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

The Enrollment Management Council (EMC) is charged with implementing a sustained, systematic, and campus-wide process to manage enrollments through an information-based plan that
- Matches unit goals with the campus mission;
- Coordinates discrete activities across academic and administrative units;
- Monitors progress; and
- Adjusts plans in light of evolving state and community needs.

The council’s primary focus for the year
- From Admissions to Census: Coordinating and Improving this Critical Period of Recruitment
  - Led by Admissions, identify the communications flow from the IUPUI offices and academic units to enhance the information provided to admitted students and to increase our yield of enrolled students.

In support of this focus, council activities included:
- Coordination of initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing. Effective communication is essential in serving all student populations and contributes to retention efforts. An example of this was a presentation on expanded outreach efforts various Enrollment Services offices are making to prospective and current students and their families regarding paying for college in the current difficult economic times.
- Provision of data and improved access to data sources for use in planning, performing, and evaluating school-based and campus-level recruitment, enrollment tracking, and student support activities. An example of the last was providing information on trends in the origins, characteristics, and retention of transfer students, including those from Ivy Tech. The EMC also sponsored a presentation by IMIR staff on the sources and use of institutional data.
- Exchange of information among schools and offices on effective practices for recruiting and serving new and continuing students, including addressing diversity in all aspects of our activities. Examples included presentations on the use of the IUPUI Honors College as a tool to recruit high ability students, using alumni in our expanded recruiting efforts, and the growing use of Constituent Relationship Management software for communications with prospective and current students as well as alumni.
- Discussion of enrollment management-related issues and, where appropriate, recommendations for action within the academic units or at the campus level. Examples included information on the new cutoff scores in the Math Placement exam and how we are serving students who, based on their placement test scores, aren’t prepared to take their initial Math courses at IUPUI.

2. How have you approached each of these goals, i.e., what activities have you pursued related to each goal?
- Presentations and the exchange of information and materials among EMC members remain an important part of each meeting and of our work in general. Presentations were made to the EMC membership on campus-, university-, statewide-, and national initiatives and trends, including:
  - An update on the Academic Plan’s Progress and Assessment.
Admissions communications with prospective students.
- The new Undergraduate Admissions application (moving to an in-house tool rather than the previously out-sourced and costly one).
- The revised campus recruitment program.
- The IUPUI Media Plan, including new radio and television advertisements.
- Using the IUPUI Honors College as a tool to recruit high-ability students.
- The IUPUI Dashboard of quick campus indicators.
- Financial Aid outreach to continuing students.
- Late starting classes (scheduling additional courses that begin later in the semester).
- New IUPUI Performance Indicators.
- Using alumni in recruiting.
- Trends in transfer student origins, characteristics, and retention, including those from Ivy Tech.
- Changes in the Math Placement test cutoff scores for course registration eligibility.
  - Tracking the results of changes put in place for Fall 2009.
  - How we are handling students who based on their placement tests can’t take Math at IUPUI.
- Addressing prospective and current student concerns on paying for college.
- Off-campus housing support provided by the Student Advocate’s office.
- Jaguar Journey (campus support for 21st Century Scholars).
- The sources and use of institutional data, especially the Point-in-Cycle site.

Each presentation was intended to educate EMC members and included discussion and related activities to encourage incorporation of these topics and goals within their schools. Details on these presentations are available in the meeting minutes found on the EMC Website.

In addition to formal presentations and the discussions that accompanied them, the Enrollment Management Council provided a forum for other information-sharing, including:
- Regular provision of data on admissions and enrollment, including that of international students.
- Implementation of Constituent Relationship Management software for communications with prospective and current students as well as alumni.
- A study of IUPUI’s enrollment capacity, beginning with a high-level analysis of available instructional space.
- The campus branding initiative (Welcome Class of 2014 and future entering cohorts)
- Diversity outreach efforts.
- Additional options in student support, including the new IU Incentive Grants.
- The impact of College GO! Week on Admissions data and processing.

The EMC Steering Committee provided an assessment of IUPUI’s progress toward meeting the institutional goal of “attracting and supporting a better prepared and a more diverse student population.” The group also reviewed a number of ideas in this area that were compiled by the deans and the chancellor’s staff and identified a number of them that should be considered for priority implementation. Finally, the Steering Group provided recommendations regarding steps the campus may take in the medium- and longer-term to respond to the continuing surge in student enrollment.

