Enrollment Management Council  
November 22, 2013  
Minutes

Minutes  
- Minutes for past meetings are available by visiting [http://registrar.iupui.edu/emc/emc-meetings.html](http://registrar.iupui.edu/emc/emc-meetings.html).  
- EMC Website [http://registrar.iupui.edu/emc/](http://registrar.iupui.edu/emc/)

Charge for the Year Executive Vice Chancellor Nasser Paydar  
- EVC Paydar provided an update on the IUPUI [Strategic Plan](http://registrar.iupui.edu/emc/emc-meetings.html), including a summary of the plan’s development. Dr. Paydar noted the plan was comprehensive and inclusive, addressing more than just academic matters.  
  - Following a large number of meetings and conversations with multiple constituencies and shareholders on campus and in the community, ten strategic initiatives were identified. These initiatives support three larger areas of focus
    - The success of our students
    - Advances in health and life sciences
    - Contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond
      - The area of particular interest to the EMC, Optimize our Enrollment Management, falls under the first of these three foci.
    - 12 task forces worked on 5-6 recommendations each. About 70 unique recommendations emerged.
    - We are now reviewing areas where structural changes are needed to facilitate implementation of recommendations.
    - We will be tracking the Annual Reports prepared by the academic and administrative units with the initiatives included in the Strategic Plan and gauging how their efforts also support the larger campus goals.

- Dr. Paydar discussed needs for improvement and growth in a number of specific areas of interest to the group.
  - Student Success
    - What can we do to make our students more successful in terms of retention, progression, and graduation?
      - 25% of Indiana students graduate in four years; bottom-third of U.S.
      - The 19% graduation rate in four years for this campus is extremely low.
      - We are considering creating a Division of Undergraduate Education that would coordinate and support activities beyond the student’s first year.

- Enrollment Management
  - Creation of a Division of Enrollment Management is under consideration that would coordinate and support recruitment efforts with all our schools. Successful programs have a purpose, a plan, and coordinate activities.
    - For example, we are working for improved coordination in how we communicate with prospective students through tools such as CRM. This is a matter both of a consistent campus message as well as the timing of our efforts that reach our target audiences in a thoughtful and deliberate manner.
      - For example, some applicants for Fall 2014 had already been admitted by September of this year. We need to share information with them, both from the central campus offices such as Admissions and Student Financial Services as well
as from the academic units in ways that keep the students engaged but don’t overwhelm them with too many simultaneous mailings. These efforts should leverage our collective resources for maximum efficiency and effectiveness.

- We need to invest in more software and technology. We should develop and employ more predictive models to help with recruiting, advising, and other related areas.
  - IUPUI has always done a good job of monitoring progress toward goals. However, we recognize that we need more and better data to support our enrollment management efforts and to recruit people we can retain and graduate. We need such data to support our decision-making efforts.

- Community Engagement
  - In conversations with members of the community, we were reminded that IUPUI is a complicated organization and it isn’t always clear how an outside business or organization can connect with the university. We need to provide much better coordination of our community engagement, including a clear point of contact.

- Ph.D. programs and degrees awarded
  - 37 Ph.D. degrees were awarded from the Indianapolis campus last year, far below the number awarded by our peers in the Urban 13.
  - We are somewhat under-reported as a number of students complete their work here but have the degree conferred by either West Lafayette or Bloomington.
  - We need to find ways to increase the number of such degrees that we confer.
    - EMC members were encouraged to visit [this site](#) for more details about *Our Commitment to Indiana and Beyond, the IUPUI Strategic Plan* and if they believe any areas have been overlooked (or have other ideas) send them to Dr. Paydar.

