

# 2011-2012 Academic Affairs - Enrollment Services & Registrar

Section	Document Name
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## Mission

The following offices comprise the Division of Enrollment Services

- [Undergraduate Admissions](#)
- [Diversity Access and Achievement](#)
- [Registrar](#)
- [Office for Veterans and Military Personnel](#)
- [Student Financial Services](#)
- [Student Scholarships](#)
- [IUPUI & Ivy Tech Office of Coordinated Programs](#) (Passport)

The **mission** of Enrollment Services is to enhance the quality of the IUPUI student body and the overall educational experience by

- Cultivating, recruiting, admitting, and enrolling well-prepared undergraduate students from diverse backgrounds;
- Supporting students with scholarships (undergraduate) and financial aid services (undergraduate and graduate)
- Providing efficient systems, resources and services to assist students in their interactions with the university.

The **vision** of Enrollment Services is to contribute to establishing IUPUI as a premier destination for individuals from diverse backgrounds to interact within an urban environment. The offices seek to provide services of the highest quality to prospective and enrolled students through coordinated services within a courteous, welcoming environment that ensures that the campus both attracts and retains IUPUI's desired student population.

Enrollment Services is committed to providing timely and accurate data and efficient systems, resources and services to help faculty and staff perform the work of the university.

## Goals and Objectives

1. Effectively cultivate, recruit, admit, and enroll a well-prepared and diverse student population to meet the criteria of IUPUI's enrollment management plan. Work with academic units to help retain students and to improve the probability of student graduation, optimally within 4 years.

1-a. Guide development of the IUPUI enrollment management plan

**Campus Planning Theme:** Teaching and Learning, Best Practices, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

### Actions taken for 2011-2012:

- Enrollment Services continued to provide leadership for IUPUI's Enrollment Management Council (EMC). The council is charged with implementing a sustained, systematic, and campus-wide process to manage enrollments through an information-based plan that
  - Matches unit goals with the campus mission;
  - Coordinates discrete activities across academic and administrative units;
  - Monitors progress; and
  - Adjusts plans in light of evolving state and community needs.

In support of these goals, council activities included:

◦ Coordination of initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing. Effective communication is essential in serving all student populations and contributes to retention efforts. One example of this was a presentation on *Trends and Initiatives regarding Non-Resident Recruitment at IUPUI*.

◦ Provision of data and improved access to data sources for use in planning, performing, and evaluating school-based and campus-level recruitment, enrollment tracking, and student support activities. One example was sharing a presentation by Victor Borden of University Regional Affairs, Policy, and Planning on *The Changing Student Body: How and why does it matter*. Members also were introduced to the Information Management and Institutional Research's new *Point-in-Cycle* reporting System.

◦ Exchange of information among schools and offices on effective practices for recruiting and serving new and continuing students, including addressing diversity in all aspects of our activities.

◦ Discussion of enrollment management-related issues and, where appropriate, recommendations for action within the academic units, campus, or university.



• Discussion of Enrollment Management related issues and, where appropriate, recommendations for action from the academic units, campus or university levels.

o For more about the Enrollment Management Council, visit the EMC [Website](#) and read the [2011-12 EMC Annual Report](#)

• Enrollment Services continued to provide leadership for IUPUI's Academic Policies and Procedures Committee ( [APPC](#))

- APPC performs much of the detail work in the development, implementation, and monitoring of student-related academic policy. The committee also provides a valuable forum in which members can raise issues and learn from the experience of other units. Finally, APPC plays a key role in the review of proposals for [new degrees, certificates, and minors](#) .
  - o In 2011-12, APPC reviewed and recommended proposals for university approval and implementation of four new undergraduate degrees, one new certificate, and one new minor as additional options for IUPUI students.
- Enrollment Services continued to provide leadership as IUPUI's representative to the State Transfer and Articulation Committee (STAC). Enrollment Services worked with the schools and provided staff support in the development of the articulations of associate degrees at Ivy Tech State College and Vincennes University to baccalaureate degrees at IUPUI. STAC also oversees TransferIN, a [website](#) through which students can see how courses will transfer and apply toward meeting degree requirements at different Indiana institutions. More information on IUPUI's work with transfer students appears in sections 1-c and 1-d below.

#### Evidence of Progress for 2011-2012:

#### Evidence of Progress 1\*

##### Enrollment

Heads*	2011	2012	Change	%
Indianapolis	28,860	28,789	-71	-0.2%
IUPUC	1,715	1,701	-14	-0.8%
IUPUI Combined	30,530	30,451	-79	-0.3%

Credits	2011	2012	Change	%
Indianapolis Total	327,965	328,629	664	0.2%
IUPUC	17,963	17,858	-105	-0.6%
IUPUI Combined	345,928	346,487	559	0.2%

<sup>1</sup> As much of the work of Enrollment Services offices is geared toward serving students in the coming year (recruiting and admissions, packaging financial aid, etc.), Fall 2012 data generally are used throughout the report as measures of those activities/evidence of progress unless otherwise noted.

- IUPUI (IN + CO) recorded its third-highest headcount [on record](#), following 2010 and 2011.
- This is IUPUI's 17<sup>th</sup> consecutive record for [Fall credit hours](#).
- 75.6% of IUPUI's degree-seeking undergraduates were full-time in Fall 2012, another record, topping last year's 75.5%. In the Fall of 2000, 59.1% of degree-seeking undergraduates were full-time.

##### Residency

- Enrollment by Indiana residents declined by 317 heads (-1.2%) and 1,906 credits (-0.6%). The bulk of the decline was in graduate and non-degree students.
- Enrollment by non-residents was up 246 heads (+9.3%) and 2,570 credits (+8.5%). Undergraduates accounted for 59% of the growth in non-resident heads (145 students) and 69% of the growth in non-resident credits (1,774).
- Non-residents now account for 10.0% of campus heads and 9.9% of the campus total, up from 9.2% in both categories in 2011.

##### Other Activities

- Continued implementation of Constituent Relationship Management tool known at IUPUI as *uTalk* and subsequently adopted by the larger IU system as *Lifetime Constituent Communications*. More details appear in 1-h below
- As part of the university-wide [Business Intelligence](#) Project, the Office of Undergraduate Admissions worked with members of Information Management and Institutions Research (IMIR), University Institutional Research and Reporting (UIRR), University information Technology Services (UITS), and IU-Bloomington's Office of Enrollment Management (OEM) to establish specifications for the "enrollment funnel" data set—a unified data set of application, admission, and enrollment data across multiple years that will provide the basis for enrollment reporting (both operational as well as



set of application, admission, and enrollment data across multiple years that will provide the basis for enrollment reporting (both operational as well as summative) throughout the university system.

- Enrollment Services continued its sponsorship of the Post-Admissions Communication Coordination (PACC) committee to coordinate the communications sent to students after admission from the offices within Enrollment Service, Orientation Services, University College, Housing, Honors College, and International Affairs. The emphasis for 2011-12 was on the communications sent to fall freshmen, and the committee will begin expanding its scope to include other types of students in the upcoming years.
- Provision of training and reports are noted elsewhere in the report.
- See below for activities carried out in support of EMC and APPC and additional evidence of progress in recruitment, admissions, financial aid, and enrollment.

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#### Activities planned for 2012-2013:

- Continue activities promoting the recruitment, admission, and enrollment of desired populations.
- Expand the use of uTalk to include other service and academic units. Communication with current students has been added.
- Provide continued timely review of proposals for new degrees, certificates, and minors.
- Working with Information Management and Institutional Research ([IMIR](#)) and others to continue emphasis on and expand availability of use of student data in planning and assessment by academic units and central units.
- Completion of Enrollment Management Council and APPC projects, whether developed from EMC and APPC priorities, the Academic Plan, or the RISE Initiative.
- Other activities planned in recruitment, admissions, financial aid, and record management are described below.

- ☑ 1-b. Institute targeted recruitment activities that result in an improved academic profile of entering students

**Campus Planning Theme:** Teaching and Learning, Campus Climate for Diversity, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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#### Actions taken for 2011-2012:

- Enrollment Services offices partnered with a number of local schools and organizations to provide information and support to students in the college planning process. These collaborations are described in sections 1-h and 3-a of this document.
- Undergraduate Admissions continues its collaboration with the IUPUI Honors College, the Office of Student Scholarships, and the academic units. In particular, the ability to better market the Chancellor's Scholars Scholarships as admissions-based awards appears to have resulted in larger numbers of applications and increased yield in this highly competitive student market for Fall 2012. This improvement in marketing is possible due to simplification of the eligibility criteria and the awarding process.
- Admissions increased the number of scholarship, work study and hourly students employed by the office to support retention and integrate a student perspective into the office culture. As part of the Enrollment Shaping Initiative, the office was able to recruit 41 new Non-Resident Service Scholars to the campus in Fall 2012. The office continues to work with the Non-Resident Service Scholars who volunteer time to the Office of Undergraduate Admissions as a condition of their [scholarship](#), however, the criteria for the eligibility of these students was increased. In addition, the office has increased its oversight of these students with the goal of increasing the retention and graduation the Non-Resident Service Scholars.
- Continue to purchase and manage a communication and recruitment plan for Phi Theta Kappa students around the United States. PTK is the [honor society](#) for community colleges and members are strong candidate for admission to IUPUI.
- Admissions continued its partnership with External Affairs to administer an [Alumni Student Recruitment program](#). Admissions provided office space and supplies for a .5 FTE funded through External Affairs to work with IUPUI alumni to assist in recruitment initiatives. Alumni hosted [freshman send-off receptions](#) in Merrillville, South Bend and Fort Wayne in the Summer of 2012 for new students starting at IUPUI in the fall semester.
- Continued to host a successful breakfast program for high school counselors that highlights new initiatives of the university (e.g., RISE, the IUPUI Honors College, the Office of Diversity Equity and Inclusion).
- Continued to publish [Counselor Connection](#) to expand its audience to include members of the Jaguar Alumni Groups. Articles highlighted the activities of alumni as well as important information for high school guidance counselors. The new version was simply called *The Connection*.
- Undergraduate Admissions implemented a \$100 [enrollment deposit](#) for incoming fall freshmen. The effort required the office to lead efforts to develop a portal to collect the fee as well as work with Orientation, International Affairs, Athletics, Student Financial Services, the Bursar, the Registrar and academic units to ensure the smooth implementation of this fee across the university. Requiring the deposit gives us a better view, over time, of how committed beginning students are to enrolling at IUPUI for Fall semesters. Having an earlier and better idea of our eventual yield helps with course scheduling and related activities.
- In 2010, Admissions piloted a "drive-in-fly-in program" for students admitted from out-of-state recruiting territories which hosted 10 non-resident students, 6 of whom enrolled. Based on past success we expanded the program for 2011 and hosted 26 non-resident students, 14 of whom enrolled. The program again grew in 2012 and 52 non-resident students have participated in the program. 30 of these students have paid a deposit and 26 of these have either scheduled or attended Orientation. The yield continues to be 50-60% on these students making it a very successful yielding activity.
- Freshman admission standards were increased for fall 2012, predominantly intended to decrease the numbers of students with low GPAs after their freshman year and decrease the number of students required to attend the Summer Success Academy (SSA). For 2012, the size of the SSA was intentionally decreased after a review of the performance of students in 2011, and the size of the SSA will again undergo a decrease in 2013.
- Undergraduate Admissions continues to expand its recruitment plan in support of the IUPUI [Enrollment Shaping Initiative](#). In addition to its efforts in California, Chicago, Cincinnati, Louisville, Southern Michigan and Detroit, IUPUI established regional recruiters in the Chicago and West Coast regions. Staff attended a National Association for College Admission Counseling (NACAC) conference and conducted collaborative activities with other



- regions. Staff attended an National Association for College Admission Counseling (NACAC) [college fairs](#) and conducted college visits in all cities hosting these fairs. This expansion was imperative to counter the effects of a declining economy and retain as well as grow our non-resident numbers.
- Established the [regional recruiters](#) in Chicago and Los Angeles. The Chicago-area recruiter focuses on the Milwaukee-Chicago-Rockford region and the Los Angeles-based recruiter focuses on the West Coast from Seattle to San Diego.
- Increased freshman admission standards for 2013 to increase our requirements to admit better prepared students while maintaining diversity and meeting enrollment goals.
- The Office of Undergraduate Admissions, along with the [Office of International Affairs](#), devised a 7-10 year plan to increase the number of nonresident undergraduate students enrolled on the Indianapolis campus by 2,000 students. This would represent a tripling of undergraduate nonresident enrollment. Activities in the plan for the Office of Undergraduate Admissions included:
  - Partnering with [Royall & Company](#) to increase the number of prospects received via test scores and other potential lead sources.
  - An emphasis on increasing our yield on transfer admits from out-of-state community colleges.
  - An expansion of our recruitment partnerships to better integrate our academic units. This will include expanding the use of uTalk to include some academic units.

#### Evidence of Progress for 2011-2012:

- 320 students were conditionally admitted to IUPUI for the Fall 2012 semester pending their attendance in the [Summer Success Academy](#) (formerly the Summer Preparatory Program or the Summer Preparatory Program in Mathematics). Of this group, 119 students started the program that began in early July. This compares with 961 conditional admits last year and 245 who completed the program in 2011. Those students who elect not to attend are deferred to Ivy Tech Community College or any other regionally accredited 2- or 4-year college or university. We find that many of these students opt to enroll at other 4-year institutions rather than participate in this program.
- Admissions participated in 536 college fairs and high school visits in 2011-12. This compares with 603 comparable events in 2010-11. The decrease was due to staff turnover as well as a need to focus on being more efficient with travel.
- Prospective students and visitors hosted through the [Office of Campus Visits](#) increased to more than 14,000 for 2011-12. They have also implemented standard tee-shirts to be worn when guides are on tour to identify the Campus Ambassadors, and the office is piloting a project to record each tour and improve the quality and consistency of the tours.

	Students (S) and/or Guests (G)	2008-9	2009-10	2010-11	2011-12	1 yr Δ	2 yr Δ
Daily Tours	S+G	4,273	5,005	5,344	6,297	17.8 %	35.8%
Group Tours	S	4,255	4,005	3,924	5,700	45.3%	26.6%
JagDays	S+G	823	712	844	864	2.4%	21.3%
Overnight Visits	S	22	61	130	99	-23.8%	62.3%
Step Onto Campus*	S	1,555	656	0	---	----	----
Fall Campus Event	S	498	143	580	563	-2.9%	293.7%
Spring Campus Event	S	1,004	105	266	533	100.4%	407.6%
Total		11,030	10,686	11,088	14,056	26.8%	31.5%
Adjusted Total w/o Step onto Campus*		7,543	7,912	11,088	14,056	---	---

\*With a shift of Indiana's IStep test dates, IUPUI's "Step onto Campus" event was discontinued for 2010-11

- The Office of Campus Visits implemented new versions of their program evaluations to determine more accurately the impact of the program on the student's intention to enroll at IUPUI as well as their satisfaction with the event. For example, as a result of this evaluation, we learned that attendees to the Spring Preview events (which target admitted freshmen) increased the percent of attendees who intended to enroll at IUPUI to 96% compared to 86% prior to attending.
- To better utilize the "city as campus" opportunity and to have a more appealing tour that better represented the IUPUI student experience, we expanded our [city tour](#) that incorporated the local downtown area into the campus tour for the Saturday tours. In addition to seeing the campus, we incorporated the "four corners" of downtown Indy to show where our students live and work. Development of the script was done by students as part of a class, and evaluations have been exceedingly positive.
- Supporting the goals of the Enrollment Shaping Initiative (ESI), the number of ESI-eligible Non-Resident Domestic Freshmen increased by 49 students (92%) over the baseline year of 2006. When Non-Resident International Freshmen are included, the increase since 2006 is 137 students and represents a 161% increase over the 2006 benchmark year.
- When reporting on the effectiveness of the Enrollment Shaping Initiative with regards to generating increased non-resident tuition, we must look not simply at non-resident students, but those who actually generate non-resident tuition. For example, the students in the Histotechnology program are mostly from outside of Indiana, but pay the same flat fee as Indiana residents. As a result, the information below indicates the number of students who are generating non-resident tuition.

