# 2001-2002 Academic Affairs - Enrollment Services & Registrar

| Section | Document Name |
| --- | --- |

## Mission

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 cultural backgrounds

and
· supporting students with scholarships (undergraduate) and financial aid services (undergraduate and graduate)

The vision of the offices composing Enrollment Services (Admissions, Enrollment Center, Student Financial Aid Services, Scholarships) is to contribute to establishing IUPUI as a premier destination for individuals from diverse cultures to interact within an urban environment. The offices seek to provide excellent service of the highest quality to prospective and enrolled students by providing coordinated services within a courteous, welcoming environment that ensures that we both attract and retain IUPUI's desired student population.

The Office of the Registrar is dedicated to providing timely, accurate, and efficient registration and records maintenance services in support of all credit instruction at IUPUI. These services include the coordination of course scheduling, space assignment, registration, statistical and ad hoc reporting, certification of enrollments, roster production, grade processing, maintaining student demographic records, managing an automated degree audit system, transcript production, and degree processing. The office serves students, faculty, staff, and the general public.

## Goals and Objectives

**1. Effectively cultivate, recruit, admit, and enroll well prepared students to meet the criteria of our enrollment management plan. Work with academic units to help retain students.**

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

**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Two years

---

**Actions taken for 2001-2002:**

Topic introduced to APPC and Enrollment Management Group; IUPUI contingent attending Strategic Enrollment Management Conference 11/01, 11/02; components of plan developed; list of available data to be used as key indicators identified

---

**Evidence of Progress for 2001-2002**

**Evidence of Progress for 2001-2002:**

Steering Committee appointed by 12/03; Timeline established by 12/03; remaining steps completed according to timeline

---

**Activities planned for 2002-2003:**

Appoint steering committee; establish timeline for process; develop strategy to engage appropriate constituencies in the development of the plan; draft the plan with inclusion of performance criteria; present the plan to constituencies for comment; revise the plan; adopt the plan; initiate the plan

1-10. Expand information available on Web

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Added additional content addressing policies and procedures for students, faculty, staff, and the public. Worked with Enrollment Services colleagues to create new site for Admissions and significant reworking of sites for other offices.

---

**Evidence of Progress for 2001-2002:**

Number of website visits increases in 2003 by 5%.

---

**Activities planned for 2002-2003:**

Continue to identify and add Web tools and content

1-11. Expand collaboration with Oncourse

**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Active partner in Oncourse. Negotiated and funded new server to allow display of student photos from id system to Oncourse system beginning Fall 2003.

---

**Evidence of Progress for 2001-2002:**

Additional functionality of Oncourse

**Activities planned for 2002-2003:**

Working with Oncourse on creating Syllabus server where faculty will load syllabi to be used in Oncourse and other locations, such as insite.

1-12. Increase the percentage of students registering through the Web.

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

**Actions taken for 2001-2002:**

Web registration was made available in March of 2001 after seven years of telnet registration.

**Evidence of Progress for 2001-2002:**

Percentage of students registering on-line has increased to over 80% of registrants (balance register through the touchtone system, IUPUI's highest ranked service on the student satisfaction surveys). Overall process of registration ranked third in the 2001 Student Satisfaction survey.

**Activities planned for 2002-2003:**

Increase promotion of Web registration. As we move toward implementation of PS in Student Records for the Fall of 2004, begin development of self-service tools, such as Web registration, in the new environment. This is made expecially important with the decision to discontinue touchtone registration at that time.

1-13. Expand support for retention efforts through data provision, tracking, and waitlist

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

**Actions taken for 2001-2002:**

Provide lists of students not-yet enrolled to the schools for their direct contact. Provide lists to the schools of demographic information, including e-mail, to allow for more timely and frequent interaction with their students. Expanded reports printed to Website Increased electronic communication with students to inform them of deadlines, course availability, etc. Promoted use of the waitlist system in registration.

**Evidence of Progress for 2001-2002:**

School satisfaction with services. Over 5,000 waitlist requests were placed in the Fall of 2002, a success rate of 83.6%. Use of waitlist keeps seats filled in a fair and timely manner.

---

**Activities planned for 2002-2003:**

Add additional reports to Web and directly to academic units

1-14. Work with schools to create updated IUPUI Bulletin
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** May 2004 publication date

---

**Actions taken for 2001-2002:**

Working with all schools to review and edit their content in the common bulletin. Work with IU Publications for timely printing and distribution and then posting electronic versions to the Web.

---

**Evidence of Progress for 2001-2002:**

The Web version of the Bulletin had 43,316 visits last year, an increase of 69% over the previous year. Added a pdf version to allow ease of printing of selected pages.

