Enrollment Management Council
Annual Report 2012-13

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 *Reaching First Generation College Students*.
- 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 a detailed demonstration on use of the new version of the Point-in-Cycle system as well as related reporting services managed by the Office of Information Management and Institutional Research (IMIR). 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 2012-13 these included:

- Regular provision of data on admissions and enrollment, including that of international students.
- **IUPUI Strategic Plan 2025**
- Creation of the [Enrollment Management Task Force](#) and Development of [the Task Force Recommendations and Strategic Enrollment Planning Action Proposals](#).
  - Optimize our Enrollment Management
  - The EMC participated in this process by asking members to rank objectives that appeared in the Task Force report.
  - More on the collaboration between the EMC and the EM Task Force appears below.
- **Student Financial Literacy**
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” within the Institutional Portfolio. Following a review of the data, the Steering Group recommended continuing its previous assessment of the performance indicator as indicative that the objectives for this goal are being achieved.

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 2012-13 to support retention:

- Freshman admission standards were increased for fall 2013, 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.
- Anticipating a decline in the percentage of students who would be admitted due to the higher 2013 standards as well as in support of the campus’s goals of increasing enrollment to 35,000 students by 2025, Admissions participated in 996 college fairs and high school visits (755 out-of-state and 241 in-state) in 2012-13. To support this increase, the Office of Undergraduate Admissions added regional recruiters in Chicago and the West Coast. The office also hosted counselor breakfasts in several cities around the United States to increase awareness of IUPUI amongst the counselors in target markets. These and other efforts appear to be paying off with as applications, admissions, and enrollments by beginning students are likely to set a new campus record in the Fall 2013 semester.
- 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 362 for 2012-13 to 457 in 2013-14 (+26.2%). The number of Chancellor’s Scholarship acceptances grew from 154 in 2012-13 to 187 in 2013-14 (+21.4%). The rate of acceptances decreased slightly from 43% in 2012-13 to 41% this year.
- Admission-based scholarship acceptances for the 2013-2014 year are up in every category of scholarship except for Valedictorian/Salutatorian, which dropped 3%. The acceptance rate increased nearly 9% from last year, with 41.7% for 2013-14 (454 acceptances out of 1,090 offers) compared to 33.1% (373/1,125) last year. This continues a trend as the acceptance rate for 2011-12 was 8% higher than for 2010-11.
- The Office of the Registrar began testing the Constituent Relationship Management (CRM) system and process for enrolled students and began the design of basic campaigns which will be used by the office. The majority of general student messages used by the Registrar’s Office have been converted to the CRM platform. Registrar leadership team has partnered with the Undergraduate
Office of Admissions and the new Enrollment Services CRM Managers to develop a campus-wide CRM team strategy and plan for the upcoming fiscal year

3. What evidence have you collected and considered for each of your goals and what variables are you tracking to assess progress?
   - As of mid-July 2013, applications for the Fall 2013 term are up by 873 (+8.1%) over the same point in July 2012. Admits are up 882 (+12.4%).
   - Fall 2012 was the most diverse enrollment in campus history, with minority students accounting for 21.7% of Indianapolis’s total enrollment. This compares with 19.9% last year. Fall 2013’s preliminary data looks even more diverse.
   - The quality of IUPUI’s incoming freshmen continues to be strong and preliminary totals for Fall 2013 continue that positive trend.
   - The Indianapolis campus enrolled 28,789 students taking 328,629 credits for the Fall 2012 semester, the 17th consecutive Fall semester with a record credit hour enrollment. Fall 2013 should eclipse that number. Though Fall 2012 heads were down somewhat, enrollment for Fall 2013 as of mid-July is positive for undergraduates and especially for freshmen, running well ahead of 2012 at the same point.
   - Fall 2012 enrollment by non-residents was up 246 heads (+9.3%) and 2,570 credits (+8.5%). Undergraduates accounted for 59% of the growth in non-resident heads (145 students) and 69% of the growth in non-resident credits (1,774). Non-residents now account for 10.0% of campus heads and 9.9% of the campus total, up from 9.2% in both categories in 2011. Undergraduate non-resident enrollment for Fall 2013 is running ahead of last year’s pace.
   - Given the great interconnectedness between EMC and Enrollment Services, more details will appear in the Enrollment Services 2012-13 Annual Report, available in late 2013.

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?

As noted above, as part of IUPUI’s new Strategic Planning Initiative, the Enrollment Management Council worked closely with the Enrollment Management Task Force in development of its report. Given the significant overlap of the members of the Enrollment Management Steering Group and the new Task Force, the decision was made to fold the EMC Steering Committee into the Task Force in its ongoing work.
As part of the development of the campus-level Strategic Plan, the EMC and the EM Task Force are collaborating with other Strategic Initiative groups, including the Task Force on Promoting Undergraduate Student Learning and Success, the Campus Internationalization Task Force, and the Graduate Education Task Force, among others.

In addition, 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, Financial Aid and Scholarship Policy Advisory 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
For previous annual reports of the council, visit http://registrar.iupui.edu/emc/double.html

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