INDIANA UNIVERSITY
OFFICE OF ENROLLMENT MANAGEMENT

Strategic Plan Overview for 2010 and Beyond

"We must ensure that an IU education is not only excellent, but also accessible and affordable to every citizen in the state, no matter where they come from, no matter what their background, and no matter who they are."

— Michael A. McRobbie, from his Inaugural Address as IU President —

Pathways to Progress: Strategic Plan Overview for 2010 and Beyond

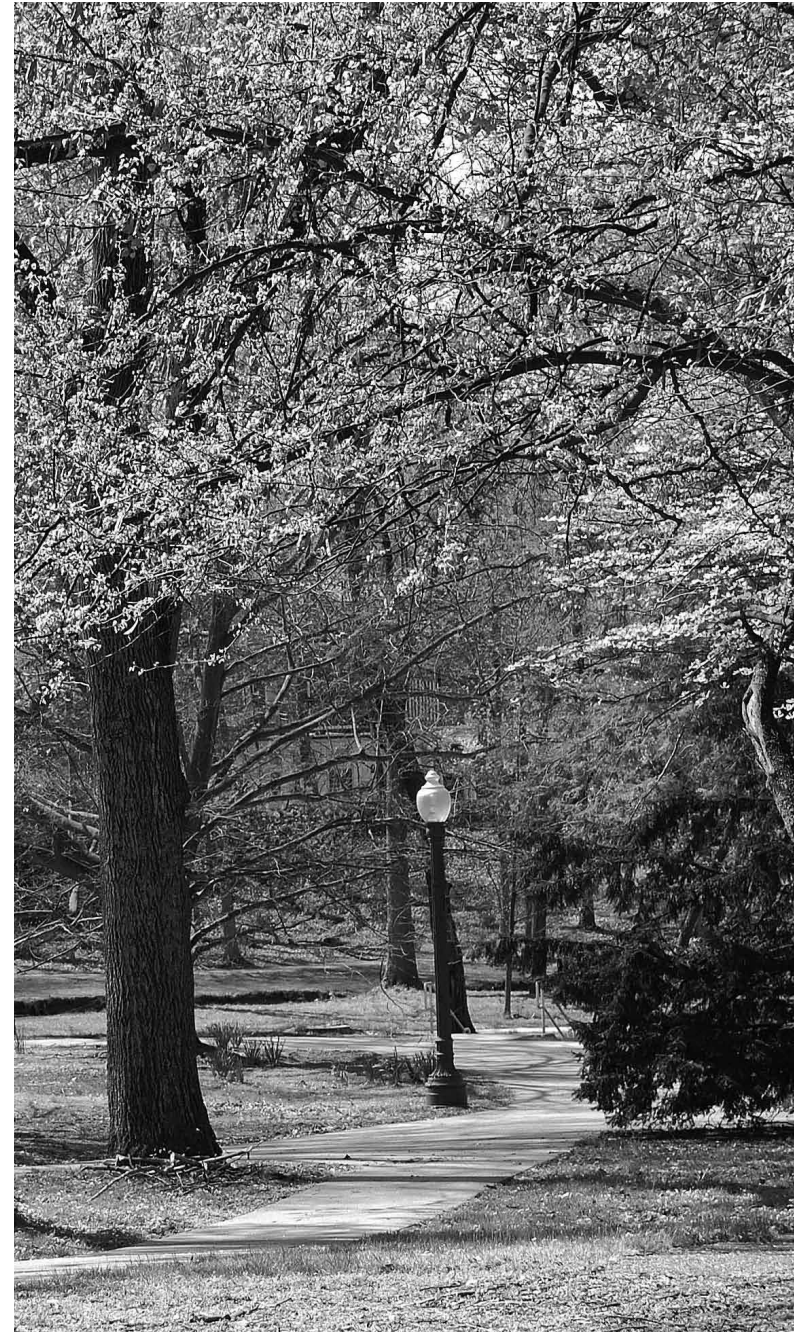## Welcome to the Office of Enrollment Management!

The goal of our organization is to provide outstanding service to the students, parents, faculty, staff, alumni and friends of Indiana University. Fundamentally, we believe a strategic enrollment management approach will support the core mission of Indiana University and the vision of our 18th President, Dr. Michael A. McRobbie. A strategic management approach to our work supports the outcomes and expectations of each admitted student, each orientation program held, each undergraduate, graduate and professional student enrolled, each scholarship and financial aid award made, as well as each faculty grade recorded and each transcript produced. These are but a few of the many services we provide to enhance the experience of our constituents.

