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.
Enrollment Management Group
Strategies and Priorities, 1998-99

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

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 a transition period for the EMG. Several on-going issues and initiatives led the IUPUI community to critically examine profile of performance and persistence for IUPUI undergraduates. 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 began 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, (executive director for Enrollment Services) 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.

In 1997-98, the EMG started its work with five teams:

- Academic Support Services
- Entry Support Services
- Student Support Services
- Marketing and Recruitment
- Enrollment Information Support Team

A sixth team was added during the academic year:

- Financial Aid and Scholarship Policy Advisory Committee (FASPAC)

### 1997-98 Accomplishments

The Enrollment Management Group (EMG) made good progress during 1997-98 in clarifying its roles and establishing its identity as a committee composed of faculty and administrators committed to continuous improvement of processes for recruiting, enrolling, retaining, and graduating IUPUI students. Our flexible structure continues to evolve.

The Academic Support Team has developed connections with appropriate groups within University College. The Marketing and Recruitment Team has been reconstituted to include representatives from every school. A fresh approach—one of determining return on investment—to the study of scholarships and financial aid has been adopted by the newly-appointed Financial Aid and Scholarship Committee.

The Enrollment Information Support Team has gathered preliminary information from the deans on their approaches to enrollment planning. In Fall 1997 the EMG leadership team advanced a proposal for advising the least well-prepared of the individuals who apply to enter IUPUI — the very few who do not meet the criteria for admission established by the Trustees of Indiana University and have only a scant chance of succeeding here. The EMG proposal outlines a process for referring these individuals to educational development centers in the community, to non-credit courses at IUPUI, or to Ivy Tech State College with a commitment to monitor their progress in order to admit them to IUPUI as soon as they can demonstrate the appropriate skill levels. This admissions advising proposal was presented to the Council of Deans in November 1997 and was subsequently revised in light of the discussion. The revised version was discussed individually with the deans of Education, Liberal Arts, and Science and reviewed by a committee of the faculty of University College. A newly-modified draft will be submitted again to the Council of Deans in October 1998.
**Planning Initiatives for 1998-99**

Several broad initiatives were defined for the year ahead:

1. Explore the processes undertaken by campus units to reach prospective students.

2. Focus on identifying the campus initiatives that are most effective in retaining IUPUI students. The evaluation of University College programs will be a crucial component of this initiative, which takes on increasing importance as the Indiana Commission on Higher Education (ICHE) prepares to offer a funding supplement for increases in campus graduation rates.

3. Continue to study the impact of the cutbacks on remedial coursework that the ICHE has proposed. Provide information to decision makers that may be helpful in the dialogue with the ICHE on this subject.

4. Study the return on investment for financial aid and scholarships and prepare a case for scholarship assistance and need-based aid from donors in the campaign for IUPUI.

5. Prepare deans to take the next step in enrollment planning by offering a presentation for the Council of Deans at its November meeting.

**Team Plans and Objectives**

**Academic Support Services**

Members: Bob White, Liberal Arts (co-chair)  
Barbara Jackson, University College (co-chair)  
Holly Hamilton, Admissions  
Karen Black, Planning and Institutional Improvement  
Helen Henard, Student Affairs, Liberal Arts  
Joe Kuczkowski, Science  
Barry Muhoberac, Chemistry  
Lisa Ruch, University College  
Beverly Ross, Nursing

The Academic Support Team is going to address issues related to transfer students this year. This will involve both transfers across schools and across campuses. Activities will include:

- Meeting with individuals in specific schools who are knowledgeable about the specific issues faced by transfer students.
• Investigating the viability of developing appropriate orientation and extended orientation seminars for transfers.
• Examine the issue of “value-added” by IUPUI, for students who start here and then transfer to another IU campus.

