

Enrollment Management Council Annual Report 2008-09

1. What aspects of the charge to your council have provided the foci for your work and what specific goals have you been pursuing?

The Enrollment Management Council (EMC) is charged with implementing a sustained, systematic, and campus-wide process to manage enrollments through an information-based plan that

- Matches unit goals with the campus mission;
- Coordinates discrete activities across academic and administrative units;
- Monitors progress; and
- Adjusts plans in light of evolving state and community needs.

The council's primary focus for the year

- From Admissions to Census: Coordinating and Improving this Critical Period of Recruitment
 - Led by Admissions, identify the communications flow from the IUPUI offices and academic units to enhance the information provided to admitted students and to increase our yield of enrolled students.

In support of this focus, council activities included:

- Coordination of initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing. A major component was IUPUI's acquisition and implementation of Constituent Relationship Management (CRM) software, known at the university as UTalk. This tool allows for easier management and tracking of communications, including what was sent, to whom, when, and retains copies of the communication. It also provides business analytic tools that will help us track the cost and benefits of different activities. While the initial implementation was in Enrollment Services offices, the tool was subsequently piloted in a number of administrative and academic units to help with their communication efforts. Improved communications is essential in serving all student populations and contributes to retention efforts.
- Provision of data and improved access to data sources for use in planning, performing, and evaluating school-based and campus-level recruitment, enrollment tracking, and student support activities. An example of the last was providing information on the significant growth in the number of dual/direct admits to the schools and the need for planning for additional advising support, a step that would serve all students in a school. The EMC also sponsored a January 2009 workshop by IMIR staff for EMC members and others on the sources and use of institutional data.
- Exchange of information among schools and offices on effective practices for recruiting and serving new and continuing students, including addressing diversity in all aspects of our activities. An example focused on better ways to serve transfer students who often feel lost after they enter the university.
- Discussion of enrollment management-related issues and, where appropriate, recommendations for action within the academic units or at the campus level. One example was the importance of focusing on student progression rather than persistence through such tasks as loading degree-audit requirements into the SIS. Providing this information serves prospective and current students as well as their academic advisors in planning and progressing toward degree completion. Another example is the Class Identification initiative in which students will be encouraged to think of themselves as part of a four-year cohort and, ideally, continue to enroll on a full-time basis to meet the projected four year graduation date. Support of the initiative will occur at multiple points

across the campus, including Admissions, Orientation, Student Life, the schools, and post-graduation activities.

2. How have you approached each of these goals, i.e., what activities have you pursued related to each goal?

- Presentations and the exchange of information and materials among EMC members remain an important part of each meeting and of our work in general. Presentations were made to the EMC membership on campus-, university-, statewide-, and national initiatives and trends, including:
 - Academic Plan
 - [Enrollment Shaping](#)
 - [Research, International, Service, Experiences](#) (RISE)
 - Admissions communications with prospective students
 - Identifying IUPUI's competitors
 - The use and timing of scholarship application deadlines and award notification in recruiting the highest achieving students
 - Changes in Financial Aid due to new state and federal regulations and available funding
 - International Admissions
 - Summer Preparatory Program
 - Admissions activities targeting specific populations, including high ability students
 - Transfer students and why they transfer
 - The impact of Ivy Tech transfers
 - Enrollment trends at IUPUI and other institutions
 - College enrollment trends of domestic ethnic minority students
 - Constituent Relations Management (CRM) Software (UTalk)
 - Enrollment Management Strategies as presented in the national literature.
 - Establishing high university expectations for students
 - A major challenge for IUPUI is helping students think of completing a degree in four years. One approach is through promoting class identification (encouraging students to think of themselves as the "Class of '13," for example). Information included steps that are being taken by a number of offices and how the schools can support this effort.
 - Demonstration of the new [Tuition and Fee Estimator](#)
 - Workshop on the sources and use of institutional data

Each presentation was intended to educate EMC members and included discussion and related activities to encourage incorporation of these topics and goals within their schools. Details on these presentations are available by visiting the EMC [Website](#) .