In our organization, the core principles of who we are and the role we play in the life of the University are best described in the "student life-cycle." This illustration represents the foundation on which our organization is built. Simply stated, the Office of Enrollment Management (OEM) at Indiana University is a service-, research-, collaboration-, partnership- and constituency-based organization. We strive to be the best enrollment management organization in the country by constantly remaining focused upon our service abilities to key constituencies. Therefore, the student life-cycle is a visual representation of the key steps in student interaction with the University and each step must include successful service and consistency of message. It is our goal to exceed student expectations by performing our key functions effectively at each step of the life-cycle. Further, we strive to exceed the expectations of the related constituencies we serve.

In OEM, our dedicated team of professionals provide support, expertise, counsel and advice to a multitude of constituencies, both within and outside the student life-cycle. We develop constituent-centered solutions as well as provide important data and research to support campus decision-makers and stakeholders and to assist leaders in the state of Indiana to meet their goals for higher education. However, our support extends beyond the borders of our state and country. We support academic opportunities for international students to study in Bloomington as well as our own students to study abroad.

Today's students have many choices among colleges and universities — and they are sufficiently mobile to go where they choose. Our job begins with showing students and parents what will be gained by choosing Indiana University for an undergraduate or graduate education, followed by providing high quality service to enhance their learning experience during those years in Bloomington. We acknowledge and embrace the significant commitment we ask of parents today. We ask parents to entrust us with the future of the person who matters most in their lives — their son or daughter. It is a significant responsibility and one that we take very seriously.
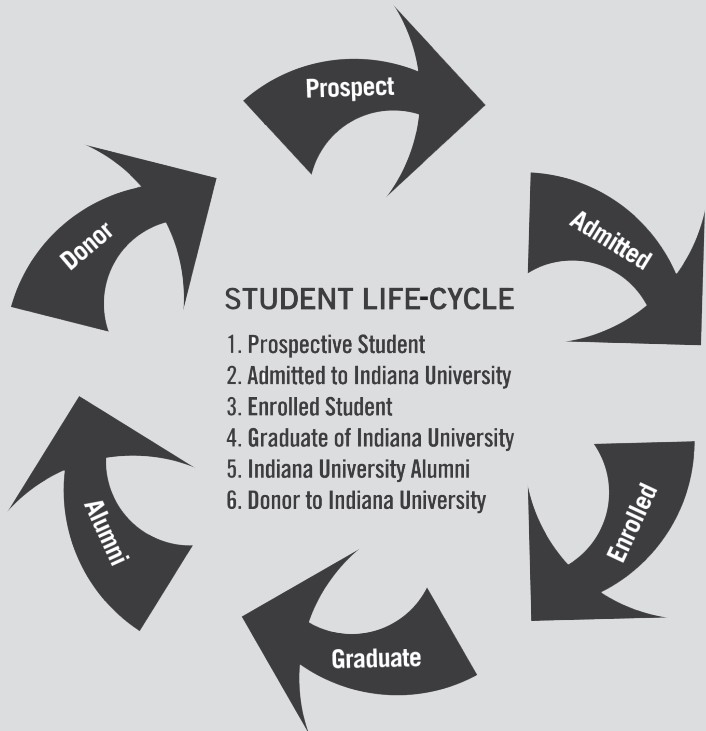
Over the past four years, our organization has made tremendous progress in managing the undergraduate enrollments in Indiana University. Over this time period, we have increased the average high school GPA and average SAT score of entering students to record levels, with four consecutive years

Our Departments and Divisions

- Admissions
- Enrollment Planning/Research
- First Year Experience Programs
- Interactive Communication
- Registrar
- Scholarship Office
- Student Financial Assistance
- Technology Integration

For information and detail about the Office of Enrollment Management, our staffing as well as further detail on our activities, aspirations, and accomplishments, view **www.indiana.edu/~oem**.

