School

26-Nov-12

Headcount by Student School

Spring enrollment as percentage of preceding fall census total

School	Spring 2012	Spring 2013	Change	%	Fall 2011 Census	Spring 2012 as % of Census	Fall 2012 Census	Spring 2013 as % of Census	Change in Rate from Spring 2012 to 2013
Dentistry	590	593	3	0.5%	672	87.8%	664	89.3%	1.5%
Education	927	775	-152	-16.4%	1,452	63.8%	1,228	63.1%	-0.7%
Engineering-Tech	1,711	1,721	10	0.6%	2,716	63.0%	2,870	60.0%	-3.0%
GRAD/GCND	161	110	-51	-31.7%	302	53.3%	296	37.2%	-16.1%
Health & Rehab	215	304	89	41.4%	343	62.7%	502	60.6%	-2.1%
Herron Art & Desgn	618	592	-26	-4.2%	876	70.5%	844	70.1%	-0.4%
Informatics	427	437	10	2.3%	749	57.0%	802	54.5%	-2.5%
Journalism	150	145	-5	-3.3%	260	57.7%	231	62.8%	5.1%
Kelley Business	1,077	942	-135	-12.5%	1,564	68.9%	1,480	63.6%	-5.2%
McKinney Law	889	845	-44	-4.9%	1,084	82.0%	979	86.3%	4.3%
Liberal Arts	1,852	1,646	-206	-11.1%	3,060	60.5%	2,883	57.1%	-3.4%
Library Science	182	131	-51	-28.0%	246	74.0%	176	74.4%	0.4%
Medicine	541	536	-5	-0.9%	2,327	23.2%	2,402	22.3%	-0.9%
Nursing	1,070	1,057	-13	-1.2%	1,417	75.5%	1,369	77.2%	1.7%
PETM	690	599	-91	-13.2%	925	74.6%	803	74.6%	0.0%
SPEA	609	648	39	6.4%	903	67.4%	957	67.7%	0.3%
Science	1,650	1,740	90	5.5%	2,495	66.1%	2,645	65.8%	-0.3%
Social Work	636	636	0	0.0%	754	84.4%	766	83.0%	-1.3%
University College	4,140	4,226	86	2.1%	6,625	62.5%	6,796	62.2%	-0.3%
IN Total	18,135	17,683	-452	-2.5%	28,770	63.0%	28,693	61.6%	-1.4%
IUPUC	894	931	37	4.1%	1,715	52.1%	1,701	54.7%	2.6%

Green and Red and in final column denote higher or lower participation for 2013 than for 2012.

Notes:

For comparison purposes, Continuing Studies 2012 undergraduates were moved to Liberal Arts. With the SCS Adult Education program moving to IUB effective Spring 2013, Spring 2012 graduate SCS enrollments were removed from the chart. Liberal Arts Fall census totals in both years include SCS undergraduates. SCS Graduate enrollments at census for both years no longer appear and are not reflected in the campus census total headcount.

Due to an historical coding issue, Public Health is reported in Medicine in both years. There are 305 PBHL students enrolled for Spring 2013

Social Work's 2013 totals includes 10 students enrolled in the new on-line winter term program

Due to rounding of participation rates, the percentages in the final column may also be rounded

Enrollment Services November 26, 2012

Enrollment by Class Standing

Student Level	2012	2013	Change	%
Freshmen	2,454	2,519	65	2.6%
Sophomore	2,812	2,786	-26	-0.9%
Juniors	2,778	2,700	-78	-2.8%
Seniors	5,422	5,179	-243	-4.5%
Undergrads	13,466	13,184	-282	-2.1%
UG Non-degree	365	367	2	0.5%
Graduate	2,776	2,662	-114	-4.1%
Professional	1,332	1,281	-51	-3.8%
GR Non-Degree	175	162	-13	-7.4%

Enrollment Services
November 26, 2012

Fall 2012 and 2013 Admission Comparison
as of 11/14/2012 and 11/14/2011

	Fall 2012	Fall 2013	Δ	% Δ	Comparison to Mean
Business Undergraduate	33	111	78	70%	19%
Education Undergraduate	38	101	63	62%	11%
Engineering Undergraduate	75	163	88	54%	3%
Health & Rehab Sci Ugrd	79	139	60	43%	-8%
Herron Art Undergraduate	45	65	20	31%	-20%
Informatics Undergraduate	6	18	12	67%	16%
Journalism Undergraduate	13	25	12	48%	-3%
Liberal Arts Undergraduate	36	77	41	53%	2%
Phy Ed/Tour Mgt Undergraduate	45	58	13	22%	-29%
Pub & Envir Aff Undergraduate	15	33	18	55%	3%
Science Undergraduate	184	344	160	47%	-5%
Technology Undergraduate	26	76	50	66%	15%
Tourism Conv Event Mgt Ugrd	4	14	10	71%	20%
Total Dual Admit	599	1224	625	51%	
Univ College Pre Business	71	214	143	67%	16%
Univ College Pre Dentistry	59	100	41	41%	-10%
Univ College Pre Education	8	9	1	11%	-40%
Univ College Pre Engineering	47	81	34	42%	-9%
Univ College Pre Health Prof	98	209	111	53%	2%
Univ College Pre Herron	5		-5	---	---
Univ College Pre Hlth Rhb Sci		26	26	100%	49%
Univ College Pre Journalism	4	3	-1	-33%	-84%
Univ College Pre Labor Studies	1	3	2	67%	16%
Univ College Pre Liberal Art	5	12	7	58%	8%
Univ College Pre Music Tech	7	12	5	42%	-9%
Univ College Pre Nursing	250	464	214	46%	-5%
Univ College Pre Phys Ed	10	6	-4	-67%	-117%
Univ College Pre Public Hlth	4	26	22	85%	34%
Univ College Pre Science	83	124	41	33%	-18%
Univ College Pre Social Work	15	38	23	61%	10%
Univ College Pre SPEA	19	30	11	37%	-14%
Univ College Pre TCEM	2	6	4	67%	16%
Univ College Pre Technology	1	4	3	75%	24%
Univ College Undergraduate	155	344	189	55%	4%
Total UCOL	844	1711	867	51%	
Grand Total	1443	2935	1492	51%	