2006-2007 Academic Affairs - Enrollment Services & Registrar

Section	Document Name
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Mission

IUPUI Enrollment Services is comprised of Undergraduate Admissions, the Enrollment Center, Multicultural Outreach, Passport, 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 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 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, Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

-         Provided leadership for IUPUI's Enrollment Management Council. This council is 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.
-         In 2006-2007, the Enrollment Management Council:
  -        Coordinated initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing.
  -        Participated in and provided support for completion of the *Academic Plan*.
  -        Discussed enrollment management-related issues and, where appropriate, made recommendations for action within the academic units or at the campus level.

-        Exchanged 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. *Visit* *http://registrar.iupui.edu/emc/communication*
  * *
  *For more about the council, visit http://registrar.iupui.edu/emc. *
  For the 2006-2007 annual report of the Council, visit http://registrar.iupui.edu/emc/double/annual_rep_06-07.pdf
-          Enrollment Services worked with the academic units through the Enrollment Management Council to update a joint IUPUI outreach and recruiting calendar. For more on shared communications efforts, see 1-g.
-          Enrollment Services continued to provide leadership for IUPUI's Academic Policies and Procedures Committee (APPC).
-          Enrollment Services continued to provide leadership as IUPUI's representative to the State Transfer and Articulation Committee (STAC). Over the last 18 months IUPUI and the other public institutions have been working to meet a state mandate that articulations be established with Ivy Tech Community College and Vincennes in twelve content areas. Enrollment Services worked with the schools and provided staff support in the development of the articulations.

Evidence of Progress for 2006-2007:

Measures

- Recruitment, admission, and enrollment of desired populations
- Completion of Enrollment Management Council projects, whether developed from the EMC priorities or the Academic Plan
- Completion of articulations with Ivy Tech and Vincennes

Evidence of Progress:

- Record credit hour enrollment for the 12th year in-a-row. Other recruitment, admissions, aid, and enrollment data are provided below.
- Completion of committee reports in the *Academic Plan* and implementation of recommendations
- Nearly 40 statewide articulations were completed with Ivy Tech and Vincennes in the 12 content areas mandated by the state. Additional ones are in process.

Activities planned for 2007-2008:

- The council will review the findings and recommendations of the Enrollment Management-related *Academic Plan* task forces and determine next steps and focused scope of work.
- Provide a workshop to familiarize members with sources and use of institutional data in their planning and evaluation activities.
- Continue to support the schools in development of additional articulations with Ivy Tech and Vincennes.
- Other activities planned in recruitment, admissions, aid, and enrollment are provided 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: None
Time Frame: Ongoing

Actions taken for 2006-2007:

- Continued the direct mail campaign to rising seniors and their parents.
- Sent names of test score senders and PSAT students to appropriate IUPUI school offering major.
- Sent names to IUPUI schools for dual admits.
- Purchased names of prospective minority students from College Board Selection Services.
- Increased IUPUI's presence around the state by attending all major college nights.
- Participated in 4 national college fairs (Chicago, Cincinnati, Louisville, and Western Michigan).
- 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.).
- Created JagJackets and information cards for more-tailored student packets based on student programmatic interest.

Evidence of Progress for 2006-2007:

Measures

- Number of outreach events attended vs. number of applicants vs. number of enrolled students
- Number of prospects who apply to IUPUI and enroll
- Increased quality of incoming beginning class
- Turn-around time in responding to requests for information

Evidence of Progress

- For Fall 2007 increased beginning student applications by 14% and increased admissions by 14%. Admissions for freshmen closed on June 1. This was the earliest date in the history of IUPUI. Increased the number of admitted students in the top 10% by 24.5%. Admitted students in the top third of their high school class increased by 19% and constituted 59.4% of the admitted class. Increased the average class rank by 3 percentage points. Note: As the quality of our admitted students continues to improve, the matriculation (yield) rate declines as better qualified students have more educational options.

Yield rate

Indianapolis Campus		Admits	# Enrolled	Matriculation Rate
Beginning Freshmen	Fall 2006	4389	2430	55.4%
	Fall 2007	4934	2573	52.1%
Transfer Students	Fall 2006	2616	1769	67.6%
	Fall 2007	2632	1658	63.0%

- For Fall 2007, increased non-resident applications for beginners by 31% and increased admission by 51%. Developed newly admitted student reply card and enhanced email communication to admitted students to identify students no longer planning to attend. This allows more time to counsel students who are undecided about their enrollment plans.
- See also Scholarship information in 2-d below.
- A profile of beginning freshmen is available by visiting http://planning.iupui.edu/149.htm_reportid=20
- For recruiting publications also available on-line, visit http://enroll.iupui.edu/publications.shtml

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Activities planned for 2007-2008:

- Increase the number of non-resident students (both domestic and international) who matriculate to IUPUI
- Increase the academic ability profile of the undergraduate student body
- Implement a segmented communication stream that incorporates print and electronic communications that pushes tailored communications to students depending upon their characteristics.
- Introduce online chats as a form of outreach to our prospects.
- Increase the size of the enrollment funnel at all levels for targeted populations.
- Redesign our website to make it easier for students to apply and obtain information about IUPUI.
- Incorporate parents into the recruitment planning.
- Identify and visit feeder schools in key non-resident markets and begin a recruitment relationship with them.
- Expand collaboration with school-based recruiters.
- Investigate, purchase/develop and implement technology that will help us research and reach out to new markets.
- Implement "tickle list" to call the schools directly for the supporting materials for incomplete applications.

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 2006-2007:

-           Enrollment Services offices continued to coordinate efforts in order to maximize enrollment, including reviewing business practices concerning transfer credit, advising, and registration
-            Continued to work on Transfer Indiana initiative http://www.transferin.net
- Coordinated activities with Office of International Affairs to enhance application of international transfer students
- Coordination of the scholarship award posting of the International Incentive Award for transfer students
- Continued to identify IUPUI courses as candidates for inclusion in the Core Transfer Library being established as part of the Transfer Indiana initiative. http://www.transferin.net/CTL/index.html
- See transfers from Ivy Tech in 1-e below

Evidence of Progress for 2006-2007:

Measures

- Number of well-qualified transfer applicants

Evidence of progress

- Number of transfer articulations completed with Ivy Tech and Vincennes (see 1-a above)
- The number of transfer applications was the second highest on record and the number of transfer admits is a record.
- Courses added to Core Transfer Library (CTL) http://www.transferin.net/CTL/index.html
-          For a view of new transfer students from Fall 2003-Fall 2007 visit http://planning.iupui.edu/149.htm_reportid=20#Transfers

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Activities planned for 2007-2008:

-           Enrollment Services offices will continue to coordinate efforts in order to maximize enrollment, including reviewing business practices concerning transfer credit, advising, and registration
-            Expand outreach to non-resident transfer prospects and applicants both domestic and international
- Begin investigation into the possibility of electronic sharing of college transcripts within Indiana for potential cost savings and better student service in the area of transfer student services (a Transfer Indiana initiative).
- 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 2006-2007:

- 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.
- Increased participation with community and business outreach opportunities

- Targeted and send specific communications to the adult student prospects
- Revised recruiting materials targeting adults
- Continued to the promote and host the "Returning To School: It's Easier Than You Think" non-credit courses
- Collaborated 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
- Partnered with Human Resources, Office of Professional Development, and University College to be part of development team for Supervisors' "Skills Bridge" workshop, a pilot program to aid students make *meaningful* connections between their job and skills they will need after graduation.

