Enrollment Management Council
October 27th 2006
Minutes

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- Minutes for the September meeting previously were distributed and are available by visiting
  http://registrar.iupui.edu/emc/emc-meetings.shtml

Announcements from the Chair *Becky Porter*

- **Spring 2007 Undergraduate Admissions**
  - We expect to be even or up slightly for both beginners and transfer admits for spring. We expect to be down for non-degree. We had a surge of applicants for January 2006 as we changed business practices for individuals with degrees who wanted to take only undergraduate courses. Many applicants were already grad non-degree and merely applied to switch to undergrad non-degree. The numbers this year will reflect a more normal set of applicants.
  - **Beginners**
    - Applicants   + 70   +12.5%
    - Admits   + 28   +11.1%
  - **Transfers**
    - Applicants   + 69   + 6.8%
    - Admits   + 38   + 6.3%
    For Spring admission information by school of intended plan visit
    http://www.imir.iupui.edu/point_in_cycle/AppAdd3_plan_ps.asp
- **Fall 2007 Undergraduate Admissions**
  - **Beginners**
    - Applicants   +341   +35.1%
    - Admits   +219   +40.0%
  - **Transfers**
    - Applicants   - 23   - 22.3%
    - Admits   + 4   + 9.5%
- **International Admissions**
  - International Admissions Fall 2006 *see report below*
  - Overall international undergraduate applications for Spring are up 13% and admits are up 10%. Transfer applications and admits are down, but offset by an increase in beginners.
  - Graduate applications are down 1%, but admits are up more than 50%.
  - *More details on Spring admits are available by visiting*
    http://www.imir.iupui.edu/point_in_cycle/AppAdd3_IA_ps.asp
- **Graduate Admissions**
  - Grad Non-degree students seem to have stabilized in the last year and enrollments have gone up a bit
  - Graduate admission totals, though early, appear to be as good as or better than last year
  - It is too early for useful data as the relatively small numbers at this point inflate percentages
    For more information visit http://www.imir.iupui.edu/point_in_cycle/AppAdd3_ps.asp

- **Campus Day and Campus Visits**
  - Between the *Step onto IUPUI* event for high school students (September 19-21) and the IUPUI *21st Century Scholars Day* event held on Saturday (September 9th), the Campus Visit Office hosted over 1,500 prospective students on campus in September. All of these students were invited to participate in both the October 22nd Fall Campus Day/Graduate Open House and the JagDay events that began September 29th. The fall recruiting season is in full swing. The Step Onto IUPUI event was held when other students were

involved with taking ISTEP exams. We will continue this as a fall event contingent on the state continuing to offer ISTEP in the Fall.
- o Campus Day and the Graduate Open House were held October 22nd
  - Total estimated attendance: 1300
  - 450 prospective undergraduates and 100+ prospective graduate students
  - 35 prospects and a total of 123 people attended the Scholars' Day luncheon
  - 71 students met with Admissions counselors and many strong students indicated IUPUI is their first choice
  - The last Fall Campus Day-type event was in 2004 as part of Explore IUPUI. 1,262 individuals attended the Academic Expo that day. The highest attendance for a Fall Campus Day was 2,400 in 2001
  - Spring Campus Day traditionally is the larger of the two events with between 2,500-3000 attendees
  - Spring Campus Day will be Sunday, March 4th, 2007
  - Rick Ward noted that he'd received many more targeted questions than at the Spring event. Becky confirmed the two events draw different populations with the Fall bringing more seniors who are closer to making a decision while Spring brings more juniors who generally are earlier in their investigation and selection process
  - Rick said he'd gotten good questions from parents at the Scholars' luncheon and wished that more faculty had attended as they would have been in a better position to respond to this level of detail
  - Becky told members that we look forward to moving this event from the crowded hallways of ES/BS and nearby locations to the Campus Center. It is not too early to start thinking about how we might host such events in the new space and members are encouraged to send along ideas as they have them.

- **Recruitment Training Seminar**
  - o This will be a workshop on January 17, 2007 for the designated recruiter from each academic unit. Some examples of the topics covered: best practices for IUPUI recruitment, IUPUI's recruitment mission, strategic planning to coordinate recruitment outreach events in high schools. Additional details will follow. A poster for the event is attached below.
  - o While we are pleased that the schools want to be involved in recruiting, it is essential that we coordinate these activities. Otherwise we risk looking disorganized and overly needy to high school counselors.
  - o It is important that anyone visiting the schools have a broader understanding of the questions they are likely to encounter that are beyond the specific programs of their schools. While it isn't essential that they know all of the answers, they need to know when to make referrals for questions about key dates and deadlines for admissions, financial aid, and scholarships as well as when a student's interest may be for a different school or major.
  - o Members were strongly encouraged to notify Mona Loft in Admissions of their scheduled activities
  - o Jennifer Pease confirmed that recent high school graduates often accompany staff on recruiting trips to their old schools. These students are typically campus and Multicultural Outreach ambassadors
  - o One of the Academic Plan task forces will review recruiting efforts and help identify and promote extant best practices and models, such as Drew Appleby and some current majors meeting with high school Psychology teachers.

- **National Recognition for Student Scholarship Office**
  - o The Office of Student Scholarships has just been named the 2006-2007 Scholarship Provider of the Year for colleges and universities by the National Scholarship Providers Association (NSPA). NSPA's membership includes national private scholarship organizations, community scholarship foundations, and college and university scholarship

providers. The office was recognized for its effective and efficient processing of $15 million dollars, its commitment and dedication to serving the first-generation student population, and its outreach efforts to support nearly 50 displaced students from the southeastern region who were affected by hurricane Katrina.

- **2006 State of the Campus Address** *Chancellor Bantz*
  - o Goals for Teaching and Learning
    - Baccalaureate Degree projections and goals 2002-2010 *see chart below*
    - As the chart shows, we are not on track to meet the goal of doubling the number of degrees by 2010. We are getting new students into the university, but not retaining them at a sufficient level to meet the goal. Recruitment and admissions alone cannot meet the goal.
    - Gary Pike expressed concern that the degree trend line in the chart is actually optimistic given several years of declines in students in their first two years
    - Becky told members that in January the annual process of reviewing admission standards will begin. The admission committee will address the question of continuing to raise the standards with the subsequent risk in reduction in enrollments due to a lower yield rate or, potentially, resulting in fewer admits. Becky reminded members that raising standards alone does not assure a higher graduation rate as the problem with retention is across all profiles of students.
    - Gary noted that often there are issues regarding a student's goals and commitment to the institution: how important is it for the student to receive a degree and how important that the degree is from this institution? We may have a problem with this latter "institutional commitment" by the student.
    - Following a question about a possible enrollment cap for the campus, Gary referred to the change in projected high school graduates through 2010 which shows a decline in whites and growth in minorities, especially Hispanic. This may result in flat to minor growth, but with a better-prepared set of students. The optimistic view would be 5% growth in available beginners by 2010. In addition to flat or small growth, IUPUI faces more competition for beginners from Ivy Tech and others.
    - *For the full State of the Campus address visit http://www.iupui.edu/administration/chancellorsnews/06_soc_slideshow.pdf*

Status Report on Enrollment Forecasting & Capacity Analysis *Gary Pike & Kathy Burton*

- o The deans will soon receive an updated report that will include Fall 2006 enrollment data. They will be asked to review and revise the projections for 2007-2010 with special attention to 2008. The reports are due back to IMIR by the end of November.
- o After the revisions are compiled, IMIR will rerun the induced course load reports and make them available to the schools
- o Members are encouraged to talk with their deans and help with the revision. Copies of the materials from February 2006's training session and the more complete set of responses are available on the EMC site http://registrar.iupui.edu/emc/projections/.
- o Kathy Burton offered to run additional reports as requested by the academic units. Cathy Buyarski said it would be helpful for University College to have its data separated by beginning and transfer students as this will help in managing its population, including how soon the students can be certified to the schools.
- o The group discussed students who were enrolled in a certificate program or second major in another school. While this can lead to underreporting for some programs, Gary Pike noted that duplicating the population would result in misleading numbers when the induced course load report is run. Proper coding, tracking, and reporting of these students in separate reports will be investigated.
- o Becky explained why this is an important activity as the responses will be used
  - to help us assess our recruiting strategy by learning of programs that are projected to grow or which have reached capacity

- to help with assessing future strategies for dealing with classroom needs
- by a number of Academic Plan action teams, including one charged with enrollment size and shape, by providing a better sense of trends, aspirations, and capacity for each academic unit
- to gain a better understanding of growth and non-growth patterns
  - As part of last Spring's projection activity, schools provided responses as to their optimal levels for different measures of diversity. This information will be used by the newly-appointed Diversity Management Team in its work.

