

Enrollment Management Council

January 27, 2012

Minutes

Minutes

- Minutes for the November meeting were distributed. These minutes, as well as those for previous meetings, are available by visiting <http://registrar.iupui.edu/emc/emc-meetings.html>
- EMC [Website](#)

Announcements from the Chair

- [Student Services Initiative](#) (SSI)
 - Phase 1 of the project was a high-level design phase in which the project teams prepared business process inventories, conducted an initial analysis of how those processes will be split between the campuses and the shared services organization, and considered a strategic-level design for what the new shared services organization will look like and how it will work. The next phase of the project (which will likely comprise several "waves" of implementation) will include more detailed design, implementation, and deployment of the new shared services delivery model for student services across the University. The report on Phase 1 has been issued and is intended as a snapshot of the analysis.
 - It is important to note the Phase 1 report is a preliminary estimate of the savings from implementing a shared services model. Actual savings with the new shared services model will be determined during the detailed business process review.
 - Phase 2 is a two-month period for feedback and discussion of the Phase 1 report. Phase 3 is scheduled to begin implementation in March and extend through 2013. The actual start date for Phase 3 may be delayed slightly depending on any feedback or issues raised in the Phase 2 discussion period.
 - The primary premise of a [shared service model](#) requires "harmonizing" (standardizing) business practices and policies across and among the campuses and an expanded use of technology. There will be costs with implementing technology such as document imaging and work flow. The model also is dependent on use of Constituent Relationship Management tools.
 - Given our early adoption of both imaging and CRM as well as our recognized university leadership in co-locating services for students (the report's "one-stop shop"), we hope to use our experience in shaping and implementing this approach and making it work well. For example, Admissions has used imaging and work flow tools for years while their counterpart office at IUB is still dependent on paper files. Students can visit IUPUI's Student Financial Services office for assistance with their financial aid, their bills, or to make payment.
 - [University Student Services and Systems](#) (USSS) will be assuming many of the back office functions for the Offices of Admissions, Registrar, Student Financial Services, and Bursar. In a number of cases this is an extension of the role USSS has played since the implementation of PeopleSoft. Support also will be provided for academic advising support tools.
 - Some functions will be located in BL, some here. We don't yet know the exact split or how the decisions will be made. Susan Cote, the IUB Bursar, will serve as interim university

Bursar and will have oversight of Bursar functions on all the campuses. We don't know if she will be retaining title of IUB Bursar.

- The SSI website provides an opportunity for members of the university community to [submit questions](#). Members are encouraged to make use of this site in gaining a better understanding of the SSI and to submit questions and comments.
- Jim Kennedy, [who oversees USSS](#), will be coming to an upcoming IUPUI deans' meeting. We are hoping to host a town hall on the SSI as it is IUPUI's experience that town halls attract a broad array of faculty and staff with their questions and insight.
- EMC members discussed items regarding SSI that they might report back to their schools.
 - Registrar staff has been very helpful in supporting the schools and campus in completing their initiatives. We don't want an overly-layered structure that delays responses to school/campus concerns or needs.
 - Among the challenges the project likely will face will be the attempt to harmonize/standardize academic policies and the processes that evolve from them. Some academic policies affect only the faculty while others lead to administrative policies and procedures. One example is grade forgiveness/replacement.
 - There was agreement among meeting participants regarding the importance of identifying issues, policies, and local practices where we know there are differences among the campuses and where we think maintaining such local control is critical.