#### New Domestic ESI-Eligible Non-Resident Freshmen

Year	Total Credits for Fall Semester	Total Heads
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Fall 2006	726	53
Fall 2007	694	50
Fall 2008	883	67
Fall 2009	1,061	77
Fall 2010	1,211	86
Fall 2011	1,293	95
Fall 2012	1,361	102

- The total number of ESI-Eligible Non-Resident students increased by 530 heads (+100.2%) over the baseline year of 2006. This represents an approximate increase in ESI eligible Non-Resident credit hours from these students of 7,305 (+113.4%) over baseline year of 2006.

#### Total Undergraduate ESI-Eligible Non-Resident Enrollment

Year	Total Credits for Fall Semester	Total Heads
Fall 2006	6,439	529
Fall 2007	8,088	667
Fall 2008	10,506	821
Fall 2009	11,642	898
Fall 2010	11,739	901
Fall 2011	12,342	950
Fall 2012	13,744	1,059

#### Undergraduate Applicants, Admits, and Enrolled Students

##### Undergraduate Applicants, Admits, and Enrolled Students

Indianapolis Campus	Fall 2012					Fall 2011	
	Applied	Admitted	Enrolled	% of Applied Admitted	% of Admitted Enrolled	% of Applied Admitted	% of Admitted Enrolled
Beginners	10,357	6,965	2,993	67.2%	43.0%	67.9%	43.3%
External Transfers	3,690	2,384	1,520	64.6%	63.8%	67.2%	63.3%
Degree-Seeking Entering Students	14,047	9,349	4,513	66.6%	48.3%	67.7%	48.9%
Inter-campus Transfers	813	620	312	76.3%	50.3%	81.6%	59.5%
Returning Students	1,185	972	532	82.0%	54.7%	87.0%	55.3%
Non Degree/Other	954	828	543	86.8%	65.6%	88.4%	46.9%
Total	16,999	11,769	5,900	69.2%	50.1%	71.5%	49.7%

Unless otherwise noted, the following data are Fall 2012

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#### Beginner Applicants and Admits

- IUPUI was up 12.3% in applications and up 8.5% in admitted beginning students over 2011.
- 1,483 students submitted 2,428 Advanced Placement (AP) scores for the Fall 2012 term. This compares with last year's record of 1,190 students sending 1,913 separate AP score results. The number of AP scores has increased steadily in recent years; in 2003, 268 students sent 390 separate AP scores.

#### Newly Enrolled Freshmen

- Enrolled beginners were up 297 heads (+ 10.7%) to 3,060 students this year. This includes students who started in the summer.
- New non-resident freshmen were up 53 heads (26.6%) over last year and 113.6% over our benchmark year of 2006 (252 in 2012 vs. 118 in 2006).
- The average SAT (critical reading and math) increased from 1013 to 1023.
- Indianapolis had 198 beginners with SAT scores of 1300 and above on critical reading and math, up 50 heads (33.8%) over last year.
- This year's entering class had an average high school GPA of 3.32, up from 3.28 in 2011.



- The average high school class rank increased from the 70<sup>th</sup> to the 71<sup>st</sup> percentile
- The percentage of Indiana freshmen who have completed the Academic Honors Diploma increased from 52.9% in 2011 to 59.6% in 2012 (1,356 in 2011 and 1,673 in 2012).
- The number of new Valedictorians and Salutatorians climbed to 47 this year, up from 33 in 2011.
- 39.8% of all Indianapolis beginners (1,217) are the first in their families to attend college this fall. While this number is higher than in the last couple of years (we had 967 in 2010), with the growth in the overall entering student population the **share** of first generation students has gradually declined in recent years, down from 45.4% in 2007 when we had 1,192 first-generation students (full- and part-time).
- 16.5% of all beginners identified themselves as 21st Century Scholars in 2012 (505 students), compared with 15.6% last year (431 students).
  - 27.3% of enrolled beginners were non-white, up from 25.2% last year. This year's 835 students of color is an increase of 138 students (+19.8%) over 2011.
- The 224 Hispanic beginners were up 52 (30.2%), Asians up 39 (45.3%), and students identifying themselves as two of more races were up 54 (+45.8%). African-Americans declined slightly to 312 beginners this year (-6 heads, -1.9%) while American Indian and Hawaiian/Pacific Islanders combined essentially were unchanged, down 1 from last year's total of 3 beginners. *Additional details on ethnicity appear below.*

### Transfer Students

- Enrolled external transfers\* were up 15 heads (+0.9%) over last year. They are up 175 heads over two years ago (+11.8%).

*\*Students transferring into the campus from outside of the IU system.*

### Activities planned for 2012-2013:

- Increase the use of social media (especially Facebook and Twitter) in the recruitment process.
- Increase communications with younger students to extend our reach more firmly earlier in the prospect pool.
- Leverage the business practices of Campus Visits with those of other parts of the Office of Undergraduate Admissions now that we have implemented the events module in uTalk.
- Add counselor breakfast in Fall 2012 in non-resident markets such as Cincinnati, Chicago, St. Louis, and Dallas and further establish the [regional recruiters](#) in their areas.

### ☑ 1-c. Implement services that attract well qualified transfer students to IUPUI

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** Ongoing

### Actions taken for 2011-2012:

- The Office of Undergraduate Admissions partnered with the Office of International Affairs, the Purdue School of Engineering and Technology, and the Kelley School of Business to continue outreach to community colleges in the Seattle area to recruit international students who are studying in the Seattle community colleges with increased success. The amount of our nonresident tuition and limited scholarships for transfer students may be impacting the number of students who enroll.

Seattle Area International CC students	Fall 2009	Fall 2010	Fall 2011
Applications	14	19	30
Admits	13	19	23
Enrolled	2	5	6

- The Office of Undergraduate Admissions partnered with [HELPNET](#) to design and implement a new transfer credit website, The Credit Articulation and Transfer System ([CATS](#)). The system presents the articulation rules which are stored in SIS and provides improved functionality over previous systems that displayed articulation rules for prospective students and university faculty and staff.
- Admissions collaborated with the Office of Diversity, Equity and Inclusion and the Purdue School of Engineering and Technology to develop and recruit the Engineering Dual Degree Program in collaboration with the Atlanta University Center. The program will focus on attracting students from 3 HBCUs in the Atlanta area (Spelman, Morehouse, and Clark-Atlanta) to transfer to IUPUI after 2-3 years to complete an engineering degree in addition to



their HBCU degree.

- Admissions increased its collaboration with the Ivy Tech Community College and Vincennes University. Recruiters visited campuses of those institutions.
  - The Offices of Undergraduate Admissions, Student Financial Services, and Diversity Access and Achievement, in collaboration with University College, worked with the administration of [Ben Davis University High School](#) and Vincennes University to assist them in better advising and placement of students at IUPUI. BDU students have been transferring in an average of 89 credits to IUPUI from Vincennes.
  - Expanded targeted community colleges to include potential feeders in California, Illinois, Texas and Florida.
  - The Office of Undergraduate Admissions also worked with SPAN and the administration of Crispus Attucks Medical Magnet High School to better recruit [Cammhs](#) students to IUPUI. Through an on-site admission program and intensive counseling, IUPUI has been working to increase our yield on these students. For Fall 2012, IUPUI enrolled 14 students from CAMMHS, 3 fewer than in Fall 2011.
  - *See also 1-d below*
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#### Evidence of Progress for 2011-2012:

· 1,657 new external transfer students enrolled at Indianapolis in the Fall of 2012. This is an increase of 15 heads (+0.9%) over last year and 175 heads (+11.8%) over 2010. This population includes transfers enrolled this semester who started with Indianapolis in the Summer of 2012. The primary reasons for this growth include:

- Improved processing of transfer students
  - Increasing numbers of students coming from Indiana 2-year institutions
  - Increasing numbers of students transferring to IUPUI from 4-year institutions
    - Minority transfer admits were up from last year, accounting for nearly 30% of all external transfer admits in 2012 compared with 20.2% in 2010.
    - *See also 1-d below*
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#### Activities planned for 2012-2013:

- Continued review of transfer recruitment-both in-state and out-of-state-to better understand the shifting patterns of IUPUI's transfer recruitment pool. This is essential with the enrollment goals outlined above for increasing nonresident recruitment.
- Expansion of communication streams to students IUPUI defers to Ivy Tech Community College with a goal of improving the number who complete the requirements of the deferral program (known as [Partners](#)) and subsequently enroll at IUPUI. For more on transfers from Ivy Tech, see 1-d below.
- Beginning with Summer 2012 applications, freshman applications who do not meet our admission standards are required to complete 26 transferable 100-level or higher credit hours with a 2.0 GPA or higher. This replaces the current IUPUI-Ivy Tech Partners contract that requires 15 transferable hours with a 2.0 in specific courses.
  - Support IUPUI schools in development of additional articulations with Ivy Tech and Vincennes.
  - The State of Indiana purchased access to the Transfer Equivalency System (TES). The Office of Undergraduate Admissions had previously purchased this access independently. As part of this technology, we are investigating the possibility of using the TES to route courses to departments for departmental approval.
- In collaboration with University Student Support Services (USSS), University Information Technology Services (UITSS) and IU-Bloomington's Office of Enrollment Management (OEM), the Office of Undergraduate Admissions is reviewing technology within the OnBase\* system which may enable us to "read" imaged documents and collect data from them. If this technology proves workable, it may decrease the cost as well as response times for the review of transfer credit from our most commonly encountered colleges.

*\*OnBase is a document management system used by multiple departments for data retrieval/review, scanning and imaging, document indexing/import/printing and administrative reporting.*

- *See also Ivy Tech below*

#### ☒ 1-d. Facilitate transfer of students from Ivy Tech Community College

**Campus Planning Theme:** Teaching and Learning, Civic Engagement, Collaboration

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** Ongoing

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#### Actions taken for 2011-2012:



- Arranged IUPUI school-specific advising and information sessions for students in the 2+2 articulations programs. These articulation agreements map the courses taken as part of an associate degree at Ivy Tech to the appropriate baccalaureate degree at IUPUI, allowing the student to make a smooth transition between the two institutions by maximizing the number of transferable Ivy Tech courses that satisfy IUPUI degree requirements.
- Advertised the availability of the [Passport to IUPUI Scholarship](#) to Ivy Tech through electronic and print communication pieces.
- Worked with Ivy Tech Student Services to host programs for Ivy Tech student groups that would connect them with the equivalent group at IUPUI. This included academic and social activities for co-curricular and honorary organizations.
- Facilitated strategic planning for attracting Ivy Tech graduates for IUPUI schools including Engineering and Technology, Liberal Arts, and the School of Public and Environmental Affairs (SPEA).
- Participated in numerous education fairs and community events providing information on Passport as well as both institutions.
- Coordinated Ivy Tech visits for IUPUI schools both in and out of the classroom for student transfer advising and recruitment.

<!--[if !supportLists]--> • <!--[endif]--> Passport partnered with the Office of Campus Visits and the IUPUI Multicultural Success Center to offer a high quality tailored campus visit for various Ivy Tech student groups including the Bowen Scholars, Trio Programs, Nina Scholars, and Accelerated Associates Degree students.

<!--[if !supportLists]--> • <!--[endif]--> Worked with faculty in completing five new articulation agreements between Ivy Tech Community College and IUPUI.

- Provided comprehensive transfer advising for Ivy Tech students via face-to-face sessions, email, phone and IM.
- Assisted the IUPUI Office of Student Scholarships and the IUPUI schools in identifying students eligible for the *Passport to IUPUI Scholarship*.
- Held Annual Passport Breakfast for administration, staff and faculty. This setting allows sharing of data as well as joint development of strategies for the coming year.
- Maintained an up-to-date listing of transferrable courses and degrees on the Passport Website.
- Completed a total revamp of the website with a new, more intuitive URL [www.passport.iupui.edu](http://www.passport.iupui.edu)

<!--[if !supportLists]--> • <!--[endif]--> Hosted student groups of affinity at IUPUI signature diversity events: MLK Dinner, Chavez Dinner, and Harvey Milk Dinner.

<!--[if !supportLists]--> • <!--[endif]--> Partnered with Student Life at Ivy Tech to support community engagement as a retention initiative. Sponsored programs include: Final Study Jams (111 students served), Mini Golf at Ivy Tech (85 students served), and End of the Semester Cookout (350 students served).

<!--[if !supportLists]--> • <!--[endif]--> Created or updated advising check sheets for each articulation.

<!--[if !supportLists]--> • <!--[endif]--> Participated in campus committees at both institutions representing the needs of Ivy Tech to IUPUI transfer students.

- Created a new campus visit model for Ivy Tech student groups visiting IUPUI. Building on the current format, Ivy Tech visitors are given additional information regarding their proposed IUPUI major to complement the Passport presentation about transfer and course/program articulations. For example, the Bowen Scholars attended their presentation in the Multicultural Success Center. They were greeted by members of the MCSC staff, fed pizza while they had a talk with the Director of Diversity Access and Achievement. An African American adult student gave a brief testimonial about his transfer experience and an extra- long question-and-answer period was fully utilized.
- Completed the planning process for Passport pre-transfer mentors. Four mentors have been hired and are currently in training in the IUPUI University College Mentor Training Program. These students are Ivy Tech transfers who have completed one semester at IUPUI and applied to participate in the Passport component. Students will work 60 hours per semester (including their 15 hours of mentoring course time).

<!--[if !supportLists]--> • <!--[endif]--> Upon the approval of the new Ivy Tech [Transfer General Education Core curriculum](#), priority was given to creating transfer articulation agreements for new degree proposals at IUPUI. Passport led the drafting of the new transfer agreement proposals for IUPUI degrees in Medical Humanities, Neuroscience, Applied Computer Science, and Technical Communications. The latter two are awaiting final signature at IUPUI and Ivy Tech respectively. An updated articulation was completed for Ivy Tech's Fine Arts to the Herron School of Art and Design.

- Because of the volume of IUPUI students needing to take remedial Math at Ivy Tech, the Passport office assisted University College and the academic units in processing 500 Ivy Tech [guest student applications](#) for 2011-12. By taking the lead in the process, the Passport Office is able to track and report on these students for both institutions. 900 IUPUI students were predicted to need Math at Ivy Tech in Fall 2012.

