

Enrollment Management Council EMC²
January 27th 2006
Minutes

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- Minutes from the November 18th meeting were previously distributed and are available by visiting <http://registrar.iupui.edu/emc/emc-meetings.shtml>

Announcements from the Chair

- **Comprehensive Recruiting Calendar** *See below.*
 - We have created a comprehensive recruiting calendar for the campus, building on our earlier success of sharing communications initiatives and materials.
<http://registrar.iupui.edu/emc/communication/>

It contains recruiting events through July of 2007 that are sponsored by Enrollment Services and the schools. School-sponsored activities were added to this following a meeting on January 19th.

One goal is to avoid conflicting events such as the time Engineering/Technology and Science hosted an event the weekend before a Scholars' Day function, potentially forcing some students into making a choice of which to attend. A second goal is to encourage collaboration between and among the schools and central offices and to avoid missed opportunities.

These efforts only work if the schools and central units continue to share their information and keep it current in common locations such as the Communications site and the Common Recruiting calendar <http://registrar.iupui.edu/emc/recruiting.shtml>

We are still working on how we might link elements in this calendar with the larger events at IUPUI calendar

- **Undergraduate Admissions**
 - **Spring 2006 Admits**
 - Beginners---down 17% in beginners (-86 students)
 - Transfers---even (down 6 students)
 - For more information see below or visit http://www.imir.iupui.edu/point_in_cycle/
 - **Summer 2006**
 - Beginners: down 35% (-39 students). Most likely this is due to the same reasons we were down for Spring beginners--higher standards and fewer non-traditional applicants
 - Transfers: up 20% (up 33 students)
 - **Fall 2006**
 - Beginners: up 11% (up 225 students)
 - Transfers: even (down 2 students)
 - A new undergraduate admissions report is available for IUPUI schools on the point-in-cycle website. The current admissions report typically shows close to 100% of applicants admitted for schools other than University College, especially for weeks close to census. This occurs because many applicants not admitted directly to the school are entered with University College as their school. The new report is based on which school the intended major is housed. The report shows the number of applicants, the number admitted directly to the school, and the number admitted to University College. Visit http://www.imir.iupui.edu/point_in_cycle

- Admissions has purchased lists of juniors who have taken the PSAT. Detailed information of students who expressed interest in particular majors will be sent to the schools in late February for their follow-up with the students.
- Mike Donahue presented a mock-up of a new Admissions folder and related publications intended to replace the viewbook. The increased use of cards and smaller, more focused materials, allow for better tailoring of materials for specific audiences and less costly production and mailing than did the viewbook.

The Graduate School and International Affairs, among others, expressed interest in making use of this model in their recruiting materials.

Members were encouraged to send any questions or comments to Mike Donahue

- **Graduate Admissions Sherry Queener**

- Applicants to Masters' programs up 39.4%
- As the admission process runs through the academic units, it is too early to review Fall totals

- **International Admissions**

- In December OIA made a presentation to the Chancellor's staff entitled *A Briefing on Internationalization at IUPUI*. A copy of the presentation may be found by visiting <http://registrar.iupui.edu/emc/ppt/international.pdf>
- International Programs is working with the Graduate School in developing a new set of minimum eligibility requirements for applicants with international credentials. The draft policy is attached below.
- **Spring 2006**
 - We closed Spring admissions about 20 admissions ahead of Spring 2005 across all categories. As of Census, Spring 2006 international enrollment was up 5% over 2005, up from 841 to 884.
 - For more information visit http://www.imir.iupui.edu/point_in_cycle/
- **Fall 2006**
 - Undergraduate applications are up 131%. Most, but not all, of the increase is due to applications from Saudi Arabia, as previously reported
 - Graduate applications are up 42%.
 - Applications from Saudi Arabia not a significant factor,
 - Applications from China and India are up 75% and 60% respectively

- **Enrollment Update**

- Shifts in enrollment by the graduate non-degree population masked a growing drop in enrollment in University College. This has implications for schools offering service courses and for the pipeline of future majors for the schools. *See note at end of the detailed enrollment report attached below.*
- Growth in juniors (+247, + 7.6%) and seniors (+145, +2.5%) masks severity of drop in freshmen (-433, -10.7%) and sophomores (-501, -9.7%). Growth in degree-seeking graduate students (+551) offset loss in degree-seeking undergraduate students (-542). For more details visit http://www.imir.iupui.edu/point_in_cycle/NumReg3_ps.asp
- In spite of this we managed to increase the total hours taught at the campus thanks to growth in hours at the 500-600 levels (+4,081) more than offsetting a drop in credits taught at the 100-400 level (-1,723). Especially hard hit are courses taught at the 100 level, down 2,383 (-2.7%). For more details visit http://www.imir.iupui.edu/point_in_cycle/Credit3_ps.asp
- A continuing concern is the number of contacts that the university has to contact students to encourage them to complete even the simplest of tasks, such as complying with the

meningitis disclosure. We need to find ways to prompt action without having to contact the same students repeatedly.

- Mary Beth Myers presented a series of graphs and charts that portray enrollments over a five year period. As individual semesters may be anomalous, we need to consider the longer-term perspective as well. *Attached below*
- Mary Beth Myers will review Spring enrollment data to see if the anecdotal reports of an increased number of returning students at the November EMC meeting were true. She will report at a future meeting.

Marketing Subcommittee Update *Amy Warner and Troy Brown*

Advertising Campaign

- Troy presented an upcoming advertising campaign, aimed at providing IUPUI greater visibility with a promotion of IUPUI's "bold confidence in the marketplace." Troy and Amy noted that while the campaign generally will focus on IUPUI's programs in health and life sciences, those disciplines will not be the exclusive focus of the campaign.
- The campaign will be in sync with the larger university advertising initiative.
- The intended audiences are high ability students and those who influence the decisions of high ability students.
- Undergraduates will receive the initial attention and efforts to recruit more graduate students will begin this summer.
- Becky suggested that in targeting high ability students we consider references to the Principles of Undergraduate Learning and the recognition of our Excellence in the Freshman Year.
- Three short TV ads were shown and very well received by members.
- A number of suggestions were made to make the language even stronger
- Members were asked to suggest names of outstanding research efforts, faculty and examples of Civic Engagement for use in future ads.
- Karen Whitney recommended that we have an internal campaign as well.
- One suggestion for an example of outstanding student life are the kinds of academic communities and experiences students have through Oncourse.
- These and some video content used in campus tours will be considered for availability over the Web. This is of special importance for international students who would not be as likely to have seen the campus and would not be seeing advertisements in the Indianapolis media.
- IU is finalizing an integrated image, but there will still be some campus flexibility, such as IUPUI's being allowed to continue to use the gold and red in its logo. A set of recommendations is expected by the end of March with implementation to begin in the Fall that will include changes to letterheads and other materials.
- The *Jaguars* were determined to be a well enough established image that the campus will be allowed to continue to use it in our promotions.

Communications Audit

- Amy reported the final version of the audit will be posted on the EMC site soon.
- The report will include recommendations on the next steps we can take in the coming months to identify the best of all of our communications initially with first time, full time students and then moving on to other groups. This will include pulling a number of people together to look at materials we can combine and upon which we can focus.

Status Report on Enrollment Forecasting and Capacity Analysis *Kathy Burton*

- IMIR is finalizing the reports on past enrollment and student mix that will be shared with the schools. The reports will be sent to the deans and EMC members will be informed as soon as the data are forwarded. Members were encouraged to be sure the reports are compiled and that the right people at the schools are involved in doing so.
- Each school made the determination if it wanted to have the data at the level of the school, discipline, or level. If, after receiving the materials, a school would prefer to work at a different level, please contact Kathy.

