Strategies and Priorities
1999-2000

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. Its mission is as follows:

We agree to work together to develop, implement, evaluate, and improve campus-wide enrollment-related strategies that yield increased numbers of students from increasingly diverse cultural backgrounds with increased levels of preparation and persistence while maintaining standards and continuously improving academic quality.

The work of the EMG is conducted by a half-dozen teams, each of which focuses on one strategic aspect of enrollment management. Most of the teams are co-chaired by a faculty member and administrator. The teams meet on varying schedules depending on the nature of their efforts. The Enrollment Management Group itself includes the team co-chairs, several administrators, and a number of interested faculty. The EMG meets once a month to monitor and coordinate team efforts, as well as to address larger enrollment management issues.

As the EMG enters its fourth year of operation, IUPUI faces two critical and interrelated enrollment management issues. First, we must position ourselves with regard to the newly developing community college system in Indiana. Second, IUPUI faces an ongoing and increasingly important challenge in retaining new freshmen through their second year of study and, eventually, to graduation. This document describes the progress of last year's EMG efforts and then considers objectives for the current year with regard to IUPUI’s broad enrollment issues, as well as specific team efforts.

Accomplishment for 1998-99

Members of the Enrollment Management Group worked together in 1998-99 to help the campus shape and implement new policies and procedures to serve incoming students more effectively. The group spent considerable time reviewing the impact of
a new admissions procedure that would limit enrollment among students from the bottom 10 percent of their high school classes. This procedure was implemented after careful scrutiny by deans of the impact of this change on fall 1999 enrollments.

The following team reports summarize initiatives undertaken by the working groups during 1998-99.

The **Academic Support Team** focused its work on issues related to students who transfer to IUPUI. They developed a proposal to hire a ‘transfer student facilitator’ who would coordinate efforts to ensure that transfer students receive appropriate counsel, orientation, and support as they enter IUPUI. An individual has been hired and the team has laid out several specific objectives that will guide the work of the incumbent in the coming years.

The **Entry Support Services Team** worked with the Academic Support Team to improve services to re-entering and intercampus transfer students. Staff from a number of student service offices worked closely with colleagues at IVY Tech to improve handoffs and to promote the PASSPORT program. This included streamlining the financial aid consortium agreement process for “dual” enrolled students. Team members also served on a campus-wide task force to examine and improve the Graduate Non-degree application process. The Entry Services Team worked with the Marketing for Recruitment Team to sponsor a campus-wide meeting to discuss Campus Day promotional opportunities and marketing strategies as well as recommendations for improving the open house events. The Team promoted the Staff As Students/Students As Staff initiative and special programs were developed for the Spring 1999 Campus Day and are in the planning stages for the Fall 1999 and Spring 2000 events. Representatives from the Enrollment Center, University College, Career Center/Student Employment Office and Human Resources have formed a planning team to promote educational and work opportunities at IUPUI. The Entry Services Team/Enrollment Center sponsored three campus-wide “frontline meetings” with 100+ attendance and the frontline listserv has been expanded to include over 150 staff. CLN non-credit and certificate college prep “Returning To School” opportunities were expanded and additional classes for college graduates and career exploration were added and promoted. Orientation Services, Testing Center and Enrollment Center staff worked closely to monitor scheduling needs for new admits and proactively schedule students and help them through the next steps in the enrollment process. The Team sponsored enrollment “debriefing” discussions following each registration term to review the enrollment and registration process from a student perspective and to identify areas for improvement.

The **Student Support Services Team** contributed during the year to defining the requirements for the new Vice Chancellor for Student Life and Diversity position. Moreover, the Team helped the current division formulate a plan for making the transition to a new organizational model.

The **Financial Aid and Scholarship Policy Advisory Committee (FASPAC)** reviewed and approved criteria and conditions for the awarding and renewal of scholarships that are awarded and/or monitored by the Honors Program. The Committee also established a process of awarding, monitoring, and renewing of
recruitment and retention scholarship initiatives. FASPAC discontinued the Upper-class Outstanding Scholar Program and allocated freed up resources to be awarded through the recruitment and retention scholarship initiatives. FASPAC established the Passport-Academic Excellence Scholarship to recruit and retain outstanding associate degree graduates from Ivy Tech-Indianapolis, and established two experimental scholarship programs, one primarily for recruitment and the other for retention, The Dean of the Faculties Scholarship and the 21st Century Scholarship respectively. FASPAC commissioned and reviewed research by our IMIR and by Professor Edward St. John of the IUB Smith Center for Educational Policy and Leadership to provide information on the effectiveness of our current financial aid and scholarship policies. This resulted in the administration establishing the policy of 50/50 merit and merit-plus-need distribution of campus funds for students enrolling in Fall 2000. FASPAC directed the Office of Student Financial Aid Services to research the characteristics of loan defaulters. This study is ongoing and possible policy implications will be considered during the 1999-2000 academic year.

Efforts of the Marketing and Recruitment Team in 1998-99 focused on developing strategies to attract academically talented and academically prepared students to IUPUI. They compiled a comprehensive report of all school and department student recruitment initiatives. Based on their findings, the Team met with the individuals responsible for Campus Day to identify ways in which we can be more effective and efficient in our Campus Day marketing efforts. This collaboration will occur each semester prior to Campus Day to focus on the continued success of this program.

