

**Enrollment Management Council**  
November 17<sup>th</sup> 2006  
Minutes

**Minutes**

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

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

- **Spring 2007 Undergraduate Admissions**

- **Beginners**
  - Applicants +81 +11.8%
  - Admits +30 + 9.2%
- **Transfers**
  - Applicants +93 + 6.4%
  - Admits +59 + 6.6%

*For Spring admission information by school of intended plan visit*

[http://www.imir.iupui.edu/point\\_in\\_cycle/AppAdd3\\_plan\\_ps.asp](http://www.imir.iupui.edu/point_in_cycle/AppAdd3_plan_ps.asp)

- **Fall 2007 Undergraduate Admissions**

- **Beginners**
  - Applicants +472 +31.3%
  - Admits +279 +31.8%
- **Transfers**
  - Applicants - 6 - 4.3%
  - Admits - 14 -22.2%

*Note: transfer numbers are very early and also affected by rush to finish Spring applicants.*

*Admission staff is working overtime to catch up with processing applications*

- Becky noted that while Fall 07 admissions figures are very promising, admitting students is one thing; getting them to enroll is another. Members were encouraged to keep up their good work in contacting admitted students to encourage them to enroll.

- **International Admissions**

- *See below. More details on Spring admits are available by visiting*  
[http://www.imir.iupui.edu/point\\_in\\_cycle/AppAdd3\\_IA\\_ps.asp](http://www.imir.iupui.edu/point_in_cycle/AppAdd3_IA_ps.asp)
- We appear to be benefiting from the Saudi initiative to send more students to study in the United States. In addition to students who attend the ELS center at IUPUI, we also are getting applications from Saudi students attending ELS centers in other cities. Members were told about this program last year.

- **Graduate Admissions**

- *See below. More details on Spring admits are available by visiting*  
[http://www.imir.iupui.edu/point\\_in\\_cycle/AppAdd3\\_ps.asp](http://www.imir.iupui.edu/point_in_cycle/AppAdd3_ps.asp)

- **Enrollment Projection Project**

- The deans were asked to provide their revised enrollment projections for 2007-2010 to IMIR by the end of November. Please check with them to see if they have any questions or need assistance.
- Kathy Burton reported that she had received responses from four schools so far. Members were encouraged to prompt their deans to provide the requested information to IMIR by the end of the month.

- **Registration**

- Adjusting for the timing of enrollments in the Dental School this year and last, as of 11/13 the Indianapolis campus is down 582 heads (-4.1%) and 4,999 credits (-3.1%)
- See detailed Spring Enrollment report below
- While the admissions totals are promising, enrollments are not. There are some indicators that we may not rebound late in the registration cycle as much as we have the last several years. We had a record number of students who still owed for the Fall semester and thus were not yet able to enroll for Spring. The number of administrative withdrawals is up over last year. Kathy Purvis suggested one reason for this may that Fall was the first time we had used electronic billing only, but likely are other factors as well, such as the status of the economy. Members were encouraged to pass along any information they or their advisors hear in talking with students who either are delaying enrollment or don't plan to return for the Spring. *See below for Kathy's report on the efforts of the Office of Financial Aid to help students address their Fall debts and thus become eligible to register for Spring.*
- The initial lists of not-yet-enrolled students were distributed to the academic units this week. Mary Beth noted that these lists were only for students who were ready to enroll—no holds, academic or financial. Cathy Buyarski told the group that the related list of first-time, full-time dual admits that UCOL had sent to the schools was not screened for a Bursar hold. Becky noted that we would try to combine these lists in future terms, probably adding an additional field that noted first-time, full-time beginners on the report.
- While we want to take all steps we can to encourage enrollment for all students, the first-time, full-time beginners is the cohort watched most closely for retention and graduation rates and should receive added attention.