- There are places on the form to include assumptions, contingencies, issues of capacity, and anything else respondents think of use, such as noting changes in their particular market, including competing programs at other institutions.
- The document also ask for aspirational goals (how large would a school like a department to be), any goals for changing the mix of its students, etc.
- This is the first year of what will be an annual process. Future versions will be modified and improved based upon the comments of those involved in completing the task.
- Workshops are scheduled for February 15th and 17th where those charged with completing the projections will be able to ask questions and receive some help in getting started. Participants would attend only one workshop and details will be sent soon.
- Materials on the initiative will be maintained on <http://registrar.iupui.edu/emc/projections/>

School Initiatives and Activities All

- Members were encouraged to review their detailed spring enrollments and share any lessons learned from enrollment promotion efforts, including both successes and those activities not worth repeating
 - A concern was expressed about the problem getting lists of new admits from Orientation. This was attributed to a software problem. In some cases this absence of information resulted in new students looking for discipline-level advising but the school, not knowing they were coming, did not have appropriate faculty advisors available. There were some reports of students leaving very unhappy. We don't know if this affected enrollments.

Upcoming EMC² Meetings and Tentative Topics

February

- Forecasting and capacity analysis workshops *Kathy Burton*
- EMC meeting will be held if needed

March 24th

- Don Hossler, IUB to speak on Strategic Enrollment Management.
 - Members of the Council on Retention and Graduation and chairs of the Enrollment Management related groups will be invited to attend. A follow-up discussion with representatives of these groups will be held in April or May

April 28th

- Diversity in Enrollment—UG and Graduate Initiatives *Kim Stewart-Brinston and Gwendolyn Johnson*

May

- No Meeting

June 23rd

- Review of year's activities and planning for 2006-07

Throughout year

- Reports of AIP activities from schools and units

**Minimum Eligibility Requirement for
Applicants with International Educational Credentials Seeking Admission
to IU Graduate Programs at IUPUI**

Given the move toward three-year bachelor's degrees throughout much of the world, including the 40-plus European nations participating in the Bologna process, many American universities are reconsidering their previous insistence on a four-year bachelor's degree (or equivalent) to be considered eligible for admission to an American graduate program. In this light, IUPUI has established the following standard for minimum eligibility for admission to its Indiana University graduate programs.

MINIMUM CRITERIA FOR ADMISSION

Graduate applicants are expected to have completed the equivalent of a U.S. Bachelor's degree in order to be considered for graduate study, such as:

- Have completed at least 16 years of primary+secondary+tertiary education and have earned a university first degree, or
- Have completed a university first degree that grants eligibility for graduate study in a recognized university in that same country.

Persons without this background cannot be accepted for graduate study, regardless of the name of any first degree they may hold.

Once minimum eligibility is determined, Indiana University graduate programs will make the final admissions decision, based on reviewing the applicant's educational credentials to determine if the applicant is academically competitive and has the preparation needed for success in that program. The Office of International Affairs at IUPUI will provide evaluations of the applicant's educational background and academic documents upon request from the departments.

Purdue University graduate programs follow the eligibility standards established by the Purdue University Graduate School.

Spring Semester Quality Indicators and Profile of Beginner Applicants and Admitted Students at Census

Beginners	Applicants						Admitted Students				
	2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006		2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006
Total	755	100.0	715	100.0	-5.3		491	100.0	408	100.0	-16.9
High School Percentile Rank											
Top 10%*	16	3.8	16	4.0	0.0		16	5.4	15	5.8	-6.3
Top Third*	100	24.0	112	28.2	12.0		95	32.2	102	39.7	7.4
Middle Third*	168	40.4	150	37.8	-10.7		130	44.1	100	38.9	-23.1
Bottom Third*	148	35.6	135	34.0	-8.8		70	23.7	55	21.4	-21.4
*Note: Percentage Distribution based on total with rank data on file.											
	2005		2006				2005		2006		
Average HS Percentile Rank	45		47				52		55		
Average SAT	960		967				991		996		
Average ACT	19		20				20		20		
Ethnicity	2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006		2005	% of Total	2006	% of Total	Pct. Chg 2005 to 2006
African American	117	15.5	109	15.2	-6.8		58	11.8	45	11.0	-22.4
Asian American	24	3.2	17	2.4	-29.2		12	2.4	12	2.9	0.0
Hispanic American	13	1.7	17	2.4	30.8		9	1.8	12	2.9	33.3
Native American	3	0.4	6	0.8	100.0		3	0.4	3	0.4	0.0
Minority Total	157	20.8	149	20.8	-5.1		82	10.9	72	10.1	-12.2
International	64	8.5	97	13.6	51.6		21	2.8	30	4.2	42.9
All Others	534	70.7	469	65.6	-12.2		388	51.4	306	42.8	-21.1

Number of International Applicants and Admitted Students

Undergraduate			2005 - 2006 Comparisons	
	2005	2006	Net Diff	Pct Chg
Beginners				
Applicants	64	97	33	54.0%
Admits	20	30	10	50.0%
Transfers				
Applicants	66	52	-14	-21.2%
Admits	45	37	-8	-17.8%
			2005 - 2006 Comparisons	
Graduate/Graduate Professional				
	2005	2006	Net Diff	Pct Chg
Master's				
Applicants	123	166	43	35.0%
Admits	68	79	11	16.2%

SPRING Enrollment Update

Spring 2006 - 01/18/2006

INDIANAPOLIS Enrollment Census

Credit Hours Taught

	1/19/2005	1/18/2006	Change	%
School	2005	2006		
BUS	21,291.5	20,853.0	-438.5	-2.1%
DENT	12,885.0	12,865.0	-20.0	-0.2%
EDUC	11,708.0	12,500.0	792.0	6.8%
EGTC	22,326.0	20,414.0	-1,912.0	-8.6%
GRAD	308.0	299.0	-9.0	-2.9%
HERR	8,135.0	8,819.0	684.0	8.4%
INFO	4,441.0	4,005.0	-436.0	-9.8%
JOUR	1,062.0	1,145.0	83.0	7.8%
LAW	11,586.0	12,290.0	704.0	6.1%
LIBA	60,255.0	61,038.0	783.0	1.3%
LSTU	604.0	501.0	-103.0	-17.1%
MED	28,085.0	28,303.0	218.0	0.8%
MUS	4,201.0	3,988.0	-213.0	-5.1%
NURS	10,159.0	10,564.0	405.0	4.0%
PED	11,435.0	11,987.0	552.0	4.8%
SCI	55,770.0	55,736.0	-34.0	-0.1%
SCS	280.0	440.0	160.0	57.1%
SHRS	1,688.0	2,229.0	541.0	32.0%
SLIS	1,727.5	1,743.5	16.0	0.9%
SPEA	7,851.0	7,841.0	-10.0	-0.1%
SWK	6,398.0	7,228.0	830.0	13.0%
SWT	23.0	18.0	-5.0	-21.7%
UCOL	456.0	535.0	79.0	17.3%
TOTAL	282,675.0	285,341.5	2,666.5	0.93%
Adjusted Total:	282,675.0	285,341.5	2,666.5	0.94%

Headcount by Student School

	1/19/2005	1/18/2006	Change	%
School	2,005	2,006		
BUS	2,201	2,107	-94	-4.3%
DENT	633	635	2	0.3%
EDUC	1,908	1,982	74	3.9%
EGTC	2,288	2,142	-146	-6.4%
GCND	862	410	-452	-52.4%
GRAD	582	670	88	15.1%
HERR	790	836	46	5.8%
INFO	603	578	-25	-4.1%
JOUR	81	96	15	18.5%
LAW	912	955	43	4.7%
LIBA	1,487	1,527	40	2.7%
LSTU	23	24	1	4.3%
MED	1,476	1,510	34	2.3%
MUS	29	33	4	13.8%
NURS	1,283	1,262	-21	-1.6%
PED	642	768	126	19.6%
SCI	1,568	1,802	234	14.9%
SCS	1,221	1,211	-10	-0.8%
SHRS	128	162	34	26.6%
SLIS	316	324	8	2.5%
SPEA	946	970	24	2.5%
SWK	552	634	82	14.9%
UCOL	6,392	6,332	-60	-0.9%
IN	26,923	26,970	47	0.17%
Unduplicated	26,896	26,925	29	0.11%

IUPUC Enrollment

TOTAL	12,609.0	13,363.0	754.0	6.0%		CO	1,309	1,317	8	0.6%
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Grand Total	295,284.0	298,704.5	+3,420.5	1.16%		28,232	28,287	+55	0.19%
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Official Census total*		298,704.5	+3,420.5	1.16%		28,139	28,193	+54	0.19%
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1/18/2006

As of 2006, report had been adjusted to eliminate credit hours for students enrolled in courses with "W" grades at Census (Kelley Direct students who were no longer enrolled in a course with a grade of "W" based on their calendar). 21,328 in original 2005 report - 36.5 credit hours of "W" = 21,291.5 true Kelley Direct credit hours Spring 2005. This accurate comparison is displayed in the adjusted total, grand, and census totals.