STUDENT LIFE-CYCLE

Prospect
Admitted
Enrolled
Graduate
Alumni
Donor

1. Prospective Student
2. Admitted to Indiana University
3. Enrolled Student
4. Graduate of Indiana University
5. Indiana University Alumni
6. Donor to Indiana University

of record increases in the student profile. In the same time period, we have increased the diversity of our campus in terms of ethnicity, social economic status, and first generation college students to record levels. Never before in the history of Indiana University has our campus been more diverse in these fundamental areas. We have created an international recruitment program second to none in these last few years, resulting in record enrollments from students outside the United States. Our enrollment has grown from approximately 38,000 four years ago to over 42,000 today. We have created two new "need-based" financial aid programs that have benefited thousands of students, while also re-designing our merit-based scholarship programs to enhance our academic profile. We have enhanced the service levels students experience throughout OEM. In short, our organization, building on the strong foundation established by others, has been on the move for the past four years, reaching new heights across OEM and impacting our campus in a positive manner. While the past four years have been incredibly positive in terms of accomplishments, our goal is to look forward.

This strategic plan entitled, "Pathways to Progress," is designed to provide an overview for 2010 and beyond for the Office of Enrollment Management. The plan is the result of numerous conversations, meetings, and strategic discussions about the future of Indiana University. Every member of our Enrollment Management team has had the opportunity to contribute to this strategic plan and it is my hope that every member of our team will embrace some portion of this plan and ensure that portion is completed. In addition to this strategic plan, our organization will develop and implement tactics which support our core principles. Progress reports will be issued annually as we move toward the goals we set for ourselves in the next few years and as we continue toward the full implementation of our strategic plan.

In conclusion, I invite you to review our strategic plan, Pathways to Progress. I believe the accomplishments of our organization over the past four years are impressive, but the future must be earned by a well-founded strategy supported by talented individuals. I believe we have both at Indiana University.

Go Hoosiers!

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Recruitment Objectives for New Freshmen

- Improve the quality of the freshmen class as defined by grade point average and standardized test scores.

- Increase the diversity of the freshman class as defined by ethnicity and social economic status.

- Increase the international presence of Indiana University.

- Keep IU affordable, particularly for Indiana residents.

Retention Objectives for Upper Class Undergraduates

- Increase the persistence rate from freshman to sophomore and through degree.
- Increase the 4-year graduation rate.
- Increase the 6-year graduation rate.

Actions/Tactics to Meet Goals for Enrollment Planning

- Develop and disseminate research analysis and data modeling relative to:
  - The attainment of recruitment and retention goals for defined populations of students.
  - Changes in student demographics relative to the representation of various ethnic groups as well as students from other nations.
  - Trends and changes in net cost, family income, and financial need.
  - Trends and changes in the representation of students from various social economic backgrounds as demonstrated by Adjusted Gross Income (AGI) relative to the median Indiana AGI.
  - Trends and changes in national high school graduation rates across the country.

- Offer information and advice to campus constituencies and stakeholders in Indiana relative to strategies that they might implement to meet enrollment goals at IU.

- Provide expert leadership and advice on enrollment management, student financial aid administration, scholarship initiatives, and support of academic initiatives that are designed to meet enrollment goals.

Our Mission Statement

The Office of Enrollment Management (OEM) is committed to providing outstanding student services through eight organizational departments and divisions. By applying a series of highly integrated information systems in a robust reporting environment, OEM provides ongoing analysis of the characteristics and behaviors of current, prospective, and former students in order to help Indiana University Bloomington achieve the following goals:

- To attract, admit, enroll and retain eligible students for the Bloomington campus, in accordance with academic policies and initiatives and campus priorities.
- To create and manage a campus schedule of course offerings; to register students; maintain the faculty's record of student academic performance; issue transcripts, grades, certifications, and diplomas.
- To administer federal, state, and institutional financial aid and scholarship programs.
- To counsel students and families in order to ensure access, choice, and a diverse student body that is representative of the citizens of the State of Indiana.
- To facilitate the development, implementation and monitoring of academic policies, practices and procedures, and to assist the academic units in implementing such policies in order to meet their goals.
- To facilitate student transition to Indiana University Bloomington that leads to positive adjustment, academic success, and persistence, to a degree.
- To promote Indiana University and the pursuit of higher education.
- To play a leadership role in the development, implementation, maintenance, and assessment of effectiveness/efficiency of student information systems for the campus and the University System.