- **Possible December meeting topics**

- Doug Lees suggested identifying programs where added enrollments are not possible due to limited available instructional space, available faculty, or other factors. Once identified, the campus might work with the program to find ways to address those limiting factors. Two methods of helping to identify these programs are the number of students on waitlists for high-demand prerequisite courses and the number of students who are admitted in a "pre" major status.
- The other side of this issue is identifying programs where stated capacity exceeds current enrollments and determine ways to help attract students to fill those spaces. Mike Donahue is heading up an Academic Plan committee reviewing this issue.
- Becky responded that we likely will not have time to do the research necessary prior to the December meeting, but will keep this as a possibility for early in the new year. To avoid duplication of effort we want to be sure that this is not already being reviewed by another of the Academic Plan committees.
- Gary Pike suggested a discussion of ability grouping of students for a future meeting. This involves creating a model that predicts first year grade point averages, student success, and retention. It also can be helpful in looking at anticipated yield rates for admitted students. A subsequent iteration would merge this with data on the students' financial need and aid packages for a "leverage analysis."

## **Identity and Marketing** *Amy Warner and Troy Brown*

- Over the past 10 years, we have worked tirelessly to attract high ability traditional aged undergraduates to IUPUI. While our marketing efforts will continue to meet campus goals, it is essential that we increase the visibility of graduate programs offered on the IUPUI campus. This summer, the IUPUI Office of Communications & Marketing staff designed a marketing and awareness campaign for graduate recruitment. The *Advance Your Career and Your Life* campaign was launched recently in our marketplace. The objective is to showcase graduate education at IUPUI and invite prospective students to take action and find out more about graduate studies at IUPUI. The print ads have appeared in the Indianapolis Business Journal and Indianapolis Star and now are on television.

Amy said that she would like to thank the schools who provided such a rich talent pool of spokespersons for graduate education on our campus. OCM interviewed 29 students to select those with the most confidence before the camera. While the students on television will also be heard on the radio, other students not showcased in the television ads will be featured on our Web page, in print ads and other promotional venues. Our students are indeed remarkable; we should be very proud.

Congratulations to the following students for participating in our television promotions effort: Angela Carr (Philanthropic Studies), Anthony Harris (MBA and MD), Khalilah Payne (Education), David Nguyen (Law), and Jason Albino (MBA). The commercials are available from the OCM Website below. Members were encouraged to share the link with their colleagues Troy noted that OCM had spent approximately \$50,000-\$60,000 on advertising in different media for Fall Campus Day and will evaluate the results and provide support again in the Spring. Though the Graduate Open House was included in this effort, the campaign focused on attracting undergraduate students. In addition to the great presence of the students appearing in the ads, Troy was pleased with the overall production value as well—a big step up in the look of the ad.

Future ads will likely focus on graduate programs that have capacity for additional students. Members appreciated the diversity of the group and suggested that a Latino/Latina be featured in the future. *The commercials may be viewed by visiting <http://ocm.iupui.edu/current>*

- Troy announced the new OCM Website that now provides additional details on current marketing campaigns and useful resources. Visit <http://ocm.iupui.edu>
- A new version of the IUPUI Website is under development and will include additional tools such as more videos of “amazing students” to appeal to the younger, more interactive and media-savvy prospective students. Becky reminded the group that we have been using Goal Quest tools in communicating with prospective and admitted students and will add blogs to give these audiences a greater feel of the university from the perspective of our current students
- Troy reminded members of the new coordinated school information card campaign. These cards are provided to prospective students and inserted in the new JagJackets as part of IUPUI’s more tailored response to inquiries regarding programs in which prospects have expressed interest. OCM is picking up the cost of producing the new cards and members were encouraged to contact Troy to begin work on creating cards for their units. Members noted the cards have been very well received.
- Amy and Troy presented the IUPUI recommendations for the new Indiana University Integrated Imaging initiative. *The document may be viewed by visiting <http://registrar.iupui.edu/emc/emc-meetings.shtml>*
  - The goal of the initiative is to provide greater commonality of identifying marks and “signatures” throughout the IU-managed campuses. This includes publications, stationery, and Websites.
  - There are representatives from each school on the Integrated Imaging advisory roundtable.
  - Samples of the different graphics and images were displayed and discussed.
  - The initiative provides some flexibility for ordering of program, school, and campus and in the sizing of these identifiers to meet the needs of particular needs, such as recruiting faculty and students from out-of-state who would be less familiar with the university.
  - There is a push to incorporate the block IU wherever possible. 
  - Jeff Watt raised concern that the block IU is generally associated with IUB sports. Amy recognized that and noted that sports marketing is a separate issue; the campuses can continue to use their own “spirit mark” identifiers such as the Jaguar. She also told the group that a goal of the initiative is to make the block IU more broadly associated with the non-Bloomington campuses. Over time this may reduce the current IUB-only association commonly held.
  - Members requested a review of the proposed stationery layout as it would require substantial work to reformat hundreds of communications, many of which are now generated automatically through a student’s acceptance, etc., and not through an individual Word program.
  - Members also asked for a review of the proposed business card for options other than printing the faculty/staff member’s name and contact information in reverse (white) lettering on a red background. Such reverse lettering is often hard to read and doesn’t allow for photocopying of cards. The two-side nature of the card, with the unit and campus on one side and individual information on the other is not useful for insertion into a Rolodex or similar card-management

