

## INTRODUCTION

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During the 2008-2009 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 the broad goals within the Strategic Plan and to achieve the KPI's in the Five Year Enrollment Management Plan. The four broad components of this Action Plan follow. Within each of these four components, key performance indicators (KPI) are identified, along with one-year objectives, action steps, and managers responsible for implementation.

### A. FALL 2009 UNIVERSITY-WIDE EM GOALS

**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 2009 IUP EM GOALS UNDERGRADUATE ADMISSIONS

1. **Grow the size of the University from 14,310 to 14,480.**
2. **Maintain 3,100 New First Time Students.**
3. **Increase the number of New Transfer From 583 to 600.**
4. **Improve the quality of the Incoming Freshman Class by increasing the SAT average from 985 to 1000.**
5. **Increase the Geographic Diversity of the Freshman Class from 7% to 8% for Non-Pennsylvania students.**
6. **Increase the Ethnic Diversity of the Freshman Class from 17% to 18%.**
7. **Increase the Market Share of the in IUP's primary market from 38% to 39%.**
8. **Increase the International student enrollment from 4.6% to 6%.**

### C. FALL 2009 IUP EM TACTICS PLAN FOR GRADUATE ADMISSIONS

9. **Maintain the overall graduate enrollment at 2,375.**

### D. FALL 2009 IUP EM TACTICS PLAN FOR UNDERGRADUATE RETENTION

10. **Increase the Retention Rate of First Year Students from 73% to 75%**

Colleges will develop enrollment goals by academic program, working toward the institutional Fall 2009 goals for:

3,100 New Freshmen  
600 New Transfer Students  
975 New Graduate Students  
8,350 Returning Undergraduate Students  
1,400 Returning Graduate Students  
55 American Language Institute  
**14,480 Total**

## A. FALL 2009 UNIVERSITY-WIDE EM GOALS

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### 1. Grow Size of the University supported optimally by University Resources.

#### Key Performance Indicators:

- Increase enrollment from 14,310 to 14,480 or 4.1%
- The total number of new students for each year in the plan will be 3,100
- Retention rate has increased by 2%
- Growth has been achieved by maintaining a student to faculty ratio of 17 to 1
- SAT mean improves from 985 to 1,000

## B. FALL 2009 IUP EM TACTICS GOALS UNDERGRADUATE ADMISSIONS

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### 2. Maintain 3,100 New First Time Students. (AVPEM and Admissions Director)

Key Performance Indicator: New student enrollment maintained at 2,795

Key Performance Indicator: SAT mean improves from 985 to 1000

#### Strategies

- In collaboration with Communications and Marketing, continue to improve messaging and branding for IUP
  - By September 2008 set up regular bi-weekly meetings discuss messaging and branding
  - By September 2008 meet with communications staff to discuss the current enrollment trends and challenges within our demographic market
- Develop collaborative projects with the academic community to improve the on campus experience for prospective students
  - By Spring 2009 develop an enhanced EXPO program with an opportunity to meet with faculty in their major
    - Explore with the Deans in Fall 2008 and with Chairs in January 2009
- Leverage high demand resources to potential students
  - Identify strategies by April 2009 for implementation in Fall 2009 for Fall 2009 class
    - Discuss the approach with Directors of Enrollment Management Units Fall 2008
    - Identify opportunities to implement by February 2009
- Increase the number of prospective students to our visitation programs
  - Create new opportunities for on campus visit programs
    - Research yield rates of admissions programs since 2005.
    - Devise revised program/agenda based on data and resources.
    - Consult with Deans and ADeans regarding new agenda.
    - Revise program based on feedback from Deans and ADeans.
    - Present new program format at Council of Deans meeting.
    - Deans and ADeans will share with Department Chairs.
    - New Campus Programs
      - October 13 (Columbus Day)
      - November 11 (Veterans Day)
      - December 1 (Monday after Thanksgiving)
      - February 16 (President's Day)
      - April 10 (Good Friday)
      - April 13 (Easter Monday)
- Develop major specific marketing plans
  - Complete May 2009
    - Work with Physics to improve the number of matriculated students by 10%
      - Identify Prospective Physics students for Fall 2008
      - Create and market a letter from the department in Spring 2009
      - Identify Physics specific visitation programs for Spring 2009
      - Physics faculty will call prospective students with an HPS  $\geq 6$  in Spring 2009

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**Fall 2009 Enrollment Management Action Plan**

