

CA 537

3:30-5:00 pm

Agenda

- Proxies at Steering Group meetings
 - The group decided that proxies should not attend the Steering Group meetings.
 - The EMC meetings are open
- Student Tracking Survey
 - Update from Vic
 - Results should be available (frequency and tallies) by end of November
 - Topic for December
- Review of Council of Deans responses
 - Summary of comments follows agenda
- Review of the EMC² meeting
 - Minutes follow agenda
- Council on Retention and Graduation
 - Scott was not present at the meeting to provide a report
- Resource information
 - Projections for academic units from Doubling Initiative
 - <http://www.imir.iupui.edu/doublingdegrees/>

- Our Next Steps [This was the major focus of the meeting]
 - Where are we on the continuum described below?
 - What if we were to identify a 3 pronged approach?
 - ✦ Central initiatives
 - ✦ Academic unit initiatives
 - ✦ Existing EM related groups

Whiteside (2001) describes eight steps to implement a SEM perspective.

- Establish a sense of urgency
 - Examine market and competitive realities
 - Identify and discuss crises, potential crises or major opportunities
- Form a powerful coalition
 - Assemble a group with enough power to lead the change effort
 - Encourage the group to work together as a team
- Create a vision
 - Create a vision to help direct the change effort
 - Develop strategies for achieving the vision
- Communicate the vision
 - Use every vehicle possible to communicate the vision and strategies
 - Teach new behaviors by the example of the guiding coalition
- Empower others to act on the vision
 - Get rid of obstacles to change
 - Change systems or structures that seriously undermine the vision
 - Encourage risk taking and nontraditional ideas, activities, and actions
- Plan for and create short-term wins
 - Plan for visible performance improvements
 - Create those improvements
 - Recognize and reward employees involved in the improvements
- Consolidate improvements and produce still more change
 - Use increased credibility to change systems, structures and policies that don't fit the vision

- Hire, promote, develop employees who can implement the vision
- Reinvigorate the process with new projects, themes, and change agents
- Institutionalize new approaches
 - Articulate the connections between the new behaviors and corporate success
 - Develop the means to ensure leadership developments and succession

Brainstorming Suggestions

Best Practice Seminars

- ◆ What to do about students who should be continuing but haven't registered?
 - What return do we expect if we contact stop outs?
- ◆ What do we do to increase completion of the application process?
 - What is the best way to get people to complete the application?
- ◆ What about full admits, but not matriculated?

Communication/Marketing

What are the 5-10 most important data points?

What do you do with that information?

Lead with the questions

- What if we were to identify a 3 pronged approach?
 - Central initiatives
 - ✦ International students—Susan Sutton
 - ✦ 21st Century Scholars—Kim Stewart-Brinston
 - ✦ Ivy Tech Transfers---Enrollment Services
 - accelerated Improvement process
 - ✦ Graduate degrees—Sherry Queener
 - Academic unit initiatives
 - ✦ Focus on Deans
 - ✦ Focus on Enrollment Management Council
 - Best Practice Seminars
 - Existing EM related groups
 - ✦ Community of Practice/Best Practice Seminars
- ◆ Information to the Deans
 - Possible seminar activity with outside speaker
 - Presentations at the Deans Council
 - Topics in Enrollment management
 - International recruitment
 - Identifying community needs for new degrees and programs
 - Benchmarks for measuring the effectiveness of what we do
 - ◆ Number of students/advisor
 - ◆ How often should the students be seen
 - ◆ Who should be the focus
 - Converting stop outs to graduates
 - Graduate focus—Funding, recruiting, overcoming obstacles
 - ◆ Graduate student retention—integration into the profession and doing it quickly
 - ◆ How to best use fellowship funds
 - Adult student recruitment—using certificates and minors—UG and Grad
 - Ivy tech transfer
 - From gateway to the major

- Connection of life long learning perspective to continuing students taking courses at IUPUI
- **Items contributed from the Dean's Council meeting**
 - ◆ We should institute a grade forgiveness policy. Specifically, students who have dropped out for more than 10 or more years should be admitted with a clean slate. Currently they must overcome prior D's and F's, while transfer students come in with a clean slate.
 - ◆ Impact of marketing on low enrollment for the fall. What worked and what didn't? Can marketing be school specific?

