Enrollment Management Group

Strategies and Priorities, 1997-98

To plan, implement, evaluate and improve coordinated enrollment-related strategies through the work of the Enrollment Management Teams in cooperation with the academic and administrative programs of IUPUI

Working Document
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Introduction

The Enrollment Management Group (EMG) was formed in the summer of 1996 to expand and improve IUPUI’s overall enrollment management activities. Under the guidance of Gene Tempel, the EMG devised an action plan for the 1996-97 year based on the identification of seven strategies. A team was formed to address each strategy and devise a set of appropriate goals and outcome measures. Each team was headed by administrative and faculty co-chairs. The team leaders along with Gene Tempel and several ex-officio members formed the overall EMG steering group. By the end of the academic year, the EMG and its seven teams revised the action plan to include the more concrete goals, objectives and outcome measures devised by each team. However, there was sentiment among the steering group that its efforts needed to be more focused and visible to have the desired impact.

The summer of 1997 marked an important transition period for the EMG. Several on-going issues and initiatives led the IUPUI community to critically examine the undergraduate student profile of performance and persistence. The formation of University College, the Lilly retention grant, and an in-depth examination of IUPUI retention and graduation rates all pointed to needed changes in how we serve the educational needs of undergraduate students. The EMG began the summer by going through an exercise to articulate a more focused mission and vision and to re-consider its strategies. This exercise resulted in the mission statement articulated above as well as the following vision:

“We agree as a University to a set of enrollment-related strategies and work together to achieve them, leading to an increased number of students with increased levels of preparation and persistence while maintaining standards and continuously improving academic quality.”

The EMG then identified four guiding goals for its work in the coming year:

1. Arrange programs at IUPUI and referrals to programs elsewhere for students who would probably otherwise fail.

2. Invest in honors students and programs to attract better-prepared students.

3. Improve the performance and persistence of freshmen.
4. Develop new and promote existing programs through marketing and program evaluation.

## Setting Priorities for 1997-98

The EMG begins the 1997-98 year with a new leadership structure. Vice Chancellor Trudy Banta assumed the role of chair and appointed a leadership team composed of Vic Borden (director of Information Management and Institutional Research), Marshall Collins (executive director of Community and Public Relations), Al Crist, (director of admissions and financial aid) and Michael Parsons (University College Faculty and Professor of Education). The leadership team identified several immediate issues to address and devised an exercise to validate the guiding goals and identify current and needed actions to achieve them.

### Immediate Issues

Based on input from various team members, the EMG leadership team identified the following items for immediate action along with the associated responsibilities for leadership.

<table>
<thead>
<tr>
<th>Item</th>
<th>Responsible Group</th>
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<tbody>
<tr>
<td>Review campus policies and procedures for implementing the Trustees’ Admissions Policy and either concur or recommend changes</td>
<td>APPC and Admissions Staff</td>
</tr>
<tr>
<td>Review current practices regarding applications deadlines and make recommendations for change as appropriate</td>
<td>APPC</td>
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<tr>
<td>Identify students we currently admit who are least likely to succeed at IUPUI and develop procedures for better meeting these students' education needs, including referral to other area programs</td>
<td>Entry Support Services Team to appoint action team</td>
</tr>
<tr>
<td>Coordinate and expand campus relationships with IV Tech State College to better serving high-risk students and foster transfer to IUPUI among students completing IV Tech programs</td>
<td>Marketing &amp; Recruitment Team and Admissions Staff</td>
</tr>
<tr>
<td>Develop “environmental scanning” information resources regarding relevant regional educational, social and economic trends.</td>
<td>Kim Manlove, Marshall Collins, Vic Borden</td>
</tr>
<tr>
<td>Engage in a fall registration debriefing to identify areas for better coordination and short-term improvements</td>
<td>Entry Support Services Team</td>
</tr>
<tr>
<td>Identify courses for which student demand was least well met (as indicated through the ACE system) and implement improvements as appropriate</td>
<td>Trudy Banta and Mark Grove</td>
</tr>
<tr>
<td>Consider delaying the placement of students into their first mathematics course until at least their second semester.</td>
<td>Michael Parsons and Bart Ng to University College Faculty</td>
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### Priority Setting

Members of the EMG engaged in a tree-diagramming exercise to organize ideas regarding possible enrollment management activities for the coming year and beyond. The four guiding goals were used to organize the proposed activities. Ideas not falling into one of the four areas were reviewed to identify any significant ‘gaps’ in the four guiding goals. Finally, group members were asked to identify all current programs, initiatives, and efforts within the goal areas. The results of this exercise are summarized below. For each item, the office, unit, or program currently responsible or likely to be responsible is indicated in parentheses.
Arrange Programs at IUPUI and Referrals to Programs Elsewhere For Students Who Would Probably Otherwise Fail

**Current Related Activities**
- Ivy Tech articulation and referral agreements (CLN, Admissions)
- Relationships with adult education centers (CLS, Admissions)
- Non-credit Continuing Studies courses and programs (CLN)
- Placement testing (Testing Center)
- Admissions counseling (Admissions)
- New student orientation (Orientation Services, UC)
- Student counseling and advising in UC (UC)
- Recruitment efforts (Admissions, various schools)

