

## Enrollment Management Steering Group

January 12, 2007

### Minutes

#### Minutes

- A November update and minutes from previous meetings were previously distributed and are available by visiting <http://registrar.iupui.edu/emc/emsc-meetings.shtml>.

#### Announcements from the Chair *Becky Porter*

- **Consultants' Report on Structure of Offices of Admissions and Enrollment Center**
  - Consultants' Recommendations
    - Mike Donahue's upcoming retirement provides the opportunity to review the structure of Admissions and the Enrollment Center. Becky presented the recommendations made by the consultants. In an ideal world the new director will arrive before Mike leaves, allowing some valuable overlap time between the directors
    - We face a number of "opportunities" in the coming year
      - Moving to the new facility will result in the split of office staff between student-facing and back-office processing.
      - We don't yet know when the back office staff will leave Cavanaugh (July of 2007 or July of 2008), but even if they are allowed to stay an additional year they would be housed in more limited shared space, so moves are inevitable.
      - In February of 2008 the Student Information System will be upgraded to a new release of PeopleSoft. Such upgrades require substantial work by ES staff in addition to their normal tasks.
    - The staffing concept for the new building is for prospective students to be able to get nearly all entry-level questions answered in the Admissions/Enrollment Center space (whatever it may be called). This means increasing staff members' knowledge of scholarships and basic financial aid matters. Continuing students would be served from the Financial Aid/Registrar space as their issues are far more likely to be financial or enrollment-related.
    - In making any changes to the structure, individual work assignments, and reporting lines, we must be sensitive not only to those within the offices but also to others on campus with whom the units work closely.
    - Steering Group members supported the recommendations and had several suggestions for the position vis-à-vis enrollment management. These included seeking candidates with significant experience in recruitment, marketing, processing, and in using admissions to meet campus enrollment goals. Other comments from the Steering Group:
      - In addition to those areas listed above graduate enrollment, international enrollment, and student retention at all levels are key components of enrollment management
      - Members expressed concern that lacking agreed-upon and well-defined enrollment goals, moving forward in shaping enrollment is extremely difficult. There must be a broadly-shared vision across the campus, including among campus leadership, of what the institution's size and shape should be in order to take meaningful and appropriate actions.
      - Members shared the consultants' view of the importance of the Enrollment Management officer having a heightened role on the campus, including a regular presence with the Deans and the Chancellor's Cabinet. Failure to do so will result in too many conversations taking place without ES involvement, information, and expertise.

- Having data from the enrollment projection initiative will be a good first step in establishing a campus “map” to managing our enrollments but only assuming the buy-in noted above.
    - The consultants also recommended combining Scholarships and Financial Aid. Becky noted that the Scholarship office is now so small that there is no redundancy in expertise, so that if someone were to be gone for a significant period of time, we would have problems. This recommendation is under careful review.
    - Members discussed other structural possibilities beyond ES that, if implemented, would allow for improved service to students who are now too often confused by which office to contact with a question. Should these come about, ES staff can be trained and have access to the systems necessary to answer more of the first-line questions.
  - Next Steps
    - More discussions will take place both within Enrollment Services and with others on campus regarding final structure and staffing.
    - Becky considers the Steering Group as an advisory committee for Enrollment Services and appreciates any comments or recommendations on changes in structure and in the search for a new Director of Admissions from both perspectives.
    - In order to conduct a national search, we need to get the position description written and the advertising underway as soon as possible, even if that means we don't have all of the changes in structural components in place.
    - We likely will engage one of the consultants to help us identify candidates for the position as filling such a position, especially with the issues listed above, can be difficult.
  - The consultants' report is available by visiting <http://registrar.iupui.edu/emc/consultants-report.ppt>
- **Admissions and Enrollment**
  - The number of applicants continues to grow each term. In the Fall of 2006 we had over 6,300 applications from beginners (up 10.3% over Fall 2005) and 3,255 applications from transfer students (+4.8%). The percentage increases for Spring were similar and beginner applications for Fall 2007 are running well ahead of this past Fall. Add to this the decision to require returning students to submit applications and the Office of Admissions is swamped. We can't continue to hire staff to keep up with this growth and so must look at using some sort of automated review for at least certain groups of applicants, such as the best qualified, where the decision is easy, but the processing still time-consuming.
  - It appears we will finish up slightly in credits and down just under 1% in heads for the Spring. Graduate enrollments are very positive while we continue to be troubled about undergraduate enrollments. Even with the decline in undergrad heads, we will be at least even in credits taken by undergraduates thanks to the continuing shift toward more full-time enrollments
  - Becky is very concerned about Fall enrollments. A number of items were cited.
    - In addition to the smaller number of students in the undergraduate pipeline, Ivy Tech will likely draw more beginning students due to the fee differential and the expanded transferability options. The Indianapolis campus of Ivy Tech just reported its Spring headcount is up nearly 6%.
    - The Transfer Center at Ivy Tech now has other senior institutions in residence, competing for the limited transfer population.
    - There is a push at Ivy Tech to have students finish associate degrees there and a decreased focus on associate degrees as a start toward baccalaureate degrees.