Evidence of Progress for 2006-2007:

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

-            2006-07 tracking data lost due to server failure. Have begun to track again.

Activities planned for 2007-2008:

- Continue effort to coordinate with units across the campus participating in business and community outreach
- Evaluate the current business processes regarding the recruitment of adult students for effectiveness.

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

Campus Planning Theme: Civic Engagement, Collaboration
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

-            Passport advising office moved to the new Ivy Tech Transfer Center. Advising sessions are also held at the Lawrence Fairbanks Center and the Community Life and Learning Center-Carmel. Over 1000 students have been served.
-            Developed new brochure for students deferred to Ivy Tech through the Partners Program.
-            One Partners' orientation was held in the summer of 2006 at Ivy Tech's North Meridian Campus (NMC); 53 students and parents attended. Five Partners' orientations were held in summer 2007: three at NMC, one at Lawrence and one at Carmel. 83 students attended with parents.
-            40 new students have obtained IUPUI Jagtags that allow them to use IUPUI campus services, activities, and discounts such as the library and rec/sports facilities.
-            October 06 hosted IUPUI Day on the NMC. Eleven schools and programs were represented.
-            Graduation cards were sent to all December and May graduates noting IUPUI admissions deadlines and scholarship information. In 2006 seven Passport Academic Excellence Scholarships were awarded and two Phi Theta Kappa

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-           18 Statewide Liberal Arts and Science degrees articulated, 2 new Engineering and Technology and one with Herron.
-           Participated in Passport Advisory Committee co-chaired by IUPUI Vice Chancellor Karen Whitney and Ivy Tech Dean of Students Sara Smith.
-           Passport outreach activities: Ivy Tech Adjunct orientations (each semester), Ivy Tech Activities carnival (each semester), IUPUI Campus Days, Ivy Tech Preview Days, Summer 07 Project Stepping Stone, Fall 07 Step On to Campus, Fall 06/07 High School Counselors breakfast, Ivy Tech Lawrence Health Discovery Day, Fall 06/07 Joint Nina's Scholar's Day at IUPUI, Ivy Tech Transfer Fair (each semester).
- For students deferred admission, send names monthly to Director of Admissions at Ivy Tech Indianapolis. Separate list of denied transfers and Community College transfers denied are sent monthly. Ivy Tech plans to share enrollment data as its new student record reporting system is implemented

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Evidence of Progress for 2006-2007:

Evidence of Progress

- 2,289 students who previously attended Ivy Tech enrolled at IUPUI in the Fall of 2006. This is an increase of 72.8% in the last five years
    - o   2002   1,325 students
    - o   2003   1,547 students
    - o   2004   1,737 students
    - o   2005   1,913 students
    - o   2006   2,289 students
- In the Fall of 2007 IUPUI deferred some 1,500 students who did not meet IUPUI's admission requirements to Ivy Tech campuses. Deferments to the community college are up 76.5% since the fall of 2003.   This deferment process is known as the *Partners* program. Students are admitted to IUPUI upon completion of a specific set of prerequisite courses and 15 credits.
- 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/2007PassportReport.doc

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Activities planned for 2007-2008:

- Continue improvement with Ivy Tech Deferral Process known as *Partners*.
- Participate in selection committee to find a new leader of the Passport program.
-           Send a follow-up letter to deferred students within days of IUPUI's mailing and to develop a Goalquest-type program to keep in touch with deferred students providing IUPUI updates and information.
-           Work with Passport Advisory Committee and expand discussions of joint interest.
-           In addition to current staffing at Ivy Tech's North Meridian Campus, regularly schedule hours at both satellite campuses (Lawrence and Carmel).
-           Host an "IUPUI Day" for students enrolled in Health programs at the Lawrence campus.
-           Continue to develop new articulations with Ivy Tech and Vincennes and review/revise older outdated ones.
- Develop more and better ways to disseminate transfer information to students. Collaborate with the Transfer Center at Ivy Tech to develop and streamline joint efforts.
- Provide lists of deferred students to Ivy Tech Admissions on a more frequent basis.
- Visit Ivy Tech campuses in Lafayette, Muncie, and Anderson and possibly other sites.
- "Overhaul" the course-to-course articulation list
- Develop side-by-side transfer checklists for articulated programs for use by academic advisors and students
- Work with the director of the IUPUI Student Center and the new Ivy Tech Director of Student Life on possible collaborative activities.
- Work with the Ivy Tech Director of Admissions on tracking Partners students using their new Client Recording Management System (CRM)

- Identify better use of technology to recruit students, disseminate information and announce current events
-           Promote the benefits of attaining a bachelors degree to Ivy Tech students
-            Increased promotion of scholarship opportunities available to Ivy Tech transfer students among ethnically diverse prospects
-            Through expanded marketing, increase the number of Ivy Tech students who acquire JagTags and make use of IUPUI campus activities and services available to them under the Passport agreement.
-            For more about Passport, visit http://www.iupui.edu/~ivy

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

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

Actions taken for 2006-2007:

- Implemented an Automatic Call Distribution system in the Registrar's frontline area which includes a system for reporting various information concerning phone service (number of calls answered, not answered, average wait time, average call duration, grade of service, etc.). This tool is important in improving customer service.
- Expanded and streamlined Websites appropriate to applicants and continuing students with information on academic programs, financial aid, scholarships, and degree requirements. *See also 1-h below*
- Redesigned and developed new Web sites for prospective students--http://www.enroll.iupui.edu/ec, http://www.returnto.iupui.edu, http://www.enroll.iupui.edu/iutransferstudents.shtml, http://www.enroll.iupui.edu/request_information.html, and developed a new site geared to recruit adult students http://www.iupui.edu/adult.
- Increased use of e-mail for questions from applicants and current students
- Expanded use of "IUPUI College Search" and "IUPUI Notebook" e-mail communications sent to both prospective students and admitted students designed to help answer questions and provide information about opportunities available at IUPUI
- Conducted phone-a-thon with current and prospective students to proactively address questions and provide information regarding upcoming deadlines and visit opportunities
-            Created Enrollment Counseling Tip Sheet to ensure more consistent provision of information for students visiting the Enrollment Center
-            Continued work with Commission of Higher Education to become a major site for electronic transmission of high school transcripts.
-            Piloted site for "Transfer Indiana" interactive Website for students to see how credits transfer to IUPUI.
- Developed online status check for applicants and admitted students.
- Developed online intercampus and returning student application forms and Onbase workflow to review, route and admit intercampus transfers and returning student.
- Moved service level in phone room above 90%

