

Enrollment Management Steering Group

April 13, 2007

Minutes

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- There were no meetings in February or March. Minutes from the January meeting were previously distributed and are available by visiting <http://registrar.iupui.edu/emc/emsc-meetings.shtml>

Discussion Items

Proposals to Enhance Out-of-State and International Enrollment and Enhance Minority Enrollment

- Members reviewed the draft report of the Aggressive Recruiting Action Plan Committee (see pp 12-30 below) as well as data related to minority enrollment (see pp 6-7 below)
- IUB has established a goal **Increase from 6.8% (2612) to 14% (5315) the number of underrepresented minority students enrolled on the Bloomington campus by 2013-14** <http://www.indiana.edu/~idsa/EnrollmentStrategy.shtml>
- We anticipate a request from Trustees for each campus to establish targets for enhancing our minority enrollment
- Becky considers the *Aggressive Recruiting* report an interim plan. The new Director of Admissions will be charged with preparing a five-year recruiting plan

Discussion

- Members agreed that any effort to double IUPUI's current minority enrollment totals was inappropriate given our generally strong enrollment from underrepresented populations
- The group agreed the major issue is improving retention and graduation of underrepresented student as our admission and initial enrollment are fairly close to the population of our region. We should make continued efforts to attract and enroll more students who contribute to our diversity, but at the very least we should commit as an institution to improvements in the retention and graduation of these students, bringing them to levels at least proportionate to their representation within the population.
- IUPUI continues to take a scattershot approach to recruitment with multiple goals including
 - Improving the academic profile of new students through expanded recruiting efforts and additional merit aid
 - Increasing the number of out-of-state and international students while simultaneously addressing the fee differential paid by non-residents
 - Increasing the number of minority students
 - Maintaining access to students in central Indiana
- Trying to find an appropriate balance between improving the academic profile of our students while continuing to provide broad access is extremely difficult. Presumably we can improve retention in part by continuing to raise admission requirements, but that would negatively affect our traditional role of providing access. On the other hand, we want to enroll students who have a reasonable chance of academic success.
- Becky noted that while the numbers of first-time, full-time domestic non-residents has remained fairly small, their six-year graduation rate in recent years is very close to that of Indiana students in the cohort (see page 16 below). She also noted that it would take years of targeted recruiting of domestic non-residents before they would make a significant impact on enrollment and campus income.

- Becky described *priming the recruitment pump* by awarding scholarships to a number of good students in a high school who may not otherwise be receiving them rather than a larger award to a top-performing student. While we may get some benefit from other students' awareness that a top student is attending IUPUI, we'd get more benefit over a longer period by a larger number of good students selecting us.
- There are not enough dollars to make it all work. We have an extremely limited pool of institutional aid and we are already over-weighted in terms of merit vs. need with a current allocation of approximately 90% merit and 10% need. Institutions nationally are moving to meet the growing gap in need-based aid with nearly 80% of institutional funding as need-based.
- We need predictable amounts of funding from year-to-year so that we can model our scholarship strategy accordingly.
- Given the limitations in the current central pool of institutional funding, if we are to increase the amount of institutional aid on any significant scale the only method would be a version of tuition discounting. In the case of recruiting additional out-of-state and international students, this would likely take the form of an assessment on the schools based on the additional non-resident credits each would teach.
 - The group thought the credit hour approach was fairer than tying a tax to any growth in the number of non-resident majors enrolling in each school. A concern was raised that if such a model would be adopted, appropriate safeguards should be in place so that a unit is only taxed on the growth, not penalized for already having significant non-resident enrollment. Examples included Business, Engineering and Technology, and Science. Becky noted that the particular method is less important than the predictability of consistent and reliable funding.
- Even if additional funding became available, the pool of current college-ready minority students in Indiana may not be large enough for us to attract and remain consistent with the higher admission requirements. Additionally, highly-qualified students, whether resident or non-resident, have many more educational options and we could not offer enough students enough merit aid to make a significant increase in enrollment.
- Amanda reminded the group of the importance of adult learners. SCS has had a strong record of enrolling and graduating minority students who are very likely to remain in and benefit the central Indiana region.
- Our recruiting is also influenced by linkages to Ivy Tech and continued interest by ICHE in building enrollments there and reducing costs of students attending senior institutions. See specifically [Towards a True System of Higher Education in Indiana](#) and [Building a Strong Community College System](#). These can both be reached from these links or by visiting <http://www.che.state.in.us/presentations.shtml>.

Conclusion and Next Steps

- Members agreed that IUPUI must make a decision on our recruiting goals that is both realistic and attainable. We cannot continue to try to have it all ways by being all things to all people. We need to find the balance between access and quality that is right for IUPUI
- Greg Lindsey suggested a concrete proposal should be drafted with as much detail as possible in terms of how things would play under that scenario. This would include a recommendation on the balance of quality and access and the use of institutional funds to support those goals. He recognizes this is in part a straw-dog exercise, but rather than continuing to educate and have conceptual discussions which often continue our pattern of trying to be all things to all people, we need to force a decision on a specific set of goals. We also need to make clear that recruitment is only a part of the solution; the

larger issue remains that of retention. Greg recommended this as a possible topic for the deans' retreat in August and will recommend it to Trudy.

- Members were encouraged to review the draft report and data in more detail and send their comments and suggestions on what this proposal would include to Becky.

Academic Plan Action Items Related to Enrollment Management

- Status of Academic Plan Committees and Reports
 - The Action Plans will serve as beginning points for the EMC, the Council on Retention and Graduation, Enrollment Services, and other units across the campus. In some cases the recommendations will be new; in others they will confirm or validate the work already under way.
 - Given that the committees are just now beginning to provide their reports, Steering Group members agreed that this topic which had been scheduled for the April EMC meeting should be moved to the June meeting. Rather than holding the EMC meeting on April 27th, members will be encouraged to attend the presentation on retention on April 19th (*details below*).

Council on Retention and Graduation *Scott Evenbeck*

- A number of studies commissioned by the CRG are due for completion and reporting soon, including a joint presentation on retention studies by Gary Pike and Victor Borden on April 19th at 11:00 in the Library auditorium. A report by Derrick Price will be included. Members of the CRG and EMC have been invited to attend
- Scott noted that the CRG awaits reports from a number of Action Plan committees. He believes these and the studies noted above will inform the work of the council for the next 1-2 years.

Crispus Attucks Early College Agreement with IUPUI

- Members discussed the agreement signed 12 April between IUPUI and IPS to establish an early college program at Crispus Attucks.
- Scott suggested one model is the arrangement between Brooklyn College and Erasmus High School in New York.
- Clarian is a partner in this initiative
- As there are numerous matters that need to be addressed, the group agreed that the number of units involved in the planning need to be broadened.
- Katy Morgan-Davies is the contact person in the School of Education

Other Discussion

- Scott expressed concern about the percentage of students in the Fall 2006 cohort who are enrolled to date. Becky noted that in overall UC freshman enrollment, we are only slightly behind in enrollments compared with this time last year, with the shortfall in UCOL freshmen of only 22 heads on April 8th.
- University College has begun contacting its students who are not yet enrolled for the Fall.
- IUPUI will be participating in the National Student Clearinghouse beginning this summer. This will allow us to determine where students who may have left IUPUI are now enrolled.
- Financial Aid has reviewed any aid recipients who might be blocked from enrolling for future terms due to past due bills and contacted students to discuss aid possibilities that may allow their enrollment.

Background Information

- **Undergraduate Admissions**

- **Summer 2007**

- **Beginners**

- Admits - 55 -20%
 - Transfers +25 + 4%

- **Summer Comments**

- It is unlikely we will catch up with beginners as June term admissions will be closing in three weeks. While we are up for transfers we may finish behind due to the fact that we will close admissions on May 1
 - Non-degree will be down mostly due to low numbers of Purdue applicants. However, Purdue students tend to apply but then not register so yields for summer should be higher.

- **Fall 2007**

- **Beginners**

- Total Admits +895 +26%
 - Conditional +260 +30%

- **Transfers**

- Admits + 69 +12%

- **Fall Comments**

- Over 110 students have taken our offer of summer math!
 - We have a 13% increase in denials (1107 versus 978 last year)
 - While the number of minority admits is up 12% over this time last year, the number of "other" applicants, predominantly White, is up 29%. African-American admits are up 17.4%, but as a percentage of the overall beginner admit population, their relative share has declined a bit from 9.5% of total admits to 8.9%.
 - At this point in 2006 we had received 85.1% of all the applications we would receive and admitted 78.4% of all beginners. Transfers apply later and at this point in 2006 we had received 38.4% of all transfer applications for the Fall and had admitted 27.9% of all transfer admits.