- IUB is pushing additional scholarships for 21<sup>st</sup> Century Scholars as part of an effort to head off legislative concern about its growing non-resident population. Expect similar action from Purdue-West Lafayette.
- Detailed enrollment information appears below

### **Enrollment Projection Initiative** *Gary Pike*

- **Enrollment Projection Project**
  - The Revised Credit Hour projection reports will be distributed to the deans shortly. This includes data, but also has a brief narrative that we hope will better engage the deans.
  - Gary noted that there needs to be additional discussion on what the schools mean by “capacity” and in identifying the perceived limiting factors. Some reported that as part of their assumptions in the original projections last summer, but it needs further clarification. *See individual school comments on <http://registrar.iupui.edu/emc/projections>*
  - Members discussed the possibilities, benefits, and problems of the schools having expanded flexibility in setting fees at the undergraduate level. Increased tuition in either higher demand or more expensive professional programs may result in a downturn in enrollments, especially given the already wide differential in fees between IUPUI and Ivy Tech.
  - If we can agree on optimal institutional size, we can then work back to the size and shape of each incoming class and continue to focus on retaining those students.
  - Next Steps
    - We need to provide additional guidance for the deans in how to use this information. Becky and Gary will discuss adding suggestions to the narrative on how to use the data in fashioning budgetary goals for each school

### **Aligning Institutional Aid with Enrollment Goals** *Becky Porter*

- Becky will make a presentation on this at this month’s full EMC meeting, educating members on how we use institutional funds for recruitment and retention and how the overall process works.
- Becky is hosting a meeting of FASPAC and the Strategic Scholarships Coordinating Committee to discuss and rank different proposals for changes in how we might use institutional aid.
- Our current institutional aid is extremely limited. We would require an additional \$7 million in institutional aid if we were to award aid in a fashion similar to recent IUB initiatives. At the same time the national trend is to move away from merit to more need-based aid.

### **Academic Plan Action Items Related to Enrollment Management**

- **Status of Academic Plan Committees**
  - Different aspects of Conditional Admits are being reviewed by a number of the committees. To help with their work we have posted definitions and enrollment data to <http://registrar.iupui.edu/emc/admits> . More information will be added as reports become available.
  - The latest version of the plan and comment tool are available from main EMC page <http://registrar.iupui.edu/emc/>

### **Summer Bridge Program**

- Members reviewed the draft of the proposal for the expanded Summer Bridge Program. By requiring 21<sup>st</sup> Century Scholars and recipients of First Generation Scholarships to attend, the program would double in size over last year. *see draft below*
- Concern was expressed about how implementing this would affect support for other incoming students. In order to implement the expanded bridge, UCOL will have to shut down orientation two weeks early in August. They have been asked to address how incoming transfer students (who have a later admissions deadline) will be served during this period.

- There was also some concern that students who will not be required to enroll in this bridge program will choose to attend college elsewhere. This is a special concern for the students who had planned on working full-time in the summer and are now being required to take a math course in July and August. If they can't work as many hours, they also may choose to enroll elsewhere.
- With a move toward requiring a math course for some students, we will have to change how we admit students who have previously had their admission held until final transcripts were received. As they would now have to take a Math course beginning in early July, we can't wait on those transcripts and instead will admit the students on stipulation and require them to provide copies of their final grades as well as reviewing the final transcripts when those arrive later.