- **Scholarship Recommendations**

- At its September 2011 meeting, the EMC Steering Group discussed the challenge IUPUI continues to face in recruiting for high ability students and students from underrepresented populations due to the competition for these students from other institutions with greater scholarship funding. The Steering Group agreed that it would like to revisit the strategy for recruiting high ability students.
- We had a substantive deficit in scholarships going into this year that was eliminated, but after we changed the requirements for the Chancellor's scholarship, our recruiting efforts were so successful that we are likely to finish this year in deficit again. One of the difficulties in projecting costs for such a program is that we can only speculate on yield as higher-ability students have more educational choices.
- We have had to scale back on the Pell Pledge and 21st Century Scholars Grant. These were reliant on funding from a mandated 5 year reduction in administrative expenditures, but with campus-level budget challenges that allocation was discontinued.
- In order to fund the growth in acceptances of our admission-based scholarships we would need to increase the budget 15% each year to stay on pace. If the campus does not want to do that, we need to adjust/raise the requirements further and understand the results such changes will have on the number of high-ability students we can attract.
- To address these concerns, a set of recommendations addressing the strategy and funding for recruiting high ability students was prepared and has been endorsed by the Steering Group. It will be forwarded for review by campus administration. The recommendations include use of merit aid, need-based aid, and improved campus coordination of scholarship awarding.
- These recommendations are almost ready to roll these out, but not quite ready. More details will be shared with EMC at a future date.
- We are piloting two new grants:

- The [Graduation Incentive Grant](#) is for seniors who have been part-time to get them to move to full-time enrollment and complete their degree more quickly. This was rolled out late in the fall and attracted 300 applicants; 40 met the criteria, but only 10 accepted the award. With more lead-time we will be able to do a better job of publicizing the program for Fall 2012. EMC members with ideas on how to promote this should contact Beth Barnette.
 - An emergency grant for students who have immediate funding needs not tied to meeting tuition. These grants are intended to address true emergency situations that would jeopardize a student's ability to continue enrollment, such as paying for a car repair that would allow the student to get to campus or supporting a down-payment on an apartment for a student who has a sudden housing crisis.
 - The emergency grant has been funded with \$100,000 as a start; we would have to make the case for continued funding for future years.
 - The program is housed in Student Financial Services so that we can look at other resources students may have and to help students to think more broadly about their overall financial situation. We recognize that for many students in such an emergency face a larger set of issues in continuing to pursue their education, including funding it. We also need to be able to consider a student's larger situation as money isn't always the only solution; this may include making referrals to community or campus agencies.
 - We announced the program to advisors, but not to students. We count on the schools to make the appropriate referral. We also need to find out about similar programs in the schools and other units so that students aren't inappropriately obtaining support for the same emergency from multiple campus sources. Given the limited campus funding available to respond to such emergencies, we want to be intentional about how we make such awards. Please let us know about any program in your unit so that we can better coordinate those dollars. Members are encouraged to make any referrals to Jim Fiddler in SFS.
- **Admissions Standards**
 - At Dean Sukhatme's request, the University College Admissions Committee is reviewing the possibility of raising our Admissions Standards for the Fall of 2013.
 - These were changed from fall 11 to Fall 12. Want to have students with reasonable chance of success. Have been looking at predicted and actual gpas; also want to look at impact on enrollment of higher standards. Will go back to UC Admissions Committee that acts on behalf of the campus. UCAC establishes the recommendation for campus minimum standard; schools can go above. Hope to have more info in next three weeks
- **[Norman Brown Diversity & Leadership Scholars Program](#)**
 - This program grew out of the efforts of some staff in admissions and was named for an admissions staff member who was concerned about students from underrepresented populations and their ability to succeed at IUPUI. The program has had a significant impact by including mentors in addition to providing additional funding for scholars and programming.
 - The program has been housed in Diversity, Access and Achievement within Enrollment Services. It would be great for it to expand, but given the program's focus on

retention, it is beyond the primary mission of Enrollment Services. As a result, we have concluded that now is the right time to move the program which we believe is well-positioned for its next phase.

- We are in the process of transitioning NBDLSP to [Diversity Equity and Inclusion](#) where Angela Espada will have primary responsibility for overseeing the program and where it will collaborate with initiatives out of University College.
- Enrollment Services is proud of all we did to get this going. We anticipate the transition will occur by the start of March.