Academic Plan Action Items Related to Enrollment Management *Becky Porter*
- Town Hall meetings were held in early October for comment on the plan
- Groups will be asked to review each area listed in the plan and make recommendations. Members are encouraged to review the plan and send comments on any areas to the groups via Dean Sukhatme. Members interested in participating should contact the dean through the Academic Plan Website.
- Action teams are preparing information and will make recommendations. These recommendations will be useful in informing the work of larger groups such as EMC.
- The latest version of the plan and comment tool are available from main EMC page http://registrar.iupui.edu/emc/
- An overlay of enrollment management-related goals from the Academic Plan and the Enrollment Management Priorities and Action Plan is provided below. There is extensive overlap in the two.
  - Using the overlay to establish our high priority outcomes for 2006-07. Members of the EMC Steering Group are making recommendations to help further focus the list to five items for this year
- Rick Ward noted the ICHE is studying longitudinal data regarding enrollment and financial aid. As chair of the task force studying retention, he said they look forward to seeing that report.
  - Trudy added that having this information should help make the case for seeking additional institutional aid in the new campaign
  - Sarah Glener-Bales noted that the Scholarship office has already extended over 300 admissions-based scholarship offers for Fall 2007

Reports from the Academic Units *All*
- Discussion of school-level initiatives members used this summer to encourage their continuing and newly admitted students to register *See summary below*
- Units that have not yet responded should forward a summary of their activities and an assessment of their effectiveness to Becky Porter as soon as possible so that their information can be included in a report to the Deans' Council.

New Process for Returning Students and Intercampus Transfers
- Enrollment Services has established or revised processes for returning students and intercampus transfers to become eligible to enroll for the next semester. *See details below*
- A question was raised about tracking the movement of students from Ivy Tech to IUPUI and of those students who were deferred by IUPUI to Ivy Tech. Becky noted that Ivy Tech did not yet have the necessary software in place to help us with this effort. Gary Pike told members that the ICHE appears to be studying better ways of tracking of transfer students between and among the institutions.

Updated Recruiting and Communication Calendars
- Calendars are available from registrar.iupui.edu/emc/
- Please send updates for the recruiting calendar to Kim Stewart-Brinston
  - Template available by visiting http://registrar.iupui.edu/emc/recruiting.shtml

Other Discussion

- Noting that IUPUI has the largest number of Indiana residents of any school in the state, Craig McDaniel suggested this is something the university might use, especially with the legislature. Becky replied that this will be reviewed by the Academic Plan task force charged with reviewing marketing.
- In the Spring representatives of the Enrollment Management Council, Retention and Graduation, Lifelong Learning, and Civic Engagement will be brought together to discuss shared issues. This will likely be informed by mid-term reports from the different Academic Plan task forces.
  - Members of the council(s) can serve as important sounding boards for any recommendations developed by the task forces
  - Trudy Banta suggested focusing the discussion on what can be done to improve retention
  - Members are encouraged to suggest additional topics to make this a useful and productive conversation
- Jeff Watt reported on what he believed to be an effective recruiting tool: wherever possible have an IUPUI representative present scholarships in-person when high schools have award nights. This was done with his alma mater by making use of alumni for events that were some distance from the university. The in-person presence was not only appreciated by the high school, it often provided the opportunity to answer questions and perform some recruiting of other students (and their parents), typically in their junior year. Becky responded that she thought this an excellent idea and noted that the Scholarships Office already attends a good number of such events with its limited staff. Perhaps we could find other representatives to help with this effort, including faculty.
- The group discussed current efforts to recruit high ability students such as National Merit finalists. There were some anecdotal reports of some very well qualified faculty children not being recruited or perhaps not recruited as strongly by IUPUI as by other institutions. Becky summarized the current steps we take, including buying the list of names from the College Board, sending an e-mail to the students and a letter to the parents. In addition, very strong candidates receive a mailing that includes materials from Honors and from the Scholarships office. Becky noted that we are actually doing well in increasing the number of better qualified students who apply and who are accepted. While we could always do more, it would also cost more. Any ideas for additional funding for recruiting or scholarships will be carefully reviewed to ensure they would be good uses of limited resources.
- Members discussed how faculty and others could also serve an important role as informal recruiters for the campus, starting with their own children.
- Gary noted that Michele Hansen would be focusing on research related to retention while Gary will begin to study recruitment, including leveraging institutional aid.

Upcoming EMC Meetings and Tentative Topics

November 17   1:00-2:30   BS 3009
  - Identity and marketing *Amy Warner & Troy Brown*

December 15   1:00-2:30   CA 136   *Note room change*
  - Academic Plan and issues for action by EMC

January 26   1:00-2:30   TBD

February 23   1:00-2:30   TBD

March 23   1:00-2:30   TBD

April 27   **1:00-2:30**   **TBD**
May 25   **No Meeting**

June 22   **1:00-2:30**   **TBD**

- Members are encouraged to suggest topics for the Spring meetings

New Process for Returning Students and Intercampus Transfers

Spring 2007

****NEW****

UNDERGRADUATE students who have NOT taken courses in over a year *(meaning they were not here for a consecutive Fall/Spring or Spring/Fall)*

- Students should contact the Enrollment Center to return to IUPUI. Students can go to the Returning to IUPUI website to fill out the returning student application: http://returnto.iupui.edu/ .
- Once the student is processed through the Enrollment Center/Office of Undergraduate Admissions (no fee charged), Registrar's Office will be asked to readmit/reinstate (RADM/REIN) the program/plan and term activate for the new term. These students will be able to register beginning November 4th.

*****MORE OF THE SAME****

UNDERGRADUATE students who have been here within a year and who have an active program/plan

- Students can call Registrar's office beginning October 16th at 274-1508.
- Students will be term activated and told to contact their academic advisor.
- These students will be able to register beginning November 4th.

GRADUATE students who are returning students and have an active program/plan

- Students can call Registrar's office beginning October 16th at 274-1508.
- Students will be term activated and told to contact their academic advisor.
- These students will be able to register beginning November 4th.

GRADUATE students who are returning and have a DISC/YOUT program/plan (those who have not taken courses in over a year)

- Students will be referred to their advisor.
- The recorder will notify the registrar's office to readmit/reinstate (RADM/REIN) the program/plan through the current e-form request or by sending an email to jwhitney@iupui.edu.
- The registrar will term activate the student for the new term.
- These students will be able to register beginning November 4th.

INTERCAMPUS TRANSFERS/ Temporary or permanent

- Students must complete the intercampus transfer application at the following link: http://www.enroll.iupui.edu/iutransferstudents.shtml.
- Permanent students will be processed through the Enrollment Center/Office of Undergraduate
- Admissions and temporary will be processed through the registrar's office.
- Those processed through the registrar's office will be sent an e-mail when they are completely setup for registration.
- These students will be able to register beginning November 4th.

All currently enrolled students should automatically have been assigned an appointment during priority registration and were sent an e-mail note about the upcoming term. Appointments were viewable through OneStart beginning October 11th.

Activities to Enhance Fall 2006 Enrollment

Dental School

The IUSD DDS program follows a highly effective policy; we register our students ourselves, which gives us a100% effectiveness both with the admitted students and with the continuing students. Dental Hygiene and Dental Assisting provide their students with a list of classes for which they must register and a deadline to register. Thus far, it seems to be working fine.

