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.

In support of these goals, 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 *Trends and Initiatives regarding Non-Resident Recruitment at IUPUI*.
- 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. One example was sharing a presentation by Victor Borden of University Regional Affairs, Policy, and Planning on *The Changing Student Body: How and why does it matter*. Members also were introduced to the Information Management and Institutional Research’s new *Point-in-Cycle* reporting System. Additional examples and links appear below.
- 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. Specific examples appear below.
- Discussion of enrollment management-related issues and, where appropriate, recommendations for action within the academic units, campus- or university-levels,

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.

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. In 2011-12 these included:

- Regular provision of data on admissions and enrollment, including that of international students.
- The *Student Services Initiative*.
- Better serving older students through the new Center for Adults and Lifelong Learning (CALL).
- An *explanation* and demonstration of the new version of the Point-in-Cycle admissions and enrollment tracking tool and related IMIR *reporting services*.
- Activities and data demonstrating and supporting *IUPUI’s Commitment to Diversity*.
- *Trends and Initiatives in Non-Resident Recruitment at IUPUI*, including a new International Student *recruiting video*.
Activities to support Hispanic & Latino Recruitment

Campus efforts in increasing student enrollment in summer courses, in particular the university’s summer tuition discount plan.

Increasing IUPUI’s admissions standards for the Fall 2013 cohort.

Additional details on these presentations are available in the meeting minutes found on the EMC Website.

- In 2011-12, the Enrollment Management Council held a joint summit with the Council on Retention and Graduation which provided information on a draft of the Entering Student Survey, the findings of studies regarding the 2011 African-American and Latino/a First Time cohorts as well as an update on General Education requirements. For more details see the April 2012 Summit Agenda.

- 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 upgrading its previous assessment of a performance indicator 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” to a for 2011 (the objectives for this goal are being achieved).

- The Steering Group also reviewed and supported a set of recommendations for the strategy and funding for recruiting high ability students. The recommendations included use of merit aid, need-based aid, and improved campus coordination of scholarship awarding.

In addition to their ongoing efforts to attract, serve, and retain perspective and continuing students, Enrollment Services offices initiated and/or implemented the following actions in 2011-12 to support retention:

- Freshman admission standards were increased for fall 2012, predominantly intended to decrease the numbers of students with low GPAs after their freshmen year and decrease the number of students required to attend the Summer Success Academy. This resulted in an estimated 50-100 students who would be deferred to a community college who would otherwise have enrolled at IUPUI in previous years. For 2012, the size of the SSA was intentionally decreased after a review of the performance of students in 2011, and the size of the SSA will again undergo a decrease in 2013.

- The Office of Undergraduate Admissions partnered with HELPNET to design and implement a new transfer credit website, The Credit Articulation and Transfer System (CATS). The system presents the articulation rules which are stored in SIS and provides improved functionality over previous systems that displayed articulation rules for prospective students and university faculty and staff.

- Chancellor’s Scholarship offers increased from 368 for 2011-2012 to 436 in 2012-13 (+18.5%). The number of Chancellor’s Scholarship acceptances grew from 120 in 2011-2012 to 160 for 2012-13 (+33.3%). The rate of acceptances increased 4% over 2011-12.

- The Office of Student Scholarships offered just over 1,355 Admission-based scholarships to prospective students for 2012-2013 with 451 accepting those offers. The acceptance rate for the 2012-2013 year is up 8% (last year 25% accept to offer rate, this year 33%)

- Prospective students and visitors hosted through the Office of Campus Visits increased to more than 14,000 for 2011-12 from 11,088 the year before. They have also implemented standard tee-shirts to be worn when guides are on tour to identify the Campus Ambassadors, and the office is piloting a project to record each tour and improve the quality and consistency of the tours.

- Student Financial Services staff began work in the spring of 2012 regarding new Pell Grant eligibility rules. For the 2012-13 academic year, all Pell grant recipients will be limited to a Lifetime Eligibility Used (LEU) of the equivalent of 6 fulltime academic years of funding. As such, those students who have received 6 or more fulltime academic years of Pell grant funding will no longer be eligible to
receive an award. Those who have received between 5 and 6 years of funding will receive the remaining percentage of whatever their award would have previously been based on enrollment status and Expected Family Contribution (EFC). A small amount of institutional funds has been identified to help those who are close to graduation who are negatively impacted by the new regulation.

- Satisfactory Academic Progress (SAP) standards were reviewed and policies updated that allowed for more IUPUI students to be considered to be meeting SAP standards beginning in the 2012-13 academic year. When SAP analysis was conducted in May 2012 more than one thousand more students were considered to be meeting SAP standards when compared with the prior year.

- The Office of Student Scholarships successfully launched the Graduation Incentive Grant program designed to assist previously part-time enrolled students to enroll full time in order to graduate within six years of their start dates.

- Passport worked with the academic units in developing four new articulation agreements with Ivy Tech that will allow ease of transfer for students in those programs.