Announcements from the Chair

- Spring 2014 Undergraduate Admission update  (12/1/2013)

<table>
<thead>
<tr>
<th></th>
<th>Spring 2013</th>
<th></th>
<th></th>
<th>Spring 2014</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Applied</td>
<td>Admitted</td>
<td>Enrolled</td>
<td>Applied</td>
<td>Admitted</td>
<td>Enrolled</td>
</tr>
<tr>
<td>Beginner</td>
<td>1,022</td>
<td>387</td>
<td>95</td>
<td>1,000</td>
<td>350</td>
<td>82</td>
</tr>
<tr>
<td>External Transfers</td>
<td>2,624</td>
<td>1,505</td>
<td>474</td>
<td>2,601</td>
<td>1,555</td>
<td>468</td>
</tr>
<tr>
<td>Non Degree/Other</td>
<td>562</td>
<td>436</td>
<td>161</td>
<td>460</td>
<td>339</td>
<td>150</td>
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<tr>
<td>Intercampus Transfers</td>
<td>439</td>
<td>336</td>
<td>128</td>
<td>425</td>
<td>299</td>
<td>82</td>
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<tr>
<td>Returning Students</td>
<td>839</td>
<td>649</td>
<td>172</td>
<td>956</td>
<td>676</td>
<td>199</td>
</tr>
<tr>
<td>Total</td>
<td>5,486</td>
<td>3,313</td>
<td>1,030</td>
<td>5,442</td>
<td>3,219</td>
<td>981</td>
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*2014 admits higher than 2013 at this point  2014 admits lower than 2013 as this point Source: PiC*

Beginners

- We should expect this number to continue to decline because we are doing a better job of bringing them in during the fall and with the pervasive availability of transfer students, students will increasingly become transfers if they don’t enroll in fall.

External Transfers

- This is the area of growth, it seems, and as you can tell, the number of admits is growing.
Returning Students
- This pipeline has been erratic and should become more stable in the future, but we also need to expect that, as our retention and graduation rates increase, these numbers will also decline.

Intercampus Transfers
- We should expect these to continue to go down because retention goes up at other IU campuses. We also cannot actively control this application pool.

Non-Degree
- Erratic and unpredictable numbers. 2014 admits are somewhere between 2012 and 2013 numbers.

- **Fall 2014 Undergraduate Admission update** (12/1/2013)

<table>
<thead>
<tr>
<th>Beginner</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Change</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Applications</td>
<td>5,681</td>
<td>7,254</td>
<td>8,177</td>
<td>923</td>
<td>12.7%</td>
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<tr>
<td>Admissions</td>
<td>1,944</td>
<td>3,801</td>
<td>4,403</td>
<td>602</td>
<td>15.8%</td>
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</table>

*Source: Office of Undergraduate Admissions*
- Some of the growth is real and some reflects faster processing of applications.

- **Spring Enrollment update** (12/1/2013)

<table>
<thead>
<tr>
<th>IN</th>
<th>2013</th>
<th>2014</th>
<th>Change</th>
<th>% Change</th>
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</thead>
<tbody>
<tr>
<td>Heads</td>
<td>19,332</td>
<td>19,396</td>
<td>64</td>
<td>0.3%</td>
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<tr>
<td>Credits</td>
<td>225,864</td>
<td>232,129</td>
<td>6,265</td>
<td>2.8%</td>
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<table>
<thead>
<tr>
<th>IUPUC</th>
<th>2013</th>
<th>2014</th>
<th>Change</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Heads</td>
<td>1,048</td>
<td>1,014</td>
<td>-34</td>
<td>-3.2%</td>
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<tr>
<td>Credits</td>
<td>11,008</td>
<td>10,886</td>
<td>-122</td>
<td>-1.1%</td>
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</table>

<table>
<thead>
<tr>
<th>Combined</th>
<th>2013</th>
<th>2014</th>
<th>Change</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Heads</td>
<td>20,380</td>
<td>20,410</td>
<td>30</td>
<td>0.1%</td>
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<tr>
<td>Credits</td>
<td>236,872</td>
<td>243,015</td>
<td>6,143</td>
<td>2.6%</td>
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</table>

*Note: Spring enrollment totals may have been affected by when Thanksgiving fell in 2012 and 2013. It was later in 2013 than in 2012, leaving a full week of post-Thanksgiving enrollment in 2012 when compared to 2013’s shortened last week of November. More comparable numbers should be available 12/8/2013.*