system. Troy noted that a goal of the two-sided card was to allow more information to appear than is now the case, but he also said that a one-sided card would be available.

- Amy provided an update to the group on the campus' response to concerns raised by the Black student group
  - The chancellor and campus administration recognize the concerns are legitimate and renewed IUPUI's commitment to diversity and civility and reiterated IUPUI's position that racism or an atmosphere that leave some members of the university community feeling unwelcome are not acceptable.
  - The presentation by the student group has led to a great deal of discussion, both in administrative meetings as well as in open fora. Members of the Diversity Cabinet and others were consulted in preparing IUPUI's response to the issues raised.
  - When asked why the issues were being raised now, Amy told the group that most of these were not new and had been held by a number of students, faculty and staff for years.
  - The university committed to improved communication, reviewing the production of materials featuring students, the question of student fee allocation, and a proposed multicultural center.
  - The campus will appoint a fulltime Diversity Officer and will expand an advisory group of students, faculty, and staff to help address these issues. IUPUI has accepted an offer of the Urban League to assist and counsel the university in moving forward on these matters.
  - The leadership of the student group will be meeting with the chancellor.
  - Amy noted that the campus has not heard from a large number of alumni, friends, or the community on this, perhaps as they see it as a campus-issue or that they see IUPUI's response as reasonable.
  - Members agreed that while it was painful to hear the stories the students had to tell, it was good to have the students engaged. A number of students had commented in the open meetings with the chancellor that they raise these issues to make the university better as it is a place they want to be.
  - Members were encouraged to send any concerns or related-complaints they may hear of to Amy who will arrange for a response from the appropriate person.
  - For more information, including a copy of the original student presentation, visit . The site also includes the university's response to the concerns and video of the chancellor's press conference on November 15<sup>th</sup>. <http://www.iupui.edu/diversity/planning/>

### **Financial Aid and Activities for Spring Enrollment** *Kathy Purvis*

- Kathy told members of the steps the Office of Student Financial Aid (OSFA) has taken to help students with outstanding Fall bills identify possible funding, including private loans or use of some Spring aid, to settle those charges. This kind of review takes place every semester
- The Bursar's Office identified 6,970 students who as of late September had past-due amounts in excess of \$100. Students are not blocked from registering if the amount owed is under \$100.
- OSFA determined that 2,792 of these students received financial aid for the Fall. OSFA reviewed these accounts individually to determine what options the students may have to address those fees. Options may include personal loans (more expensive than the federally subsidized loans that the students may already have maxed out for the term) or using Spring aid.
- 1366 were allowed to charge their books at the Bookstore at the start of the term. These students had to have a Title IV authorization on file and be receiving federal funds. In most cases when the financial aid was processed, the amount owed was taken out. In other cases the students were in a repayment situation as the charge was made after the aid was disbursed. 246 of the 1366 students still owe payment for the charge. As of November 7<sup>th</sup>, 852 of the 1366 are registered for the Spring.
- The Bursar and Financial Aid have sent out an e-mail to students who still owe for Fall that encourages the students to contact Financial Aid to discuss their options and informs students it is not too late to apply for aid.
- Kathy asked that advisors encourage students who express concern about their financial situation to contact OSFA even if they are not currently receiving aid.