### Upcoming EMC Meetings and Tentative Topics

<b>January</b>	<b>1:00-2:30</b>	<b>UL 1116</b>	<b><i>Note new location</i></b>
			○ Alignment of Financial Aid with Enrollment Goals
<b>February 23</b>	<b>1:00-2:30</b>	<b>UL 1116</b>	
			○ Ability Grouping <i>Gary Pike</i>
<b>March 23</b>	<b>1:00-2:30</b>	<b>UL 1116</b>	
			○ Academic Plan and issues for action by EMC
<b>April 27</b>	<b>1:00-2:30</b>	<b>UL 1116</b>	
<b>May 25</b>	<b>No Meeting</b>		
<b>June 22</b>	<b>1:00-2:30</b>	<b>UL 1116</b>	

### EMC Steering Group Meetings

<b>February 9</b>	<b>1:00-2:30</b>	<b>CA 136</b>
<b>March</b>	<b>No Meeting</b>	
<b>April 13</b>	<b>1:00-2:30</b>	<b>CA 136</b>
<b>May 11</b>	<b>1:00-2:30</b>	<b>CA 136</b>
<b>June 8</b>	<b>1:00-2:30</b>	<b>CA 136</b>

## 2007 Summer Bridge Program Proposal

### IUPUI

IUPUI will offer three options for incoming students in bridge programs for the summer of 2007 as follows.

**First**, we will expand the summer academy to serve double the population than it has previously (for a total of approximately 500 students) as proposed earlier and approved for funding. The participants will include incoming Twenty-first Century Scholars and new First Generation Scholars, for whom the program will be mandated. There were 244 First Generation Scholars in Fall 2006 and 181 incoming Twenty-first Century Scholars in Fall 2006, and we expect numbers for 2007 to be equivalent or slightly larger. The Twenty-first Century Scholars will all receive some form of institutional award (either scholarship or grant) from IUPUI. We will also encourage incoming Dean of Faculties students to participate in the program enabling the Bridge Program to reach full attendance in each academic section. Cathy Buyarski will work with Tracie Hughes to identify on-campus employment for as many of these students as possible. Barbara Jackson and Gayle Williams will work with the Schools to expand sections as needed. Phyllis Washington will be able to provide targeted programming for the incoming Twenty-first Century Scholars as part of the bridge program. Participants will sign a contract on their responsibilities.

**Second**, we will offer a mini-bridge program for perhaps 40-50 students from the “mandated” populations for those whose majors are not currently served by the 2-week program (i.e. Social Work, New Media, Physical Education, etc.) and for those students where it is not possible for them to attend the two week program (this on an exception basis). Students will sign a contract on their responsibilities.

**Third**, we will offer Math sections (perhaps in extended format) for students for whom admissions decisions have been deferred for the posting of spring grades and who place into Math 001. Tentative plans are to offer the course on a noncredit basis but to provide departmental/special credit upon successful completion along with a book scholarship in Fall (perhaps \$500). Enrolling in fall will be contingent on successful completion of the summer program. Students will sign a contract. If there are students whose admission had been deferred who place above 001, we will seek funding to cover their costs to take the appropriate course in summer, making fall enrollment contingent on successful completion of the summer course. In addition, the Department will offer a 10-day “Summer Bridge program to College Algebra” – leading to MATH 153 in the Fall.

Cathy Buyarski is drafting the contract and working with Mike Donahue on drafts of mailings to go to the students informing them of their requirements.

We continue to investigate impact of the firm June 1 deadline and the August 1 ending of “standard” orientation (so that advisors can work with students in the summer programs), particularly for transfer students. We will offer several orientation days in June for students (and their family members) who will be participating in the programs later in the summer.