<!--[if !supportLists]--> • <!--[endif]--> Students listed with the Ivy Tech Transfer Center as planning to transfer to IUPUI in January 2012 were invited to an event with food and information. At the Spring Transfer to IUPUI day, students traveled from station to station getting what they needed to prepare for transfer. IUPUI departments present were Orientation (making Orientation appointments), Admissions (helping with application or confirming acceptance), Student Life, Student employment, Transfer Center (updating addresses and other information), and Passport (on site transfer advising). 35 students were served. The event will be a yearly event to assist with the tight turn-around between fall and spring. As with most transfer students, the great majority of Ivy Tech->IUPUI transfers occur for a Fall term.

<!--[if !supportLists]--> • <!--[endif]--> Amanda Helman, Passport Director, was the featured luncheon speaker at the Indiana University Ivy Tech Community College Lumina Partnership for Adult Learning Symposium. The topic of the presentation was Best Practices in Serving Adults in 2-to-4 Year Transition



• Amanda Helman presented “College in Indiana: Preparing for a New Landscape” to parent groups in the Indianapolis Archdiocese.

#### Evidence of Progress for 2011-2012:

- In the Fall of 2011, a record 3,635 students who previously attended Ivy Tech-Indianapolis were enrolled at IUPUI. This is 368 more students than attended the previous year (+11.3%). These students collectively transferred an average of 28.6 credits each, another record, up from 26.0 credits for students enrolled in Fall 2010 (note: the transfer credits would have come in during the year in which the students transferred). Former Ivy Tech students accounted for 18% of all Fall 2011 IUPUI undergraduates.
- The number of new transfers from Ivy Tech jumped from 519 in Fall 2010 to 617 who entered in 2011, an increase of 18.9%. These new students transferred an average of 38.0 credits each, up from 37.4 credits for new transfers the year before and 22.8 in Fall 2006.
- By comparison, in the Fall of 1993, less than one out of five new students entering IUPUI who had previously attended Ivy Tech-Indianapolis presented any transfer credit and those who did averaged just under five credits. Today, almost 100% (99.5%) of Ivy Tech-Indianapolis transfers present transfer credit.
- Due to our course articulation agreements with Ivy Tech-Indianapolis, 76.6% of credit hours transferred are articulated toward distributed credits. In comparison, 61.5% of transferred credit hours are articulated toward specific course credits for students from IUPUI's other major feeder institutions (not including Ivy Tech - non Indianapolis).

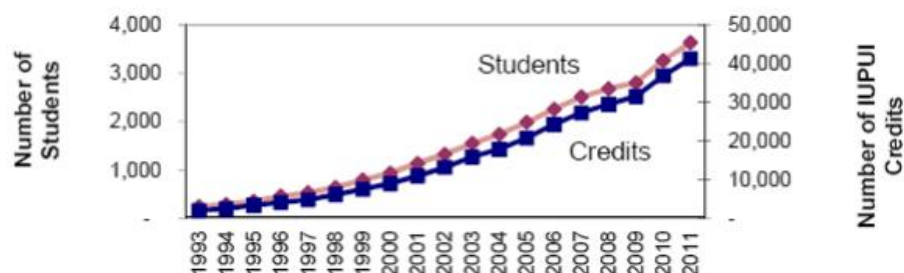
The following chart is for Fall 2011 transfers from the 2012 Passport Annual Report

	Total	Distributed Credit	Undistributed Credit	Percent Distributed
Ivy Tech-Indianapolis	23,624	18,095	5,529	76.6%
Ivy Tech - non Indianapolis	7,852	5,587	2,265	71.2%
Purdue, WL	5,163	2,978	2,185	57.7%
Ball State	4,348	2,821	1,528	64.9%
Indiana State	2,320	1,386	934	59.7%
Vincennes	4,272	2,719	1,553	63.6%

Distributed credits allow for easier academic planning and advising as the specific IUPUI courses to which they equate can more readily be used by students and advisors than can “undistributed credits” which are courses deemed worthy of transfer to IUPUI, but for which a specific comparable course may not exist or be available for transfer. Such courses require additional review by the schools to determine how they might be used to meet curricular requirements for a specific major.

Following is from the 2012 Passport Annual Report

#### Number of Students and Credit Hours



- See 3-a below for additional information on the additional diversity Ivy Tech transfers have brought to IUPUI.
- Passport led the state in writing 2+2 agreements under the core transfer template mandated by Ivy Tech Community College Central Administration. In 2011-2012 six new agreements were signed (four for new IUPUI degree programs).



#### Activities planned for 2012-2013:

##### Recruitment

- Continue to work with the academic units to identify and carry out effective recruitment strategies for their school.
- Host IUPUI academic units at Ivy Tech for weekly recruitment tables and track number of students served.
  - Coordinate Ivy Tech visits for IUPUI schools both in out of the classroom for student transfer advising and recruitment.
  - Develop a plan for outreach to incoming students with the IvyTech K-12 program that would allow dual credit students to plan for their IUPUI education while in high school.
- Create programming for equivalent Ivy Tech and IUPUI student groups to get-together on the IUPUI campus.

##### Student Services

- Maintain a presence for student services at both campuses as a resource for campus professionals.
- Actively participate in advising meetings and in-services in order to maintain continuous training for advising professionals about the Passport program.

##### Partnerships

- Continue to develop partnerships with the IUPUI Student African American Brotherhood/Sisterhood (SAAB/SAAS) programs, the IUPUI [Latino Student Association](#), and the IUPUI [Black Student Union](#) to increase the connection between minority student groups at both institutions.
- Work with the new Associate and Assistant Directors of the IUPUI [Multicultural Success Center](#) to include Ivy Tech students in diversity programming at IUPUI.
- Work with the IUPUI [Office of Student Involvement](#) to increase programs and opportunities for Ivy Tech students to participate in co-curricular activities at IUPUI.
- Facilitate continued discussions with International Programs at Ivy Tech and IUPUI to maximize the power of the two institutions to increase student exposure to international experiences.

##### Academic

- Work with academic units at both institutions to create additional and updated articulation agreements.

Establish a program articulations database that will manage the timely renewal of agreements as well as catalog all current 2+2 programs.

#### ☑ 1-e Support transition of veterans and military personnel into IUPUI

**Campus Planning Theme:** Teaching and Learning, Best Practices, Campus Climate for Diversity, Civic Engagement

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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#### Actions taken for 2011-2012:

- Started veteran-specific orientation for the fall and spring terms to connect with incoming veterans early and inform them of on and off campus services to assist in their transition to college. Veteran-specific orientation allows the OVMP to address any questions or issues specific to individual education entitlements.
- Contributed to a white paper compiled by the PeopleSoft/Oracle product advisory group recommending PeopleSoft/Oracle upgrades to assist in certifying student veterans and dependents utilizing education entitlements through the Department of Veteran Affairs. Compliance requires significant interaction between Registrar and Bursar services which could be better accommodated with the software and be widely accepted by all institutions currently using the PS/Oracle system.
- Developed more efficient business processes with Admissions and the Office of the Bursar to better track our student veteran population at the time of admissions and to capture information needed to certify students utilizing VA education entitlements.
- The IUPUI Office for Veterans and Military Personnel collaborated with the Purdue School of Engineering and Technology and received a grant for over \$49,000 to create a model program, boosting the academic success of student veterans, veteran families, and other military personnel. Many of these initiatives have begun including:
  - The formation of a student veteran group within ENGT (VSET)
  - Student veteran focus groups to assess the needs of ENGT vets
  - First Year Seminar course for veterans in ENGT
  - The formation of a prior learning assessment committee to perform program-level articulations for military training.
- In collaboration with Ball State University, the OVMP secured a mini-grant through the Military Family Research Institute to host a Career Prep Workshop for Veterans, which was open to the public. The event was free and provided participants the opportunity to improve their resume, search and apply for jobs online, research companies and careers, network with employers, and prepare for interviews. Representatives from Lilly, SmartIT



and apply for jobs online, research companies and careers, network with employers, and prepare for interviews. Representatives from Emory, Shriners, Roudebush VA Medical Center, and Porter Engineering also participated in the event.

- The OVMP partnered with the Indy Vet Center to make free, on-site readjustment counseling available to student veterans, dependents, and faculty and staff veterans. The purpose of this service is to assist in answering questions and discussing any issues anyone may have in readjusting to civilian life and/or readjusting to being home from a deployment.
- The OVMP partnered with Herron School of Art and Roudebush VA Medical Center to secure a grant and develop free Art Therapy sessions for Veterans coping with combat related trauma such as Post Traumatic Stress Disorder, Traumatic Brain Injury, and Military Sexual Trauma. Sessions are currently being held at the VA Hospital with plans for expansion.
- The OVMP hosted 3<sup>rd</sup> Annual Veterans Week Activities and 2<sup>nd</sup> Annual Veterans Graduation Reception. Continued representation on Mayor's Advisory Committee for Veterans, the National Associations for Veterans Program Administrators, and collaboration with community based Veterans Service Organizations (VSO).

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**Evidence of Progress for 2011-2012:**

- Increase in the number of Veterans served

Term	Total veteran/service member enrollment	% Change
Fall 2011	1,055	
Fall 2012	1,095	3.8% increase

- Receipt of grant
- Collaborations undertaken

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**Activities planned for 2012-2013:**

- Continue to develop services and expand collaborations to serve veterans and their families with campus and other organizations

☑ 1-f Expand communications efforts with prospective and current students through information available on Web, electronic and postal mailings, and in-person support

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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**Actions taken for 2011-2012:**

- Expanded use of social networking to connect with potential students nationwide by using [Facebook](#), [Zinch](#), [Cappex](#), [Hobsons CollegeView](#), and [Twitter](#).
- Adopted Parchment's Transcript Receiver Service (TRS) and Discover to improve our ability to encourage students to submit their high school transcripts electronically as well as increase the Office of Undergraduate Admissions' ability to recruit those students who are part of Parchment's transcript network
- Expanded segmented communication stream that incorporates print, electronic, and phone media in targeted efforts to improve yield at all stages of campus prospect, applicant and admit pools. Increased segmentation allows for communications that more narrowly targets students with certain shared demographic characteristics and academic goals. See also 1-h below.
- Admissions supported mailings to prospective students from the Kelley School of Business, the Motorsports Technology program, the School of Science, the School of Journalism and the Music Technology program.
- Continued the "[Refer a friend](#)" feature to the Admission website so that third parties (e.g., alumni, faculty, and staff) can refer potential students to the campus.
- Undergraduate Admissions implemented a [blog](#) for new students.
- Continued to redesign Enrollment Services websites for navigability and additional content.

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**Evidence of Progress for 2011-2012:**

- Scholarships had 2,233 "likes" recorded on its Facebook page as of the end of October 2012. Twitter follows up increased by 250 to 920 followers.
- Campus Visits served a higher number of students through on-campus programming. We continue to see students who walk in to the Admissions Center. These usually are non-freshmen, while those attending our scheduled tours and JagDays are predominantly freshmen. See section 1-b above.
- As planned, the Office of Admissions continues to see a decrease in the volume of "walk-in" traffic while increasing the number of students who are coming to the campus for recruitment programming (see below). The number of students dropping into the office declined 5% and those requiring help from an Admissions counselor declined by 42%. This is the result of improved and expanded pro-active communications with prospective students as



well as better delivery of information to students via the web. Through these steps, information is provided more consistently and in greater detail than can sometimes occur with a call or impromptu visit.

Activity	2010-11	2011-12	Change from 2010-11	% of Change
Walk-ins:	13,367	12,707	-660	-5%
Students Counseled:	2,489	1,753	-736	-42%

- Admissions saw a decrease in the number of students calling in to the office. This is due to a better delivery of information online, better processing (and thus providing students with fewer reasons to call), and through proactive outreach.

Activity	2009-2010	2010-2011	2011-12	1 yr Δ	2 yr Δ
Calls Offered	134,906	110,211	94,366	-14.4%	-30.1%
Calls Answered	105,420	88,677	83,849	-5.4%	-20.5%
Calls Abandoned	8,752	6,906	7,485	8.4%	-14.5%
Night Service	8,887	5,952	3,032	-49.1%	-65.9%
Service Level	84.7%	85.9%	92.1%	6.2%	7.4%

Night Service is those calls received after hours.

Service level is the percent of calls offered that are answered by Admissions staff.

\*2009-10 data spiked due to the State of [Indiana's College Go! Week](#) initiative in which most Indiana colleges and universities waived the admission application fee in October 2009 for Indiana high school student applying for 2010 admission.

#### Activities planned for 2012-2013:

- Expand use of uTalk, IUPUI's Communication Relationship Management software across the campus (see 1-h below)
- Add two additional staff members to provide support to campus units in implementing and using uTalk for recruitment and engagement.
- Integration of more school-based recruitment units in our communication streams.
- Better use of [JagAlerts](#) (an electronic communication tool) to promote deadlines for admission and recruitment events.
- Continue to add information to Enrollment Services websites.
- Review current and new communication mechanisms and adjust as appropriate.

#### ☑ 1-g Work with schools to create updated IUPUI Bulletin

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2011-2012:

Coordinated publication of the [2012-2014 Bulletin](#) by creating a project plan, coordinating all aspects of the project with Public Affairs and Government Relations (PAGR), training and assisting the campus Bulletin editors and monitoring completion. Added Student Learning Outcomes to the IUPUI Campus Bulletin.

#### Evidence of Progress for 2011-2012:

- [Student Learning Outcomes](#) have been added to the Bulletin.

#### Activities planned for 2012-2013:

- Continue to work with schools on new version of Bulletin.

#### ☑ 1-h. Develop new tools or processes to complete required tasks more efficiently

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2011-2012:



## Constituent Relationship Management (CRM) Implementation

- Indiana University is engaged in a rolling implementation of a communications and data management tool ([CRM](#)) that allows easier tailoring of communications to specific populations as well as tracking all such communications by recipient via letter, email, phone, printed publication, postcard, and the web. This began with communications with prospective students and will eventually be used throughout a constituent's entire "life" with the university, from prospect through alumni, as well as for other populations.
- Through use of CRM, Admissions expanded and refined its communications to target segmented populations of prospects, applicants, and admits. This allows more personalized and focused messages from the university. Admissions continued to be a leader in the implementation of CRM and worked with technical support offices to develop the enterprise-wide instance of the software and to integrate other offices (e.g., International Affairs, Engineering and Technology, Orientation) into the user-group.
- The Office of Undergraduate Admissions hired a new staff member to focus on the expansion of the CRM across the campus. To facilitate this, an implementation questionnaire has been shared with interested departments to determine their needs and scope for an implementation.
- Wrote the documentation and conducted multiple knowledge transfer sessions of the vendor's database structures and the IU Security design to University Information Technology Services (UITS) and Student Enrollment Services Data Access Support (DAS) staff.
- Admissions implemented the use of "events" functionality to support the Office of Campus Visits
- The Office of Undergraduate Admissions has collaborated with University Student Services and Systems ([USSS](#)) and University Integrated Technology Services ([UITS](#)) resources to expand Talisma/uTalk functionality to include the scheduling of events as well as to provide better tracking of "click-throughs" on urls embedded in messages sent to students.
- The Office of the Registrar completed initial data design and began testing a Constituent Relationship Management (CRM) system and process for enrolled students which will be piloted by the IUPUI Office of the Registrar. It is our intention to use the system to continue to build the student relationship which began in Admissions throughout a student's career through graduation.
- Student Financial Services gave its office intranet a complete makeover in 2011-12. These changes consisted of further consolidating the site sections to make the most used functions more prominent, removal of unnecessary links and/or unused functionality. SFS also began to reorganize and clean up the file structure of the site.
- Student Financial Services improved packaging by using technological resources to automate the 2.5 GPA requirements for both the [21<sup>st</sup> Century Scholars](#) Pledge and the [Pell Pledge](#) awards. We were also able to utilize our resources to help with the awarding of the State of Indiana's [SSACI grants](#) during the summer term.
- Student Financial Services requested and tested modifications made to existing reports maintained by USSS. These reports are used in monitoring and processing and are an important part of maintaining compliance with university, state, and federal policies and regulations. The office also made similar modifications to internal reports run locally.
- Student Financial Services took steps to improve processing through initiation and coordination of the maintenance of a schedule of important tasks that should be occurring prior to the start of a new aid year or term. This move to a more systematized form of scheduling will result in more timely and efficient processing in future years.