● **Spring Enrollment (1/16 Census)**

Heads	2011	2012	Change	%
Indianapolis	27,702	27,347	-355	-1.3%
Columbus	1,563	1,570	7	0.4%
Total	29,265	28,917	-348	-1.2%
Official*	29,197	28,877	-320	-1.1%

Credits	2011	2012	Change	%
Indianapolis	317,330	314,670	-2,660	-0.8%
Columbus	16,542	16,096	-446	-2.7%
Total	333,872	330,766	-3,106	-0.9%

**Adjusted for dual enrollments between the two campuses
68 heads in 2011 and 40 heads in 2012
Credits are not affected*

- Law is down in its graduate students due to the timing of its LL.M. program in Cairo, with differing entry terms for new cohorts of students. Note that its much larger number of JD students are classified as “professional” students and that group is up for the semester.
- Given trends in our overall enrollment pattern, including new Admissions standards and with several of the undergraduate classes being down (especially in sophomores and juniors), Fall enrollment will likely be down.
- *Additional school-level detail appears below.*

● **Highlights of Spring 2012 International Admissions and Enrollment**

- *See report attached below.*

● **Learn More about IUPUI Students**

- Victor Borden gave a presentation at the 2011 [Plater Institute](#) with a good deal of interesting information.
 - The Changing Student Body: How and Why Does it Matter?
 - It’s Time to Play Learn Your Students!

Copies of the presentation are available from the [EMC website](#).

Presentations

Recruitment of Hispanic/Latino students *Kim Stewart-Brinston and Ashley Anderson*

- The presentation summarized IUPUI’s current and planned efforts to recruit this growing population.
- 298 Hispanic beginners have been admitted so far for 2012; this is an increase of 124% from Fall 2010 when we had admitted 133 Hispanic students by this point.

- IUPUI travels to nearly every high school in our nine-county area and Ashley visits northwest Indiana as well as Puerto Rico. We attended National Hispanic College Fairs in: Pennsylvania, New Jersey, New York, Florida, Ohio, California, Texas, Illinois, and Wisconsin as well as related events in Chicago and Indianapolis.
- IUPUI has published a bilingual Spanish-English brochure as well as maintains a Spanish-language [website](#) and phone-line (274-HABLA). Since August 2011, the site has had nearly 1,400 visits and is of special importance to the [parents](#) of prospective students who may be less comfortable with English.
- A group of nine Puerto Rican students visited IUPUI January 19-21. The schedule for their visit appears below. More are scheduled to visit next month. We have had 16 applicants from Puerto Rico so far for 2012; this compares with 3 at this point for Fall 2010 and 10 for 2011.
- As part of their visit, the Puerto Rican students had the chance to interact with our current students from Puerto Rico. A recruiting visit in March will include invitations to the Puerto Rico-resident parents of our current students to attend, providing an additional opportunity for parents of prospective students to learn more about the institution and the experience of their children.
- Student Life was recognized for encouraging the establishment of additional Hispanic/Latino organizations. In addition to serving our current students, the presence of such groups is an added bonus in attracting new students.
- Word of mouth is very important, as are personalized messages and outreach.
- Thanks to everyone for helping us increase our numbers
- More information is included in the presentation, available by visiting <http://registrar.iupui.edu/emc/emc-meetings.html>

Responding to the new Indiana Law requiring affirmation of legal resident status and restricting state support for students unable to do so.

- While our applications are up, they likely are affected by this new law.
- Though Ivy Tech is also required to charge affected students non-resident rates, they likely will draw some students who may have attended IUPUI due to the lower cost of tuition at Ivy Tech.
- We identified some unrestricted funding that allowed us to help nine students who were closest to graduation. We awarded about \$9,000 per student to cover the difference between in-state and out of state tuition. We also directed students to community supporters or other sources of private funding. The nine students we assisted had a GPA of 2.89. We have additional requests, but we don't have funding. Efforts will continue to identify other non-university sources of funding in the community.
- We have some students who were not ready to verify and did not withdraw for the Semester as it required action in OneStart. Schools aware of any such students should refer them to Kim who will try to assist with the withdrawal process to help avoid additional debt.

