

**Indiana University of Pennsylvania**  
**2007-2008 Enrollment Management Action Plan**

Page 1 of 7

**INTRODUCTION**

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During the 2007-2008 Academic Year, the four broad components of the enrollment management function will be development and implemented, consistent with the 2007-2012 IUP Strategic Plan, Advancing a Legacy of Excellence.

As IUP's Strategic Plan defines enrollment management as "the integrated systems approach that focuses on student enrollments from the time of the initial inquiry through graduation and post-graduation." The Strategic Plan sets forth two goals:

- A. *Refine and executive a university enrollment management plan to recruit, retain, and graduate all students.*
- B. *Engage all members of the university community to strengthen recruitment and retention efforts.*

It is the intention of this one-year action plan to address both of these broad goals within the Strategic Plan. The four broad components of this Action Plan follow. Within each of these four components, key success indicators (KSI) are identified, along with one-year objectives, action steps, and managers responsible for implementation.

**A. FALL 2008 UNIVERSITY-WIDE EM TACTICS**

- 1. Implement a university-wide, holistic approach to enrollment management by enhancing the enrollment management culture, which engages all members of the university community.**

**B. FALL 2008 IUP EM TACTICS PLAN FOR UNDERGRADUATE ADMISSIONS**

- 2. Enhance IUP name recognition, image, and geographic exposure.**
- 3. Increase the number of applications and matriculated students from new markets and out-of-state students and increase new out-of-state students from 126 to 156.**
- 4. Expand the recruitment of minority students increasing new UG minority students by 8%, from 494 to 534.**
- 5. Enhance the recruitment of transfer students and increase the new transfer enrollment 9% to 660.**
- 6. Formulate the Fall 2008 admissions plan to increase applicant to deposit yield from 31% to 34%.**
- 7. Increase the number of applications for existing markets by 3% to 11,129.**
- 8. Strengthen the Developmental Studies Model and increase new student enrollment to 250.**
- 9. Strengthen the Punxsutawney First-Year Program and increase new student enrollment to 275.**
- 10. Build Northpointe Regional Campus enrollment growth and increase new first-year students to 90 and new graduate students to 40.**

**C. FALL 2008 IUP EM TACTICS PLAN FOR GRADUATE ADMISSIONS**

- 11. Formulate the Fall 2008 admissions plan to increase graduate applicant to deposit yield from 40% to 42%.**
- 12. Increase name recognition of IUP graduate academic programs and increase applications from 1,946 to 2,380.**
- 13. Diversify modes of graduate instruction including on-line MS in Criminology.**
- 14. Develop new graduate programs including 2 Ph.D. programs and a MA program.**

**D. FALL 2008 IUP EM TACTICS PLAN FOR UNDERGRADUATE RETENTION**

- 15. Improve orientation, testing, advising, and registration of new first-year and transfer students.**
- 16. Study retention and graduation IUP performance indicators and the National Survey of Student Engagement and identify tactics to improve university performance resulting in targets exceeded performance on internal, peer, and system comparisons, and student satisfaction.**
- 17. Develop first-year curriculum by Fall 2008.**

**Colleges will develop enrollment goals by academic program, working toward the institutional Fall 2008 goals for:**

2,839 New Freshmen  
660 New Transfer Students  
900 New Graduate Students  
8,300 Returning Undergraduate Students  
1,500 Returning Graduate Students  
55 American Language Institute

**14,254 Total**

**Indiana University of Pennsylvania**  
**2007-2008 Enrollment Management Action Plan**

Page 2 of 7

**A. FALL 2008 UNIVERSITY-WIDE EM TACTICS**

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**1. Implement a university-wide, holistic approach to enrollment management by enhancing the enrollment management culture, which engages all members of the university community.**

**KSI: Enrollment Management Council formed and 2007-2012 Plan developed and approved.  
(President, Executive Team, AVPEM, and EMC)**

