Enrollment Management Council Steering Group  
Minutes  
April 8th 2005

Enrollment Services
- Updates on Fall Admissions and Enrollment (handout)
  - Summer is very difficult to predict with the change in the billing model (billing for Summer II earlier than in the past for students who enroll for that session prior to April 12th). It is to the advantage of Financial Aid recipients to register for the Second Summer Session early, while it is not to the advantage of non-aid recipients. We will study enrollment patterns this year to see how much of an impact this may have had
  - Orientation has not started taking appointments for Fall Orientation programs, so we don't have that marker, either
- What actions should the EMC promote?
  - The Office of the Registrar has provided to the schools lists of undergraduate students who are eligible to enroll for the Fall and have not yet done so. This will be repeated periodically through the enrollment cycle
  - A question was raised about the absence of evening or weekend Orientation programs for the Fall. Members recognized the interest in promoting the commitment to enrollment by requiring students to attend a day-long program, but expressed concern that it would discourage students with employment or family responsibilities that would not allow them to attend such a program. While IUPUI has had a larger traditional aged population in recent years, there is still a significant older population who may be going part-time and in the evenings. At the very least, it must be easy for students who are not able to attend Orientation to enroll for classes. Becky will follow-up with Scott

University Fall to Spring Retention
- IUPUI's Fall to Spring retention rate for new students dropped this year
- While the largest drop in retention was in the group of students with low grades, the low grades were not predicted by entry data.
- A drop in Fall to Spring is not predictive for the Fall to Fall retention rate based on recent data
- It is probable that students who did not return for the Spring would not have returned for the Fall due to continued poor performance, moving the drop in retention earlier
- Victor will have additional information to share with the full council at the April meeting

Council on Retention and Graduation
- In Scott's absence, Becky reported that the CRG is focusing on entering students through the foundation project and gateway courses, transfer students through the transfer student committee, and converting seniors to graduates
- Faculty Council is considering a common policy for probation and dismissal

Comments on March Full EMC² Meeting
- There was no meeting. Members are working on their enrollment projection assignment which is due April 10th

Marketing and Communications Initiatives Troy Brown and Mark Grove
- Outline of presentation for full EMC² meeting on April 22nd (see attached)
  - Troy and Mark distributed the outline of a calendar for communications with current students. A number of activities (e-mail, Web, phone contacts, etc.) were developed in response to perceived enrollment shortfalls and move to the new record system last year. One of the major complaints students had was that they weren’t well enough informed. A review of what were largely ad hoc steps last
year suggests continuation of most or all of them would be a good business practice

- While the bulk of the list came from centrally-generated communications, primarily from Enrollment Services, members agreed having a detailed calendar would be helpful in their own communications and allow reinforcement of other messages. Building on such a calendar at the level of the schools will allow for more deliberate and strategic mailings

- Victor suggested there may be other calendar tools that could work better in gathering and sharing information among members

- We learned recently that Housing had called admitted students, but did not relay a student’s decision not to attend IUPUI to Admissions. As a result, though the student had told one agent of the university that he or she would not attend this term, another office such as Orientation would later contact the student. This did not help with the image of the university as operating in a smooth and coordinated manner

- In addition to partnering with centrally-generated communications (whether for all students or targeted to more specific populations, such as financial aid recipients), schools would benefit from learning what others are doing for possible replication where appropriate

- We must make an effort to gauge the effectiveness of these efforts. For example, in the Fall, SPEA determined that their multiple contacts prompted the students to register earlier, though not in greater numbers. This was still judged worthwhile as it allowed for more timely decision-making in terms of possible course offering adjustments (adding seats or sections or canceling a low-enrolling section)

- Communications and Marketing recently learned that only 4,000 students receive Jagnews. Troy will work with UITS to try to change the subscription to an opt-out rather than opt-in subscription model as other offices rely on Jagnews to get key information to students in an efficient manner without overwhelming them with too many mailings. Members agreed that the same should be considered for employees as well

- A concern was raised that schools did not always know how to use the lists of their students provided at the start of the term to conduct more directed mailings, such as particular majors with a certain gpa. We should consider providing a training session for tools like excel and its filtering and sorting features

**Academic Unit Enrollment Projections**

- **Status Report Mark Grove**
  - Mark distributed the responses received to-date. It is clear that schools are limited in making projections, often not examining data such as a decline in UCOL students in their majors, etc. The activity is still seen as worthwhile as it has started the schools thinking about the need to identify those factors that may affect their enrollments. Next year we can focus on getting them to refine their projections by making use of appropriate data
  - The full set of responses and a summary will be provided at the full EMC² April meeting

**Agenda for April EMC² Meeting**

- Enrollment Projection activity
- Communications Calendar
- A review of the Fall to Spring retention report
EMC² Annual Report

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?
2. How have you approached each of these goals, i.e., what activities have you pursued related to each goal?
3. What evidence have you collected and considered for each of your goals, and what variables are you tracking to assess progress?
4. What have you learned in connection with each goal, and what actions are being taken to address your findings?
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?

- A draft of the report will be shared with EMC Steering Group members for comment
- Becky shared two documents from the university-wide Enrollment Management group chaired by Jack Tharp and Victor Borden

Agenda for Upcoming EMC² Meetings

- May
  - Accelerated improvement process and identification and use of benchmarks and best practices Trudy Banta
  - Induced course load data Victor Borden
  - Discuss the activities of the past year and make plans for the summer and beyond All

Victor’s (Future) Data Nugget

- Decrease in fall to spring retention and increase in the number of scholarships revoked based on not meeting required GPA

Future Topics for the Steering Group

- Methods to involve EM-related groups
- 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:
  - Retention
  - Geographic origin of students
  - Student choice of college
  - Correlates of yield (percent of admits who enroll)
  - 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
- Assessment of our work
  - Bontrager (College and University Journal, 79:4; 2005) suggests the core concepts of successful strategic enrollment management include:
    - establishing clear goals for the number and types of students needed to fulfill the institutional mission
    - promoting academic success by improving student access, transition, persistence, and graduation
    - determining, achieving, and maintaining optimum enrollment
    - enabling the delivery of effective academic programs
    - generating added net revenue for the institution
    - enabling effective financial planning
    - increasing process and organization efficiency
improving service levels to all stakeholders (e.g., prospective and current students, other institutional departments, other institutions, coordinating agencies)

- creating a data-rich environment to inform decisions and evaluating strategies
- creating and continuously strengthening linkages with functions and activities across the campus

- 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

- Review additional data tools such as 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

- We may wish to consider a summer workshop for EMC colleagues to increase their familiarity and experience with available data and tools (see example above of additional training in excel to allow for better use of lists of majors)

The next meeting of the EMC² Steering Group is May 13th 1:00-2:30 in CA 537