## Reports from the Academic Units *All*

- Nursing reported they have been authorized to admit an additional cohort to its accelerated program. This means three cohorts of thirty students each will be admitted annually.

## Upcoming EMC Meetings and Tentative Topics

**December**      **No Meeting**

**January 26**    **1:00-2:30**    **TBD**

**February 23**   **1:00-2:30**    **TBD**

**March 23**      **1:00-2:30**    **TBD**

- Academic Plan and issues for action by EMC

**April 27**       **1:00-2:30**    **TBD**

**May**            **No Meeting**

**June 22**        **1:00-2:30**    **TBD**

- Members are encouraged to suggest topics for the Spring meetings

**Quality Indicators and Profile of Beginner Applicants and Admitted Students**  
 Report for: 11/12/2006

Beginners	Applicants					Admitted Students				
	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007
<b>Total</b>	683	100.0%	765	100.0%	12.0	324	100.0%	356	100.0%	9.9
<b>High School Percentile Rank</b>										
<b>Top 10%*</b>	12	3.5%	16	4.9%	33.3	11	5.2%	14	6.3%	27.3
<b>Top Third*</b>	99	28.9%	93	28.6%	-6.1	85	39.9%	81	36.5%	-4.7
<b>Middle Third*</b>	136	39.8%	134	41.2%	-1.5	88	41.3%	98	44.1%	11.4
<b>Bottom Third*</b>	107	31.3%	98	30.2%	-8.4	40	18.8%	43	19.4%	7.5
<b>*Note: Percentage Distribution based on total with rank data on file.</b>										
	<b>2006</b>		<b>2007</b>			<b>2006</b>		<b>2007</b>		
<b>Average HS Percentile Rank</b>	49		48			56		54		
<b>Average SAT</b>	973		973			1001		989		
<b>Average ACT</b>	19		20			20		20		
Ethnicity	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007
<b>African American</b>	102	14.9%	85	11.1%	-16.7	38	11.7%	34	9.6%	-10.5
<b>Asian American</b>	18	2.6%	24	3.1%	33.3	9	2.8%	8	2.2%	-11.1
<b>Hispanic American</b>	12	1.8%	18	2.4%	50.0	7	2.2%	11	3.1%	57.1
<b>Native American</b>	6	0.9%	5	0.7%	-16.7	1	0.3%	2	0.6%	100.0
<b>Minority Total</b>	138	20.2%	132	17.3%	-4.3	55	17.0%	55	15.4%	0.0
<b>International</b>	124	18.2%	183	23.9%	47.6	21	6.5%	41	11.5%	95.2
<b>All Others</b>	421	61.6%	450	58.8%	6.9	248	76.5%	260	73.0%	4.8

<b>Graduate/Graduate Professional</b>				<b>2006 - 2007 Comparisons</b>		
Entry Type	2005	2006	2007	Net Diff	Pct Chg	2006 PiC
<b>Master's</b>						
<b>Applicants</b>	468	650	642	-8	-1.2%	96.0%

<b>Admits</b>	187	310	309	-1	-0.3%	62.8%
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## Number of International Applicants and Admitted Students

Report for: 11/12/2006

<b>Undergraduate</b>				<b>2006 - 2007 Comparisons</b>		
<b>Entry Type</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Net Diff</b>	<b>Pct Chg</b>	<b>2006 PiC</b>
<b>Beginners</b>						
<b>Applicants</b>	104	124	183	59	47.6%	127.8%
<b>Admits</b>	4	21	41	20	95.2%	70.0%
<b>Transfers</b>						
<b>Applicants</b>	51	52	47	-5	-9.6%	100.0%
<b>Admits</b>	18	28	19	-9	-32.1%	75.7%