**Action Steps:**

- a. By December, 2007, form the Enrollment Management Council and subcommittee structure and appoint members. (President, Provost, VSPA, AVPEM)
- b. By December, 2007, finalize the predictive new and continuing student enrollment algorithm for use for Fall 2008.
- c. By December, 2007, combine all new student and registration reports into a series of sequential and inter-connected reports, for use for Fall 2008.
- d. By May, 2008, finalize a completed plan that can be articulated by key stakeholders in the enrollment process. (AVPEM and EMC)
- e. By May, 2008, implement the full EM services model to include the office of the registrar and admitting offices.

**B. FALL 2008 IUP EM TACTICS PLAN FOR UNDERGRADUATE ADMISSIONS**

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**2. Enhance IUP name recognition, image, and geographic exposure.**  
(AVPEM and Admissions Director)

**KSI: Increase the number of inquiries by 3%, from 16,614 to 17,114**

**Action Steps:**

- a. Develop a more sophisticated search process. Students will be ranked by level of interest using the following data points. Resources, including personnel, will be targeted at those students with the highest ranking.
  - Use geodemographic data to identify target areas. Those households we are likely to be successful in recruiting.
  - Rank students level of interest by self initiated responses.
  - Create a data bank of students that have sent us their SAT.
  - Look at historical data for recruitment trends.
- b. Work with the Academic Colleges to develop program specific communication plans.
  - Mail major specific letters in the Fall 2007.
  - Have faculty in Spring 2008 make calls to students of high interest identified in 2(a) above.
  - Have a major specific event tied to the Academic Expo in Spring 2008.
- c. Work with University Relations to deliver a unified message for advertising.
  - All print communication will deliver a message of value and academic reputation.
  - By December of 2007 review all print ads.
  - Identify coverage of current ads
  - Study message effectiveness through student focus group feedback.
  - Get faculty and staff feedback
  - By Spring of 2008 make recommendations to University relations for improvement of current print material or develop a new family of messages.
- d. Collaborate with University Relations to improve the appearance and effectiveness of the IUP website.

**Indiana University of Pennsylvania**  
**2007-2008 Enrollment Management Action Plan**

Page 3 of 7

- 3. Increase the number of applications and matriculated students from new markets and out-of-state students and increase new out-of-state students from 126 to 156. (AVPEM, Admissions out-of-state recruiters)**

**KSI: Increase the number of matriculants from non-Pennsylvania states by 12%, from 126 to 156. (AVPEM, Admissions Director, Admissions out-of-state recruiters)**

**Action Steps:**

- a. Boost visibility in the following out-of-state markets:
- Incorporate the tuition differential message in all out-of-state ads/publications.
  - Conduct high school visits in the following states:
    1. Pennsylvania
    2. Michigan
    3. Maryland
    4. Ohio
    5. Indiana
    6. Maryland
    7. Virginia
    8. DC
    9. West Virginia
    10. New York
    11. New Jersey
  - Participate in college fairs in the following states:
    1. Pennsylvania
    2. Michigan
    3. Maryland
    4. Ohio
    5. Maryland
    6. Virginia
    7. DC
    8. West Virginia
    9. New Jersey
  - Conduct community college visits in the following states:
    1. Pennsylvania
    2. New Jersey
    3. Washington DC
  - Conduct 6 crimson showcase events in the following metropolitan areas, in close collaboration with Alumni Affairs:
    1. Pittsburgh
    2. Detroit
    3. Cleveland
    4. Baltimore
    5. Washington, DC
    6. New York/New Jersey
  - Build a relationship with Interlochen Arts Academy:
    1. July and August visits by Dr. Luckey
    2. Spring visits by faculty in the College of Fine Arts.
- b. Promote the tuition differential plans through:
- Letter to all Faculty and Staff about tuition differential plans.
  - Advertisement in IUP Magazine.
  - E-mail communication with alumni.
  - Outreach from Athletic Coaches to out-of-state students for sports with particular capacity needs.
- c. Identify students that have a Hot Prospect Score (HPS) greater than or equal to "1".
- HPS = 1, focus on letter communications and "programs of distinction".
  - HPS > 1 and <= 3, letter communications and "programs of distinction" brochure, telecounseling, and Admission Counselor Calls.
  - HPS >= 4, Letter communications and "programs of distinction". Admission Counselor Calls, Faculty Calls, Utilize Ambassadors and Athletic Coach Connections.
  - Calls will begin February 1, 2008 and will be ongoing.