Major Goals of Our Strategic Plan

- Manage Indiana University's enrollment effectively, informed by research analysis and data modeling.
- Communicate effectively with internal and external constituencies in a timely, personalized manner.
- Provide efficient, seamless service to all constituent groups through the establishment of strong partnerships inside and outside the Student Life-Cycle.
- Provide expert advice and act as the primary resource to the campus regarding Indiana University's enrollment.
- Provide and promote OEM staff development and leadership within the professional community on a local, regional, and national scale.

Indiana University Bloomington Undergraduate Admissions Policy

For Fall 2011 (By Action of the Bloomington Faculty Council: February, 2006). Detail may be viewed at **http://www.indiana.edu/~bfc**.

Cross-Function OEM Groups

Additional information, team membership, and other detail regarding the OEM cross-functional groups are available at **www.indiana.edu/~oem**. The five cross-function groups are: (a) technology, (b) communications-internal, (c) HR-staff development, (d) communications-external, and (e) research-assessment-evaluation. Each group has an executive sponsor who is also a member of the senior leadership team reporting directly to the Vice Provost. The chairperson for each group is also a member of a coordinating group of all five chairs.
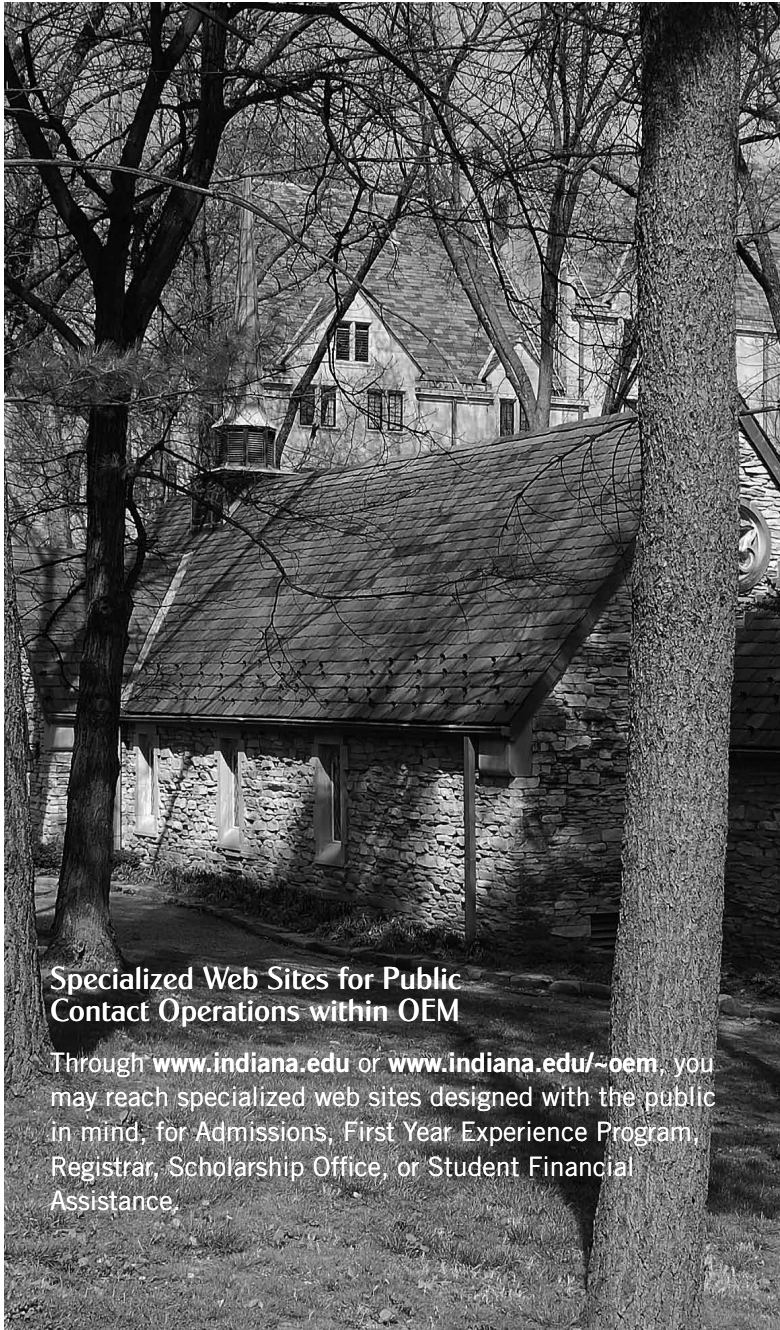
Actions/Tactics to Meet Goals for Enrollment Planning

- Create, convene and empower five OEM-based cross-function groups, to ensure collaboration and cooperation within the units results in synergies rather than silos.