*adjusted for students enrolled at Indianapolis and Columbus and for students enrolled in two programs at Indianapolis. In the census totals the student is only counted once, though the hours are unaffected

Adjusting headcount for the shift of non-degree students from Grad non-degree

Science up 102 6.5%

UCOL was
down 379
degree-
seeking
students in
Fall 2005
(-5.3%)

UCOL -508 -8.3% Degree-seeking
undergraduates

Other headcount changes masked by school totals

BUS Down 90 undergraduates (-8.7%) Graduate students up 27 heads
EDUC Down 59 undergraduates (-5.7%); up 82 graduate degree seekers; up 91 non-degree students
Up 154 Engineering students, down 148 Technology students. Bulk of growth in ENGR at graduate level
EGTC
LIBA Up 49 graduate students (+22.1%) Students attributed to Graduate School
SWK Growth all at graduate level
UCOL Up 59 high school students (+96.7%)
NURS Significant shift from graduate non-degree to graduate degree seeking

IUPUI 5 Year Enrollment Trends

IUPUI Office of the Registrar

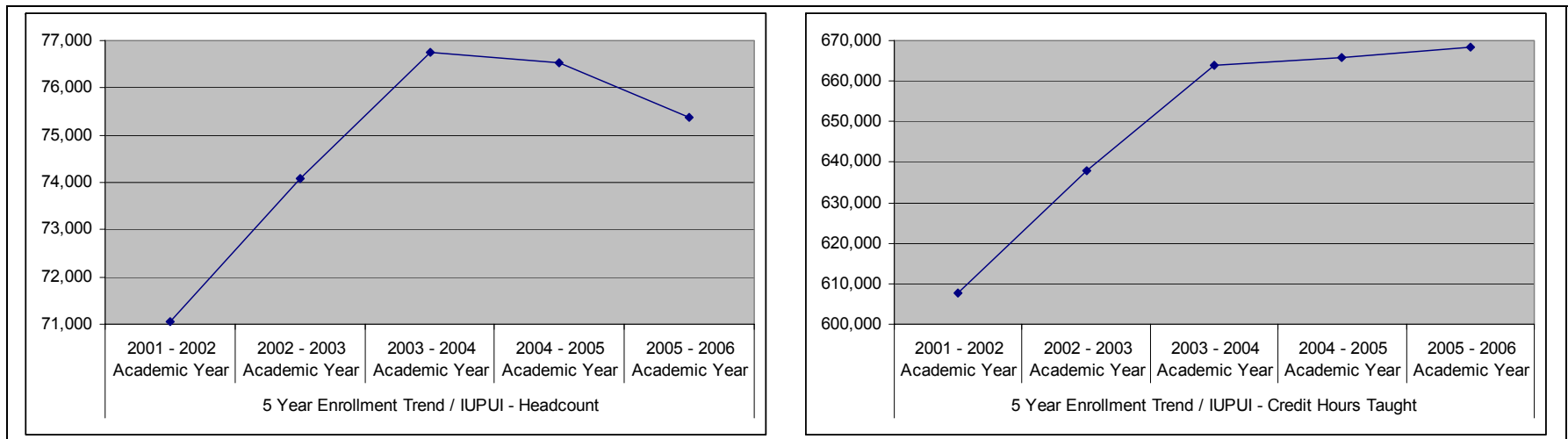
January 25, 2006

Academic Years Covered

- 2001-2002 / Summer 1 2001, Summer 2 2001, Fall 2001, Spring 2002
- 2002-2003 / Summer 1 2002, Summer 2 2002, Fall 2002, Spring 2003
- 2003-2004 / Summer 1 2003, Summer 2 2003, Fall 2003, Spring 2004
- 2004-2005 / Summer 1 2004, Summer 2 2004, Fall 2004, Spring 2005
- 2005-2006 / Summer 1 2005, Summer 2 2005, Fall 2005, Spring 2006

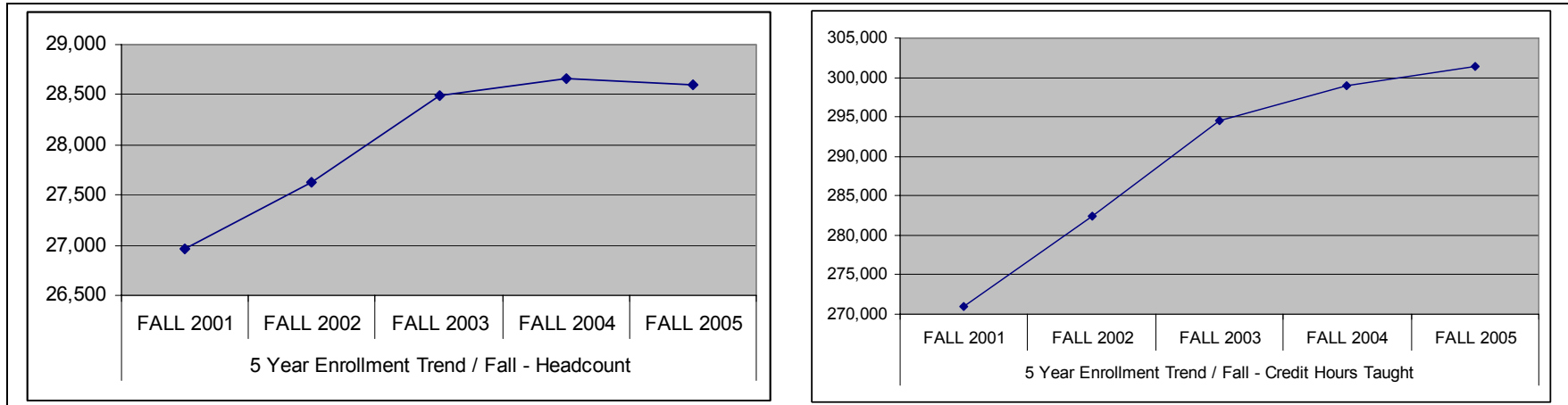
* Data at census for each term

2001 – 2005 “Total Headcount and Credit Hours Taught”