**Indiana University of Pennsylvania**  
**2007-2008 Enrollment Management Action Plan**  
**December 9, 2007**

Page 4 of 7

- 4. Expand the recruitment of minority students increasing new UG minority enrollment for 494 to 534.**  
(AVPEM and Admissions minority recruiters)

**KSI: Increase the number of minority students by 8%, FROM 494 TO 534**

**Action Steps:**

- a. Refine and focus search and travel to those areas with the greatest chance to be successful.
- b. Develop outreach efforts to high-achieving students of color:
  - Conduct a Fall on-campus program for Pittsburgh students
  - Conduct a Fall on-campus program for Philadelphia students
  - Conduct a Pittsburgh Crimson Showcase
- c. Formalize the Pittsburgh Urban League Initiative.
- d. Create Dual Enrollment program with selected Philadelphia Public Schools.
- e. Create a program in the Fall targeting minority students in the Philadelphia area with an SAT greater than 900. Provide transportation to the Indiana campus. The program will be created as a tie in to the November Expo.

- 5. Enhance the recruitment of transfer students and increase the new transfer enrollment 9% to 660.**  
(AVPEM, Associate Provost, Director of Admissions, and Transfer Services)

**KSI: Increase the number of transfer students by 9%, from 568 to 660.**

**Action Steps:**

- a. Complete signing of institutional and program articulation agreements with community colleges.
  - Westmoreland County Community College
  - Community College of Beaver County
  - Allegheny County Community College
- b. Enhance programs that provide an opportunity for transfer students to visit campus.
- c. Conduct visits to community colleges by faculty.
- d. Strengthen relationships with key stake holders at community colleges.
  - Establish IUP days at each of the five community colleges in Western Pennsylvania
- e. Increase applications by promoting a transfer scholarship and tuition differential for high-ability out-of-state transfer students.
- f. Evaluate effectiveness of second transfer counselor to insure ROI and if not, reposition these resources to other undergraduate admissions areas.

- 6. Formulate the Fall 2008 admissions plan to increase applicant to deposit yield from 31% to 34%.**  
(AVPEM and Admission)

**KSI: Increased applicant to deposit yield for new Freshman by 6.6%, from 2563 to 2839 for new Freshman.**

**Action Steps:**

- a. Establish academic program specific new Fall 2008 student enrollment goals.
- b. Send dean of student's congratulation letter to parents of accepted students.
- c. Add a yield piece that stresses outcomes to accepted students.
- d. Develop and enhance the telecounseling effort.
- e. Use triggers throughout the letter campaign in the admission cycle.
- f. Improve the phone system within Financial Aid to increase the response rate of financial aid applicants.
- g. Work with colleges to increase visitation opportunities that are program specific.
- h. Enhance the academic experience at the Expos.
- i. Conduct the Crimson Showcase for Pittsburgh.
- j. Identify hit points for admission counselors to call admits of "high interest".
- k. Expand instant messaging sessions.
- l. Through the SWAT, study the scholarship offer process and implement improvements to increase yield of offers from 30% to 50%.