- **Fall Enrollment**

- The campus is up 0.2% in credits and down 0.9% in heads. *Details by school appear below*

- **Update on Search for Director of Undergraduate Admissions**

- **Enrollment Trends Presentation**

- March EMC presentation by Vic Borden and Ty Cruce
 - A copy of the entire Enrollment Trends at IU campuses report is available by visiting https://www.indiana.edu/~urr/research/Enrollment_Trends_at_IU_Campuses_1997_2006.pdf
 - A copy of the presentation to the EMC is available at <http://registrar.iupui.edu/emc/ppt/IUPUI-Enrollment-Report.mht>

Upcoming EMC Meetings and Tentative Topics

April 27 No Meeting

- Members encouraged to attend presentation on retention Thursday, April 19th at 11:00 in the Library Auditorium.

May 25 No Meeting

June 22 1:00-2:30 UL 1116

- Academic Plan and issues for action by EMC
- Review of 2006-07 activities; goals for 2007-08

July No Meeting

August 24 1:00-2:30 UL 1116

September 28 1:00-2:30 UL 1116

October 26 1:00-2:30 UL 1116

November 16 1:00-2:30 UL 1116

December 21 1:00-2:30 UL 1116

EMC Steering Group Meetings

May 11 1:00-2:30 CA 136

June 8 1:00-2:30 CA 136

- Academic Plan and issues for action by EMC
- Review of 2006-07 activities; goals for 2007-08

July No Meeting

August 10 1:00-2:30 TBD

September 14 1:00-2:30 TBD

October 12 1:00-2:30 TBD

November 9 1:00-2:30 TBD

December 14 1:00-2:30 TBD

Developing a minority enrollment goal for IUPUI

The challenge in attempting to develop a ‘doubling’ goal for minority enrollment is that we are starting significantly ahead of IUB. As the table below demonstrates, our African American enrollment is within 32 students of the total enrollment of students in the underrepresented categories.

From 06-07 *Factbook*

| Campus | African American | Hispanic | Native American | Total | % Under-represented |
|--------|------------------|----------|-----------------|-------|---------------------|
| IUB | 1669 | 889 | 105 | 2663 | 7% |
| IUPUI | 2631 | 669 | 99 | 3399 | 11% |

We propose stating that our goal is to increase our enrollment of minority students by 20% by 2013-2014. This would add approximately 880 students (vs. 425 on our current trajectory) and is approximately double our current growth rate. The proposed expansions of the Norman Brown Scholarship Program and Student Support Services would provide an additional 242 toward the goal of 876 additional students.

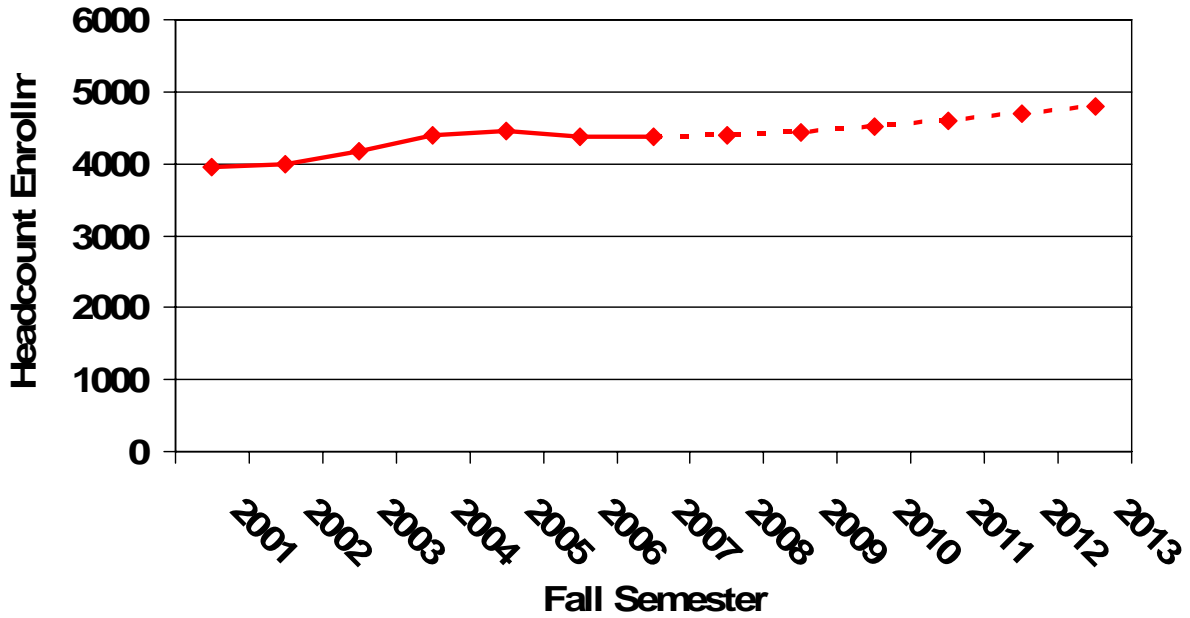
Enrollment by Ethnicity 2006-2007

| Level | African American | Hispanic | Asian American | Native American | Total |
|-----------------------|------------------|------------|----------------|--------------------------------------|-------------|
| Undergraduate | 2047 | 476 | 562 | 65 | 3150 |
| Special Undergraduate | 76 | 17 | 33 | 2 | 128 |
| Graduate | 310 | 90 | 200 | 15 | 615 |
| Professional | 123 | 71 | 147 | 9 | 350 |
| Special Graduate | 75 | 15 | 38 | 8 | 136 |
| Total | 2631 | 669 | 980 | 99 | 4379 |
| | | | | Project Growth | 20% |
| | | | | Net new seats | 876 |
| | | | | Total after enrollment growth | 5255 |

Expansion of NBDLP & SSS

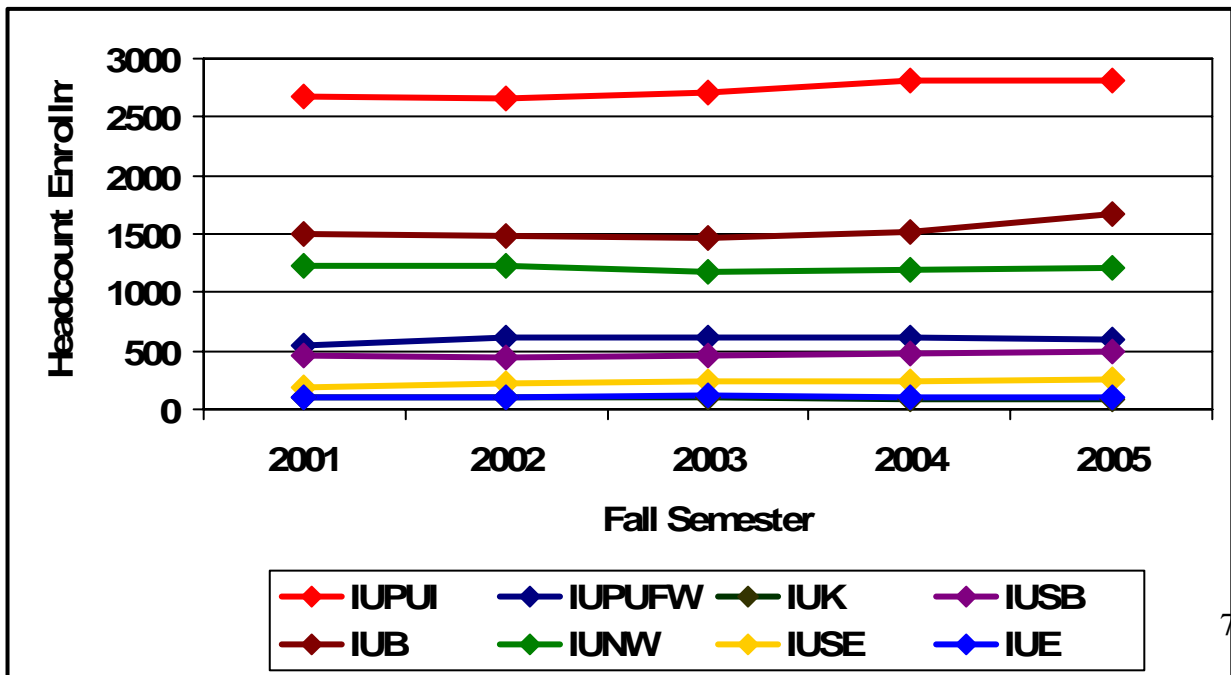
| | 2007-2008 | 2008-2009 | 2009-2010 | Total |
|---------------------------------|-----------|-----------|------------|------------|
| NBDLP | 8 | 25 | 35 | 68 |
| Student Support Services | 29 | 58 | 87 | 174 |
| Total | 37 | 83 | 122 | 242 |

IUPUI Minority Enrollment



Gary Pike prepared the graph above to depict past and projected increases in minority enrollment. From Fall 2001 to Fall 2006 minority enrollment at IUPUI increased by 426 students. He projected an increase of 426 students from Fall 2007 to Fall 2013. The projected increases are relatively small the first few years and much larger in 2012 and 2013. Half of the increase occurs in 2012 and 2013.