---

**Activities planned for 2002-2003:**

Publication of hard-copy in May 2004. Making versions available in electronic formats later that summer. Scaled back total number printed from 45,000 in 2000 to 30,000 in 2002. Will further reduce printrun for 2004 with a possibility of eliminating the print version in the future

1-2. Institute targeted recruitment activities that result in an improved academic profile of entering students
**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Participated in 2001 College Board PSAT student search program; contacted AP test score senders; contacted students who were top scorers and who listed IUPUI; contacted all SAT and ACT score senders

---

**Evidence of Progress for 2001-2002:**

Profile of entering students exceeds profile for fall 02 entering class.

**Activities planned for 2002-2003:**

Monthly e-mail/web based contacts with Indiana PSAT students with email addresses; direct mail campaign to targeted rising seniors and their parents; send names (electronically to IUPUI schools for dual admits; follow up with AP test score senders

1-3. Implement services that attract well qualified transfer students to IUPUI

**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

**Actions taken for 2001-2002:**

Special information booklet for admitted transfer students; additional courses and institutions added to PACE. Added degree audit functionality so that prospective students can use course equivalencies found in PACE to see how transfer work applies toward degree.

**Evidence of Progress for 2001-2002:**

Increased number of credit hours transferred and increased number of transfer students; student satisfaction with transfer processes remains high

**Activities planned for 2002-2003:**

Hire individual with .5 FTE responsibility for intercampus transfers; coordinate activities with OIA to enhance transfer of international students; develop strategic plan for attracting well qualified transfer students to IUPUI

1-4. Enhance services that attract returning adult students to IUPUI

**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

**Actions taken for 2001-2002:**

Coordinated staff cross training and outreach activities with CLN; participate in business and community outreach activities within CLN and Graduate Office; designed application viewbook and recruitment materials specifically targeted for adult learners; increased number of 'Returning to School' programs offered at CLN

**Evidence of Progress for 2001-2002:**

Increased student satisfaction with availability and quality of services provided; increased number of adult applicants converted to matriculant status; increased number of prospective returning adult students attending recruitment events

---

**Activities planned for 2002-2003:**

Hire individual in split position with CLN; coordinate units participating in business and community outreach

1-5. Educate middle school students, parents, counselors to make appropriate choices to prepare the students to enroll in college

**Campus Planning Theme:** Civic Engagement
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Middle school coordinator hired; campus tours for middle school students initiated; collaborative relationships established with IPS, Pike Township Schools; video for middle school students in production in collaboration with External Affairs; packet of materials for middle school students developed; middle school guidance counselor tool kit development; educational event conducted from middle school personnnel in conjunction with School of Education

---

**Evidence of Progress for 2001-2002:**

Increased number of middle schooler visits; increased knowledge base of middle school visitors of key concepts; increased knowledge base of guidance counselors of key concepts; dissemination of middle school counselors tool kit

---

**Activities planned for 2002-2003:**

Development of middle school guidance counselor tool kit; in collaboration with IU Foundation, development of funding proposal for enhanced outreach; presentations to middle school guidance counselors, campus visits for middle school students; presentations Development of effectiveness indicators and data collection instruments; development of mechanisms to educate parents; develop or adapt Early Awareness financial aid materials; explore grant funding opportunities in conjunction with ICPAC

1-6. Educate high school students, parents, counselors to make appropriate choices to prepare the students to enroll at IUPUI

**Campus Planning Theme:** Civic Engagement
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Established calendar of activities; activities conducted on schedule

**Evidence of Progress for 2001-2002:**

Each activity clearly supports the objective; review of outcome data from each activity utilized to revised the activity before it is repeated

---

**Activities planned for 2002-2003:**

Develop mechanisms to evaluate outcome of each activity; establish process to coordinate activities of Enrollment Services and External Affairs; explore other options to reach target audiences

1-7. Facilitate transfer of students from ITSC and Vincennes University
**Campus Planning Theme:** Civic Engagement
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Multifaceted Passport and Partners Programs

---

**Evidence of Progress for 2001-2002:**

Number of transfer courses listed in Passport; number of articulation agreements with ITSC and VU/CCI; inclusion of VU in Passport Program

---

**Activities planned for 2002-2003:**

Incorporation of VU in the Passport Program; letter to Partners students at 60% completion of contract; inclusion of Admission/EC staff at Partners sessions for students and parents

1-8. Enhance counseling capabilities through active and passive websites, email, and telephone technologies
**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** 3 years

---

**Actions taken for 2001-2002:**

Websites developed for each office, specific email process available for counseling in enrollment center and financial aid, enrollment center phone center active

---

**Evidence of Progress for 2001-2002:**

Increased student satisfaction with availability of services; decreased student on-campus visits to the enrollment services offices; rapidity of response to student requests

