

# Indiana University Kokomo

## Strategic Enrollment Management Consultation *Final Report*

Bob Bontrager  
December 8, 2007



AACRAO *Consulting*  
PROVIDING BEST PRACTICE SOLUTIONS  
FOR HIGHER EDUCATION

# Project Overview

Indiana University Kokomo engaged AACRAO Consulting Director Bob Bontrager to conduct a Strategic Enrollment Management analysis. The consultation has included a broad review of recruitment and retention initiatives, as well as the overall campus structure relative to achieving enrollment goals. Four campus visits have been conducted. *The observations and recommendations contained here supplement the prior report dated September 27, 2007.*

# Visit 4 Outline

## ■ November 12-14, 2007

### ● Meetings with

- SEM Project Team
- Chancellor's Cabinet
- Chancellor Person
- Academic Deans
- Admissions
- Registrar's Office
- Financial Aid
- Marketing and Communications
- Open Forum, with approximately 25 faculty and staff

# Observations

*Note: references to “enrollment” initiatives and programs include both recruitment and retention.*

- Positioning an institution for sustainable, long term enrollment success involves long range planning with implementation of strategic, prioritized initiatives over 5-10 years. IU Kokomo has made excellent progress in the initial phases of this process. Success will ultimately depend on addressing the comprehensive issues and recommendations that have arisen from this consultation.
- In order for IU Kokomo to achieve its enrollment goals will require fundamental changes in the way the University functions.
- Excellent progress has been made in defining a more specific and comprehensive set of enrollment goals. It is important that the goal-setting process remain a priority and be completed.



# Observations, *continued*

- Strategic enrollment management is based on collaborative decision-making and engagement of persons across campus. In contrast to this, IU Kokomo tends to make decisions among a small group of individuals in a top-down manner, with limited opportunity for input and engagement from other members of the faculty and staff.
- Enrollment service functions – including admissions, financial aid, and retention – are significantly understaffed. This is likely true of many other areas of the University as well. However, if IU Kokomo wishes to meet its enrollment goals, enrollment service staffing issues must be addressed.
- The University budget as currently configured provides few incentives for individuals and departments to engage in activities that will lead to enrollment increases.
- The University's retention efforts are disjointed and less effective than they could be.

# Recommendations

- Complete the enrollment goal-setting process, as outlined in the prior consulting report, as quickly as possible.
- Conduct a comprehensive assessment of the University's retention efforts to determine which activities are effective and should be continued, which activities are ineffective and should be discontinued, and potential new activities that would boost retention rates.

# Recommendations

- Restructure University committees to distribute decision making, to empower faculty and staff at lower administrative levels, and to communicate more effectively across the campus:
  - Look for opportunities to “push down” decision making and empowerment from the Chancellor’s Cabinet to other campus groups. The following examples are representative; other opportunities for making similar changes should be identified.
    - The Vice Chancellor for Academic Affairs should delegate participation on the Strategic Enrollment Management (SEM) Project Team as well as responsibility for retention programs.
    - The Vice Chancellor of Student Services & Enrollment Management should delegate the role of chair of the SEM Project Team.
    - Have Deans meet with the Cabinet when making Program Request decisions.
  - Expand the role of Administrative Council from sharing information to providing input on key decisions.
    - Make the SEM Project Team an ongoing subcommittee of Administrative Council, ideally co-chaired by a director-level administrator and a faculty member.
    - Create other AC subcommittees to address top-priority strategic issues.
    - AC subcommittees should develop action plans based on measureable desired outcomes with regular reports to the AC, and seek council from the AC on strategic initiatives.



# Recommendations, *continued*

- Revise the University budget process to provide financial incentives to increase enrollment and to designate funds for strategic initiatives.
  - Designate a portion of institutional revenue to “follow students” by allocating funds to academic departments on the basis of student credit hours in courses taught by department faculty.
  - Designate a percentage of the budget for administrative costs, so that allocations rise along with increases in revenue.
  - Provide funding for staffing increases in admissions, financial aid, and retention.
    - Retain the Director of Admission and Financial Aid position
    - Establish a new financial aid processing position, to relieve the director from processing responsibilities, and allowing her/him to engage in leadership and planning activities.
    - Establish a new position in Admissions to coordinate prospect communications, with technology expertise.
    - Establish a Retention Coordinator position of at least 0.5 fte.



# Recommendations, *continued*

- Assess the University's ability to maintain the momentum that has been established toward increasing enrollment, and to implement the recommendations contained in this report. Consider additional consulting services to more quickly provide:
  - Continued leadership to overall enrollment management planning, resulting in a comprehensive 10-year enrollment plan.
  - A budget model and assistance with implementation, to bring together financial incentives to grow enrollment, funding for strategic enrollment initiatives, and net revenue outcomes.
  - A detailed review of IU Kokomo's retention programs by national experts.
  - Assistance in providing interim leadership to Admissions and Financial Aid, as a new director is hired and as that individual gets oriented to IU Kokomo.
  - *A proposal for delivering these consulting services will be provided separately from this report.*