Enrollment Management Council Steering Group
November 14, 2008
Minutes

Minutes
- Minutes for the September meeting as well as previous meetings are available by visiting
  http://registrar.iupui.edu/emc/emsc-meetings.shtml
- EMC Website

Focus for the year
- From Admissions to Census: Coordinating and Improving this Critical Period of Recruitment
  - Communications and other tasks to help convert admits to enrolled
    - 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.

Announcements from the Chair
- Financial Aid recently completed its annual federal A133 audit with no findings (that is, with no problems).
- The Office of Student Scholarships (OSS) was named the **Scholarship Provider of the Year** by its professional association. IUPUI won the award in 2006 as well.
  - OSS is using the $2,500 that comes with the award to provide additional scholarship funding.

Constituent Relationship Management (CRM) report
- A demonstration of the basic functionality of CRM was presented November 7th and was attended by representatives of IUPUI academic and administrative units as well as several other IU campuses.
- CRM initially is being implemented in Admissions and in other Enrollment Services offices. Meetings are being held with other units such as Orientation and Housing to see how we can integrate them into a unified communication flow. We plan to roll it out more broadly to the schools and others as the year progresses in an effort to develop more partnerships in using the product.
- Students receive mailings (surface and electronic) on two different types of schedules:
  - **Activity-based communications**—messages are sent tied to when the student or university completed a task (submitted an application, admitted the student, responded to a mailing, etc.). The communication goes out X days after this activity and the stream of messages continue on a scheduled frequency thereafter.
  - **Fixed-date communications**—All students in the selected group receive a mailing at the same time, such as a reminder sent at the end of February to submit the FAFSA by March 10th.
  - Which communications the students receive are based on their status or their responses to earlier communications (applicants, admits, aid recipients, submitted Housing application, etc.)
  - Such tailored communication is especially important as we recruit more high ability students who have more educational choices.
- CRM in use in broader IU basis
  - Becky summarized how both IUPUI and IUB are implementing CRM functionality, though using different products. IUPUI worked closely with the SES and UITS in selecting a vendor (Talisma) and the product is housed on a UITS server. IUB's operates on a non-UITS server.
  - Though initially used for communicating with potential and admitted students, a number of other units (Alumni, the Foundation, schools, and other campuses) are considering the use of CRM for communicating with their own constituencies.
  - UITS has expressed concerns about being able to provide necessary support for multiple CRM systems. A task force has been appointed to review a possible enterprise-wide solution and has been asked to submit its report by December 20th.

Veterans Taskforce Update

- Colleges and universities anticipate a significant growth in the number of enrolled veterans as the result of the new G.I. Bill. The new bill covers those who served at least 90 days on active duty after September 11, 2001. In some cases, benefits may be transferred to the spouse or dependent children. A National Guard brigade from central Indiana will complete their deployment and return to Indiana within the next several months.
- IUPUI serves the largest number of veterans and military personnel in the state.
- IUPUI formed a taskforce this fall to examine how we are currently serving veterans and what services might be improved or added.
    - October meeting minutes http://registrar.iupui.edu/vastf/MeetingMinutes_101308.pdf
    - The final report of the group recommends creating a position to oversee the services we provide and provide a common point of contact. As most of the current services used by veterans are in Enrollment Services offices (Registrar and Financial Aid), the report recommends the position be part of that organization. Additional support staffing may be required and one option is making use of VA work-study funding to help underwrite positions.
    - Other areas needing to be addressed include:
        - Providing a location where vets can gather to share their common experiences. Ideally this would be in the Campus Center given it is where most offices consulted by veterans are located. Additional consideration would be having this as part of the Multicultural Center.
        - Improving transitional services by recognizing the veterans' different "start point" in entering the university and adjusting orientation and related programming.
    - Addressing a number of other support services, both administrative and academic. The latter would include providing guidance to faculty on veterans' issues or behavior in the classroom.
    - Members discussed other areas of possible integration into the campus community, including finding appropriate ways to recognize and benefit from veterans' international experience.

Recruiter for Hispanic/Latino population

- See proposal below
- Members discussed the possible synergies and shared characteristics with other students groups, such as international students and domestic first generation students.
- Susan noted she is now IUPUI's representative on Indianapolis Mayor Ballard's Latino Advisory Council examining Latino issues in public safety, economic development, and education. Susan added that one focus is in keeping middle and high school students involved in school and not in gangs.
    - Becky recommended keeping Trudy and Khaula informed on any recommendations or actions.
- Members discussed how we might better prepare the campus to serve Hispanic/Latino students and their families.
    - Becky noted that we have a number of Spanish-speakers in Enrollment Services and have some recruiting publications and posters in Spanish. In addition, Spanish language campus tours are offered. While we are not staffed with enough Spanish speakers to guarantee availability at all hours we are open, we are able to get back to a caller within a reasonable period.
    - IUPUI needs to be better prepared to get Spanish speakers to the desired resource or service. We don't currently have any "clearinghouse" or list of areas where we know such support is available and that should be developed.
        - One suggested approach is offering a lunch-time Spanish class for employees, especially those front-line staff. We would not expect participants to develop fluency in such a course, but learn enough Spanish to be able to respond to initial inquiries and direct the caller/visitor to the appropriate resource. Amy will investigate this possibility.

