

Enrollment Management Steering Group

January 15, 2013

Minutes

- Minutes for past meetings are available by visiting <http://registrar.iupui.edu/emc/emsc-meetings.shtml>

Announcements from the Chair

- [Enrollment Management Task Force](#)
 - This group, announced at the November EMC meeting, has met once so far and is scheduled for twice-monthly meetings throughout the Spring semester.
 - A preliminary report is due February 11 with a more detailed version due March 1.
- [Student Services Initiative](#)
 - The business process review is complete. USSS is now working with Accenture on the next phase of report that will probably be due out late in the Spring semester.
- [Business Intelligence](#)
 - We continue work on the Business Intelligence initiative, focusing now on the Point-in-Cycle site. We are looking for ideas for future versions of PiC with an initial goal of providing information currently available from PiC but in a more usable form, by March 1. A demonstration of the new site is scheduled for March 22nd to which members of groups such as EMC and APPC will be invited.

Spring Enrollment

Census	2012	2013*	Change	% Change
IN Heads	27,347	26,929	-418	-1.5%
IN Credits	314,670	314,580	-90	0.0%
IUPUC Heads	1,570	1,570	0	0.0%
IUPUC Credits	16,096	15,937	-159	-1.0%
IUPUI Heads*	28,877	28,461	-416	-1.4%
IUPUI Credits	330,766	330,517	-249	-0.1%

IUPUI heads have been adjusted for dual enrollments between Indianapolis and Columbus (40 heads in 2012 and 38 in 2013). Credits are not affected.

- We are down at all class levels except freshmen where we are up 167 students and in degree-seeking professional programs where the total is unchanged. *See details on next page, including a comparison with where we finished the Fall term at census*
- In terms of the share of the overall 418 head Indianapolis shortfall:
 - Graduate degree-seekers (-215, 51% of the total shortfall)
 - Undergraduate degree-seekers (-75, 18% of the shortfall)
 - Non-degree students (-128, -30% of the shortfall)
- This is a significant decline as well from the Fall 2012 term when Indianapolis finished down 71 heads (-0.2%) but up 664 credits (+0.2%) at census.
- As you will see in the detailed spreadsheet below, we are down in heads in most schools (13 down, 6 up) and we are down in credit hours taught in the majority of schools (11 down, 8 up).
- We are up in non-residents with the 2/3 of the increase in undergraduates while we are down in resident students.
- The spreadsheet also shows changes in enrollment within individual schools when compared with census last Spring. Some of these declines were expected such as in the School of Education.

- You may recall that for certain reporting purposes, the General Studies program that used to be housed in the former School of Continuing Studies is now done through Liberal Arts. For purposes of comparison, the SCS enrollments for both 2012 and 2013 appear in the Liberal Arts totals in the handout. Part of the decline in Liberal Arts (and the Indianapolis campus) is the result of the move of the Adult Education Master's Degree program that had been offered through Continuing Studies at IUPUI and which effective this semester is handled through the School of Education in Bloomington. This accounts for 78 students of our Spring decline.

Spring 2013 Enrollment by Student Class and Level

Student Level	2012	2013	Change	%
Freshman	3,182	3,349	167	5.2%
Sophomore	4,101	4,047	-54	-1.3%
Junior	4,061	3,977	-84	-2.1%
Senior	7,236	7,132	-104	-1.4%
Undergrads	18,580	18,505	-75	-0.4%
UG Non-Degree	773	691	-82	-10.6%
Graduate	4,909	4,694	-215	-4.4%
Professional	2,708	2,708	0	0.0%
Grad Non-Degree	377	331	-46	-12.2%

Fall 2012

Student Level	2011	2012	Change	%
Freshmen	4,092	4,465	373	9.1%
Sophomore	4,504	4,451	-53	-1.2%
Juniors	4,147	4,077	-70	-1.7%
Seniors	7,002	6,866	-136	-1.9%
Undergrads	19,745	19,859	114	0.6%
UG Non-degree	876	811	-65	-7.4%
Graduate	4,970	4,888	-82	-1.6%
Professional	2,790	2,792	2	0.1%
GR Non-Degree	479	439	-40	-8.4%

Questions for Discussion

- Why are our enrollments where they are for Spring?
- What questions do you think we need to be able to answer in order to understand these totals?
- What additional data do you think we should have, including what should be regularly updated as part of the Point-in-Cycle website?

Comments regarding campus issues and enrollment trends

- Fall to Spring drop was about 200 students more this year than last
- Part of the decrease in seniors is the result of last year's large graduating class, but we would be in better shape if the number of seniors were more proportionate to lower classes. They seem to get to the senior

level and then stall. Even accounting for more transfers with larger numbers of credits, they aren't all coming in as seniors. We need to step up our efforts to move the seniors to finish their degrees.