3. What evidence have you collected and considered for each of your goals and what variables are you tracking to assess progress?

- We had a record for the number of admitted beginning students in Fall 2008, up 9.9% from the previous year.
- We are up in the number of all minority beginner admit groups, reaching 17% of all admits for this fall. The percentage of minority beginners who **enrolled** jumped from 14.6% of the matriculant population last year to 17.2% this year.
- Undergraduate non-resident enrollment increased 27.7%. Total non-resident enrollment climbed to 10.9% of students at the Indianapolis campus.
- Credits taken by non-residents climbed 16.7% since last year and now account for 9.9% of our total credits at the Indianapolis campus.

- IUPUI showed continued improvement in the quality of admitted students. The number of admitted beginning students in the top 10% of their high school class jumped by 16.1% this year and now account for 17.9% of all admits. Those in the top one-third of their class increased 13.9% and constitute 64.3% of the admitted class. The average SAT for enrolled beginners climbed 13 points to 1010.
- Fall 2008 was the 13th successive year with a [record credit hour enrollment](#).
- UTalk was implemented in several central service units and discussion continues with other units and schools to adopt the tool. The functionality will be made available through a university-wide system.
- EMC hosted a workshop provided by IMIR on the sources and use of institutional data available through the IUPUI [Information Gateway](#) .
- Implementation of the Class Identification initiative in multiple units began late in the academic year and will continue into 2009-10. EMC will be working with both central service units and the schools to find additional ways in which this message can be incorporated into communications with current and prospective students and promote the concept across campus and among the students.
- Given the great interconnectedness between EMC and Enrollment Services, more details will appear in the Enrollment Services 2008-09 [Annual Report](#), available in late 2009.

4. What have you learned in connection with each goal and what actions are being taken to address your findings?

- Though coordinating and improving the overall recruitment and enrollment process involves multiple units (including the schools), the communications flow with prospective students should make use of new tools and practices to enhance the information shared. Admissions is taking the lead in this process through implementation and promotion of UTalk.
- EMC members are interested in making better use of data in their planning and evaluation. EMC continues to promote this approach through regular reports and training.
- IUPUI must develop recruiting goals that are both realistic and attainable. This required establishing a balance between access and quality that is right for IUPUI and the use of institutional funds to support those goals.
- We will continue to identify areas where additional information or resources are needed by EMC members in improving their enrollment management efforts.

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?

In addition to participation on and support of the Academic Plan's committees, the work of the EMC is being coordinated closely with other enrollment management-related groups including the Retention and Graduation Council (RGC), Strategic Scholarship Coordinating Committee, FASPAC, Transfer Student Task Force, Ivy Tech Transfer Group, Gateway Group, Multicultural Outreach Advisory Group, the Diversity Council, as well as with the other primary campus planning and governance committees such as the Academic Policies and Procedures Committee (APPC) and the Faculty Council. This is achieved primarily through cross-representation, invitations to presentations, and inclusion on each group's agenda or reports on the other groups' activities. Moreover the EMC, the RGC, and APPC include representatives from virtually all academic units as well as a number of administrative units, including Enrollment Services.

The work of these groups is further coordinated in collaboration with the Office of Planning and Institutional Improvement, which provides links to the broader campus planning processes, as well

as with the research and analytic support of the Office of Information Management and Institutional Research.

The EMC is in contact with a number of community organizations such as the Urban League, Wesco, Christamore House, the Center for Leadership Development, Indiana Black Expo, local Community Centers, and others to help us discuss issues and strategies related to recruiting for diversity at the university.

*For more on the council, including minutes of meetings, visit <http://registrar.iupui.edu/emc>
For previous annual reports of the council, visit <http://registrar.iupui.edu/emc/double.shtml>*

July 5, 2009