Evidence of Progress for 2006-2007:

Measures

- Number of students counseled
- Number of students served at front desk
- Number of students helped during TEAM IUPUI
- Number of presentations at tours, events, etc.
- Number of students and faculty served during weekend hours)
- Survey responses to counseling assessment surveys
- Improvement of customer service among front-line representatives
- Number of other transactions and time needed for processing

Evidence of Progress

Evidence of Progress

-           Increase number of visits to Websites
-            25,119 individuals visited the front desk of the Admissions Office/Enrollment Center (an increase in roughly 9,000 visitors from the previous year)
-            3,420 students saw a counselor in the Enrollment Center
-            90% of students reported they were provided with satisfactory information during their visit
-            13, 833 e-mails were received at the Apply address (new and external transfer students).
-            1055 messages were received at e-mail address established to serve students who'd previously attended the university and were interested in returning after time away.
-            994 messages were sent by students currently or last enrolled at another IU campus
-            5,232 prospects requested materials via phone or the Web
-            The Enrollment Center phone room answered 44,799 calls and received an additional 5147 calls after hours. We increased our service level from 80% from the previous year to 90%.

Activities planned for 2007-2008:

-            Consider an intensive telecounseling program that uses current students to phone prospects to answer questions, offer help, and encourage them to apply.
-            Professional staff members call or e-mail all incomplete applicants reminding them of missing materials needed before an admissions decision may be made.
-            Professional staff call students delayed for final grades encouraging them to do well and guaranteeing admission if grades are acceptable.
- Decrease response time for phone call and email inquiries to 24 business hours
- Expand phone calls to prospects and admits by increasing the frequency of phone-a-thon to a monthly basis
- Introduce online chats as a new means of contact with our staff.
- Investigate and plan for the use of social networking spaces (like Facebook or MySpace) to help students engage with IUPUI.

1-g. Optimize intra-campus communication between ES offices and academic and administrative units

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

Actions taken for 2006-2007:

- Coordinated efforts with the Thematic Learning Communities (TLC) to create better communication among the departments, the TLC office, and the Office of the Registrar. Wrote procedures for the TLC departments to use when deciding on classes to offer in a Thematic Learning Community.
- 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*
- Updated the campus wide recruitment calendar produced under the direction of the EMC http://registrar.iupui.edu/emc/recruiting.shtml
- Improved communication between ES and university recruiters by establishing the undergraduate recruiters group.
- Continued a series of "frontline services" meetings for all Enrollment Services offices and the Bursar. These gatherings are designed as both learning experiences as well as a mechanism to build team spirit and integration across Enrollment Services. Enrollment Services hosts similar meetings for frontline staff from the academic units

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Evidence of Progress for 2006-2007:

Measures

- Satisfaction of academic and administrative units with communications initiatives
- Better coordination of activities between academic units and central offices
- More uniform sharing of information and opportunity to answer questions
- Reduction in duplication of effort

Evidence of Progress

- Better coordination of communications initiatives among ES, the schools, and Communications and marketing
- Strengthened relationship with campus wide undergraduate recruiters that promotes ES as a clearing house for all undergrad recruitment activities

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Activities planned for 2007-2008:

- Hold two Campus-Wide Frontline Meetings and increase membership and communication
- Continue Enrollment Services Front Line Meetings
- Expand number of examples of school-based communications available on the Enrollment Management Council Website
-           Involve more offices in recruiting process, including alumni and schools

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

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

Actions taken for 2006-2007:

- Expanded use of personalized messages to students, such as providing changes to meeting information for enrolled courses and to those on the waitlist to increase likelihood of a successful placement in the student's desired course.
- Continued use of a *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 immediately prior to and for two weeks after the start of each semester. Information from the site is also compiled into a print version that students can pick up when visiting offices and academic units
- Sent an email to all registered students immediately prior to the start of the semester with important announcements and directing them to the *Welcome Back* Website
- Provided leadership for Team IUPUI, a program designed to welcome students to campus during the first week of the semester.
- In addition to Team IUPUI staffing in lobbies of different buildings, Registrar and Financial Aid staff served as office Ambassadors in their respective corridors of Cavanaugh Hall for a week surrounding semester start up. This program is intended to quickly acknowledge, welcome and direct students to the appropriate offices on campus to serve their needs.

Evidence of Progress for 2006-2007:

Measures

- Number of Email questions/requests to various Websites
- Number of visits to Websites
- Number of students served at Team IUPUI stations
- Number of students using self-service functionality
- Better coordination of communications with students from Enrollment Services offices
- Response from Email surveys to gauge customer service satisfaction

Evidence of Progress

- See actions taken

Activities planned for 2007-2008:

-           Continue to expand communications efforts, both those sent from ES offices and in collaboration with the academic units.
-           Review and update communications plan for applicants and admits
- Evaluate mechanisms for maintaining contact with students
-           Review use of Web services for prospective students and their families
- Undertake a further review of the Registrar and APPC Websites, evaluate usability and implement changes designed to enhance the users' experiences
-           Develop a Multicultural Outreach website which provides information for ethnically diverse populations.
- Add content to Websites
-           See section 1-b for additional information regarding communication with prospective students.

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

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

Actions taken for 2006-2007:

- Developed a Web-based Registration Guide to provide not only information useful to the student in the enrollment process, but which contains other university disclosure information required by the federal government. http://registrar.iupui.edu/registration-guide. Currently enrolled students receive an e-mail directing them to this site (notification is also a federal requirement)
- Continue to be able to manipulate class offerings and General Inventory space to find a classroom for every class by the first day of a term. While this is becoming increasingly difficult, we have yet to be forced to cancel a class. This feat is the result of individual persistence along with continued understanding/cooperation from academic units.
- Monitor new class times, space use, and course distribution across the new times. For more on recent changes in class times visit *http://registrar.iupui.edu/schedule-class-times.htm*
- Additional ad hoc reports were created for academic units as requested and published when resources allowed.
- Created several procedures to better assure a student-athlete is eligible to compete and to keep IUPUI in compliance with NCAA regulations. These include progress toward degree, limiting drop/add without approval of athletics advisor (ensuring eligibility), and appeals for non-renewal of grant-in-aid. Established new procedures for student-athlete appeals of the non-renewal of grant-in-aid.
- Improved services student veterans, resulting in changes to record-keeping, communication, and dissemination of information.
- Continued to run lists of students who are eligible to enroll for the upcoming term but have not yet registered. These lists are used by the academic units to make contact with their students, encourage their enrollment, and address any questions or issues the students may have that are delaying their registration.
- Proactively contacted financial aid recipients who were blocked from registering for classes due to an unpaid IUPUI account in order to help the students clear the debt

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Evidence of Progress for 2006-2007:

Measures

- Number of additional reports created
- Satisfaction of academic units with having their information needs met

- Satisfaction of academic units with having their information needs met
- Better use of available classrooms, including improved student enrollment patterns
- Number of students cleared for registration through clearing of the IUPUI debt