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- Develop an award packaging strategy that leverages our scholarships and aid
  - Complete by March 2009
    - Create a historical yield analysis for different scholarships and aid programs by Fall 2008
    - Determine the effectiveness of the aid programs
    - Adjust aid levels to fully leverage aid programs. The adjustments will align with the strategic and five year plan
- Build a predictive model that projects the likelihood of prospective students matriculating
  - Complete design phase by May 2009 for use in Fall 2010 class
    - Identify the likely design team
    - Complete an outline for the Model
- Collaboratively work with key personal at regional campuses
  - Set up a “points of entry” meeting chaired by the Director of Admission for all regional campus coordinators
  - Set up ongoing meetings with the Deans at regional campuses to collaborate strategic plans
- Work collaboratively with Colleges to establish goals
  - Completed December 2008
    - Set up meetings to discuss changes in programs and goals for Fall 2009
    - Mail three -year history
    - Ask for Fall 2009 projections
- Redesign Communication Flow
  - Completed November 2008
    - Meet regularly with key admission personal on redesign
    - Develop a new Search Piece
    - Create two Apply Now postcards
    - Remove redundant and ineffective direct marketing pieces
    - Create new email communication
    - Redesign visit brochure
    - Redesign prospectus and limit mailings to senior inquiries and primary county prospective students
    - With current and new direct marketing target material to important touch points within the admission funnel
      - Spring of Junior Year - Get interested in University (this is the handoff from marketing)
      - Late Spring of Summer in Junior year - Push to visit
      - Fall of Senior year - Push to Apply
      - Spring of Senior Year - Push to Deposit

**3. Increase the number of new transfer students from 583 to 600 (AVPEM, Admissions out-of-state recruiters)**

**Key Performance Indicators: New transfer students increased from 583 to 600**

**Strategies**

- Develop a new matriculation agreement in collaboration with the Provost’s Office
  - By Spring 2009 develop a feasibility study for possible new articulation agreements
- Create an on-line course evaluation program
  - Completed Fall 2009
    - Developed conceptual framework for templates of programmatic requirements
    - Meet with Academic Deans and Associate Academic Deans to assure accuracy of templates
    - Meet with IT Services and Registrar offices to discuss feasibility
    - IT develops initial product  
[https://wwwdev.banner.iup.edu/pls/devl/swzkteao.P\\_IUPGetInfo?ret\\_course\\_tab=none](https://wwwdev.banner.iup.edu/pls/devl/swzkteao.P_IUPGetInfo?ret_course_tab=none)
    - Review by Transfer Services and Registrar's Office's. Feedback provided.
    - IT implements suggestions.
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- Complete Spring 2009
  - Transfer Services and Registrar's Office's will review to approve and/or make additional suggestions (test product).
  - IT will implement suggestions
- Create and continue to develop programs specific to transfer students
  - Complete by Spring 2009 improve and enhance the on campus Transfer EXPO

**4. Improve the quality of the incoming freshman class by increasing the SAT average from 985 to 1000.**  
(AVPEM and Admissions minority recruiters)

**Key Performance Indicator: SAT mean improved from 985 to 1000**

**Key Performance Indicator: Increase High School GPA for the incoming class from 3.1 to 3.2**

**Strategies**

- Increase the size of the Admission Funnel
  - See (2) above
- Leverage institutional and Board of Governor's Scholarships
  - See (6) below
- Recruit additional out-of-state students.
  - See (5) below

**5. Increase the geographic diversity of the freshman class from 7% to 8% for Non-Pennsylvania students.**  
(AVPEM and Transfer Services)

**Key Performance Indicator: Increase the percentage of out of state students from 7% to 8%**

Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
138	109	106	117	128	208
2,744	2,479	2,305	2,349	2,393	2,895
<b>5.03%</b>	<b>4.40%</b>	<b>4.60%</b>	<b>4.98%</b>	<b>5.35%</b>	<b>7.18%</b>

**Strategies**

- Target out of state Students with a program of distinction brochure
  - Complete February 2009
    - Work with communication on the development of an out-of-state program of distinction brochure.
    - Determine programs and activities that are unique and distinctive to IUP – Completed October 2008
    - Develop program based on the distinction – Completed November 2008
    - Mail February 2009
- Introduce a tuition discount in New Jersey that all graduating high school students are eligible to receive
  - Completed Fall 2008
    - Make recommendation to the Vice President

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**6. Increase the Ethnic Diversity of the Freshman Class. (AVPEM and Admission)**

**Key Performance Indicator: Increased the students of color percentage from 17% to 18%**

- Create a competition for the Board of Governor Scholarships
  - By November 2008 enhance the Fall Philadelphia Crimson Showcase to leverage the Board of Governor's Scholarship
    - Create a scholarship interview process for the Board of Governor's Scholarship. Require the prospective student to be at the interview to get the award.
    - Use direct marketing to create awareness and excitement.
    - Target the Philadelphia area Guidance Counselors to identify high ability students of color.
    - Tie the Philly program in the Fall to a bus trip in Spring 2009 for an Academic EXPO
  
