

INTRODUCTION

During the 2010-2011 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 2010 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 2010 IUP EM GOALS UNDERGRADUATE ADMISSIONS

1. **Grow the size of the University from 15,126 to 15,310.**
2. **3,150 New First Time Students.**
3. **Maintain last year's 16% growth in the number of New Transfer students at 680.**
4. **Improve the quality of the Incoming Freshman Class by increasing the SAT average from 993 to 1000.**
5. **Increase the Geographic Diversity of the Freshman Class from 8.3 % to 9% for Non-Pennsylvania students.**
6. **Increase the Ethnic Diversity of the Freshman Class from 13% to 16%.**
7. **Increase the Market Share of the in IUP's primary market from 37% to 38%.**

C. FALL 2010 IUP EM TACTICS PLAN FOR GRADUATE ADMISSIONS

8. **Increase the graduate enrollment from 2299 to 2320.**

D. FALL 2010 IUP EM TACTICS PLAN FOR UNDERGRADUATE RETENTION

9. **Increase the Retention Rate of First Year Students from 77% to 79%**

Colleges will develop enrollment goals by academic program, working toward the institutional Fall 2011 goals for:

3,150 New Freshmen
680 New Transfer Students
770 New Graduate Students
9,105 Returning Undergraduate Students
1,550 Returning Graduate Students
55 American Language Institute
15,310 Total

A. FALL 2010 UNIVERSITY-WIDE EM GOALS

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

Key Performance Indicators:

- Increase enrollment from 15,126 to 15,310 or 1.01%
- The total number of new students for Fall 2011 is 3,150
- Retention rate has increased by 2%
- Growth has been achieved by maintaining a student to faculty ratio of 18 to 1
- SAT mean improves from 993 to 1,000

B. FALL 2010 IUP EM TACTICS GOALS UNDERGRADUATE ADMISSIONS

2. 3,150 New First Time Students. (AVPEM and Admissions Director)

Key Performance Indicator: New student enrollment at 2,715

Key Performance Indicator: SAT mean improves from 993 to 100 (Indiana campus)

Strategies

- Implement phase 2 of the personalized on-line portal for prospective students
 - By Fall 2010 set up a planning meeting to outline phase 2 tactics (complete).
 - The new functionality will enable the students to review missing items for financial aid and receive a personalized note if a college visit will be located near where they live.
 - During phase 1, IT completed a database to allow this additional functionality within the portal to occur.
- In collaboration with Communications and Marketing, continue to improve messaging and branding for IUP
 - Complete the development of a Financial Aid specific Facebook page. Have students monitor the sight for potential questions.
 - Complete Fall 2010
 - Meet with key constituencies on campus to discuss the current enrollment trends and challenges within our demographic market
 - Completed November 2010
- Implement the new Hobson's portal (completed August 2010)
 - Send a mailing to all Fall 2010 names in our search database (completed November 2010)
 - Invite the students via email communication the opportunity to sign up for a personalized web portal. The portal will display information specific to their interests. (Completed November 2010)
- Complete mini Webinars from various subject areas around campus. Subject areas to be included.
 - Admissions
 - Financial Aid
 - Advising and Testing
 - Housing
 - Three to five minute webinars. (completed November 2010)
- Purchase NRCCUA search names for Fall 2011 in November 2010. The goal is to engage the student early in the recruitment cycle.
 - Initially send a search piece followed by a holiday postcard.
 - Completed November 2010
- Increase the number of prospective students to our visitation programs
 - Create new opportunities for on campus visit programs
 - 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.
 - Deans and ADeans will share with Department Chairs.
 - Market widely the Campus Decision Day Programs
 - October 11 (Columbus Day)
 - November 11 (Veterans Day)

Indiana University of Pennsylvania
Fall 2011 Enrollment Management Action Plan

Page 3 of 6

- November 29 (Monday after Thanksgiving)
- February 21 (President's Day)
- April 21 (Holy Thursday)
- April 22 (Good Friday)
- April 25 (Easter Monday)
- Develop an award packaging strategy that leverages our scholarships and aid
 - Complete by March 2011
 - Use SPSS to identify how the mix of aid programs should be adjusted to maximize enrollment objectives for the Fall 2010 enrollment plan.
 - Determine the effectiveness of the aid programs
- Build a predictive model that projects the likelihood of prospective students matriculating. The model will output a probability outcome for each student within the search name buys. Students with a minimum attendance probability will be treated as an inquiry and provided the same level of mail.
 - Complete design phase by May 2011
 - Identify the likely design team
 - Purchase PASW Modeler (complete November 2009)
 - Complete an outline for the Model by February 2011
- Build a predictive model that projects overall enrollment for the University. The model projects enrollment by College, Major then Class.
 - Complete by February 1, 2011
 - Complete design phase by October 1, 2010 (Complete)
 - Develop Class Projection by November 1, 2010 (Complete)
 - Develop projection of returnees but December 1, 2010
 - Testing; December 1, 2010 to January 15, 2011
 - Roll out to campus, January 16, 2011 to February 1, 2011
- Collaboratively work with key personal at regional campuses
 - Set up ongoing meetings with the Deans at regional campuses to collaborate strategic plans
- Work collaboratively with Colleges to establish goals
 - Completed November 2010
 - Set up meetings to discuss changes in programs and goals for Fall 2011
 - E-mail four -year history
 - Ask for Fall 2011 projections
- Develop new reports to historically track all on campus visit programs.
 - Complete by April 2011
- Continue to evaluate the Communication Flow
 - Ongoing
 - Meet regularly with key admission personal on design and effectiveness of prior initiatives
 - Develop new emails to introduce the Hobson's portal
 - Develop a communication plan to market mini-webinars
 - 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. Maintain the number of new transfer students from 596 to 680 (AVPEM, Admissions out-of-state recruiters)
Key Performance Indicators: 680 new transfer students.