Evidence of Progress

- Reports and data provided to academic and administrative units
- E-mail notifications in use
- Fewer classes still needing room assignment at start of semester

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Activities planned for 2007-2008:

- Write and publish more detailed comparison reports and provide trends where possible.
- In conjunction with IMIR and the Enrollment Management Council, provide academic units with enrollment data and trends to assist their planning and tracking.
- 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
- In 2007 take a baseline of the schools' Degree Progress Report/logic readiness for a campus wide information & marketing/education/ awareness campaign. Promote Degree Progress reports and What-if audits at Campus Day and other events that promote IUPUI academics**. **
- More detailed annual reviews of office staff
- Investigate the use of Business Intelligence tools as well as the use of "dashboards"
- *For enrollment reporting data visit https://www.iu.edu/~rgistra/eReport and http://imir.iupui.edu/picx*

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

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: 2008

Actions taken for 2006-2007:

- Completed the compilation, along with the schools and IU Publications, of the 2006-2008 *Bulletin* which is maintained by the Office of the Registrar.
- *Visit http://bulletin.iupui.edu*

Evidence of Progress for 2006-2007:

Measures

- Timely publication in print and electronic forms

Evidence of Progress

- Bulletin published to the Web and in a limited print edition for advisors.

Activities planned for 2007-2008:

Activities Planned

- Begin work on 2008-10 Bulletin

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 2006-2007:

- Redesigned all recruitment pieces into information packets allowing parents and students to quickly see important information at a glance. Each card in the jacket has information tailored for the type of student. To the best of our knowledge, we are the only school in the United States using this approach. This new approach has been enthusiastically received by prospective students and others. Other new materials included a guide and walking tour for visitors to the campus and a user's guide to OneStart, the university's portal for students to conduct much of their university business on the Web. Visit this site to see examples of the print materials http://www.enroll.iupui.edu/publications.shtml
- Changed business process in admissions to allow for better tracking of newly admitted adult students (those over 21), students returning after some time away, and intercampus transfers. This will provide us with a baseline from which to judge our service to these students in future years.

Evidence of Progress for 2006-2007:

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

- Increased the number of students applying on-line. In 2006 we had 34% of our students apply on-line and for 2007, we had 51% apply on-line.
-            Continued building components for IU Information Environment (IUIE) to analyze prospect recruiting effectiveness

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Activities planned for 2007-2008:

-            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.
-            Planning and development of the new Campus Tour Application (CTA, v2) that will streamline Campus Visits workflow, and provide enhanced services to on-campus constituents and prospective students.
-            Design and implement a process to capture information on the several thousand attendees that visit IUPUI via large group tours.

1-l. 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 2006-2007:

- Introduced electronic workflow processes that reduce or eliminate the need for paper and written signatures which previously were required once the semester was underway. The initial one was the course drop process and the processing of special credit forms was piloted with a few departments this past year.   Others, including electronic adds and grade changes will be implemented over 2007-08.

- Partnered with the National Student Clearinghouse for the enrollment verification of all currently enrolled students. This partnership, which was lead by IUPUI and resulted in a contract for all IU campuses (with the exception of Bloomington), will allow for more efficient student loan deferment processing for all students involved.
- Contract was signed for implementation of Student Tracker services from the National Student Clearinghouse. (Note: Student Tracker along with Degree Verification should be implemented Spring 2008.) Student Tracker will allow IUPUI to track where admits who did not attend here decided to go as well as providing information on where students who leave IUPUI may be transferring. This will be a very useful tool for recruitment and retention analysis.
- Began working with Financial Aid colleagues in Bloomington to analyze SIS student records with respect to expected graduation data. This data was impacting IUPUI student financial aid packaging and awards.   Worked through and developed a number of business processes and specification changes for accurate maintenance in the SIS to address this issue.
- Expanded campus compliance with the Indiana State mandate to enforce Meningitis immunization information dissemination and enforcement. Implemented a broader reach of students who have been forced to comply with this requirement. *http://registrar.iupui.edu/registration-guide/meningitis.htm*
- Implemented several operational changes in response to the new Indiana SSN laws to assure overall compliance and general best practice for record security.
- Maintained tracking of currently enrolled IU students who also appear on the Indiana Sex Offenders' Registry.
- Following the successful use of imaging in Admissions and Financial Aid, the Registrar's office developed an imaging strategy that includes scanning, indexing and retrieval of 805,000 paper documents and all microfilm/microfiche records. The microfilm/microfiche records have been returned from the vendor and are being verified as we continue to move through our internal paper imaging process and destruction of those paper source documents.
- Implemented the Grade Forgiveness Policy in the Student Information System in a way that supports the various academic unit nuances/interpretations of the policy.   http://registrar.iupui.edu/forgive.html
- Worked with Student Enrollment Systems (SES) central office, APPD and others in taking over responsibility for the Course Remonstrance process. http://www.iupui.edu/~crsremo
- Enrollment Services personnel served as frequent presenters and in leadership positions for state and national professional organizations as well as in numerous campus and all-university committees.

Evidence of Progress for 2006-2007:

Measures

- Number of students in compliance with meningitis disclosure requirement
- Cost savings from reduced print runs and postage
- 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
- Availability of operational data (numbers and frequency of transactions) for comparison
- Business process evaluations and processes moved to new on-line "workflow" environment

Evidence of Progress

- Outreach Activities and Ivy Tech Deferrals both running more efficiently
- Implementation of 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 Registrar's office.

Activities planned for 2007-2008:

- Implement electronic adds and grade changes (see above). Expand use of electronic awarding and posting of special credit.
- Implement Student Tracker (see above)
- Investigate the possibility of in-house diploma printing for potential cost savings and better student and school service in the area of diploma processing.
- Continue to develop baseline data and to incorporate data collection into standard business practices and reporting: Performance Indicators and Outcome Measures, Retention Report Programs, etc.
- Implement Change of Census Date for Spring Term: IUPUI and IUPUC.

- In collaboration with Human Resources, lead Compensation Strategic Initiative (CSI) project for Enrollment Services to ensure appropriate classifications for all professional-level positions.