- Data from Michele Hansen’s October presentation on the characteristics of the Class of 2017 was featured in the [From the Desk of the Chancellor](#) section of the October 29th [Inside IUPUI](#) newsletter. This feature, entitled *Helping Students Succeed*, linked to the three presentations made at the October meeting as “work that informs the work of the Enrollment Management Council.”
• **Evidence Based Credit Assessment** *reminder of upcoming workshops*
  o Among the areas of focus identified in the Strategic Planning Process is the need for expanding the availability of awarding credit for a student’s knowledge and skills earned through other than traditional college courses.
  o **Upcoming Workshops**
    ▪ Monday, December 2: 10:00 a.m. – 11:30 a.m., CE 309
    ▪ Tuesday, December 3: 2:30 p.m. – 4:00 p.m., CE 309
    ▪ The workshops will feature a presentation of a new online portfolio development course as well as suggest steps units should consider in looking through a portfolio to determine the most appropriate course credit to award.
    ▪ Additional workshops will be held in the Spring by the Center for Teaching and Learning and the Office of Assessment as we move more out of administrative matters in processing such credit and into the academics.

• **Ivy Tech Transfers**
  o This fall IUPUI has a total of 3,800 students enrolled who had previously attended the Indianapolis campus of Ivy Tech.
  o 599 transfers entered this fall, down slightly from last year. 99.5% of these students had transferrable credit and they brought in an average of 41.4 credits each.
  o Due to our course articulation agreements with Ivy Tech-Indianapolis, 76.7% of credit hours transferred were articulated toward distributed credits. In comparison, 60.5% of transferred credit hours were articulated toward specific course credits for students from IUPUI's other major feeder institutions. Distributed credits allow for easier academic planning and advising as the specific IUPUI courses to which they equate can more readily be used by students and advisors than can “undistributed credits.”
  o For more detail, visit the [Passport Annual Report](#).

• **Comments from Admissions Facebook page for students admitted for next fall (Class of 2018) and why they are choosing IUPUI**
  o See below

**IUPUI Student Financial Services Initiatives: Impacting Student Access and Success Everyday**  *Marvin Smith*

• Marvin provided an overview of the current student need and aid environment and steps undertaken by Student Financial Services (SFS) to address them. These include:
  o The role of SFS in providing both financial aid and a number of in-person services on behalf of the Office of the Bursar.
    ▪ There is a new Bursar payment system which means that students will need to complete a new authorization form for parents to pay bills
    ▪ VISA is now accepted for on-line payment
  o Volume of SFS activity in terms of students served, aid recipients, etc.
    ▪ 72% of undergraduates receive some form of aid, the highest percentage of any IU campus.
    ▪ The average IUPUI 2011 graduate had $29,673 in loan debt, higher than IUB, Purdue-West Lafayette, and Ball State. The amount of borrowing is not a surprise as IUPUI has the highest percentage of Pell Grant recipients, a proxy for overall need. Students with greater unmet need will likely have to borrow more.
    ▪ New borrowing is down significantly. This is good news as we want to make sure students borrow enough, but not too much.
  o Newer initiatives in serving students, including both new processes and outreach efforts
Emphasized the importance of completing 30 credits a year for 21st Century Scholars to maintain their full award.

- Students who had unused Pell or Stafford funding from the Fall and Spring semesters were contacted to encourage them to consider using those funds to attend summer school. Many students did not know unused aid might be available in the summer and could make the money go further in Summer 2013 due to the discounted tuition rate.
- We don’t yet know if the summer discount will continue for 2014.

- After determining that the first year retention rate of non-resident students is lower than for residents, SFS wrote to admitted non-resident students who had an unmet need of $10,000 or more to encourage them and their families to think carefully about how they would fund the cost of attending IUPUI. Beyond being a good thing to do, sending the letter may prompt some students lacking sufficient financial resources to begin their studies elsewhere and may help our retention rate.

Financial Literacy Initiatives, including the establishment of the IUPUI Financial Wellness Council

- The goal of Financial Literacy efforts is to help students to complete their degrees with as little debt as possible.
- The Council has 25 members representing a number of schools and administrative units. EMC members interested in participating should contact Marvin.
- SFS and the campus Financial Literacy Council works with IU’s Office of Financial Literacy.
  - The Office of Financial Literacy implemented a financial learning module for all new IU students (Buttonwood/Transit), offered through OneStart.
- The Kelley School of Business will be offering three 1-credit Financial Literacy courses in the Spring term. These will count toward the General Education core requirements.
- SFS recognizes that different classes have different literacy needs. Programs targeting freshmen will be different than those serving students who need more information on loan repayment, for example.
  - Marti Reeser suggested that students in lock-step programs such as Medicine and Nursing might be tapped earlier to complete their exit interviews and related processing. This would help spread out serving the graduating population.
  - If EMC members are aware of any similar “captive” groups of students that could be served by visits from SFS staff, please contact Marvin.
- Though programs on financial literacy totaling 90 minutes are offered to students and parents as part of the new two-day Orientation, we understand that due to the amount of campus information being presented on those days, students can be overwhelmed. As a result, SFS will extend its efforts into first-year seminars as well.
- O-Team members participated in the Orientation programs, offering first-hand tips on managing money on campus from a student’s perspective.