## Administrative and/or Service

### Cost Benchmarking and the Student Services Initiative

- Enrollment Services offices dedicated significant staff resources to IU's [Student Service initiative](#) (SSI). The overall goals of this multi-year project are to increase customer service, make use of best practices, and reduce operating costs in the delivery of services in campus and University offices. The initial focus of the project includes student records, student financial aid, student financials, student advising, and student admissions operations.
- Enrollment Services offices undertook a review of business processes, including documentation of "as is" processes along with the design and development of "to be" processes with an eye toward any potential increased efficiencies with no degradation of service.
- IUPUI Registrar was drafted as a Core Team member of the SSI- Phase 3. Forty-seven Student Records business processes were identified as part of SSI-Phase 1 that are now set to undergo detailed review and scrutiny to determine what the current process is and how we might gain efficiencies with new processes, systems, policies, etc. This analysis is scheduled to run through December 2012 at which time decisions will be made about potential new systems and shifts in FTE to central services.
- The IUPUI Director of Undergraduate Admission and the IUPUI Associate Director of Student Financial Services also served as Core Team members of their respective SSI-Phase 3 review processes.

### Student Information System Maintenance and Processing

- Continue development, testing, implementation of enhancements and delivered upgrades to the Student Information System ([SIS](#)), the Indiana University Information Environment ([UIIE](#)), Workflow, some Oncourse upgrade testing, and [Ad Astra](#) facility scheduling software.
- While changes to the academic structure that drives the student information system are part of general Registrar operations and maintenance, during fiscal year 2011-2012 major Academic structure updates began or were implemented (many of which are mentioned separately above). Each of these changes requires careful review, analysis and updating into the SIS.
- Assisted in OnBase testing to new version of the application
  - [OnBase](#) is a document management system used by multiple departments for data retrieval/review, scanning and imaging, document indexing/import/printing and administrative reporting.
- Continue working on Business Intelligence projects that would lend themselves toward providing useful information to the campus for retention and graduation.
- The Office of the Registrar continues to co-lead the university's system-wide Student Records development/enhancement projects to the Student



Information System. This level of leadership allows IUPUI priorities to be articulated and acted upon more promptly.

- The Office of the Registrar continues to provide Student Information System support on a daily basis. This includes analysis and response to various student records, academic advising, course catalog, schedule of classes, enrollment appointment and enrollment/waitlist systems, transfer, test and other credit, and grade forgiveness problem reports submitted to the central IU University Student Services and Systems (USSS) area. If the issue cannot be resolved by the USSS, it is raised to the functional office experts. Issues raised to this level typically require a great deal of detailed analysis and resolution by the experts in the area. As fixes are identified, each needs to be tested to assure no negative impact on other data or processes.
- The Office of Undergraduate Admissions piloted the use of self-reported academic information in admission decisions as a means to reduce the response time to prospective students without adding additional staff.
- The Office of Undergraduate Admissions has collaborated and provided lead testing on increased Hyland OnBase [functionality](#) to improve interfaces between OnBase with other university systems (e.g., Student Information System-SIS), optical character recognition (OCR) technology to collect data from pdf versions of academic transfers, and upgrading to a new version of OnBase. The office input was integral in conversations about expanding OnBase to an enterprise-wide imaging solution for Indiana University.
- The Office of the Registrar partnered with colleagues from IU/IUPUI Legal Counsel, Government Relations, University Student Systems and Services (USSS) to review legislation passed by the Indiana General Assembly (HB1402/SB590) with respect to lawful presence in Indiana and eligibility for resident tuition. Worked with a team in USSS to design and implement a [Citizenship Affidavit](#) required of all students to comply with this new Indiana State law. The process was put into place July 1, 2011 as required for compliance.
- Registrar staff assisted Information Management and Institutional Research (IMIR) in researching the structure of combined courses at IUPUI and the related multiple primary faculty to complete a report in conjunction with the [Delaware Study](#) of Instructional Costs and Productivity across the country.
- The Office of the Registrar identified security issues, requested and tested improvements to the ARMS Security support functionality that went into production in October 2011.
- Registrar staff provided significant support and analysis of dual degree students for University Institutional Research and Reporting (UIRR) and IMIR.
- The Office of the Registrar continued testing, problem reporting, problem resolution and renewed testing related to the scheduled implementation of the new version of AdAstra Scheduling Software. All involved have been continually challenged by unmet promises from the vendor and yet keep working diligently toward a solution.
- Registrar personnel implemented new procedures to quickly and routinely resolve conflicts related to the delivery of electronic transcripts.

## Office Management

- The Office of Undergraduate Admissions underwent significant re-organization over the past five years, culminating in the merger of the High School Outreach and Admission Center during 2011-12 which included the elimination of the position of Director of the Admissions Center.
- The Registrar's Office conducted a 'Strategic Planning/Reorganization' day-long retreat to discuss office potential for reorganization. This was a prime opportunity given the early retirement of an Associate and Assistant Registrar with significant years of experience followed closely by the resignation of another Associate Registrar with deep knowledge, experience and insight into the student information system. Associate Registrar portfolios and were updated and some staff reporting lines rearranged as a result of this exercise to better position the office for new services, roles, etc.
- The Registrar's office updated internal documentation & training template to assure collection of relevant information; provided training to staff on how to use the template and stressed the importance of updating documentation on all current processes. This is an on-going process.

## External Activities, Awards, and Appointments

In order to keep current with the latest best practices, Enrollment Services personnel are active in state and national professional associations, frequently serving as presenters at conferences and in leadership positions for the organizations. Of particular note in 2011-12:

- Indiana Student Financial Aid Association ([ISFAA](#)) Award Winners for Distinguished Service (Marilee Taylor) and Outstanding New Professional (Jenny Perry from IUPUC)
- Marvin Smith, Office of Student Financial Services, chairs the Midwest Association of Financial Aid Administrators ( [MASFAA](#)) Federal Issues Committee.
- Virginia (Ginny) Washington, Office of Student Financial Services, serves as a Standards of Excellence Peer Reviewer for the National Association of Financial Aid Administrators ([NASFAA](#)).
- Student Financial Services staff participated in their state, regional, and national professional associations through presentations and committee work, including:
  - ISFAA Support Staff Workshop Presentations and Secretary of the organization
  - ISFAA Guidance Counselor Workshop Presentations
  - MASFAA Federal Issues Committee
  - NASFAA Standards of Excellence Review Peer Review
- Mary Beth Myers, Registrar, serves as Co-Chair of the Registrar Forum at the American Association of Collegiate Registrars and Admissions Officers ( [AACRAO](#)) Tech Conference.
- Mary Beth Myers, Registrar, presented at the AACRAO Tech Conference on the IU-FLAGS System.
- Chris J. Foley, Office of Undergraduate Admissions, co-chaired of the NCAA International Student Records Committee.
- The Registrar presented "FERPA for Admission Counselors" at the Indiana College Admissions Counselors (ICAC) conference in Indianapolis.
- Registrar's staff were major participants in the coordination of the Indiana Association of Collegiate Registrars and Admissions Officers (IACRAO) 2011 annual conference:
  - Developing a Registrar 101 Professional Development training series and conducting one of the sessions
  - Facilitated a General Legislative Affairs session for all attendees



- IUPUI Office for Veteran and Military Personnel (OVMP) coordinated and presented a Veterans Services Session
  - Presented as part of a Student Communication Panel
- Hosted the IACRAO Summer Drive-in Conference for 82 participants state-wide. This workshop was introduced in the summer of 2012 as day of professional development for support staff across the state and was hosted at IUPUI, coordinated by the IUPUI Registrar's Office.
- Registrar staff serve in a number of leadership roles for IACRAO: 2<sup>nd</sup> VP, Chair of Legislative Affairs Committee, Chair of Communications Committee
- Registrar personnel provided assistance to colleagues at other universities requesting input and assistance after a presentation at the 2011 Alliance Conference on Contextual Transcripts and PDF delivery, including e-transcripts. These include the University of Pittsburgh, The University of Minnesota, the University of Texas at Dallas, and West Chester University (Pennsylvania).
- The Registrar was recruited by the VP from the University Privacy Office & Compliance Coordinator to co-present with the Registrar from IU-East for [National Data Privacy Day](#).
- Chris J. Foley, Office of Undergraduate Admissions, served on the advisory board for The Connection, a social networking platform for international recruitment and credentials evaluation hosted by Educational Credentials Evaluators.
- Chris J. Foley, Office of Undergraduate Admissions, served on the advisory council for the American Association of Collegiate Registrars and Admissions Officers (AACRAO's) [EDGE](#) product, its web-based international credentials evaluation database.
- Chris J. Foley, Office of Undergraduate Admissions, co-authored a chapter on International Enrollment Management for AACRAO's forthcoming [publication](#) Strategic Enrollment Management: Transforming Higher Education
- Chris J. Foley, the Office of Undergraduate Admissions, co-authored with colleagues from University College a poster presentation which won best poster at the national meeting of the Association for Institutional Research ([AIR](#)).
- Chris J. Foley, the Office of Undergraduate Admissions, co-presented with colleagues from University Institutional Research and Reporting (UIRR) which won best presentation at the Annual Meeting of the Indiana Association for Institutional Research.
- Meagan Senesac, Matt Moody, and Robert Bell III of Undergraduate Admissions and Erin Glueckert of the Scholarships office serve on the IUPUI Staff Council.
- Matt Moody, Office of Admissions, is Technology Chair for Indiana Association for College Admission Counseling ([IACAC](#)) and serves on the Professional Development Committee for IACAC.
- Melissa Bright, Office of Admissions, serves on the Calendar Committee for IACAC
- Scott McIntyre, Office of Admissions, is Human Relations Chair for IACAC, serves on the Illinois ACAC Human Relations Committee and serves on the School Board of Options Charter Schools for Carmel and Noblesville.
- Amanda Helman was appointed Secretary of the Executive Board of the Indiana University Latino Alumni Association for the 2011-2014 term.
- Amanda Helman serves as the Chair of the IUPUI Latino Faculty and Staff Council.
- Amanda Helman was appointed to the Ivy Tech Central Indiana Diversity Learning Community for 2011-2012.
- Rebecca Porter, Division of Enrollment Services, chairs the Physical Therapy Regulations Committee, CGFNS (Commission on Graduates of Foreign Nursing Schools), International.
- Rebecca Porter, Division of Enrollment Services, serves as a consultant to the Federation of State Boards of Physical Therapy (FSBPT) on construction of test items for the National Physical Therapy Examination for licensure of physical therapists and physical therapists assistants and a presenter at the FSBPT Faculty Workshop.
- Rebecca Porter, Division of Enrollment Services, was an invited presenter on assessment of student learning through classroom examinations at the University of the Sciences, Philadelphia, PA.
- Rebecca Porter, Division of Enrollment Services was an invited presenter on assessment of student learning through classroom examination at the American Physical Therapy Association Section on Education New Faculty Workshop.
- Other involvement with professional associations includes:
  - American Association of Collegiate Registrars and Admissions Officers ([AACRAO](#))
  - Indiana Association of Collegiate Registrars and Admissions Officers (IACRAO)
  - On behalf of the association IUPUI continues to host the [IACRAO website](#).
  - National Association of Student Financial Aid Administrators ([NASFAA](#))
  - Indiana Student Financial Aid Association ([ISFAA](#))
  - Midwest Association of Student Financial Aid Administrators ([MASFAA](#))
  - National Scholarship Providers Association ([NSPA](#))
  - National Association for College Admission Counseling ([NACAC](#))
  - Indiana Association for College Admission Counseling ([IACAC](#))
  - Association of International Educators ([NAFSA](#))
  - National Collegiate Athletic Association ([NCAA](#))
  - [Alliance](#) (PeopleSoft/Oracle) Conference presenters and Product Advisory Group

Enrollment Services staff also serve on numerous campus and all-university committees.

- Learning Environments Committee
- TEAM IUPUI
- Physical Access Sub-committee
- Registrar Council
- Learning Environments
- Admissions LIT
- Academic Policies and Procedures Committee
- Enrollment Management Council
- Technology Deans



- University Calendar committee
- Various SIS Upgrade teams
- IUPUI Bursar Appeal Committee
- Recorder+, Academic Unit Reporting Group, SIS Student Records Team, SIS AA Team, SIS Campus Community Team
- Business Intelligence Committee
- CRM Committee
- Jaguar Academic Advising Association (JACADA)
- Bursar Appeal Committee
- Indiana College Network and Consortium for Urban Education Committee
- Physical Access Sub-Committee
- Learning Environments Committee, Campus Address Committee
- Diversity Committee
- Diversity Management Committee
- Behavioral Consultation Team
- Campus Center Partners
- Staff Council
- Black Faculty and Staff Council
- Human Resource Task Force
- Staff Affairs committee
- Academic Affairs Committee (ex-officio)
- Campus Address Committee
- Campus Center Partners Group member
- IUPUI Super Bowl 2012 Committee
- Marshals for May Commencement
- Campus Center Open House Committee and volunteer
- FLAGS Advisory Committee, FLAGS Student Performance Roster Committee, FLAGS Reporting Committee
- Committee on Data Stewards
- Technical User Groups
- Standing Committee on Residency
- Enrollment Services offices continue to hire a large number of student workers and assist them in making meaningful connections between their IUPUI education and the job skills they will need after graduation.

#### Evidence of Progress for 2011-2012:

- Use of latest “best practices” in office management and operations.
- Availability of operational data (numbers and frequency of transactions) for comparison.
- Business process evaluations and processes moved to new on-line “workflow” environment.
- Reduction in number of in-person visits to Enrollment Services offices required of students to conduct certain activities.
- Faster and more accurate loading of student data to the SIS environment.
- Faster and more convenient processing of drops, adds, and grade changes.

#### Activities planned for 2012-2013:

- Participate in the university’s Business Intelligence initiative to ensure that enrollment management data is included in the results of the working group.
- Continue to work with schools in loading curricular requirements to Academic Advisement Reporting environment.
- Continue to review processes in the light of available and new technology and make necessary and appropriate adjustments.

#### ☑ 1-i. Increase Support for Academic Units

**Campus Planning Theme:** Teaching and Learning, Best Practices, Collaboration

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2011-2012:

Enrollment Services offices provided advising, training, and systems support to IUPUI academic units, offices, and campus committees throughout 2011-12. ES offices worked with these units to simplify and improve administrative processes and systems through more efficient, detailed, and timely sharing of data and other resources.