**Suggested Activities and Issues**
- Change admissions procedures to admit fewer high risk students (Action team study and recommendations to appropriate policy and procedure groups)
- Expand referral relationships with Ivy Tech and Adult Education Centers to place students whom we do not admit into programs from which they can readily articulate to IUPUI upon demonstrating sufficient academic preparedness (CLN, Admissions)
- Increase number of wait-listed students who get the classes they seek (Registrar, appropriate departments)
- Concurrent admissions with area institutions (APPC, CUE Deans)
- Outreach to students in the 8th grade (Admissions, Schools)
- Expand distance learning opportunities (CLN)

Invest in Honors Students and Programs to Attract Better-Prepared Students

**Current Related Activities**
- Honors program
- Development of merit scholarships (Scholarship Coordinating Committee)
- Summer Enrichment Programs (various schools and departments)
- Advanced Placement policy (Admissions, APPC)
- Placement Tests in area high schools (Testing Center)
- SPAN Program (?)
- Young Scholars Program (?)
• Collaborative projects with area high schools (various schools and programs)
• Collaborative recognition programs with area groups (various schools and programs)

**Suggested Activities and Issues**
• Increase merit scholarship funds available (Scholarship Coordinating Committee)
• Link scholarships with meaningful mentoring relationships (UC, Honors program, Schools)
• Develop stronger well-publicized honors program (Academic Affairs)
• Increase money available for scholarships, especially at the lower division level (UC, Chancellor)
• Establish faculty liaisons with area high schools (Academic Affairs)
• Limit entry of high-risk students (APPC, Admissions, Academic Affairs)

**Improve the Performance and Persistence of Freshmen**

**Current Related Activities**

*UC Programs*

• Learning Communities
• Peer Mentoring
• First year studies course
• MAP and Horizons Programs
• Academic Aerobics
• Early warning system
• Increased number of counselors
• Instructional teams
• Tutoring

*Campus Interrelations Programs*

• Developing gathering places
• Student participation in activities and organizations
• Student wellness
• Career explorations
• Freshman Honoraries
• Living Freshman Experience (LIFE)

Other
• Large Lecture Course Initiative (UC Faculty)

Suggested Activities and Issues
• Better placement counseling of incoming students (Admissions, UC)
• Better communications regarding programs and efforts of University College (UC)
• Better coordination of advising among schools and UC (UC)
• Approval of campus-wide first-year studies course requirement (IUPUI Faculty)
• Increase grants and scholarships; decrease loans (Central Admin)
• Expand mentoring programs (UC)
• Earlier dissemination of data to appropriate units to put early warning systems in place (IMIR, Registrar, UC)
• Better coordination of student services across units (Campus Interrelations)
• More financial aid for part-time students
• Improve faculty understanding of retention issues (Faculty Development)

Develop New and Promote Existing Programs through Marketing and Program Evaluation

Current Related Activities
• Targeted marketing (Admissions)
• Direct mail (Admissions)
• Modest advertising: Image and enrollment impact campaigns (Comm & Public Rel.)
• “Promotions” program (Comm & Public Rel.)
• Media relations programs (Comm & Public Rel.)
• Community Learning Network activities (CLN)
• Service Learning
• Internal Newsletters (various)
• Web, Kiosk, IUPUI TV, and other electronic information resources (IT)
• School-based marketing efforts (various and fragmented)

Suggested Activities

Marketing and Communications

• Continue cost-effective advertising (Comm & Public Rel.)

• Improve articulation of IUPUI mission to the public (PAII, Comm & Public Rel.)

• Involve more faculty, current students, and alumni in recruiting (Admissions, Academic Support Team)

• Develop traditions and rituals to celebrate IUPUI’s uniqueness, student success and student characteristics (Campus Interrelations)

• Get the message out about how IUPUI has grown and changed

• Improve articulation of IUPUI mission to faculty and staff (PAII, Comm & Public Rel.)

• Evaluate what we should say about ourselves based on improvements and implementations

• Identify and recruit the kinds of students who can be retained at IUPUI (Admissions, IMIR)

• Develop a proactive rather than a reactive approach to our identity and academic development

• Stress the value of IUPUI in marketing

Research and Development

• Establish enrollment goals by academic program—need, demand, and capacity analysis (Deans Council, Enrollment Information Support Team)

• Locate sources of funding available for a 4-5 year enrollment action plan

• Develop a comprehensive budget plan that involves all operations that have a mission related to enrollment management.

• Develop better understanding and address problems with regard to physical resources to support enrollments, such as parking, classrooms, and study and gathering spaces, etc.

• Develop better information and analyses regarding our local competitors (Enrollment Information Support Team)

• Evaluate need and demand for existing academic programs.

• Develop academic programs that tap into the unmet needs of Central Indiana (CUL, Deans)
• Develop a better overall idea as to what our market should be

**Next Steps**

1. By October 7 Enrollment Management Teams review the current and suggested to:
   a) supplement and revise as appropriate; and
   b) choose activities which each team feels it should champion in the coming year.

2. On October 7, EMG meets to:
   a) consider how teams align with suggestions and any teams or members should be added or removed;
   b) appraise priorities for selected actions; and
   c) formulate a process for monitoring progress.