Campus Day

- Campus Day went well with 1,347 total attendees, including 498 prospective students and 849 family/friends. This compares with 1,700 attendees last fall (551 prospective students and 1,143 family/friends). At the same time the number of students who have attended Step-onto-Campus and JagDays continues to grow.
    - Step-onto-Campus attracted 2,160 prospective students this year, up from 1,175 in the Fall 2007.
    - JagDays has served 340 prospects so far this semester. JagDays provide students with the chance to spend time with others interested in the same disciplines and participate in programs more tailored to their interests.
    - 335 junior/senior 21st Century Scholar prospects attended an event co-sponsored with the Office of Multicultural Outreach.
    - In addition to attendance at specific events, our Campus Visit staff is busy conducting tours Monday through Saturday.
    - We have had a great fall showing off our campus.
- Timing of Spring 2009 Campus Day and ISTEP Testing
    - ISTEP testing is the same week as Campus Day; we can't support both Campus Day and Step-onto-Campus when they are so close together. ISTEP testing will only be in the Spring in future years.
    - Campus Day is expensive and is not funded (see June 2008 minutes) http://registrar.iupui.edu/emc/emsg-meetings/EMCSteeringGroupMinutes608.doc
    - Becky recommended that IUPUI discontinue Spring Campus Day and increase our focus and support in other recruiting activities.
        - Step-onto-Campus and JagDays are seen as more effective recruiting events than Campus Day. They bring students onto the campus during the week when normal class days demonstrate much greater activity and provide the opportunity for potential students to visit classes and see the campus in action.
        - We plan to increase our coordination of JagDays with the schools in 2009-10 and be even more aggressive in developing, scheduling, and promoting them for 2010-11 forward.
        - Talisma, our CRM product, provides the opportunity to more easily track and demonstrate costs of the different activities as a measure of their effectiveness. This is in line with a goal in the latest IT Strategic Plan of investing in analytics/business intelligence tools.
        - Becky noted that Campus Day continues to have supporters in some of the schools. Amy suggested drawing comments from attendees of the different events to help sell the schools on the benefits of the change.
    - The Steering Group strongly supported Becky's recommendation to discontinue Spring Campus Day.

Admission and Enrollment Update

- See below

Other Discussion

- Members discussed the current economic situation and its potential impact on state support, fees, and enrollment.
    - The number of students eligible for Pell Grants and Stafford loans may increase for next year.
    - While we have not yet seen any substantial impact on availability of private loans*, IU has a task force reviewing this matter.
        - *Some students with poor credit histories will have more difficulty getting private loans and students are more likely to require a co-signer.

- o Members discussed whether units with separate fees should raise them this year in anticipation of potential reductions in state or other support. Concern was raised about tuition and fees reaching a breaking point where a segment of students and their families could not afford them. There were also some worry about how a significant overall increase in student costs in this economic environment would be seen by legislators and others, including the media. The general consensus of the group was to limit increases as much as possible as both a practical matter (in terms of student cost) as well as a political one.
- o Becky noted that it is very important that base support for aid and scholarships go up at the same rate tuition and fees would be raised.
- o Becky has been asked to prepare recommendations on how the campus might identify potential fast-track degree programs that would allow us to better compete with the marketing of some private institutions, especially in the area of degree completion. This would include more summer courses, ideally laid out in a sequence that would speed a student to degree, depending on transfer work they bring in. An additional goal is to use these additional enrollments as revenue generation.
  - ▪ Members agreed that showing our responsiveness to working students in tough economic times would be well received in the community.
  - ▪ CLN is working on this with the BGS, but what other degrees might be attractive and have the ability to schedule more courses in the major in the summer to facilitate year-round enrollment?
  - ▪ To further this approach, summer course offerings will require additional study as the different summer school students (our own students and visitors home for the summer) often require different courses—the first needing more courses in the major and the second needing more general education courses, often at the entry level.
    - • Entry-level courses are often larger and can more often be taught by part-time (and less expensive) faculty. Courses in the major are typically smaller and are more often taught by full-time (and more expensive) faculty.
    - • In the case of full-time faculty, will summer courses draw enough enrollment to cover either a salary overload or justify adjusting a faculty member's teaching assignment by shifting a course from fall/spring? Many fall/spring courses for majors have larger enrollments than when offered in the summer.
  - ▪ Becky is working on the concept of a "virtual transfer center" as a better way of serving our large number of transfer students. This includes improving support and providing a more welcoming presence for the different "streams" of transfer students, whether traditional external transfers, inter-campus transfer, or returning students.
- • We need to take a more detailed look at how we recruit high ability students. The campus recruits these students based on overall ability (and less on desired major), while the schools recruit those interested in their majors. How can we better integrate these fragmented efforts?