While the work of other Enrollment Services offices in the IUPUI community appears in other sections of this report, the following summarizes the efforts of



- Continued to review and improve communications, training and documentation with campus constituents.
- Worked with the schools in processing the academic and coding structure necessary for implementation new majors, minors, certificates, concentrations, sub-plans, and in the case of Public Health, a new school.
- While the IUPUI Office of the Registrar routinely provides training and support for the academic units, the extent of that service has magnified during the 2011-2012 year. This includes expanded assistance in training new recorders, assistant deans, class schedulers and other department staff who use the Student Information System (SIS).
- Collaborated with school officials from the IUPUI School of Science, Math/Biology departments and the IUPUI SPAN program to devise way to administer the [Project Lead the Way](#) (PLTW) program for high school students while abiding by University and IUPUI policies on special credit. The PLTW program is the result of an Indiana Workforce Development grant from several years ago recognizing IUPUI as one of three schools nationally approved to certify completion of this high school program in Bio/Med. Completion of coursework at the high school plus a minimum score on required tests will result in special credit in up to four courses for students who attend IUPUI. For those students who chose to attend another IU campus or another institution, a certification letter is provided to take to their intended school for evaluation. After much discussion and planning, we awarded PLTW credit for 37 IUPUI students in 66 PLTW courses taught in various high schools and mailed 428 certification letters.
- Developed a new business process for the administration of IUPUI's [Grade Change](#) policy. While there was no change to the policy itself, the new business process was approved at APPC and implemented so that some of the burden of administration was removed from the academic units who entrusted more of the decision-making process with the IUPUI Office of the Registrar. Now, if the request is over five years old, the Registrar takes action to contact the student, letting them know that the grade change policy cannot be invoked but encouraging the student to consider [grade forgiveness](#) or other options that might be available at the school for re-entry. The Academic Unit is copied on this correspondence and also has the opportunity to contact the student for further encouragement.
- Implemented a completely redesigned Academic Structure configuration for University College. The new structure involved careful analysis, coding, testing and implementation and resulted in UCOL students being able to access the degree progress reports for their intended major. In addition, the new structure provides a tool for better reporting of intended majors.
- Continued in-depth support of the School of Nursing's [RN->BSN](#) program including significant communication and coordination of the course schedule for Spring 2012. This program allows nursing students who already hold an RN to enroll at any of IU's eight campuses, attend one class together, be assessed and graded at the appropriate campus of enrollment and have one unified official record.
- Coordinated discussions with IUPUI School of Social Work in the development and implementation of their [Online Master of Social Work](#) into the Student Information System.
- After official approval from the Indiana Commission for Higher Education, the Bachelor of Science and Master of Science degrees in Kinesiology were conferred for the first time with IUPUI May graduates. Since the approval came quite late in the term, the IUPUI Registrar's Office quickly gathered appropriate parties who worked collaboratively to update the commencement bulletin, diploma template and transcript coding so that these degrees could be conferred for the May graduates.
- Coordinated Student Information System (SIS) migration of the [Bachelor of General Studies Degree](#) from the School of Continuing Studies into the School of Liberal Arts.
- In support of a process of continued improvement in classroom utilization, developed a strategy and a work plan to gather data on our current status across academic units. As part of this process, the Registrar's Office manually loaded Room Characteristics to approximately 8500 classes for Fall 2011 and 6,000 classes for Spring 2012. These data are then used to prompt schools to more appropriately spread their classes through the day and within standard times as much as possible.
- Collaborated with several key campus partners on General Inventory classroom renovations and updated the IUPUI general inventory official Space Inventory for the Bureau of Facilities Programming and Utilization Office.
- Provided insight, input, data, and analysis as part of the JBA 1-Planning, Architecture, Facilities Management firm Classroom Master Planning initiative. Provided reports, classroom inventory, classroom data and information on seven of the IUPUI schools that were part of the study including their classroom utilization and efficiency ratios.
- The IUPUI Office of the Registrar continues to be deeply involved in various ways in the continued development, training, and implementation of IU's [FLAGS](#) (Fostering Learning, Achievement and Graduation Success) early alert and intervention system. This includes providing a series of communications in helping students and faculty understand the system. The office continues discussions with faculty and other groups on enhancements to the system and takes an active role in advocating for the needs of IUPUI faculty. In addition, the Office of the Registrar has taken a lead role in conducting training sessions across campus on reporting.
- Re-assessed and re-designed the IUPUI [Administrative Withdrawal](#) process, relieving University College of their responsibilities. The IUPUI Office of the Registrar created new communications to students and a revised business process to streamline the activities. In addition, specifications were provided to FLAGS Student Performance Roster so that these courses would be recognized and appropriate attendance values would be available to faculty teaching these courses.
- Along with colleagues from other IU campuses and USSS, the IUPUI Registrar and Associate Registrar attended a "One-Stop Shop" conference at the University of Minnesota, leaders in the One-Stop environment. This visit was in support of the [Student Services Initiative](#) report that Indiana University campuses should investigate and invest in a One-Stop support center on each campus. While IUPUI already has the basics of a "one stop shop" in the Campus Center, the visit to Minneapolis provided additional insights regarding the benefits of a queuing system for identifying the business that brings students to the office. NOTE: As of October 2012, after an RFP process with IUPUI Registrar participation, IU-Bloomington has purchased queuing software to be implemented initially at the IU-Bloomington new Student Support Center. The IUPUI Registrar/Financial Aid Offices are investigating the potential for our student service suite.
- In collaboration with University Institutional Research and Reporting ([UIRR](#)), began detailed review of the IUPUI Approved Program Inventory (API). Over the course of several years, the inventory on file with the Indiana Commission for Higher Education and the inventory on file at the institution have diverged and were no longer in sync, up-to-date. A University-wide initiative was undertaken to get those inventories in sync and to then implement a plan to keep them that way. This initiative has included careful review of every current (and many historical) IUPUI program to identify for each one whether the program is still active, if the title is correct/up-to-date, if the CIP code is accurate or needed adjustment, etc. After carefully updating the



inventory, procedures have also been implemented to assure it remains current.

- U.S. colleges and universities use a common Classification of Instructional Programs ( [CIP](#) ) coding system to identify majors and degrees. This, in turn, allows accurate and consistent tracking and reporting of enrollments and degrees granted within fields that institutions have defined to a common code but which may have a variety of titles at the individual institutions.
- Math Department officials reached out to the Office of the Registrar for assistance in incorporating [MyMath Labs](#) homework assignments into Oncourse/SIS.
- The Office of the Registrar improved procedures for course approval so that Purdue courses awaiting approval from PUWL and course remonstrance issues could be accurately tracked.
- Registrar staff coordinated data collection, analysis, testing and implementation of School of Journalism policy changes about repeat rules, grade forgiveness and expanded "X" grades (repeated courses where the original grade is not included in the GPA calculation) into the Student Information System (SIS). This also turned out to be good timing as the Herron School of Art and Design also opted to make a change to their repeat rule policy during this same timeframe and it was also successfully implemented.
- The Office of the Registrar initiated the planning meetings for Student Information System (SIS) implementation of the new IUPUI [School of Public Health](#). This included preliminary coordination with University Student Services and Systems ( [USSS](#) ), IUPUI Bursar, IUPUI Financial Aid, and IUPUI Admissions.
- The Office of the Registrar collaborated with the School of Medicine as they began investigation of the functionality of the Student Information System. The goal was to determine if the SIS might address their student record needs and become the replacement for their current shadow systems (MSAS and MEDUSA).

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#### Evidence of Progress for 2011-2012:

- See above

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#### Activities planned for 2012-2013:

- Continue to work closely with schools in all of these areas, taking the lead in recommending appropriate additional services and processes and responding to requests from schools on a timely basis.

#### ☑ 1-j Improved Services to Students

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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#### Actions taken for 2011-2012:

- Office of the Registrar staff assisted with full implementation of IU's electronic textbook initiative ( [eTexts](#) ) to support efforts in lowering costs for students and in making classroom work more collaborative for faculty. This effort included design, development, testing, updates to functionality, reassessment, redeployment and continued enhancements. The intent of this initiative is to control the cost of textbooks to students by charging only a course fee and it is expected this option will grow in popularity over the course of the next several semesters. This included verifying that the text was available, secure administrative initiation, approval, auto updates to the student information system, and textbook display to students.
- IUPUI continues to work with the [Indiana Commission for Higher Education](#) on the eTranscript and [TransferIN](#) initiatives.
- Initiated discussions of an updated Academic Calendar in light of Super Bowl 2012 being held in Indianapolis as part of IUPUI's commitment in assuring a good, safe experience for all in the Indy area. Wrote the proposal and recommendation for the calendar adjustment which was approved by APPC and IFC. Used this as an opportunity to successfully implement a portion of our business continuity plan so that services could be provided to students remotely during the time when campus offices were closed.
- Registrar staff developed a process to assure that students coming to orientation would not run into registration barriers. A new report was developed to pull students who plan to come to orientation three days prior to their scheduled visit. Each student record is checked to assure there are no holds or issues that would prevent registration.
- The Registrar's Office coordinated the certification of Occupational Therapist future graduates who need to sit for the Occupational Therapy exam prior to their degree conferral date. Collaborated with the program administrators and the OT Board so that the "pre-exam" forms could be expedited for the students affected.
- Implemented an updated [Grade Forgiveness form](#) including a new FAQ document to address very complex situations and misconceptions surrounding both the grade forgiveness policy enforcement and the administrative process.
- Worked closely with the IUPUI Alumni Office and the Office of the President on an adjustment to the commencement bulletin so that graduates are sorted in a way to be more readily located and recognized.
- Increased communication and coordination between Housing and Office of Undergraduate Admissions to ensure a smooth handoff of student information between the two units and improve student awareness and application to on-campus housing. This has enabled the campus to provide



information between the two units and improve student awareness and application to on-campus housing. This has enabled the campus to provide earlier and more effective communication about housing options on campus to prospective students. As a result, housing has been full for the fourth year in a row, and a waitlist was instituted.

- Many Enrollment Services staff participate as TEAM IUPUI volunteers each term.
- See also 1-f and 1-h above.

#### Evidence of Progress for 2011-2012:

- See above
- See also 1-f and 1-h above.

#### Activities planned for 2012-2013:

- Admissions continue to review the process for articulating transfer credit for current, returning and prospective students. This will include reviewing the articulations stored in SIS as well as ways of streamlining our communications with departments and advisors regarding what credit can be articulated
- Enrollment Services, Admissions, Diversity Access and Achievement, and Scholarships will provide the leadership in the Post-Admissions Communication Committee to ensure better coordination of communications to students once they are offered admission and to improve compliance with next steps as well as improve yield.
- The Office of Undergraduate Admissions will develop a “post-admissions survey of student interests” to identify what additional information students might be interested in receiving from the campus. It is possible that the survey will help students better understand the opportunities that exist on campus and also allow campus units to begin corresponding with students in ways that were, to this point, not possible prior to a student’s enrollment.
- The Office of Undergraduate Admissions will participate in the *Service with Distinction* program to assess and improve the levels of service provided to its constituencies.

#### 2. Support students with scholarships (undergraduate) and financial aid services (undergraduate, graduate, and professional)

##### 2-a. Increase student satisfaction with quality and timeliness of provision of services by the Office of Student Financial Services

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2011-2012:

Student Financial Services improved the quality and range of information provided to students. This was accomplished through the adding information and resources to its Website and expanded other communications with students. Staff members also provided more comprehensive information to students who may have visited the office for a particular issue, reducing the necessity of repeat visits.

#### Student Interactions:

	Aug 1, 09 – July 31, 10 (AY)	Aug1, 10 – July 31, 11 (AY)	July 1,2011 – June 30,2012
E-Mails (**EM*)	9,850	8,328	12,494
Walk-Ins (**WI*) <u>not incl. payments</u>	18,964	19,653	18,718
<b>TOTAL</b>	<b>28,796</b>	<b>27,981</b>	<b>31,212</b>

\*\*\*When we used Sallie Mae and Global for our call center, any call answered by FA in the back office to talk to a phone rep about a student's account would be noted with a PH designation. However, once we went to UITS, we no longer left a comment on each account due to the FOOTPRINT escalation system. The PH designation for 09-10 now indicates only the direct contact with FA rep in the Campus Center and a student via phone (not between FA and the phone rep).

#### Call Center (Global vs. UITS)

	GLOBAL	UITS
<b>Dates</b>	07/25/07 – 08/29/08 (13 months)	07/01/2011 – 06/30/2012
<b>Total # incoming calls</b>	56,566	53,076



<b>Total # calls answered</b>	47,287	50,538
<b>Average Abandon Rate</b>	16.4%	4.78%

## Revenue Processing & Cashiering

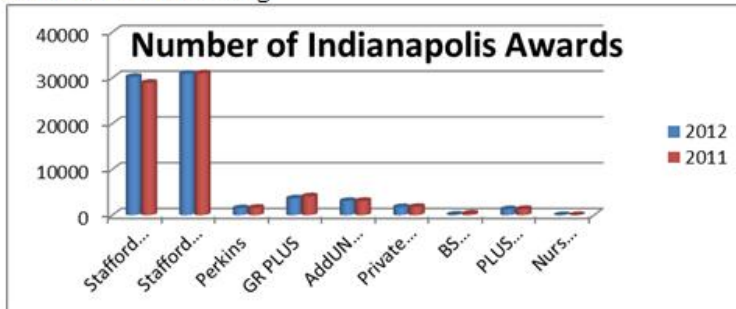
Student Financial Services staff in the Campus Center also processes in-person payments for the following activities:

### Revenue Processing: Tender & Totals

FISCAL YEAR	2007-2008		2008-2009		2009-2010		2010-2011		2011-2012	
OTC ESL Test Fee	126	\$3,780.00	146	\$4,380.00	195	\$5,820.00	310	\$9,300	683	\$20,490.0
OTC Financial Transcript	56	\$182.00	25	\$84.50	0	\$0.00	0	\$0.00	0	\$0
OTC Microfilm Thesis Charge	39	\$2,645.00	9	\$595.00	2	\$130.00	0	\$0.00	0	\$0
OTC Registrar Transcript	1,066	\$10,370.00	1,821	\$17,443.00	1,728	\$16,056.00	1,371	\$13,016	1,155	\$10,909.00
Bursar Payment by Cash	1,259	\$671,306.01	1,548	\$911,529.01	1,581	\$881,159.10	3,758	\$1,966,060.44	3,963	\$2,201,229.35
Bursar Payment by Check	1,126	\$2,069,675.80	1,843	\$3,725,892.13	3,168	\$6,678,109.42	6,924	\$14,619,096.46	6,312	\$13,592,454.26
Bursar Payment by Pop Check	2,038	\$3,675,617.49	858	\$1,802,951.61	0	\$0.00	N/A	N/A	N/A	N/A
Bursar Payment by Credit Card	2,264	\$2,459,103.74	2,439	\$2,343,468.89	2,887	\$3,563,473.45	N/A	N/A	N/A	N/A
Bursar Payment by Guaranteed Funds	202	\$512,300.22	144	\$378,829.90	84	\$235,575.16	358	\$923,120.11	468	\$1,494,939.47
OTC - Thesis Copyright	-	-	2	\$175.00	0	\$0	0	\$0	0	\$0
Reapplied Refund Check	-	-	104	\$244,129.16	279	\$901,992.41	352	\$1,131,599.28	296	\$978,739.27
Enrollment Deposit	-	-	-	-	-	-	-	-	12	\$1,200
<b>TOTALS</b>	<b>8,176</b>	<b>\$9,404,980.26</b>	<b>8,939</b>	<b>\$9,429,478.20</b>	<b>9,924</b>	<b>\$12,282,315.62</b>	<b>13,073</b>	<b>\$18,662,192.29</b>	<b>12,889</b>	<b>\$18,299,961.35</b>

\*\*Reapplied refund process taken over by Client Services for immediate payment to be accepted

### Student Loan Processing



## Revenue Processing & Cashiering

Student Financial Services staff in the Campus Center also processes in-person payments for the following activities:

The volume of payments processed by the Office of Student Financial Services increased by \$6,379,877 between 2010-11 and 2011-12. This is largely the result of changes in acceptable payment options. The Pop check payment process was discontinued in February 2009, replaced by a process known as "remote capture" and included in the "Bursar payment by check" totals above.