**Indiana University of Pennsylvania**  
**2007-2008 Enrollment Management Action Plan**  
**December 9, 2007**

Page 5 of 7

**7. Increase the number of applications from existing markets to 11,129.** (AVPEM, AVPIM, Admissions)

**KSI: Increase the number of applications by 3%, from 10,805 to 11,129.**

**Action Steps:**

- a. Target search material to students more likely to attend, using Carnegie geo-demographic analysis.
- b. Conduct targeted telecounseling to students most likely to enroll.
- c. Reconfigure the high school travel to areas which offer the greatest opportunity for increases.

**8. Strengthen the Developmental Studies Model and increase new student enrollment to 250.**

(AVPEM, Dean, Chair)

**KSI: Increase in number of Act 101 students by 100%, from 127 to 250.**

**Action Steps:**

- a. Evaluate effectiveness of communications and marketing approaches and implement changes for Fall 2008 enrollment.

**9. Strengthen the Punxsutawney First-Year Program and increase new student enrollment to 275.**

(Provost, VPSA, AVPEM, Regional Campus Dean and Academic Deans)

**KSI: Total Enrollment of 275:**

**Fall 2008 UG first-year fall enrollment equals 125.**

**Fall 2008 UG 18 month AA enrollment equals 75, beginning Summer 2008.**

**Fall 2008 UG first-year summer enrollment equals 75.**

**Action Steps:**

- a. Change the admissions standards for Punxsutawney applicants:
  - HS CGPA 2.25 - yielding a potential of 99 more matriculants compared to last year
- b. Develop an 18-month Associate Arts Program, with the first cohort in Summer 2008.
  - HS CGPA 2.00 - yielding 280 eligible matriculants using last year's data
  - Create a brochure highlighting the benefits of both the AA program.
  - Implement a Communications Plan for AA admits:
    - Enhance admission letter to admits to promote AA program
    - Work with the local community to promote interest in the AA program.
- c. Continue PSOP with a projected enrollment of 75.
  - Create a brochure highlighting the benefits of PSOP (Summer/Jan).
  - Implement a Communications plan for Summer PSOP students:
    - Incorporate messages about financial aid and activities available to PSOP students.
    - Provide an incentive to attending the Summer by guaranteeing on campus Fall housing if a student enrolls in the Summer PSOP.
    - Enhance admission letter promote PSOP program.
    - Submit admit names weekly to Punxsutawney to staff. They will send follow up letter with brochure highlighting the program and benefits. In particular, there will be testimonials from current PSOP students highlighting their experiences.
    - Three weeks later mail a Financial Aid brochure highlighting the steps for applying for aid.
    - Four weeks later continued a letter highlighting schedule of events on campus to admit.
    - Four Weeks later tele-counseling.
    - Four weeks later and in two week increments mail a three postcard series highlighting outcomes. In particular, job placement, Internships and graduate school opportunities.

**Indiana University of Pennsylvania**  
**2007-2008 Enrollment Management Action Plan**

**December 9, 2007**

Page 6 of 7

**d. Communications plan for Fall Punxsutawney admits:**

- Develop and market a brochure to attract commuter students.
- 10/25 - Begin mailing admit letter from Admissions that includes information and a brochure on the summer program.
- 11/1 – Send letter from Punxsutawney Campus that includes a flyer marketing the summer program along with a tear-off commitment card (to be returned to Punxsutawney). Punxsutawney letters will be mailed no later than 1 week after Admissions letter. Send a letter at time of Fall Punxsutawney admit promoting the advantages of the Summer PSOP program. Guarantee housing in the Fall to those students admitted to the Summer program.
- Every 2 weeks after Punxsutawney letter is mailed, a follow-up schedule of events will be mailed that includes info regarding the spring campus visitation programs, approximate mailing dates for housing contracts and financial aid.
- Every 2 weeks after Punxsutawney letter is mailed, a postcard showing the summer program will be mailed FROM the students who participated in the 2007 program.
- January – Begin mailing housing contracts ONLY to those who committed to the summer program.
- January – Begin tele-counseling by students at Punxsutawney who will call prospective students to mention their positive experience.
  - Those admits who commit to the summer 2008 program
  - To prospects who have not committed (as needed to boost commits)
- Provide off-campus housing information to students who do not commit to PSOP.
- April – In two week increments mail a three postcard highlighting outcomes. Each series will highlight a different outcome; job opportunities for graduates, internships and graduate school opportunities.

