

Goal 4C Additional Students

Bachelor's degree students

Certain departments can probably handle the extra students with existing resources. May need help in recruitment.

*Committee: Bill Bosron, *Mike Donahue and Amy Jones.*

Current Status

- Under the auspices of the Enrollment Management Council, the schools have reviewed enrollment and related data and developed enrollment projections through 2010. The projections include the estimated capacity for the number of individual majors (and for the school) as well as the school's desired number of majors.

Recommendations

- Office of Admissions should continue to recruit broadly for qualified students for all programs rather than recruiting for specific majors
- University marketing efforts should focus on different individual schools in a rotation to help highlight the breadth of available IUPUI programs
- External recruiting initiatives by individual schools should be coordinated with the Office of Admissions to avoid consistency of information, appropriate referrals, and to lessen duplication of effort
- IUPUI schools need to do a better job of recruiting majors from within University College
- University College should make every effort to move qualified students to their desired schools as soon as possible
- Additional study of programs that identified rate-limiting factors such as limited laboratory space or advising capacity is needed. The latter is especially important in University College as this is a potential chokepoint for the campus

Implementation Strategy

- Successful methods of recruiting from within University College should be developed and where they are already in place for an academic unit, shared with others (list generation, mailings, receptions, etc.
- As part of the campus marketing program, promote individual schools in a rotation through print and Web

Academic Action Plan

Goal 4: Enhancements of the Resource Base

C. Additional Students

- **Bachelor's Degree Students**

Certain departments can probably handle the extra students with existing resources. May need help in recruitment.

Committee: Bill Bosron, Mike Donahue (chair), and Amy Jones

School Enrollment Projections, Desired Size, and Capacity

Over the past year, the [Enrollment Management Council](#) (EMC) has engaged the schools in establishing [enrollment projections](#).

Supported by the Office of Information Management and Institutional Research, the EMC worked with the academic units in establishing enrollment targets for the Fall 2006 semester as the initial step in creating a plan for both long-term and strategic enrollment management. Enrollment trends over the past ten years were shared with the schools which, in turn, projected their headcount of majors for 2006-2010. They also provided their optimal number of students (an *aspirational* goal) and their capacity for student majors. Information was provided for both undergraduate and graduate students, but was separable by program and student level for each school

In the Fall of 2006, the deans were given updated enrollment information and asked to review and revise their projections and goals as appropriate. Detailed responses for majors within schools appear in the site above and summaries are appended below.

Review of the Data

Using these data, our committee reviewed the schools' responses, focusing on undergraduate students. We determined that nearly all schools have a varying amount of capacity in terms of the number of majors they can serve, though a few programs may be at or even above capacity. Individual programs may have specific rate-limiting factors, such as available laboratory space, qualified faculty, etc. More study of these rate-limiting factors should be undertaken for programs already at or near capacity, especially if the school's aspirational goal for the number of students in the program is above the stated capacity.

Combining the schools' responses, in Fall 2006 the campus was at 82% of its capacity for undergraduates, 70% of its capacity for graduate students, and slightly over capacity for graduate-professional students¹. Stated another way, if the campus grew to capacity in all programs, it would add 4,473 undergraduates (an increase of 22.5% over Fall 2006) and 2,545 graduate students (an increase of 42.9%)². We believe that in some cases the aspirational goals may be overly ambitious, but also recognize that the campus is early in the enrollment planning process and the schools and the campus as a whole will become more adept at making projections over time.

External Recruiting for Beginning Students

Given the broad range of capacity across the schools, the Office of Admissions should continue to recruit broadly for qualified applicants for all programs rather than recruiting for specific majors. The focus should remain on recruiting beginning students as our enrollment shortfall is in the freshman and sophomore classes. Without students moving through the pipeline the number of undergraduate students will continue to decline at the very time schools expect to grow.

Taking this central recruiting perspective we can build upon one of the university's strengths—the breadth of available majors. At the same time we face the challenge of clearly defining/describing the programs appropriately for our prospective students. For example, IUPUI has a number of majors, especially in

computing and technology, that are not easily distinguished from one another and which may appear to be overlapping, resulting in potential confusion for prospective students.