Number of loans processed for each loan program at the Indianapolis campus (IUINA).

Campus	Loan Type	# Awards made 2011	#Awards made 2012	# awards Up or Down	AID YR: 2011	AID YR: 2012	\$ awarded Up or Down
Columbus	Subsidized	2003	1737	↓	4,271,377	3,811,092	↓
Columbus	Unsubsidized	1798	1731	↓	4,569,521	4,470,063	↓
Columbus	Perkins	91	60	↓	45,016	44,823	↓
Columbus	PLUS LN	22	21	↓	98,177	110,852	↑
Columbus	BS Nursing LN	16	32	↑	16,000	24,000	↑
Columbus	Private LN	69	47	↓	213,907	158,728	↓
Indianapolis	Subsidized	30239	28943	↓	84,157,544	80,112,110	↓
Indianapolis	Unsubsidized	30901	30986	↑	100,662,736	99,771,400	↓
Indianapolis	Perkins	1507	1504	-	822,258	1,266,024	-



Indianapolis	PLUS LN	1300	1333	↑	6,646,259	6,969,914	↑
Indianapolis	BS Nursing LN	108	346	↑	120,000	277,176	↑
Indianapolis	GR PLUS	3660	4115	↑	24,118,320	27,027,134	↑
Indianapolis	Add' Unsub LN -Health	3105	3127	↑	24,895,594	25,072,247	↑
Indianapolis	Nursing Fac- LN	11	20	↑	90,063	112,363	↑

### Intermediate (University) Loans

	2007-2008 # awarded \$ amt.	2008-2009 # awarded \$ amt.	2009-2010 # awarded \$ amt.	2010-2011 # awarded \$ amt.	2011-2012 # awarded \$ amt.
Fall	0 \$0.00	5 \$7,541	22 \$100,279	4 \$12,568	17 \$60,900
Spring	5 \$8,751	4 \$5,687	5 \$19,130	3 \$3,700	5 \$9,128
Summer	7 \$29,536	13 \$43,463	2 \$4,000	9 \$22,200	1 \$2,500
TOTALS	12 \$38,287 Average = \$3,190	20 \$56,691 Average = \$2,835	29 \$123,409 Average = \$4,255	16 \$38,468 Average = \$2,404	23 \$72,528 Average = \$3,153

### Dependency Overrides

Federal student aid regulations allow financial aid officers to use discretion on a case-by-case basis if an otherwise dependent student may be unable to provide parental information as required on the FAFSA. In these situations students are required to document parental abandonment via an appeal process.

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Renewal	17 100%	25 100%	21 100%	39 100%	34 100%
Approved	17	25	21	39	34
Denied	0	0	0	0	0
New	43 67.4%	49 63.3%	45 80%	51 68.7%	41 68.2%
Approved	29	31	36	35	28
Denied	12 27.9%	13 26.5%	6 13.3%	9 17.6%	8 19.5%
No Decision*	2 4.7%	5 10.2%	3 6.6%	7 13.7%	5 12.1%

\*No decision usually means the application was incomplete or student never followed up on additional information requested. However, in 09-10, no-decision also meant that a DO was no longer necessary given new FAFSA guidelines re: dependency status. These students THOUGHT they needed to submit a DO, but were actually already deemed independent.

### Special Circumstance Appeals

#### Approval/Denial Rate

	2009-2010	2010-2011	2011-2012
Approved	336	327	171
Denied	124	131	60
No Decision	38	24	6
TOTAL SCF APPEALS	498	482	237

Career	2009-2010 #s	2010-2011 #s	2011-2012 #s
DENT	n/a for Client Services	34	n/a for Client Services
MED	n/a for Client Services	53	n/a for Client Services
GRAD	72	58**	32**
LAW	n/a for Client Services	8	n/a for Client Services
UGRD	426	329	205
TOTAL	498	482	237

\*\*GRAD ALSO includes graduate programs in MED/DENT schools that are not DDS or MD

### Total Financial Aid Disbursed

- Student Financial Services continues to disburse a larger amount of financial aid each year.
- 24,716 students received financial aid in 2011-12. This includes both Indianapolis and Columbus (IUPUC) campuses since the Indianapolis office processes aid for IUPUC as well as for Indianapolis students.

Academic Year	Gift Aid	Loans	Work Study	Total Aid
2008-09	\$92,460,305.20	\$218,425,257.00	\$2,983,620.00	\$313,869,182.20
2009-10	\$103,580,520.60	\$234,537,196.00	\$3,505,252.00	\$341,622,968.60
2010-11	\$115,337,864.30	\$262,683,275.00	\$3,775,644.00	\$381,796,783.30
2011-12	\$116,426,933.78	\$264,594,584.00	\$2,311,694.00	\$383,333,211.78

### Percentages of IUPUI Students Receiving Financial Aid

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
Total Enrollment	29,854	30,300	30,383	30,566	30,530
Total Unique Financial Aid Recipients					



Total Unique Financial Aid recipients for the Fall Term	18,488	19,275	20,865	22,009	21,797
% of Students Receiving Aid for Term	61.9%	63.6%	68.7%	72.0%	71.4%

Data are Indianapolis and Columbus combined.

- As of the end of October 2012, IUPUI had awarded \$992,905 in the IUPUI grant initiatives for Twenty-first Century Scholars and Pell recipients in the 2012-13 academic year. This compares with \$1,119,687 at the same point in 2011 and \$1,176,576 at the same point in 2010. By the end of 2011-12, the campus had awarded a total of \$1,428,246 in these two initiatives. That compared with \$1,241,193 in 2010-11.

#### Pell Statistics

Year	Recipients	Amount
2012-13*	8,072	\$ 16,841,656.00
2011-12	9,335	\$ 34,165,726.00
2010-11	8,966	\$ 37,365,879.00
2009-10	8,188	\$ 31,004,099.00
2008-09	6,537	\$ 19,663,581.00
2007-08	5,585	\$ 14,728,970.00
2006-07	6,047	\$ 14,647,713.50

\* Disbursed as of 10/05/2012

Note: In the 2011-12 academic year we faced the elimination of year round Pell Grant rules that allowed a student taking classes in summer school to get a second Pell Grant. This change in the Pell program was the primary reason the total Pell awarded was less than the previous year. The 2009-2010 academic year was the last year when year round Pell was not in place and would be a good comparison to the 2011-2012 academic year. The Pell program changed for the 2012-13 Academic year with the Lifetime Eligibility Used (LEU).

#### Other Awards

	2009-10		2010-11		2011-12	
Indianapolis	Number of Awards	Total Amount Awarded	Number of Awards	Total Amount Awarded	Number of Awards	Total Amount Awarded
Work-Study	1,224	\$3,542,854	1,417	\$3,585,682	1,092	\$2,195,014
Perkins	595	\$594,268	831	\$823,359	868	\$1,366,034
SEOG	1,096	\$1,049,386	1,811	\$805,241	2,500	\$501,122
Pell Pledge	43	\$101,393	66	\$119,537	82	\$147,285
21 <sup>st</sup> Scholars Pledge	282	\$1,139,801	380	\$1,000,150	471	\$1,280,961

	2009-10		2010-11		2011-12	
Columbus	Number of Awards	Total Amount Awarded	Number of Awards	Total Amount Awarded	Number of Awards	Total Amount Awarded
Work-Study	76	\$184,844	86	\$195,452	59	\$103,184
Perkins	47	\$41,178	51	\$45,016	34	\$44,823
SEOG	91	\$84,400	172	\$77,600	193	\$38,351
Pell Pledge	3	\$8,048	5	\$9,002	5	\$6,444
21 <sup>st</sup> Scholars Pledge	23	\$65,689	24	\$53,731	27	\$59,745

	2009-10		2010-11		2011-12	
IUPUI	Number of Awards	Total Amount Awarded	Number of Awards	Total Amount Awarded	Number of Awards	Total Amount Awarded
Work-Study	1,300	\$3,727,698	1,503	\$3,781,134	1,151	\$2,298,198
Perkins	642	\$635,446	882	\$868,375	902	\$1,410,857
SEOG	1,187	\$1,133,786	1,983	\$882,841	2,693	\$539,473
Pell Pledge	46	\$109,441	71	\$128,539	87	\$153,729
21 <sup>st</sup> Scholars Pledge	305	\$1,205,490	404	\$1,053,881	498	\$1,340,706



## Freshmen Packaging

- In 2011 Student Financial Services packaged 2,998 admitted students at the start of April. In 2012 that total increased to 3,297 Indianapolis admitted students packaged 3/20/2012 and 147 Columbus admitted students on 3/22/2012. Earlier packaging allows IUPUI to notify admitted students on a timely basis of their financial aid awards, important information for the students in making their final decision as which institution to attend.

## Satisfactory Academic Progress Program

- As a condition of remaining eligible to receive financial aid, students are required to meet a set of performance standards in fulfilling requirements for their intended degree. Federal regulations stipulate that colleges and universities monitor aid recipients to ensure they meet designated thresholds in terms over overall GPA and credit hours completed. The IUPUI Office of Student Financial Services reviews each undergraduate and graduate financial aid applicant for Satisfactory Academic Progress (SAP) on an annual basis. This evaluation is completed prior to awarding financial aid and begins after spring semester grades have been posted in May.
- Satisfactory Academic Progress (SAP) standards were reviewed and policies updated that allowed for more IUPUI students to be considered to be meeting SAP standards beginning in the 2012-13 academic year. When SAP analysis was conducted in May 2012 approximately one thousand more students were considered to be meeting SAP standards compared with the prior year.
- The following is a summary of the Indianapolis students who applied for aid and the reasons they were selected for SAP review:

### Total IUPUI Students Selected for SAP Review

Indianapolis	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13**
Low GPA	2,406	2,548	2,607	2,485	2,324	2,759	2,854
Completion	3,140	3,217	3,170	3,003	2,738	3,199	1,915
Too Many Hours	1,356	1,212	1,169	1,192	1,293	1,816	1,496
Total Selected*	4,997	4,625	4,917	4,854	4,660	5,671	4,729

Reviewed by Student Financial Services. Law, Medicine, and Dentistry monitor professional students in their programs.

\*Students may be selected for more than one reason.

\*\* Numbers as of 10/4/2012. Data will change when students transfer or return in the spring and/or summer

- Student Financial Services continues to hold periodic SAP Workshops to provide information for faculty and staff who work with students who are academically struggling and may place their financial aid in jeopardy.

## Pell Eligibility

- The provision for "Year Round Pell"™ in which students could receive up to 200% of a Pell award during a calendar year was eliminated. This adversely affected students who attended school fulltime during each term in the academic year and no longer had additional Pell eligibility for summer attendance.
- Work began in the spring of 2012 regarding new Pell Grant eligibility rules. For the 2012-13 academic year all Pell grant recipients will be limited to a Lifetime Eligibility Used (LEU) of the equivalent of 6 fulltime academic years of funding. As such, those students who have received six or more fulltime academic years of Pell grant funding will no longer be eligible to receive an award. Those who have received between 5 and 6 years of funding will receive the remaining percentage of whatever their award would have previously been based on enrollment status and Expected Family Contribution (EFC). A small amount of institutional funds have been identified to help those who are close to graduation who are negatively impacted by the new regulation.

## Federal Work Study

	2010-11		2011-12	
	Total # jobs worked*	Dollars earned	Total # jobs worked*	Dollars earned
Undergrad	1,042	\$1,940,042	1,038	\$1,935,905
Grad (monthly)	19	\$68,948	17	\$61,685
Summer	296	\$294,446	228	\$329,125
TOTAL	1,357	\$2,303,436	1,283	\$2,326,715

\*Students can have more than 1 FWS position.

## Evidence of Progress for 2011-2012:

- See above



#### Activities planned for 2012-2013:

- Tracking the constant change of lenders in the Private Loan market
- Improving our accuracy in PLUS Loan processing issues
- Monitoring our Cohort Default Rate (CDR) to ensure we are helping our students to avoid default
- Track – process using our Loan Management calendar and anticipating changes
- Network and serve within our professional associations: ISFAA, MASFAA, & NASFAA
- Implement new Quality Assurance/Quality Improvement (QA/QI) procedures to increase accuracy
- Add LEU information to Pell Monitoring instructions
- Update written documentation and write new instructions for missing instructions.
- Additional training for new staff
- Review materials on web to ensure name change is updated and information is accurate.
- Create and update trainings for study abroad, and state programs.
- Meet with the Passport program administrators to review the program and make changes to be more efficient.
- In the next few years we will see a gradual shift for Indiana's program requirements for 21<sup>st</sup> Century Scholars, O'Bannon and CVO. The state has implemented GPA requirements for new award recipients.
- Continue to improve timeliness of service delivery.
- **Improve Efficiency** : We are continually examining our reports and processes to determine where improvements can be made. While most of our report improvements over the last year were driven by the needs of the area experts, our goal is to be more of a driving force behind any modifications moving forward.
- **Tracking**: While we have been tracking report specific information, when it was run and how many students were on it, we currently lack a solid record of what modifications have been made over time. It is our goal to enhance our current tracking with the changes that have been made and how those changes have impacted our workload. Additionally, it is our intention to better track what types of changes are being made to our web environments. By identifying owners of information on our Internet, it is our hope that we will be able to proactively make changes to our web information as well as keep track of who the expert in that area might be.
- **Internet Design**: Moving into 2013, we intend on revamping our front facing web site to make it more visually appealing while introducing elements to make it more user friendly and to place things in a more logical manner that might make the most sense to public users. We also intend on utilizing Twitter as a mode of communication for our students.
- Continue to improve and expand communication with students through Website, targeted mailings, and other methods.