Education

The School of Education, in conjunction with the School of Science, obtained a half- million-dollar NSF grant to provide scholarship to math and science majors in the Transition to Teaching Program. Extensive recruitment activities were conducted as a result of this grant. Some of the activities were:

1. A recruitment brochure for NSF Noyce Program was sent to IUPUI math and science alumni from the last two years.

2. Recruitment fliers were shared with the IUPUI Biology Club at their meeting October 2005.

3. A meeting is currently being planned for this fall for current math and science majors to encourage them to pursue a teaching certificate along with their science major.

4. Help session were conducted by science and education faulty during the spring to provide support for students passing the PRAXIS II exams

Ten students receiving the scholarship enrolled in the secondary Transition to Teaching program for fall 2006. Two additional students, who declined the scholarship, enrolled in the program also for the fall.

Funding has been obtained from the institution to support a center for mathematics and science (UCASE) with the goal of recruiting a highly-qualified, diverse cohort of candidates in math and science education.

The student support staff members have worked to strengthen their outreach to entering freshmen through group orientations and one-on-one advising.

Engineering Technology

1. The Dean's office held weekly meetings along with Department Chairs and appropriate staff to review the progress in registration.
    a. Departments took the lead in contacting students.
    b. Almost all classes that had wait lists were able to accommodate the additional students
2. The Dean's office sent out emails twice during the summer to students that were registered in the spring but not in the fall.
3. The Dean's office sent a postcard to students that were not registered (this was sent after July 17 – when the due date for payments changed) *Sample of postcard available by visiting http://registrar.iupui.edu/emc/communication/*
4. The Dean's office sent out an email to students registered the previous fall, but not the spring.
5. After the start of the semester we again asked departments to review the list of students that had not registered for the fall. We are still evaluating that information

Herron School of Art and Design

Recruitment

- Visited 18 schools with new PowerPoint presentation
- Met with approx. 80 prospective students/parents
- Sent email reminders and ads to prospects as well as mailers and postcards
- Gave tours of the building to about 15 schools
- Hosted the Scholastic Art Awards for central Indiana University
- Participated in 8 National Portfolio Days, adding Milwaukee as a new location
- Hosted Indiana's National Portfolio Day
- Herron vendor tables at Art Education Association of Indiana and National Art Education Association
- Developed and added a "request more information" data form with a link from Herron's home Web page and generated about 2000 prospects over the year
- Established a scholarship specifically aimed at recruiting out-of-state students
- Started Herron House, a new on-campus housing option just for Herron students. Used Herron House as a part of the total recruitment package for prospects.
- Participated in JagDays and Campus Career Day
- Hosted a Herron Open House in the spring
- Called high-achieving students after they had been admitted to Herron to encourage them to visit
- Worked with Enrollment Services offices to ensure that they had all updated Herron materials to distribute throughout the year

Retention

Herron School of Art and Design is committed to student success and retention. Herron does this in the following ways:

- first year seminars X101/X102
- excellent advising
- excellent instructors
- scholarship opportunities (Honor and Awards)
- Herron House on-campus residential learning community
- excellent art research library
- study abroad programs
- IUPUI National Student Exchange Program (national and international) this is a new program
- new classes
- volunteer opportunities (keeps students involved)
- school trips (Chicago)
- bi-weekly newsletter (Inform students of upcoming exhibits, registration, scholarship opportunities, workshops, building hours, etc....)
- established the Center for Art, Design and Public Life where Herron can support and formalize student and faculty activities with community partners
- visiting artist lecture series (helps motivate and inspire our art students)

Medicine

About 85% of the undergraduate students in the School of Medicine are admitted to the professional program and their enrollment is monitored at both the program/school level. We don't really mandate enrollments by a certain date as long as they are enrolled by the start of classes. Some of the students that show up on the not yet enrolled lists fall into this category. Again, we closely monitor enrollment at the start of classes and unless a student has an encumbrance they get enrolled by that date.

The remaining 15% of our students are made up of pre-professional students that have been moved from UCOL or are second-degree students admitted directly to MED1 for advising purposes. All of the professional students on the list are contacted by either phone or email. Our efforts are on such a small scale that we are able to personally contact everybody.

This past year, we were notified twice to follow up on students not yet enrolled. The 5/22/06 list had 62 students of which 11 students were of the pre-professional category. All of those students were contacted. The second list is dated 6/19/06 and it included 50 students (7 pre-professional). In the end, only three of these students did not end of enrolling. Two of those three applied for admission, but were denied. One gained late admission to our Paramedic Science Program, one other moved to the Health Admin. Program in SPEA and a third was denied admission but re-enrolled to improve chances this year.

Again, our efforts are small scale, so I don't think you can draw any conclusions except that personal contact works well.

Music

The School of Music at IUPUI has two graduate degree programs and an undergraduate Minor in Music. Undergraduate enrollments are in courses that serve the greater IUPUI student community with majors from other Schools. The Minor in Music program has maintained a steady increase in undergraduate students over the past few years. It is advertised through other IUPUI Schools, student recruitment fairs, open houses, and in general university publications that list academic programs. It is presented at display booths that the School of Music supports at conferences and through direct inquiries made by IUPUI and high school students to the School each semester.

The Master of Science in Music Technology degree program has also seen a steady increase in student enrollments over the past few years. Currently, there MSMT has over 60 students involved in its various phases. Although advertised in IUPUI degree program publications, advertisements in professional publications and at professional organizations' conference display booths, it has been the School of Music's website that has generated the most number of student inquiries and enrollments. One of the program's greatest attractions has been its availability entirely on line. At least one half of all student enrollments in the MSMT program are students who participate in classes over the Internet. They have come from Europe, Asia, South America, around the United States, and throughout Indiana. There has also been a small number of international students from Canada, Europe, and Asia who have elected to come to campus to complete the degree over the past several years.

The Master of Science in Music Therapy degree program officially was launched in Spring of 2006. It is too early to determine the strength of enrollments or the best strategies for student recruitment. However, it has been advertised in professional music therapy publications, supported at display booths at music therapy and music education conferences by the School of Music, and at IUPUI recruitment events. It also appears in IUPUI publications that advertise degree programs. Although MS-Music Therapy students must be certified music therapists in order to be accepted to the program, they can become certified through an undergraduate equivalency curriculum that we offer.   This alternative is already generating student enrollments.

Future initiatives for enhancing student enrollments include the implementation of a Bachelor of Science in Music Technology degree, which the School of Music program has already presented for consideration to the School of Music in Bloomington, and a PhD program in music technology. There are also plans to have an MBA degree with the Kelley School of Business, with a concentration in music business.

Nursing

Following are the events and activities promoting recruitment and retention in the IU School of Nursing from Spring Semester 2006 to present:

- Coordinated the Celebration of Nurses at the Children's Museum – involving current IUSON students as volunteers
- School of Nursing campus visits info sessions – focusing on junior and senior high school students
- Participated in JAG Days – promoting IUPUI and the School of Nursing in particular
- Sent letters to a select group of students admitted to the School of Nursing for Fall, 2006 inviting them to join the School of Nursing Honors Option Program
- Participated in the Summer Orientation sessions for newly admitted students interested in nursing
- Met with the newest cohort of Nursing Honors Option students welcoming them to the Program
- Attended the Reception for the incoming Bepko Scholars
- Planned a luncheon for the Honors Option students to meet faculty interested in mentoring them in the Program
- Emails and letters to students who sent test scores, indicating interest in nursing
- Held telephone information sessions and online chats with prospective graduate students
- Participated in spring Explore IUPUI
- Emailed and mailed letters to all pre-nursing students in UC
- Updated BSN planning guide
- Participated in a variety of recruiting events at hospitals and national and regional conferences
- Created a faculty-student mentoring program in which faculty mentor volunteers are matched with 10 incoming nursing students – started this fall
- Created a "Coaching for Success" early intervention program for students beginning to have academic trouble or personal problems that may negatively impact their academic success – started this fall

Physical Education/Tourism Convention Event Management

Both the PE and TCEM departments followed a very similar strategy. We called (if a telephone number was available) and emailed (those who had "good" email addresses) each student from the list that was provided us. As you know, we have been able to sustain a steady growth the last several semesters. I hope it is because of all our hard work in this area.