Mobile Versions of campus and departmental websites for Prospective Students *Chris Foley*

- The presentation summarized recent research in which technologies are most effective in reaching and engaging prospective students.
- When asked in a nation-wide survey of 1,000 freshmen to describe themselves, the two words they used most often were "Technology" and "Lazy." They are pros at using technology to

their advantage, and expect information, answers and solutions to be delivered to them in real-time.” Source: *Mr Youth, a marketing agency focused on the “new consumer.”*

- “5 Ways to Friend the Class of 2015”
 - Help them express their personal brand
 - Integrate organically into their world
 - Get in good with their friends
 - Become an on-demand brand
 - Get to know them before assuming what they want
- The use of Social Media in Admissions work nationally is on the rise, with Facebook as the tool most used.
- More students (even those we know about) are “secret shopping” us, and more are using mobile technology to do so. Also, they are participants in, not simply recipients of, developing (and personalizing) our brand with sharing what they have found and their impressions with friends and others with whom they interact.
- IUPUI Undergraduate Admissions is using Facebook and Twitter to personalize our message and meet students where they are. We are joining in the conversation rather than just sending out information, thus adding a social element to our recruiting. As students engage in these activities they help us to build a reinforced and amplified message, where information about IUPUI is carried to others and also allows us to show up higher in various search tools.
- Our next step is to go mobile with both Mobile apps and Mobile/m-versions of our websites. Each has its benefits and Admissions is planning for such uses as a campus virtual tour on a mobile phone, a mobile version of the enroll.iupui.edu website, and collaborating with the schools to help expand the “echo chamber” and leverage content.
- More information is included in the presentation, available by visiting <http://registrar.iupui.edu/emc/emc-meetings.html>

Upcoming meetings

April 20, 2012

1:00-3:00

CE 405 **Note longer meeting and different location**

- Joint meeting of the EMC and the Council on Retention and Graduation

**Spring 2012 Indianapolis Enrollment
Credit Hours Taught**

School	1/18/2011	1/17/2012	Change	%
Continuing Studies	387	435	48	12.4%
Dentistry	13,585	13,390	-196	-1.4%
Education	12,030	11,115	-916	-7.6%
Engineering-Tech	29,646	29,252	-394	-1.3%
GRAD	751	744	-7	-0.9%
Health & Rehab	3,498	4,071	573	16.4%
Herron	9,918	9,274	-644	-6.5%
Informatics	6,122	6,866	744	12.2%
Journalism	1,986	1,820	-166	-8.4%
Kelley	21,157	20,598	-560	-2.6%
McKinney Law	12,280	12,065	-215	-1.8%
Liberal Arts	61,356	59,580	-1,776	-2.9%
Library Science	1,766	1,333	-434	-24.5%
Medicine	34,312	34,756	444	1.3%
Nursing	12,666	12,518	-148	-1.2%
PETM	13,396	14,439	1,043	7.8%
SPEA	8,583	8,947	364	4.2%
Science	65,030	64,085	-945	-1.5%
Social Work	8,499	9,074	576	6.8%
Statewide Tech**	33	27	-6	-18.2%
University College	330	283	-47	-14.2%
Indianapolis Total	317,330	314,670	-2,660	-0.8%
IUPUC	16,542	16,096	-446	-2.7%
IUPUI Combined	333,872	330,766	-3,106	-0.9%

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	2011	2012	Change	%
Freshman	3,069	3,182	113	3.7%
Sophomore	4,281	4,101	-180	-4.2%
Junior	4,188	4,061	-127	-3.0%
Senior	7,300	7,236	-64	-0.9%
Total Undergrad	18,838	18,580	-258	-1.4%
UG Non-Degree	811	772	-39	-4.8%
Graduate	4,958	4,910	-48	-1.0%
Professional	2,666	2,716	50	1.9%
Grad Non-Degree	429	369	-60	-14.0%

* 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.