- Spring International enrollment is up 15% (+221) and new international enrollment up 32% (+45). The increase in total heads is split between undergraduate (+101) and grad/prof (+120).
- We continue a positive growth in non-residents, up 13.7% in undergraduates and 7% in total non-residents for the Spring when compared to last year.
- IU may start its new marketing effort in March. We are supposed to hear by the end of January so that we can start talking with academic units about how we make the transition to the new tagline. It isn't clear is how IUPUI may be allowed to differentiate under that tagline.
 - Though we haven't had a campus-level ad campaign we have been aggressive with our recruiting publications, communications. However we miss the opportunity to influence the student influencers (parents, counselors, etc.) through focusing on the broader message promoting IUPUI and what we have to offer.
 - If we are going to go after adults, we have to decide what we are going to package, offer expanded prior learning assessment, delivering courses in an accelerated manner, etc.
- Our former campus goal was 10% non-resident heads and we have now hit that. Our future goal may include a goal of 10% undergraduate non-residents. The Strategic Plan will call for 10% domestic non-residents and 10% international at IUPUI overall with the specific balance between undergraduate and graduate/professional to be determined as part of the planning process.
- Though we are looking at the IUPUI Plan as where we want to be in 2025, there is a great deal that will change over that period. We should create the big plan and then look at a five-year segment.
- Even if we are successful in reaching 35,000, are we prepared to serve them? We have limits on instructional space, faculty, advisors, and support staff. Growing enrollments will mean we need to address these areas as well.
- Members noted that class scheduling patterns, such as more daytime classes (at least in Biology), may not be as appealing to non-degree students, most of whom are working.
- Members anticipate that with the arrival of President Daniels there will be an increase in messages regarding degrees leading to jobs and economic development from Purdue. This may pose some additional challenges for us.
- Members discussed the progression of FT/FT cohort to Spring semester. High performers should be retained on a very high basis. We know some didn't return, but why not? Did they leave higher education or go elsewhere?
- Fall 2013 admits and deposits are up, some of this the result of faster processing of applications.
 - Yield is the tough issue-still a long way away.
 - In order to address overspending in Chancellors' Scholarships from last year, we have moved the deadline earlier for 2013 applications. The number is down slightly and non-residents recipients are down 25%. The last is a relatively small number but we are extending the deadline to February 1 to make that more attractive.
- Are we prepared to discount tuition for certain courses or programs? The current planning for distance education and possible surcharges will discourage students, especially non-residents where our rates have been increasing even faster.
- If we want to grow our numbers, it is in **retention**. How?

Comments regarding enrollment issues in individual schools

- Liberal Arts
 - Campus as a whole is up in doctoral students and down in Masters, especially among MA students.
 - The school is impacted by the decline in Education students.
 - The Bachelor of Health Sciences has given students a place to go—perhaps some from SLA, some from PETM. PETM also changed admissions requirements for Kinesiology and its teacher education program, both of which have resulted in students remaining longer in UCOL.

- There is a cumulative impact in media reports that Liberal Arts isn't a good degree to pursue. We need to respond to this more effectively. As it is the coverage focuses on STEM-related programs and workforce education. While important, these are not the only stories that should be told.
- Law projects being down again for fall following national trends in admission and enrollment.
- Kelley is down following national conversations about desirability of business degrees.
- Nursing had an added cohort for a couple of years to help meet the shortage in nurses, but that external support has ended and the added enrollments it allowed discontinued.
- UCOL is up due to increased freshmen and in students from PETM (see above).

Adults

- Though members had discussed the need for additional use of prior learning assessment, other areas serving adults need to be addressed. Strategies for better serving adults will be included in the Strategic Enrollment Plan. These may include targeted career tracks, off-campus centers, hybrid and/or accelerated courses, and other approaches of special interest to adults.
- Approaches to serve adults that might also need to be considered include:
 - Employer supported programs. Khaula noted that she has been talking with some businesses about programs that would provide certifications, badges, etc. that would meet workforce needs. IU Health is one possible source.
 - Helping returning students with re-entry scholarships may make it easier for some adults considering returning to school. This requires spending up-front, but if successful the university gets rewarded down the road in terms of the number of degrees awarded. On a related point we are piloting the degree-completion scholarship.

Other Transfer Students

- While we want to attract more transfer students we must do so in ways consistent with the ethics of Admissions. We can encourage students who are finishing associate degrees at institutions such as Ivy Tech, but can't go after students pursuing four-year degrees elsewhere.
- We are likely to see continued growth in the number of transfer credits coming from Ivy Tech. More details on transfers from Ivy Tech, including their IUPUI intended major-school, appear in the [Passport Annual Report](#) and especially the addendum.