<b>International Graduate/Graduate Professional</b>				<b>2006 - 2007 Comparisons</b>		
<b>Entry Type</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Net Diff</b>	<b>Pct Chg</b>	<b>2006 PiC</b>
<b>Master's</b>						
<b>Applicants</b>	107	143	136	-7	-4.9%	118.2%
<b>Admits</b>	28	38	55	17	44.7%	57.6%
<b>Doctorate</b>						
<b>Applicants</b>	7	8	9	1	12.5%	88.9%
<b>Admits</b>	2	1	2	1	100.0%	33.3%

# SPRING Enrollment Update

Spring 2007 - 11/13/2006

## INDIANAPOLIS Enrollment

### Credit Hours Taught

	11/14/2005	11/13/2006	Change	%
School	2006	2007		
BUS	10,924.5	9,560.5	-1,364.0	-12.5%
DENT	11,107.0	1,233.0	-9,874.0	-88.9%
EDUC	7,285.0	7,091.0	-194.0	-2.7%
EGTC	11,454.0	10,335.0	-1,119.0	-9.8%
GRAD	66.0	83.0	17.0	25.8%
HERR	6,219.0	5,779.0	-440.0	-7.1%
INFO	1,839.0	1,761.0	-78.0	-4.2%
JOUR	664.0	622.0	-42.0	-6.3%
LAW	11,696.0	11,771.0	75.0	0.6%
LIBA	33,314.0	30,591.0	-2,723.0	-8.2%
LSTU	273.0	174.0	-99.0	-36.3%
MED	3,340.0	2,153.0	-1,187.0	-35.5%
MUS	1,624.0	1,621.0	-3.0	-0.2%
NURS	7,919.0	8,542.5	623.5	7.9%
PED	7,246.0	7,944.0	698.0	9.6%
SCI	32,438.0	32,619.0	181.0	0.6%
SCS	181.0	202.0	21.0	11.6%
SHRS	1,238.0	1,730.0	492.0	39.7%
SLIS	1,244.0	1,135.5	-108.5	-8.7%
SPEA	4,686.0	4,913.0	227.0	4.8%
SWK	5,668.5	5,479.5	-189.0	-3.3%
SWT	12.0	4.0	-8.0	-66.7%
UCOL	805.0	1,026.0	221.0	27.5%
<b>TOTAL</b>	<b>161,243.0</b>	<b>146,370.0</b>	<b>-14,873.0</b>	<b>-9.22%</b>

Adjusted\* 151,369.0 146,370.0 -4,999.0 -3.1%

### IUPUC Enrollment

<b>TOTAL</b>	<b>6,913.0</b>	<b>7705.1</b>	<b>792.1</b>	<b>11.5%</b>
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<b>Grand Total</b>	<b>168,156.0</b>	<b>154,075.1</b>	<b>-14,081.0</b>	<b>-8.37%</b>
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### Headcount by Student School

	11/14/2005	11/13/2006	Change	%
School	2006	2007		
BUS	827	724	-103	-12.5%
DENT	495	103	-392	-79.2%
EDUC	978	941	-37	-3.8%
EGTC	1,166	1,064	-102	-8.7%
GCND	153	98	-55	-35.9%
GRAD	263	275	12	4.6%
HERR	565	568	3	0.5%
INFO	267	237	-30	-11.2%
JOUR	60	88	28	46.7%
LAW	878	896	18	2.1%
LIBA	787	790	3	0.4%
LSTU	12	5	-7	-58.3%
MED	192	142	-50	-26.0%
MUS	13	14	1	7.7%
NURS	884	984	100	11.3%
PED	492	558	66	13.4%
SCI	1,052	1,048	-4	-0.4%
SCS	582	465	-117	-20.1%
SHRS	87	124	37	42.5%
SLIS	211	195	-16	-7.6%
SPEA	514	537	23	4.5%
SWK	514	517	3	0.6%
UCOL	3,181	2,822	-359	-11.3%
<b>IN</b>	<b>14,173</b>	<b>13,195</b>	<b>-978</b>	<b>-6.90%</b>
Unduplicated	14,150	13,176	-974	-6.88%
Adjusted*	13,758	13,176	-582	-4.1%
<b>CO</b>	<b>637</b>	<b>689</b>	<b>52</b>	<b>8.2%</b>