Social Work

BSW Program

NEW STUDENT STRATEGIES
- Annual new student orientation on June 23rd (scheduled at beginning of summer to encourage early enrollment for Fall and to take summer prerequisites for fall courses)
- Upon program admission, suggested educational schedule composed for each student accompanied by individual advising session
- Student Services Coordinator meets individually with prospective students
- Recruitment letter sent to eligible University College students
- Recruitment letter sent to high school students indicating interest in social work (& invited to campus)
- Participation in Jag Day sessions providing BSW program overview
- Jag 102 sessions for new student orientation
- Ivy Tech articulation agreement; 2 + 2 program
- Distribution of marketing materials at conferences

CONTINUING STUDENT STRATEGIES
- File review for each Bachelor of Social Work student during summer
- Faculty advisors assigned to each student

- Student Services Coordinator provides advising and support to current BSW students to enhance students' knowledge about course sequencing and promote follow-through with enrollment
- Junior and senior social work course rosters reviewed to ensure enrollment and alert need for individual follow-up
- Collaboration with faculty to assist with assessment regarding student drop/add concerns
- BSW program administration works closely to communicate student enrollment concerns
- Student Services Coordinator contacts individual students to address enrollment incongruities
- Stop-out policies allow students to easily resume academic plan
- Student Services provided ongoing course cap evaluation to ensure that students on waiting list were appropriately placed; accommodations made whenever possible
- Opened a new S371 Social Work Research section to encourage additional enrollment

GENERAL PROGRAM ADMINISTRATION STRATEGIES
- Numerous online course options
- Day and evening course options
- Rolling admissions process
- S141 Introduction to Social Work (admissions eligibility requirement) offered online to assist with intercampus and transfer student recruitment
- Website and downloadable application
- Student Recognition events & profiled on website
- Two Certificate programs to enhance degree and also to encourage credit hour enrollment from other majors
- Points of program and faculty distinctions featured on website

UPCOMING RECRUITMENT STRATEGIES
- Presentations at S141 Introduction to Social Work courses
- Participation at community events
- ISTEP Days
- Fall and Spring 06 Campus Days
- BSW Information Session on Nov. 2nd
- Speaking at IU Kokomo social work course
- Sixth Annual Mapping Education Towards Achievement-Hispanic Post-Secondary Awareness Seminar
- October 4th Career Exploration Day
- February display case in University College building
- Evaluating admissions outcomes to understand trends and effectiveness of recruitment strategies/priorities
- Assessing and improving student service information provided on website

ASSESSMENT OF EFFECTIVENESS
- Since 2004, there have been several unexpected transitions in the BSW Student Services Coordinator position, which is responsible for student recruitment, retention, and advising. With a newly hired Coordinator, the BSW Program anticipates enrollment numbers to stabilize and surpass our 2004 enrollment figures.

MSW Program

Currently at maximum enrollment capacity
- Geographical location of program; IUPUI is centrally located
- 1 of 2 MSW programs within Indiana (University of Southern Indiana is not in a conducive location)
- MSW is a marketable degree
- Inclusion of Title IV-E Program (Child Welfare partnership)
- Several program options from which to choose; conducive for working professionals
- Fall open house

The current recruitment/enrollment strategies have proven to be effective. The program attracts an increasing number of international applicants. The target enrollment is 5 new full-time PhD students each fall.

- Collaboration with Office of International Affairs to ensure enrollment of international students meets full-time status requirements
- School faculty encourage Ph.D. program for MSW students indicating research and doctorate level education interests
- Recruitment at Council on Social Work Education (CSWE) and National Association of Social Work (NASW) conferences
- Distribution of brochures at conferences
- Quarterly ads in the NASW Indiana Newsletter

School of Library and Information Science

Enrollment Promotion Efforts

The IU School of Library and Information Science at Indianapolis is a graduate program offering the Masters in Library Science accredited by the American Library Association, and certification in teacher of library media accredited by NCATE and IDOE/PSB. www.slis.iupui.edu

Credits Increase Over 70%

Graduate credits have increased from just under 3,000 annually in 2001 to just over 5,000 credits annually in 2005. SLIS awarded 120 MLS degrees, the fourth highest number of master's degrees on the IUPUI campus in 2005, and more MLS degrees than awarded at the Bloomington campus for that year.

The increase in annual credits over the past four years is primarily a result of an increase in course offerings, strategic scheduling for evenings and week ends, delivery of a regular cycle of interactive televised courses to IU campuses at Fort Wayne, South Bend, New Albany, and Gary, and development of ten online course offerings. This growth is illustrated on the attached graph showing the result from 2000 to 2006.

New SLIS Dual Programs

Over the past 18 months, several new programs have been approved. Each has potential to add to the graduate student population, however recruitment results may not be known for another two to three years.
Path A: Dual programs between SLIS and the following units may increase the number of credits close to this path through 2010:
- dual masters with history
- dual masters with philanthropic studies
- dual masters with law
- dual masters with health informatics
- dual certificate for nonprofit management with SPEA

Path B: Should these dual programs not attract additional students, it is likely the enrollment for SLIS at Indianapolis will flatten and remain so without growth over the next five years.

Online Course Initiatives

Path C: A new online initiative is now in place to provide the full certification for teacher of library media. The 27-credit graduate program is specifically designed for successful classroom teachers who have proven team teaching and technology application experiences. About a dozen have entered this program as residences of Indiana, but this does not add to the overall population base for the School. Path C, an

increase of credits reaching 7,000 annually by 2010, is not likely until the IU Trustees approve differential fee structures that will allow the online program to be competitive out of state.

Undergraduate Course Options

Beginning the Summer of 2006, SLIS opened three undergraduate courses designed to provide an entry level V public librarianship path in Indiana connecting with a new associate's certificate for library tech assistant at Ivy Tech. About 30 undergraduate students are now enrolled in the Ivy Tech program. A total of 60 credits are completed at Ivy Tech and nine credits at the 300 level can be completed from SLIS at IUPUI to meet the state basic requirements. Three students entered the SLIS courses this summer. Projected growth is ten additional students annually. SLIS is also exploring the potential for development of an online undergraduate minor in information literacy. Combined with selected communication or journalism courses, this undergraduate minor could generate up to forty new undergraduates for SLIS annually. Total impact on SLIS credits, if such undergrad programs are successfully implemented, may range from 100 to 400 credits annually.

Promotion Activities

SLIS has developed marketing materials for the dual degree programs and for the new online Blue Ribbon Teacher of Library Media Certification. These materials have been distributed extensively to school, public and academic libraries across Indiana and the four adjacent states over the past year. Advertising has been placed in several state library newsletters, including *FOCUS* published by the Indiana Library Federation. SLIS also posts regularly over statewide listservs concerning course offerings and new programs. In general, the IU program at Indianapolis is widely known and respected in Indiana. The MLS (with programs at Bloomington and Indianapolis) is the only ALA-accredited master's program in the state. Frequent press releases concerning SLIS IUPUI faculty and student achievements are distributed about every six months. http://www.slis.iupui.edu/news.html

This past spring, SLIS developed the content for a special issue of *Insight* that will serve as a guide to central Indiana library resources and the School's educational options over the next couple of years. Since July 2006 over 5,000 copies of the magazine have been distributed in Indiana and more will be distributed out of state during the coming year.

Minority Student Recruitment

The percentage of minority students in SLIS has increased from 3% in 2000 to 7% in 2006. The number of minority students has more than doubled as the overall population of SLIS students has also grown. The School's projected goal is at least 10% of the SLIS population will be composed of minority students by 2008. Discussions are planned between SLIS and the IUPUI University Library to determine methods to recruit more minority students who will come to IUPUI to attend SLIS while also working as graduate assistants in the University Library. One target audience will be library assistants at predominately Black undergraduate colleges.