Importance of Developing Strategies for the Campus Plan

- We recognize that ideas that are the most developed and appropriately packaged will stand a better chance in vying for limited funding that will be available through the Strategic Plan. This packaging will most likely require a component regarding return on investment. Steering Group members, some of whom are on the Task Force, will be kept informed as to the status of the plan.

Future Steering Group meetings

Tuesday April 23, 2013 1:00-2:30 CE 260A

Enrollment by Student Level and by Full-Time/Part-Time Indianapolis Fall Semesters 2008-2012

	2008	2009	2010	2011	2012	Change from 2008	
Freshman	4,542	4,371	4,033	4,089	4,465	-77	-1.7%
Sophomore	4,446	4,644	4,625	4,498	4,444	-2	0.0%
Junior	3,813	3,969	4,157	4,130	4,068	255	6.7%
Senior	6,206	6,479	6,883	6,988	6,846	640	10.3%
Total Undergraduate	19,007	19,463	19,698	19,705	19,823	816	4.3%
UG Special/Unclassified	963	1,101	966	875	808	-155	-16.1%
Masters*	4,978	4,263	4,294	4,324	4,191	-787	-15.8%
Doctoral - Research	502	564	606	643	697	195	38.8%
Doctoral - Practice	2,637	2,718	2,738	2,790	2,792	155	5.9%
GR Special/Unclassified	685	647	613	478	439	-246	-35.9%
Indianapolis Campus	28,772	28,756	28,915	28,815	28,750	-22	-0.1%

Master's decline in 2009 was largely the result of Kelley Direct's move to IUB (approximately 950 students)

Full-Time/Part-Time

Indianapolis Total	2008	2009	2010	2011	2012	Change from 2008	
Full-Time	17,932	18,742	19,151	19,326	19,228	1,296	7.2%
Part-Time	10,840	10,014	9,764	9,489	9,522	-1,318	-12.2%

Undergraduate	2008	2009	2010	2011	2012	Change from 2008	
Full-Time	13,972	14,703	14,946	15,065	15,143	1,171	8.4%
Part-Time	5,998	5,861	5,718	5,515	5,488	-510	-8.5%

Graduate/Professional	2008	2009	2010	2011	2012	Change from 2008	
Full-Time	3,960	4,039	4,205	4,261	4,085	125	3.2%
Part-Time	4,842	4,153	4,046	3,974	4,034	-808	-16.7%

Graduate part-time decline in 2009 was largely the result of Kelley Direct's move to IUB

Note:

Undergraduate non-degree students are included with undergraduate FT/PT totals

Graduate non-degree students are included with graduate FT/PT totals

Source: IMIR Headcount by Demographic and Enrollment Variables

<http://reports.iupui.edu/render.aspx/INSTITUTIONAL%20DATA/HCBYDEMO/IUPUI>

Spring 2013 Indianapolis Enrollment
Credit Hours Taught

School	1/17/2012	1/15/2013	Change	%
Dentistry	13,388	13,572	184	1.4%
Education	11,115	9,662	-1,453	-13.1%
Engineering-Tech	29,252	29,227	-25	-0.1%
GRAD	744	634	-110	-14.8%
Health & Rehab	4,071	4,641	570	14.0%
Herron Art & Design	9,274	8,981	-293	-3.2%
Informatics	6,866	7,730	864	12.6%
Journalism	1,820	1,744	-76	-4.2%
Kelley Business	20,598	20,402	-196	-1.0%
McKinney Law	12,065	11,521	-544	-4.5%
Liberal Arts^	60,015	58,690	-1,325	-2.2%
Library Science	1,333	1,011	-322	-24.2%
Medicine^^	34,756	36,265	1,509	4.3%
Nursing	12,518	12,199	-319	-2.5%
PETM	14,439	13,071	-1,368	-9.5%
SPEA	8,947	10,059	1,112	12.4%
Science	64,085	65,650	1,565	2.4%
Social Work	9,074	9,173	99	1.1%
Statewide Tech**	27	30	3	11.1%
University College	283	318	35	12.4%
Indianapolis Total	314,670	314,580	-90	0.0%
IUPUC	16,096	15,937	-159	-1.0%
IUPUI Combined	330,766	330,517	-249	-0.1%

^^Medicine 2013 totals include Public Health (436 heads and 4,289 credits)

Credit hour totals may be rounded in cases where a school total includes .5 credits