<b>14,787</b>	<b>13,865</b>	<b>-922</b>	<b>-6.24%</b>
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Registrar 11/13/2006

\* The Dental School had enrolled part of its graduate population as of this point last year and has not yet done so this year. Totals have been adjusted for this difference

## Overlay of Academic Plan and Enrollment Management Council Priorities and Action Plan

Academic Plan Goal and Action Items  
EMC Priorities and Action Plan

<u>AP Goal #</u>		<u>EMC #</u>
<b>Recruitment</b>		
1-A-1	Guaranteed Professional Program Admissions (GPPA) Expanded recruiting efforts for students likely to continue at grad level in programs with capacity	EMC 3
1-A-4	Student ambassadors	
1-A-9	High school contacts Collaborate with Grad affairs recruitment for marketing plan Enhance relationships and raise expectations of courses of students Participate in Establishment of ICHE Core Transfer Library and 12 statewide articulated programs Consideration of diversity & internationalization in recruiting Improve and expand communication with students, such as communications and recruiting calendars	EMC 3 EMC 4 EMC 4 EMC 5 EMC 8
1-A-10	Out of State and International Recruiting (Aggressive recruiting) Collaborate with Grad affairs recruitment for marketing plan Improve and expand communication with students, such as communications and recruiting calendars	EMC 3 EMC 8
4-F-2	Duplication of Effort Continue to promote interactions among enrollment management-related groups Collaborate with Grad affairs recruitment for marketing plan Improve and expand communication with students, such as communications and recruiting calendars	EMC 9 EMC 3 EMC 8
<b>Enrollment Management</b>		
1-A-3	Enrollment size and shape Educate campus as to importance and use of EM, including training on extant and new resources Engage the academic units in enrollment forecasting and capacity analysis Review analysis of Fall 06 admissions data Coordinate with the Retention and Graduation Council in analyzing retention trends and implications EMC 1 Continue process for academic units to establish enrollment targets for Fall 2007 Continue to promote interactions among enrollment management-related groups	EMC 7 EMC 1 EMC 1 EMC 1 EMC 2 EMC 9
4-C-1	Bachelor's degree students Address rate limiting factors in meeting IUPUI doubling goal of 4000 baccalaureate degrees in 2010	EMC 2

4-C-2	Master's degree students		
		Expanded recruiting efforts for students likely to continue at grad level in programs with capacity	EMC 3
		Promote undergrad research opportunities, including summer, to inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	EMC 3
1-E-1	Professional Sciences Masters degrees		
		Expanded recruiting efforts for students likely to continue at grad level in programs with capacity	EMC 3
		Promote undergrad research opportunities, including summer, to inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	EMC 3
4-C-3	Alternative course formats		
		Encourage new program formats outside of traditional formats, calendars, and methods	EMC 6
		Coordinate with activities of Council on Lifelong Learning, Center for Teaching & Learning, & academic units	EMC 6
1-D-3	Summer courses		
		Encourage new program formats outside of traditional formats, calendars, and methods	EMC 6
4-C-4	Other summer programs (community, professional workshops)		
		Encourage new program formats outside of traditional formats, calendars, and methods	EMC 6
		Coordinate with activities of Council on Lifelong Learning, Center for Teaching & Learning, & academic units	EMC 6
4-F-5	Low enrolling courses		
4-E-2	Space shortage		
		Review changes in class meeting patterns and times	EMC 2
<b>Others of Interest to EMC</b>			
1-A-5	Cooperative Education		
1-A-2	Honors College		
		Promote undergrad research opportunities, including summer, to inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	EMC 3
1-A-8	Department and campus Web sites		
		Improving and expanding communications with students using a variety of methods and media	EMC 8
4-H-3	Campus culture and housing		
1-D-8	Residence halls		

Academic Plan Action Items [http://www.iupui.edu/administration/acad\\_affairs/actionplan.html](http://www.iupui.edu/administration/acad_affairs/actionplan.html)

EMC Priorities and Action Plan <http://registrar.iupui.edu/emc/action-plan.pdf>

20-Oct-06