
Strategic Enrollment Management:
Aligning Financial Aid with
Recruitment Goals at Indiana
University, Bloomington

Indiana University
Board of Trustees
November 2, 2006

Presentation Overview

- Strategic Enrollment Management Components
 - Philosophy and Principles
 - Recruitment Methodology
 - Financial Aid Strategy
 - Need-Based Financial Aid
 - Merit-Based Financial Aid
 - New Initiatives
 - Alignment of Financial Aid with Enrollment Goals
 - Next Steps
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Presentation Overview

- Summary
 - Questions and Answers
 - Conclusion
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SEM Philosophy and Principles

- Student Lifecycle
 - Student Centered
 - Personalized Communication
 - Customized Communication
 - Early, Frequent and Targeted Interaction
 - Seamless Service
 - We don't recruit a freshmen class; instead, we recruit a group of individuals who together comprise a freshmen class.
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SEM Philosophy and Principles

- Strategic Enrollment Management focuses on the service areas which impact a student's initial and continued enrollment.
 - Organizations which comprise the Office of Enrollment Management include:
 - Admissions
 - Admissions Research and Scholarships
 - Orientation Programs
 - Registrar
 - Student Financial Assistance
 - Systems Design and Development
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STUDENT LIFECYCLE



Today's Focus:

- Strategic Enrollment Management practices related specifically to Admissions recruitment and financial aid.
 - New financial aid initiatives from a need-based and merit-based perspective.
 - Next steps to align our financial aid practices with our recruitment strategy.
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Recruitment Methodology

- It is everyone's job to recruit and retain students.
 - Be coordinated, strategic and targeted.
 - Recognize the competitive landscape.
 - Develop aggressive, personalized recruitment.
 - Out-work and out-think competition.
 - "Win" Mentality.
 - Align financial aid, both need-based and merit-based programs with our recruitment goals.
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Financial Aid Strategy

- Need-Based Financial Aid:
 - Administration of federal, state and local dollars must be done at a time point to enhance competitive ability.
 - Must meet compliance guidelines.
 - Must be presented in an easily understood manner to parents and students.
 - Must be coordinated with merit-based aid.
 - Requires outstanding student service.
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Financial Aid Strategy

■ Merit-Based Financial Aid

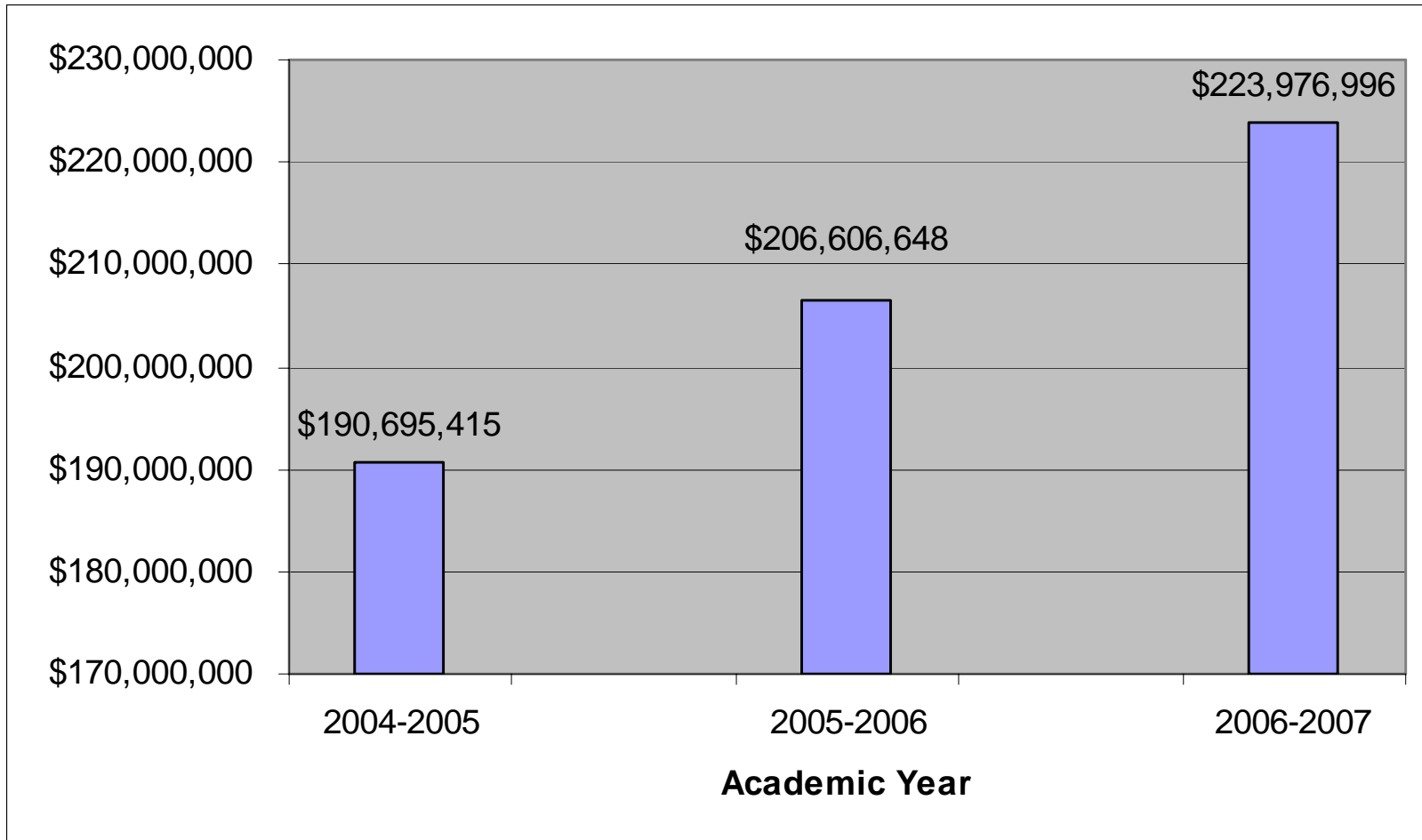
- Financial aid initiatives must align with strategic recruitment practices.
 - Must be easily understood and widely published.
 - Must be based on high standards.
 - Parents, students and high school contacts should have a clear understanding of merit-based parameters early in the student selection process.
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Financial Aid Strategy