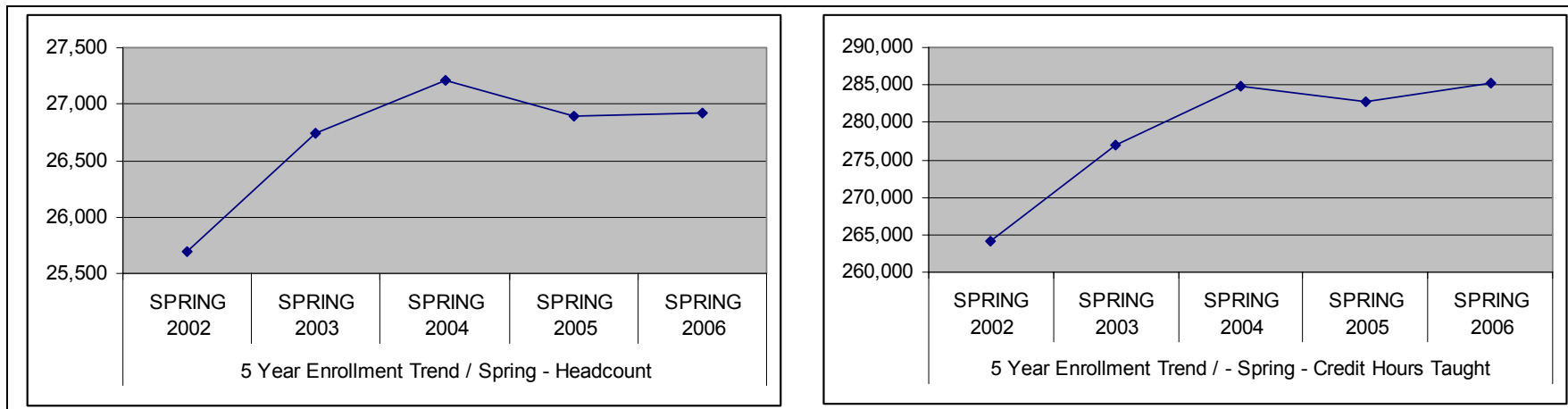


Note: 3rd and 4th year MED headcount was historically counted in both SS1 and SS2; credit hours were split between Sum 1 & Sum 2. As of Summer 2005 (full summer term), headcount and credit hours were counted once as SS1. Similar registration activity took place for specific populations in the Dental School. This helps explain the decrease in headcount for the 2005-2006 Academic Year as these students were counted only once for that AY (instead of twice as they had been historically).

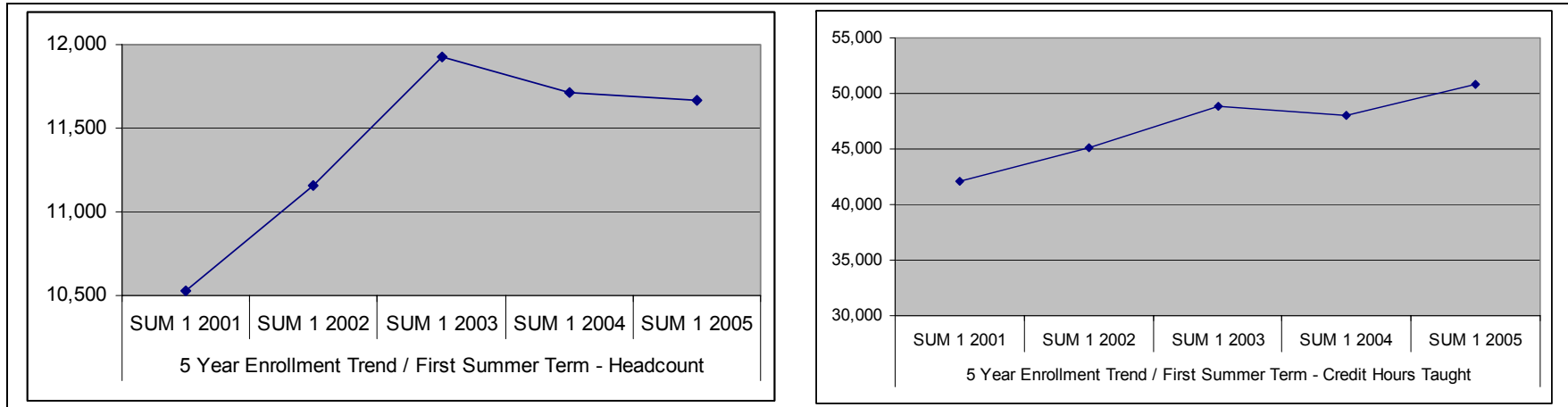
2001 – 2005 / Fall Term “Total Headcount and Credit Hours Taught”



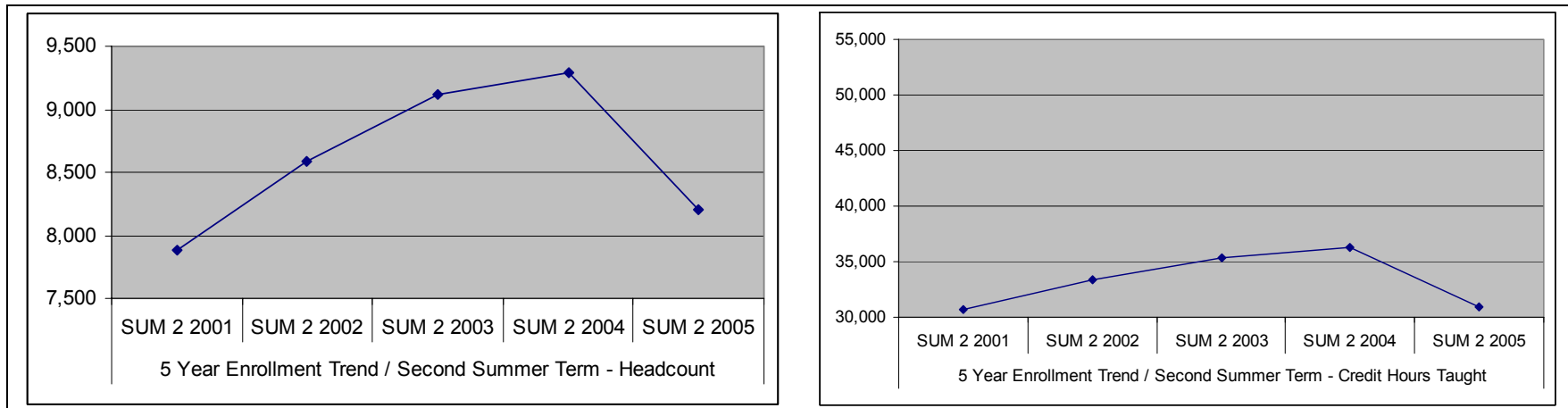
2001 – 2005 / Spring Term “Total Headcount and Credit Hours Taught”



2001 – 2005 / First Summer Term “Total Headcount and Credit Hours Taught”

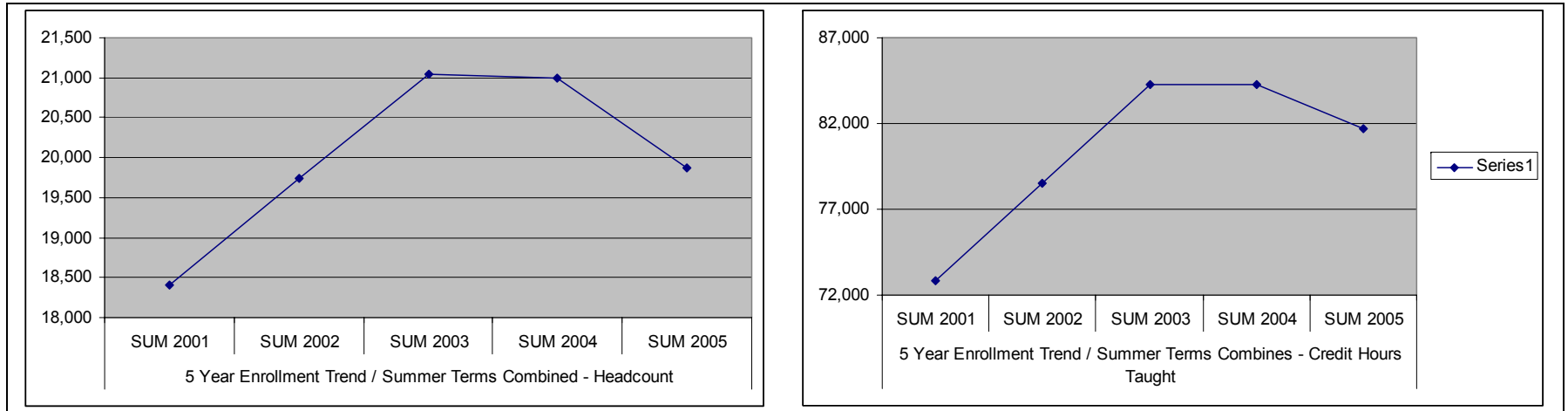


2001 – 2005 / Second Summer Term “Total Headcount and Credit Hours Taught”



Note: 3rd and 4th year MED headcount was historically counted in both SS1 and SS2; credit hours were split between Sum 1 & Sum 2. As of Sum 2005 (full summer term), headcount and credit hours were counted once as SS1. As a result, MED headcount and credit hours were inflated for SS1 compared to 2004 and underreported for SS2 compared to 2004. Similar activity took place for populations in the Dental School.