African American Enrollment Fall 2001 – Fall 2005



Quality Indicators and Profile of Beginner Applicants and Admitted Students

4/8/2007

IUPUI (Not Including Columbus)

| 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 |
| Total | 5379 | 100.0% | 6338 | 100.0% | 17.8 | 3440 | 100.0% | 4335 | 100.0% | 26.0 |
| High School Percentile Rank | | | | | | | | | | |
| Top 10%* | 530 | 11.8% | 677 | 12.8% | 27.7 | 517 | 16.7% | 654 | 16.7% | 26.5 |
| Top Third* | 2026 | 45.3% | 2541 | 47.9% | 25.4 | 1872 | 60.3% | 2351 | 60.0% | 25.6 |
| Middle Third* | 1781 | 39.8% | 2085 | 39.3% | 17.1 | 1074 | 34.6% | 1382 | 35.3% | 28.7 |
| Bottom Third* | 670 | 15.0% | 675 | 12.7% | 0.7 | 157 | 5.1% | 186 | 4.7% | 18.5 |
| *Note: Percentage Distribution based on total with rank data on file. | | | | | | | | | | |
| | | | 2006 | | 2007 | | | 2006 | | 2007 |
| Average HS Percentile Rank | | | 59 | | 61 | | | 68 | | 68 |
| Average SAT | | | 979 | | 977 | | | 1006 | | 999 |
| Average ACT | | | 20 | | 21 | | | 21 | | 21 |
| Ethnicity | 2006 | % of Total | 2007 | % of Total | Pct. Chg 2006 to 2007 | 2006 | % of Total | 2007 | % of Total | Pct. Chg 2006 to 2007 |
| African American | 716 | 13.3% | 789 | 12.4% | 10.2 | 327 | 9.5% | 384 | 8.9% | 17.4 |
| Asian American | 169 | 3.1% | 184 | 2.9% | 8.9 | 119 | 3.5% | 121 | 2.8% | 1.7 |
| Hispanic American | 202 | 3.8% | 201 | 3.2% | -0.5 | 122 | 3.5% | 136 | 3.1% | 11.5 |
| Native American | 16 | 0.3% | 11 | 0.2% | -31.3 | 8 | 0.2% | 5 | 0.1% | -37.5 |
| Minority Total | 1103 | 20.5% | 1185 | 18.7% | 7.4 | 576 | 16.7% | 646 | 14.9% | 12.2 |
| International | 291 | 5.4% | 314 | 5.0% | 7.9 | 70 | 2.0% | 82 | 1.9% | 17.1 |
| All Others | 3985 | 74.1% | 4839 | 76.3% | 21.4 | 2794 | 81.2% | 3607 | 83.2% | 29.1 |
| Age | | | | | | | | | | |
| 19 and Younger | 4992 | 92.8% | 5973 | 94.2% | 19.7 | 3279 | 95.3% | 4207 | 97.0% | 28.3 |
| 25 and Older | 113 | 2.1% | 101 | 1.6% | -10.6 | 45 | 1.3% | 29 | 0.7% | -35.6 |

| Graduate/Graduate Professional Applicants and Admits | | | | 2006 - 2007 Comparisons | | |
|---|-------------|-------------|-------------|--------------------------------|----------------|-----------------|
| Entry Type | 2005 | 2006 | 2007 | Net Diff | Pct Chg | 2006 PiC |
| Master's | | | | | | |
| Applicants | 1083 | 1209 | 1314 | 105 | 8.7% | 52.1% |
| Admits | 365 | 379 | 470 | 91 | 24.0% | 23.7% |
| Doctorate | | | | | | |
| Applicants | 268 | 332 | 436 | 104 | 31.3% | 97.4% |
| Admits | 57 | 59 | 99 | 40 | 67.8% | 65.6% |
| Non-degree | | | | | | |
| Applicants | 74 | 39 | 32 | -7 | -17.9% | 6.5% |
| Admits | 58 | 24 | 14 | -10 | -41.7% | 4.5% |
| | | | | | | |
| 1st Prof. | | | | | | |
| Applicants | 1799 | 1707 | 2161 | 454 | 26.6% | 62.3% |
| Admits | 446 | 707 | 646 | -61 | -8.6% | 74.0% |

Number of International Applicants and Admitted Students 4/8/2007

| Undergraduate | | | | 2006 - 2007 Comparisons | | |
|----------------------|-------------|-------------|-------------|--------------------------------|----------------|-----------------|
| Entry Type | 2005 | 2006 | 2007 | Net Diff | Pct Chg | 2006 PiC |
| Beginners | | | | | | |
| Applicants | 149 | 291 | 314 | 23 | 7.9% | 107.0% |
| Admits | 59 | 70 | 82 | 12 | 17.1% | 72.9% |
| Transfers | | | | | | |
| Applicants | 57 | 64 | 71 | 7 | 10.9% | 62.7% |
| Admits | 36 | 33 | 27 | -6 | -18.2% | 55.0% |

| Graduate/Graduate Professional | | | | 2006 - 2007 Comparisons | | |
|---------------------------------------|-------------|-------------|-------------|--------------------------------|----------------|-----------------|
| Entry Type | 2005 | 2006 | 2007 | Net Diff | Pct Chg | 2006 PiC |
| Master's | | | | | | |
| Applicants | 351 | 416 | 417 | 1 | 0.2% | 73.4% |
| Admits | 91 | 117 | 123 | 6 | 5.1% | 35.5% |
| Doctorate | | | | | | |
| Applicants | 129 | 188 | 226 | 38 | 20.2% | 99.5% |
| Admits | 17 | 17 | 34 | 17 | 100.0% | 56.7% |
| 1st Prof. | | | | | | |
| Applicants | 84 | 79 | 69 | -10 | -12.7% | 92.9% |
| Admits | 5 | 9 | 8 | -1 | -11.1% | 64.3% |

FALL Enrollment Update

Fall 2007 - 4/9/2007

INDIANAPOLIS Enrollment

Credit Hours Taught

| | 4/10/2006 | 4/9/2007 | Change | % |
|--------------|-----------------|-----------------|--------------|--------------|
| School | 2006 | 2007 | | |
| BUS | 7,068.5 | 6,909.5 | -159.0 | -2.2% |
| DENT | 537.0 | 547.0 | 10.0 | 1.9% |
| EDUC | 5,748.0 | 5,592.0 | -156.0 | -2.7% |
| EGTC | 7,126.0 | 6,793.0 | -333.0 | -4.7% |
| GRAD | 32.0 | 15.0 | -17.0 | -53.1% |
| HERR | 3,975.0 | 4,060.0 | 85.0 | 2.1% |
| INFO | 1,013.0 | 1,211.0 | 198.0 | 19.5% |
| JOUR | 328.0 | 406.0 | 78.0 | 23.8% |
| LAW | 8,423.0 | 8,672.0 | 249.0 | 3.0% |
| LIBA | 17,421.0 | 15,898.0 | -1,523.0 | -8.7% |
| LSTU | 117.0 | 80.0 | -37.0 | -31.6% |
| MED | 1,097.0 | 1,453.0 | 356.0 | 32.5% |
| MUS | 843.0 | 780.0 | -63.0 | -7.5% |
| NURS | 7,703.0 | 7,993.0 | 290.0 | 3.8% |
| PED | 4,809.0 | 4,986.0 | 177.0 | 3.7% |
| SCI | 15,985.0 | 16,229.0 | 244.0 | 1.5% |
| SCS | 127.0 | 138.0 | 11.0 | 8.7% |
| SHRS | 904.0 | 1,310.0 | 406.0 | 44.9% |
| SLIS | 732.0 | 694.5 | -37.5 | -5.1% |
| SPEA | 3,074.0 | 3,076.0 | 2.0 | 0.1% |
| SWK | 2,964.0 | 3,321.0 | 357.0 | 12.0% |
| SWT | 0.0 | 0.0 | 0.0 | 0.0% |
| UCOL | 44.0 | 57.0 | 13.0 | 29.5% |
| TOTAL | 90,070.5 | 90,221.0 | 150.5 | 0.17% |

