Mission

IUPUI Enrollment Services is comprised of Undergraduate Admissions, the Enrollment Center, Multicultural Outreach, Passport, Middle School Outreach, Student Financial Aid Services, Student Scholarships, and Registrar.

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;
- 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 cultures 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 we both attract and retain 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 well prepared students to meet the criteria of our enrollment management plan. Work with academic units to help retain students.

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

   Campus Planning Theme: Teaching and Learning
   Secondary Goals:
   Sub Unit: None
   Time Frame: 2006 and ongoing

Actions taken for 2004-2005:

- Provided leadership in the creation and initial year of IUPUIs Enrollment Management Council. This council has been charged with implementing a sustained, systematic, campus-wide process to manage our 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.

- For more about the council, visit [http://registrar.iu.edu/emc](http://registrar.iu.edu/emc)
Enrollment Management Council and Steering Group appointed and first year of meetings were held, focusing on the following three activities:
  - Coordinating campus-wide initiatives focusing on targeted student and program populations, including as the first focus: international students, graduate programs to serve community needs, transfer students, and minority student recruitment
  - Exchanging information among schools and offices on effective practices for recruiting and serving new and continuing students
  - Developing a campus-wide enrollment forecasting system that accommodates the information needs of IUPUI's wide array of programs and services


Evidence of Progress for 2004-2005:

Measures
  - Recruitment, admission, and enrollment of desired populations

Evidence of Progress:
  - Timeline for creating initial enrollment management plan established by 1/06
  - Remaining steps completed according to timeline
  - In the Fall 2005 term, five IU campuses were down in heads. IUPUI essentially was unchanged with a decline of only twenty heads
  - Number of credit hours taken by enrolled students increased by 1.1%

Activities planned for 2005-2006:

Activities planned:
  - Working with the schools in developing enrollment targets for Fall 2006-07
  - For the Enrollment Management Council priorities and action plan visit http://registrar.iupui.edu/emc/em-priorities.pdf

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:
  - None

Time Frame: Ongoing

Actions taken for 2004-2005:
  - Directed mail campaign to targeted rising seniors and their parents
  - Sent names of test score senders and PSAT students to appropriate IUPUI school offering major
  - Sent names (electronically) to IUPUI schools for dual admits
  - Developed information cards for prospective freshmen and transfers.
  - Developed information cards for scholarships and financial aid, credit by exam, on line services, and

[2 of 25]
Evidence of Progress for 2004-2005:

Measures

- Number of outreach events attended vs. number of applicants vs. number of enrolled students
- Number of prospects who apply to IUPUI and enroll
- Improvement of customer service among front line representatives
- Track turnaround time for prospective student material requests

Evidence of Progress

Increased number of beginner admits from Fall 2003 to Fall 2004 by 3.7%. This was accomplished while implementing higher admission standards. We received the highest number of applications in a decade. Implemented new admissions guidelines for freshman and raised percentage of students admitted from top 10% of their high school class by 13.6 % and those admitted from the top third of their class by 10.3%.

Beginning freshman student profile available at www.imir.iupui.edu/infore/mi/five07.htm
- Turnaround time for receipt of requested materials was reduced by 24-48 hours
- Provided leadership for Team IUPUI, a program designed to welcome students to campus during the first week of the semester. Staffing tables in a number of high-traffic areas, 200 volunteers for the Fall session served 8,000 students for the start of the Fall term and 6,000 students for our Spring term
- Creation of cross-school publications (Healthcare Programs, Computer & Technology Programs). These publications are designed to help students make more informed selections from among related programs, especially when there may not be space available in a preferred major.
- For related recruiting publications also available on-line, visit http://enroll.iupui.edu/publications.shtml
For view of beginner and transfer admits from Fall 2000-Fall 2004 visit /infore/mi/five16.htm

Activities planned for 2005-2006:

- Increase the quality of freshmen class
- Meet or exceed the number of freshmen and transfer fall applications
- If budget permits participate in NACAC college fairs in Chicago, Cincinnati, Louisville, and Western Michigan region
- Be more strategic in our HS recruiting by looking for additional appropriate schools to visit
- Develop profile for our ideal admit and implement a recruiting strategy that targets this audience
- Evaluate customer service to prospective students and their families
- Continue to reduce turnaround time for students requesting enrollment materials
- Publish the Cross-School Publications and distribute to internal and external prospects
- Decrease response time for phone call and email inquiries to 24 business hours
- Work with other enrollment service offices to maximize enrollment, including:
  - Reviewing the timing and packaging strategies of Financial Aid to applicants
  - Review business practices concerning transfer credit, advising, and registration

☑ 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 2004-2005:

- See transfers from Ivy Tech in 1-e below

Evidence of Progress for 2004-2005:

Measures
- Number of well-qualified transfer applicants

Evidence of progress
- Increased the number of transfer admits by 2.7% and received the highest number of applications in a decade.
- For view of beginner and transfer admits from Fall 2000-Fall 2004 visit infor/e/mi/five16.htm

Activities planned for 2005-2006:

- Work with other enrollment service offices to maximize enrollment, including reviewing business practices concerning transfer credit, advising, and registration
- Coordinate activities with OIA to enhance application of transfer international students
- Coordination of the award posting of the International Incentive Award for transfer students
- Develop strategic plan for attracting well-qualified transfer students to IUPUI
- See transfers from Ivy Tech in 1-e below