3. What evidence have you collected and considered for each of your goals and what variables are you tracking to assess progress?
- In the Fall of 2009, IUPUI was up 9.1% in applications and 4.6% in admitted beginning students over last year. Both eclipsed records set in 2008.
Admission to the campus was increasingly competitive, with only 64.8% of applicants admitted. This compares with 73.4% in the Fall of 2005.

IUPUI continued to attract highly qualified students. The number of admitted students in the top 10% of their high school class increased by 11.4% in Fall 2009 year and accounted for 19.9% of the admitted class. Those in the top one-third of their class also increased and constituted 68.8% of the admitted class.

The number of dual and regular admits increased over 2008 while the number of conditional admits declined.

The number of minority beginner admits for Fall 2009 was up slightly (+10, +1.1%) over the previous year and accounted for 16.4% of all admits for the semester. As the result of even larger growth among other ethnic groups (white and those who did not provide ethnic information), the minority student share of total admits was down marginally from 2008’s 17.0%. We recorded growth in admits in all minority groups except African-Americans, which were down 29 heads (- 5.6%) from last year.

The Indianapolis campus enrolled 28,810 students taking 322,825 credits for the Fall 2009 semester. The campus was up 1 head (0%) and 7,938 credits (+2.5%) over the same point last year. Our official census total, including Columbus, is a record 30,383 heads (+83, +0.3%) and 340,153 credits (+8,798, +2.7%). This is our 14th consecutive Fall semester with a record credit hour enrollment.

Adjusting for the shift of the Kelley Direct program from IUPUI to IUB effective Fall 2009, IUPUI grew an actual, if unofficial, total of 1,033 students (+3.4%) and 13,968 credits (+4.2%).

Given the great interconnectedness between EMC and Enrollment Services, more details will appear in the Enrollment Services 2009-10 Annual Report, available in late 2010.

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

Though coordinating and improving the overall recruitment and enrollment process involves multiple units (including the schools), the communications flow with prospective students should make use of new tools and practices to enhance the information shared. Admissions is taking the lead in this process through implementation and promotion of UTalk.

EMC members are interested in making better use of data in their planning and evaluation. EMC continues to promote this approach through regular reports and training.

IUPUI must develop recruiting goals that are both realistic and attainable. This requires establishing a balance between access and quality that is right for IUPUI and the use of institutional funds to support those goals.

The absence of a clearly defined goal for the size of the campus poses a significant challenge in how schools and service units can plan to teach and support the surge in enrollment we have experienced in recent years and expect to see continue for at least the next two years. The Steering Group provided some recommendations in how the campus may respond to this surge in the medium- and longer-term, but implementation of a number of these suggestions will be extremely difficult and require campus-wide support.

We will continue to identify areas where additional information or resources are needed by EMC members in improving their enrollment management efforts.

The campus branding initiative (Welcome Class of 2014) needs more direct ownership to help it be successful. The intention of the program is to embed the concept of a class-cohort throughout students’ connections with IUPUI—from recruitment, through admission, enrollment, graduation, and as alumni. This requires the active and imaginative support of the schools and support units. To date the greatest success has been through the recruiting and entry process, but it has not yet been broadly adopted by the schools in their communications with students. Continued focus and
prodding is needed as well as active sharing of school-specific practices that might be adopted throughout the campus.

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

In addition to participation on and support of the Academic Plan’s committees, the work of the EMC is being coordinated closely with other enrollment management-related groups including the Retention and Graduation Council (RGC), Strategic Scholarship Coordinating Committee, FASPAC, Transfer Student Task Force, Ivy Tech Transfer Group, Gateway Group, the Office for Diversity Access and Achievement Advisory (formerly Multicultural Outreach) Group, the Diversity Council, as well as with the other primary campus planning and governance committees such as the Academic Policies and Procedures Committee (APPC) and the Faculty Council. This is achieved primarily through cross-representation, invitations to presentations, and inclusion on each group’s agenda or reports on the other groups’ activities. Moreover the EMC, the RGC, and APPC include representatives from virtually all academic units as well as a number of administrative units, including Enrollment Services.

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

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

For more on the council, including minutes of meetings, visit http://registrar.iupui.edu/emc
For previous annual reports of the council, visit http://registrar.iupui.edu/emc/double.html

July 12, 2010