School of Public and Environmental Affairs

New Students:
- For each name we get from the Enrollment Center (SAT, ACT, inquiries, etc.), those prospects get a personal letter tailored to their academic interest, and signed by the appropriate program director. In these letters, we invite them to upcoming campus recruitment events and also to visit a SPEA class. I've attached one example of the letters we send.
- I meet with students who are visiting campus and are interested in a SPEA major. I normally meet with 5 students each month.
- When informed of scholarship offers extended, we send a personal letter to those students.
- In November, I will have a new recruitment CD to send to local high school social studies and science teachers. This CD will also be distributed to the counselors during their November campus visit. I will develop a newsletter to send with the CD.

Current Students:

- The month before priority registration each semester, our staff visits select SPEA classes to talk with them about the School and promote the interesting classes offered the next semester.
- We utilize our graduate and undergraduate student listservs to remind students of registration deadlines and to promote interesting classes.
- Once the first lists of unregistered students are generated, I email each of these students individually. As the weeks go on, we send letters and make phone calls to these unregistered students. Due to my August wedding, I was unable to make these calls for the fall.

University College

Recruitment

In reviewing the comments section of our weekly reports that we sent out over the summer, I was able to identify several initiatives.

1. Week 4 – June 26 – An email was sent to students in hope that they would call to make a reservation and/or let us know what they are doing for their enrollment.
2. Week 5 – July 5 – Proactive phone calls began in efforts to contact these students over the next month.
3. Week 6 – July 8 – That Thursday, letters were sent out to all students who had not yet made a reservation.
4. Week 8 - July 24 – A 2nd email was sent to these students in the hope that they would let us know what they are doing regarding their enrollment.

Retention

May 29   Sent e-mail to all students not yet registered
- Saw no increase in enrollment the next week

June 20   Sent a letter to all students not yet registered
- Saw a 3% increase in enrollment the next week– largest jump of the summer

   Note: The week of July 4 was the largest jump in enrollment for both fall 2005 and fall 2006; don't know if this is a result of our efforts or a point in time at which students really start thinking more seriously about fall enrollment

July 17   Made phone calls to all students not yet registered
- Saw 1% increase in enrollment over the next two weeks (length of time we were making calls)

   See UCOL's weekly enrollment tracking report below

UNIVERSITY COLLEGE

FALL 2006 ENROLLMENT TRACKING

WEEK	FROSH	SOPH	JUNIOR	SENIOR	TOTAL	COMMENTS
4/10/2006	-12.90%	-22.50%	-23.90%	18.40%	-18.40%	
4/17/2006	-6.40%	-23.00%	-15.00%	18.20%	-15.30%	
4/24/2006	-10.80%	-19.00%	-14.60%	18.30%	-14.00%	
5/1/2006	-6.50%	-18.30%	-13.50%	11.50%	-12.70%	
5/8/2006	-7.70%	-18.80%	-13.70%	12.30%	-13.20%	
5/15/2006	-11.90%	-15.60%	-12.60%	8.20%	-12.70%	
5/22/2006	-9.60%	-15.00%	-9.90%	5.10%	-11.40%	
5/29/2006	-7.90%	-13.00%	-12.10%	8.60%	-10.20%	E-mail sent to NYR 5/23/2006
6/5/2006	-8.50%	-13.90%	-14.00%	9.20%	-11.10%	Orientation Begins
6/12/2006	-6.70%	-8.70%	-11.10%	9.90%	-7.60%	05-06 Orientation began this week
6/19/2006	-13.70%	-14.80%	-12.10%	10.60%	-12.90%	
6/26/2006	-8.80%	-16.50%	-18.90%	-4.30%	-13.10%	NYR letters sent 6/20/2006
7/3/2006	-2.20%	-15.40%	-19.30%	-9.80%	-10.00%	Largest jump of summer/No Orientation
7/10/2006	-7.80%	-14.00%	-16.60%	-5.80%	-8.70%	No 05-06 Orientation
7/17/2006	-6.50%	-13.90%	-18.20%	-6.10%	-10.70%	Phone calls to NYR
7/24/2006	-6.50%	-14.20%	-12.10%	-5.30%	-9.90%	Phone calls to NYR
7/31/2006	-6.20%	-14.10%	-10.20%	-3.10%	-9.30%	
8/7/2006	-4.70%	-13.50%	-7.60%	-2.00%	-8.00%	
8/14/2006	-5.80%	-13.70%	-8.80%	-6.90%	-8.90%	No Orientation
8/21/2006	-5.40%	-13.10%	-9.90%	-12.80%	-8.80%	

Does not include SPAN or non-degree students.

Financial Aid

Here are just a few of the proactive steps we have taken to increase enrollment and retention.

- Held individual FAFSA sessions on the IUPUI campus in January and February. We announced the sessions through emails to continuing students and letters to new incoming students.

- Sent a welcome letter to all new admits weekly introducing the office to them, encouraging them to apply for financial aid and advised the students how they will receive information from us (email) and to check that.

- Completed freshmen packaging in the middle of March, earlier than the previous year by about a week. *We may have gotten our letters out the same time IUB did, I don't have my stats folder at home.*

- Sent a variety of targeted communications to students throughout the summer to let students know about missing items and to encourage them to complete the FAFSA. This included a calling campaign to the freshmen. For students who were denied aid due to satisfactory academic progress issues, we communicated with each student and explained the appeal process and sent an appeal form to them.

- We completed the SAP training for the academic units.

- We identified students who had a past due balance and sent them communications to let them know we can possibly help them with loans so they can re-enroll for the fall.

- We contacted students who are eligible for state grants (must be full time) and were not enrolled full time for fall to let them know they could receive additional funding if they enrolled in additional hours. Last year we saw a 50% increase of those students taking a full load - I am not sure what the numbers are from this year yet.

- Participated in the two-day housing move in days. We staffed a table and individually counseled students. We had notified the students and their parents ahead of time that we would be there to help them with their financial aid questions prior to the date.

- We worked all summer to ensure that the financial aid was disbursed in a timely manner. During the first week of classes we never had a line of students that was longer than 15-20 students, and the wait time was never more than 15-20 minutes. I believe all of our proactive efforts through the summer resulted in a very smooth fall start.

- *According to Greentree Gazette, in 2004-2005 (the latest year for which data are available), IUPUI had a total of 36,344 loans processed for an amount total of $200,205,104 and ranked 17th in the top 100 FFELP schools. (IU Bloomington was ranked 16th with a total of 36,585 loans processed for an amount total of $200,983,264.)*

Office of International Affairs

Newly admitted students

A follow-up congratulatory message was sent to all undergraduate & graduate international student admits within a few days of notification of the admission decision, offering housing and arrival assistance.

Measure of effectiveness: Provided arrival services to 99 students, up 300% from prior years, conducted survey of new students

International student incentive scholarship & visa fee voucher programs. Program review to compare enrollment yields for first two years of program in progress.

Continuing students

- Reminders are sent to all students at the start of each semester regarding full-time enrollment requirement & process for exceptions.
- Individual follow-up (e-mail, phone) over first several weeks of each semester with students not meeting enrollment requirements.
- International Student Grant program provides grants to students facing unanticipated financial need—students invited to apply each semester. Program has very high retention/graduation rates.

Other initiatives
- Establishing new system to track international students transferring out prior to graduation in order to identify & analyze transfer destinations/reasons/patterns.
- Beginning Fall 2006, proactive message sent to new students to explain registration holds and encourage students to address pro-actively. This will be done each semester.
- Regular communications throughout the year on matters pertaining to international student status: local address updates, mandatory health insurance program, travel procedures, application procedure for optional employment authorizations, student visa document extension reminders, etc.
- Employment Conference for international students (Spring)

Tax Assistance Workshops (Spring)

Awaiting Responses
- Continuing Studies
- Kelley School of Business
- Engineering & Technology
- Informatics
- Journalism
- Liberal Arts
- Music
- Science
- University College

10/23/06

IUPUI

Indiana University–Purdue University Indianapolis

SAVE the DATE

EVENT:	**Recruitment Training Seminar**
WHEN:	**January 17, 2007**
	Noon - 4:00 pm
WHERE:	**CA 438**

This will be a workshop for the designated recruiter from each academic unit. Some examples of the topics covered: best practices for IUPUI recruitment, IUPUI's recruitment mission, strategic planning to coordinate recruitment outreach events in high schools. Additional details will follow.