Strategies

- Continue to foster current matriculation agreement in collaboration with the Provost’s Office
 - Develop a feasibility study for possible new articulation agreements
 - Complete by February 1, 2011
 - Market the on-line course evaluation program to prospective students
 - Complete Spring 2011
 - Use email and a postcard to notify the prospective students of the tool
 - Meet with Associate Academic Deans to discuss the product
 - IT will implement suggestions
 - Work the Academic community in exploring a transfer proposal for students that matriculate with an Associate’s degree.
 - Complete by Spring 2011
 - Continue to enhance
 - Improve and enhance the on-campus Transfer EXPO. In particular make sure faculty participation is significant.
 - Use scholarships to enhance applications.
 - Work with housing to make sure adequate notice is available for prospective students looking for off-campus housing.
- 4. Improve the quality of the incoming freshman class by increasing the SAT average from 993 to 1000.**
(AVPEM and Admissions minority recruiters)
Key Performance Indicator: SAT mean improved from 993 to 1000 (Indiana campus)
Key Performance Indicator: Increase High School GPA for the incoming class from 3.1 to 3.3

Strategies

- Create and Market SAT Yield piece
 - See(2) above
 - 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 8.25% to 9% for Non-Pennsylvania students.**
(AVPEM and Transfer Services)
Key Performance Indicator: Increase the percentage of out of state students from 8.25% to 9%

Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
114	111	124	132	218	219	255
2,741	2,601	2,618	2,664	3,193	3,181	3,090
4.16%	4.27%	4.74%	4.95%	6.83%	6.88%	8.25%

Strategies

- Use targeted mailing to guidance counselors in other states highlighting the availability of the out of state tuition discounts.
- Northeast Ohio recruitment strategy – Complete Fall 2010 (done)
 - This is a three year plan that will require a consistent presence visiting the same high schools
 - Target PSAT search buys within a band around the Youngstown area

**Indiana University of Pennsylvania
Fall 2011 Enrollment Management Action Plan**

Page 5 of 6

- Increase the number of high schools visited by an admission counselor by ten. These high schools will need to be consistently visited over the three year plan.

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
 - November 2011 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 2010 for an Academic EXPO
 - Have the students participate in a welcome event in Fall 2011 when they matriculate to campus.

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

Key Performance Indicator: Increase our primary market share from 37% to 39%

Chart: All new students

Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
1,234	1,140	1,095	981	1,233	1,299	1,158
2,741	2,601	2,618	2,664	3,193	3,181	3,090
45.02%	43.83%	41.83%	36.82%	38.62%	40.84%	37.48%
Indiana, Westmoreland, Armstrong, Jefferson, Cambria, Allegheny, Blair, Butler						

Strategies

- Purchase search names for the eight county primary market in Fall 2010 for the Fall 2012 entering class
 - In Fall 2010, prior to normal search mailings (February), send an initial search piece followed by a holiday card mailing
- Achieve market saturation by purchasing names from multiple search agencies and without regard to major
 - Completed Spring 2011
 - Increase by 10 percent the number of names purchased within the primary market
 - Purchase names from NRCCUA for and expanded ten 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 December 2010
 - Using MapPoint identify low yield admission counselor visits
 - Realign visits to high potential markets
- Working with Communication and Marketing to increase the awareness for pre-seniors
 - Completed Summer 2010 and Fall 2010
 - Develop awareness for the need by presenting at a Communication and Marketing retreat.

C. FALL 2010 IUP EM TACTICS PLAN FOR GRADUATE ADMISSIONS

8. Maintain the overall graduate enrollment (Graduate School)

Key performance Indicator: Increase Enrollment from 2299 to 2320. The Graduate School is developing an enrollment management plan. (this will be updated by the graduate school)

D. FALL 2010 IUP EM TACTICS PLAN FOR UNDERGRADUATE RETENTION

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

Key Performance Indicators: Retention Rate Improved From 77% To 79%

Strategies

- Develop a peer mentoring program
 - By August 15, 2010:
 - Create a strategy for methodically assigning new first-year students to each peer mentor; work with the Undergraduate Admissions Office to keep the listing of admitted/registered students current.
 - Incorporate the Peer Mentors into the Fall opening orientation program, using them as Orientation Leads in the team-building exercises.
 - Grad Assistant for Peer Mentors and a SAHE practicum student will begin working with the Fall Peer Mentor program
 - By September 2010:
 - Succeed in bringing in first-year students to the Pratt Hall building and exposing these students to the academic services which are contained in the building, encouraging them to use these. Review current literature in the peer mentoring field to determine best practices and to develop network contacts. Create an informational sharing framework.
 - Provide a weekly staff meeting for the peer mentors and thoroughly review the topics which will be presented to the first year students who are being served.
 - Create an evaluation instrument for assessing the effectiveness of the peer mentoring program.
 - Create progress reports which can be reviewed and used for incorporating into retention data.
 - By December 2010:
 - Compile evaluations of first semester experiences with Peer Mentor program.
 - Begin a longitudinal study on the impact of the peer mentoring program for first-year students
- Improve the quality of the incoming class
 - See (4) above
 - From retention projection model completed in Summer 2009 develop strategies to increase retention.
 - Target aid to students with unmet need > \$6,325
 - Continue to push the early application. Students that complete the admission application early are retained at a much higher rate.
- Develop a comprehensive and strategic enrollment retention program
 - Outline complete Spring 2011 by the Executive Director of Student Success
 - Develop a comprehensive retention strategy in consultation with the AVPEM
 - Determine SWOT analysis in consultation with EMC