IUPUC Enrollment

| | | | | |
|--------------|----------------|----------------|-------------|-------------|
| TOTAL | 3,013.0 | 3,080.0 | 67.0 | 2.2% |
|--------------|----------------|----------------|-------------|-------------|

| | | | | |
|--------------------|-----------------|-----------------|--------------|--------------|
| Grand Total | 93,083.5 | 93,301.0 | 217.5 | 0.23% |
|--------------------|-----------------|-----------------|--------------|--------------|

Office of the Registrar
4/9/2007

Headcount by Student School

| | 4/10/2006 | 4/9/2007 | Change | % |
|---------------------|--------------|--------------|------------|---------------|
| School | 2006 | 2007 | | |
| BUS | 536 | 559 | 23 | 4.3% |
| DENT | 48 | 43 | -5 | -10.4% |
| EDUC | 669 | 628 | -41 | -6.1% |
| EGTC | 731 | 686 | -45 | -6.2% |
| GCND | 44 | 27 | -17 | -38.6% |
| GRAD | 114 | 110 | -4 | -3.5% |
| HERR | 392 | 396 | 4 | 1.0% |
| INFO | 155 | 166 | 11 | 7.1% |
| JOUR | 39 | 51 | 12 | 30.8% |
| LAW | 652 | 662 | 10 | 1.5% |
| LIBA | 526 | 500 | -26 | -4.9% |
| LSTU | 8 | 3 | -5 | -62.5% |
| MED | 56 | 81 | 25 | 44.6% |
| MUS | 8 | 5 | -3 | -37.5% |
| NURS | 778 | 811 | 33 | 4.2% |
| PED | 395 | 421 | 26 | 6.6% |
| SCI | 635 | 616 | -19 | -3.0% |
| SCS | 305 | 236 | -69 | -22.6% |
| SHRS | 80 | 103 | 23 | 28.8% |
| SLIS | 131 | 117 | -14 | -10.7% |
| SPEA | 330 | 317 | -13 | -3.9% |
| SWK | 269 | 319 | 50 | 18.6% |
| UCOL | 1,302 | 1,265 | -37 | -2.8% |
| IN | 8,203 | 8,122 | -81 | -0.99% |
| Unduplicated | 8,185 | 8,110 | -75 | -0.92% |

| | | | | |
|-----------|------------|------------|----------|-------------|
| CO | 262 | 265 | 3 | 1.1% |
|-----------|------------|------------|----------|-------------|

| | | | | |
|--------------------|--------------|--------------|------------|---------------|
| Grand Total | 8,447 | 8,375 | -72 | -0.85% |
|--------------------|--------------|--------------|------------|---------------|

Academic Action Plan Aggressive Recruiting 4-13-07

Members: Alfred Ho, Gwendolyn Johnson, William Plater, Rebecca Porter, Patrick Rooney

Introduction

IUPUI has experienced considerable success in its recruiting efforts in recent years. Fall 2006, we had a record number of applications for admission from prospective beginning students. Admissions are at a 6 year high. These achievements are even more notable as they were accompanied by continued increases in the quality of our beginning undergraduate students, the result of raising admission standards in recent years. We have achieved even more success in attracting students at the graduate level.

Though these results are gratifying, we cannot continue to recruit as we have in the past.

As we seek more highly qualified Indiana students, we find ourselves in increased competition with institutions such as IU-Bloomington and Purdue-West Lafayette. At the same time Ivy Tech Community College offers an affordable option for many site-bound undergraduate students to begin the studies which we hope will continue at IUPUI.

The pool of available students in our region is limited. As a result, we need to continue to extend our recruiting outside of central Indiana, out-of-state, and internationally. With the addition of housing options on and near campus, IUPUI is in a better position to accommodate non-commuting students than in the past. *Appendix 1* contains information on the fall first time/full time student enrollment of domestic resident, domestic nonresident, and international students from 1995-2005 as well as the 6 year graduation rate of each group.

For many students, both international and domestic, the ability to study and live in an urban setting with a diverse population can be both comfortable and attractive.

Rationale

In addition to maintaining or increasing our enrollments, additional well-qualified students from outside of the central Indiana region will enrich the educational environment by bringing a broader set of collective talents and experiences, further diversifying the campus and helping our local students to think beyond Indiana. Higher ability students are more likely to be retained and graduated, and the expanded geographic-diversity of this population will contribute to the satisfaction, involvement, and academic growth of the campus in general.

Further, increasing the number of out-of-state and international students provides additional income for the institution and often results in establishing sources of future students as we make IUPUI better known to high school counselors and others. Resources invested wisely now can continue to show dividends.

One approach is to address the financial barrier non-resident students face due to tuition rates which are 2.8 times the resident undergraduate rate. For twelve credits of undergraduate tuition alone, this means \$6,706 for a non-resident compared to \$2,369 for an Indiana resident. The differentials are even greater for graduate enrollments.

Recommendations

Expand Recruitment of Domestic Students, Especially Out-of-State

- The Undergraduate Admissions Office now attends four out-of-state recruitment fairs in Chicago, Western Michigan, Louisville, and Cincinnati. We recommend adding fairs in Columbus, Ohio and Cleveland, Ohio.
- Provide well-qualified out-of-state students an additional scholarship as an incentive to enroll. *Details in Appendix 2 Proposal to Extend Undergraduate Recruiting*
- Consider assigning a permanent recruiter to the Chicago area. Indiana University already has name recognition in the greater Chicago region and investing in a Chicago-based recruiter would help establish IUPUI as an option with high school guidance counselors and others advising students as to college choice
- Additional recommendations for expanded domestic recruiting are contained in the *Appendix 2 Proposal to Extend Undergraduate Recruiting* developed by Enrollment Services.
- Develop 5 year plan for out-of-state recruitment during AY 07-08 after the new Director of Undergraduate Admissions is hired.

Expand Recruitment of International Students

- The Office of International Affairs (OIA) has established a target enrollment of 1,650 international students. This would roughly double the number of international students enrolled two years ago. Achieving this goal would place IUPUI slightly below the 6% of total enrollment average of our peer institutions.
- The plan for expanding recruitment of international students is presented in *Appendix 3*.

Expand Scholarship Funding for Nonresident Students and Address Fee Differential

Many prospective students face significant financial barriers when faced with non-resident tuition rates. While we cannot—and should not—eliminate the full differential between resident and non-resident rates, we can take steps to help attract and retain high quality students that will make the university somewhat more affordable while still generating significant non-resident income.

While institutional aid is a key recruiting tool, it must be used judiciously. An expected increase in the number of high achieving students comes at an increased cost in aid (or, at the bottom line, a reduction in income). Developing this model requires significant time, effort, and use of data.

Undertaking such a step requires careful assessment and planning. Often there are trade-offs among trying to increase revenue, raise prestige, and ensure access and diversity. Optimally before initiating a program, we should develop a tuition modeling program to predict the effect of recruitment scholarships to determine the impact of different levels of offers. It is essential to find the right balance for the IUPUI.

A background article on tuition discounting is available from the College Board.

http://www.collegeboard.com/prod_downloads/press/tuition-discounting.pdf The article addresses the impact of tuition discounting of the relationship between need and non-need based aid. This consideration is appropriate when considering tuition discounting for both international and out-of-state students. To establish a funding source for the scholarship awards, the campus needs to establish a routine mechanism for assessing the academic units. Two models have been explored. One approach is based on establishing the desired size of the pool of funds and

incorporating the amount in the annual assessments to the academic units. An alternative approach is based on assessing the academic units proportionate to the number of credit hours taken by nonresident students within the academic unit.

To provide funding at the annual level of \$4000/per student assuming that each student enrolled in 12 credits each semester, the assessment per credit hour would be \$167. The difference between in-state and non-resident tuition per credit hour is \$361. Even with the deduction of \$167, the academic unit will still gain \$194 from the non-resident tuition compared to enrollment of an in-state student. The \$4000 level of funding is provided as an example; not all nonresident students would be funded at this level. The details will be developed if the campus determines that further exploration is warranted. This approach would provide tuition discounting to all fully qualified nonresident (domestic and international) students, while the proposal in *Appendix 4* is designed to focus on scholarships for high ability, honors-college eligible international students.