**1/17/2012 Census
Headcount by Student School**

School	1/18/2011	1/17/2012	Change	%	Comments on changes in school enrollments
Continuing Studies	1,011	994	-17	-1.7%	-28 ug; +12 grad; -1 non-degree
Dentistry	662	651	-11	-1.7%	-9 ug; +3 grad; -5 professional
Education	1,450	1,297	-153	-10.6%	-83 ug; -29 grad; -41 non-degree
Engineering-Tech	2,630	2,599	-31	-1.2%	-60 ug; +29 grad
GRAD*	1,144	1,106	-38	-3.3%	+27 grad; -65 non-degree
Health & Rehab	257	369	112	43.6%	+107 ug; +3 grad; +2 professional
Herron	877	807	-70	-8.0%	-66 ug; -4 grad
Informatics	717	785	68	9.5%	+33 ug; +35 grad
Journalism	251	222	-29	-11.6%	-20 ug; -8 grad; -1 non-degree
Kelley	1,625	1,519	-106	-6.5%	-47 ug; -59 grad
McKinney Law	1,050	1,029	-21	-2.0%	-71 grad; +50 professional
Liberal Arts	2,106	2,057	-49	-2.3%	-66 ug; +15 grad; +2 non-degree
Library Science	281	223	-58	-20.6%	-58 grad
Medicine	2,260	2,285	25	1.1%	ug even; +28 grad; -3 professional
Nursing	1,501	1,442	-59	-3.9%	-80 ug; -28 grad; +6 prof; +43 non-degree
PETM	946	854	-92	-9.7%	-84 ug; -7 grad; -1 non-degree
SPEA	770	875	105	13.6%	+24 ug; +81 grad
Science	2,352	2,470	118	5.0%	+92 ug; -18 grad; +44 non-degree
Social Work	705	785	80	11.3%	+42 ug; +39 grad; -1 non-degree
University College	5,951	5,860	-91	-1.5%	-13 ug; -53 high school; -25 non-degree
IN Total***	27,702	27,347	-355	-1.3%	<i>Adjusted for dual enrollments</i>
IUPUC	1,563	1,570	7	0.4%	
IUPUI Combined#	29,197	28,877	-320	-1.1%	

Resident	2011	2012	Change	%
UG Heads	17,940	17,605	-335	-1.9%
UG Credits	214,693	211,284	-3,409	-1.6%
Total Res Heads	25,227	24,787	-440	-1.7%
Total Res Credits	288,404	285,118	-3,286	-1.1%

Non-Resident	2011	2012	Change	%
UG Heads	898	975	77	8.6%
UG Credits	11,650	12,475	825	7.1%
Total NR Heads	2,475	2,560	85	3.4%
Total NR Credits	28,926	29,552	626	2.2%

Non-Residents as Share of Campus Totals	2011	2012
UG non-residents as % of total campus heads	3.2%	3.6%
UG non-residents as % of total campus credits	3.7%	4.0%
Total NR as % of total campus heads	8.9%	9.4%
Total NR as % of total campus credits	9.1%	9.4%

***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 the Indianapolis total.

Students enrolled at both IN and CO are counted only once. The IUPUI Combined total has been adjusted by 88 heads for 2011 and 40 heads for 2012. Credits are not affected.

For more data, visit the IUPUI Information Gateway <http://reports.iupui.edu/gateway>

Enrollment Services 1/17/2012

Highlights of Spring 2012 International Admissions and Enrollment

Census	2011	2012	Net Difference	Percent Change
Beginners				
Applicants	143	191	48	33.6%
Admits	51	73	22	43.1%
Transfers				
Applicants	91	108	17	18.7%
Admits	53	70	17	32.1%
Master's				
Applicants	295	244	-51	-17.3%
Admits	196	130	-66	-33.7%

Source: Point-in-Cycle

- New degree-seeking undergraduate international enrollment is up 52% (+26) compared to Spring 2011.
- Total nonresident undergraduate international enrollment is up 8% (+43).
- The Citizenship Verification Process required by Indiana State law (eff. July 2011) has contributed to flattening of overall international enrollment in 2011-12. (Undocumented students are included in international enrollment counts.)
- New graduate international enrollment remains stable, after adjusting for the LLM-Egypt program, which has irregular intake cycles. Likewise, adjusting for the LLM-Egypt program, overall graduate international enrollment is up 8% (+58).