The Enrollment Information Support Team developed an enrollment planning template that was used by the schools to describe their near-term enrollment plans. A report of the schools’ responses can be accessed through the web site: http://www.imir.iupui.edu/plan/campEnrlplanning.asp. A summary of these plans is included as an appendix to the document, *IUPUI in 2000 and Beyond*, which outlines IUPUI’s response to the community college initiative.

### Overall EMG Plans and Objectives for 1999-2000

1. Develop strategies for coordinating the processes undertaken by campus units to reach prospective students
2. Identify and strengthen campus initiatives that are found to be most effective in retaining IUPUI students.
3. Continue to study the impact of the community college initiative on IUPUI’s enrollment and make appropriate recommendations to campus administrators based on the findings.
4. Continue to 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. Develop a series of reports for academic deans that will be helpful in short- and long-term enrollment planning.
6. Continue to monitor and improve the processes that enable students to enroll and transfer to IUPUI.

Team Plans and Objectives

Academic Support Services
Members: Bob White, Liberal Arts (co-chair)
Barbara Jackson, University College (co-chair)
Kathy Burton (IMIR)
Cathy Buyarski (University College)
Steve Fox (Liberal Arts),
Jeff Watt (SOS)

The Academic Support Team of the EMG will examine patterns of general education and developmental course taking and academic success among first year students. Results of this analysis will be shared with academic advisors in order to generate recommendations regarding student academic schedules for their first and second semesters.

Entry Support Services
Members: Jennifer Pease, Enrollment Center/Enrollment Services, chair
Carol Beach, Office of the Registrar
Cathy Buyarski, University College
Susan DeJarnatt, Campus Visits/Orientation Services
Andrea Engler, University College/Orientation Services
Kim Stewart-Brinston, Enrollment Center
Ingrid Toshlog, Office of the Bursar
Mary Grove, IVY Tech/IUPUI Coordinated Programs
Howard Mzumara, Testing Center
Barbara Thompson, Student Financial Aid Services
Karen Watkins, UITS
Sheree’ Wilson, Career Center
Amanda Zimmerman, Community Learning Network

The Entry Support Services Team will work to continue to improve telephone, mail, electronic, walk-in and outreach services for prospective, continuing and returning students. It will work this coming year to improve the quality of campus visit experiences as well as the number and diversity of prospective students visiting the campus. Continuing efforts will promote the Staff As Students/Students As Staff initiative through collaboration with the Career Center and Human Resources, and “frontline” communication and cross training to extend services to students at off-campus sites and through distributed or distance education opportunities. The Team will work to improve handoffs for students referred to other institutions, including IVY Tech and area adult education learning centers and to improve the yield from admitted to enrolled students through the use of new technologies, coordination of the placement tests and proactive orientation scheduling and by encouraging students to apply early.
Student Support Services

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

The Student Support Services team will work with the new Vice Chancellor for Student Life and Diversity to formulate objectives for supporting the division's efforts to attract, retain, and support undergraduate students. The team will also confer with the Student Affairs Committee of the Faculty Council to delineate clear and complementary roles.

Financial Aid and Scholarship Policy Advisory Committee

Members: Alan N. Crist, Enrollment Services (co-chair)
         Robert G. Bringle, Service Learning/School of Science/Co-Chair
         Rosalie Vermette, School of Liberal Arts/Co-Chair
         William A. Blomquist, School of Liberal Arts
         J. M. Kapoor, Student Affairs/School of School Work
         Robert H. Kasberg, Graduate School
         Robert Keck, Budgetary Affairs/School of Science
         Theodore E. Mullen, Honors Program
         Nasser Paydar, School of Engineering and Technology
         Philip Seabrook, University College
         Barbara M. Thompson, Student Financial Aid Services
         Regina Turner, University College
         Tina Tuttle, Office of Student Scholarships
         Virginia K. Washington, Student Financial Aid Services
         Gayle Williams, University College

FASPAC will complete the process started in 1998/99 of forming recommendations on implementing the policy of 50/50 merit and merit-plus-need distribution of campus funds for students enrolling in Fall 2000. Recruitment of highly prepared minority students is a priority for recruitment and for use of institutional funds. Therefore FASPAC will review current use of institutional funds and make recommendations accordingly toward the accomplishment of this goal. FASPAC will work to establish reporting procedures and standards for review of scholarship programs that are being supported by institutional funds. The Committee will also review financial aid and scholarship strategies that will encourage more students to transfer to IUPUI, establish a scholarship policy recommendation to increase our effectiveness in recruiting top students directly from high school, and make recommendations for the establishing of campus housing policy that will support our efforts to recruit scholarship candidates.
Marketing and Recruitment
Members: To be reconstituted

Based on the recommendations of the prior year co-chairs (Mary Chappell, Kelly School of Business and Mike Donahue, Enrollment Services), this Team will be reformulated to focus more specifically on central recruitment processes. The effort will begin with an analysis of the current array of processes and materials associated with undergraduate student prospecting, recruitment, and inquiry follow-through.

Enrollment Information Support Team
Members: Victor Borden, IMIR (chair)
Kathy Burton, Information Management and Institutional Research
Jim Donges, Administration and Finance
Mark Grove, Registrar
Sharon Farley, Nursing
Pat Fox, Engineering and Technology
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 focus this year on developing a series of management reports for Deans that are useful for short- and long-term enrollment planning. This will include a series of reports to support course scheduling activities during the months and weeks leading up to the start of Fall Semester, as well as some near-term enrollment projections.