- Merit-Based Financial Aid:
 - Designed to increase the quality at all levels in the “pipeline” of the “funnel.”
 - Continued assessment of financial aid principle alignment with strategic enrollment goals is required.
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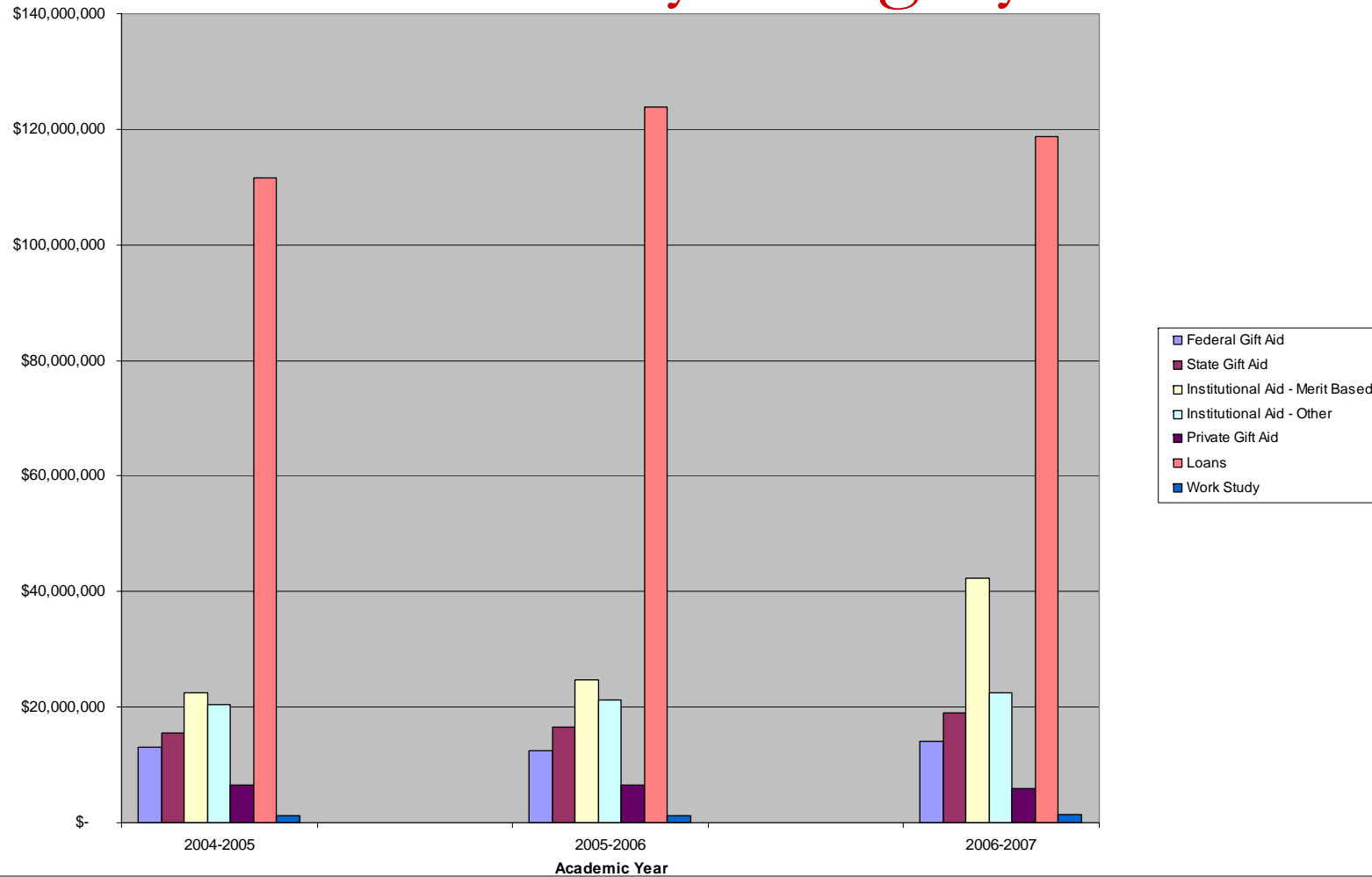
Financial Aid