Doubling Teaching & Learning

IUPUI
Indiana University-Purdue University Indianapolis

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Baccalaureate	2,212	2,429	2,499	2,654	2,776				4,400
Projected	2,212	2,429	2,499	2,654	2,798	2,920	3,055	3,191	3,326
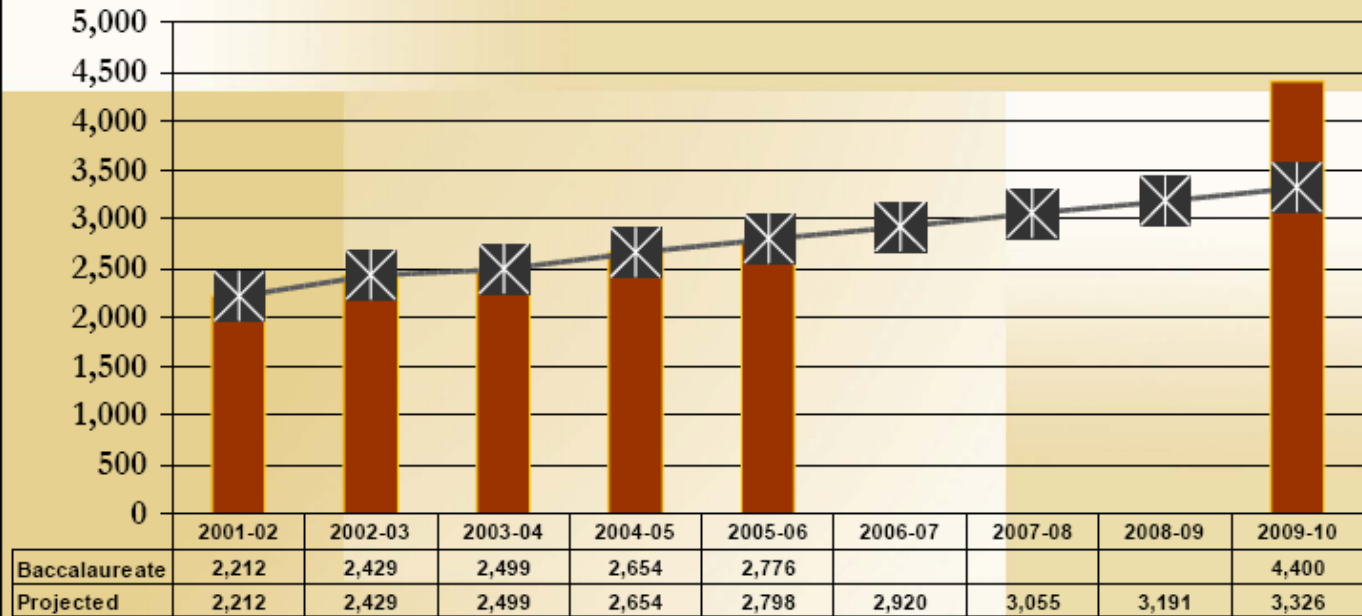
From Chancellor Bantz's State of Campus address October 3, 2006

IUPUI International Student Enrollments Fall 2006

IUPUI Office of International Affairs

IUPUI + Columbus International Student Enrollment
2001-2006 (Fall Semesters)

	Non Degree	Undergraduate	Graduate	Total
Fall 2001	98	304	410	812
Fall 2002	71	342	462	875
Fall 2003	79	354	480	913
Fall 2004	75	351	499	925
Fall 2005	67	352	505	924
Fall 2006	57	345	540	942
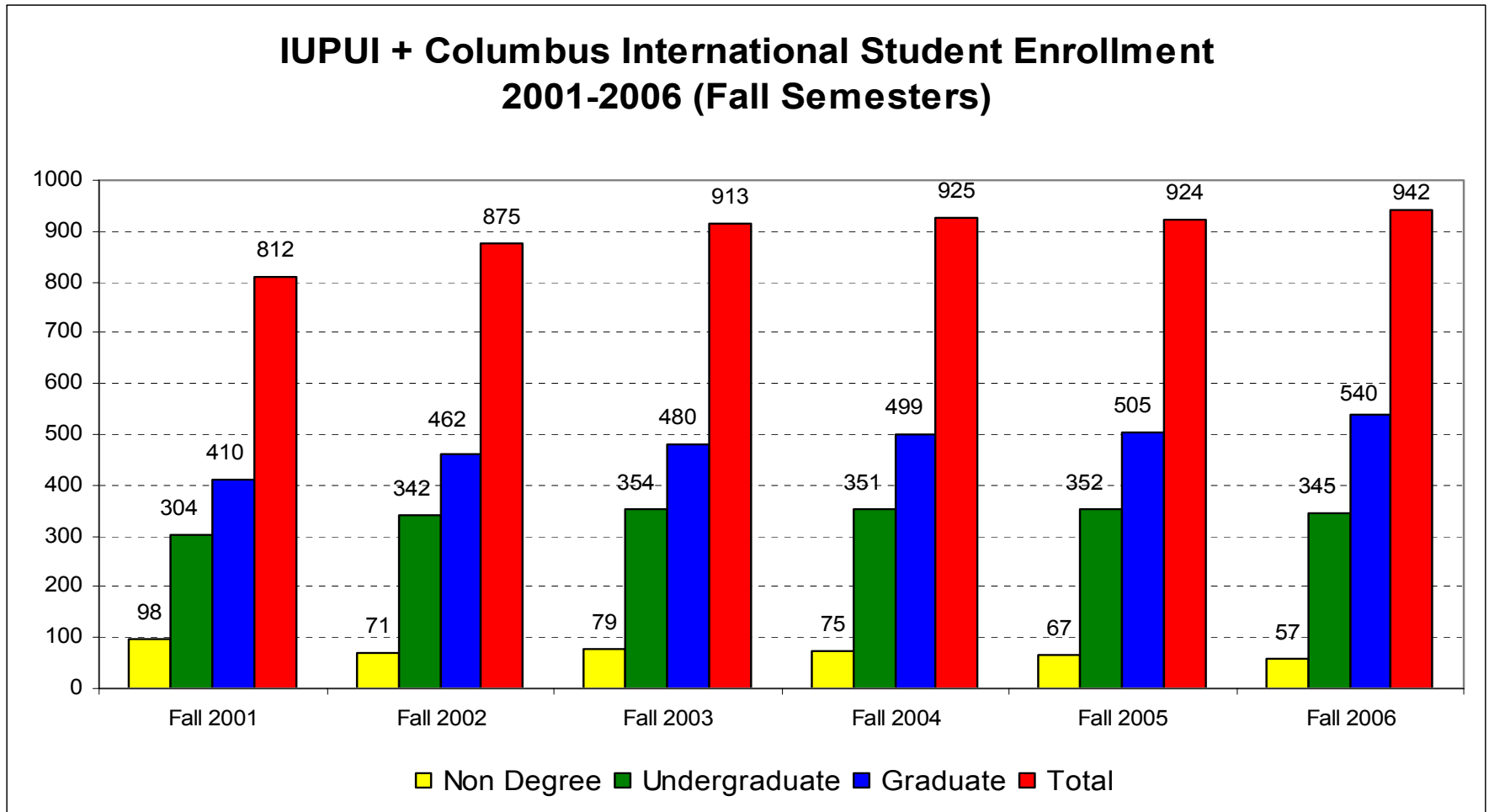
IUPUI+Columbus Fall 97-06 New Enrollment

Year	Undergraduates	Graduates/Prof.	Total
1997	41	68	109
1998	34	91	125
1999	51	114	165
2000	64	135	199
2001	98	163	261
2002	60	117	177
2003	76	158	234
2004	67	154	221
2005	88	155	243
2006	98	162	260