Marketing efforts should be similarly broad in scope, though perhaps provide more detailed information on the range of majors and regularly feature individual schools in rotation. Essentially this approach builds upon the campus identity branding efforts of recent years, but goes a step deeper in print and Web promotions.

Additionally, we recognize that many of our traditional age prospects are largely first generation and may consider only majors (and institutions) that appear to lead most directly to jobs. We need to be able to direct those students to appropriate programs as well as to provide options to prospective students who are undecided as to a field of study. Staff in the Office of Admissions and Enrollment Center are trained to explore a prospect's interests and to discuss options. They also can provide important information on financial aid, scholarships, and related areas.

Some IUPUI academic units have assigned staff to help recruit for their programs. This may be a part- or full-time assignment for an administrative staff member or may involve faculty in making contacts with prospective students or participation in recruiting visits. It is essential that these efforts be coordinated with the Office of Admissions, both to avoid duplication of effort as well as to ensure appropriate information or referrals can be made to queries regarding other programs, financial aid, etc.

The recent implementation of new recruiting materials, including the JagJackets and information cards is a good step as it allows the Office of Admissions to provide detailed information to prospective students who express interest in a particular program. Expanding information targeted to this population on both central and school-based Websites is an important and necessary step for the university to take.

A review of the data shows that the university has done well in attracting a growing pool of qualified applicants and admits. In the Fall of 2006 applications for beginning students were up 10.3% and admits were up 4.3% with the number of applicants an all-time high and admits at a six-year high. At the same time the quality of both applicants and admits as measured by their high school rank continues to improve, with more students in the top 10% and top one-third of their classes. Transfer applicants and admits were both at ten year highs.³

In short, we have done well in attracting applicants and improving their quality. Given increased competition from other institutions and the more numerous educational options available to better qualified students, we must, at least, continue and preferably enhance the funding for our recruitment efforts.

External recruiting for Transfers

Transfer students are a significant source of applications to IUPUI. Ivy Tech is the primary source of transfer students for IUPUI. The growth of Ivy Tech Community College in central Indiana presents specific challenges to enrollment predictions for IUPUI. We expect that some students will elect to do 2 years at Ivy Tech because of the lower cost of tuition and then transfer to IUPUI for their BS/BA degree through the state mandated articulations between the two institutions. It will be important to monitor the effect of Ivy Tech on student enrollment and course capacity throughout a 4 year baccalaureate curriculum at IUPUI.

Internal Recruiting

The schools need to do a better job of recruiting majors from within University College. This serves not only the students who have already identified their perspective majors and are taking the necessary prerequisites, but also those who are either undecided or who are interested in high demand majors where due to limited capacity even qualified students may not be admitted. University College also must make every effort to move qualified students to their desired schools as soon as they are eligible.

In addition to the benefits of getting students into their degree-granting units as quickly as possible, there is another reason to do so. We are concerned that University College has identified its capacity and its preferred size at levels that will not allow for the kind of growth most degree-granting schools have projected. According to its responses in the enrollment projection project, UCOL is already at its preferred size (its *aspirational* goal) and projects staying at that size or serving a slightly smaller number of students between 2007-2010. In the Fall of 2006 it was at 92% of its *capacity* and at capacity would serve 600 more students than it did last Fall⁴. This translates to a growth of +8.6% while the campus as a whole projects its undergraduate capacity as 4,473 more students, an increase of 22.5%⁵.

Presumably University College is facing staffing issues in the number of advisors needed to counsel its students, but the campus must review this carefully as it is a potential choke-point for future institutional growth.

Improving retention of students is another key factor in moving students from admission into their desired schools and toward their degrees, but we recognize that is the work of another committee(s) and will not address it here.