## Admissions Update

- **Spring 2007**
    - **Beginners**
      - Applicants + 68 + 9.5%
      - Admits + 52 +12.7%
    - **Transfers**
      - Applicants + 19 + 1.1%
      - Admits + 35 + 2.5%
    - Fall accounts for a significantly larger number of admitted students than Spring.
      - 461 beginners were admitted for Spring 2007 while 4,397 beginners were admitted for Fall 2006.
    - Though the number of transfer admits is also lower in the Spring, it accounts for the majority of our Spring admits.
      - 75.7% of Spring admits are transfers while in Fall transfers accounted for 37.3% of admits
      - 1,433 transfers were admitted for Spring while 2,612 transfers were admitted for Fall.
    - The overall quality of Fall beginners is traditionally stronger than in Spring *see below for Spring*
      - Average High School rank was 65 for Fall beginner admits and 53 for Spring.
      - Students in the top-third of their high school class accounted for 55.9% of beginner admits in Fall and 35.2% for Spring.
      - International beginner admits are up due in part to a special scholarship program offered by the Saudi Arabian government
  - **Fall 2007 Undergraduate Admissions**
    - **Beginners**
      - Applicants + 681 +20.2%
      - Admits + 464 +21.6%
    - **Transfers**
      - Applicants - 58 -16.4%
      - Admits - 43 -23.8%
- Note: Fall transfer numbers are very early and also affected by rush to finish Spring applicants.

**Quality Indicators and Profile of Beginner Applicants and Admitted Students  
Spring 2007 1/2/2007**

Beginners	Applicants					Admitted Students				
	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007
<b>Total</b>	716	100.0%	783	100.0%	9.4	407	100.0%	458	100.0%	12.5
<b>High School Percentile Rank</b>										
<b>Top 10%*</b>	16	4.0%	16	4.5%	0.0	15	5.8%	15	5.9%	0.0
<b>Top Third*</b>	112	28.1%	100	28.0%	-10.7	102	39.5%	90	35.2%	-11.8
<b>Middle Third*</b>	151	37.9%	149	41.7%	-1.3	101	39.1%	114	44.5%	12.9
<b>Bottom Third*</b>	135	33.9%	108	30.3%	-20.0	55	21.3%	52	20.3%	-5.5
<b>*Note: Percentage Distribution based on total with rank data on file.</b>										
	2006		2007			2006		2007		
<b>Average HS Percentile Rank</b>	47		48			55		53		
<b>Average SAT</b>	967		972			996		995		
<b>Average ACT</b>	20		20			20		20		
Ethnicity	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007	2006	% of Total	2007	% of Total	Pct. Chg 2006 to 2007
<b>African American</b>	110	15.4%	86	11.0%	-21.8	45	11.1%	40	8.7%	-11.1
<b>Asian American</b>	17	2.4%	23	2.9%	35.3	12	2.9%	15	3.3%	25.0
<b>Hispanic American</b>	17	2.4%	20	2.6%	17.6	12	2.9%	13	2.8%	8.3
<b>Native American</b>	6	0.8%	2	0.3%	-66.7	3	0.7%	1	0.2%	-66.7
<b>Minority Total</b>	150	20.9%	131	16.7%	-12.7	72	17.7%	69	15.1%	-4.2
<b>International</b>	96	13.4%	185	23.6%	92.7	29	7.1%	70	15.3%	141.4
<b>All Others</b>	470	65.6%	467	59.6%	-0.6	306	75.2%	319	69.7%	4.2

Note: Due to small *n* for minority admits (72 last year, 69 this), comparisons are not very useful, especially for individual minority groups. Small changes result in exaggerated shifts when shown in percentage terms.