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

- Publications designed for adult learners, including the undergraduate admissions viewbook, have been updated based on feedback from both prospective students and an adult publications review committee
- Staff have continued to promote and host the "Returning To School: It's Easier Than You Think" non-credit courses
- Collaborations with other units across the campus to host the "Educational Opportunities Here At Home" programs designed to encourage IUPUI staff to enroll in IUPUI have continued.
- Enrollment Center professional staff have been cross-trained so that they can staff the Weekend College function located in the Enrollment Center on Friday evenings, Saturdays from 8-4 and Sunday afternoons from 1-4.
- We have promoted the return@iupui.edu e-mail and linked to an updated Returning Student Web site for students who have stopped out and are interested in returning to IUPUI

Evidence of Progress for 2004-2005:
Measures
- Number of adult prospects who apply to IUPUI and enroll
- Number of returning adult applicants
- Number of outreach events attended vs. number of applicants vs. number of enrolled students
- Increased student satisfaction with availability and quality of services provided
- Increased number of prospective returning adult learners attending recruitment events
- Number of returning/stop out adults who contact the Enrollment Center versus the number of students from this group who re-enroll in classes

Evidence of Progress
- Adults were
  - 10% of UG applicants
  - 10% of UG admits
  - 16% of UG enrolled
  - 76% of the adult applicants became admits
  - 92% of the adult admits enrolled

Activities planned for 2005-2006:
- Continue effort to coordinate with units across the campus participating in business and community outreach
- Increase participation with community and business outreach opportunities
- Target and send specific communications to the adult student prospects

☐ 1-e. Facilitate transfer of students from Ivy Tech Community College

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** Ongoing

Actions taken for 2004-2005:
- Opened a permanent Passport advising office at the North Meridian Campus of Ivy Tech Community College. The office is staffed four days per week spring semester and three per week during the summer. To date over 300 students have visited the advising office at the Ivy Tech.
- Coordinated with Orientation a joint orientation for students in the Partners program. A full day’s program gave students the opportunity to become familiar with services and campus activities at IUPUI and register for classes at Ivy Tech.
- Inclusion of Admission/EC staff at Partners sessions for students and parents

Evidence of Progress for 2004-2005:

Measures
- Number of students who are referred and referred to Ivy Tech and their enrollment or applicant status at IUPUI

Evidence of Progress
- 1737 students who previously attended Ivy Tech enrolled at IUPUI in the Fall of 2004. This is an increase of 12.3% over Fall 2003
Ivy Tech transfer students accounted for 8% of IUPUI’s undergraduate students in the Fall of 2004.
33 Partners students plus family members gave the Partners orientation high marks and “strongly agreed” that they felt connected to IUPUI.
A summary of recent enrollment trends among students who have attended both Ivy Tech-Indianapolis and IUPUI may be found by visiting http://registrar.iupui.edu/emc/passport1.pdf

Activities planned for 2005-2006:

- Continued improvement with Ivy Tech Deferral Process.
- Continue to work with faculties from both schools to increase articulation agreements. The decoupling from Vincennes University allows Ivy Tech the opportunity to develop liberal arts degrees and several of those will be forthcoming in the next year.
- Strive to develop more and better ways to disseminate transfer information to students. Collaborate with the new Director of the Transfer Center at Ivy Tech to develop and streamline joint efforts.

1-f. Enhance counseling capabilities through active and passive Websites, email, and telephone technologies

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

- Expanded Websites appropriate to applicants and continuing students with information on academic programs, financial aid, scholarships, and degree requirements. See also 1-h below
- Increased use of e-mail for questions from applicants and current students

Evidence of Progress for 2004-2005:

Measures
  - Survey responses to counseling assessment surveys
Evidence of Progress
  - Increase number of visits to Websites

Activities planned for 2005-2006:

- Work with Commission of Higher Education to become a pilot site for electronic transmission of high school transcripts.
- Consider an intensive telecounseling program that uses current students to phone prospects to answer questions, offer help, and encourage them to apply.
- Consider the possibility of using student staff to contact students for incompletes and interviewing admitted students who decide to attend elsewhere.
- Full implementation of the Enrollment Center Contact System.
- Ability to generate reports and follow up with students whose first point of contact was meeting with a counselor in the Enrollment Center.
1-g. Optimize intra-campus communication between ES offices and academic and administrative units

Campus Planning Theme: Best Practices

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

- Enrollment Services offices developed a Communications Plan to track information sent to students and faculty. This is a constant "work-in-progress" as new information comes up to be shared but allows a framework to assure we are addressing our students and faculty most effectively. The calendar has been shared with the Enrollment Management Council to encourage more collaborative and coordinated communications efforts for students among Enrollment Services, the academic units, and Communications and Marketing http://registrar.iupui.edu/emc/ppt/comm-cal.xls
- Working through the Enrollment Management Council, gathered an initial calendar and examples of school-based communications efforts. This allows schools to learn from each other of successful initiatives
- Updated Websites to incorporate new SIS functionality and processes
- Continued to create and distribute numerous print and electronic communications to assist faculty and staff through the new Student Information Systems and related changes. These included the addition of such Web resources as: The Welcome Back student page, Faculty Grade Entry information, and Student Class Authorization to name a few
- Utilized APPC as another venue to increase communications with academic and administrative units