These are the dates of the Dean's meetings

Wednesday, December 8, 2004 – **8 a.m.**

Wednesday, January 12, 2005 -- **8 a.m.**

Wednesday, February 9, 2005 – **8 a.m.**

Wednesday, March 9, 2005 – **8 a.m.**

Wednesday, April 13, 2005 – **8 a.m.**

Wednesday, May 11, 2005 – **8 a.m.**

Wednesday, June 8, 2005 – **8 a.m.**

Vision For Enrollment Management Council—

We work systematically intentionally collaboratively to build an environment that attracts students, retains students, builds commitment to life long learning at IUPUI

ES mission

The *mission* of Enrollment Services is to enhance the quality of the IUPUI student body and the overall educational experience by

- cultivating, recruiting, admitting, and enrolling well prepared undergraduate students from diverse cultural backgrounds;
- supporting students with scholarships (undergraduate) and financial aid services (undergraduate and graduate);
- providing efficient systems, resources and services to assist students in their interactions with the university.

The vision of Enrollment Services is to contribute to establishing IUPUI as a premier destination for individuals from diverse cultures to interact within an urban environment. The offices seek to provide services of the highest quality to prospective and enrolled students by through coordinated services within a courteous, welcoming environment that ensures that we both attract and retain IUPUI's desired student population.

Priority Strategy for Doubling—Teaching and Learning

1. Create an enrollment management plan that accommodates increased capacity in selected areas, meets diversity goals, and address community needs for educated citizens
 - a. Develop strategies for attracting more well-prepared students
 - b. Strengthen initiatives for encouraging well prepared students to transfer to IUPUI, then helping them to be successful here
2. Redesign business process to eliminate barriers to entry, continuation, and success. (Analyze processes, identify barriers, recommend policy changes, implement needed improvements)

- What should be the agenda for the next EMC² meeting?
 - Describe the 3 pronged approach
 - Complete best practice worksheet from previous meeting

Existing Enrollment Management Related Groups

(The following list was compiled after the meeting for review at the next meeting)

- ◆ Enrollment Management Council,
- ◆ FASPAC
- ◆ Multicultural Outreach Advisory Committee
- ◆ Adult Task Force
- ◆ Strategic Scholarship Coordinating Council
- ◆ Honors Council
- ◆ Graduate Affairs Advisory Committee
- ◆ IUPUI Black Expo Planning Committee
- ◆ Explore IUPUI Steering Committee
- ◆ Explore IUPUI Prospective Student Subcommittee
- ◆ Spring Campus Day Planning Committee
- ◆ The Hurston-Evans Scholars Committee
- ◆ Norm Brown Scholars Committee
- ◆ Bepko Scholars Committee
(and all other scholarship selection committees--Beth could better supply this group)
- ◆ The Scholars Day Planning Committee
- ◆ Nina Mason Pulliam Scholars Steering Committee
- ◆ The IUPUI Placement Testing Advisory Committee
- ◆ APPC deals with a number of enrollment issues
- ◆ Passport/Partners committee
- ◆ transfer advisory committee
- ◆ UCOL Faculty Admissions committee
- ◆ Enrollment Services Counseling Issues Team (the EC convenes this group from across the ES offices and UCOL)
- ◆ IUPUI Campus-wide Frontline Group
- ◆ TEAM IUPUI Steering Committee (has been dealing with incoming student enrollment issues)
- ◆ Parking Appeals Committee (it may be a stretch but it has impact on enrollment issues)
- ◆

Enrollment Management Steering Committee

Schedule of meetings as of November 4, 2004

Date	Time	Location
Sept 13, 2004	1:00 – 5:00	CA 537
Oct 8, 2004	1:00 – 2:30	CA 537
Nov 5, 2004	3:30 – 5:00	CA 537
Dec 3, 2004	10:30 – 12:00	CA 537
Jan 14, 2005	1:00 – 2:30	CA 537
Feb 11, 2005	1:00 – 2:30	CA 537
Mar 11, 2005	1:00 – 2:30	CA 537
Apr 8, 2005	1:00 – 2:30	CA 537
May 13, 2005	1:00 – 2:30	CA 537
Jun 10, 2005	1:00 – 2:30	CA 537

Deans' Responses to Enrollment Planning Questions (Deans' Council – October 13, 2004)

Enrollment Initiatives

(All except capped programs intend to grow)

Market our programs locally, nationally, and internationally (10)

- to diverse audiences (4)
- to better prepared students (2)
- to alumni
- to prospective graduate students
- to local private high schools

Hire associate dean for marketing

Recruit students (8)

- K-12 outreach initiatives (3)
- from University College (2)
- within IUPUI (2)

Hire associate dean for recruitment (2)

Implement strategies to **attract** students (8)

- Increase scholarships/fellowships/financial aid (4)
- enhance/develop new graduate programs (3)
- update/modify focus of current programs (2)
- develop new undergraduate degree programs
- develop new undergraduate service courses
- develop new joint degree programs
- renovate facilities

Increase **on-line** offerings (8)

Increase enrollments from **Ivy Tech** (3)