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, Collaboration
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

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

- Continued partnerships with School of Engineering & Technology, School of Science, SPEA, School of Dentistry, School of Liberal Arts, and School of Education on middle schools visits where they provided academic presentations from their respective areas
- Middle School Educators Day was not held due to lack of program funding

Collaborate with community organizations on middle school initiatives

Actions taken

- Participated in the community outreach events such as the Indiana Black Expo Summer Celebration "Kids World", IPS Back-to-School Carnival and Fiesta Indianapolis to disseminate college preparation information
- Partnered with the community organizations such as the Indianapolis Urban League and La Plaza to host programs targeting middle school students and their parents
- Meet with community organizations to plan future initiatives

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Evidence of Progress for 2006-2007:

Evidence of Progress

- Served 1,278 middle school students through visits to IUPUI campus and middle school site visits. There were a total of ten middle schools and one community organization that participated in outreach programs.
- Academic units understand the need to focus early outreach and 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.
- Plans underway for academic units to plan their own middle school initiatives
- 95% of the middle schools who brought students to IUPUI were "repeat customers."
- Increased exposure in the community

Activities planned for 2007-2008:

- Seek external funding to enhance Middle School outreach efforts

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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 2006-2007:

Actions taken for 2006-2007:

- Currently developing the middle school folder, career wheel, and supporting documents
- Incorporated the Indiana Youth Institute's Drive of Your Life Program in the middle school outreach presentations

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Evidence of Progress for 2006-2007:

- Completion of the career wheel and middle school folder

Activities planned for 2007-2008:

- Incorporate middle school efforts as a component of the Multicultural Outreach website
- Develop a parents' guide to college for parents of middle school students

1-o. Educate high school students, parents, and counselors to make appropriate choices to prepare the students to enroll at IUPUI
Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2006-2007:

- 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, 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 at 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.
- High School Counselor newsletter distributed statewide three times a year
- Fall High School Counselor Breakfast on IUPUI campus
- 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.
- Communicated with coordinators of the statewide Trio programs to develop programs for their students.

Evidence of Progress for 2006-2007:

Measures

- Better prepared students applying for college, increased in number of well-prepared student applicants
- Number of tour and event attendees
- Visitor satisfaction with event or activity
- Turnaround time for entry of event attendees into prospect database

Evidence of Progress:

-            2006-07 tracking data lost due to server failure. Have begun to track again.

Activities planned for 2007-2008:

- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Develop mechanisms to evaluate outcome of each activity
- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Explore other options to reach target audiences
- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Host additional events designed for both family members and prospective students on campus
- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Continue collaborations with 21st Century Scholars Office to continue the statewide IUPUI 21st Century Scholars Day.
- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Develop an "overnight" program for prospective students
- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Develop a program specifically targeted for traditional freshmen
- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Develop a "shadow day" for students from targeted populations
- &νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ;&νβσπ; Develop a college enrollment hotline to provide parents and students with information on college preparation and enrollment issues.

1-p Increase Support for Academic Units

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

Actions taken for 2006-2007:

- The Office of the Registrar regularly consulted with academic units on their business processes and needs for better managing student information, tracking specific student groups, expanded reporting capability and meeting their other information needs. Example include data analysis, adding the ability to track licenses and certifications, modifying academic structure configurations for better degree tracking, drafting reporting "how-to" training documents, and improved automated review of course prerequisites at time of registration.
- Worked with the central Student Enrollment Systems office to deliver an Academic Advising tracking and note sharing system within the SIS. This includes the ability for schools to now identify an advisor for each student along with the delivery of useful advising reports.
- Developed reports to help Academic Units understand how often students are repeating courses or equivalent courses.
- Initiated and coordinated with SES and UITS delivery of significant SIS usability improvements for advisors, including the ability to email a current IU student directly from within an SIS record review session.
- *See also 1-g, 1-i, and 1-l above*

Evidence of Progress for 2006-2007:

Measures

- Satisfaction of units with support received
- Greater efficiency of processing
- Expanded availability of data and other information
- Accuracy of data

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Evidence of Progress

- New reports and processes
- More efficient processing and tracking of student eligibility and performance
- Improved accuracy of school-level data

            See also 1-g, 1-i, and 1-l above

Activities planned for 2007-2008:

- Offering schools/departments training and support sessions for recorders and others which are business process focused and specifically focus on "how to" within SIS and the IUIE/Aqua data studio.
- Collaborate in workshop for schools on sources and use of institutional data in their planning and evaluation activities.
- Expanding consultation with various academic units about their key business processes, understanding of the SIS system options including reporting, better utilization of their requirements and resources, improving communication on touch points. After a series of such sessions with the School of Nursing over the past year, we have reorganized/streamlined their Application to Enrollment Graduate process and eliminated their shadow information system.   Engineering Technology has recently expressed needs for this type of consultation. SPEA has also requested assistance with a number of key business processes.
- Consider commissioning new survey for more detailed information on relevant services as well related university system-based services such as SIS elements of OnCourse.
- *See also 1-g, 1-i, and 1-l above*

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:
Time Frame:

Actions taken for 2006-2007:

- 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
- •   Continued to target communications to specific student groups or issues with regards to financial aid communication.
- •   Utilized email and we incorporated mailing postcards to students to get the information in their hands.
- Held a workshop on campus for faculty and advisors on financial aid guidelines. Additional resources and materials were posted to the Website for academic advisors. *Visit http://www.iupui.edu/~finaid/generalInfo/advisor.html*
- •   Continued to participate in the two day "moving in" process at the campus housing where we brought financial aid counselors to the students moving into Ball Residence and the Campus apartments to help assist with any questions.
- •   Integrated the Office of Student Scholarships within the Office of Student Financial Services structure.
- •   Used the Accelerated Improvement Process (AIP) for our office communications (external communications and publications)
- •   1st full year of using the imaging system and workflow system. The process was audited by the State Board of Accounts in July and received 100% on the audit. This allows us to destroy the paper copies after we hold them for 6 months.
- •   Completed the State Board of Accounts A133 audit will no findings for 2006-07 and preliminary report of no findings for 2007-08.
- •   Implemented a new call center with minimal disruption to students.
- •   Continued to work with Bursar in educating students on on-line payment options in lieu of in person payment options.
- Expanded training initiatives for office personnel

Evidence of Progress for 2006-2007:

Measures

- We will measure satisfaction through our peer review and should learn of additional follow up and measurement from that activity
- Timeliness of aid packaging and awards
- Number of calls handled by the call center
- Number of referrals from the call center for follow-up by Financial Aid personnel
- We would see an increase in student satisfaction/ fewer complaints/ increased knowledge for staff, faculty on financial aid matters
- Turnaround time for responding to concerns or complaints

Evidence of Progress

•   Client Services summary:

o   January-October 2007 - emails 9,625 (10,492 in all of 2006)

o   January-October 2007 – walk-in counseling 16,612 (14,176 in all of 2006)

Fall Semester	2003	2004	2005	2006	
Number of Students who Applied for Assistance	16,514	17,567	17,030	17,428	1
Number of Applicants who Demonstrated Financial Need	13,958	15,292	14,749	15,178	1
Number of Students with Unmet Financial Need	9,725	10,606	10,419	11,090	1