Evidence of Progress for 2004-2005:

Measures
- Satisfaction of academic and administrative units with communications initiatives
Evidence of Progress
- Better coordination of communications initiatives among ES, the schools, and Communications and marketing

Activities planned for 2005-2006:

- Hold two Campus-Wide Frontline Meetings and increase membership and communication
- Continuation of Enrollment Services Front Line Meetings
- Redesign the ordering process of communications through PeopleSoft in order to reduce turnaround time in "referral material" distribution to academic units
- Expand number of examples of school-based communications available on the Enrollment Management Council Website
- Consider planning for campus wide recruitment activities and training with a recruitment calendar
- Involve more offices in recruiting process, including alumni and schools
- Create campus-wide high-ability recruitment event for October to be coordinated through the Strategic Scholarship Coordination Committee
- Confirm the number of members currently part of the Campus-Wide Frontline and track additional membership

1-h. Expand communications efforts with students through information available on Web and e-mail initiatives

Campus Planning Theme: Best Practices
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

- Developed a new Welcome Back Website to share key dates, procedures, and helpful information from Enrollment Services and other campus offices with students at the start of each semester. The Welcome Back site is linked from all ES offices and is featured on the IUPUI homepage. Information from the site is also compiled into a print version that students can pick up when visiting offices and academic units. Visit http://registrar.iupui.edu/welcome
- An e-mail was sent to all registered students immediately prior to the start of the semester with important announcements and which directs them to the Welcome Back Website
- The use of e-mail was expanded in targeting specific populations, such as financial aid recipients who need to complete an additional step before the aid is released
- Creation of re-entering student Website http://www.iupui.edu/~returnto
- Creation/redesign of prospective student Website http://www.iupui.edu/apply
- Updated Office of the Registrar Website based on the newly-developed template from the Office of Communications and Marketing http://registrar.iupui.edu
- Assisted in the development of the Financial Aid Website www.iupui.edu/~finaid
- Updated Websites to incorporate new SIS functionality and processes

Evidence of Progress for 2004-2005:

Measures

- Number of Email questions/requests to various Websites
- Response from Email surveys to gauge customer service satisfaction

Evidence of Progress

- In fiscal year 2003-2004, we received 274,070 hits to registrar.iupui.edu. During the past fiscal year, 2004-2005, those hits have increased to 328,184 (an increase of 19.7%). We consider this an indication that our Website continues to be a great resource for faculty, staff and students

Activities planned for 2005-2006:

Make permanent the communications efforts that were started this year so that they are taken each semester based on the new Communications Calendar
Review and update communications plan for applicants and admits
- Develop, implement, and evaluate mechanisms for maintaining contact with students (includes Goal Quest, email accounts and mail correspondence). Will be able to evaluate effectiveness of recruitment methods
With new student account setup, utilize self service component in SIS so applicants can check application status.
- Review use of Web services for prospective students and their families
- Redesign of Re-Entering Student Website as well as creation of Enrollment Center Website
- Add additional content to Websites
1-i. Expand support for retention efforts through registration, waitlist, tracking, and data provision

**Campus Planning Theme:** Best Practices  
**Secondary Goals:**  
**Sub Unit:** None  
**Time Frame:** Ongoing

**Actions taken for 2004-2005:**

- The highest-level enrollment reports were written and published in the new reporting environment. Efforts were made to make appropriate comparisons from the old system to the new when possible.
- Additional ad hoc reports were created for academic units as requested and published when resources allowed.

**Evidence of Progress for 2004-2005:**

**Measures**
- Completion of planned activities

**Evidence of Progress**
- Reports and data provided to academic and administrative units

**Activities planned for 2005-2006:**

- Now that data and reports are available in the new system, write and publish more detailed comparison reports and provide trends where possible.
- In conjunction with IMR, provide academic units with enrollment data and trends to assist in targets and projections.
- Implement new standard class time modules to offer a more favorable start time, an additional class time through the day, and an ease to traffic congestion in the evening.
- Develop, distribute and implement procedures for the notation of experiential learning experiences on the official transcript.
- Continue to design and develop communication tools to enhance the student enrollment experience. Have implemented method to increase waitlist success; plans in the final stages for notifying students when there has been a time/day, building/room change for a registered class and to notify students when a class has been cancelled.
- Implement a procedure for International Services and Athletics that will prevent their groups of students from dropping below full time without intervention, advice, and approval from the respective office.
- Develop and implement a plan in collaboration with UITS so that students at a distance who have forgotten their username and password might have a streamlined process to gain on-line access.
- Explore enhancements to current services to develop a ‘virtual’ enrollment services to provide students with all typically required services without an on-campus visit.
- Develop integrated plan for the virtual enrollment services that includes mechanisms to assess outcomes.
- For enrollment reporting data visit [http://registrar.iupui.edu/enrollment.html](http://registrar.iupui.edu/enrollment.html)

1-j. Work with schools to create updated IUPUI Bulletin  

**Campus Planning Theme:** Best Practices  
**Secondary Goals:**  
**Sub Unit:** None
Time Frame: 2006

Actions taken for 2004-2005:

- Initiated the compilation, along with the schools and IU Publications, of the 2006-2008 Bulletin which is maintained by the Office of the Registrar.
- Promoted communication and discussion with academic units, resulting in a decision to produce a reduced number of the print version of the Bulletin as a cost-saving measure as visits to the on-line version continue to grow. Visit http://bulletin.iupui.edu

Evidence of Progress for 2004-2005:

Measures

- Timely publication in print and electronic forms

Evidence of Progress

- Compilation and editing on schedule

Activities planned for 2005-2006:

- Completion of the compilation and editing of the Bulletin
- Publishing the Bulletin in a limited print run and to the Web

☐ 1-k. Develop a better understanding of recruiting effectiveness

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2004-2005:

- Implemented new concept for recruiting materials to provide more flexibility in providing information targeted to the need of the individual at large recruiting events and to contain costs. See http://enroll.iupui.edu/publications.shtml
- Developed plan to better track prospects cultivated at recruitment events in AY 05-06

Evidence of Progress for 2004-2005:

Measures

- Running comprehensive reports from the Enrollment Center Contact System (ECCS) for thorough follow-up and tracking different types of prospective students and their enrollment status

Evidence of Progress
Evidence of Progress

- Redesigned three key recruitment booklets resulting in a 50% cost savings
- Began building components for IU Information Environment (IUIE) to analyze prospect recruiting effectiveness
- Initial phase of development of the Enrollment Center Contact System (ECCS) was developed

Activities planned for 2005-2006:

- Redesign all the recruitment literature to create more informative materials and save significant printing and postage costs.
- Design IUIE tools to analyze yields i.e. prospect to applicant to admit to enroll as well as for enrollment cohorts such as residents by county, by high school, by ethnicity, etc.

☐ 1-1. Develop new tools or processes to complete required tasks more efficiently

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

- Deployed the new meningitis database in compliance with Indiana State law. Contacted each currently enrolled student before their departure for summer to make them aware of the new requirement. Worked with Orientation colleagues to include this process as part of New Student Orientation so that these students are able to attend to this important matter on their visit to campus
- Used the Accelerated Improvement Process (AIP) for two office functions, Outreach Activities and handling Ivy Tech Deferrals

Evidence of Progress for 2004-2005:

Measures

- Number of students in compliance with meningitis disclosure requirement
- Cost savings from reduced print runs and postage

Evidence of Progress

- Outreach Activities and Ivy Tech Deferrals both running more efficiently
- Have implemented a series of operational statistical reports which will eventually provide comparison data about how many transcripts, enrollment verifications, drop/add, registrations, etc. are produced in the office.
- Expand internal office reviews and reporting such as requiring annual reports from the Associate Registrars

Activities planned for 2005-2006:
• Identify additional processes for use of AIP
• Identify potential cost savings as the campus continues to face budget constraints by reducing print materials and postage
  o Fully implement the removal of class listings from the Schedule of Classes Bulletin.
  o Eliminate the dependency on student final grade notifications so that they are no longer printed and mailed.
• Investigate the opportunities available via e-business as a way to make transcript processing more efficient and to guarantee internal financial controls.
• Investigate the possibility of automatic billing transcript fees to the Bursar accounts of currently enrolled students.
• Implement an archive strategy for source documents in the Office of the Registrar where the image can be easily retrieved (similar to Onbase).
• Encourage use of on-line FERPA tutorial for ALL new employees.

1. m Provide information to middle school students, parents, and educators and guide their decisions about higher education

Campus Planning Theme: Teaching and Learning, Civic Engagement
Secondary Goals:
Sub Unit: ______________
Time Frame: Ongoing

Actions taken for 2004-2005:

Evidence of Progress for 2004-2005:

Collaborate with IUPUI academic units and student services on middle school initiatives

For the 2004-2005 academic year, the IUPUI Middle School Outreach Program served 7,368 middle students from 43 middle schools and 11 community organizations:

<table>
<thead>
<tr>
<th></th>
<th>2003-2004</th>
<th>2004-2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS Campus Visits to</td>
<td>1,200</td>
<td>1,885</td>
</tr>
<tr>
<td>IUPUI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MS Career Conference</td>
<td>0</td>
<td>125</td>
</tr>
<tr>
<td>Girls Conference</td>
<td>0</td>
<td>400</td>
</tr>
<tr>
<td>Visits to Middle</td>
<td>4,985</td>
<td>4,658</td>
</tr>
<tr>
<td>Schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Outreach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black Expo-Future</td>
<td>0</td>
<td>300</td>
</tr>
<tr>
<td>Scholars Booth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6,185</td>
<td>7,368</td>
</tr>
</tbody>
</table>

Academic units understand the need to focus early recruitment efforts on this population and envision middle school students as future college prospects.

Increase interest by academic units in working with middle school students, parents, and educators

Approximately 75% of middle school students who participated in our program come from under-represented populations and/or low socio-economic populations. Below are statistics from three IPS schools:

<table>
<thead>
<tr>
<th>School</th>
<th>Total Students Served</th>
<th>Minority Population</th>
<th>Free or Reduced Lunch Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Julian Coleman Middle</td>
<td>155</td>
<td>92%</td>
<td>98%</td>
</tr>
<tr>
<td>H.L. Harshman Middle</td>
<td>320</td>
<td>73%</td>
<td>92%</td>
</tr>
<tr>
<td>Henry Longfellow Middle</td>
<td>125</td>
<td>32%</td>
<td>100%</td>
</tr>
</tbody>
</table>

There were a total of 635 middle school students from rural schools who visited IUPUI. This is a population of students that is often overlooked and we made it a priority to reach out to rural schools.
this academic year. Schools from Lake and Clinton County are planning on bringing students to IUPUI for the 2005-2006 academic year.