- Work on the IU student early alert and success system (IU FLAGS – Fostering Learning, Achievement and Graduation Success) continued with Registrar personnel participating on advisory and project teams with administrative and faculty representatives to continue to enhance the student performance roster and reporting phases of the system implementation. As a result of this effort, in conjunction with feedback from faculty who submitted rosters, IUPUI Bepko Learning center saw 1,237 students who had been referred to them in Fall 2011/Spring 2012 and IUPUI Math Assistance Center saw roughly 1,700 students over the same time period. Continued development of this system will incorporate business analytics to determine if/how these interventions made a difference in student persistence.

- Registrar personnel collaborated with colleagues from Indiana University/IUPUI Legal Counsel, Governmental Relations, University Student Systems and Services and others in the implementation of a process and system to gather Citizenship Affidavit in compliance with new Indiana State laws that went into effect July 1, 2011. Coordinated campus communications, monitored service indicators, and implemented a review process with the IUPUI Office of Multi-Cultural Outreach and International Services to assure that IUPUI students have completed the affidavit appropriately and to provide any potential financial assistance for those in need.

- The Office of the Registrar completed initial data design and began testing a Constituent Relationship Management (CRM) system and process for enrolled students which will be piloted by the IUPUI Office of the Registrar. It is our intention to use the system to continue to build the student relationship which began in Admissions throughout a student’s career through graduation.

- Enrollment Services offices dedicated significant staff resources to IU’s Student Service initiative. The overall goals of this multi-year project are to increase customer service, make use of best practices, and reduce operating costs in the delivery of services in campus and University offices. The first phase of the project includes student records, student financial aid, student financials, student advising, and student admissions operations.

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

- The Indianapolis campus was up 5.6% in beginner applicants and up 10.7% in admits over 2009 (2010 applicant and admit data are not comparable due to the state’s College Go! initiative for that year).

- IUPUI continues to attract highly qualified students. The number of admitted students in the top 10% of their high school class accounted for 18.2% of the admitted class. Those in the top one-third of their class also increased and constitute 66.3% of the admitted class.

- Enrollment by beginning freshmen was up 159 heads (+6.1%) over 2010.
• Enrollment by beginning freshmen of color was up 19.3% over Fall 2010. Minority students constituted 25.2% of our entering beginners for Fall 2011 compared with 22.4% the previous year. The largest growth was in Hispanic/Latino students, up 60.7%.

• Fall 2011 was the most diverse enrollment in campus history, with minority students accounting for 19.9% of Indianapolis’ total enrollment. This compares with 18.5% last year.

• The Indianapolis campus enrolled 28,860 students taking 327,965 credits for the Fall 2011 semester. The campus was down 119 heads (-0.4%) and up 722 credits (+0.2%) over the same point in 2010. Our official census total, including Columbus, was a 30,530 heads (-36, -0.1%) and 345,928 credits (+812, +0.2%). This was our 16th consecutive Fall semester with a record credit hour enrollment. The Fall 2011 total headcount was the second highest in IUPUI history.

• Even with the increases in admissions standards over the past 6 years, the entering undergraduate students are estimated to increase 7% (+180) compared to 2 years ago.

• We anticipate that the Fall 2012 class will be the best prepared on record with increases in average SAT of 10–20 points, average HS GPA of .05–.08, an average high school rank of 2 percentile points, and almost a 10% increase in students entering with an Academic Honors Diploma.

• Undergraduate nonresident enrollment for Fall 2011 and Spring 2012 compared to the prior terms increased by 1,706 credits which represents a 7% increase for additional tuition income of $1,467,160 with Fall 2013 beginning nonresident students predicted to increase by 25 students (25%).

• Undergraduate credits for the combined 2012 summer terms were up 4.8%. While these additional enrollments should help students move more quickly toward degree completion, as a result of the summer discount, overall tuition income declined.

• 24,716 students received financial aid in 2011-12. This includes both Indianapolis and Columbus (IUPUC) campuses since the Indianapolis office processes aid for IUPUC as well as for Indianapolis students.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Gift Aid</th>
<th>Loans</th>
<th>Work Study</th>
<th>Total Aid</th>
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<td>2008-09</td>
<td>$92,460,305.20</td>
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<td>$2,983,620.00</td>
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<td>2011-12</td>
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<td>$264,594,584.00</td>
<td>$2,311,694.00</td>
<td>$383,333,211.78</td>
</tr>
</tbody>
</table>

• The number of new transfers from Ivy Tech jumped from 519 in Fall 2010 to 617 who entered in 2011, an increase of 18.9%. These new students transferred an average of 38.0 credits each, up from 37.4 credits for new transfers the year before and 22.8 in Fall 2006.

• Given the great interconnectedness between EMC and Enrollment Services, more details will appear in the Enrollment Services 2011-12 Annual Report, available in late 2012.

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. Enrollment Services offices are taking the lead in this process through their use of UTalk.

• EMC members continue to voice their interest in making better use of data in their planning and evaluation. EMC promotes 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 increases in admission standards (see above) pose special challenges in these areas.
We will continue to identify areas where additional information or resources are needed by EMC members in improving their enrollment management efforts.

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 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](http://registrar.iupui.edu/emc)
For previous annual reports of the council, visit [http://registrar.iupui.edu/emc double.html](http://registrar.iupui.edu/emc double.html)

July 20, 2012