Total Financial Aid Awarded



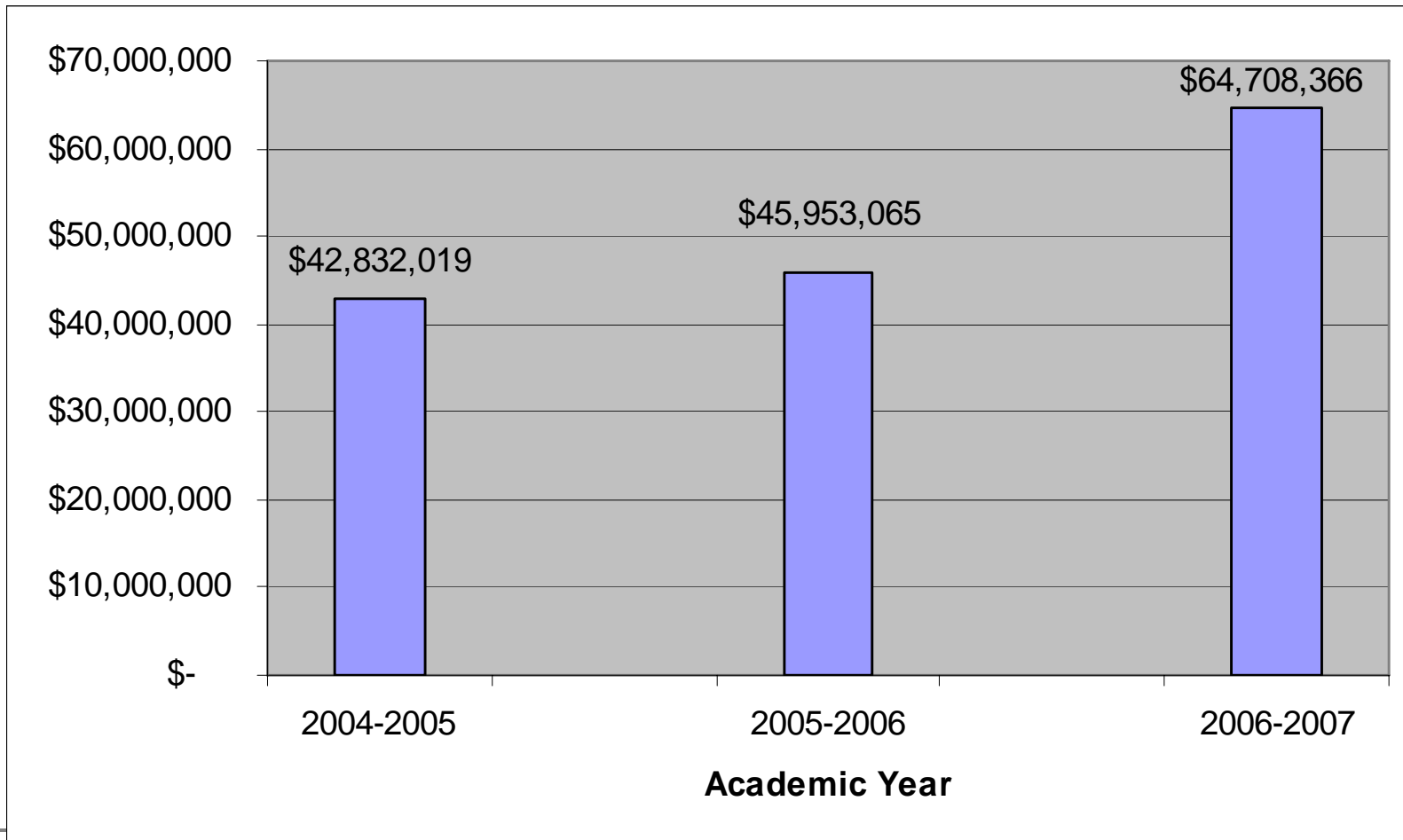
Financial Aid

Three Year Trend by Category



Financial Aid

Total Institutional Aid Awarded (note 2006-07 is in progress and is expected to represent a \$4-\$5 million dollar increase over the prior year.)



Financial Aid: New Initiative

21st Century Scholar Covenant

- **Affordability Task Force**
 - Need-based program.
 - Addresses need of the lowest income Indiana families.
 - Builds on an existing State of Indiana program.
 - Provides full cost of attendance to participants.
 - Begins the recruitment process at the junior high school level.
 - Delivers a message of “hope” to a low income population.
 - Builds on a mentoring structure for success already in place.
 - Provides funding for a diverse group of students.

 - Program cost: \$2.6 million
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Financial Aid: New Initiative

Hudson & Holland Scholars Program

- Merit-based program.
 - Provides scholarship funding to high-achieving students in this program.
 - Provides funding for a diverse group of students.
 - Provides flexibility in how the new dollars will be utilized within the merit award structure of the program.
 - Represents approximately a 70% increase.
 - Integrates effectively with enrollment goals.

 - Program cost: \$1 million
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Financial Aid: New Initiative

Research Scholars Program

- Merit-Based Program:
 - Provides merit-based funding to new undergraduates to pursue research interests with faculty.
 - Funded through a \$47 million gift.
 - Reaches high ability students with strong academic potential.
 - Administered through the Office of the Vice Provost for Research
 - Program cost: \$2.4 million initially, increasing to \$4.7 million.
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Financial Aid: New Initiative

IU Excellence Award

- Merit-Based Program:
 - Provides new scholarship or merit-based aid.
 - Increases merit-based awards to Indiana residents by introducing a scholarship program to meet the full cost of tuition.
 - Reduces merit-based awards to nonresident students by increasing the award criteria.
 - Provides aid to students based on achievement.
 - Encourages talented in-state students to enroll at IU, enhancing economic development long-term.
 - Initiates a Distinguished Scholarship Program.

 - Program cost: \$2.9 million.
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Financial Aid New Initiative Summary

- 21st Century Scholar Covenant \$2,600,000.
 - Hudson Holland Scholar \$1,000,000.
 - Research Scholar* \$2,400,000.