Other comments

- As a result of the university’s shared service initiative, some of the backroom work that has been done here will be moved to the central USSS.
- There is a growing trend in freshmen not interested in using work-study funding during the freshman year. As a result, SFS is starting to offer more work-study funding to qualified continuing students. We seek help from the schools and other offices in making more campus jobs available and hope to make more students eligible or expand their eligibility.
- Similarly, if members have any other suggestions on how to reach and educate their students, please contact Marvin. Members also were encourages to refer students with financial problems or concerns to SFS so that they might best understand their options.
  - The Miller Loan may help students in crisis with its 5% interest rate, interest-free while in school and with a nine-month grace period.
- The Home Stretch loan was designed to help students in the 5th or 6th years of study to finish their baccalaureate degrees by 2014. The loan is for up to $5,000 and is forgivable for students who complete their degrees in May or August of 2014.
- The program was designed to permit the student to enroll full-time, possibly reduce personal work hours, and provide financial incentive for graduation.

- A copy of Marvin’s presentation may be found by visiting this site.

Responses to question posted on IUPUI Class of 2018 Facebook page.

- So just a question for everyone that applied and was accepted what makes you guys want to attend IUPUI? Just curious.

Kaitlin Jones Well the only dentistry school, the IU school of dentistry, is with IUPUI, so that's what made me decide. I could get un undergraduate degree somewhere else, but I love the campus and location of IUPUI.

Mackenzie Jo Flamion IUPUI has a great program for my interior design major and it’s in my home state. not to mention they have great housing and a lot of local job opportunities. i also feel like they are just the right size when it comes to the student body

Morgan Brown I'm with Mackenzie on opportunity. I am coming to IUPUI from south FL, because most of our schools that are good are in places where opportunities are not available. Also, I love Indianapolis and IUPUI has the neuroscience major that none of my home states public colleges have.

Nicolé Gaviola The School of Nursing is the top in the nation. And IUPUI is known to be the top in the nation. Plus the environment is very friendly and open

Kacey Reinhart I think that the size of the classes are awesome since they're mostly small classes. I also like the campus and the location of it. Indianapolis provides so any opportunities. I also like that most of the building are connected via the underground tunnels and the skywalks. And I love the housing options and that's it's in my home state! I honestly just love everything about it. (:  

Lacey Makenna Dussia I got a 32,000 scholarship to IUPUI. It kind of made my decision for me. But I couldn't believe I got into Kelley, which is crazy prestigious.

Caylie Pruitt I'm with Kaitlin Jones! The only Dentistry School. Heard the campus is great!

Delaney Jo Francis It just simply "feels right" for me. It's an hour from my home town, and an hour from my boyfriend in Bloomington. I plan on living 5 miles off campus in a gated condo community so I feel a litter safer and to save money. I want to work with those with special needs and think that downtown makes a lot of sense with the headquarters of many networks there. Plus, it's the best of both worlds. You get the best from two big ten schools, with prestigious backing while being in the great warm and fuzzy city of Indianapolis. The class ratio is 16:1, and with 30,000 undergrads that's pretty amazing. With a growing student life and diverse nature IUPUI is certainly the place for me:(
Andrea Martinez Reyes I can agree with pretty much all of you, it's a convenient campus, everything you need is pretty much right there. And it's also a quality education... with a lot of diversity and it's right near for me anyways.

Kacey Reinhart I also love that it's close to home. Not too far, but not suffocated by my parents. I live in Bloomington so it's perfect.

Upcoming meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 31, 2014</td>
<td>1:00 – 2:30</td>
<td>CE 268</td>
</tr>
<tr>
<td>April 25, 2014</td>
<td>1:00 – 2:30</td>
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