---

**Activities planned for 2002-2003:**

Explore enhancements to current services to develop a 'virtual' enrollment services to provide students will all typically required services without an on-campus visit; develop integrated plan for the virtual enrollment services that includes mechanisms to assess outcomes; implement the plan

1-9. Optimize intra-campus communication between ES offices and academic and administrative units
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Dissemination of information via APPC; campus front line staff workshop; distribution of Advisors Guide to Financial Aid to academic advisors; meetings with academic units to discuss satisfactory academic progress (SAP) requirements and impact on students; neetings with campus representatives on middle school initiatives; participation in UC Admission Committee

---

**Evidence of Progress for 2001-2002:**

All activities completed; process to generate baseline data on effectiveness in place by 7/03

---

**Activities planned for 2002-2003:**

Update Advisors Guide to Financial aid as needed; schedule SAP meetings with academic advisors; establish calendar for routine communications; develop indicators to assess effectiveness

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

2-1. Increase student satisfaction with timeliness of provision of services by the Office of Student Financial Aid
**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** One year

---

**Actions taken for 2001-2002:**

Reorganize activities in OSFA to increase the number of counselors available to students; shift location of service area to Bursar's Office to increase number of stations; implemented Sallie Mae College Answer Service for responding to

Bursar's Office to increase number of stations; implemented State Wide College Answer Service for responding to telephone inquiries

---

**Evidence of Progress for 2001-2002:**

Improved performance on indicators of student satisfaction

---

**Activities planned for 2002-2003:**

Develop a plan to enhance timeliness of responding to inquiries during peak service periods; revise student satisfaction assessment tools to better identify problem areas; implement standardize practices with IUB OFSA as appropriate

2-2. Educate students on financial management
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Pilot program of educational materials in partnership with USAFunds and University College advisors

---

**Evidence of Progress for 2001-2002:**

Student loan default rate < mean rate for past 5 years; Student loan default rate < mean rate for comparable institutions

---

**Activities planned for 2002-2003:**

Evaluate pilot program and determine next steps; develop 'Paying for College' brochure

2-3. Increase number of students applying for federal financial aid by March deadlines
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Financial Aid Awareness Month activities during the month of February; staff participation in College Goal Sunday

---

**Evidence of Progress for 2001-2002:**

Increased number of students applying by March deadline

---

**Activities planned for 2002-2003:**

Continue above 2 activities; investigate need for additional actions

2-4. Facilitate the scholarship application and awarding process
**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Developed common scholarship electronic application; increased communications with individuals/committees awarding scholarships; review of scholarships awarded via Recruitment and Retention funding

---

**Evidence of Progress for 2001-2002:**

Increased student satisfaction with process

---

**Activities planned for 2002-2003:**

Investigate barriers to students' applying for scholarships; develop mechanisms to eliminate or decrease barriers; institute activities to increase communications with prospective applicants; develop tools to assess student satisfaction with application and awarding process; hire additional person for Office of Scholarship

2-5. Enhance the use of scholarships to support recruitment and retention initiatives
**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Establish target date for award notification to applicants; communicate with academic units to facilitate timely notification of awards; review of inactive scholarship accounts within IU Foundation; initiation of revisions to facilitate awarding of inactive scholarships; revision of scholarship brochure

---

**Evidence of Progress for 2001-2002:**

Increased percentage of scholarship award notifications occurring by target date; increased number of scholarships awarded to IUPUI students

**Activities planned for 2002-2003:**

Collaborate with University College to increase number of scholarships available; collaborate with academic units to facilitate academic unit scholarship support of juniors and seniors who received scholarships as 1st and 2nd year students

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

3-1. Enact a multifaceted recruitment strategy to enhance domestic student diversity
**Campus Planning Theme:** Campus Climate for Diversity
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

**Actions taken for 2001-2002:**

Develop an inventory of IUPUI activities related to minority recruitment and retention; initiate Minority Scholars Recruitment Day (Shades of Brilliance); contacted all Indiana minority students based on College Board student search with personal follow up to all respondents and transmission of names to IUPUI academic units

**Evidence of Progress for 2001-2002:**

Increased number of minority students at IUPUI; increased number of African American students at IUPUI; increased percent of minority students in freshman class

**Activities planned for 2002-2003:**

Develop, communicate and execute coordinated recruitment plan; contact all 21st Century Scholars and parents living in metropolitan Indianapolis; participate in 2002 College Board search program; contact admitted minority students who are candidates for scholarships; hire Multicultural Outreach Coordinator and Assistant to the Coordinator

3-2. Enact a multifaceted recruitment strategy to enhance international student numbers and diversity
**Campus Planning Theme:** Campus Climate for Diversity
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

**Actions taken for 2001-2002:**

International recruitment trip to Middle East, Southeast Asia, and South America; development of email communication system with prospective international students; facilitation of housing arrangement; implementation of welcoming service for airport arrivals; coordinate activities with the Office of International Affairs (OIA)