Over 570 middle school students from South Wayne Junior High School were served by IUPUI through our participation in middle school visits, attendance in the Middle School Career Conference, and spring campus visits to IUPUI. South Wayne Junior High School has approximately 31 percent of students who are from under-represented populations and 76 percent of students who qualify for free lunch.

For more information on Middle School Outreach, visit http://enroll.iupui.edu/midschl/

Collaborate with community organizations and Twenty-First Century Scholars on middle school initiatives

- Over 1,100 middle school students participate in the Middle School Outreach Program as part of a summer enrichment program or community event.
- Increased exposure in the community
- Middle School Outreach serving as a resource to community organizations
- The Middle School Outreach Program and the Office of Campus Visits served 1,340 middle school students from 17 middle schools who submitted applications to the Twenty-First Century Scholars Program.
- Goal set to obtain approximately 300 completed applications from individuals previously served by the middle school programs

Activities planned for 2005-2006:

Collaborate with IUPUI academic units and student services on middle school initiatives

- Continue to work with partnering academic units (i.e. School of Science, SPEA, Liberal Arts) and encourage other academic units (i.e. School of Medicine, Kelley School of Business, PETM) to participate in future middle school initiatives
- Seek external funding by partnering with academic schools writing grants
- Implementation of the 2nd Annual Middle School Career Conference in fall 05
- Implementation of the Middle School Educators Day in spring 06
- Assist academic units and student services in planning and implementing their own initiatives targeted to middle school populations
- Continue communications with middle school educators in planning visits to IUPUI

Collaborate with community organizations and Twenty-First Century Scholars on middle school initiatives

- Continue relationship with current community organizations and encourage other community organizations to participate in future middle school initiatives
- Assist community organizations in planning and implementing their own initiatives targeted to middle school populations

Partner with Twenty-First Century Scholars (TFCS) Program, Central Indiana on middle school visits program to increase seventh and eighth grade enrollment into the TFCS program

Promote higher education opportunities to targeted populations
Raise middle school students awareness of opportunities available at IUPUI
Planning for middle school visits for AY 2005-2006

☑ 1-n Influence middle school students decisions about high school curriculum by development of promotional materials and activities targeted to middle school population

Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2004-2005:

- Final version of College Awareness video delivered in September
- Met with School of Education professor regarding the development of the career wheel and implementing the Holland Code educational model
- Newsletters were sent each semester to middle school educators with information about opportunities at IUPUI and preparing students and families for college as they make decisions about high school curriculum.

Evidence of Progress for 2004-2005:

- Updating existing College Awareness video with Road Pictures, Inc.
- Development of middle school folder, career wheel, and supporting documents with the White House Group
- Sponsor middle school career conference

Activities planned for 2005-2006:

Measures

Evidence of Progress:
  - Completion of the College Awareness video
  - Middle School and Campus Visit Graduate Assistant developed prototype career wheel using the Holland Code educational model
  - White House Group currently in the design phase of folder, career wheel and documents
  - In October 2004, IUPUI sponsored the first Middle School Career Conference. Six middle schools participated and 125 middle school students learned about career opportunities from IU School of Dentistry, Purdue School of Engineering & Technology, IU School of Liberal Arts, and the IU School of Public & Environmental Affairs.

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

Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2004-2005:

- Continued activities in campus visits to demonstrate the differences in expectations at the college level versus middle and high school demands
- Worked collaboratively with University College, COL, Campus and Community Life, and the Black Faculty Staff Council to launch special sessions at Orientation to welcome new students and help prepare them for the start of the semester.
- Multicultural Outreach and Campus Visitation staff worked to conduct empowerment workshops for visiting students from unrepresented populations focusing on the benefits of attending college, preparation
for college, process of applying and paying for college
- Collaborated with the Indianapolis Urban League to host and present college preparation and enrollment information to a group of 19-25 year olds
- Invited outside organizations to have a presence IUPUI related events when there is a mutual interest (i.e. Center for Leadership Development was again invited to participate in the Pre-College Corner at the Spring Campus Day event.)
- Hosted information sessions and co-presented with La Plaza for students and their families at the Explore IUPUI and Spring Campus Day event.
- Admissions has continued to develop the newsletter for high school counselors
- Newsletters were sent each semester to middle school educators with information about opportunities at IUPUI and preparing students and families for college as they make decisions about high school curriculum.
- For more on information provided to high school students in planning for college, visit http://enroll.iupui.edu/highschool/highschool.shtml

Evidence of Progress for 2004-2005:

Measures
- Better prepared students applying for college, increased in number of well-prepared student applicants

Evidence of Progress:
- Increased number of family members attending programs along with prospective students

Activities planned for 2005-2006:

- Develop mechanisms to evaluate outcome of each activity
- Explore other options to reach target audiences
- Revamping of the Shades of Brilliance Multicultural Visit Day in Nov. 2005
- Host additional events designed for both family members and prospective students on campus