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- IUPUI ranked 8th in total FFELP loan volume in 2005-06 (the most recent data) with over $325 million in loans and 55,276 loans processed.
- •   On August 9, 2007 we had a large loan disbursement of $40,160,898 for IUPUI and $1,532,652 for IUPUC. This was a 20% increase over the previous year.   Combining all three big disbursement days at the beginning of the academic year (which includes the different days that medical and dental student disbursement occur) we disbursed $64,223,666 for IUPUI and IUPUC. This was a 5.3% increase over the previous year.
- 7,050 student refunds were processed for the Fall 2007 semester on the first day allowed under federal regulations (ten days prior to the first day of classes). The refunds totaled $24,897,558. The number of awards processed that day was 3.2% higher than at the same time last year.
- •   We are in the second year of two new federal grants. The first is designed to encourage students to take more rigorous high school courses—the Academic Competitiveness Grant (ACG)—while the second is to encourage students to enroll in certain majors deemed as being in high demand in the global economy—the National Science and Mathematics Access to Retain Talent Grant (SMART). We awarded a total of 527 first-year and 56 second-year ACG grants (available to freshmen and sophomores only) and 46 first-year and 46 second-year SMART grants (available to juniors and seniors only). The data are for Indianapolis and Columbus campuses combined. For more on the these grants, visit http://www.ed.gov/about/inits/ed/competitiveness/ac-smart2.pdf
- The Office of Student Financial Aid Services continued to get aid awards packaged and notifications sent earlier, an important step in the recruiting process. This year entering freshmen were packaged by March 15th.
- Expanded intra-office training
- Expanded understanding and use of new software resulted in fewer problems or delays in aid
- Improved turnaround time for responding to student concerns or complaints

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Activities planned for 2007-2008:

- Expand financial aid awareness activities on the campus
- Continue expansion of targeted communications with students to inform them as to status of aid, missing documents, etc.
- Revise student satisfaction assessment tools to better identify problem areas
- Continue business practice re-engineering to separate customer service and back office functions
- Review the Satisfactory Academic Progress Appeal process

- Develop a training assessment program
- Implement imaging technology and workflow
-           Build on success of workshop for faculty and academic advisors on the basics of financial aid eligibility OSFA will have another Faculty workshop in April 2008. Visit *http://www.iupui.edu/~finaid/generalInfo/advisor.html*

2-b. Educate students on financial management

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

Actions taken for 2006-2007:

- Financial Aid offered two student sessions on campus to talk about financial literacy and money management. Given the amount of student loan debt many students carry, this is an important initiative. Additional resources are available from the Financial Aid Website.
- Collaborated with Marketing and Communications and created a new financial aid handbook for students at IUPUI. All new students received this in their orientation materials and these were also used at the fall Campus Day.   Financial Aid personnel made presentations in every orientation session.

Evidence of Progress for 2006-2007:

Measures

- Survey/feedback forms

 Evidence of Progress

-           The Federal Stafford Cohort Default Rate for IUPUI for FY2005 was1.6%, an improvement over our already low default rate of 2.3% the previous year. The latest national average default rate is 4.6%.

Activities planned for 2007-2008:

- o   Implement debt management planning program with training of Financial Aid personnel, academic advisors/departments and programs for students.
- o   The newly redesigned Financial Aid Website will be live on December 20, 2007.

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 2006-2007:

- Financial Aid Awareness Month activities during the month of February
- Staff participation in College Goal Sunday and Financial Aid nights at area high schools
- Increased campus awareness of deadlines, including two reminder e-mails to current students, posters, signs on the campus shuttles, reminders to learning communities, as well as announcements in the Sagamore and Jagnews.
- Wrote admitted freshmen to encourage them to meet the priority deadline and to attend a session on completing the Free Application for Federal Student Aid (FAFSA)

-          Presented at 2 High School Guidance Counselor Workshops on behalf of the state association (ISFAA)

Evidence of Progress for 2006-2007:

Measures

- Number of students who apply for aid by the priority deadline

Evidence of Progress

- The number of students submitting the FAFSA on time (by the federal priority deadline in early March) continued to grow
  -     2004-2005:   9,780
  -     2005-2006: 10,063
  -     2006-2007: 11,689
  -     2007-2008   12, 250
  -     While the 2007-08 total is a 4.8% improvement over the previous year, it is a 25% increase over 2004-05. Students meeting this deadline are in a better position to receive the full range of grant aid for which they may be eligible.

- Numbers of freshmen packaged:
  -     2005-06:   2,039
  -     2006-07:   2,320
  -     2007-08:   2,429 (a 4.7% increase over 2006-07)

Activities planned for 2007-2008:

- Continue above efforts
- Expand reminders of importance of deadline through additional e-mails, etc.

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

Campus Planning Theme: Teaching and Learning, Best Practices, Campus Climate for Diversity
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

- Increased award amount for the Norman Brown Diversity and Leadership Scholarship Program from $2,000 maximum award to $3,000 in scholarship funding and up to an additional $3,000 in need based aid.
- The OSS committed to increase the monies for the Norman Brown Diversity and Leadership Program (NBDLP) to $100,000, 66% more than the previous funding level of $60K. This will rise again in 2007-08 to $300,000.
- OSS greatly increased its yield efforts through call-outs over the course of the recruitment cycle, targeting the recruitment 1500+ prospective students who received admission based scholarship offers.
- The Office of Student Scholarships successfully utilized IUIE and Access software to expedite the mail outs to students who had been identified by the Office of Undergraduate Admissions as being eligible for admission based scholarships. Earlier notification often results in higher enrollment of high ability students.
- Monitored academic progress of 2000 admission-based scholars
- In an effort to improve non-resident scholarship yield, the admission-based scholarship offers for non-resident students were doubled for the fall 2007.
- A $1500 scholarship was offered to incoming 21st Century Scholars to serve as an incentive for their participation in the IUPUI Summer Bridge Academy.
- In an effort to increase the level of merit based aid with financial need the total amount of monies spent for incentive grants increased from $68K in 06-07 to $103K in 07-08 (52% increase).
- Established the Plater Distinguished Scholars program. The $7,500 4-year renewal scholarship provides additional funding for

a study abroad experience and a partial housing stipend for living in the International House on campus for the first year of study at IUPUI. Sixteen offers were made to incoming freshman, including four international students; twelve (75%) accepted the scholarship offer.

Evidence of Progress for 2006-2007:

Measures

- Increased number of scholarship applicants
- Increased number of qualified scholarship applicants
- Improved academic quality of scholarship applicants
- 1st year retention rates for first generation scholars
- Number of Scholar's Day prospective students to apply
- Yield rates and other data from twenty institutionally funded scholarships collected for review by Financial Aid & Scholarship Policy Advisory Committee

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Evidence of Progress

- 7,429 departmental, campus, and private-sector scholarships and fellowships were awarded through the Scholarships Office in 2006-07, an increase of 6.3% over 2005-06. These awards totaled nearly $15 million dollars, a 21% increase in funds over last year.
- The number of non-resident scholars who matriculated to IUPUI more than doubled from 8 % of incoming freshman in 05-06 to 21% in 06-07.
- Increased number of scholars and scholarship amounts for the NBDLP
- Number of 21st Century Scholars who participated in the Bridge Program
- Enrolled two National Merit Scholars in Fall 2007 and increased the number of students presenting International Baccalaureate results to seven. Reached the highest number of students sending us Advanced Placement (AP) score results with 659 students sending us 986 separate AP score results. In 2003 268 students sent us 390 separate AP scores representing a 246% increase in students and 253% increase in the number of score results.
- The number of non-resident scholars who matriculated to IUPUI more than doubled from 8 % of incoming freshman in 05-06 to 21% in 06-07.
- To aid in the recruitment of high ability incoming freshman, all admission based scholarship amounts were increased and scholarship offers were made within the admission notification packet. This resulted in the doubling of the number of Valedictorian/Salutatorian scholars from 21 in 05-06 to 42 in 06-07 and increasing the First Generation scholars from 271 in 05-06 to 403 in 06-07.
-           Eighteen scholarship offers were made to international students, including the four Plater Distinguished scholarship offers. This is a 38% increase of international scholarship offers.
- The OSS greatly increased its yield efforts through call-outs over the course of the recruitment cycle, targeting the recruitment of over 1,500 prospective students who received admission-based scholarship offers, an all-time high for IUPUI.
- The Office of Student Scholarships was selected by the National Scholarship Providers Association (NSPA) as the 2006 NSPA College and University Scholarship Provider of the Year Award