**Evidence of Progress for 2001-2002:**

Increased percentage of international undergraduate students; increased number of countries represented in student population; decreased processing time of international applications; increased speed of processing credit transfer requests

---

**Activities planned for 2002-2003:**

Cooperation with OIA in review of business practices for credit transfer evaluations and processing of applications; participate with OIA in development of revised recruitment plan

**4. Provide timely service of the highest quality to prospective and enrolled students by providing coordinated services within a courteous welcoming environment.**

4-1. Implement service configuration enhancements within the existing space

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** One year

---

**Actions taken for 2001-2002:**

Transfer of financial aid stations to bursar area; discussions of space reconfigurations for EC, Admissions, Financial Aid

---

**Evidence of Progress for 2001-2002:**

Counseling space available in EC/Admissions; office space available for all personnel

---

**Activities planned for 2002-2003:**

Develop plan for space reconfiguration; identify funds for modifications; complete modifications

4-2. Develop optimal physical environment in Campus Center and reconfiguration of space for activities in other buildings

**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** One year

---

**Actions taken for 2001-2002:**

Review of space request from original planning for Campus Center; visits to other campuses; participate in initial discussions of space configurations in Campus Center

---

**Evidence of Progress for 2001-2002:**

Planning completed

---

**Activities planned for 2002-2003:**

Consult with architect to develop plans for Campus Center; develop plans for reconfiguration of space for other components of Enrollment Services

4-3. Support SIS implementation
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Three years

---

**Actions taken for 2001-2002:**

Staff and fiscal resources assigned to SIS

---

**Evidence of Progress for 2001-2002:**

SIS implementation remains on schedule

---

**Activities planned for 2002-2003:**

Continue staff and fiscal resources to support SIS

4-4. Support development of SES
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Three years

---

**Actions taken for 2001-2002:**

Initial discussions of functions and structure of SES

---

**Evidence of Progress for 2001-2002:**

Transition of back office functions to SES remains on schedule to support SIS implementation.

---

**Activities planned for 2002-2003:**

Implementation of SES functions at IUPUI and continued integration, where appropriate, of services and functions at IUPUI and with other campuses.

4-5. Develop document management strategy to accommodate physical location of services in the Campus Center
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Two years

---

**Actions taken for 2001-2002:**

Revision of document management practices for imaged documents within the OSFA and Office of Admission; funding identified

---

**Evidence of Progress for 2001-2002:**

Strategy developed; strategy approved by Internal Audit Office for business practice integrity; strategy approved by UITS for information security

---

**Activities planned for 2002-2003:**

Development of document management strategy to permit secure access to information to offices located in different buildings; purchase of equipment; implementation of revised business practices

4-6. Provide locations for students to transact their business with the university both in and outside of office hours
**Campus Planning Theme:** Best Practices
**Secondary Goals:**
**Sub Unit:** n/a
**Time Frame:** Ongoing

---

**Actions taken for 2001-2002:**

Added additional walk-up computing stations in the lobby of Cavanaugh by creating an attractive kiosk. These ten stations, in addition to 4 in Admissions/Enrollment Center, one in Financial Aid, six in the Office of the Registrar, and four in Lecture Hall, are managed by the ES Tech Group. Students and prospective students can conduct much of their business with the university as well as check their e-mail. As a result we are expanding access to the distributed environment, adding convenience to the student and prospective student, and reduced the visits to Learning Centers, freeing up those seats for more course-related activities.

---

**Evidence of Progress for 2001-2002:**

High volume use of the stations.

**Activities planned for 2002-2003:**

Additional stations will be added in Lecture Hall under the auspices of the Learning Environment committee. The ES Tech Group will manage those stations as well

## Fiscal Health

Enrollment Services completed AY 01-02 with the required balance of reserved funds in place and was cash reserves identified to accomplish two important projects during AY 02-03. Space on the first floor of Cavanaugh will be remodeled to create individual rooms for counseling prospective students (rather than using stations in the hallway). The space previously occupied by the Bursar will be used for additional work stations to accommodate the increased number of staff. A system for document imaging/document management will be purchased as a first stage in separating back office and front office functions. Both of these projects are critical.

Several key positions within the organization require salary adjustments. The salaries are significantly lower than the salaries of individuals in academic units with similar levels of responsibility.

Approximately 30% of the PA level staff within Admissions, Enrollment Center, Financial Aid, and Registrar offices have been assigned to support the SIS implementation. Additionally, the directors of each of these areas have been involved in planning the implementation of SES. Internal reallocation of funds have been used to fund an additional positional within Admissions since one FTE has been assigned to SIS. Campus funds to cover this position will be needed during AY 03-04 and 04-05.

## Reallocation Plan

## Other Question(s)