- **Domestic**

- Develop scholarships/tuition discounting to attract out-of-state students
 - Provide non-resident students who qualify for admission based scholarships with an additional \$1,000 annually as an incentive. This would cost ~\$100,000 annually and increases the attractiveness of our admission based scholarships for individuals who are paying non-resident tuition. This approach maximizes the number of students we could recruit.
 - Fund this through a combination on \$50,000 in new funding and \$50,000 from the schools
 - Bill academic units based on credit hour enrollment of out-of-state students to generate funds available for scholarships
 - Promote academic units adding to campus incentives for students with majors in the unit
 - An alternative approach is to recognize high ability non-resident applicants through annual \$4,000 renewable scholarships. The table below demonstrates the cost to fund three new students a year over a four year cycle. By 2010-11, this would serve 12 students annually at a cost of \$48,000 a year. While the size of the award may make it more attractive to the individual student, this approach limits the number of non-resident students that we could recruit.

| Cohort | # of Students | Award Amt | FY07-08 | FY08-09 | FY09-10 | FY10-11 |
|---------------|---------------|-----------|-----------------|-----------------|-----------------|-----------------|
| AY07-08 | 3 | \$4,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 |
| AY08-09 | 3 | \$4,000 | | \$12,000 | \$12,000 | \$12,000 |
| AY09-10 | 3 | \$4,000 | | | \$12,000 | \$12,000 |
| AY10-11 | 3 | \$4,000 | | | | \$12,000 |
| Totals | | | \$12,000 | \$24,000 | \$36,000 | \$48,000 |

- **International**

- The university currently provides \$1,000 a year to beginning international freshmen through the International Incentive Grants. This level of funding is fairly standard among institutions and therefore has limited value in differentiating IUPUI from other institutions. Funding for the grant is based on OIA billing the student's academic unit. In the original plan, University College was to provide the funding for students within University College and then bill the academic unit for the previous expenditures when the student moved into the major. This process of recovering funds has not been successful for University

College. OIA will initiate billing the academic units based on the student's intended major. A more streamlined process for funding these grants needs to be developed.

- Adopting the model to assess academic units based on the credit hour enrollment of international students would solve the difficulty of funding students assigned to University College and recognizes that students take courses outside of the academic unit of their major.
- For fall 2007, funds were assigned to the Honors Program to recognize a limited number of high ability international students with renewable scholarships as part of a proposal to establish an Honors College. Details of the proposal are appended. Assigning the scholarships funds to the Honors Program rather than the Office of Student Scholarships or the Office of International Affairs decouples the awarding of the funds from the direct recruiting process and may lessen the effectiveness of the scholarships. The current structure may result in the distribution of the institutional funds to individuals who are already predisposed to coming to IUPUI.
- The most effective strategy will be to identify sufficient funds to offer a sliding scale admissions based scholarship to international students.

Improve Tracking and Processing of Applicants

A number of steps should be taken to improve how the campus tracks and processes international applications for admission, including speeding up the process with a faster response to the applicant. This is especially important for graduate applicants where decisions rest with the academic departments.

- Develop performance standards for processing applications—UG, Grad, International and Domestic
- Implement an information system for tracking prospective graduate students
 - The decentralized process of recruiting graduate students would benefit with the implementation of a centralized process of tracking individuals who are considered prospective students. This would facilitate efficient contacts with the individuals and facilitate the recruitment process.
 - A task force should be established to determine the features needed, the types of systems that are available and the costs of implementing a system for tracking prospective graduate students
- Investigate the benefits of centralizing graduate application processing
 - The current decentralized system of processing graduate applications should be reviewed to determine if efficiencies and cost savings could be realized from centralization of aspects of the process. The current and projected growth in the number of graduate programs and graduate students supports that this review should occur in a timely fashion.
- Improve consistency of presentation of information on the academic unit websites. We recognize the importance of this step, but as it is the work of another committee, have no further comment on it.

Appendices

1. Profile of Domestic (Instate and Out-of-State) and International First Time/Full Time Students
2. Proposal to Expand Undergraduate Recruiting
3. Proposal to Expand International Recruitment
4. Enhancing International Enrollment in the IUPUI Honors Program

Appendix 1

Profile of Domestic (Instate and Out-of-State) and International First Time/Full Time Students

First-Time, Full-Time Cohort at IUPUI (Indianapolis and Columbus)

| | | Fall Semester Entry Year | | | | | | | | | | |
|----------------------------|-----------------------|--------------------------|------|------|------|------|------|------|------|------|------|------|
| | | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| Number in Cohort | Domestic Resident | 1827 | 2069 | 2119 | 2523 | 2495 | 2412 | 2181 | 2175 | 2276 | 2230 | 2308 |
| | Domestic Non-Resident | 22 | 17 | 17 | 34 | 33 | 32 | 47 | 34 | 32 | 36 | 56 |
| | International | 7 | 13 | 16 | 14 | 28 | 33 | 50 | 29 | 35 | 37 | 45 |
| | Total* | 1856 | 2099 | 2152 | 2571 | 2556 | 2477 | 2278 | 2238 | 2343 | 2303 | 2409 |
| Pct. Distribution | Domestic Resident | 98% | 99% | 98% | 98% | 98% | 97% | 96% | 97% | 97% | 97% | 96% |
| | Domestic Non-Resident | 1% | 1% | 1% | 1% | 1% | 1% | 2% | 2% | 1% | 2% | 2% |
| | International | 0.4% | 1% | 1% | 1% | 1% | 1% | 2% | 1% | 1% | 2% | 2% |
| Six-Year Graduation Rate** | Domestic Resident | 22% | 21% | 22% | 22% | 25% | 28% | | | | | |
| | Domestic Non-Resident | 55% | 41% | 47% | 38% | 30% | 28% | | | | | |
| | International | 71% | 38% | 63% | 43% | 43% | 45% | | | | | |

*A small number of students were dropped from the cohorts over time due to death or military exclusions.

**Graduated within 150% of the usual time to degree completion.

Appendix 2

Proposal to Expand Undergraduate Recruiting

Introduction

IUPUI has experienced considerable success in its recruiting efforts in recent years. This fall, we had a record number of applications for admission from prospective beginning students. Admissions are at a 6 year high. These achievements are even more notable as they were accompanied by continued increases in the quality of our beginning students, the result of raising admission standards in recent years.

Though these results are gratifying, we cannot continue to recruit as we have in the past.

As we seek more highly qualified Indiana students, we find ourselves in increased competition with institutions such as IU-Bloomington and Purdue-West Lafayette. At the same time Ivy Tech Community College offers an affordable option for many site-bound students to begin the studies which we hope will continue at IUPUI. While we benefit from the strong relationship we have with Ivy Tech, we also must recognize that its growth has had an impact in a number of our schools, particularly those offering traditional entry-level courses. Declines in enrollment in entry-level courses may reduce a school's income and ability to offer other courses or programs.

The pool of available students in our region is limited. As a result, we need to continue to extend our recruiting outside of central Indiana, both in other regions of Indiana and out-of-state. We have a unique combination of academic programs, particularly in the health and life sciences, which are attractive to students outside of the central Indiana region. With the addition of housing options on and near campus, IUPUI is in a better position to accommodate non-commuting students than in the past. Expanded residential living, student life programming and social and recreational activities appeal to those students who desire what they consider a more traditional collegiate experience. For many students, the ability to study and live in an urban setting with a diverse population also is attractive.

Resident and Non-Resident Students

IUPUI enrolls the largest number of Indiana residents of any university in the state. In the Fall of 2005, IUPUI enrolled 27,459 Indiana residents compared to 22,797 at Purdue West Lafayette and 22,583 at IU-Bloomington.

While serving Indiana residents well, IUPUI does not attract large numbers of out-of-state students. Only 8% of our Fall 2005 students were non-residents compared with 41% at both IU-Bloomington and Purdue West-Lafayette. When we factor out the large percentage of our non-resident students who are enrolled in graduate and graduate-professional programs, the percentage of non-residents is even smaller.

Goal

To build on our success in recruiting highly qualified freshmen, we must take steps to establish IUPUI as a premiere destination for individuals from all sections of the state of Indiana and

beyond. This requires development and implementation of a multifaceted recruitment plan to enhance freshman enrollment at IUPUI, focusing on high schools outside of our traditional commuting areas.