■ Undergraduates ■ Graduates/Prof.
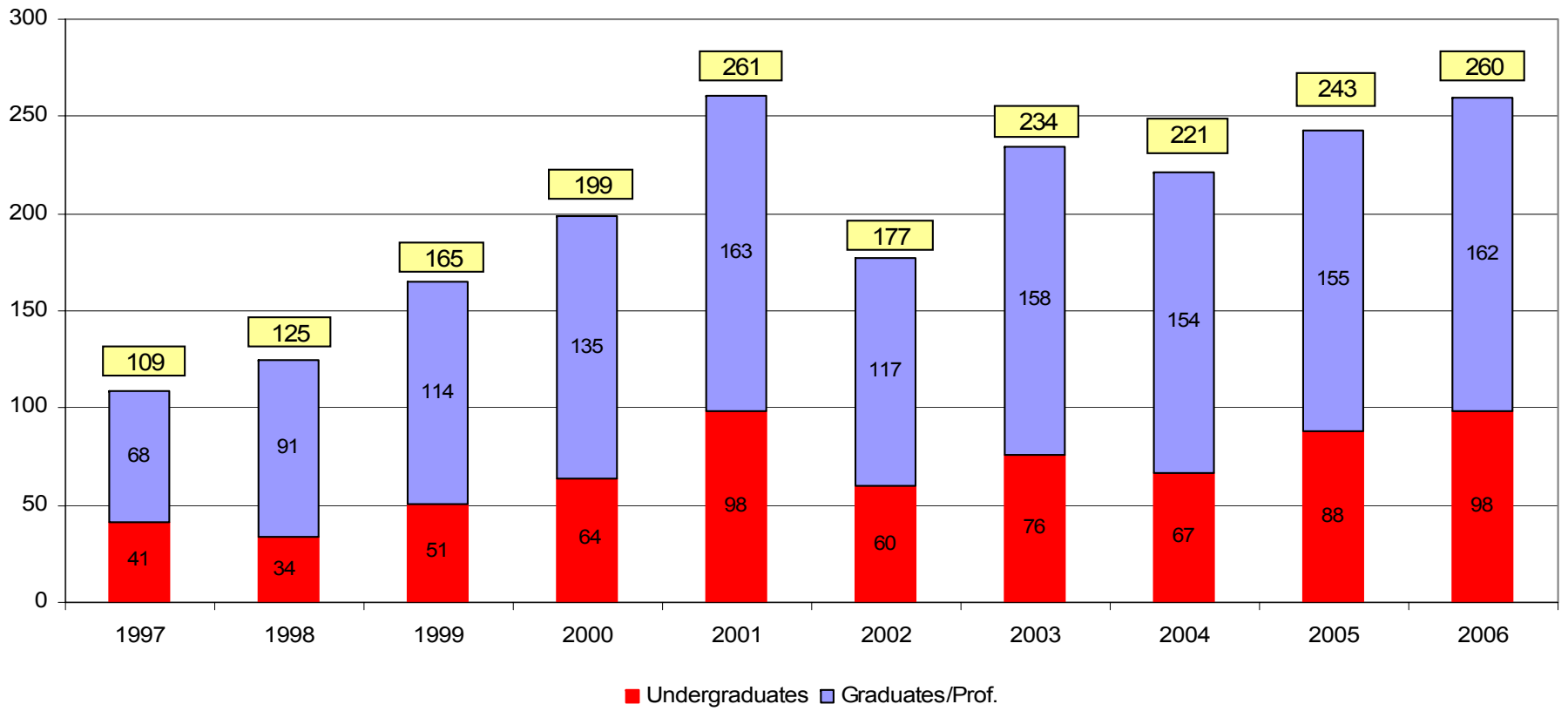
IUPUI International Students Total Enrollment by School/Unit

Legend: 2002 | 2003 | 2004 | 2005 | 2006
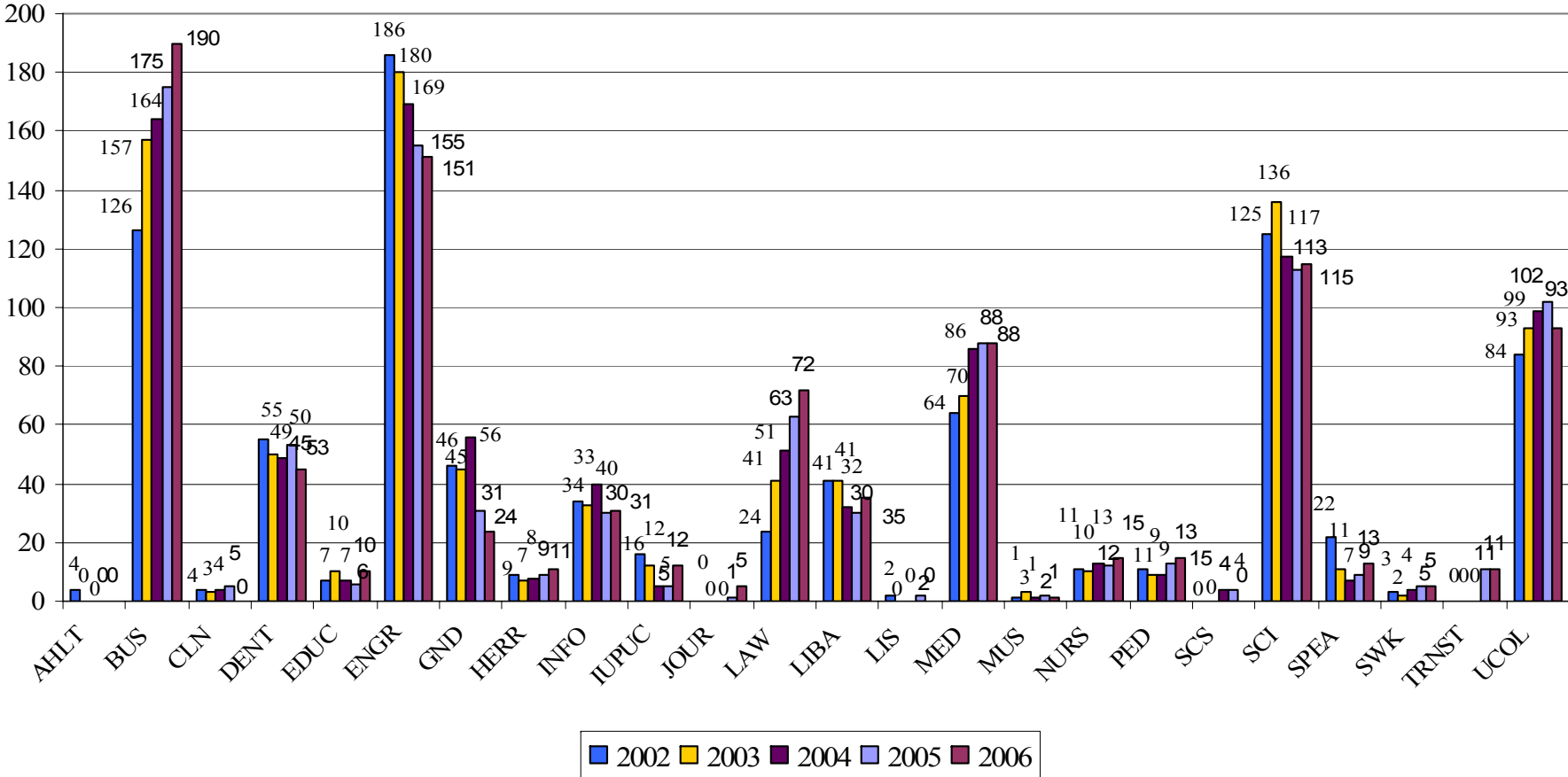
UCOL Breakdown 2003-2006 (Fall Semesters)
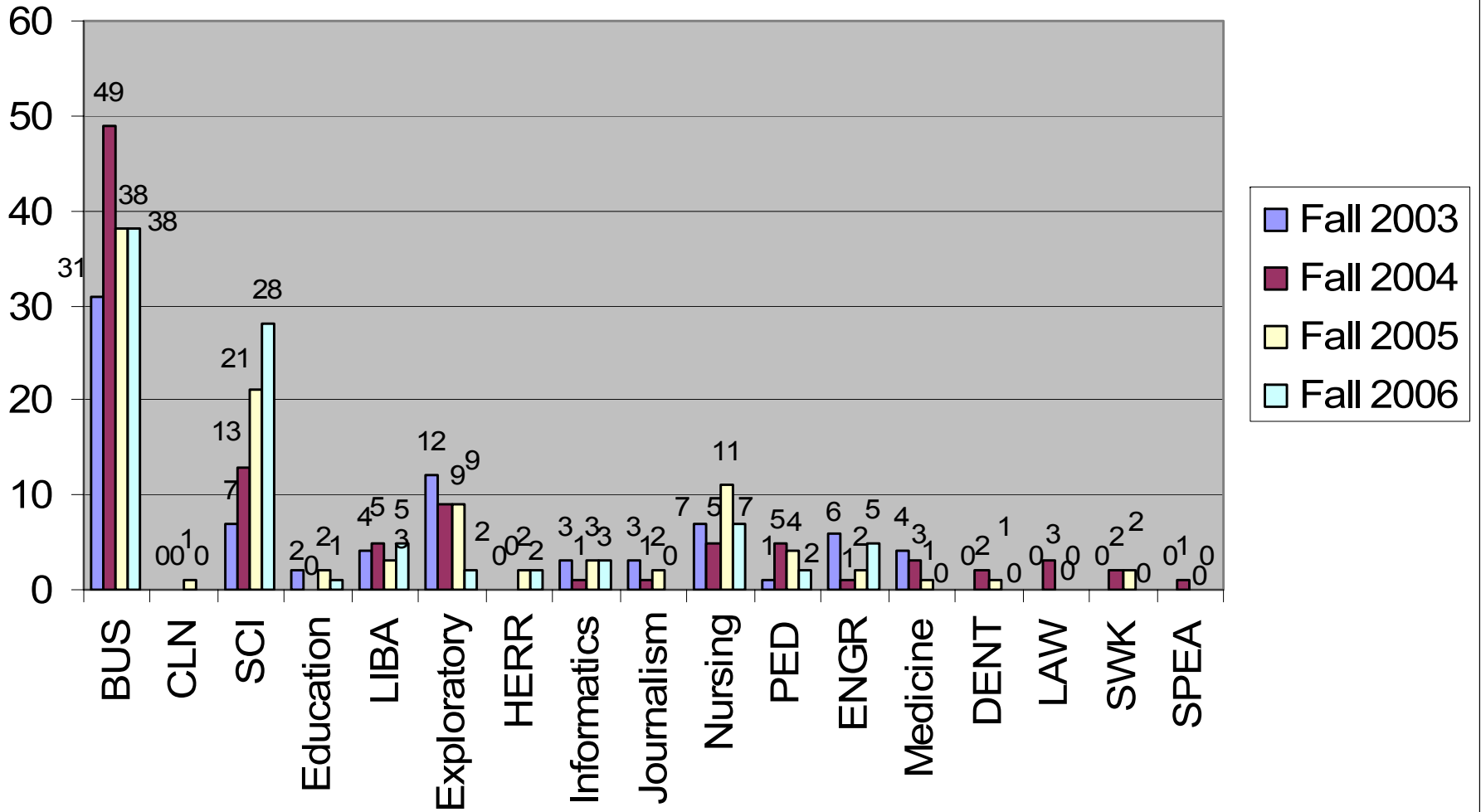
Top Ten Countries Represented 2004-2006