Summary

- Capacity exists within most schools for additional undergraduate students, though some individual programs are limited in taking more students
- In some cases a school's aspirational goal for the number of students it would like to serve in a program is above the stated capacity. This is usually the result of rate-limiting factors such as specialized instructional space or available faculty. These factors should be studied and, where possible, addressed for programs already at or near capacity
- The campus should recruit broadly for qualified applicants for all programs rather than recruit for specific majors
- External recruiting should be managed and coordinated by the Office of Admissions
- IUPUI schools should expand their efforts for internal recruiting of students from within University College
- Capacity and optimal size for University College should be further reviewed as it poses a potential chokepoint for campus growth

1. See table 4 below

2. See table 2 below

3. [Point-in-Cycle](#) reports.

4. See table 3 below

5. See tables 1 and 2 below

1/25/07

Table 1: Projected Fall Enrollment Trend - IUPUI Summary by School

	Actual Fall Enrollment ¹										Projected Fall Enrollment					Est Capacity
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Asp Goal	
BUS ²	1,197	1,232	1,300	1,378	1,605	1,595	2,056	2,104	2,160	2,173	2,280	2,380	2,480	2,580	3,130	3,310
COLC	1,492	1,485	1,530	1,407	1,431	1,459	1,433	1,347	1,381	1,463	1,563	1,650	1,747	1,848	2,201	2,716
DENT	652	644	645	643	653	652	662	672	677	650	665	665	665	665	680	680
EDUC	2,062	2,033	1,890	1,790	1,885	2,174	2,007	2,059	1,924	1,849	2,060	2,160	2,259	2,365	2,545	2,835
EGTC GRAD (Non-degree) ³	1,936	1,953	2,042	2,207	2,332	2,543	2,575	2,462	2,347	2,287	2,344	2,455	2,600	2,746	3,405	3,608
HERR	676	686	681	738	716	743	782	814	812	846	895	936	974	1,006	1,052	1,052
INFO	45	62	195	290	418	503	565	624	614	617	665	706	750	797	841	876
JOUR	65	56	43	56	71	56	65	75	96	169	129	147	166	189	275	340
LAW	862	887	884	863	854	875	889	951	982	1,018	988	988	988	973	953	953
LIBA ⁴	1,553	1,460	1,406	1,406	1,412	1,560	1,663	1,766	1,843	1,940	2,049	2,158	2,221	2,333	2,448	2,284
LSTU	13	9	12	9	5	5	16	24	23	20	28	30	32	34	34	34
MED	1,698	1,713	1,718	1,709	1,585	1,644	1,712	1,785	1,792	1,820	1,734	1,765	1,811	1,865	2,076	1,759
MUS	12	19	11	15	23	30	31	21	31	35	34	35	38	40	80	80
NURS	1,098	1,076	1,049	984	1,175	1,333	1,429	1,337	1,338	1,362	1,214	1,266	1,275	1,288	1,258	1,275
PED	380	348	352	397	457	493	520	610	730	876	923	983	1,041	1,101	1,210	1,145
SCI ⁴	1,459	1,460	1,556	1,536	1,557	1,676	1,642	1,655	1,862	1,949	1,955	2,059	2,163	2,265	2,777	2,980
SCS	765	771	932	1,019	1,117	1,189	1,186	1,208	1,249	1,144	1,155	1,253	1,401	1,501	1,730	1,210
SHRS	553	497	402	309	176	175	172	144	182	197	202	206	210	210	210	215

SLIS	206	188	184	203	257	304	323	343	326	319	306	340	374	391	391	500
SPEA	964	953	950	1,020	980	1,011	1,038	1,017	1,007	991	1,039	1,114	1,197	1,294	1,422	1,377
SWK	538	552	563	563	558	525	579	599	689	703	648	659	675	693	734	734
UCOL	7,616	8,485	7,899	7,619	7,790	7,357	7,492	7,419	7,431	6,997	6,990	6,949	6,915	6,887	7,000	7,600
Grand Total	27,036	27,821	27,587	27,525	28,388	29,078	29,929	30,040	30,025	29,840	30,291	31,338	32,427	33,525	36,917	38,038

1. Duplicated headcount. Includes students enrolled in multiple careers such as Law and MBA.

2. Estimated capacity for Kelley Direct Online programs reported as unknown; the aspirational goal was used as estimated capacity for purposes of this report.

