Strategic Enrollment Management at IUPUI: An Overview

Council for Retention and Graduation

March 3, 2016
What is Strategic Enrollment Management (SEM)?

Strategic enrollment management is a concept and process that enables the fulfillment of institutional mission and students’ educational goals.

Bontrager
Traditional Enrollment Perspective of the Student Success Continuum

Enrollment Services Focus

- Recruitment / Marketing
- Orientation
- Academic Support
- Financial Support
- Co-Curricular Support
- Classroom Experience
- Retention

Student’s College/University Career

Degree/Goal Attainment

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The SEM Perspective of the Student Success Continuum--Both Undergraduate and Graduate Students

Student’s College/University Career

- Recruitment / Marketing
- Orientation
- Classroom Experience
- Co-curricular Support
- Degree/Goal Attainment
- Admission
- Financial Aid
- Academic Support
- Retention

Career
SEM is...

• The range of activities that influence a student’s initial and continued enrollment
• The programs, policies and processes that impact institutional enrollment
• The organizational framework and structure that supports institutional and student goals
• Tied into the institutional academic and strategic plan

“BOTH the student and the institution should benefit by reaching their goals in an effective SEM model”
The Purposes of SEM are Achieved by...

- Establishing **clear goals** for the number and types of students needed to fulfill the institutional mission
- Promoting **students’ academic success** by improving access, transition, persistence, and graduation
- Promoting institutional success by enabling effective **strategic and financial planning**
- Creating a **data-rich environment** to inform decisions and evaluate strategies
The Purposes of SEM are Achieved by...

- Improving process, organizational and financial efficiency and outcomes
- Strengthening communications and marketing with internal and external stakeholders
- Increasing collaboration among departments across the campus to support the enrollment program
Yohlunda Mosley
IUPUI Director of Undergraduate Admissions
The SEM Perspective of the Student Success Continuum

Admissions Focus

Recruitment / Marketing
Orientation
Classroom Experience
Co-curricular Support
Degree/Goal Attainment

Student’s College/University Career

Admissions
Financial Aid
Academic Support
Retention
Changing Postsecondary Education Landscape

Non-White Share of Public High School Graduates, 2019-20 (Projected)

Source: See data for this map, compiled from the Knocking at the College Door full report and data. More information is also available on the Technical Notes page.
The Classic Admissions Funnel

- Prospects
- Inquiries
- Applicants
- Admits
- Matrics

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Stages of Recruitment

College-Bound Population (Stealth)

Engage
- Identify and Engage the Student Prospects You Want

Inquiry
- Deepen the Relationship & Educate Those Who Express Interest

Apply
- Invite Inquiries to Campus & Market into Applicant Status

Admit
- Application Completion, Assessment and Decision

Yield
- Apply Aid, Distinguish the Institution & Secure the Applicant’s Decision to Enroll

Enroll
- Transition into student Status and Register

Retain
- Reenroll, Support Persistence and Focus on Success

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Admissions Challenges

• Changing student population:
  • Increasing diversity
  • “Swirling” – increased demand for more credit transfer
  • More on-line enrollment/blended learning
  • Increase in underprepared students

• Increased competition:
  • Tiering of institutions/reputational rankings
  • Demographic shifts

• Need to find new markets
Admissions Opportunities

• Collaborative efforts across units

• Innovative outreach with technology:
  ▪ We can essentially always be available

• Availability of data
  ▪ Campus that’s responsive to changing demographics
  ▪ Assessing Environment
  ▪ Establishing Priorities
Marvin Smith

IUPUI Director of Student Financial Services
The SEM Perspective of the Student Success Continuum

Financial Aid Focus

Student’s College/University Career

Recruitment / Marketing
Orientation
Classroom Experience
Co-curricular Support
Degree/Goal Attainment

Admission
Financial Aid
Academic Support
Retention
Financial Aid Challenges

- Demographic trends (i.e., increases in 21\textsuperscript{st} Century Scholars, O’Bannon Grant Recipients, needy students)
- Economic trends (less saving for college, concern about loan debt)
- Social and lifestyle trends (new “necessities” like smart phones, laptops, own bedroom, fast food, cars, etc.)
Financial Aid Challenges

- Education trends (more prepared students overall, more segmentation)
- Competition trends (need-based aid and merit scholarship “arms race”)
- Retention and unmet financial need
Annual Unmet Financial Need and One-Year Retention FT, FT Beginners