Rationale

In addition to maintaining or increasing our undergraduate enrollments, additional well-qualified students from outside of the central Indiana region will enrich the educational environment by bringing a broader set of collective talents and experiences, further diversifying the campus and helping our local students to think beyond Indiana. Higher ability students are more likely to be retained and graduated, and the expanded geographic-diversity of this population will contribute to the satisfaction, involvement, and academic growth of the campus in general.

Further, increasing the number of out-of-state students provides additional income for the institution and often results in establishing sources of future students as we make ourselves better known to high school counselors and others. Resources invested wisely now can continue to show dividends.

One approach is to address the financial barrier out-of-state students face due to non-resident tuition rates which are 2.8 times the resident undergraduate rate. For twelve credits of tuition alone, this means \$6,706 for a non-resident compared to \$2,369 for an Indiana resident. Optimally before initiating a program, we should develop a tuition modeling program to predict the effect of recruitment scholarships to determine the impact of different levels of offers. In the interim, if we want to attract high ability out-of-state students we could consider using a scholarship award of \$1,000 that the students would receive for each of their four years provided they maintained eligibility. It must be acknowledged that this approach will result in a substantial investment in students who would have come to IUPUI regardless of the scholarship and that once the program is initiated terminating the program would require a multiyear strategy.

We recognize that \$1,000 may not be sufficient to influence enrollment decisions, but it will serve as a baseline for our modeling. If we used the same criteria as the Admission-based Academic Excellence Scholarship (AES = minimum high school GPA 3.75 with 1200 SAT [Math and Critical Reasoning Sections only] or 26 ACT composite) we would have awarded 32 new scholarships this year to qualified out-of-state students for a total cost of \$32,000. The \$1000 would be in addition to the \$2,500 award the AES already carries for out-of-state students. \$32,000 is a baseline cost and does not reflect the increased number of recipients we would hope to attract in future years. Expanding the criteria to include Dean of Faculty Scholarship (DOFS = minimum high school GPA 3.5 with 1100 SAT [Math and Critical Reasoning Sections only] or 24 ACT composite) recipients as well would account for an additional 42 students this fall, bringing the total additional cost to \$74,000.

As with other admission-based awards, eligible students would be notified of the award in their letter of admission. Awarding an out-of-state student a scholarship, even if it does not fully offset the difference in tuition, can be a significant factor in the decision to enroll. While this level of award will not be sufficient to attract the highest ability students, it should assist in attracting individuals with a solid academic record. This is a valuable cohort to attract because they have a high probability of succeeding academically but will have a lower probability of receiving significant scholarship offers from other institutions, so our scholarship offer could significantly impact their decision to attend IUPUI.

If sufficient funding is not available to cover the cost of this scholarship for all qualified out-of-state students, it might be made available to a more limited set of specific majors.

Another approach would be to expand partnerships with the schools. This year Herron is awarding renewable scholarships of \$2,000, \$5,000, or \$8,000 for out-of-state students who meet specific requirements. For the top Herron scholarship this is in addition to the \$2,500 Academic Excellence scholarship awarded by the campus. Despite a late start, Herron awarded six scholarships this year. In 2004, Herron had one new out-of-state freshman. Other schools may be interested in providing similar scholarships utilizing this tuition discounting model.

While institutional aid is a key recruiting tool, it must be used judiciously. An expected increase in the number of high achieving students comes at an increased cost in aid (or at the bottom line, a reduction in income). Developing this model requires significant time, effort, and use of data.

Undertaking such a step requires careful assessment and planning. Often there are trade-offs among trying to increase revenue, raise prestige, and ensure access and diversity. It is essential to find the right balance for the IUPUI.

Successful enrollment modeling requires a number of steps:

- Utilize data for informed decision-making
- Learn more about our current students from outside of the central Indiana region—what motivates them to enroll and continue at IUPUI and how we serve them to fashion how we recruit future students
- Identify enrollment targets
 - Programs with available capacity
 - Types of students
 - Sources of students
- Identify our competition
- Market the image and prestige of the institution and make the university's name known to students and parents in the right areas in a cost-effective manner
- Employ reasonable financial incentives such as scholarships for high achieving out-of-state students that are awarded at time of admission
- Work with the schools on additional scholarship options that would help offset the non-resident tuition differential for high quality students
- Increase high school counselor knowledge of IUPUI

In moving forward with this kind of recruiting effort, institutions must maintain a realistic enrollment goal. The impact of increased out-of-state recruiting is unlikely to have any substantial impact for four or more years as it takes time to build name recognition and attract new students.

In any case we must recognize that we cannot truly manage or control enrollment; but we can work to influence it.

Next Steps

Enrollment Services offices will employ the enrollment modeling methodology noted above to establish enrollment goals for the different populations and develop the steps needed for implementation of this proposal.

For in-state students, as resources are available, the Office of Undergraduate Admissions will:

- Implement a recruiting plan that includes expanded marketing and outreach efforts to students outside of the central Indiana region. This would include:
 - Additional recruiting visits to targeted schools and college nights.
 - Holding receptions in other cities for prospective students, their parents, and IUPUI alumni. Students would be invited from purchased PSAT lists
 - Invite students to next Campus Day.
- Increase high school counselor knowledge of IUPUI through visits, mailings, and breakfasts in other cities.

For out-of-state students, as resources are available, Enrollment Services offices will:

- Implement a recruiting plan that includes expanded marketing and outreach efforts to domestic out-of-state students. This would include:
 - Student Scholarships and Admissions developing a set of scholarship requirements for high quality out-of-state students,
 - Student Scholarships estimating the funding required for the scholarships, and presenting the plan to the IUPUI administration
 - If funding is identified, Student Scholarships and the Office of Admissions informing eligible students of their scholarships along with their letter of Admission
 - Due to the timing of recruiting cycles, the first scholarships would be awarded for the Fall of 2008
 - Additional recruiting visits to targeted schools and college nights
 - Inviting targeted students to next Campus Day

Implementing one or both of these strategies has fiscal implications beyond the increase in institutional aid. Funding will be required for additional materials and mailings, hosting recruiting events, and staff to travel through the additional territory. A summary of the anticipated costs of a limited initial recruiting effort is provided below.

Budget for Expanded In-State Recruiting

Total New Costs 2006-2007 (recruiting for the Fall 2008 incoming class)

\$ 6,850 Host five Spring breakfasts for high school counselors
\$ 6,850 Total 2006-2007 new cost

Total New Costs 2007-2008 (recruiting for the Fall 2009 incoming class)

\$ 7,875 Attend fifteen additional Fall college night visits
\$ 5,450 Host five Spring receptions for prospective and admitted freshmen
\$ 6,000 Host six Spring breakfasts for high school counselors. In order to reduce transportation and lodging costs for staff, these would be scheduled in

combination with the receptions. If the receptions are not funded, the cost of breakfasts (including transportation and lodging) is \$8,000

\$26,175 Total 2007-2008 new cost (plus new assistant director; see below)

Total New Costs 2008-2009 (recruiting for the Fall 2010 incoming class)

\$13,250 Attend an additional fifteen Fall college night visits. Adding these thirty college nights over two years would have us attending nearly held in the state each year.

\$11,000 Host ten Spring receptions for prospective students and admitted freshmen

\$ 6,850 Host five Spring breakfasts for high school counselors

\$ 31,100 Total 2008-2009 new cost (plus new assistant director; see below)

Ongoing Annual New Cost

\$43,800 New Assistant Director (salary and benefits)

This position would be used for both the expanded in-state and out-of-state recruiting initiatives

Budget for Expanded Out-of-State Recruiting

Total New Costs for 2006-2007 (recruiting for the Fall 2008 incoming class)

\$ 2,000 Cost to purchase PSAT names for students interested in majors such as Science, Engineering, SPEA, and Business. Target populations live in Chicago, Western Michigan, Cincinnati, and Louisville.

\$ 4,000 Cost of mailings to selected students and parents

or

\$ 3,400 Cost to purchase PSAT names for all students in targeted markets with an interest in any IUPUI major

\$ 9,000 Cost of mailings to selected students and parents

Attend national college fairs in Chicago, Western Michigan, Cincinnati, and Louisville

\$6,000-\$12,400 Total 2006-2007 new cost (plus travel)

Total New Costs for 2007-2008 (recruiting for the Fall 2009 incoming class)

\$ 2,000 Cost to purchase PSAT names for students interested in majors such as Science, Engineering, SPEA, and Business. Target populations live in Chicago, Western Michigan, Cincinnati, and Louisville.