Becky noted that often we leave meetings and later have an idea or recommendation about topics discussed. She asked members to send her any such thoughts as they occur rather than risk forgetting them before our next meeting.

Upcoming EMC Meetings and tentative topics

November 21   1:00-2:30   CE 268
- • CRM Update
  - • Reactions to 11/7 demonstration
- • Campus Day report
- • Veterans Taskforce update

- Reminder on forwarding school-based communications
- International Admission and Enrollment *Sara Allaei*
    - Report available by visiting http://registrar.iupui.edu/emc/emc-meetings.shtml

December   *No meeting*

January 30, 2009   1:00-2:30   CE 268
- Use of data workshop (follow-up to data sources workshop January 2008) See pp. 3-4 of February 2008 EMC minutes.
    - Gary and IMIR team are in discussions as to design.
    - Perhaps use two schools that use data well to present as models.

February 27   1:00-2:30   CE 268
- Transfer Students
    - When they transfer
    - Impact of Ivy Tech

March   *No meeting*
April 17   1:00-2:30   CE 268
May   *No meeting*
June 26   1:00-2:30   CE 268

Other topics (for meetings or simply for reporting to membership)
Follow-up (as appropriate) on issues from October EMC brainstorming.
- Administrative initiatives that overlook consulting with schools (such as finding ways for students to complete more college courses while still in high school).
- Change in state funding formula using degrees completed and renewed emphasis on transfer students—how this might affect the individual schools *Dawn Rhodes.*
- Flat rate for tuition *Dawn Rhodes.*
- What is happening with Council on Retention and Graduation task forces?
    - CRG reports will be linked when available.
- Impact on minorities of required summer program (Chris to report on differences in characteristics for 2008 group if we'd implemented 2009 admission standards).
- Non-returning students and where they now are (Gary to investigate).
- Enrollment Destinations for UG students admitted but who did not enroll at IUPUI (Chris).

EMC Steering Group Meetings

January 23, 2009   1:00-2:30   CE 260A
March 26 **(Thursday)**   1:00-2:30   CE 260A
May 21 **(Thursday)**   1:00-2:30   CE 260A

Expanding Latino and Hispanic Student Recruitment at IUPUI

Prepared by Chris J. Foley, Director of Admissions and Kim Stewart-Brinston, Director of Multicultural Outreach

Overview

According to the Western Interstate Commission for Higher Education (WICHE)[1], the U.S. will begin seeing its first decline in the number of high school graduates in ten years. Though Indiana fairs generally well in these projections with less pronounced declines than the rest of the Midwest, the composition of high school graduates will significantly change. Most noticeable of these changes is the growth in the Latino and Hispanic population in the state which is the primary reason Indiana's declines are not as significant as those of our neighbors. IUPUI, being an urban institution which will draw larger numbers of Latino and Hispanic families, will be impacted by this demographic shift. As a result, IUPUI must be proactive in its recruitment plan to attract and enroll larger numbers of Hispanic and Latino students from both within and outside the state of Indiana. This will benefit our cultural and ethnic diversity on campus as well as help position our campus to avoid downturns in enrollment due to the declines in high school graduate numbers.

Proposal

Currently, the university has committed resources to recruit Latino and Hispanic students to campus including the attendance at recruitment events targeting Hispanic and Latino Students, offering Spanish-language interviews and tours, and publicizing in college guides (such as Hobsons' *College-Bound Hispanic Student Guide*) that specifically target Latino and Hispanic students. However, the demographic trends of the state indicate that a greater and more systematic recruitment initiative is warranted. The Office of Undergraduate Admissions, the Office of Multicultural Outreach, and the Office of International Affairs propose the development of an aggressive recruitment strategy that will make IUPUI the institution of choice for Hispanic and Latino students both from inside as well as outside of Indiana. The Hispanic and Latino Recruitment Program (HLRP) would focus on the following:

- Develop, implement and oversee a holistic plan for Hispanic and Latino recruitment;
- Integrate a bi-lingual communication plan for prospective students and their families;
- Identify and develop linkages within the Indianapolis and Indiana community for outreach to prospective students and their influencers;
- Identify and develop linkages with Latin American communities which have ties with the Indianapolis community;
- Identify and develop financial aid opportunities consistent with IUPUI's commitment to diversity that consider the needs of Hispanic and Latino students.