 - IU Excellence Award \$2,900,000.

 - Total \$ 8,900,000.
 - Total* \$11,200,000.
 - Increases to 4.7 million annually.
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Alignment of Financial Aid with Recruitment Goals

- Primary Recruitment Goals:
 - Increase the quality measures of the freshmen class profile.
 - Increase the diversity of the freshmen class, as defined by ethnicity.
 - Increase the international representation in the freshmen class.
 - Maintain affordability for low income Indiana families.
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Alignment of Financial Aid with Recruitment Goals

- The new financial aid initiatives implemented align with our recruitment goals.
 - The initiatives highlighted today will enable Indiana University, Bloomington to attract students of high ability and encourage these students to attend the flagship institution of this state regardless of income.
 - The 21st Century Scholars Covenant builds on an existing state program, while the other initiatives support current programs or establish new programs in support of our enrollment goals.
 - Financial aid provided in these initiatives provides support for high ability students to remain in the state of Indiana for college, which enhances future economic development.
 - In support of these initiatives, we will enhance coordination of financial aid and scholarship notification by creating a consolidated letter.
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Next Steps:

- Two additional approaches for consideration:
 - Explore a further expansion of the need-based financial aid strategy at a certain income level, with the idea of paying the cost of tuition.
 - Explore a further expansion of the merit-based financial aid strategy, which awards high achieving students and results in a cross-over among students with need.
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Summary

- Strategic Enrollment Management requires aligning recruitment and financial aid practices with enrollment goals.
 - Our new direction for Enrollment Management addresses the primary goals of the President and Trustees of Indiana University.
 - It is everyone's responsibility to recruit and retain students.
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Conclusion

- We are in the “dream business”----it is our job to help young people set goals, aspire and dream and then accomplish their aspirations.
 - The programs and new initiatives outlined today will enable us to realize our enrollment goals.
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Questions and Answers

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