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

2-a. Increase student satisfaction with timeliness of provision of services by the Office of Student Financial Aid

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:
- Conducted outreach to assist individuals with completing the Free Application for Federal Student Aid (FAFSA) during College Goal Sunday and through various High School Financial Aid nights at local high schools
- Increased the access of IUPUI student information to the individuals in our call center to better serve the students at IUPUI.
- Coordinated all written materials to students through the University Public Relations office to ensure clarity and to streamline communications.
Evidence of Progress for 2004-2005:

Measures

- We will measure satisfaction through our peer review and should learn of additional follow up and measurement from that activity
- We would see an increase in student satisfaction/ fewer complaints/ increased knowledge for staff, faculty on financial aid matters

Evidence of Progress

- Expanded intra-office training
- Better understanding and use of new software, resulting in fewer problems or delays in aid
- Improved turnaround time for responding to student concerns or complaints

Activities planned for 2005-2006:

- Hosting a financial aid peer review in February 06 to assess our customer service
- Expand financial aid awareness activities on the campus
- Hold a workshop on campus for faculty and advisors on financial aid guidelines with regards to Satisfactory academic progress and financial aid recipients
- Expanding training initiatives for office personnel
- Revise student satisfaction assessment tools to better identify problem areas
- Continue business practice re-engineering to separate customer service and back office functions

2-b. Educate students on financial management

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

- USA Funds has been asked to meet with the Financial Aid staff to help develop a debt management planning program for a variety of student groups

Evidence of Progress for 2004-2005:

Measures
- Survey/feedback forms
Evidence of Progress
- Planning initiated for implementation of educational debt management program

Activities planned for 2005-2006:
  - Implement debt management planning program

2-c. Increase number of students applying for federal financial aid by March deadlines
   Campus Planning Theme: Best Practices
   Secondary Goals:
   Sub Unit: None
   Time Frame: Ongoing

Actions taken for 2004-2005:
- Financial Aid Awareness Month activities during the month of February
- Staff participation in College Goal Sunday
- Investigate additional actions to increase campus awareness of deadlines

Evidence of Progress for 2004-2005:

Measures
- Number of students who apply for aid by the priority deadline
Evidence of Progress
- Served 19,000 students
- IUPUI is ranked 13th in the nation for student loan volume

Activities planned for 2005-2006:
- Continue above efforts
- Expand reminders of importance of deadline through additional e-mails, etc.

2-d. Facilitate the scholarship application and awarding process
   Campus Planning Theme: Teaching and Learning, Best Practices
   Secondary Goals:
   Sub Unit: None
   Time Frame: Ongoing

Actions taken for 2004-2005:
- Added an on-line scholarship application process to the Scholarship Central Website
Evidence of Progress for 2004-2005:

- Increase academic department adherence to scholarships and fellowship notification and posting deadlines. Create and disseminate IUPUI Awards Information Manual with timeline and guidelines for departmental awarding of scholarships and fellowships.
- Include admission-based scholarship offers in the admissions letter notification for prospective students. Coordinate with Admissions to successfully develop and implement this process
- Institute activities to increase communications with prospective applicants
- Design and implement a secure on-line scholarship application for continuing students for our Website
- Improve campus coordination and student service for IUPUI fellowships and athletic award recipients through filling new position
- Investigate barriers to students applying for scholarships
- Develop mechanisms to eliminate or decrease barriers

Activities planned for 2005-2006:

Measures
  - Greater adherence to deadlines
  - Increased number of scholarship applicants
Evidence of Progress
  - Increased the number of matriculated incoming student scholars by 11% (from 587 in 03/04 to 649 in 04/05)

☐ 2-e. Enhance the use of scholarships to support recruitment and retention initiatives

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

- Collaborate with academic units to facilitate academic unit scholarship support of juniors and seniors who received scholarships as 1st and 2nd year students
- Coordinated with International Affairs to recruit 10 international students with scholarships (16% of the 61 new enrolled international students in Fall '04).
- Develop programming for First Generation Scholarship recipients
- For more on Scholarships, visit http://www.iupui.edu/~scentral/

Evidence of Progress for 2004-2005:

Measures
  - Number of qualified scholarship applicants
  - Quality of scholarship applicants
Evidence of Progress
  - Increased the number of matriculated incoming student scholars by 11% (from 587 in 03/04 to 649 in 04/05)
• Approximately 400 student scholars volunteered approximately 2,000 hours in the campus community or the greater Indianapolis community.

Activities planned for 2005-2006:

• Improve yield and early commitment from prospective scholars by creating a priority commit deadline of May 15th.
• In coordination with the Strategic Scholarship Coordinating Committee and the Bepko Scholars and Fellows Program to host a high-ability campus visit day in the fall (10/29/05)
• Coordinate with OIA to increase scholarship offers to prospective international student population
• Increase high-ability international student enrollment yield by 3%.
• Improve retention rates for first generation scholars through expanded efforts with University College to “plug” population into current retention initiative while developing future retention initiatives (such as a bridge program designed for at-risk populations, as well as an academic advisor to work specifically with this population).
• Coordinate with the Columbus campus to increase high-ability student enrollment at Columbus campus by targeting high-ability students in their recruitment process and more effectively utilizing scholarships as a recruitment tool.
• Pilot matching admission-based scholarships through Engineering and Technology for an additional 50% of direct admit admission-based scholarship amounts