3. Goal and capacity listed as unlimited. The projection for 2010 was used for purposes of this report. Non-degree enrollment includes small number of degree-seeking students that were unmapped.

4. Does not reflect students enrolled in dual degree programs (e.g. excludes Computer Science certificate double majors, MPA/Phil Studies dual degree majors).

Source: IMIR January 2007

Table 2: Projected Fall Enrollment Trend - IUPUI Summary by Student Level

By Level	Actual Fall Enrollment ¹										Projected Fall Enrollment				Aspirational Goal	Estimated Capacity
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010		
Indianapolis:																
Undergraduate	18,687	19,224	18,917	18,847	19,376	19,740	20,116	19,985	20,186	19,867	20,158	20,679	21,270	21,836	23,732	24,340
Graduate	4,492	4,731	4,761	4,897	5,225	5,489	5,946	6,191	5,908	5,930	6,019	6,429	6,798	7,193	8,155	8,475
Professional	2,365	2,381	2,379	2,374	2,356	2,390	2,434	2,517	2,550	2,580	2,552	2,580	2,612	2,648	2,829	2,507
Indianapolis Total	25,544	26,336	26,057	26,118	26,957	27,619	28,496	28,693	28,644	28,377	28,728	29,688	30,680	31,677	34,716	35,322
Columbus:																
Undergraduate	1,443	1,443	1,499	1,364	1,366	1,370	1,339	1,236	1,298	1,375	1,437	1,519	1,610	1,705	2,065	2,546
Graduate	49	42	31	43	65	89	94	111	83	88	126	131	137	143	136	170
Columbus Total	1,492	1,485	1,530	1,407	1,431	1,459	1,433	1,347	1,381	1,463	1,563	1,650	1,747	1,848	2,201	2,716
IUPUI:																
Undergraduate	20,130	20,667	20,416	20,211	20,742	21,110	21,455	21,221	21,484	21,242	21,595	22,198	22,881	23,541	25,797	26,887
Graduate	4,541	4,773	4,792	4,940	5,290	5,578	6,040	6,302	5,991	6,018	6,144	6,560	6,935	7,336	8,291	8,644
Professional	2,365	2,381	2,379	2,374	2,356	2,390	2,434	2,517	2,550	2,580	2,552	2,580	2,612	2,648	2,829	2,507
Grand Total	27,036	27,821	27,587	27,525	28,388	29,078	29,929	30,040	30,025	29,840	30,291	31,338	32,427	33,525	36,917	38,038

1. Duplicated headcount. Includes students enrolled in multiple careers such as Law and MBA.

Source: IMIR January 2007

Table 3: Progress in Meeting Enrollment Capacity and Goals

	Actual Fall 2006 ¹	Projected				Change from Fall 2006				Achieved % for 2006		Estimated Capacity
		Fall 2007	Fall 2010	Asp. Goals	Est. Cap.	Fall 2007		Fall 2010		Aspirational Goals		
						N	%	N	%			
BUS ²	2,173	2,280	2,580	3,130	3,310	107	5%	407	19%	69%	66%	
COLC	1,463	1,563	1,848	2,201	2,716	100	7%	385	26%	66%	54%	
DENT	650	665	665	680	680	15	2%	15	2%	96%	96%	
EDUC	1,849	2,060	2,365	2,545	2,835	211	11%	516	28%	73%	65%	
EGTC	2,287	2,344	2,746	3,405	3,608	57	2%	459	20%	67%	63%	
GRAD(Non -degree) ³	415	425	455	465	475	10	2%	40	10%	89%	87%	
HERR	846	895	1,006	1,052	1,052	49	6%	160	19%	80%	80%	
INFO	617	665	797	841	876	48	8%	180	29%	73%	70%	
JOUR	169	129	189	275	340	(40)	-24%	20	12%	61%	50%	
LAW	1,018	988	973	953	953	(30)	-3%	(45)	-4%	107%	107%	
LIBA ⁴	1,940	2,049	2,333	2,448	2,284	109	6%	393	20%	79%	85%	
LSTU	20	28	34	34	34	8	41%	14	68%	59%	59%	
MED	1,820	1,734	1,865	2,076	1,759	(86)	-5%	45	2%	88%	103%	
MUS	35	34	40	80	80	(1)	-3%	5	14%	44%	44%	
NURS	1,362	1,214	1,288	1,258	1,275	(148)	-11%	(74)	-5%	108%	107%	
PED	876	923	1,101	1,210	1,145	47	5%	225	26%	72%	77%	
SCI ⁴	1,949	1,955	2,265	2,777	2,980	6	0%	316	16%	70%	65%	
SCS	1,144	1,155	1,501	1,730	1,210	11	1%	357	31%	66%	95%	
SHRS	197	202	210	210	215	5	3%	13	7%	94%	92%	