Entry Support Services

Members:  Jennifer Pease, Enrollment Center (chair)
          Andrea Engler, New Student Orientation
          Barb Thompson, Student Financial Aid
          Carol Beach, Registrar’s Office
          Gabrielle Bovenzi, Bursar’s Office
          Irv Levy, Community Learning Network
          Judy Lovejoy, University College
          Howard Mzumara, Testing Center
          Kim Steward, Enrollment Center
          Marilee Taylor, Student Financial Aid
          Karen Watkins, Integrated Technologies Services
          Sheree Wilson, Career Center

Improve communication to Ivy Tech and Area Adult Education Centers. Develop improved communication and “handoffs” between Ivy Tech and IUPUI for all prospective students but especially for those referred to Ivy Tech and area adult learning centers for necessary remedial coursework.

Collaborate with IUPUI Career Center. Strengthen collaboration with the Career Center to help create a good match between students’ classroom and career goals and define ways we can better meet the needs of prospective and new students through the services available.

Promote college-preparatory opportunities non-credit and certificate programs. Assess the expanded non-credit and certificate course offerings as well as the “College Readiness” certificate program to determine effectiveness and potential for further course development to serve prospective students.

Continuously improve current processes and communication. Improve the processes for scheduling and serving new students through the placement testing and orientation scheduling processes. Communicate and support the “continuous improvement” efforts of a number of units to the “frontline” staffs across the campus.

Encourage students to apply early. Encourage prospective students to begin the admissions and financial aid application processes earlier to enable them to benefit from university resources. Communicate closely with the Marketing and Recruitment Team regarding successes and problems with marketing efforts.

Identify barriers in the enrollment process. Continue to streamline application and enrollment processes that defer students from completing the enrollment process.
**Review orientation and registration processes.** Review the enrollment process from student perspective as well as the broader campus perspective by sponsoring “debriefing” meetings with the Entry Services Team along with representatives from a number of students support services and academic units following each registration term.

**Student Support Services**

Members: Michael Parsons, School of Education (co-chair)  
Anna Melodia, Campus Interrelations (co-chair)  
Julie Brown, Career Center  
Beth Jeglum, Child Care Center  
Fuller Jones, Campus Housing  
David Paul, Campus Housing  
Jeff Vessely, Campus Interrelations

It is clear that the careful and deliberate reorganization of the Office of the Vice Chancellor for Student Life and Diversity and its divisions (Campus Interrelations, Dean of Students and Student Services) is one of the highest priorities for student life at IUPUI. However, other critical areas must not be overlooked. These include:

- The continued development of new and current housing to ensure that the development of a living/learning environment. If new housing is improved, failure to develop a living/learning environment would undermine national and campus principles of student learning.
- The finalization of the planning for the new Student Center/Campus Center. However, the mission, vision and scope of the Student Center must not be diluted by the overall development of the Campus Center. Regardless of the tenants, it must be a student-centered facility that instills pride and a sense of community for students, staff, faculty and visitors. Therefore, the Student Center cannot be an isolated segment of the overall development.
- The continued development of the Childcare Center as well as the exploration of other daycare options for the IUPUI community.
- The promotion of a new image and mascot for IUPUI that can be infused within the campus culture and, particularly capitalize on the NCAA Division I status.
- The enhancement of the first year experience to more effectively engage students through closer coordination of the enrollment center, testing, orientation, as well as co-curricular programming with University College.
- The expansion of student life opportunities through partnerships with community organizations, the arts, and other "neighbors" in the surrounding Indianapolis area.
- The development of Distributed Education student services in order to engage students in a virtual community as well as explore services for those who participate in both physical and technological distance learning sites.
Financial Aid and Scholarship Policy Advisory Committee

Members:  Alan N. Crist, Enrollment Services (co-chair)
          Robert Bringle, Service Learning/School of Science (co-chair)
          Rosalie Vermette, School of Liberal Arts (co-chair)
          Robert Kasberg, Graduate School
          Robert Keck, Budgetary Affairs/School of Science
          Theodore E. Mullen, Honors Program
          Nasser Paydar, School of Engineering and Technology
          Martel B. Plummer, School of Public and Environmental Affairs
          Barbara Thompson, Student Financial Aid Services
          Regina Turner, Community Relations
          Tina Tuttle, Student Financial Aid Services/Enrollment Center
          Gayle Williams, University College

FASPAC will continue to address issues listed below and develop policy recommendations as appropriate. As part of this review process we have established the following objectives:

1.  We will establish a task force charged with developing guidelines for our minority student recruitment and retention programs and initiatives that will support our continued efforts in this area. Specifically we will make recommendations in light of recent court decisions and US Department of Education guidelines to ensure that our programs and initiatives are compliance.