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Activities planned for 2007-2008:

- Increase the publicity of some scholarships to prospective students
- Incorporate the scholarship notification into the first paragraph of the letter of admission
- Implement a target marketing plan to increase the number of minority students who apply for the top scholarships at IUPUI.

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, Collaboration

Secondary Goals:

Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

- Partnered with La Plaza to host various programs on the IUPUI campus including their Mother/Daughter program.
- 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 the Shades of Brilliance, Multicultural Open House in November 2006 as a stand-alone event and not tied to a larger campus open house
- Coordinated campus-wide multicultural outreach efforts by working with the Multicultural Outreach Advisory Committee
- Continued the Multicultural Outreach Ambassador Scholarship program, an average of 6 students received the scholarship and assisted with outreach activities
- The Offices of Scholarships and Multicultural Outreach and the Indiana Latino Institute cooperated for three outreach events in the spring of 2007. Over 230 first generation and multicultural students and their families at local IPS schools received information about scholarship opportunities and financial aid. A similar event in the summer attracted an additional 100 prospective students.
- Contacted admitted minority students who are candidates for scholarships and encouraged them to submit applications by the scholarship deadline
- Partnered with the National Society of Hispanic MBA's and Kelley School of Business to host Project Stepping Stone: College Awareness Program. This year the program involved a three day stay for 47 students on the IUPUI campus and constituted our first overnight summer enrichment programming.
- 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 School of Engineering and Technology to provide an overnight summer enrichment experience for young women who were attending the POWER (Producing Outstanding Women for Engineering Roles) camp. A total of 18 young women participated in the overnight program. Eleven of the young women were able to attend through a special partnership with the Gary Public School Corporation. http://www.iupui.edu/news/releases/060728_engineering_camp.htm
- Hosted campus tours in Spanish
- Maintained the IUPUI Spanish Hotline to provide information about education opportunities at IUPUI in Spanish
- Actively promoted the Multicultural Outreach hotline as a resource to prospective minority students. The hotline is also the newly established general office line.
- Increased award amount for the Norman Brown Diversity and Leadership Scholarship Program from $2,000 maximum award to $3,000 in scholarship funding and up to an additional $3,000 in need based aid.
- Implemented the minority student recruitment listserve
- Developed a listing of top scholarship sites for minority students seeking private scholarship funds.
- Partnered with the Office of Campus and Community Programs to produce a *Black Student Resource Guide*.

Evidence of Progress for 2006-2007:

Measures

- The yield rates from the open houses, list purchases and college fairs will indicate success of the programs
- Increased volume of contacts generated from various events attended
- Increased usage of the hotlines and an analysis of type of questions each line receives

Evidence of Progress

-            Increased number of minority beginning freshman applicants by 4.7% and increased the number of minority transfer applicants by 11.6% from Fall 2006 to Fall 2007
-            The number of minority beginning freshmen admits decreased by 2.5% but the minority transfer admits increased by 17.7% from Fall 2006 to Fall 2007
-            The number of minority beginner admits for fall is down very slightly over last year (767 to 748), though as a percentage of the larger admitted class, minority students dropped from 17.5% of all beginner admits in Fall 2006 to 13% this year.
-            There were 450 African-Americans beginner admits for Fall 2007: this is an increase of 10

students from last fall. While the numbers of admits increased their share of the beginner admits population went from 10.0% of the beginner admits in 2006 to 9.1% in 2007.

- All other ethnic minority groups saw slight declines in beginning admits while at the same time seeing significant increases in transfer admits
- Asian-Americans beginners down 144 in 2006 to 137 in 2007 but transfer admits for the same population increased by 6.8% or 5 students
- Hispanic-Americans beginners went down from 167 in 2006 to 152 in 2008. Transfer admits for the same population went up by 64.9%
- Native-Americans beginners went down from 16 in 2006 to 7 in 2007. Transfer admits went up 44% or 4 students.
- Transfer admits of African-American students were up by 31 students.
- See also Use of Scholarships in 2-d above.

**IUPUI Admissions Data by Ethnicity and Gender **

Fall 2007
All Freshmen

	Applicants	Admits	Enrolled	% Apps Admitted	% Admits Enrolled
Ethnic					
African American	944	450	213	47.7%	47.3%
Asian/Hawaiian	213	139	73	65.3%	52.5%
Hispanic	228	152	78	66.7%	51.3%
Native American	15	7	3	46.7%	42.9%
International	341	183	104	53.7%	56.8%
White	5258	3895	2042	74.1%	52.4%
Unknown/Refused to Answer	163	108	60	66.3%	55.6%

IUPUI Student Profile Student Headcount by Ethnicity
All students

	Fall Semesters					Change	
	2003	**2004**	**2005**	**2006**	**2007**	**From '06**	**% Change**
Ethnic Minority							
Total Minority	4,170	4,404	4,457	4,379	4,522	143	3.3%
African American	2,718	2,813	2,812	2,631	2,650	19	0.7%
Am Ind/Alskn Natv	95	96	89	99	89	-10	-10.1%
Asian/Pac Islndr	816	883	907	980	1,059	79	8.1%
Hispanic	541	612	649	669	724	55	8.2%
Others/Unknown							
Foreign Students	1,089	977	916	955	1,137	182	19.1%
White	24,174	23,503	23,394	23,060	22,724	-336	-1.5%
Unknown	427	1,069	1,166	1,370	1,471	101	7.4%

Activities planned for 2007-2008:

-            Increase the number of minority admits and enrollees for the 2008-2009 academic year
-            Increase the number of minority transfer students from Ivy Tech by working with Passport to conduct special information sessions for Ivy Tech students
- 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
- Fund staff to attend college fairs that target minority students both in Indiana and in neighboring states.
- Host a multicultural visit day in the Spring
- Increase promotion of the diversity related scholarship programs through targeted marketing efforts
- Initiate annual minority recruitment forum in spring for individuals interested in assisting with minority recruitment

- Develop and implement a program to take current IUPUI students back to their high schools to talk about the importance of attending college

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

Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2006-2007:

- ES collaborates closely with the Office of International Affairs in developing recruitment strategies for international students
- Coordinated award posting of new International Beginning Undergraduate Incentive scholarship

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Evidence of Progress for 2006-2007:

   Measures

- Number of applicants and admits

   Evidence of Progress Update

-           Eighteen scholarship offers were made to international students, including the four Plater Distinguished scholarship offers. This is a 38% increase of international scholarship offers.