New IUPUI International Degree-Seeking Enrollment by Level					
Three-Year Comparison					
	Spring 2010	Spring 2011	Spring 2012	Change	% change
Undergraduate	42	50	76	26	52.0%
Graduate/Professional	41	129*	69	-60	-46.5%
Total New Enrollment	83	179*	145	-34	-19.0%
*Includes new admits to Egypt-LLM Program, which has irregular intake (n=62); no LLM-Egypt intake for Spring 2012					
Source: IUPUI Office of International Affairs, IR census data					

IUPUI Spring 2011 International Enrollment by Level					
Three-Year Comparison					
	Spring 2010	Spring 2011	Spring 2012	Change	% change
Undergraduate Subtotal	612	619	620	1	0.2%
Grad/Prof Subtotal*	771	813	807	-6	-0.7%
Total Enrollment	1383	1432	1427	-5	-0.3%
*Includes students in Egypt-LLM Program (2010 n=81, 2011 n=124, 2012 n=60)					
Source: IUPUI Office of International Affairs, IR census data					

IUPUI International Enrollment by Residency

Three-year comparison

	Fall 2009	Spring 2010	Fall 2010	Spring 2011	Fall 2011	Spring 2012
Undergraduate Subtotal	670	612	643	619	629	620
Resident	118	90	97	99	68	57
Nonresident	552	522	546	520	561	563
Nonresident % of Subtotal	82%	85%	85%	84%	89%	91%
Graduate Subtotal	689	771*	720	813*	817	807
Resident	104	100	115	108	100	99
Non Resident	585	671	605	705	717	708
Total Enrollment	1359	1383	1363	1432	1446	1427

*Includes students in Egypt-LLM Program (2010 n=81, 2011 n=124, 2012 n=60)

The Citizenship Verification Process required by Indiana State Law (eff. Fall 2011) has contributed to a sharp decline in resident international enrollment for 2011-12.

Source: IUPUI Office of International Affairs, IR census data

Fall 2012

Based on data as of 1/16/2012

- Undergraduate international applications and admits have been running even with last year. The first official [2+2 application](#) from Sun Yat-Sen University (for Computer Science) has arrived. Additional 2+2 application activity is anticipated following intensive recruitment outreach at SYSU during Fall 2011.
- Graduate applications are down about 6%, with declines primarily in programs in medicine and dentistry with early application cycles. Master's programs in the engineering and sciences are seeing strong demand.

Office of International Affairs
January 2012

Schedule for Puerto Rican Student January 19th-21st Visit to IUPUI

Thursday, January 19

Airport pick-up: (various times throughout the afternoon/evening)

-Students and parents check-in to housing/hotel

6:00 Dinner with Terri Talbert-Hatch and current IUPUI students

7:30 Free time

Friday, January 20

8:00 Breakfast in Campus Center (Room 264 in Campus Center)

8:15 Meet with Chris Foley, Director of Admissions (Room 264 in Campus Center)

9:45 Video and Presentation on IUPUI (Room 264 in Campus Center)

10:30 Tour of campus (Will leave from room 264 in Campus Center)

12:00 Lunch in Campus Center Food Court (Floor 1 of Campus Center)

1:30 Meet with Academic units (Engineering students meet in Engineering and Technology Building, Room 101; Science students meet in LD Science Building 222). Must meet promptly at 1:30!

3:00 Meet with Sarah Childs, Assistant Director of Multicultural Success Center and tour Multicultural Success Center (Taylor Hall/UC 115B)

3:50 Meet with Financial Aid Office (Campus Center, Admissions Center)

4:30 Wrap up of day's events. Any questions? (Campus Center, Admissions Center)

4:30 Free time to go back to hotel/dorm room

6:00 Students have dinner with current students. Parents' dinner plans: to be determined (Location to be determined)

Make sure to pack your things to be ready to check out of housing/hotel next day

January 21

8:00 Breakfast (Location to be determined)

9:30 City Bus Tour which includes a tour of housing. Tour lasts until 12:00 (Meet in Campus Center)

Ashley will take students/parents to airport as needed throughout the day depending on departure times.