2001 – 2005 Summer Terms “Total Headcount and Credit Hours Taught”
 (First and Second Summer Terms Combined)



Fall - Headcount

FALL 2001	FALL 2002	FALL 2003	FALL 2004	FALL 2005
26,957	27,619	28,496	28653	28594

Fall - Credit Hours Taught

FALL 2001	FALL 2002	FALL 2003	FALL 2004	FALL 2005
270,941	282,456	294,563	298904.5	301362

Spring - Headcount

SPRING 2002	SPRING 2003	SPRING 2004	SPRING 2005	SPRING 2006
25,693	26,737	27,217	26,891	26,925

Spring - Credit Hours Taught

SPRING 2002	SPRING 2003	SPRING 2004	SPRING 2005	SPRING 2006
264,051	277,004	284,924	282675	285341.5

Summer Terms Combined - Headcount

SUM 2001	SUM 2002	SUM 2003	SUM 2004	SUM 2005
18,411	19,740	21,041	20,996	19,867

Summer Terms Combines - Credit Hours Taught

SUM 2001	SUM 2002	SUM 2003	SUM 2004	SUM 2005
72,805	78,504	84,270	84,251	81,727

First Summer Term - Headcount**SUM 1 2001**
10,524**SUM 1 2002**
11,159**SUM 1 2003**
11,929**SUM 1 2004**
11,711**SUM 1 2005**
11,665**First Summer Term - Credit Hours Taught****SUM 1 2001**
42,142**SUM 1 2002**
45,148**SUM 1 2003**
48,874**SUM 1 2004**
48,015**SUM 1 2005**
50760.5**Second Summer Term - Headcount****SUM 2 2001**
7,887**SUM 2 2002**
8,581**SUM 2 2003**
9,112**SUM 2 2004**
9,285**SUM 2 2005**
8,202**Second Summer Term - Credit Hours Taught****SUM 2 2001**
30663.5**SUM 2 2002**
33356**SUM 2 2003**
35396**SUM 2 2004**
36236.5**SUM 2 2005**
30966.5

IUPUI
Summary Comparison
By Academic Year

IUPUI - Headcount

2001 - 2002 Academic Year	2002 - 2003 Academic Year	2003 - 2004 Academic Year	2004 - 2005 Academic Year	2005 - 2006 Academic Year
71,061	74,096	76,754	76,540	75386

IUPUI - Credit Hours Taught

2001 - 2002 Academic Year	2002 - 2003 Academic Year	2003 - 2004 Academic Year	2004 - 2005 Academic Year	2005 - 2006 Academic Year
607,797	637,963	663,757	665,831	668430.5

Recruiting Calendar

Outreach Activities 2006-2007

		Activity	Unit	Individual	Target Audience
January-06					
	ONGOING	18-24 High School visits to art classrooms per academic year	HR	Emily Clossin	prospective high school art students
	ONGOING	High School field trips to Herron	HR	Emily Clossin	prospective high school art students and teachers
February-06					
	2	Indiana Law Enforcement Academy Recruitment	SPEA		Prospective undergraduate criminal justice students
	3	CIT Day	ET		Prospective high school students
	3	Jag Days - Herron School of Art	CV		Prospective high school students
	4	Scholastic Arts Exhibition	HR	Beth Spears	Prospective high school art students
	5	Recruiting Fair (Louisville)	AD	Mike Donahue	Prospective high school students
	6	"Kelley All Stars Day" - Basketball Game Sponsorship	KSB		Prospective UCOL students and Kelley Alumni

7	SPEA / COP Graduate Open House	SPEA/ COP	Prospective Grad Students - Alumni, IUB & IUPUI students
9-10	Hoosier Association of Science Teachers Conference	ET	high school science teachers
10	Jag Days - Kelley School of Business	CV	Prospective high school students
10	TEAMS Competition	ET	High school student registered through their high school
14	Indpls. Fire Dept. Recruitment	SPEA	prospective undergraduate public safety management students
17	Jag Days - Engineering & Technology	CV	Prospective high school students
20-24	National Engineering Week	ET	different events each day targeting various audiences
20	Kelley Joint MBA Reception	KSB	prospective graduate students
21	Language Engineering Day	ET	students interested in Engineering and Language dual degree programs
23	Chili Bowl - promoting student organizations and undergraduate research	ET	prospective students and UC students

	23	Herron Open House	HR	Pam Hacker/Beth Spears	Prospective high school students, UCOL students who want to transfer to Herron
	24	Project Lead the Way Conference	ET		high school students enrolled in Project Lead the Way courses
	24	Jag Days - Education	CV		Prospective high school students
	25	Scholarship Day	ET		Prospective high school students - by invitation
	26	Bridge Design Competition	ET		Middle school students
	28	Returning to School is Easier	EC	Jennifer Pease	prospective adult undergraduate students
	21-3/13	SE Asia Educational Fairs and School Visits	ET		students in Malaysia, Singapore, Thailand, and Indonesia
March-06	1	Discover Group	ET		???
	3	TEAMS Competition	ET		High school student registered through their high school
	4-5	Scholars Weekend Reception and Brunch	ET, SCI, HON, SS		incoming students who have received scholarship offers for the 2006-2007 academic year

				prospective, newly admitted, and currently enrolled students and their families. Includes both undergraduate and graduate populations
5	Campus Day	ES	Amy Blackford	
12-17	Pittcon - laboratory informatics	INF		????
13-14	Recruiting Fair (Western Michigan)	AD	Mike Donahue	Prospective high school students
15	College Fair (Northwestern Indiana, Highland H.S.)	AD	Kim Stewart-Brinston	Prospective high school students
16	First Robotics at Purdue	ET & AD		prospective high school students
16	College Fair (Hendricks County, Brownsburg H.S.)	AD	Alice Cheung	Prospective high school students
21-22	Purdue Admission Days	AD	Mike Donahue	Prospective PU visiting students
22	College Fair (Allen County, Homestead H.S.)	AD	Kim Stewart-Brinston	Prospective high school students
23-25	National Art Education Association conference--exhibitor's table Herron (Chicago)	HR	Emily Clossin	High school art teachers from across the country, who will in turn find prospective high school students for us.
24	Jag Days - School of Continuing Studies	CV	Amy Blackford	

April-06	31	Jag Days - School of Liberal Arts	CV	Amy Blackford	Prospective high school students
	TBA	Warren Central Career Fest	SCI		Warren Central High School students
	TBA	Project SEED call out meeting	SCI		underserved high school students
	7	Jag Days - SPEA	CV	Amy Blackford	prospective high school students
	8	Spring Shades of Brilliance	MO	Kim Stewart-Brinston	junior and senior high school students from underrepresented groups
	17	College Fair (Delaware County, Indiana Academy)	AD	Caleah Britt, Gloria Quiroz	Prospective high school students
	18	College Fair (Greater Indianapolis North Side, Glendale Mall)	AD	Alice Cheung, Steve Bushouse	Prospective high school students
	19	J Everett Light Job & Career Fair	ET		prospective high school students
	20	Indianapolis Indians Game	CR		
	21	Jag Days - School of Nursing	CV	Amy Blackford	prospective high school students
	21	Butler University Graduate School Fair	INF		prospective informatics and new media students
	28	Jag Days - PETCM	CV	Amy Blackford	prospective high school students
	TBA	Summer I orientation (3 dates)	OS		newly admitted students
	TBA	Northwest High School - Career Fair	MO	Kim Stewart-Brinston	Northwest high school students