Information Needed

Space analyses and models for increasing use of facilities/space (5)

Estimates of future enrollments, particularly by school (3)

Central Indiana demographics, particularly by racial/ethnic groupings (3)

Information from peer institutions on differential tuition (3)

Market analysis of needs for degree programs at various levels (workforce needs) (3)

Student satisfaction (2)

Instructional costs/student FTE and/SCH (2)

Collaboration

Many collaborative programs/initiatives identified

Collaborative initiatives needed:

- want more courses to count in the curricula of other schools (2)
- want more collaboration with Informatics (2)

Way to Encourage Collaboration

Initiated by the Chancellor, more dialogue, more sharing of information about what works in collaboration (3)

Collaboration in enrollment planning

- share information—Chancellor should set the tone
- provide funding support
(e.g., University College can't have the fee University Division charges at IUB)
- find replacement for Perkins funding for staff positions as associate degrees go away
- consider fee structure—reduce complications
- ask President Herbert to state publicly that Indiana needs to support higher education or student tuition and fees must increase
- develop strategies to move undergraduates into graduate programs

Enrollment Management Council
October 22, 2004

Vic Borden mentioned that Becky Porter was attending a meeting of the Enrollment Officers in Kokomo and unable to attend. Vic went on to explain that he was asked to conduct the meeting and proceeded through the agenda.

Spring Admissions Report

Jennifer Pease began discussing the latest Point-in-Cycle Reports. Admissions are down for January, possible because the doors were left open longer for Fall 2004. While the numbers are down, they are beginning to move upward. Jennifer reported that we are down 12% from last year in UG applications. Sherry Queener had just received the numbers at this meeting so had no report for the Graduate School.

It was evident that not all on the EMC are on the Point-in-Cycle report list. Vic offered to follow-up to be sure all EMC members are added and receive the report each time it is sent/updated.

Graduate students paying UG fees for UG courses

Mary Beth Myers summarized the situation to the Council whereby Graduate students taking UG courses as a prerequisite for a second UG degree or as a prerequisite for admission to a Grad degree program are now charged Graduate fees, irrespective of the level of the coursework. It was recognized that the relevant parties are in discussions on possible approaches to address this situation. Sherry Queener had given feedback to the original proposal and work continues on a workaround. Greg Lindsey shared that the reverse is also true where UG students are taking Graduate courses and being assessed the UG rate.

Mary Beth also pointed out that fees were only a piece of the issue. In addition, if a student is enrolled as a Graduate student, their Graduate GPA statistics/summary begins at that point. If that student is taking UG courses, those courses are then the beginning of their Graduate GPA. That has been the case historically but we now may have the opportunity to change that if appropriate/preferred/recommended.

Bill Bosron commented that he would certainly prefer to keep UG courses as part of the UG GPA statistics and begin the Graduate GPA statistics only when the student actually began taking Graduate courses.

Vic pointed out that, while this was an APPC issue, it was brought to the EMC because this group wanted to be made aware of action items of other groups that might be relevant to the goals of this Council.

Student Tracking Survey

Vic reported on the progress of the SWAT team efforts from this summer and the ensuing survey. Calls will begin next week; trying to get 1,000 respondents. If anyone is interested in a copy of the survey, they are to contact Vic. Public Opinion Lab will be coordinating the calls.

Using Data for Strategic Enrollment Management

Vic gave a summary of a document submitted to the Council containing several resources related to the strategic use of data within enrollment management. One of the main topics was that of a commonality of goals. A discussion ensued about such topics as Responsibility Center Management and how it may conflict with common goals. Some interest was expressed in having RCM as a topic for future discussion.

Business and Community Outreach was also highlighted with points being made that we should have better internal communication to know which office(s) are represented at various community events. Amy Warner commented that we need to be aware of what's happening in the community and how to best book our talents toward that event – cross training and cross promotion. Susan Sutton expressed the need to coordinate International student recruiting to be sure we are not concentrating too much at one site and being under represented at others. Need data from the schools to assist in recruiting internationally. The upshot of the discussion was that we need to concentrate on communication and collaboration. What mechanisms might we use toward that end.

Charged with Two New Priorities

Based on the September meeting of the EMC, Vic pointed out two additional priorities for the EMC:

- Improving and expanding communication to students
- Improving and expanding communication among units

We need to better educate the campus about the activities of the EMC and need to push for a couple of immediate wins (resolving the issue related to paying Grad fess for UG courses was cited as an example of an immediate win).

Tasks

Talk to individuals in your units and discuss how to engage people to work collaboratively. What ideas might the staff have about enrollment management?

Vic commented that there was not enough time to work through the group discussion topics that had been prepared for this meeting. That work will be deferred to the next meeting.