- Enhance and streamline all processing and service activities within OEM to optimize effectiveness and efficiency while containing costs, and by capitalizing on campus-based technical expertise as well as on outside consultants.

- Partner with IU departments awarding scholarships, grants, and fee remissions so that awarding is coordinated across campus, while meeting the objectives of Best Practices as disseminated by OEM and approved by the campus administration.

- Convey a consistent message and image of Indiana University by:
  – Expanding on-line recruitment efforts, capitalizing on the use of the Customer Relationship Management (CRM) throughout the campus.
  – Identifying, building, and strengthening partnerships with key recruitment partners on campus, in high schools, and alumni.
  – Identifying and increasing the existing and emerging markets in defined regions and populations.
  – Enhancing and developing new tools and information sources that support campus, school/department, and unit-specific recruitment and retention initiatives.
  – Collaborating on off-campus and on-campus events, orientation and yield activities and programs, including events for younger students.
  – Identifying campus partners interested in developing baseline retention data, establishing retention targets, and designing experiments that might have broader applications in the future.

- Develop a system for implementing continuous change in response to evolving demands and expectations of various students, faculty, and others. Assessment activities should be an integral part of the system design.

- Propose initiatives and develop institutionally-based gift aid programs for undergraduate students that complement recruitment and retention goals, including scholarships, need-based grants, and cross-over programs that are merit-based but also have a significant representation of student recipients with demonstrated financial need.

Actions/Tactics to Meet Goals for Enrollment Planning continued

- Enhance the Overseas Alumni Student Recruiters Program, as well as similar international recruitment activities managed by OEM staff.

- Collaborate with the Office of International Services to develop, improve, and assess overseas recruitment activities.

- Design, develop, and expand First Year Experience (FYE) activities managed by the OEM staff; collaborate with other campus constituencies to support and assess the effectiveness of all First Year Experience programs and activities.

- Expand and enhance proactive interventions that assist students who are struggling with the financial aid processes, as well as registration, drop/add processes, and other similar application requirements that are managed by staff within OEM. Identify "at risk" students and create programs for assistance and support.

- Collaborate with campus academic and student support offices to:
  - Design and implement first year orientation, transition and success programs and services which will positively influence persistence as well as serve as models for similar programs directed to upper class and transfer students.
  - Improve the information and interventions available to facilitate the success of transfer students, including the fostering of new programs and continuing the development of the Hoosier Link Program with IVTC partners.

Specialized Web Sites for Public Contact Operations within OEM

Through **www.indiana.edu** or **www.indiana.edu/~oem**, you may reach specialized web sites designed with the public in mind, for Admissions, First Year Experience Program, Registrar, Scholarship Office, or Student Financial Assistance.

Communication Objectives for Internal and External Constituencies

- Enhance, personalize, and customize all external communications to faculty, parents, students, legislators, alumni, and other stakeholders.

- Distribute electronic and print publications with key information to students and their family members in a coordinated manner with consistent messaging across campus.

- Develop systems that support a student-centered vision of anyplace, anytime service and information delivery.

- Leverage work-flow applications to provide more student-friendly information, enhance efficiency and timeliness, and make processes more transparent.

- Improve cooperation and collaboration within OEM by increased and coordinated internal communications.

Actions/Tactics to Meet Communication Goals for Internal Constituencies

- Develop and maintain a centralized calendar of activities that are integrated into the OEM organization, including correspondence with students and faculty.

- Maintain an intranet web site with OEM staff information and documentation that can be expanded or revised to meet changing needs.

- Coordinate information sharing with regularly scheduled senior staff meetings, quarterly all-staff newsletters, and annual on-campus all-staff development meetings.

- Encourage cross-function groups to share information and concerns throughout the year as their meetings take place.

- Encourage the communication and expansion of potential career ladders, educational opportunities, and professional development activities for OEM staff.

- Develop a feedback and suggestion system for staff at all levels so that they are empowered as valued team members.