2004-2005*			2005-2006*			2006-2007*	
P.R. China	183		P.R. China	178		P.R. China	180
India	173		India	156		India	170
South Korea	64		South Korea	76		South Korea	62
Taiwan	45		Taiwan	52		Taiwan	50
Canada	40		Canada	43		Canada	47
Japan	37		Japan	31		Mexico	33
Mexico	25		Nigeria	25		Japan	29
Malaysia	23		Mexico	25		Saudi Arabia	27
Nigeria	22		Malaysia	20		Nigeria	26
Pakistan	18		Turkey	19		Indonesia	18
Indonesia	18		Indonesia	19		Others	300
Others	277		Others	280		Total Top 10	642
Total Top 10	648		Total Top 10	644		Total Enrolled	942
Total Enrolled	925		Total Enrolled	924		% Top 10 / Total	68.2%
% Top 10 / Total	70.1%		% Top 10 / Total	69.7%			

Overlay of Academic Plan and Enrollment Management Council Priorities and Action Plan

Academic Plan Goal and Action Items
EMC Priorities and Action Plan

AP Goal #		EMC #
Recruitment		
1-A-1	Guaranteed Professional Program Admissions (GPPA)	
	Expanded recruiting efforts for students likely to continue at grad level in programs with capacity	EMC 3
1-A-4	Student ambassadors	
1-A-9	High school contacts	
	Collaborate with Grad affairs recruitment for marketing plan	EMC 3
	Enhance relationships and raise expectations of courses of students	EMC 4
	Participate in Establishment of ICHE Core Transfer Library and 12 statewide articulated programs	EMC 4
	Consideration of diversity & internationalization in recruiting	EMC 5
	Improve and expand communication with students, such as communications and recruiting calendars	EMC 8
1-A-10	Out of State and International Recruiting (Aggressive recruiting)	
	Collaborate with Grad affairs recruitment for marketing plan	EMC 3
	Improve and expand communication with students, such as communications and recruiting calendars	EMC 8
4-F-2	Duplication of Effort	
	Continue to promote interactions among enrollment management-related groups	EMC 9
	Collaborate with Grad affairs recruitment for marketing plan	EMC 3
	Improve and expand communication with students, such as communications and recruiting calendars	EMC 8
Enrollment Management		
1-A-3	Enrollment size and shape	
	Educate campus as to importance and use of EM, including training on extant and new resources	EMC 7
	Engage the academic units in enrollment forecasting and capacity analysis	EMC 1
	Review analysis of Fall 06 admissions data	EMC 1
	Coordinate with the Retention and Graduation Council in analyzing retention trends and implications EMC 1	
	Continue process for academic units to establish enrollment targets for Fall 2007	EMC 2
	Continue to promote interactions among enrollment management-related groups	EMC 9
4-C-1	Bachelor's degree students	
		EMC 2
	Address rate limiting factors in meeting IUPUI doubling goal of 4000 baccalaureate degrees in 2010	

4-C-2	Master's degree students	
	Expanded recruiting efforts for students likely to continue at grad level in programs with capacity	EMC 3
	Promote undergrad research opportunities, including summer, to inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	EMC 3
1-E-1	Professional Sciences Masters degrees	
	Expanded recruiting efforts for students likely to continue at grad level in programs with capacity	EMC 3
	Promote undergrad research opportunities, including summer, to inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	EMC 3
4-C-3	Alternative course formats	
	Encourage new program formats outside of traditional formats, calendars, and methods	EMC 6
	Coordinate with activities of Council on Lifelong Learning, Center for Teaching & Learning, & academic units	EMC 6
1-D-3	Summer courses	
	Encourage new program formats outside of traditional formats, calendars, and methods	EMC 6
4-C-4	Other summer programs (community, professional workshops)	
	Encourage new program formats outside of traditional formats, calendars, and methods	EMC 6
	Coordinate with activities of Council on Lifelong Learning, Center for Teaching & Learning, & academic units	EMC 6
4-F-5	Low enrolling courses	
4-E-2	Space shortage	
	Review changes in class meeting patterns and times	EMC 2

Others of Interest to EMC

1-A-5	Cooperative Education	
1-A-2	Honors College	
	Promote undergrad research opportunities, including summer, to inspire students to consider graduate study and identify strong candidates for recruitment to graduate schools	EMC 3
1-A-8	Department and campus Web sites	
	Improving and expanding communications with students using a variety of methods and media	EMC 8
4-H-3	Campus culture and housing	
1-D-8	Residence halls	

Academic Plan Action Items   http://www.iupui.edu/administration/acad_affairs/actionplan.html

EMC Priorities and Action Plan   http://registrar.iupui.edu/emc/action-plan.pdf

20-Oct-06