SLIS	319	306	391	391	500	(13)	-4%	72	23%	82%	64%
SPEA	991	1,039	1,294	1,422	1,377	48	5%	303	31%	70%	72%
SWK	703	648	693	734	734	(55)	-8%	(10)	-1%	96%	96%
UCOL	6,997	6,990	6,887	7,000	7,600	(7)	0%	(110)	-2%	100%	92%
Grand Total	29,840	30,291	33,525	36,917	38,038	451	2%	3,685	12%	81%	78%

1. Duplicated headcount. Includes students enrolled in multiple careers such as Law and MBA.

2. Estimated capacity for Kelley Direct Online programs reported as unknown; the aspirational goal was used as estimated capacity for purposes of this report.

3. Goal and capacity listed as unlimited. The projection for 2010 was used for purposes of this report. Non-degree enrollment includes small number of degree-seeking students that were unmapped.

4. Does not reflect students enrolled in dual degree programs (e.g. excludes Computer Science certificate double majors, MPA/Phil Studies dual degree majors).

Source: IMIR January 2007

Table 4: Progress in Meeting Enrollment Capacity and Goals by Student Level

By Level						Change from Fall 2006				Achieved % for 2006	
	Actual	Projected			Est. Cap.	Fall 2007		Fall 2010		Aspirational Goals	Estimated Capacity
	Fall 2006 ¹	Fall 2007	Fall 2010	Asp. Goals		N	%	N	%		
Indianapolis:											
Undergraduate	19,867	20,158	21,836	23,732	24,340	291	1%	1,969	10%	84%	82%
Graduate	5,930	6,019	7,193	8,155	8,475	89	1%	1,263	21%	73%	70%
Professional	2,580	2,552	2,648	2,829	2,507	(28)	-1%	68	3%	91%	103%
<i>Indianapolis Total</i>	<i>28,377</i>	<i>28,728</i>	<i>31,677</i>	<i>34,716</i>	<i>35,322</i>	<i>351</i>	<i>1%</i>	<i>3,300</i>	<i>12%</i>	<i>82%</i>	<i>80%</i>
Columbus:											
Undergraduate	1,375	1,437	1,705	2,065	2,546	62	5%	330	24%	67%	54%
Graduate	88	126	143	136	170	38	43%	55	63%	65%	52%
<i>Columbus Total</i>	<i>1,463</i>	<i>1,563</i>	<i>1,848</i>	<i>2,201</i>	<i>2,716</i>	<i>100</i>	<i>7%</i>	<i>385</i>	<i>26%</i>	<i>66%</i>	<i>54%</i>
IUPUI:											
Undergraduate	21,242	21,595	23,541	25,797	26,887	353	2%	2,299	11%	82%	79%
Graduate	6,018	6,144	7,336	8,291	8,644	126	2%	1,318	22%	73%	70%
Professional	2,580	2,552	2,648	2,829	2,507	(28)	-1%	68	3%	91%	103%
Grand Total	29,840	30,291	33,525	36,917	38,038	451	2%	3,685	12%	81%	78%

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