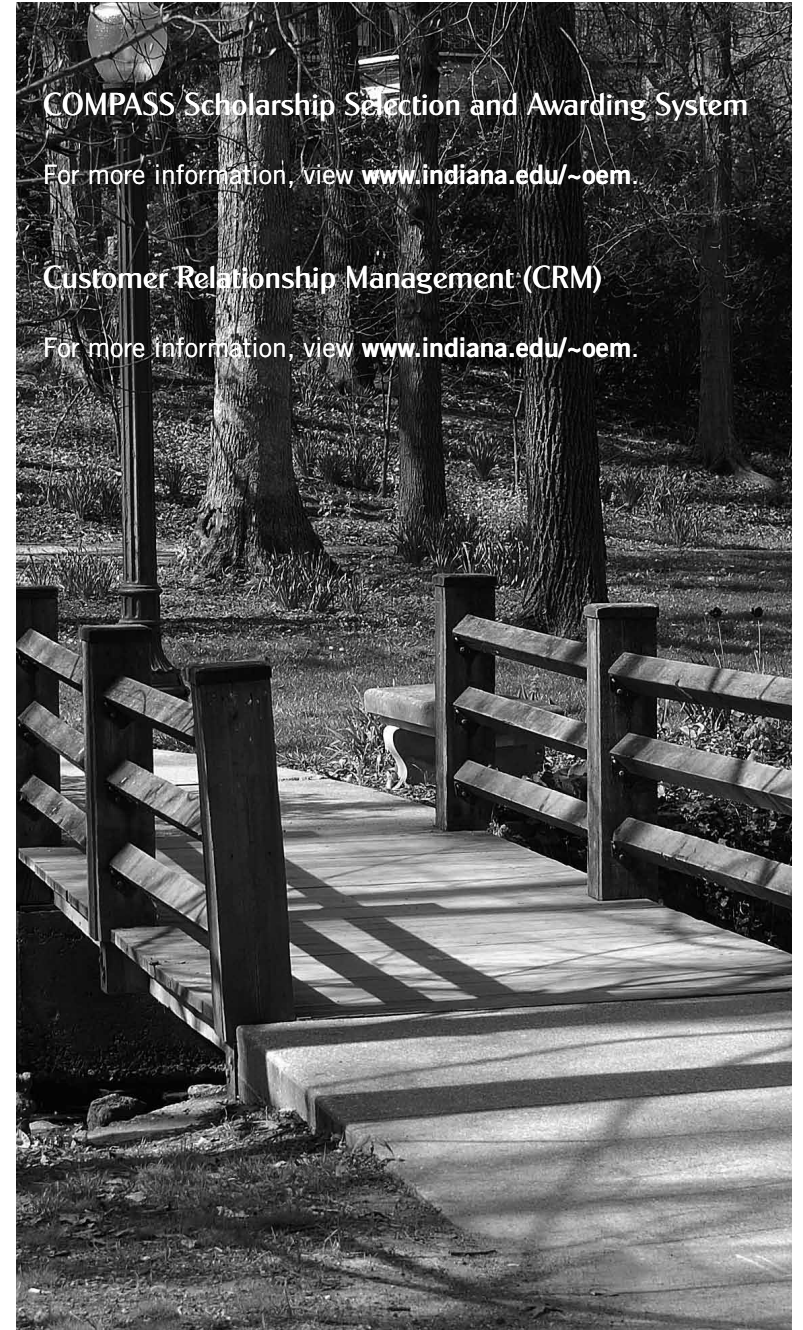## Actions/Tactics to Meet Communication Goals for External Constituencies

- Develop and circulate an OEM Annual Report as well as updates to the Board of Trustees, the Bloomington Faculty Council, the State Legislature, alumni, and other constituencies.

- Enhance scholarship and financial aid status reports and support processing activities through the continued development of COMPASS.

- Develop and expand the use of CRM (Customer Relationship Management) in order to increase the personalization and customization of communications as well as to document, and measure their effectiveness.

- Re-engineer and streamline labor-intensive, confusing, complex, and/or inefficient processes that can then be communicated easily and will provide the greatest benefit to stakeholders.

- Design communications and deliver information in electronic formats that meet the expectations of the millennial generation while continuing to accommodate those who are less computer-literate.