Total Unmet Financial Need Academic Year

<table>
<thead>
<tr>
<th>Year</th>
<th>$0-$1,000</th>
<th>$1,001-$2,000</th>
<th>$2,001-$3,000</th>
<th>$3,001-$4,000</th>
<th>$4,001-$5,000</th>
<th>$5,001-$6,000</th>
<th>$6,001-$7,000</th>
<th>$7,001-$8,000</th>
<th>$8,001-$9,000</th>
<th>$9,001-$10,000</th>
<th>More than $10,000</th>
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</thead>
<tbody>
<tr>
<td>2011</td>
<td>$7,623 (n=730)</td>
<td>$7,924 (n=818)</td>
<td>$6,760 (n=989)</td>
<td>$6,064 (n=1000)</td>
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<td>2012</td>
<td>$4,750 (n=1547)</td>
<td>$5,125 (n=1666)</td>
<td>$3,815 (n=1948)</td>
<td>$3,219 (n=2123)</td>
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<td>2014</td>
<td>$4,750 (n=1547)</td>
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</tbody>
</table>

Source: IRDS Data presented at CRG

Analyses include only students who completed FAFSA
# Unmet Financial Need

<table>
<thead>
<tr>
<th>Unmet Financial Need</th>
<th>N</th>
<th>One-Year Retention Any IU</th>
<th>One-Year Retention IUPUI IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>No FAFSA on file</td>
<td>325</td>
<td>81%</td>
<td>76%</td>
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<tr>
<td>No Unmet Financial Need (FAFSA on file)</td>
<td>1182</td>
<td>82%</td>
<td>77%</td>
</tr>
<tr>
<td>$1 to $1000 Unmet Need</td>
<td>173</td>
<td>80%</td>
<td>72%</td>
</tr>
<tr>
<td>$1001 to $2000 Unmet Need</td>
<td>162</td>
<td>80%</td>
<td>75%</td>
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<td>$2001 to $3000 Unmet Need</td>
<td>201</td>
<td>83%</td>
<td>75%</td>
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<tr>
<td>$3001 to $4000 Unmet Need</td>
<td>156</td>
<td>78%</td>
<td>69%</td>
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<tr>
<td>$4001 to $5000 Unmet Need</td>
<td>165</td>
<td>72%</td>
<td>66%</td>
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<tr>
<td>$5001 to $6000 Unmet Need</td>
<td>156</td>
<td>76%</td>
<td>70%</td>
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<tr>
<td>$6001 to $7000 Unmet Need</td>
<td>167</td>
<td>80%</td>
<td>76%</td>
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<tr>
<td>$7001 to $8000 Unmet Need</td>
<td>105</td>
<td>62%</td>
<td>57%</td>
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<tr>
<td>$8001 to $9000 Unmet Need</td>
<td>104</td>
<td>63%</td>
<td>58%</td>
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<tr>
<td>$9001 to $10,000 Unmet Need</td>
<td>104</td>
<td>59%</td>
<td>51%</td>
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<tr>
<td>More Than $10,000 Unmet Need</td>
<td>450</td>
<td>48%</td>
<td>42%</td>
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<tr>
<td>Grand Total</td>
<td>3450</td>
<td>74%</td>
<td>69%</td>
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</table>

Source: IRDS Data presented at CRG
Financial Aid Proactive Initiatives

- Expanded Need Based Aid
  - Homestretch Program
  - GAP Award
  - Other Supplemental Need Based Aid
- Near Graduation Aid
Financial Aid Proactive Initiatives

- Financial Literacy Initiatives
- Loan Debt Counseling
- Advisor Collaboration
- SEM Department Collaboration
- Data Analysis
Mary Beth Myers

IUPUI Registrar
The SEM Perspective of the Student Success Continuum

Registrar Focus

Recruitment / Marketing
Orientation
Classroom Experience
Co-curricular Support
Degree/Goal Attainment

Student’s College/University Career

Admission
Financial Aid
Academic Support
Retention
Registrar Initiatives & Opportunities

• **Classroom Experience**
  • IUPUI Classroom Committee
  • Classroom funding source
  • Improved technology/SMART classrooms
Registrar Initiatives & Opportunities

• **Academic Support & Retention**
  - Academic Support Management Team
  - Academic Advising Report coding and support
  - iGPS, Degree Map design and support
  - State, University, Campus initiatives (TSAP, MSEP, etc.)

• **Course Scheduling/Management**
  - What is right mix of class inventory each term?
Registrar Proactive Initiatives

• Assembly, comparison, analysis, discussion and potential harmonization of disparate student policies across campus
• Coordination of MSEP information and processes
• Pre-requisite review, clean-up and support
• Classroom availability for second 8-week classes
• Matching degree map information with course scheduling each term