	TBA	Arsenal Tech Career Day	MO	Kim Stewart-Brinston	IPS students enrolled in the careers & technology program
May-06	2	Indianapolis Indians Game	CR		
	5	Cinco De Mayo Festival	MO	Kim Stewart-Brinston	The greater Indianapolis Latino Community
	7	International Science & Engineering Fair	ET		prospective international students
	7	Seattle Community College Fair	ET		prospective engineering students
	8-13	Intel International Science & Engineering Fair	ET, SCI, CR		prospective high school students
	10	Summer I orientation	OS		newly admitted students
	12	Jag Days - School of Medicine Health Professions	CV	Amy Blackford	prospective high school students
	15	Indianapolis Indians Game	CR		
	19	Jag Days - School of Social Work & School of Journalism	CV	Amy Blackford	prospective high school students
	21	500 Festival Kids Day	CR		
	26	Jag Days - University College, School of Continuing Studies, Labor Studies	CV	Amy Blackford	prospective high school students
June-06	Tuesday-Friday	New student orientation for summer and fall	OS	Andrea Engler	newly admitted students

July-06	19-23	Project Stepping Stone	MO, AD, KSB, SCI, ET	Kim Stewart-Brinston	prospective Latino high school students
	22-30	Minority Engineering Advancement Program (MEAP)	ET		middle school and high school minority students
	24-25	Indian Market	MO	Kim Stewart-Brinston	Greater Indianapolis Community
	TBA	Computer Science Summer Camp	SCI		high school students
	Tuesday-Friday	New student orientation for fall	OS	Andrea Engler	newly admitted students
	6-16	Indiana Black Expo	MO	Kim Stewart-Brinston	African American Families and youth from across the nation
	10-14	Minority Engineering Advancement Program (MEAP)	ET		middle school and high school minority students
	10-14	Girls in CGT - Summer Sports Camp	ET		girls participating in the summer sports camp hosted by the Natatorium
	17-21	Desing and Discovery - Summer Sports Camp	ET		individuals participating in the summer sports camps hosted by the Natatorium
	24-28	Minority Engineering Advancement Program (MEAP)	ET		middle school and high school minority students

August-06	TBA	Mayor's Latino Forum	MO		greater Indianapolis Latino community
	1,2,4,14,15,16,21,22	New student orientation for fall	OS	Andrea Engler	newly admitted students
	9-20	Indiana State Fair	CR		youth and families throughout the state of Indiana
	TBA	IPS Back to School Fair	MO	Kim Stewart-Brinston	Students and families from IPS and Perry Township
September-06	ongoing	High School Visits	AD	Mona Loft	high school students and guidance counselors
	8	Jag Days-Adult Focus	CV	Amy Blackford	prospective adult undergraduate students
	15	Jr. Jag Days	MSO	Felica Ahasteen-Bryant	middle school students
	27	ACE Initiative high school visit	MO	Kim Stewart-Brinston	students from IPS high schools
	29	Family Connections Dinner	UC		new students and families in UCOL
	TBA	Center for Leadership Development Orientation	MO	Kim Stewart-Brinston	Students that participate in the CLD program

	TBA	Fiesta Indianapolis	MO	Kim Stewart-Brinston	The greater Indianapolis Latino Community
	TBA	IUPUC area high school recruiting	SPEA		prospective undergraduate students
	TBA	MHA information session	SPEA		IUB & IUPUI undergraduates
	TBA	IN Law Enforcement Academy Recruiting	SPEA		prospective undergraduate criminal justice students
	TBA	Rose Hulman Graduate Fair	ET		prospective graduate students
	TBA	Big 10 Graduate Fair at Purdue	ET, INF		prospective graduate students
	TBA	IACAC Fall 2006 College Fairs Begin	AD, SCI		prospective high school students
	TBA	"Step Onto Campus" - ISTEP Week	CV	Amy Blackford	prospective Indiana high school students
	TBA	Indiana National Portfolio Day	HR	Emily Clossin and Herron Faculty	High school art students
	TBA	JagDays?	HR	Emily Clossin	High school prospective students
October-06	ongoing	High School Visits	AD	Mona Loft	high school students and guidance counselors
	4	ACE Initiative high school visit	MO	Kim Stewart-Brinston	students from IPS high schools

6	Jag Days	CV	Amy Blackford	Prospective high school students
13	Middle School Career Conference	MSO	Felica Ahasteen-Bryant	middle school students
18	ACE Initiative high school visit	MO	Kim Stewart-Brinston	students from IPS high schools
19	Returning to School is Easier	EC	Jennifer Pease	prospective adult undergraduate students
20	Jag Days	CV	Amy Blackford	Prospective high school students
21	Scholars' Day	SS, HO,HR	Sarah Glener-Bales	prospective high ability high school seniors
TBA	META Conference	MO, SLA, AD	Enrica Ardemangi	prospective Latino high school students
TBA	Dental Day	DEN		prospective dental students
TBA	Engineering & Science Open House	ET, SCI		prospective Engineering and Science students
TBA	Indiana State University Graduate Fair	ET		prospective graduate students
TBA	Central Nine Career Day	ET		prospective high school students
TBA	Engineering & Technology Graduate Open House	ET		prospective graduate students
TBA	Graduate School Fairs - De Pauw, Ohio State, Dennison, Chicago	ET		prospective graduate students
TBA	Gary Area College Fair	MO, AD	Kim Stewart-Brinston	prospective high school students

November-06	TBA	Portage College Fair	MO, AD	Kim Stewart-Brinston	Prospective high school students
	TBA	Hammond College Fair	MO, AD	Kim Stewart-Brinston	Prospective high school students
	TBA	Allen County College Fair	MO, AD	Kim Stewart-Brinston	Prospective high school students
	ongoing	High School Visits	AD	Mona Loft	high school students and guidance counselors
	ongoing	UCOL Leadership Scholarship Recruitment	OS	Andrea Engler	current students interested in serving as a mentor or orientation leader
	1	ACE Initiative high school visit	MO	Kim Stewart-Brinston	students from IPS high schools
	3	Jag Days	CV	Amy Blackford	Prospective high school students
	11	Fall Shades of Brilliance	MO	Kim Stewart-Brinston	
	17	Jag Days	CV	Amy Blackford	Prospective high school students
	TBA	Jr. Jag Day	MSO	Felica Ahasteen-Bryant	middle school students
	TBA	MHA information session	SPEA		IUB & IUPUI undergraduates
	TBA	New student orientation for spring 2007 admits	OS	Andrea Engler	newly admitted students

December-06	ongoing	UCOL Leadership Scholarship Recruitment	OS	Andrea Engler	current students interested in serving as a mentor or orientation leader
	1	Jag Days	CV	Amy Blackford	Prospective high school students
	14	Returning to School is Easier	EC	Jennifer Pease	prospective adult undergraduate students
	15	Jag Days	CV	Amy Blackford	Prospective high school students
	TBA	New student orientation program - spring 2007 admits	OS	Andrea Engler	Newly admitted students
January-07	ongoing	UCOL Leadership Scholarship Recruitment	OS	Andrea Engler	current students interested in serving as a mentor or orientation leader
	3,4,5	New student orientation program - spring 2007 admits	OS	Andrea Engler	Newly admitted students
	5	Jag Days	CV	Amy Blackford	Prospective high school students
	19	Jag Days	CV	Amy Blackford	Prospective high school students
February-07	ongoing	UCOL Leadership Scholarship Recruitment	OS	Andrea Engler	current students interested in serving as a mentor or orientation leader
	2	Jag Days	CV	Amy Blackford	Prospective high school students