- Establish student-to-student peer programs utilizing on-line student engagement communities.

- Design and develop in-person training programs for on-campus faculty and staff, relative to their information needs in order to manage OEM-related activities.

- Survey internal and external constituents and partners continually, to evaluate on-line and in-person service effectiveness and respond to changing needs, expectations, and market forces.

- Coordinate with SES and UITS in the development and design of systems to meet communication and processing needs.

- Assess the effectiveness of current system-based activities.

- Participate in working groups to define end-user needs.

- Analyze current security administration practices and procedures in order to integrate or combine security roles for disparate services and to simplify our ability to provide appropriate services to users, while recognizing administrative requirements for compliance and confidentiality.

COMPASS Scholarship Selection and Awarding System

For more information, view **www.indiana.edu/~oem**.

Customer Relationship Management (CRM)

For more information, view **www.indiana.edu/~oem**.

Objectives for Efficient, Seamless Service

- Expand our self-service functionality for students, faculty, and staff.

- Design communications and deliver information in ways that meet peoples' expectations.

- Enable communications with students and faculty in a timely, targeted, proximate, and tailored manner.

- Develop longitudinal and standard data sets with known, defined attributes that can be conveniently queried.

- Design in-person contact space for service support that meets constituent expectations and needs.

Actions/Tactics to Meet Service Goals to Constituent Groups

- Develop integrated and on-line self-service options for constituencies, including but not limited to integrated course descriptions, automated enrollment and degree verification, on-line placement/credit testing for new students.

- Develop public web sites to include opportunities for chats, scheduling in-person appointments, and fulfilling services.

- Submitting appeals for review, electronic grade transcripts, and enhancements to the Drop and Add processes.

- Develop standards and evaluation processes for current systems; make needed alterations and enhancements as identified.

- Develop and enhance commonly shared data sources that can be used by OEM information providers, in order to inform OEM leadership and campus constituents about issues relative to the student life-cycle.

- Redesign service applications to support needs to facilitate compliance with Federal and State regulations, while reflecting the expectations of constituent groups.

- Leverage workflow applications and systems enhancements, in concert with in-person contact space for service support, in order to provide customer-friendly information, efficient tracking and evaluation processes, and effective communication among all stakeholders.

- Position OEM to take advantage of outsourcing processes and services as appropriate.

8

Pathways to Providing Expert Advice as a Primary Resource on Campus Enrollment

Objectives for Providing Expert Advice on Campus Enrollment

- Minimize possibility of confusing or conflicting information about campus enrollment trends, predictions, or current status.
- Provide historical repository to assure completeness and integrity of data.
- Provide standard definitions and time frames for information so that it can be easily used in comparisons or benchmarks.
- Assure timeliness and predictable availability of data for planning purposes by others.

Actions/Tactics to Meet Enrollment Information Goals as Resource Experts

- Develop longitudinal data sets with known, defined attributes that can be queried over time.
- Employ data mining tools to analyze and refine data to glean meaningful management information.
- Define standards to ensure that both data and tools can be used across functional and technical boundaries.
- Develop security standards for code, sensitive data, storage and transmission.
- Develop a standard tool-set for OEM-supported languages and applications.
- Schedule regular evaluations of applications for compliance and remediation.
- Evaluate and identify migrate production applications, developmental web sites, and production web sites as warranted.
- Analyze current data validation and data audit practices for cost savings while maintaining the quality of student records.
- Streamline data maintenance processing and further automate through internet workflow or batch processes to realize efficiency gains or service improvements.
- Research, acquire, and implement document imaging and workflow.
- Integrate document imaging collection and validation with data maintenance in cases where paper records are still required.

Mission of Best Practices for Awarding Scholarships, Grants, and Fee Remissions

The awarding of undergraduate and graduate gift aid should always be strategic and complement the campus' enrollment plans for the recruitment and retention of students. Efforts should be made to ensure awarding practices recognize that another desired outcome is to convert current recipients into future donors.

Awarding practices should reflect the ethical standards and fiscal policies of the University, with priority focused on financing academic year costs for current or future terms. Donor agreements and other applicable restrictions should always be applied.

More information about best practices can be viewed at **www.indiana. edu/~oem**.

Mission Statement for the Office of Scholarships

The Office of Scholarships provides opportunities for academically talented students to achieve their aspirations through the pursuit of a college education.

