Enrollment Management Council Steering Group  
Agenda  
May 13th 1:00-2:30  
CA 537

Enrollment Services
  • Undergraduate Admissions Update
    We are starting to see the number of freshmen admits declining. This time of year late admits who are just completing high school tend to have lower qualifications and these applicants are either denied or held for final grades. Denials are up 5% (769 versus 727 last year)
    We will see the increase in number of African American freshmen admits melt down. Last year we had 421 total admits by census. To date we have admitted 393. Denials of African American students are up 21% (198 versus 163 last year)
    We continue to see a decline in transfer applications as well as percentage of applicants who are admitted. These numbers will increase again as students complete spring terms and look at performance and financial aid packages sent by their current colleges. Last fall IUPUI saw a major increase in transfer applications with an 8% increase over the previous year. For fall 2004 we received the greatest number of transfer applications in 9 years

Fall term
  Freshmen
    To-date Compared with Same Point Last Year
    Applications  up 5%
    Admits  up 5%

  African American
    Applications  up 25%
    Admits  up 37%

  Transfer
    Applications  up 5%  
    Admits  up 14%

  African-American
    Applications  even
    Admits  up 8% 

  It will be impossible to match last year’s summer transfer numbers. We are likely to fall short between 150 and 200.

  In addition our numbers for fall admits will be impacted by our inability to change admit terms after registration. In past years we knew after census in summer who was admitted for summer and who did not register for summer but did register for fall. We then changed starting term.

  In SIS we cannot make that change because we are frozen out to the key panels and can only change the student’s start term by disenrolling the student on the Registrar’s Office side.
**Summer term**

<table>
<thead>
<tr>
<th>Freshmen</th>
<th>To-date</th>
<th>2004 Combined Summer I and II Final Totals*</th>
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<tbody>
<tr>
<td></td>
<td>Applications</td>
<td>Admits</td>
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<td>Admits</td>
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<td>1326</td>
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<tr>
<td></td>
<td>1597</td>
<td>1533</td>
</tr>
</tbody>
</table>

*Last year summer totals were counted by separate summer terms so comparative numbers are not available

- **International Admissions Fall Update**
  - Undergraduate applications are up 8%. This rate has been stable for the past month. Offers of admission are up 75% -- this rate is expected to level off as we move through the later months of the processing season.
  - The graduate application rate is now at 1% above last year. Offers of admission processed are up 14%. Again, leveling off for the remainder of the processing season is expected.
  - Note that OIA reports include both foreign applicants and US residents with foreign educational backgrounds. At census we prepare a more detailed analysis of the applicant pool.

- **Summer and Fall Enrollment Update**
  - Visit [http://registrar.iupui.edu/enrollment.html](http://registrar.iupui.edu/enrollment.html)

**Council on Retention and Graduation**
- Report from Scott

**Comments on April Full EMC² Meeting**
- Minutes available by visiting [http://registrar.iupui.edu/emc/emc-meetings.shtml](http://registrar.iupui.edu/emc/emc-meetings.shtml)
- Updated Student Communications Calendar available from same site

**EMC Annual Report**
- See below

**Victor’s Data Nugget**
- Decrease in fall to spring retention and increase in the number of scholarships revoked based on not meeting required GPA

**Agenda for Upcoming EMC² Meetings**

**May**
- Cancelled

**June**
- The council will continue discussion on enrollment projection sources and methods, including planning for a workshop that will allow hands-on practice with school data, including use of excel and the induced course load matrix
o Trudy will address the accelerated improvement process and identification and use of benchmarks and best practices.
o The council will discuss the activities of the past year and make plans for the summer and beyond

June Meeting of the Steering Group
o In order to allow enough time to address both year-end and planning issues for 2005-06, the June 10th meeting of the Steering Group will run longer than usual, from 1:00-4:30

Future Topics for the Steering Group
• Methods to involve EM-related groups such as
  ▪ Transfer Student Task Force
  ▪ Council for Retention and Graduation
  ▪ APPC
  ▪ Graduate Affairs Committee Recruitment Group
• Selections of future “data nuggets” for presentation to the full council. In addition to any data or information sources that support the presentations on central initiatives noted above, Victor has suggested the following as possibilities:
o Retention
o Geographic origin of students
o Student choice of college
o Correlates of yield (percent of admits who enroll)
o Major migration
• Marketing/communications and determining what is seen as most effective in terms of maintaining or building enrollment. This is of special interest to the deans as some of the recommended steps require a significant commitment of time by school personnel
• Moving from gateway courses to the major and from University College into the schools and smoothing the transition to the major, both for native students and for transfers. (Note: this may become a focus for the Council for Retention and Graduation)
• Helping students finish their last year and complete the degree. Too many students take longer in their senior year than may be necessary. (Note: this may become a focus for the Council for Retention and Graduation)
• Transfer students and their incorporation into the university following admission. (Note: this may be a focus for the Transfer Student Task Force)
• Additional review on the special challenges of intercampus transfer students who, according to IMIR’s recent study, bring lower grades and are less-well prepared to succeed than many external transfers
• Assessment of our work
  Bontrager (College and University Journal, 79:4; 2005) suggests the core concepts of successful strategic enrollment management include:
o establishing clear goals for the number and types of students needed to fulfill the institutional mission
o promoting academic success by improving student access, transition, persistence, and graduation
o determining, achieving, and maintaining optimum enrollment
o enabling the delivery of effective academic programs
o generating added net revenue for the institution
o enabling effective financial planning
o increasing process and organization efficiency
o improving service levels to all stakeholders (e.g., prospective and current students, other institutional departments, other institutions, coordinating agencies)
o creating a data-rich environment to inform decisions and evaluating strategies
o creating and continuously strengthening linkages with functions and activities across the campus
- For Bontrager material, visit [http://registrar.iupui.edu/emc/emc-101.shtml](http://registrar.iupui.edu/emc/emc-101.shtml)
- Review additional data tools such as [www.savi.org](http://www.savi.org) and GIS to provide schools with census, employment, housing, and education data that may be use in recruiting new students and in thinking about enrollment in more sophisticated ways.
  - We might be able to work with faculty in some of their courses or with graduate students