Budget

Initiative	Budget	Notes
Assistant Director for Hispanic and Latino Student Recruitment	$50,000	Base salary of $35,000 + benefits
Administrative Support	$15,000	.25 FTE support staff
S & E, Postage, and Professional Development	$15,000	
Communication Development	$10,000	Spanish language materials and websites
Recruitment Travel	$30,000	Travel in Indiana, U.S., and Latin America
Event Registrations	$30,000	20 events at $1,500 per event
Recruitment Materials	$2,000	2 sets of Spanish-language displays
Total	**$152,000**	

Anticipated Outcomes

The HLRP is key to maintaining our enrollments in general as well as expanding our diversity on campus. By focusing not only on the recruitment of students from within Indiana, but also those from outside the state as well as those from Latin America, the HLRP also dovetails with IUPUI's Enrollment Shaping Initiative. Specifically, the HLRP will accomplish the following:

- Increase the representation of enrolling Hispanic and Latino undergraduates by matching or exceeding the growth rate in Hispanic and Latino high school graduates who are prepared for study at IUPUI;
- Improve the image of IUPUI amongst the Hispanic and Latino communities within Indianapolis and Indiana;
- Develop pipelines of students via community linkages both inside and outside of Indiana.

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[1] *Western Interstate Commission for Higher Education. (2008). Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity 199-2022. Boulder, CO: Western Interstate Commission for Higher Education.*

Spring Admissions Update 11/10/08

Undergraduate
    Beginners

Applicants	746	- 13	- 1.7%
Admits	292	- 16	- 5.2%

    Transfers

Applicants	1,610	+ 99	+ 6.6%
Admits	938	+ 57	+ 6.5%

Spring 2009 International Admissions
    International Beginners

Applicants	189	- 47	-19.9%
Admits	44	- 34	-43.6%

Decline due in large measure to reduction in the number of students sponsored at any US institution by the government of Saudi Arabia.

    International Transfers

Applicants	95	+ 18	+23.4%
Admits	51	+ 1	+ 2.0%

    International Masters

Applicants	213	+ 69	+ 47.9%
Admits	65	+ 29	+ 80.6%

Spring 2009 Graduate Admissions
    Masters

Applicants	712	-54	- 7.0%
Admits	304	-45	-12.9%

(It is early for this group yet. Last year at this point we had admitted 47.9% of our total masters admits at census)

Spring Enrollment Update

Heads	13,603	-309	-2.2%
Credits	161,490	-208	-0.1%

- Undergraduate heads are up in Freshmen (+87, 3.9%), Sophomores (+37, 1.9%), and Juniors (+75, 4.2%), but down 221 Seniors (-5.7%). Overall undergrads are down 22 heads (-0.2%).
  - The largest shortfalls in seniors are in Liberal Arts (-76), Kelley (-55), Education (-46), SPEA (-44), and Nursing (-43).
- Graduate heads are down 269 (-7.2%)
  - The largest shortfalls in graduate students are in Social Work (-61), Nursing (-53), and Law, (-52).

For more details on Spring 2009 admission and enrollment visit http://imir.iupui.edu/picx

Fall 2009 Application Update for November 10, 2008[2]

Prepared by Chris J. Foley, Director of Undergraduate Admissions

Table 1: Fall 2009 Apps by Residency and Citizenship

Applications	Fall 2007	Fall 2008	Fall 2009
Undergraduate	**1908**	**2314**	**2859**
NonResident	119	138	155
Resident	1789	2176	2704
International	**55**	**45**	**49**
NonResident	47	38	41
Resident	8	7	8
Grand Total	**1963**	**2359**	**2908**

Table 2: Fall 2009 Admits by Residency and Citizenship

Admits	Fall 2007	Fall 2008	Fall 2009
Undergraduate	**1154**	**1260**	**1438**
NonResident	67	60	68
Resident	1087	1200	1370
International		**5**	**6**
NonResident		4	5
Resident		1	1
Grand Total	**1154**	**1265**	**1444**

Table 3: Fall 2009 Apps by SAT Band

	Fall 2007	Fall 2008	Fall 2009
Less than 900	356	429	493
900-999	439	512	631
1000-1199	629	828	997
1200-1299	126	148	219
1300+	74	82	119
Undetermined	339	360	449
Grand Total	**1963**	**2359**	**2908**

Table 4: Fall 2009 Apps by Ethnicity

	Fall 2007	Fall 2008	Fall 2009
American Indian/Alaska Native	3	1	13
Asian	65	93	94
Black/African American	155	193	186
Ethnicity Undetermined			16
Hispanic/Latino	43	70	95
Native Hawaiian/Oth Pac Island		3	2
Not Applicable (Alien)	86	86	91
White	1611	1913	2411
Grand Total	**1963**	**2359**	**2908**

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[2] Data taken from internal point-in-cycle reports from the Office of Undergraduate Admissions. Data may differ slightly from that presented by the IMIR point-in-cycle reports.