We are committed to collaborating with university and community partners, promoting diversity and accessibility in higher education, creating innovative recruitment initiatives, and fostering an environment of recognition and excellence at Indiana University.

Pathways to Providing Expert Advice as a Primary Resource on Campus Enrollment continued

- Automate and/or streamline data validation processes to reduce resources required for data verification while maintaining or improving data accuracy.

- Provide standard enrollment statistical and demographic information for selected groups of students, including persistence and graduation rates, on a public web site.

- Provide a help desk environment for other IU departments interested in accessing routine OEM data through the IUIE (IU Information Environment).

- Revitalize interaction with campus client committees and information-sharing groups, in order to improve information dissemination, enhance information exchange among members, and to provide more effective support from OEM.

- Establish new committees and advisory groups as needed.

Objectives for Providing and Promoting Staff Development and Leadership on a Local, Regional, and National Level

- Influence positive change to support reaching our enrollment goals in significant ways, and to support students and faculty in significant ways.

- Support research efforts to establish trend data or benchmark with similarly-ranked institutions.

- Encourage staff to advance through OEM as their skills and knowledge increase.

- Inspire staff to be creative and expand their professional horizons, to strengthen OEM.

Actions/Tactics to Meet Staff Development and Leadership Goals

- Encourage and support committee and leadership involvement in professional meetings and associations.

- Support the placement of OEM leaders in professional organizations as presenters and advocates for changes that will enhance college access.

- Support opportunities for external training, learning, professional development, and community service, for professional and support staff.

- Design and implement a plan to support the search and selection process for new employees throughout OEM.

- Provide mentoring and a new employee orientation and welcome program.

- Design and implement a performance appraisal process which focuses on OEM core values, opportunities for personal development, as well as on professional accomplishments, goals, and aspirations.

- Design and implement a program which models best practices in team-building that might be shared further on campus as well as regionally and nationally.

- Recognize employee accomplishments, milestones, and other contributions that yield cost-savings or other significant benefits to the campus.

- Develop an OEM new team member training program which includes regular assessments and post program assessment.

Acknowledgements

First, I am very grateful to all in the Office of Enrollment Management who have contributed to our strategic planning effort. I continue to be impressed by the talent and commitment of all of you! I am very proud of what we have accomplished in the last four years, and this is only the beginning of what we will achieve together!

The strategic planning process is an iterative effort which requires the attention and participation of all of us in order to have an effective outcome ultimately — and to be sure we are all traveling down the same pathways in order to reach our goals. Over the last two years, we have had several meetings with all professional staff leaders and team members, complemented by various interest sessions and staff retreats where everyone was encouraged to contribute to the OEM vision.

We will continue to collaborate as we further define the pathways we need to take to reach our goals. The speed by which we will travel will be defined by the tactics and priorities we identify. We will be true to our core principles and focused on our service responsibilities. We will work as a team and celebrate our successes as we reach significant milestones.

Finally, I want to take this opportunity to thank each and every one of you for what you do and what you have contributed to our organization! I especially want to acknowledge Grant Simpson, who helped map out our directions this past summer. Grant's dedication to the strategic plan and his efforts to better define the Pathways to Progress led to this report and will aid on future development as the Pathways to Progress Plan unfolds. Thank you Grant.

Next Steps

Our strategic approach allows us to be deliberative in all that we do, and requires us to evaluate our outcomes in terms of their success, their cost, and their value in terms of our stated mission and goals. A strategic approach demonstrates our commitment to the core principles of service as illustrated by the student life-cycle.

We will now work on extending the pathways to include specific actions, tactics, initiatives, time tables, and expected outcomes, for all significant aspects of our work in OEM. Annually, we'll review our progress and re-visit our plans in order to make revisions, additions, and adjustments that we have determined to be appropriate.

Our approach will be collaborative, consultative, and deliberative. Each year, at our annual staff retreat, we'll talk about our successes and our challenges — and how we have adapted our vision to assure continued effectiveness of our plans and to confirm our future directions.

I look forward to embarking on this second stage and I am depending upon all of you, as we continue to meet the high performance standards we set for ourselves.

"It is not what you do that counts; it is what you help others to do that makes progress."

—Herman B Wells, from "Being Lucky" —

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Bloomington