**10. Build Northpointe Regional Campus enrollment growth and increase new first-year students to 90 and new graduate students to 40.**

**C. FALL 2008 IUP EM TACTICS PLAN FOR GRADUATE ADMISSIONS**

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**11. Formulate the Fall 2008 admissions plan to increase applicant to deposit yield from 40% to 42%.  
(AVPEM and SGS&R)**

**KSI: Increased applicant to deposit yield by 2%, from 1,946 to 2,380.**

**Action Steps:**

- a. Establish academic program specific new Fall 2008 student enrollment goals.
- b. Monitor progress and communicate outcomes through EMUR.

**12. Increase name recognition of IUP graduate academic programs and increase applications from 1,946 to 2,380.  
(AVPEM and SGS&R)**

**KSI: Increase in number of applications by 2%, from 1,946 to 2,380.**

**Action Steps:**

- a. Work with University Relations to integrate messages, focusing on academic program quality.

**Indiana University of Pennsylvania**  
**2007-2008 Enrollment Management Action Plan**  
**December 9, 2007**  
Page 7 of 7

**13. Diversify modes of graduate instruction including on-line academic programs.**  
(AVPEM and SGS&R, Graduate Coordinators, Chairs, Faculty)

**KSI: Study opportunities for alternative modes of graduate instruction.**

**Action Steps:**

- a. Identify and implement alternative modes of graduate instruction, through the study of the Graduate Instruction subcommittee of the EMC.
- b. On-line MS in Criminology

**14. Develop new doctoral and masters graduate programs.** (AVPEM and SGS&R, Chairs, Faculty)

**KSI: Develop new doctoral, masters, certificate programs.**

**Action Steps:**

- a. PhD in Nursing
- b. PhD in Communications Technology
- c. MA in Archeology

**D. FALL 2008 IUP EM TACTICS PLAN FOR UNDERGRADUATE RETENTION**

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**15. Improve orientation, testing, advising, and registration of new first-year and transfer students.** (EMC, EMC Retention Subcommittee, AVPEM, Director of Advising and Testing)

**KSI: Improve Spring Orientation participation by 100%, FROM 200 TO 400**  
**Decrease Late Fall Orientation participation by 50%, FROM 250 to 125.**

**Action Steps:**

- a. Develop strategies for Fall 2008 improvements, through the Retention Subcommittee of the EMC, chaired by the Vice President for Student Affairs
- b. Enlist the active involvement of the college-based graduate student advisors in the advising and registration process.
- c. Evaluate the spring orientation process and implement improvements to insure 200 at each of the spring weekend dates.
- d. Evaluate the summer/late orientation process and implement improvements to insure efficient operations.
- e. Study the late-seat resource issues and implement changes to insure adequate course availability.

**16. Study retention and graduation IUP performance indicators and the National Survey of Student Engagement and identify tactics to improve university performance resulting in targets exceeded performance on internal, peer, and system comparisons, and student satisfaction.** (EMC and AVPEM)

**KSI: Specific tactics identified to improve university performance and student engagement.**

**Actions Steps:**

- a. Analyze NSSE to identify improvements in student engagement.
- b. Analyze IUP performance relative to the funded performance indicators:
  - Degrees Awarded
  - Second Year Persistence
  - Four-Year Graduation
  - Six-Year Graduation

**17. Develop first-year curriculum for Fall 2008.** (Provost, Deans, Chairs, Faculty)

**KSI: Develop new first-year courses for Fall 2008**

**Action Steps:**

- a. Identify first-year courses by college and secure faculty champions for Fall 2008 implementation.