\$ 4,000 Cost of mailings to selected students and parents

or

\$ 3,400 Cost to purchase PSAT names for all students in targeted markets with an interest in any IUPUI major

\$ 9,000 Cost of mailings to selected students and parents

Attend national college fairs in Chicago, Western Michigan, Cincinnati, and Louisville

\$6,000-\$12,400 Total 2007-2008 new cost (plus travel and new assistant director; see above)

Total New Scholarship Costs for 2008-2009

\$ 75,000 Award 75 scholarships to all domestic out-of-state students who meet criteria. The scholarship would continue for up to four years assuming the student maintains eligibility. Total cost in the 4th year approximately \$300,000. *(based on AES and above criteria)*

\$150,000 Award 150 scholarships to all domestic out-of-state students who meet criteria. The scholarship would continue for up to four years assuming the student maintains eligibility. Total cost in the 4th year approximately \$600,000. *(based on awarding Dean of Faculty Scholarship level and above)*

Appendix 3

Student Recruitment in the Context of International Enrollment Management at IUPUI March 2007

There has never been a time when increasing the presence of international students at U.S. colleges and universities has been more important. There has also never been a time when competition for such students has been greater. This document places IUPUI's international recruitment activities in historical context and outlines strategic next steps that will advance this program.

Why do we want international students?

The presence of international students at IUPUI:

- enhances the education of all students, by providing diversity in the classroom, enabling domestic students to form international networks that remain important personally and professionally after they graduate, and furthering the cross-cultural skills and competence of all.
- facilitates the international collaboration that is essential to the highest levels of research, scholarship, and creative activity in the 21st century.
- brings a high-achieving group of students to campus, as international undergraduates meet higher admissions standards than domestic students, international graduate and post-doctoral students are vital to our science and medical laboratories, and both are retained at higher rates and have higher graduation rates than domestic students.
- results in added tuition income and other financial resources to the university, since all attend full-time and most pay non-resident tuition (three times in-state tuition at the graduate level).
- contributes to the local community, since international students at all the institutions in Indiana contributed \$275,000,000 in living expenses to the state's economy and an additional \$225,000,00 in tuition last year, while adding to the cosmopolitan nature of the state, a key factor in attracting businesses and retaining college graduates.
- advances public diplomacy and cooperative international relations by creating a cohort of public leaders and professionals in other nations who understand and value the U. S.

What has IUPUI been doing in terms of international recruitment?

The number of international students at IUPUI grew slowly but steadily through the 1980s and 1990s, rising from 235 in 1988 to 606 in 1999 (an average increase of 34 per year). To accelerate this process, IUPUI established a centralized international recruitment program in 2000. Since then, enrollments have grown to 945 (fall 2006). This represents an average increase of 48 per year, at a time when overall U.S. international enrollments dropped as a result of 9/11 and its aftermath.

The new international recruitment program clearly impacted this growth, as did the exceptional outreach efforts of the School of Engineering & Technology, the development of the on-line Kelley Direct MBA program, and the creation of the LLM program in the School of Law. IUPUI's

location in a major city in the American Heartland (viewed as welcoming and safe in the post 9/11 atmosphere) also played a role.

Since 2000, the recruitment program has pursued many different activities. It has produced print materials, opened access to scholarships for international applicants, developed new incentive scholarships, traveled to recruitment fairs in 24 destinations in five regions, hosted overseas educational advisors on campus, and visited advising centers and high schools in their cities. It has also developed an internal network of recruiting support among IUPUI's academic units, articulated coursework with feeder schools, developed an arrivals program, used GoalQuest and email to dialogue with applicants, and initiated tracking systems for prospects and admissions processing.

It is time to accelerate recruitment efforts once again. IUPUI still lags behind its official peers, where, on average, international students comprise 6% of the student body. Our current international population is slightly more than 3%. In 2000, the recruitment program set a goal of reaching 6-8% of the student body, an objective subsequently seconded by the doubling initiative set in motion by Chancellor Bantz. It now appears such a target could be achieved by 2015. This will require, however, an acceleration of recruitment efforts keyed to the ever-shifting climate of global student trends and a disaggregation of the desired goal into separate targets for undergraduate and graduate international students.

International Recruitment Action Plan

We see eight major activities involved in the evaluation, focusing, and acceleration of IUPUI's international recruitment. Most can be accomplished with existing resources, but additional funds should be sought to assist schools in developing their website and other recruiting materials, insure that international admissions staffing keeps up with increased applications, and provide additional scholarships for international students.

1: School Goal Setting

The overall goal of having international students comprise 6-8% of IUPUI's enrollment needs to be evaluated and broken down, school by school. Some schools may already be operating at capacity for international students, while others are below capacity.

Immediate action step: During 2006-07, the Director of International Recruitment and Retention will meet with staff and administrators in each IUPUI school to discuss international enrollments and set specific target figures expressed by degree levels. Once such targets are set, an assessment of where the campus is heading as a whole will be made, the overall goal of 6-8% will be re-evaluated, and recruitment efforts will be directed toward areas in which schools wish to grow.

2. Campus-wide Coordination

Recruitment of international students occurs at various levels – individual, departmental, school, undergraduate, graduate – that can benefit from sharing resources, pooling efforts, carrying each other's materials on recruitment trips, identifying common issues, and seeking common solutions.

Immediate action step: Create a campus-wide subcommittee of the Enrollment Management Council to focus on international student issues. This subcommittee would consist of representatives from a range of schools as well as staff involved in admissions, services, financial aid, and student life. The subcommittee would inventory recruitment activities across the campus, coordinate trips and other events, periodically review and update recruitment plans,

and consider how various campus policies and procedures promote or hinder international recruitment.

Action step for 2007-08: The Office of International Affairs will develop an international student recruitment handbook as an operational manual to include standardized procedures and protocols in dealing with issues and problem areas, a list of human and material resources and contacts that have been developed in past years as well guidelines for dealing with extraordinary and emergency conditions.

3. Evaluation and Assessment of Recruitment Efforts.

Seven years into campus-wide recruitment efforts, it is time to evaluate what has worked and what has not. We must evaluate application and enrollment trends. We must also listen to our applicants, enrolled students, and alumni.

Immediate action step: By December 2007, the Office of International Affairs (OIA) will finish developing procedures for tracking the application and enrollment actions of prospective students who have been contacted at recruitment fairs and similar venues. This information will be utilized to assess the effectiveness of these types of recruiting activities.

4. Development of IUPUI's web-recruiting capacity

Most international students learn about U.S. universities from the web. IUPUI must have web pages that are accessible, clear, and attractive to international students. This applies to the IUPUI home page, the OIA website, and school-specific sites. In addition, we must expand our listings on web-based directories, as well as our efforts to communicate with prospective students through email and other forms of electronic communications.

Immediate action step: Review and rework the OIA website to bring it into line with cutting edge recruitment practices. Develop standards for websites to address issues of accessibility, clarity, and attractiveness for international students.

Action step for 2007-08: Develop a description of best practices for web recruiting of international students as the basis for working with the academic units to review and develop their websites.

5. Use of IUPUI International Enrollment Trends

The OIA has instituted a data management system that yields significant information on international enrollments at IUPUI, broken down by country of origin, undergraduate vs. graduate enrollments, and school of registration. These data must become an integral part of recruitment planning, as must national trends.

Immediate action step: Identify countries of the world where recruitment activities should be stepped up and areas that may not be so productive. Make decisions on recruitment trips on historical data analysis as well as consideration of current trends and future perspectives.

6. Integration of recruitment more thoroughly with the admissions process.

Over the last seven years, international admissions at IUPUI has become paperless, digitized, and increasingly automated. The bulk of IUPUI's international applications are now processed one month earlier than even three years ago, and the turn-around time once a file is completed is generally 72 hours. Application materials have become more user-friendly. This process of tying admissions to recruitment must continue.

Immediate action step: Review the letters sent to applicants for their clarity and impact in encouraging qualified students to enroll at IUPUI.

On-going action step: Continue to assess the match of the number of international admission staff with the processing demands. Continue to examine business practice changes that will enhance efficiency of processing. Develop benchmark standards to determine when additional staff members are required.

Action step for 2007-08: Conduct a review of the admissions standards for international undergraduate and graduate students, including the English proficiency standard and undergraduate admissions standards.

7. Work with partner institutions abroad.

Working with partner institutions in other countries can enhance international enrollments, especially through what are sometimes called 2+2 or 3+1 programs in which students finish their degrees at IUPUI or have a semester or two in residence here. Establishing partnerships with community colleges in the U.S. that serve international students can function in a parallel manner.