2.  We will develop a recommendation for a campus policy on scholarship stacking.

3.  We will review campus financial aid packaging strategies including issues that may have policy implications. Part of this review will include an evaluation of aid and scholarship practices and enrollment impact.

4.  We will review the characteristics of loan defaulters and determine possible policy implications.

5.  We will make a recommendation for the use of campus funds for matching awards in support of community initiatives to increase college participation.

Our overall goal for policy development in the area of financial aid and scholarships is to make the most effective use of our limited resources in our efforts to recruit and retain well prepared, high quality, and diverse students. As we do this, we will give priority to gaining a greater understanding of national, peer institution, and especially our own campus trends and data on scholarships and need-based financial aid.
Marketing and Recruitment

Members: Marshall Collins, Communications & Public Relations (co-chair)
         Martel Keister Plummer, SPEA (co-chair)
         Gilbert Brown, School of Education
         Steve Bushouse, School of Engineering & Technology
         Mary Chappell, IU Kelley School of Business
         Sally Cone, Honors Program
         Mike Donahue, Enrollment Services
         Angela Espada, IU School of Law-Indianapolis
         Nancy Fitzgerald, Herron School of Art
         Carole Kacius, IU School of Dentistry
         Pat McKeand, School of Journalism
         Kim Nguyen, School of Science
         Gail Plater, School of Liberal Arts
         Nancy Roof, International Affairs
         Ed Schilling, School of Physical Education
         Philip Seabrook, University College
         Beth Spears, School of Allied Health Sciences
         Lillian Stokes, School of Nursing
         Bob Stump, IU School of Medicine
         Lynne Sullivan, IUPU Columbus
         Marilee Taylor, Enrollment Services
         Tina Tuttle, Enrollment Services
         Amy Warner, Community Learning Network
         Judy Zent, Graduate Office

The Marketing and Recruitment Team will be working to prioritize and then implement in priority order objectives from among the following list:

- Develop strategies to attract academically talented and academically prepared students to IUPUI.
- Employ surveys, analyses and geo-demographic studies in the creation of messages used in recruiting prospective students from the metropolitan and regional markets who can achieve success in their endeavors and increase the level of student retention. Place emphasis on the qualities of faculty, academic programs, and facilities, and the ultimate outcomes (jobs) at undergraduate, graduate and professional levels.
- Develop common visual and editorial standards for campus recruitment materials.
- Enhance IUPUI's minority recruitment through extended outreach efforts within the core-campus neighborhoods and ensure greater diversity in publications and other marketing materials.
- Develop comprehensive materials for use in the Enrollment Center, Graduate Office, and other venues that present and define our messages to others.


Enrollment Information Support Team

Members:  Victor Borden, IMIR (chair)
          Kathy Burton, Information Management and Institutional Research
          Jim Donges, Administration and Finance
          Mark Grove, Registrar
          Mary Fisher, Nursing
          Pat Fox, Engineering and Technology
          Martel Keister Plummer, SPEA
          Barbara Lerner, School of Dentistry
          Joyce MacKinnon, Allied Health Sciences
          Patrick Rooney, Office of the Chancellor
          Bob White, Liberal Arts
          Kathryn Wilson, Science

The enrollment information support team will follow up primarily on efforts to help the schools develop enrollment plans. Toward this end, EIST will pursue the following specific objectives

- Develop for Deans information resources useful for short- and long-term enrollment planning.
- Develop a template to be used during the 1999-2000 budget planning cycle to articulate school enrollment plans in a consistent format.
- Synthesize the school reports into a campus-wide draft enrollment plan.
- Develop a series of reports to support course scheduling activities during the months and weeks leading up to the start of fall semester.