**Credit Hours Taught**

	1/9/2006	1/8/2007	Change	%
School	2006	2007		
BUS	20,732.0	21,215.5	483.5	2.3%
DENT	12,915.0	12,929.5	14.5	0.1%
EDUC	12,307.0	12,120.0	-187.0	-1.5%
EGTC	20,232.0	19,571.0	-661.0	-3.3%
GRAD	288.0	326.0	38.0	13.2%
HERR	8,713.0	8,467.0	-246.0	-2.8%
INFO	3,860.0	4,066.0	206.0	5.3%
JOUR	1,139.0	1,175.0	36.0	3.2%
LAW	12,266.0	12,236.0	-30.0	-0.2%
LIBA	60,082.0	58,122.0	-1,960.0	-3.3%
LSTU	460.0	402.0	-58.0	-12.6%
MED	28,085.0	28,329.0	244.0	0.9%
MUS	3,811.0	3,978.0	167.0	4.4%
NURS	10,599.0	11,425.5	826.5	7.8%
PED	11,781.0	12,423.0	642.0	5.4%
SCI	55,034.0	55,964.0	930.0	1.7%
SCS	437.0	502.0	65.0	14.9%
SHRS	2,214.0	2,625.0	411.0	18.6%
SLIS	1,785.5	1,750.5	-35.0	-2.0%
SPEA	7,832.0	8,005.0	173.0	2.2%
SWK	7,244.0	7,118.5	-125.5	-1.7%
SWT	18.0	7.0	-11.0	-61.1%
UCOL	509.0	569.0	60.0	11.8%
<b>TOTAL</b>	<b>282,343.5</b>	<b>283,326.5</b>	<b>983.0</b>	<b>0.3%</b>

**Headcount by Student School**

	1/9/2006	1/8/2007	Change	%	
School	2006	2007			Comments
BUS	1,998	2,057	59	3.0%	+88 ug; -1 gr; -28 non-degree
DENT	637	618	-19	-3.0%	-6 ug; -13 gr; -4 gr in GRAD
EDUC	1,930	1,766	-164	-8.5%	-21 ug; even gr; +5 gr in GRAD; -142 non-degree; loss in non-degree due to enrollment shift to IUB for one program
EGTC	2,078	2,087	9	0.4%	ENGR: +40 ug; -19 gr TECH: -31 ug; +19 gr
GCND	400	357	-43	-10.8%	
GRAD	648	690	42	6.5%	See notes in other schools
HERR	835	822	-13	-1.6%	-33 ug; +9 gr; +1 non-degree
INFO	553	554	1	0.2%	-3 ug; +2 gr; +11 gr in GRAD
JOUR	91	164	73	80.2%	Mostly shift from UCOL
LAW	935	945	10	1.1%	
LIBA	1,480	1,457	-23	-1.6%	-23 ug; +25 gr in GRAD
LSTU	26	19	-7	-26.9%	
MED	1,477	1,519	42	2.8%	+13 ug; +23 gr; -18 gr in GRAD; +6 non-degree
MUS	33	42	9	27.3%	
NURS	1,274	1,413	139	10.9%	+124 ug; +15 gr; +5 gr in GRAD
PED	758	815	57	7.5%	
SCI	1,729	1,823	94	5.4%	+27 ug; +27 gr; +40 non-degree
SCS	1,176	1,071	-105	-8.9%	-119 ug; +12 gr; +2 non-degree
SHRS	160	181	21	13.1%	
SLIS	327	316	-11	-3.4%	
SPEA	957	923	-34	-3.6%	-17 ug; -18 gr; +1 non-degree
SWK	626	653	27	4.3%	ug even; +26 gr; -3 gr in GRAD; +1 non-degree
UCOL	6,266	5,878	-388	-6.2%	-417 ug degree-seekers; -13 high school; +42 non-degree; see shift to Journalism due to earlier certifications
<b>IN</b>	<b>26,394</b>	<b>26,170</b>	<b>-224</b>	<b>-0.8%</b>	
<b>Unduplicated</b>	<b>26,343</b>	<b>26,131</b>	<b>-212</b>	<b>-0.8%</b>	



## IUPUC Enrollment

<b>TOTAL</b>	<b>13,403.5</b>	<b>13,646.0</b>	<b>242.5</b>	<b>1.8%</b>
<b>IUPUI</b>				
<b>Grand Total</b>	<b>295,747.0</b>	<b>296,972.5</b>	<b>1,225.5</b>	<b>0.4%</b>

<b>CO</b>	<b>1,291</b>	<b>1,315</b>	<b>24</b>	<b>1.9%</b>
<b>Grand Total</b>	<b>27,634</b>	<b>27,446</b>	<b>-188</b>	<b>-0.7%</b>

