Enrollment Management Council,

Following is a memo that was sent to the deans of academic units describing the process that will be used to develop enrollment targets, projections, and capacity information for IUPUI. This process is a critical component within our focus on enrollment management and it is important that you work with your Dean to ensure that steps are completed. The information for the first step in the process should be sent to each academic unit on Monday.

To remind you of the context for this step, I have copied an article on Strategic Enrollment Management following the memo to the Deans.

I look forward to seeing you at our next meeting on October 28.

MEMORANDUM

TO: Academic Deans

FROM: William M. Plater, Executive Vice Chancellor

SUBJECT: Enrollment Projections for Fall 2006

DATE: October 7, 2005

This Fall, IUPUI achieved a near-record enrollment in head count and a record number of credit hours taught. We have admitted what is probably the best-prepared cohort of entering undergraduates in our recent history. While we have reason to be pleased with this achievement in the context of increased competition for better-prepared students, a number of schools were down in heads and/or credits taught, and some experienced unanticipated shifts in enrollment between undergraduate and graduate programs.

In some cases, schools planned for these changes; in others, schools predicted different outcomes from what occurred. We are past the days when we can hold the door open and hope for an increase in enrollment. We must be more deliberate in shaping the campus’ enrollment so that we can make the best use of limited resources and space as well as faculty and staff expertise in meeting the state’s need for an educated workforce and citizenry. Moreover, we must think about prospective students in terms of their academic and career objectives – a student is not just a student.
As we know, we are in a new era when we must manage all aspects of our work if we hope to achieve our mission at a level of quality commensurate with our resources and our expectations. We must carefully plan the size, diversity, and level of preparation of our student body at the program level—both undergraduate and graduate. We need to be more intentional about transfer students and the best mix of undergraduate and post-baccalaureate students. We also need to understand how many non-degree students we can and should accommodate.

Last year, we established the Enrollment Management Council (EMC), which includes representatives from each academic unit and a number of administrative offices. This was our first step in creating a coordinated, campus-wide approach to enrollment management. Over the last year, members of the EMC focused on several critical activities:

- Coordinating campus-wide initiatives with targeted student and program populations, including: international students, graduate programs to serve community needs, transfer students, and minority student recruitment;
- Exchanging information among schools and offices on effective practices for recruiting and serving new and continuing students; and
- Developing a campus-wide enrollment forecasting system that accommodates the information needs of IUPUI’s wide array of programs and services.

We are now ready for the second step. The primary task of the EMC for 2005-06 is to work with the academic units in establishing enrollment targets for the Fall 2006 semester as the initial step in creating a plan for both long-term, strategic enrollment management. Our goal is to have school-specific enrollment targets established by February of 2006.

We recognize this first year’s deadline is later than might be desired, but we need to take time to fine-tune the activities, tools, and data required for establishing good targets. As we all grow more comfortable with the process, we will be able to move toward earlier deadlines in the future, allowing for better planning and budgeting decisions.

This is an essential step in shaping what IUPUI will be in the future, and we ask for your full support.

The purposes and benefits of the project include:

- Enhancing the ability of departments and programs to shape enrollments and thereby to allocate resources effectively in recruiting, enrolling, and educating appropriate students;
- Articulating and meeting campus enrollment goals pertaining to student preparation, achievement and diversity while contributing to the economic, social, and cultural enhancement of central Indiana and the State;
• Facilitating communication among programs regarding the impact of curricular changes on each other’s enrollments;
• Enabling administrative support offices to better target resources to serve program enrollment goals; and
• Creating the basis for pooling resources to develop more strategic and effective marketing targeted to specific audiences.

Targets should address several general questions, such as:

• How many students do you think you will enroll (projection)?
• How many students would you like to enroll (target)?
• How many students can you possibly serve (capacity)?

For the targets to be most meaningful and practical, the targets should be set at the “program” level. In some units, “program” will be the same as departmental major whereas in other schools, “program” may have some other meaning. One of the first activities will be to work with the schools to define programs in a way that makes the most sense to department, program, and school faculty and staff.

You will receive materials and data over the next several months to allow your school to complete one task before being given another.

The process will require several stages of information sharing and education. The framework for this project includes:

1. Materials will be provided to the deans that include a “program mapping” task, which the dean can distribute to chairs and/or program directors as appropriate. The task will require school representatives to indicate how the current programs, as represented in SIS, should be grouped for targeting purposes (e.g., putting together B.A. and B.S. versions of the same degree if appropriate). In addition, the representation of programs from the legacy system will need to be reconciled with these groupings to allow for trend reports. Materials will be sent in mid-October and will be due back in mid-November.
2. Program trend reports will be provided to schools with breakouts of specific populations, such as racial/ethnic minorities, international students, and state residents and non-residents. This information will be provided in mid-January.
3. Workshops on setting enrollment targets will be made available to chairs, directors, deans, and designees as appropriate during the late January to mid-February time period.
4. Targets are due in late February.
5. Induced course load analysis used to assess the impact of targets on credit hour generation will be provided in late March. The induced course load report allows one school to anticipate the change in credits taught if there is a significant change in majors anticipated in a school that is a large source of
students. For an example of this report visit
http://registrar.iupui.edu/emc/induced/.

6. In order to provide useful and accurate data to all schools, we will rely on you
to encourage those preparing the data in your school to adhere to these
deadlines. This plan will work only with full participation.

As noted above, the first assignment will be sent mid-October. Please let
Becky know if you have any questions.

While the enrollment projections are being developed for each unit, Vice
Chancellor Amy Warner and her team will be developing a marketing plan for the
campus that will enable us to implement the goals through audience-
specific advertisements and contacts. Amy will be in direct contact with schools about
marketing while coordinating with the EMC