#### ☑ 2-b. Educate students on financial management

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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#### Actions taken for 2011-2012:

- Student Financial Services staff provided input for a system-wide Indiana University committee review of student debt. The committee made recommendations to the Board of Trustees in June 2012 that will be reviewed for implementation by IUPUI and Student Financial Services leadership regarding transparency in student loan counseling and financial literacy initiatives.
  - Student Financial Services created a [Facebook page](#) in an ongoing effort to communicate to students in new formats that they prefer. The office uses this technology to send students updates about deadlines and information with regards to financial aid.
  - Student Financial Services has expanded its financial literacy program through a partnership with [CashCourse.org](#). The website provides students with detailed information and resources on how to:
    - Create a budget
    - Learn about the benefits of checking and savings accounts
    - Protect individual credit
    - Plan for retirement
    - Set financial goals
    - Read more about financial aid, etc.
    - CashCourse is noncommercial and provided by The [National Endowment for Financial Education](#).
  - The Office of Student Financial Services continues to be involved in financial literacy programming efforts across campus. For example, CashCourse presentations were made to University College Learning Communities in November 2011. Topics included: Money Management, Budgeting Your Money, Understanding Credit Basics.
  - Student Financial Services provides targeted support to students enrolled in the Dental School, Law School, and Social Work. This includes on-site presentations and counseling on all aspects of financial aid, including budgeting, loan consolidation, and debt management.
- 

#### Evidence of Progress for 2011-2012:

- The partnership has been established and the financial literacy educational tool featured from the main office Website.
-



#### Activities planned for 2012-2013:

- Providing better annual debt notification to students • Implementation Entrance & Exit Counseling – due to change in Experimental Site Regulations
- Working more with students & family on loan counseling –as we see more family with bankruptcy problems and issues with borrowing.
- Continue outreach efforts to promote financial literacy
- Establish a campus-wide Financial Wellness Council

#### ☑ 2-c. Increase number of students applying for federal financial aid by federal priority deadlines

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2011-2012:

The Student Financial Services staff continues to serve IUPUI and the entire Indianapolis community by providing educational outreach efforts regarding financial aid.

- Indiana Student Financial Aid Association ISFAA Area High School Financial Aid Nights (Roncalli, Warren Central, Providence Cristo Rey, etc.) and at High School Guidance Counselor workshops at both the Indianapolis and Columbus campuses.
- Community Action Network of Greater Indianapolis's [Count Your Cash Money Management Program](#)
- Student Employment & Experience Fair
- Study Abroad Fair on campus
- Campus Center Open House
- Movin' - On presentation for Adaptive Educational Services
- Passport/Ivy Tech Transfer Event
- Fall Fest
- TCEM Learning Community
- Indiana University Neal-Marshall Celebration of Black Graduates Celebration @ IUPUI
- Greater Gethsemane Missionary Baptist Church Scholarship Committee Chair
- High school guidance counselor workshops

## OUTREACH

### FAAM Events & Activities

*Publicity & Promotions:* Banners, Web, E-Mails (FAFSA reminder e-mails to 6560 students)

*Outreach/FAFSA Assistance:* FAFSA Assistance: College Goal Sunday Participation, Collaboration w/Admissions Center e-mail blitz to encourage to file FAFSA.

#### ☑ PRESENTATIONS

Date	Event	Presentation Title	Frequency	# attendees
10/11	IUPUI Fall Fest	Paying for College	9, 30-min sessions	258 parents/students
1/20/12	Latino/Hispanic Recruitment	Making College Affordable	45 minute presentation	13
2/15/2012	Kelley School of Business	Paying for College	45 minute presentation	75
2/23/2012	Student Employment	Federal Work-Study	45 minute presentation	20 students
4/19/12	Health Fair – Taylor Courtyard	Financial Wellness		200 students
3/9/12 3/29/12 4/12/12 4/26/12	Spring Preview Day – Office of Campus Visits	Money Management Tips for College Students	Three 45-minute presentations on each day (n = 9)	Between 50-60 students/parents attended each session (estimated 450 – 550 total attendees)
Summer 2012	Orientation	Money Matters	25, 30 minute sessions	Average 250/session
6/13/12 6/20/12 6/27/12 7/11/12	IUPUI Financial Literacy	Managing Your Money	One per day	20+ students

### Orientation:



- *Resource Fair*- Client Services staffed resource fair tables for 25 orientation sessions assisting students/families
- *Presentation*- 1 presentations/day (ea. 30 minutes long) = 25 presentations x 200 people/session =5000+participants covering all areas of Financial Aid and Bursar items for new freshman students and their families

## Financial Aid Awareness Month Events & Activities

### Publicity & Promotions

- Jag TV, JagNews, Banners, Web, E-Mails (FAFSA reminder e-mails to 2,706 students)
- Promotion of College Goal Sunday, a statewide FAFSA filing workshop

### Outreach/FAFSA Assistance

- Two Student Financial Services staff members participated in College Goal Sunday in February, 2012. This is the most volunteers for any institution in the Indianapolis area. College Goal Sunday is a statewide program offered by college and university financial aid administrators to help students and their families complete financial aid applications.
- Had staff available in lobby during business hours to assist students and families with completing the 2012-13 FAFSA
- Collaborated with the Admissions Center for an e-mail blitz to encourage 6,720 admits to file the FAFSA
- See also communication and outreach efforts cited in 2-a above

## Evidence of Progress for 2011-2012:

### FAFSAs Received

Indianapolis	2010	2011	2012	Difference from 2011 to 2012	% Difference from 2011 to 2012
Total Received	31,040	33,067	34,003	2,963	9.0%
Filed on Time	21,758	23,708	25,638	3,880	16.4%
Percent on time	70.1%	71.7%	75.4%		

Columbus	2010	2011	2012	Difference from 2011 to 2012	% Difference from 2011 to 2012
Total Received	2,245	2,536	2,645	400	15.8%
Filed on Time	1,577	1,878	1,984	407	21.7%
Percent on time	70.2%	74.1%	75.0%		

## Activities planned for 2012-2013:

- Continue to improve and expand communication with students through Website, targeted mailings, and other methods.
- Moving into 2013, we intend on revamping our front facing web site to make it more visually appealing while introducing elements to make it more user friendly and to place things in a more logical manner that might make the most sense to public users. We also intend on utilizing Twitter as a mode of communication for our students.

## ☑ 2-d. Enhance the use of scholarships to support recruitment and retention initiatives

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

## Actions taken for 2011-2012:

- The Office of Student Scholarships successfully launched the Graduation Incentive Grant program designed to assist previously part-time enrolled students to enroll full time in order to graduate within six years of their start dates.
- The Office of Student Scholarships Facebook page reached 2,194 likes up from 1,576 this time last year. Twitter follows up increased by 250 to 881 followers.
- The Office of Student Scholarships worked with HELPNet to develop a comprehensive Scholarship Search feature for the office Website (to be complete October/November 2012)
- The Office of Student Scholarships successfully completed an audit of procedures for athletic awarding. • The Office of Student Scholarships successfully completed the Service with Distinction Training this academic year.



#### Evidence of Progress for 2011-2012:

- The Indianapolis campus awarded \$32,857,704 in institutional aid for the 2011-2012 academic year. This aid went to 10,566 students who received an average award of \$3,110. The total amount awarded for the 2010-11 academic year was \$31,373,111, which totaled 11,094 awards with an average dollar amount of \$2,828.
- Chancellor's Scholarship offers increased from 368 for 2011-2012 to 436 in 2012-13 (+18.5%). The number of Chancellor's Scholarship acceptances grew from 120 in 2011-2012 to 160 in 2012-13 (+33.3%). The rate of acceptances increased 4% over 2011-12.
- The Office of Student Scholarships offered 1,355 Admission-based scholarships to prospective students for 2012-2013 with 451 accepting those offers. The acceptance rate for the 2012-2013 year is up 8% (last year 25% accept to offer rate, this year 33%)
- Between the 2010-10 and the 2011-12 academic years, the overall retention rate of IUPUI Scholars decreased from 89.2% to 81%; which is a decrease of 8.2%. This was due to the introduction of the Academic Honors Scholarship (which has lower academic criteria – scholarships with lower academic criteria have lower retention rates), as well as a greater than average number of inter-campus transfers.

#### Comparison of Amount of Institutional Aid Awarded at IUPUI for the 2010-11 vs. 2011-12:

	2010-11	2011-12	Difference	Percent Difference
Athletics	\$1,991,666	\$2,055,624	\$63,958	3.2%
Graduate/Professional Fellowships	\$5,839,573	\$4,238,122	-\$1,601,451	-27.4%
Graduate/Professional Scholarships	\$2,773,739	\$3,499,596	\$725,857	26.2%
Graduate/Professional Foundation	\$4,188,673	\$5,370,575	\$1,181,902	28.2%
Institutional Grants	\$1,673,012	\$1,800,566	\$127,554	7.6%
Institutional Undergraduate Schps	\$7,818,298	\$7,139,890	-\$678,408	-8.7%
Undergraduate Foundation	\$2,245,823	\$2,394,581	\$148,758	6.6%
Undergraduate Honor Awards	\$2,179,184	\$3,951,759	\$1,772,575	81.3%
External Donor Scholarships*	\$2,663,143	\$2,406,991	-\$256,152	9.6%
<b>Overall Total</b>	<b>\$31,373,111</b>	<b>\$32,857,704</b>	<b>\$1,484,593</b>	<b>4.7%</b>

#### Comparison of Number of Institutional Aid Awards at IUPUI for the 2010-11 vs. 2011-12:

	2010-11	2011-12	Difference	Percent Difference
Athletics	368	401	33	8.9%
Graduate/Professional Fellowships	745	487	-258	-34.6%
Graduate/Professional Scholarships	513	489	-24	-4.7%
Graduate/Professional Foundation	926	1,149	223	24.1%
Institutional Grants	1,283	1,011	-272	-21.2%
Institutional Undergraduate Schps	4,288	4,181	-107	-2.5%
Undergraduate Foundation	1,265	1,092	-173	-13.7%
Undergraduate Honor Awards	449	556	107	23.8%
External Donor Scholarships*	1,257	1,200	-57	-4.5%

\*External Donor Scholarships are awards submitted to the Office of Student Scholarships from various private organizations on the behalf of an IUPUI student. These monies are applied directly to the students' Financial Aid account by the Office of Student Scholarships.

Data in the above charts are for the Indianapolis campus only.

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#### Undergraduate Honor Awards

	2010-11 Academic Year		2011-12 Academic Year	
Scholarships	Dollar Amount	Number of Awards	Dollar Amount	Number of Awards
Herbert Presidential	\$406,000	45	\$450,375	47
Plater Distinguished	\$268,000	36	\$297,500	32
Chancellor's	\$292,625	81	\$1,862,000	205
Bepko	\$1,103,679	201	\$1,266,332	212
Honors	\$108,880	86	\$75,552	60



<b>Total:</b>	<b>\$2,179,184</b>	<b>449</b>	<b>\$3,951,759</b>	<b>556</b>

The above reflects beginning and, where appropriate, continuing recipients enrolled with these scholarships.

The following charts show the offers, acceptances, enrollments for scholarships targeting IUPUI's high ability students

#### 2010-2011 Scholarship Yield Rates

Scholarship	Offers	Accepts	Enrolled	% Offers-Accept	% Offers-Enrolled	% Accepts-Enrolled	Total Award Amount
Valedictorian/Salutatorian	123	52	38	42%	31%	73%	\$266,000
Valedictorian/Salutatorian-NR	12	4	3	33%	25%	75%	\$30,000
Academic Excellence	355	135	97	38%	27%	72%	\$388,000
Dean of Faculties	561	198	167	35%	30%	84%	\$498,000
Outstanding GED	3	3	3	100%	100%	100%	\$6,000
Passport	11	10	10	91%	91%	100%	\$15,000
Chancellor's	165	39	38	24%	23%	97%	\$228,000
Outstanding Freshman (now Chancellor Recognition)	60	25	21	42%	35%	84%	\$168,000
Herbert Presidential	15	13	13	87%	87%	100%	\$133,000
Plater Distinguished	13	9	8	69%	62%	89%	\$72,000
Dean's Recognition-NR	58	21	19	33%	33%	91%	\$114,000
IUPUI Service Award-NR	184	66	49	36%	27%	74%	\$172,000
IUPUI Transfer Scholarship-NR	63	32	21	51%	33%	66%	\$105,000
International Ambassador-NR	33	16	9	49%	27%	56%	\$31,500
ELS Transfer Scholarships-NR	1	1	1	100%	100%	100%	\$3,500
<b>Total Resident Scholarships</b>	<b>1,142</b>	<b>446</b>	<b>358</b>	<b>39%</b>	<b>31%</b>	<b>80%</b>	<b>\$1,774,000</b>
<b>Total Non-Resident Scholarships</b>	<b>350</b>	<b>139</b>	<b>101</b>	<b>40%</b>	<b>29%</b>	<b>73%</b>	<b>\$456,000</b>
<b>Total</b>	<b>1,492</b>	<b>585</b>	<b>459</b>	<b>39%</b>	<b>31%</b>	<b>78%</b>	<b>\$2,230,000</b>

#### 2011-2012 Scholarship Yield Rates

Scholarship	Offers	Accepts	Enrolled	% Offers-Accept	% Offers-Enrolled	% Accepts-Enrolled	Total Award Amount
Valedictorian/Salutatorian	43	16	16	37%	37%	100%	\$88,000
Valedictorian/Salutatorian-NR	14	4	3	29%	21%	75%	\$30,000
Academic Honors	191	70	70	37%	37%	100%	\$70,000
Dean of Faculties	539	218	184	40%	34%	84%	\$552,000
Outstanding GED	11	8	4	73%	36%	50%	\$8,000
Passport	30	25	22	83%	73%	88%	\$33,000
Herbert Presidential	17	15	15	88%	88%	100%	\$135,000
Plater Distinguished	13	9	9	69%	69%	100%	\$72,000
Dean's Recognition-NR	99	20	18	20%	18%	90%	\$108,000
Chancellor's	246	119	101	48%	41%	85%	\$808,000
Chancellor's-NR	67	28	27	42%	40%	96%	\$330,000
IUPUI Service Award-NR	164	52	41	32%	25%	79%	\$177,000
IUPUI Transfer Scholarship-NR	43	22	22	49%	51%	100%	\$115,000
International Ambassador-NR	23	7	6	30%	26%	86%	\$21,000
ELS Transfer Scholarships-NR	2	2	1	100%	50%	50%	\$3,500
<b>Total Resident Scholarships</b>	<b>1,090</b>	<b>480</b>	<b>421</b>	<b>44%</b>	<b>39%</b>	<b>88%</b>	<b>\$1,766,000</b>
<b>Total Non-Resident Scholarships</b>	<b>412</b>	<b>135</b>	<b>116</b>	<b>33%</b>	<b>28%</b>	<b>86%</b>	<b>\$784,500</b>
<b>Total</b>	<b>1,502</b>	<b>615</b>	<b>537</b>	<b>41%</b>	<b>36%</b>	<b>87%</b>	<b>\$2,550,500</b>

Note: The number of Valedictorians and Salutatorians in the above charts includes only those who received that particular scholarship. Other Valedictorians and Salutatorians received different scholarships, including the Chancellor's, Bepko, Plater, and Presidential. The total number of new Valedictorians and Salutatorians climbed to 47 this year, up from 33 in 2011.

#### Activities planned for 2012-2013:

- See above for new Scholarship Search feature
- Continue outreach efforts

3. Establish IUPUI as a premier destination for individuals from diverse cultures to interact within an urban university environment

3-a. Enact a multifaceted recruitment strategy to enhance domestic student diversity

**Campus Planning Theme:** Teaching and Learning, Campus Climate for Diversity, Civic Engagement

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2011-2012:



The vision of the Office for Diversity Access and Achievement is to establish IUPUI as a premiere destination for individuals from diverse cultures to interact within an urban university environment. All activities of this area are designed to move IUPUI closer to this vision.

Diversity Access and Achievement has developed a multifaceted recruitment plan to enhance domestic student diversity at IUPUI, specifically in the areas of African American, Latino/Hispanic American, and Native American student populations.