Action step for 2007-08: In conversation with schools and the EMC international subcommittee (see above), explore the idea of hybrid degree programs with partner institutions, in which students spend some time at the home institution, some at IUPUI for joint/coordinated degrees, and do some coursework on-line or through videoconferencing. Also consider how IUPUI's Strategic Partnerships might be the source for significant student exchanges.

8. Expansion of Scholarships and Financial Aid available to International Students

Adequate funding often makes the difference in whether or not an international student is able to attend a university. Scholarships and other forms of financial assistance can be powerful recruiting tools. At present, IUPUI gives scholarships, assistantships, or grants to 25% of its international graduate students and less than 1% of its international undergraduates when the \$1000 International Student Incentive Grant is excluded from consideration.

Immediate action step: Develop a proposal to seek more scholarships for international students as part of IUPUI's next fund-raising campaign.

Appendix 4

Toward an Honors College: Enhancing International Enrollment in the IUPUI Honors Program

As the IUPUI Honors Program continues to work toward laying the groundwork for the future establishment of an Honors College, increasing the enrollment of international students in the program will be of particular importance. Indeed, one of the marks of a fully developed honors program as defined by the *National Collegiate Honors Council* is the provision of opportunities that support experiential education, including in such areas as international affairs and programs. International student enrollment supports such efforts on a variety of levels:

- ♦ Such enrollment provides opportunities for domestic students, many for the first time, to interact on a substantive and sustained level with individuals from abroad. Experiences such as these are crucial as we work to develop internationally competent leaders for the 21st century's global economy.
- ♦ The differing perspectives and experiences that international students bring to the honors class can often challenge students and faculty alike to delve more deeply and conversely more broadly into course topics. Such discussion and consideration fully support the types of experiential education the NCHC embraces while enriching the offerings of the IUPUI Honors Program.

Further, international student enrollment is important for the continued recruitment and enrollment of high-ability U.S. students as well. The accomplished domestic student is interested in study abroad, is engaged internationally, and seeks out campuses which are microcosms of the larger world in which he or she will operate as a twenty-first century leader. Working in close coordination with the Office of International Affairs, the IUPUI Honors Program therefore seeks to increase its enrollment of international students.

IUPUI has an enviable array of strengths that could serve to draw significant numbers of international undergraduate students to its campus: an urban location, degree programs in the areas most commonly sought after by international students, a diverse campus, committed faculty, a campus long committed to international engagement, and the requisite support offices available to serve this important student population.

However, as with most U.S. schools, the university's name recognition abroad remains limited. Such name recognition is an important consideration in the college-choice process for international students who must make sense of the bewildering array of options available to them (3,000+ institutions of higher learning in the U.S.) while being left, most generally speaking, to self-fund the entire cost of their baccalaureate program. Well-placed merit scholarships to international students can go far in increasing an institution's name recognition.

While international students are frequently considered for many of the admissions-based scholarships (Dean of the Faculties, Academic Excellence, and Valedictorian-Salutatorian awards) available to IUPUI applicants, their ability to compete for the institution's top awards is limited: the Bepko Scholars program can accept only one or two non-residents per year; the

Hoosier Presidential Scholarship program requires Indiana Residency for consideration; the new Plater Distinguished Scholarship can fund only 10 students per year. Thus, on average and at best, only 5-6 international students can receive substantive merit funding from the institution each year.

Further, while the current International Incentive Grant (of \$1,000/year) does grant some honorific recognition to beginning international freshmen, it does little to scratch the surface of the \$32,000 per year they must document for visa purposes and it is thus of limited recruitment value. Tuition and fees alone total \$17,490 for 15 hours in the current academic year. This proposal therefore seeks to establish a new honors scholarship program targeting international beginning freshmen.

To attract and enroll larger numbers of high-ability international applicants in the IUPUI Honors Program and to assist in the development of IUPUI's name recognition abroad, the program seeks to award \$4,000 renewable scholarships to 10 to 12 accomplished international students each year. Assuming a 50 percent yield rate on such offers (based on traditional IUPUI overall scholarship and international incentive grant yield rates), this should result in the actual enrollment of five to six international students annually.

Selection Criteria

Competitive applicants will present credentials on par with other high-ability scholarships currently offered (Outstanding, Plater Distinguished, etc). While for the first year standardized test scores will remain optional, the program will move to requiring such scores in the future. (These results help to place international students directly into their requested majors with confidence while ensuring that they are ready to begin a full course of honors study from their first semester.)

Logistics

An admissions committee consisting of representatives from the IUPUI Honors Program, the Office of International Affairs, and the appropriate academic units will determine final eligibility for the awards. As the scholarship scheme becomes more established, additional application requirements may be developed and consideration may be given to moving the deadline (currently set at March 1) to an earlier date to help bring the award program more inline with the regular recruitment cycle, both locally and nationally.

Selected students will be notified of their candidacy by the Honors Program. The Office of International Affairs will include such award information in the calculation of required financial documentation needed for visa purposes and will include such information in the scholars' admission materials. Tracking of student performance for renewability consideration will be done by the Honors Program.

An appropriate name for this scholarship has yet to be determined. The name should reflect the honorific and merit-based nature of the award. Title considered to date: *Chancellor's International Scholars*.

Renewability Requirements

As with the university's other top scholarships, these international scholars will be required to:

- ♦ Maintain a GPA of 3.3 or higher as both a cumulative average as well as the average within any honors course work attempted.
- ♦ Enroll in a minimum of 12 hours and complete an honors experience each semester.
- ♦ Be an active participant in co-curricular programs offered by both the IUPUI Honors Program as well as the Office of International Affairs.
- ♦ Complete 6 hours of service, preferably to campus, each academic year.
- ♦ Complete requirements for the *General Honors Notation*.

Budgetary Considerations

The award amount suggested, \$4,000 per year, is roughly comparable as a percentage of overall non-resident tuition rates to the \$1,500 per year provided the domestic honors student (22.9% versus 21.43% respectively) and thus helps to ensure equitable levels of support between the two populations. Additionally, both the Honors Program and the Office of International Affairs feel the \$4,000 amount is large enough to serve as a real incentive for selecting IUPUI – lower amounts would obviously be less financially beneficial and also less competitive with non-resident scholarships offered to international students at other institutions.

Further, as with any new scholarship offering, it is crucial that the program be structured in such a way as to guarantee multiple years of funding. Given the relative late addition of this award to the current recruitment cycle, the overall effectiveness of this award in attracting and enrolling talented international students cannot be accurately judged on the basis of the entering Fall 2007 cohort. Rather, such effectiveness can only be judged once the scholarship becomes part of several full recruitment cycles (i.e., for the Fall 2008 entering class and beyond).

For these reasons, it is recommended that the target enrollment goal with current funding levels be five students per year. An initial review of the Fall 2007 international freshman applicant pool confirms that 10 or so offers could be extended to accomplished international students for the coming academic year. With a 100% yield rate (highly unlikely), there would still be sufficient funds to allow the extension of some offers for a second year, even with no increase in funding as noted below:

| Cohort | # of Students | Award Amt | FY07-08 | FY08-09 |
|---------------|----------------------|------------------|-----------------|-----------------|
| AY07-08 | 10 | \$4,000 | \$40,000 | \$40,000 |
| AY08-09 | 5 | \$4,000 | | \$20,000 |
| Totals | | | \$40,000 | \$60,000 |

Using more realistic yield percentages, the program would be funded for two full and nearly three academic years before requiring additional support for sustainability:

| Cohort | # of Students | Award Amt | FY07-08 | FY08-09 | FY09-10 | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---------------|----------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| AY07-08 | 5 | \$4,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | | | |
| AY08-09 | 5 | \$4,000 | | \$20,000 | \$20,000 | \$20,000 | \$20,000 | | |
| AY09-10 | 5 | \$4,000 | | | \$20,000 | \$20,000 | \$20,000 | | |
| AY10-11 | 5 | \$4,000 | | | | \$20,000 | \$20,000 | \$20,000 | \$20,000 |
| AY11-12 | 5 | \$4,000 | | | | | \$20,000 | \$20,000 | \$20,000 |
| AY12-13 | 5 | \$4,000 | | | | | | \$20,000 | \$20,000 |
| AY13-14 | 5 | \$4,000 | | | | | | \$20,000 | \$20,000 |
| Totals | | | \$20,000 | \$40,000 | \$60,000 | \$80,000 | \$80,000 | \$80,000 | \$80,000 |