- Develop a Dual enrollment Program with the Philadelphia School District
  - Complete Spring 2009 for the Fall 2009 High School Class
    - Meet with the Philadelphia School District (PSD) to discuss level of interest and feasibility of program.
    - Send examples of Memorandum of Understanding (MOU) and Concurrent Enrollment Agreement to PSD for review by their legal counsel
    - Review of PSD document by IUP legal counsel.
    - Feedback to PSD regarding document (indemnity clause-problematic).
    - Meet with new leadership of the PSD to discuss program.
    - Meet with ASPIRA, Inc. to discuss the possibility of them providing the computer labs for the students to take IUP courses.
    - Meet with Registrar, CE, Research Institute, Financial Aid, and IT services to discuss logistics of setting program up, orientation, testing, I-card, and funding.
    - Set up regular meetings with Dual Enrollment Committee (Registrar, CE, Research Institute, Bursar, Grants Office, and IT services) to discuss logistics of setting program up, orientation, testing, I-card, and funding.
    - Determine courses and faculty availability for dual enrollment course.
  - Complete Spring 2009
    - Feedback from PSD regarding MOU and Concurrent Enrollment Agreement language.
    - Finalize signing of MOU and Concurrent Enrollment Agreements.
    - Develop Orientation program for dual enrollment students/parents.
    - Work with PSD and ASPIRA, Inc. to determine eligibility and selection of student participants.
    - Students enroll in dual enrollment course(s) for Fall 2009 and Spring 2010.
    - Conduct program in Spring 2010 to bring these students on campus (Latino Exploration Day, MVP)

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**7. Increase the Market Share of the in IUP's primary market. (AVPEM, AVPIM, Admissions)**

**Key Performance Indicator: Increase our primary market share from 38% to 39%**

Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
1,232	1,087	988	975	849	1,094
2,744	2,479	2,305	2,349	2,393	2,895
<b>44.90%</b>	<b>43.85%</b>	<b>42.86%</b>	<b>41.51%</b>	<b>35.48%</b>	<b>37.79%</b>
Indiana, Westmoreland, Armstrong, Jefferson, Cambria, Allegheny, Blair, Butler					

**Strategies**

- Achieve market saturation by purchasing names from multiple search agencies and without regard to major
  - Completed September 2008
    - Increase by 20 percent the number of names purchased within the primary market
      - Purchase names from NRCCUA for eight county primary market
      - Purchase names within our primary market without regard to major
- Increase the number of college and high school visits within our primary market
  - Completed September 2009
    - Using MapPoint identify low yield admission counselor visits
    - Realign visits to high potential markets
- Strategic high end publication and marketing buys
  - Complete February 2009
    - Work with Communications and Marketing to determine potential resource targets
    - Determine required resources
    - Implement plan
      - (Note: we currently are allocating resources to a project that will greatly enhance the description of our academic majors)
- Working with Communication and Marketing to increase the awareness for pre-seniors
  - Completed Summer 2008
    - Develop awareness for the need by presenting at a Communication and Marketing retreat.
- Work with our Pittsburgh office to build relationships and programs with local high schools
  - Complete Spring 2009
    - Use their connections to develop participation at the Spring 2009 Pittsburgh Expo

**8. Increase the International student enrollment (International Admission Office)**

**Key performance Indicator: Increased Enrollment from 4.6% to 6%**

**C. FALL 2009 IUP EM TACTICS PLAN FOR GRADUATE ADMISSIONS**

**9. Maintain the overall graduate enrollment (Graduate School)**

**Key performance Indicator: Maintain Enrollment at 2,375**

**D. FALL 2009 IUP EM TACTICS PLAN FOR UNDERGRADUATE RETENTION**

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**10. Increase the Retention Rate of First Year Students (AVPEM, Dean, Chair)**

**Key Performance Indicators: Retention Rate Improved From 73% To 75%**

**Strategies**

- Conduct ongoing research into why a student leaves
  - Phase 1 Complete Spring 2009
    - Complete analysis and data set from EMC functional group
    - Create an on-line exit interview
      - Complete Spring 2009
        - By October 2008 form Subcommittee led by register to implement Exit Interview
        - Create online questionnaire
        - Trigger email notifications to affected offices dependent on response
- Improve the quality of the incoming class
  - See (4) above
- Develop a model to predict retention risk by incoming characteristics. Use the model to develop early intervention strategies.
  - Complete June 2009
    - Determine tool and method to develop model
    - Work with the Mathematics Department to develop a graduate internship opportunity
    - Determine Variables
    - Build Model
    - Implement for entering Fall 2009 class
- Develop a comprehensive and strategic enrollment retention program
  - Outline complete Spring 2009 by the Executive Director of Student Success
    - Develop a comprehensive retention strategy in consultation with the AVPEM
    - Determine SWOT analysis in consultation with EMC