The next meeting of the EMC² Steering Group is June 10th 1:00-2:30
The next meeting of the full EMC2 Council is June 17th 1:00-4:30
1. What aspects of the charge to your council have provided the foci for your first year of work and what specific goals have you been pursuing?

The Enrollment Management Council (EMC) is charged with implementing a sustained, systematic, campus-wide process to manage our enrollments through an information-based plan that (1) matches unit goals with the campus mission; (2) coordinates discrete activities across academic and administrative units; (3) monitors progress; and (4) adjusts plans in light of evolving state and community needs.

At the first meeting of the year, EMC members worked in small groups and responded to a set of questions designed to gauge their understanding of the principles of enrollment management and their school’s use of data in planning for future enrollments. The council also reviewed and approved a set of priorities drafted by the EMC Steering Group.

Recognizing that we could not address all of them immediately, the council began its work by focusing on three types of activities for 2004-05:

a. Coordinating campus-wide initiatives focusing on targeted student and program populations, including as the first focus: international students, graduate programs to serve community needs, transfer students, and minority student recruitment.

b. Exchanging information among schools and offices on effective practices for recruiting and serving new and continuing students.

c. Developing a campus-wide enrollment forecasting system that accommodates the information needs of IUPUI’s wide array of programs and services.

For the full list of priorities visit [http://registrar.iupui.edu/emc/em-priorities.pdf](http://registrar.iupui.edu/emc/em-priorities.pdf)

2. How have you approached each of these goals, i.e., what activities have you pursued related to each goal?

The EMC monthly meetings generally are broken into three parts:

a. Reports on campus-wide (central) initiatives, including recruitment of international students, graduate programs and best practices in recruitment, the characteristics and success of transfer students, and results of a phone survey of students who either registered late for the Fall of 2004 or who did not return.

b. An information exchange among schools and offices on those strategies and methods they have found effective in serving students. Examples include one school reporting on a survey of its students and their satisfaction with advising and other aspects of student services as well as different ways schools contacted students to encourage them to enroll for the upcoming semester.

c. Training on Enrollment Management by use of data-based tools and research briefs and descriptions of different EM models.
3. What evidence have you collected and considered for each of your goals and what variables are you tracking to assess progress?

This year has been one to begin educating the schools on the principles of enrollment management, understanding the need for and use of data in planning, and in moving toward a common campus vision of Enrollment Management.

The EMC has taken steps to improve, expand, and coordinate communications with students and share information among the schools and offices. A calendar of student-focused communications generated centrally (mainly through the offices of Enrollment Services) has been shared with the council with the intention that schools can incorporate and reinforce these initiatives in their school-based communication efforts.

At the end of the year the schools were asked to project enrollments for 2005 in terms of both majors and credit hours taught and to identify other factors or data sources that would be important in performing such projections in the future. The schools recognize that simply assuming credit hours will be the same as the previous year and hoping for growth in both heads and credits are not enough as they do not take into consideration interdependencies across schools or external factors.

4. What have you learned in connection with each goal, and what actions are being taken to address your findings?

The schools and campus remain more reactive than proactive in dealing with enrollments. Additional work is planned to better prepare the schools in actively managing their enrollments, including the necessity of taking a view broader than how many credits the school will generate by understanding the interdependencies of enrollments. For example, a drop in majors in one school will typically result in a loss of credits in another that teaches a large number of those majors. Anticipating the drop of majors will allow for more effective enrollment and budgetary management.

A summer workshop is being considered to provide specific training on the use of data in forecasting enrollment at the levels of the individual schools and the campus. Next year we will continue to expand such efforts in moving toward better management of enrollment at the university.

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?

The work of the EMC is being coordinated closely with the Retention and Graduation Council, as well as with the other primary campus planning and governance committees (e.g., Chancellor’s Cabinet, Academic Policies and Procedures Committee, Civic Engagement Council, and Faculty Council). This is achieved primarily through cross-representation, but also with inclusion on each group’s agenda of reports on the other groups’ activities. Moreover the EMC, the RGC, and APPC include representatives from virtually all academic schools.

The work of these groups is further coordinated in collaboration with 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.

For more on the council, including minutes of meetings, visit http://registrar.iupui.edu/emc