Enrollment Management Council
Annual Report 2010-11

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.
- From Admission to Graduation: Coordinating and Improving Progression to Graduation
  - In collaboration with the Council on Retention and Graduation, identify and implement strategies to improve the probability of graduation, optimally within 4 years.

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. One example of this was a presentation on Admissions Yield and Conversion Benchmarking. This information and resulting discussion helped place the success of IUPUI’s recruiting efforts in context by comparing our data with that of other public institutions for Fall 2009 and 2010. We also continue to promote the use of new communication tools such as UTalk with targeted populations.
- 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. Examples included a presentation on Understanding the Fall 2010 First-Time, Full-time Cohort and a second presentation on Longitudinal Changes in Enrollment Patterns and Retention rates.
- 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. An example included a presentation on the survey results of the attitudes and levels of satisfaction of our International students in comparison with those attending other institutions.
- Discussion of enrollment management-related issues and, where appropriate, recommendations for action within the academic units or at the campus level. Examples included two joint summits with the Council on Retention and Graduation. The first focused on ways to improve IUPUI retention and graduation rates while the second addressed the Academic Roadmap, how to incorporate the e-Personal Development Plan (e-PDP) into the Roadmap, and the Early Warning System.
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 as well as a goal of raising the campus enrollment by 4,000 students in the next 7-8 years.
  - IUPUI International Student Barometer (ISB) survey results which allows the campus to assess the perspectives of our international students and compare them with other institutions administering the survey.
  - Longitudinal Changes in Enrollment Patterns and Retention Rates
  - University Enrollment Projections
  - Understanding the Fall 2010 First-Time, Full-Time Cohort
  - IUPUI Classroom Space Availability and Initiatives
  - Admissions Yield and Conversion Benchmarking report that compares IUPUI to other public institutions for 2009 and 2010.

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.
  - IUPUI Branding Initiative (Welcome Class of 2014 and future entering cohorts)
  - IU’s 2010-11 Cost Benchmarking Analysis Initiative
  - UIRR Report on Ivy Tech transfer to IU Campuses
  - Admissions communications with prospective students.
  - Initiatives to increase summer enrollment

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.” Following a review of the data, the Steering Group recommended continuing with a trend as indicative that the “objectives for this goal have not been fully attained; however, trends suggest the objectives will be attained in the next 1–2 years.” In a related review, the Diversity Cabinet upgraded its previous assessment of progress toward retention and enrollment of a diverse student body’ from a trend in 2009-10 to a trend for this year (the objectives for this goal are being met).

- In 2010-11, the Enrollment Management Council held two joint summits with the Council on Retention and Graduation.
  - The first addressed ways to improve IUPUI’s retention and graduation rates
    - Promoting persistence through the sophomore year and beyond
    - Encouraging successful transition to a major
    - Ensuring engagement and persistence of transfer students
    - Using the Electronic Personal Development Plan (e-PDP) as a guide throughout students’ academic careers
  - For more details see the November 2010 EMC minutes
In addition to their ongoing efforts to attract, serve, and retain perspective and continuing students, Enrollment Services offices took the following actions in 2010-11 to support retention:

- Admissions increased the number of scholarship, work study and hourly students employed by the office to support retention and integrate a student perspective into the office culture. Of particular note for this year was the increase in the Non-Resident Service Scholars to 80 students who volunteer time to the Office of Undergraduate Admissions as a condition of their scholarship.
- The Office for Veterans and Military Personnel obtained $50,000 in grant funding to develop new and improve existing programs for veterans geared towards academic success and retention. The work of this office was further recognized when the Chancellor selected it as his Chancellor’s Choice for contributions to the 2011 IUPUI annual faculty/staff Impact campaign. Gifts will be used in general support of student veterans enrolled at IUPUI.
- The Registrar’s Office continued to concentrate on the growth and development of the academic unit Recorder+ group, focusing on timely, coordinated and informative communications on topics that directly impact student admission, retention, and graduation.
- New scholarships were established to help attract and retain students, including the Chancellor’s Scholarship and the Passport to IUPUI Scholarship.

3. What evidence have you collected and considered for each of your goals and what variables are you tracking to assess progress?

- Fall 2010 applicants and admits were up over the previous year, but due to the State of Indiana’s College Go! initiative for 2010 applicants, the data are not precisely comparable.
- IUPUI continues to attract highly qualified students. The number of admitted students in the top 10% of their high school class increased by 25.8% for Fall 2010 and accounted for 20.2% of the admitted class. Those in the top one-third of their class also increased and constitute 70.3% of the admitted class.
- The number of minority beginner admits was up 42.2% over last year and accounted for 19.8% of all beginner admits. This is up from last year’s 16.4% share of all beginner admits. Some of this growth, particularly in Hispanic students and in the new category of two-or-more-races, is the result of the changes in the ways in which ethnic information is gathered and compiled.
- Enrollment by beginning freshmen of color was up 33.3% over last fall. Minority students constituted 22.4% of our entering beginners for Fall 2010 compared with 16.2% last year. The largest growth was in African-Americans and the new “two-or-more-races” category.
- The Indianapolis campus enrolled 28,979 students taking 327,243 credits for the Fall 2010 semester. The campus was up 169 heads (0.6%) and 4,417 credits (+1.4%) over the same point last year. Our official census total, including Columbus, was a record 30,566 heads (+183, +0.6%) and 345,116 credits (+4,962, +1.5%). This is our 15th consecutive Fall semester with a record credit hour enrollment.
- Given the great interconnectedness between EMC and Enrollment Services, more details will appear in the Enrollment Services 2010-11 Annual Report, available in late 2011.

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.

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 Council on Retention and Graduation (CRG), 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 CRG, 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

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