	6	Graduate Open House	SPEA		Prospective Grad Students - Alumni, IUB & IUPUI students
	16	Jag Days	CV	Amy Blackford	Prospective high school students
		Jr. Jag Days	MSO	Felica Ahasteen-Bryant	middle school students
	23	IUPUI-Identity Day	MO	Kim Stewart-Brinston	Newly admitted minority students
	TBA	Indiana Law Enforcement Academy Recruitment	SPEA		Prospective undergraduate criminal justice students
March-07					
	2	Jag Days	CV	Amy Blackford	Prospective high school students prospective, newly admitted, and currently enrolled students and their families. Includes both undergraduate and graduate populations
	4	Campus Day	ES	Amy Blackford	
	16	Jag Days	CV	Amy Blackford	Prospective high school students
	21	ACE Initiative on-campus visit	MO	Kim Stewart-Brinston	students from IPS high schools
	22	Returning to School is Easier	EC	Jennifer Pease	prospective adult undergraduate students

April-07	23	Middle School Educators' Day	MSO	Felica Ahasteen-Bryant	middle school guidance counselors and teachers
	30	IUPUI-Identity Day	MO	Kim Stewart-Brinston	Newly admitted minority students
	4	ACE Initiative on-campus visit	MO	Kim Stewart-Brinston	students from IPS high schools
	6	Jag Days	CV	Amy Blackford	Prospective high school students
	13	Spring Middle School Career Conference	MSO	Felica Ahasteen-Bryant	middle school students
	20	Jag Days	CV	Amy Blackford	Prospective high school students
	TBA	Diverse Scholar Visitation Day	MO	Kim Stewart-Brinston	newly admitted students awarded a diversity related scholarship
	27	IUPUI-Identity Day	MO	Kim Stewart-Brinston	Newly admitted minority students
	TBA	VA Hospital Recruiting	SPEA		Prospective undergraduate and graduate Health Administration students
	TBA	New student orientation for Summer I	OS	Andrea Engler	newly admitted students
May-07					

June-07	4	Jag Days	CV	Amy Blackford	Prospective high school students
	5	Cinco De Mayo Festival	MO	Kim Stewart-Brinston	The greater Indianapolis Latino Community
	18	Jag Days	CV	Amy Blackford	Prospective high school students
		Jr. Jag Days	MSO	Felica Ahasteen-Bryant	middle school students
	19	Spring Shades of Brilliance	MO	Kim Stewart-Brinston	prospective high school juniors from underrepresented groups
	24	Returning to School is Easier	EC	Jennifer Pease	prospective adult undergraduate students
	TBA	New and Transfer student orientation - Summer I	OS	Andrea Engler	newly admitted students
	23 -24	Indian Market	MO	Kim Stewart-Brinston	Greater Indianapolis Community
	TBA	New and Transfer student orientation - Summer & Fall	OS	Andrea Engler	newly admitted students
	09-22	Indiana Black Expo	MO	Kim Stewart-Brinston	African American Families and youth from across the nation

TBA	New and Transfer student orientation - Fall	OS	Andrea Engler	newly admitted students
AD	Admissions	HO	Honors	
CV	Campus Visits	OS	Orientation Services	
EC	Enrollment Center	CR	Community Relations	
ES	Enrollment Services	HR	Herron School of Art	
MO	Multicultural Outreach	KSB	Kelley School of Business	
MSO	Middle School Outreach	INF	School of Informatics	
SS	Student Scholarships	ET	School of Engineering and Technology	
		SCI	School of Science	
		DEN	School of Dentistry	

***Business and community outreach requests will be coordinated by the Enrollment Center on a case-by-case basis and are ongoing throughout the year.

****Large group tour requests will be coordinated by Campus Visits on a case-by-case basis and are ongoing throughout the year.

****Daily tours of the IUPUI campus will be coordinated by Campus Visits on a case-by-case basis and are ongoing throughout the year.

last updated January 23, 2006

Enrollment Management Priorities and Action Plan (2005-06)

1. Assessing enrollments in the context of longer-term implications and developing short-term plans to attract and retain students in enrollment patterns that will provide a fiscally responsible bridge to our longer-term goals;

- Review enrollment and retention data to acquire necessary understanding of trends
- Determine additional data needs and their usage

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Engage the academic units in enrollment forecasting and capacity analysis	EMC and academic units	Operationalization of gathering of information for establishment of enrollment goals	Initial discussion November 2005	See 2 below <i>IMIR to provide training in February</i>
Coordinate with the Retention and Graduation Council in analyzing retention trends and implications	EMC and R&G councils	<ul style="list-style-type: none"> ○ Detailed retention data ○ Initial joint meeting tentatively scheduled for March 2006 	May 2006	Reporting results at the level of the academic unit (and program, as appropriate)

2. Developing program-specific enrollment goals reflective of the schools' objectives and missions, community need, resources and capacity, and future program developments (i.e., the emergence of new, often interdisciplinary fields);

- Review the programmatic mix and new program development based on community needs
- Determine program capacity (number of faculty, number of majors that can be handled)
- Assess facilities and classroom utilization

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Develop and implement process for academic units to establish enrollment targets for Fall 2006	EMC & IMIR	EM Planning tools and data	May 2006	Specific school enrollment targets (targets by major and program where appropriate) <i>IMIR to provide training in February</i>
Review and comment on proposed changes in class meeting patterns and times at the first meeting	EMC, Registrar and Learning Environment Committee	Consultation with appropriate groups and faculty	September 2005	Adoption of new patterns and times for Fall 2006 <i>Done</i>
Plan and hold forum on enrollment management in commuter urban research universities and how to develop an enrollment management plan	EMC	Don Hossler will present	March 2006	Forum held

3. Expanding IUPUI's post-baccalaureate enrollments in absolute and relative terms, in part by attracting highly-prepared and talented students as undergraduates with the prospect of their continuing their education at the graduate level;

- **Focus on evolving list of areas of excellence, but not to the exclusion of other programs**
- **Strategic use of financial aid and scholarships to attract and retain highly prepared and talented students**

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Beth Barnette presented to EMC on the strategic use of scholarships at the October 2005 meeting. Follow-up is needed from schools and financial aid and scholarship-related committees such as FASPAC and the Strategic Scholarship Coordinating Committee to best leverage resources from the academic units and the campus	Scholarships, FASPAC, academic units, Strategic Scholarship Coordinating Committee		Beth's presentation October 2005	<ul style="list-style-type: none"> ○ Establishment/refinement of school-based and campus-wide scholarship plans ○ Creation of Strategic Scholarship Coordinating Committee ○ Yield rate for scholarship offers ○ Retention rate for scholarship recipients ○ Campus-wide coordination of high-ability recruitment activities
Collaborate with the Graduate Affairs Recruitment Group in the development of a marketing plan that articulates the campus' strengths	EMC, Graduate Affairs, and Communications and Marketing		May 2006	<ul style="list-style-type: none"> ○ Completion of Recruitment Marketing plan ○ Improved internal communication with students regarding graduate opportunities ○ Increased number of graduate/professional students <p><i>Amy's Marketing subcommittee due to report at January 2006 EMC meeting</i></p>

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Promote undergraduate research opportunities, including summer programs, that will help inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	Academic units, Graduate Affairs, UROP			<ul style="list-style-type: none"> ○ Improved coordination and promotion of undergraduate research opportunities ○ Increased number of undergraduate students performing research ○ Increased number of graduate/professional students who completed undergraduate degrees at IUPUI