The Office of Diversity Access and Achievement serves as a key collaborator with the Office of Undergraduate Admissions, other Enrollment Services offices and the academic units in helping to recruit a more diverse undergraduate student population.

#### Actions taken:

#### Outreach & Recruitment Activity

- The Office for Diversity Access and Achievement continued efforts to provide outreach and recruitment services targeting underrepresented populations for the 2011-2012 academic year by participating in a number of on-campus and community outreach events. These events ranged from traditional college fairs and high school visits, to community fairs and special program presentations. The goal of attending the various events was to increase awareness of IUPUI's programs and services to the larger community and to encourage qualified students to consider IUPUI as their future academic home. A listing of the event types appear below.

Type of Events Attended & Contacts Generated							
	2009-10 Attended	2010-11 Attended	2011-12 Attended	2009-10 Est. # People Seen	2010-11 Est. # People Seen	2011-12 Est. # People Seen	
Recruitment	17	15	10	1,112	1,679	1,030	
College Awareness	8	2	6	1,131	352	240	
Community Presence	6	12	20	1,071	330	620	
Retention Focus	n/a	2	n/a	n/a	n/a	n/a	
Total	31	29	36	3,314	2,361	1,890	

#### Diversity Outreach

- The Office of Diversity Access and Achievement (ODAA) continued its strong commitment to serving local organizations that are preparing youth for future collegiate success. This included serving as reviewers for the Center for Leadership Development, Indiana Black Expo, and Circle City Classic scholarship selection processes.
- The Office of Undergraduate Admissions continues supporting the efforts of the Office of Diversity, Equity and Inclusion and the Purdue School of Engineering and Technology to develop and recruit the Engineering Dual Degree Program in collaboration with the Atlanta University Center. The program will focus on attracting students from 3 Historically Black Colleges and Universities (HBCUs) in the Atlanta area (Spelman, Morehouse, and Clark-Atlanta) to transfer to IUPUI after 2-3 years to complete an engineering degree in addition to their HBCU degree.
- In support the Enrollment Shaping Initiative (ESI), the Office of Undergraduate Admissions, in collaboration with the Purdue School of Engineering and Technology, hosted a group of high school counselors from Puerto Rican high schools as well as participated in high school visits and college fairs in Puerto Rico.
- Also in support of the ESI, the Office of Undergraduate Admissions hosted a group of high school counselors from Chicago-land schools who were visiting colleges in Indiana.
- The Office of Diversity Access & Achievement (ODAA) successfully transitioned the Norman Brown Diversity and Leadership Program to the oversight and administration of Diversity, Equity and Inclusion. This transition was a long process and involved all levels of staff within the unit. The majority of our time was spent on this process this year. • The ODAA hosted over 300 students for the annual Twenty First Century Scholars Visitation Day.
- ODAA conducted an on-site admissions and scholarship session at Eastern Star Baptist Church & New Hope Baptist Church
- In response to legislative changes regarding college enrollment for undocumented students, ODAA served as the administrative unit for funds made available to assist affected students who were near graduation. A total of 8 students were assisted through this process, totaling \$77,000 in funding. • The ODAA offered six scholarships to students participating in the Center for Leadership Development city-wide College Prep program equaling \$34,000 annually. To date a total of thirteen students have benefited from this partnership.
- ODAA sponsored both the META Conference and Project Stepping Stone Program which brought more than 500 Latino high school students to the IUPUI campus
- Undergraduate Admissions continues its collaboration with IUPUI's SPAN program on outreach to students enrolled in the Crispus Attucks Medical Magnet High School program, including presentations to students in the program about applying to universities for admission and scholarships. SPAN serves current high school students interested in taking courses at IUPUI
- Undergraduate Admissions, Student Financial Services, and the Office of Diversity Access and Achievement worked with Ben Davis University High School\* to inform them of the outcomes of their students at IUPUI. The IUPUI offices have committed to ongoing conversations with BDU staff to inform them of academic, financial aid, and developmental challenges for students with large numbers of early college credit. \* Ben Davis University High School is an early college program where students attending BDU also pursue Associate's degrees from Vincennes University).
- Undergraduate Admissions continues to expand its recruitment out-of-state to include national fairs outreach for Latino and GLBT students.
- Passport continued its participation in Project Stepping Stone, a college-going event for Latino HS students from throughout Indiana. 120 students



were served in 2011. Most declared Ivy Tech and/or IUPUI as their school of choice. The Passport Office sponsors a cook-out on the IUPUI campus, coordinates the Ivy Tech Presentation, and leads a session on Ivy Tech to IUPUI Transfer. The same level of participation is scheduled for June 2012 with 120 students expected to participate.

- Passport hosted Ivy Tech students at IUPUI signature events: MLK Dinner, Chavez Dinner, and Harvey Milk Dinner. Ivy Tech Student groups of affinity and their advisors are hosted by the Passport Office. For consistency sake, the Passport Office purchases two tables, a Passport Advertisement in the Program welcoming the group, and covers parking if the event is on the IUPUI campus. Feedback from students is very positive. As a direct result of the Harvey Milk Dinner, the LGBT student groups on both campuses are connected and have enjoyed many co-programs this year. The Latino Student groups continue to co-program as in the past. The Passport Office has sponsored at least one event for each of these partnerships this year, such as a pizza and pool night in the IUPUI Game Room
- Interested parties at Ivy Tech have formed a group to look at helping Minority Males at the College. Passport has been participating in these early talks and will be providing a stipend for an IUPUI student mentor for this program. Additionally, Passport has secured a commitment from IUPUI to sponsor an additional mentor. The hope of the groups is to have an African American Male and a Latino Male fill these roles. Details are in progress.
- Passport and the Office of Diversity Access and Achievement offered consulting service to the IUPUI academic units to assist in the recruitment of well-qualified minority students from Ivy Tech Community College.
- The Office of Diversity Access and Achievement (ODAA) Director presented at Indianapolis Public School Diversity Cadre Meeting regarding issues related to minority student access to college.
- ODAA provided campus analysis of minority student recruitment and retention data for the annual IU Diversity Report
- The Office for Diversity Access & Achievement partnered with local organizations in the following activities in 2011-12:
  - National Society of Hispanic MBAs to host the Seventh annual Project Stepping Stone. A total of 93 students attended this year. This program has resulted in more than 50 Latino students who have successfully enrolled at IUPUI.
  - Center for Leadership Development to host the third annual city-wide College Prep Institute. More than 300 people attended this year's program.

#### Evidence of Progress for 2011-2012:

- 27.3% of enrolled beginners were non-white, up from 25.2% last year. This year's 835 students of color is an increase of 138 students (+19.8%) over 2011.
- This is the most diverse enrollment in campus history, with minority students accounting for 21.7% of total campus enrollment, up from 19.9% in 2011. Additional details of enrollment by ethnic group appear below.
- The category of "Two or more races" has now become the 3<sup>rd</sup> largest racial/ethnic category among enrolled minority beginners, and greater understanding of the self-perceptions of this category is necessary to meet recruitment expectations of these students. In addition, the growth in this category may mask the growth that would otherwise be seen in other racial/ethnic groups.

### Ethnic Distribution for All Students Fall 2011 and 2012

Indianapolis campus only

Beginner Ethnicity	2011	2011 Share	2012	2012 Share	Change	% Change
Hispanic	172	6.2%	224	7.3%	52	30.2%
African American	318	11.5%	312	10.2%	-6	-1.9%
American Indian	2	0.1%	2	0.1%	0	0.0%
Asian	86	3.1%	125	4.1%	39	45.3%
Hawaii/Pac. Islander	1	0.0%	0	0.0%	-1	-100.0%
Two or more races	118	4.3%	172	5.6%	54	45.8%
<b>Total Students of Color</b>	<b>697</b>	<b>25.2%</b>	<b>835</b>	<b>27.3%</b>	<b>138</b>	<b>19.8%</b>
White	1,948	70.5%	2,074	67.8%	126	6.5%
Other/Unknown	22	0.8%	27	0.9%	5	22.7%
International	96	3.5%	124	4.1%	28	29.2%
<b>Total Beginners</b>	<b>2,763</b>	<b>100.0%</b>	<b>3,060</b>	<b>100.0%</b>	<b>297</b>	<b>10.7%</b>



Indianapolis Ethnicity	2011	2011 Share	2012	2012 Share	Change	% Change
Hispanic	1,096	3.8%	1,256	4.4%	160	14.6%
African American	2,853	9.9%	2,943	10.2%	90	3.2%
American Indian	55	0.2%	37	0.1%	-18	-32.7%
Asian	1,118	3.9%	1,174	4.1%	56	5.0%
Hawaii/Pac. Islander	17	0.1%	12	0.0%	-5	-29.4%
Two or more races	609	2.1%	813	2.8%	204	33.5%
<b>Total Students of Color</b>	<b>5,748</b>	<b>19.9%</b>	<b>6,235</b>	<b>21.7%</b>	<b>487</b>	<b>8.5%</b>



White	20,857	72.3%	20,345	70.7%	-512	-2.5%
Other/Unknown	817	2.8%	623	2.2%	-194	-23.7%
International	1,438	5.0%	1,586	5.5%	148	10.3%
Total	28,860	100.0%	28,789	100.0%	-71	-0.2%

- Ivy Tech is a significant source of minority transfer students at IUPUI. 29% of IUPUI undergraduate students who previously attended Ivy Tech Indianapolis were from minority groups in the fall of 2011. This is a 1% increase over the previous year. This compares with 21% for all IUPUI undergraduates.
- The number of IUPUI students who previously attended an Ivy Tech campus constitutes 18% of IUPUI's overall undergraduate enrollment. Most notably these students also contribute 24 percent of IUPUI's overall undergraduate ethnic diversity in fall of 2011.

		Previous Ivy Tech- Indpls. Students	Overall IUPUI Undergraduate Population
Total Number of Students Enrolled Fall 2011		3,635	20,650
Enrollment Status	Full-time	66%	73%
	Part-time	34%	27%
Race/Ethnicity	Total Minority	29%	21%
	African American	17%	11%
	Asian American	4%	3%
	Hispanic American	5%	4%
	Native American	0%	0%
	Native Hawaiian	0%	0%
	Two or more Races	2%	2%
	All Others	71%	79%
Gender	Female	54%	56%
	Male	46%	44%

- The Office of Diversity Access and Achievement continued its peer mentoring program where Latino students at IUPUI mentored students from the Society of Latinos at Ivy Tech Community College Central Indiana Region. A total of 6 students from Ivy Tech participated in the program this year.

#### Activities planned for 2012-2013:

##### Recruitment

- The Office of Undergraduate Admissions continued adding Spanish language elements to its communications, including a Spanish-language brochure and [website](#). The office will support a Spanish language phone and email response team as well.
- The Office of Undergraduate Admissions, in collaboration with the Office of Diversity, Equity and Inclusion, will begin to collect tribal information for American Indians and will work with University Student Support Services (USSS) and University Information Technology Services (UITS) to identify the appropriate place to store this information in the Student Information System (SIS). Having more specific tribal information for these students will be useful in our recruiting efforts and in serving this population.
- Segment our communications to break out communications by specific ethnicity.
- Attend fairs and create communications for LGBT students.
- Expand local partnerships to include [Starfish Initiative](#), [La Plaza](#), [100 Black Men of Indianapolis](#), and the [Indianapolis Urban League](#).
- Develop a communications stream for newly admitted students.
- Promote IUPUI from an affordability standpoint.
- Develop a more coordinated system for awarding diversity related scholarships for freshmen and transfer students.

##### College Awareness

- Create relationship with middle & high schools in Marion and Lake Counties that promote future college attendance.
- Develop learning outcomes for all college awareness presentations conducted by Diversity Access and Achievement staff.
- Develop a comprehensive list of all college enrichment programs offered through IUPUI.
- Develop college awareness resource page for the Diversity Access and Achievement [website](#).

- ☑ 3-b. Enact a multifaceted recruitment strategy to enhance international student numbers and diversity

**Campus Planning Theme:** Teaching and Learning, Campus Climate for Diversity, Civic Engagement



**Secondary Goals:****Sub Unit:****Time Frame:**

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**Actions taken for 2011-2012:**

- Enrollment Services collaborates closely with the Office of International Affairs (OIA) in developing recruitment strategies for international students.
  - Admissions continued an outreach initiative to community colleges in the Seattle area to recruit international students who are studying in the Seattle community colleges.
  - The Office of International Affairs will include a summary of recruiting activities in its report.
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**Evidence of Progress for 2011-2012:**

- IUPUI has enrolled a record 1,602 international students for Fall 2012, up 10% from Fall 2011, including a 31% increase in new freshman enrollment.
  - China remains the top country represented, with 382 students, followed by India (345) and Saudi Arabia (281).
  - International students now account for 5.5% of IUPUI's total enrollment (Indianapolis only), up from 5% last year.
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**Activities planned for 2012-2013:**

- See the Office of International Affairs annual report.

**Fiscal Health**

The offices composing the Division of Enrollment Services have continued to examine organizational structure and business practices to enhance the quality of service delivery to an expanding number of students without increasing the number of staff members required. The [Student Services Initiative](#) (SSI) activities to examine business practices enterprise wide and achieve efficiencies extended throughout the year and continued into AY 2012-13. The impact of SSI on the fiscal health of Enrollment Services may not be determined until AY 2012-13. In the meantime, several efficiency initiatives continue to be delayed due to enterprise implementation of Talisma CRM and OnBase.

Efficiencies gained through the staff reorganizations have permitted the offices to continue to focus staff time on providing enhanced service to prospective and current students. The budget for the operation of the offices is sufficient with the addition of the ESI funding to accomplish specific objectives. Cash reserves continue to be maintained in order to be prepared for unexpected circumstances.

A continuing area of concern is the amount of institutional funds allocated for merit and need based scholarships. As the number of high ability students entering IUPUI has increased, the funds for admissions based scholarships has not kept pace. Institutional aid expenditures continue to outpace the budgeted amount. Presentations of the status of scholarship funding and the requirements to achieve adequate funding to meet expenditures have been made to the Deans Council, Chancellor's Cabinet, and the Resource Planning Committee. A presentation to the IFC Budgetary Affairs Committee will be made in January.

Two proposals to fund new staff positions have been submitted. The Office for Veterans and Military Personnel has requested 2 positions to meet the standards of Department of Veterans Affairs Principles of Excellence Program.

[http://www.gibill.va.gov/resources/education\\_resources/Principles\\_of\\_excellence/poe\\_list\\_2012.html](http://www.gibill.va.gov/resources/education_resources/Principles_of_excellence/poe_list_2012.html) One position would be focused on serving as the academic advisor point of contact and a compliance specialist in a model similar to the model used by our Department of Athletics. The second position would serve as an outreach coordinator and focus on the dissemination of information to our current and future students.

The second proposal addresses the need to increase the staffing within the Office for IUPUI and Ivy Tech Integrated Programs, better known as Passport. As we increase the number of students who are interested in transferring from Ivy Tech—Central Indiana to IUPUI, we need to increase the number of staff who are available to provide the students with advising prior to the transition to IUPUI. This is a critical factor to successfully growing our transfer population. Since the position is jointly funded by Ivy Tech—Central Indiana and IUPUI, we only have to generate funding for half of the cost of the position.

**Reallocation Plan****Other Question(s)**