International Applicants and Admissions

		2006	2007	Change	% Change	
	Undergraduate Beginners					
	Applicants	272	341	69	25.4%	
	Admits	96	183	87	90.6%	
	Graduate/Graduate Professional					
	Master´s					
	Applicants	567	576	9	1.6%	
	Admits	330	335	5	1.5%	
	Doctorate					
	Applicants	189	237	48	25.4%	
	Admits	30	55	25	83.3%	
	First Professional					
	Applicants	85	68	-17	-20.0%	
	Admits	14	22	8	57.1%	

** ** **FALL 2007 IUPUI INTERNATIONAL UNDERGRADUATE ENROLLMENT INCREASES***			
	Total	Increase over 2006	% Increase
New Degree-Seeking Undergraduate enrollees	151	64	74%
First-year students	124	59	91%
Transfer	27	5	23%
Total Degree-seeking undergrad enrollment	446	101	29%
Total international enrollment	1128	186	20%
**Includes IUPUC, which typically enrolls 10-15 international students*			

Activities planned for 2007-2008:

- Expanded International recruiting

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

4-a. Prepare for move to Campus Center and reconfiguration of space for activities in other buildings

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

Actions taken for 2006-2007:

- Completed planning for move to Campus Center, including determining appropriate configuration of space requirements for non-Campus Center located Enrollment Services functions.
- Continued planning for business practice changes and office reorganization to support separation of location of customer services and back office functions with the move of some ES activities and staff to the Campus Center. This includes additional cross-training, revising office manuals, re-writing numerous job descriptions, coordinating phone system changes, equipment planning, new staffing plans, etc.
  - Worked with Cavanaugh Hall building representatives, Liberal Arts, Campus Facility Services and others to coordinate renovation of Cavanaugh Hall in the Summer of 2007 for both HVAC and completion of the walkway to the Campus Center. Included cooperation in classroom scheduling of rooms in Cavanaugh Hall as well as LIBA faculty accommodations during this period. This was a significant undertaking to replace air handlers in the building and the planning and cooperation was instrumental to providing the least disruption possible.
  - Collaborated with colleagues in Liberal Arts to design a consolidation plan for Enrollment Services office staff who remain in Cavanaugh Hall after the frontline service staff move to the Campus Center. The Cavanaugh plan includes all ES office staff consolidating to two corridors on the first floor so that LIBA may begin making plans for expansion of their space.

Evidence of Progress for 2006-2007:

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

Activities planned for 2007-2008:

- Move some ES operations to Campus Center
- Complete configuration and move non-Campus Center staff to new locations

4-b. Support SIS implementation

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

Actions taken for 2006-2007:

- The Office of the Registrar provides significant resources to the Student Information System (SIS). This includes daily operational support; detailed analysis and testing for each patch/bundle/fix which are delivered from PeopleSoft four times each year; project management, systems analysis, functional specifications for implementation of the PeopleSoft/Oracle 9.0 upgrade scheduled for February, 2008; analysis and assistance in the areas of control table updating, training, reporting, and security. This requires significant knowledge, attention to detail, and understanding of academic policy and how to incorporate unit differences into an off-the-shelf application.
- Tested and supported the Oracle 10G technical architecture upgrade which was required to maintain the SIS.
- Tested and supported the transcript and enrollment verification printing architecture upgrade (DEPS printing replaced BARR printing).
- Continue to manage the validation of the Student Record conversion from the legacy system into the SIS for IUPUI and the regional campuses to assure that academic records are complete and accurate
- Continue consultation with system wide Directors (SES/SIS/ES) in developing a strategic plan for a sustainable organization to support the Student Information System and future enhancements without the current level of dependence on functional unit staff.
- Enrollment Services offices continued their work on implementation of the Student Information Systems, including fine-tuning of tools, creation of new reports, and creating or modifying processes and procedures as necessary.
- Continued planning, testing and implementation of new SIS bundles, releases and enhancements. Among the many other tasks, this included:
  - o   Coordination and management of a system wide transcript conversion validation project
  - o   Design, development and implementation of numerous Student Records and Academic Advising system enhancements
  - o   Redesign of Websites and training materials to accommodate the new releases

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Evidence of Progress for 2006-2007:

- Successful completion of activities planned
- See actions taken

Activities planned for 2007-2008:

- Contribute significant personal resources and leadership to the SIS 9.0 upgrade effort for both Oracle/PeopleSoft and the Indiana University Information Environment (IUIE).
- Continue consultation with SES/SIS/ES Directors and assist in developing a strategic plan for a sustainable organization to

support the Student Information System and future enhancements.

- Manage the SES transcript conversion validation project for IUPUI and the regional campuses. Once the "active" population is completed (from 2004 forward), will begin to concentrate on the older population of records.
- Continue with Office of the Registrar reorganization efforts in an effort to provide the best quality service to all constituents as we move forward with the SIS and into the Campus Center.
- Lead SES training team in reorganizing and supplementing training materials and sessions. Various documents need to be organized by role so that new employee training might be more easily conducted and successful.

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Fiscal Health

Enrollment Services ended AY 06-07 with the required reserves in place. Funds were carried forward for the onetime expenses associated with the move to the Campus Center, relocation of Financial Aid staff within the Waterway locations, and relocation of staff within Cavanaugh as we consolidate our space within that building. Shifting additional staff to the Waterway location will result in increased rent which is not in our current budget.

Functioning within the Campus Center will also increase costs for operations such as Campus Visits. A preliminary estimate is that a new expenditure of $7,000 to $10,000 will be required to rent rooms for the starting point for campus tours. No charges were previously incurred for space rental.

Plans were developed for out of state recruiting activities which would require additional funds during 07-08 in order to implement.

As new campus initiatives are developed, the demands placed on the supporting Enrollment Services offices need to be considered and appropriate funding provided to support the initiative.

Reallocation Plan

Individual offices have implemented efficient measures that have permitted the internal reallocation of funds within the office. For example, the Office of Undergraduate Admissions has implemented an automated Preliminary Application Segmentation System (PASS) which is speeding the review of applications. The time saved is being devoted to increasing our recruitment efforts within high schools in Indiana and out of state. The implementation of PS 9.0 may provide some additional efficiency in a few areas, although our experience is that those time savings will be ameliorated by complexities in other areas.

Other Question(s)

1) *Diversity*. In the past year (July 1, 2006-June 30, 2007) what actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

Enrollment Services is actively engaged in recruiting a qualified and diverse student body. For details on those efforts see especially 3-a above.

2) *International activities*. Over the past year, in what international projects and activities have your faculty, staff, and students engaged? What new efforts have been undertaken to internationalize the curriculum?

llment Services actively coordinates its recruiting efforts with the Office of International Affairs. For details on those see especially 3-b above.