- We continue to see a shift in enrollment toward fewer undergraduate and more graduate students.
  - The campus is down 258 undergraduate degree-seeking students (1.5%). Though this is somewhat better than last Fall when we were down 400 undergraduate degree-seeking students (-2.1%), it is still an area of significant concern
  - The decline is largest at the sophomore level, the continuation of a decline seen in freshmen and sophomores last year
  - Enrollments by graduate students accounted for the majority of our increase in credit hours. Despite the decline in undergraduate students, the total hours taken by undergraduates increased slightly
  - Census will be taken Monday evening

## Indianapolis Campus

### Enrollment by Student Level

	2006	2007	Change	%
Certificate	218	227	9	4.1%
Freshman	3,448	3,352	-96	-2.8%
Sophomore	4,460	3,959	-501	-11.2%
Junior	3,404	3,487	83	2.4%
Senior	5,810	6,057	247	4.3%
UG Total	17,340	17,082	-258	-1.5%

	2006	2007	Change	%
Grad *	4,642	4,865	223	4.8%
Prof	2,391	2,444	53	2.2%
Grad/Prof Total	7,033	7,309	276	3.9%

	2006	2007	Change	%
High School	118	105	-13	-11.0%
UG non-deg	744	852	108	14.5%
GR non-deg	1,108	783	-325	-29.3%
Total non-deg	1,970	1,740	-230	-11.7%

### Credits by Student Level

	2006	2007	Change	%
Undergrad	196,349	196,477	128	0.1%
Grad	31,104	33,043	1,939	6.2%
Professional	44,242	44,220	-22	0.0%
Non-Degree	10,649	9,586	-1,063	-10.0%
Total	282,344	283,326	982	0.3%

### Credits by Residency Classification

	2006	2007	Change	%
Resident	259,817	259,774	-43	0.0%
Non-Resident	22,527	23,552	1,025	4.6%

*note: most of shift in the grad non-degree population is due to movement of an Education program to IUB and a coding change in NURS that made almost all GR non-degree students grad degree seekers. This was a shift of approximately 100 within graduate Nursing, but resulted in only a small net addition in Nursing's overall combined grad and grad non-degree heads*

- The campus is up an adjusted 178 graduate and graduate professional students (+2.5%). Adjustment due to change in coding for Nursing students see above

- We continue to move to more full-time students at both the undergraduate and graduate levels.
  - Enrollments by part-time undergraduates dropped this term while the number of part-time degree-seeking graduate and graduate-professional students rose.

**Enrollment by Full-Time Status**

	2006	2007	Change	%
Certificate	88	100	12	13.6%
Freshman	2,473	2,563	90	3.6%
Sophomore	2,893	2,687	-206	-7.1%
Junior	2,309	2,374	65	2.8%
Senior	3,476	3,672	196	5.6%
UG Total	11,239	11,396	157	1.4%
Grad	1,411	1,459	48	3.4%
Prof	2,360	2,387	27	1.1%
Grad/Prof Total	3,771	3,846	75	2.0%
High School	0	0	0	n/a
UG non-deg	0	0	0	n/a
GR non-deg	2	3	1	50.0%
Total non-deg	2	3	1	50.0%
Total Full-Time	15,012	15,245	233	1.6%

**Enrollment by Part-Time Status**

	2006	2007	Change	%
Certificate	130	127	-3	-2.3%
Freshman	975	789	-186	-19.1%
Sophomore	1,567	1,272	-295	-18.8%
Junior	1,095	1,113	18	1.6%
Senior	2,334	2,385	51	2.2%
UG Total	6,101	5,686	-415	-6.8%
Grad	3,231	3,406	175	5.4%
Prof	31	57	26	83.9%
Grad/Prof Total	3,262	3,463	201	6.2%
High School	118	105	-13	-11.0%
UG non-deg	744	852	108	14.5%
GR non-deg	1,106	780	-326	-29.5%
Total non-deg	1,968	1,737	-231	-11.7%
Total Part-time	11,331	10,886	-445	-3.9%