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: Campus Climate for Diversity

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2004-2005:

• Hosted enrollment workshops in Spanish at Explore IUPUI and Campus Day
• Increased outreach to minority community through participation/sponsorship of Project Stepping Stone, Cinco De Mayo Festival, Mayor’s Latino Forum, IPS Back to School Carnival, and Indiana Black Expo
• Hosted a Multicultural Open House in February 2005
• Set up the Multicultural Outreach Ambassador Scholarship program
• Set up an ESL test fee waiver for non-native speakers admitted through undergraduate admissions that have received an application fee waiver
• Began development of coordinated recruitment plan
• Contacted admitted minority students who are candidates for scholarships
• Multicultural Outreach and Campus Visitations staff worked to conduct empowerment workshops for visiting students from unrepresented populations focusing on the benefits of attending college, preparation for college, process of applying and paying for college
• Collaborated with the Indianapolis Urban League to host and present college preparation and enrollment information to a group of 19-25 year olds
• Hosted information sessions and co-presented with La Plaza for students and their families at the Explore IUPUI and Spring Campus Day event.

Evidence of Progress for 2004-2005:
Measures
- The yield rates from the open houses, list purchases and college fairs will indicate success of the programs
- Increased communication between minority admits and multicultural outreach

Evidence of Progress
- Increased number of minority beginning freshman by 2.2%
- Increased numbers of minority students enrolling for the Fall 2005, an increase of 11% (757 as compared to 682 for fall 2004) for beginning minority students
- Approximately 75% of middle school students who participated in our program come from under-represented populations and/or low socio-economic populations. Below are statistics from three IPS schools.

<table>
<thead>
<tr>
<th>School</th>
<th>Total Students Served</th>
<th>Minority Population</th>
<th>Free or Reduced Lunch Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Julian Coleman Middle</td>
<td>155</td>
<td>92%</td>
<td>98%</td>
</tr>
<tr>
<td>H.L. Harshman Middle</td>
<td>320</td>
<td>73%</td>
<td>92%</td>
</tr>
<tr>
<td>Henry Longfellow Middle</td>
<td>125</td>
<td>32%</td>
<td>100%</td>
</tr>
</tbody>
</table>

- There were a total of 635 middle school students from rural schools who visited IUPUI. This is a population of students that is often overlooked and we made it a priority to reach out to rural schools this academic year. Schools from Lake and Clinton County are planning on bringing students to IUPUI for the 2005-2006 academic year.
- Over 570 middle school students from South Wayne Junior High School were served by IUPUI through our participation in middle school visits, attendance in the Middle School Career Conference, and spring campus visits to IUPUI. South Wayne Junior High school has approximately 31 percent of students who are from under-represented populations and 76 percent of students who qualify for free lunch.
- For a profile of new students (beginner and transfer) including enrollment by ethnic type, gender, and age cohorts for Fall 2000-Fall 2004, visit /info/ri/mi/five07.htm
- For a student profile, including enrollment by ethnic type, gender, and age cohorts for Fall 2000-Fall 2004, visit /info/ri/mi/five01.htm

Activities planned for 2005-2006:
- Increase the number of minority freshmen for the 2005 class.
- Update the Spanish admissions brochure
- Develop a marketing brochure that highlights resources for diverse populations on the IUPUI campus.
- Complete development of coordinated recruitment plan. Communicate and execute plan
- Attend college fairs that target minority students in the Chicago area
- Host two multicultural visit days
- Increase promotion of the diversity related scholarship programs
- Purchase additional lists of qualified prospective students from College Bound Selection Services
- Set up more proactive communications plan for admitted minority students
- Attend more outreach events that attract prospective minority students
- Initiate annual minority recruitment forum in spring for individuals interested in assisting with minority recruitment
- Implement IUPUI minority recruitment listserv

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

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:
Actions taken for 2004-2005:

- ES collaborates closely with the Office of International Affairs in developing recruitment strategies for international students

Evidence of Progress for 2004-2005:

Measures
- Number of applicants and admits

Evidence of Progress
- Coordinated with International Affairs to recruit 10 international students with scholarships (16% of the 61 newly enrolled international students in Fall ’04).
- Fall Admission data

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
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<tbody>
<tr>
<td>Undergraduate</td>
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<td>Beginners</td>
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<td></td>
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<tr>
<td>Applicants</td>
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<tr>
<td>Admits</td>
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<td>77</td>
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<tr>
<td>Graduate/Graduate</td>
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<tr>
<td>Professional</td>
<td></td>
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<tr>
<td>Master’s</td>
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<tr>
<td>Applicants</td>
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<td>Admits</td>
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<tr>
<td>Admits</td>
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<td>18</td>
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<tr>
<td>1st Prof.</td>
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<tr>
<td>Applicants</td>
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<td>99</td>
</tr>
<tr>
<td>Admits</td>
<td>13</td>
<td>17</td>
</tr>
</tbody>
</table>

Activities planned for 2005-2006:

- Coordinate award posting of new International Beginning Undergraduate Incentive scholarship

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

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

Campus Planning Theme: Best Practices

Sustainable Campus
Secondary Goals:
Sub Unit: None
Time Frame: One year

Actions taken for 2004-2005:

- Moved Scholarship Office from basement to first floor of Cavanaugh Hall. Equipped with new furniture, new carpet, wall murals, etc. to create a more attractive front door to prospective and current high-ability students. This higher profile location has served to increase student inquiries at the Scholarship frontline

Evidence of Progress for 2004-2005:

- Reconfigure space for expanded staff within the Enrollment Center, Middle School Outreach and Multicultural Outreach Programs

Activities planned for 2005-2006:

Measures
- Student Satisfaction
  Evidence of Progress
  - Scholarship Office move completed

4-b. 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: None
Time Frame: Two years

Actions taken for 2004-2005:

- Initial planning design completed and non-campus location(s) identified

Evidence of Progress for 2004-2005:

- Initial planning design completed and non-campus location(s) identified

Activities planned for 2005-2006:

- Continued planning for Campus Center space assigned to Enrollment Services
- Determine appropriate configuration of space requirements for non-Campus Center located Enrollment Services functions
- Continued planning for business practice changes to support separation of location of customer services and back office functions
Actions taken for 2004-2005:

- The major activity of the year for the offices that comprise Enrollment Services was completing the initial implementation of the new Student Information System (SIS). Among many tasks, this included
  - Working with other IU campuses in final details of technical implementation
  - Converting data and processes to work in the new environment
  - Learning new tools and developing new processes and procedures
  - Where appropriate, providing training to the academic units in use of the SIS
  - Redesign of Websites and publications to include new processes and procedures for all members of the university community
  - Completed implementation of the Student Records Module of the Student Information System (SIS). This included deployment of decentralized faculty grade entry (http://registrar.iupui.edu/finalrs.pdf), final degree conferral, the production of official University transcripts and enrollment certifications as well as the first implementation of one Summer Term
  - Assisted in planning, testing and successful implementation of several regularly-scheduled upgrades to the SIS system specifically with respect to the Schedule of Classes, Registration/Waitlist, Academic Advising and Degree Progress, Enrollment Certification and Transcripts
  - Provided extensive training and assistance to academic units for the accurate maintenance of student programs and plans
  - Coordinated University SIS training for faculty and staff on all IU campuses. This included development of new courses related to the Indiana University Information Environment (IUIE) and the Access Request Management System (ARMS); continued documentation of system applications, business processes, on-line help files, exception processing; and maintenance of the training team Website www.indiana.edu/~hrsistr. All of this has been accomplished as staff resources have been cut by 40%
  - Continued to create and distribute numerous print and electronic communications to assist students, faculty, and staff through the new Student Information Systems and related changes. These included the addition of such Web resources as: The Welcome Back student page, Faculty Grade Entry information, and Student Class Authorization to name a few

Evidence of Progress for 2004-2005:

Measures
- Successful completion of activities planned

Evidence of Progress
- See actions taken

Activities planned for 2005-2006:

- Assist with the final stages of Student Record conversion into the Student Information System along with completion of IUIS Frozen Transcript images. These steps are the final pieces in order to provide official transcripts for all students so that IUIS may be completely retired
Fiscal Health

*** Fiscal health report for 2005-06 is attached as PDF file.***

Reallocation Plan

Other Question(s)

Doubling goals. In what ways has and will your responsibility center contribute to the Chancellor’s doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

As demonstrated in the Enrollment Services Annual Report, our offices are continually engaged in activities which support the doubling goals for enrollment. Goals 1-b, 1-c, 1-f, 1-g, 1-h, 1-i, 2-a, and 2-d address actions such as improving the quality indicators for incoming students, providing better service to current students, and assisting academic units with generating reports needed to make better decisions on initiatives to support student recruitment, retention, and graduation. The Office of the Registrar is supporting the development of transcript notations for student civic engagement activities (goal 1-i). Using this process to publicly proclaim the importance of these activities in the education of IUPUI students is a critical component of the civic engagement initiatives.

Diversity. What actions have you taken and what results have you achieved in diversifying your student body (particularly in improving the success rates of minority students) and your faculty and staff?

The actions and outcomes of the Enrollment Services commitment to diversifying the IUPUI student body are described in Goals 3-a and 3-b. While one component of Enrollment Services is the Multicultural Outreach Program, all components within Enrollment Services are responsible for incorporating attention to the diversity of IUPUI and taking action steps to assure that we are doing well in recruiting and serving individuals from underrepresented groups.

Enrollment Services is committed to diversity within our staff. The review of staff demographics by the Affirmative Action Office demonstrated again that our offices met or exceeded the comparison standards. We believe that our offices serve as the face of IUPUI in recruiting and serving students and that our staff needs to appropriately reflect IUPUI’s commitment to diversity.

Campus coordination and cooperation. Are you willing to work with an adjudicative group in resolving conflicts in course and program offerings in the spirit of reducing campus duplication and overlap? If so, what forum or format would be most helpful to you? Please cite examples of your cooperation with other units in resolving such conflicts.

While this question is directed toward the academic units, APPC has played a related role in the review of proposals for new degrees and certificates. The experience of APPC in dealing with the issues should be incorporated if a new process is being initiated.

4) What actions have you taken to promote the retention of all students, and in particular, individuals who would diversify the student body.
4) What actions have you taken to promote the retention of all students, and in particular, individuals who would diversify the student body, e.g., ethnic, racial, and gender minorities?

5) What uses are you making of the student technology fee?