4. Enhancing relationships and raise expectations of major sources of our students: Ivy Tech and high schools;

- Align high school graduation requirements with college matriculation expectations so as to increase expectations and improve quality
- Increase number of articulated courses and programs to ease transfer process
- Continue articulation work through Passport, academic units, and Enrollment Services
- Ease transfer process through efforts of Enrollment Services, Orientation, academic units, Transfer Committee, and Council on Graduation and Retention

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Report to EMC on IUPUI undergraduate admission standards	<ul style="list-style-type: none"> ○ Admissions and UCOL Admission Committee ○ Passport & Academic Units ○ ES, Orientation, academic units, Transfer Committee, Council on Graduation & Retention 		<p>Spring 2006 (ease transfer process)</p> <p>Others: ongoing</p>	<ul style="list-style-type: none"> ○ Improved quality of new admits ○ Increased yield rate for transfers ○ Larger number of articulated courses and programs ○ Student satisfaction with transfer/transition process, including satisfaction after a semester ○ Increased retention of transfer students <p><i>New admissions standards draft going to UCOL Admissions Committee</i></p>

5. Maintaining and enhancing our commitment to diversity and internationalization of the campus;

- **Reflect mission-related global distribution and intentional proportions of undergraduate, graduate, and post-graduate enrollments**
- **Review current enrollment by these populations, set targets for increasing enrollment, and identify additional recruiting/retention steps, both centrally and within the schools**

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
<p>Incorporate consideration of diversity and internationalization in the academic unit enrollment target setting process</p> <p><i>For more on diversity at IUPUI visit http://www.iupui.edu/diversity/vision.html</i></p>	EMC, OIA, Diversity Cabinet, and academic units	Data on current enrollments, transfer-out patterns, and available markets	Initial completion with Fall 2006 targets May 2006	<ul style="list-style-type: none"> ○ Recruitment, enrollment, retention, and graduation of diverse students proportionate to their representation in the community or region served by the academic unit ○ Identify schools, programs, and majors (as appropriate) where additional specific steps should be taken to increase diversity ○ Increased international enrollment
<p>Discuss issues and strategies related to recruiting and enrolling Hispanic students</p> <p>Topics from August meeting of Hispanic community leaders with Dean Plater</p> <ul style="list-style-type: none"> ○ Economic Development ○ Support of La Plaza as community organization ○ Educational Pipeline 	ES for educational pipeline Solution Center for other issues	<ul style="list-style-type: none"> ○ Promotion of importance of education in K-12 and preparation for college ○ Expanded recruiting efforts, including additional materials in Spanish ○ Scholarships and aid ○ Immigration status issues for undocumented students 	Ongoing	<ul style="list-style-type: none"> ○ Two meetings were held in the Fall of 2006 ○ Increased number of Hispanic applicants and admits ○ Increased yield rate for Hispanic students ○ Establishment of Spanish language hotline where students and parents can receive information on enrollment ○ Updating Spanish language enrollment brochure ○ Education sponsor at Fiesta Indianapolis and Cinco de

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
				Mayo Celebration
Identify additional community partners to involve and help promote diversity at the university	Multicultural outreach with such community partners as: <ul style="list-style-type: none"> ○ Urban League ○ Wesco ○ Christamore House ○ Center for Leadership Development ○ Indiana Black Expo ○ Local Community Centers 	<ul style="list-style-type: none"> ○ Promotion of importance of education in K-12 and preparation for college to both prospective students and their families ○ Provide more information on Scholarships and Financial Aid ○ Promote pre-college and summer enrichment programs available at IUPUI 	May 2006	

6. Ensuring effective services, educational opportunities, and programs for learners—formal and informal—through new program formats (e.g., life-long learning, certificates, modal and intensive time commitments outside of traditional formats and calendars, including summer scheduling), the use of technology, and emerging patterns of engagement with learning through communities of practice;

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Coordinate with activities of the Council on Lifelong Learning, Center for Teaching and Learning, and academic units	EMC, Council on Lifelong Learning, Center for Teaching and Learning, and academic units		December 2006 and ongoing	<ul style="list-style-type: none"> ○ Increased flexibility in course offerings in terms of method of delivery, need for visits to campus, and calendar ○ Increased number or percentage of courses offered via distance technology ○ Increased number of departments/programs offering courses via distance technology ○ Increased number of certificate options and related packaging of courses in groups shorter than those leading to formal credentials such as certificates or degrees ○ Expanded use of technology ○ Expanded opportunities for experiential learning <p><i>Follow lead of Council on Lifelong Learning</i></p>
Promote Accelerated Improvement Process (AIP) by sharing outcome reports	Units participating in AIP	Successful use of AIP	Ongoing	<p>Regular reports to EMC and other groups on successful use of AIP</p> <p><i>Enrollment Center has identified a candidate process for review.</i></p>

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Establish performance indicators for student support services units	ES and IMIR to develop initial list		12/06	Identification of appropriate performance indicators

7. Empowering offices and individuals to take direct actions in a timely manner that will achieve the goals we have set for ourselves based on the effective use of information for both planning and decision-making;
- Educate the campus as to the importance and use of enrollment management by development of new tools and templates and provision of training

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Develop training process for academic unit staff to utilize available resources for information to drive enrollment management decisions.	EMC and IMIR	See 1 & 2 above	Ongoing	Specific enrollment targets and campus enrollment capacity established and review, calibrated annually <i>Ongoing EMC presentations and IMIR training in February (see 1 and 2 above)</i>

8. Improving and expanding communications with students using a variety of methods and media;

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Continue development of the Communications Calendar http://registrar.iupui.edu/emc for both central and school-based communications	Enrollment Services offices and academic units	Sharing of sample communications and dates sent or made available on the Web	Ongoing. Initial calendars publishing Summer 2005	Compilation and distribution of central and school-based communications calendars <i>Amy's Marketing subcommittee to report at the January 06 meeting</i>
Conduct communications audit of information provided to prospective and admitted (not yet enrolled) students	EMC Communications subcommittee, Enrollment Services consulting with academic units	Samples of communications from ES offices and from academic units	December 2005	Completion of audit and compilation of list of communications/publications <i>Amy's Marketing subcommittee to report at the January 06 meeting</i>
Solicit student input	EMC consulting with Campus and Community Life and student leadership	Student satisfaction survey and student focus groups	Ongoing	<ul style="list-style-type: none"> • Regular input from students and increased level of satisfaction expressed by students on communications received from the university • Use of new performance indicators (see 7 above)

9. Improving and expanding communications and collaborations between and among units and other groups dealing with Enrollment Management issues

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
Continue to promote interactions among the enrollment management related groups	All EMC-related groups and academic units <ul style="list-style-type: none"> • EMC • Transfer student task force • Council on Retention & Graduation • Graduate Affairs Recruitment Committee • APPC • Strategic Scholarship Coordinating committee • FASPAC • Ivy Tech Transfer Group • Gateway Group • Multicultural Outreach Advisory Group • Orientation Advisory 		Ongoing	<ul style="list-style-type: none"> • Clear assignment of responsibilities between and among the groups • In order to avoid unnecessary duplication of effort or missed opportunities, better coordination among EM-related groups of recruitment activities and communications with current students • Provision of a combined briefing report on the overlapping work of these groups to Faculty Council and campus administration <p><i>Creation of joint recruitment calendar with January 2006 meeting</i></p> <p><i>Amy's Marketing subcommittee to report at the January 06 meeting</i></p>

Action Plan	Department/office responsible	Resources to accomplish	Date of Completion	Benchmarks for Completion/Success
	<ul style="list-style-type: none"> Committee Council on Lifelong Learning 			

Cutting across all of these:

- Identification and promotion of best practices
- Development of benchmarks and setting interim and longer-term goals
See especially 2 and 7 above
- Assessment of continuing student satisfaction and success
- Use of new Student Support Services Performance Indicators (as they become available)
- Assessment of alumni to determine student success

January 15, 2006