** Credits taken in Purdue's Aviation Tech program at airport by IUPUI students

Student Level	2012	2013	Change	%
Freshman	3,182	3,349	167	5.2%
Sophomore	4,101	4,047	-54	-1.3%
Junior	4,061	3,977	-84	-2.1%
Senior	7,236	7,132	-104	-1.4%
Undergrads	18,580	18,505	-75	-0.4%
UG Non-Degree	773	691	-82	-10.6%
Graduate	4,909	4,694	-215	-4.4%
Professional	2,708	2,708	0	0.0%
Grad Non-Degree	377	331	-46	-12.2%

* Notes: While most IUPUI students pursuing graduate studies enroll through the IUPUI school that offers the degree, GRAD holds students who enroll through the IU Graduate School. This is primarily students in Liberal Arts and Medicine but also includes some students pursuing other IU graduate degrees. While they appear in the GRAD totals, wherever possible in the totals above, these students have also been attributed to the schools that house their academic programs. Any changes in enrollments for these students appear in the comments for those schools..

1/15/2013 Census
Headcount by Student School

School	1/17/2012	1/15/2013	Change	%	Internal School Change
Dentistry	651	659	8	1.2%	+2 ug; +6 grad/professional
Education	1,297	1,160	-137	-10.6%	-42 ug; -84 grad; -11 non-degree
Engineering-Tech	2,602	2,679	77	3.0%	+12 ug; +63 grad+2 non-degree
GRAD/GCND*	317	263	-54	-17.0%	-23 grad; -31 non-degree
Health & Rehab	369	474	105	28.5%	+104 ug; +1 grad/professional
Herron Art & Design	807	804	-3	-0.4%	-22 ug; +19 grad
Informatics	785	778	-7	-0.9%	-9 ug; +2 grad
Journalism	222	220	-2	-0.9%	+13 ug; -15 grad
Kelley Business	1,547	1,510	-37	-2.4%	-35 ug; -9 grad; +7 non-degree
McKinney Law	1,029	945	-84	-8.2%	-83 grad/professional; -1 non-degree
Liberal Arts^	2,998	2,677	-321	-10.7%	-249 ug; -75 grad; +3 non-degree
Library Science	223	173	-50	-22.4%	-52 grad; +2 non-degree
Medicine^^	2,249	2,296	47	2.1%	ug even; +47 grad/professional
Nursing	1,442	1,361	-81	-5.6%	-57 ug; -13 grad; -11 non-degree
PETM	857	744	-113	-13.2%	-113 ug; +1 grad; -1 non-degree
SPEA	877	915	38	4.3%	+55 ug; -17 grad
Science	2,471	2,447	-24	-1.0%	ug even; +28 grad; -52 non-degree
Social Work	785	772	-13	-1.7%	-9 ug; -4 grad
University College	5,861	6,099	238	4.1%	+273 ug; +12 high school; -47 non-degree
IN Total***	27,347	26,929	-418	-1.5%	Adjusted for dual enrollments
IUPUC	1,570	1,570	0	0.0%	
IUPUI Combined#	28,877	28,461	-416	-1.4%	

*Liberal Arts totals include General Studies heads and credits. SLA 2012 at census also included 78 Adult Ed students taking 393 credits, a program transferred to IUB for 2013. There were 915 undergraduate General Studies students enrolled at census for 2012. SLA 2013 also includes 100 graduate Philanthropic Studies students.

***Total also adjusted for students enrolled in degrees offered through the Graduate School but who also have been distributed to schools housing their programs. Heads are counted only once in IN Total. Credits are not affected. 2012 total includes SCS Adult Ed program transferred to IUB 2013

Resident	2012	2013	Change	%
UG Heads	17,605	17,402	-203	-1.2%
UG Credits	211,284	211,211	-73	0.0%
Total Res Heads	24,787	24,189	-598	-2.4%
Total Res Credits	285,118	282,123	-2,995	-1.1%

Students enrolled at both IN and CO are counted only once. The IUPUI Combined total has been adjusted by 40 heads for 2012 and 38 for 2013. Credits are not affected.

Non-Resident	2012	2013	Change	%
UG Heads	975	1,103	128	13.1%
UG Credits	12,475	14,199	1,724	13.8%
Total NR Heads	2,560	2,740	180	7.0%
Total NR Credits	29,552	32,457	2,905	9.8%

Non-Residents as Share of Campus Totals	2012	2013
UG non-residents as % of total campus heads	3.6%	4.1%
UG non-residents as % of total campus credits	4.0%	4.5%
Total NR as % of total campus heads	9.4%	10.2%
Total NR as % of total campus credits	9.4%	10.3%

Source: Registrar Reports
 Enrollment Services 1/15/2013