Mission

The following offices comprise the Division of Enrollment Services:
- Undergraduate Admissions Website
- fodder outreach Website
- Registrar Website
- Student Financial Aid Services Website
- Student Scholarships Website
- IUPUI Office of Coordinated Programs (Passport) Website

About:
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.

About:
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.

About:
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.

2. a. Guide development of the IUPUI enrollment management plan

Campus Planning Themes: Teaching and Learning, Best Practices, Collaboration

Secondary Goals:
- Sub Unit:
- Time Frame: Ongoing

Actions taken for 2007-2008:

- 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 2007-2008, the Enrollment Management Council supported:
  - Participation and support for completion of the Academic Plan. Numerous members of the EMG were appointed to both Academic Plan committees and leadership and membership.
  - In addition, members of the council provided resources, data, and other background information to assist numerous committees in their work.
    - Specifically, efforts were devoted to:

- Coordination of initiatives focused on prospective and continuing students, especially in the area of recruitment and in communications and marketing.
  - Worked with Campus Housing to establish a March 15th priority deadline for out-of-state and international students to apply for housing with assurance of having an on-campus bed.

- Use of such dates facilitates recruiting these targeted populations.

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

- Provision of data and improved access to data sources for use in planning, performing, and evaluating school-based and campus-level recruitment activities.

- Collaborated with Information Management and Institutional Research (IMIR) in creating and training school representatives on the new IUPUI Information Gateway, a single starting point for data and related resources.

- Discussions of enrollment management-related issues and, where appropriate, making recommendations for action within the academic units or at the campus level.

- For more about the council, visit the EMG Website and read the 2007-08 EMG Annual Report

Evidence of Progress for 2007-2008

- Recruitment, admission, and enrollment of desired populations.
- Completion of Enrollment Management Council projects, develop from the EMG priorities or the Academic Plan.
- Completion of articulations with Ivy Tech and Vincennes University.

Evidence of Progress:
- Record credit hour enrollment for the 13th year in a row. Other metrics, admissions, aid, and enrollment data are provided below.
- Record headcount of 30,000, exceeding previous record of 29,700 (2005).

|       | 2007 | 2008 | Change | %
|-------|------|------|--------|--|
| Indianapolis | 28,187 | 28,898 | +721 | +1.5%
| Columbus | 1,532 | 1,578 | 46 | +3%
| IUPUI total | 30,319 | 30,476 | +46 | +1.3%

*Official totals adjusted for students enrolled at both Indianapolis and Columbus.

4. Enrollment Services continued to provide leadership for IUPUI’s Academic Policies and Procedures Committee (APPDC):

- The committee plays a key role in the review of proposals for new degree, certificate, and program.

- The committee also provided a valuable forum in which members can raise issues and learn from the experience of other faculty. Finally, APPDC plays a key role in the review of proposals for new degree, certificate, and program.

- Enrollment Services continued to provide leadership as IUPUI’s representative to the State Transfer and Articulation Committee (STAC) for work with the schools and provided staff support in the development of the articulations of associate degrees at Ivy Tech State College and Vincennes University to baccalaureate degrees at IUPUI.
Activities planned for 2008-2009:

Activities planned:
- The council will continue to review the findings and recommendations of the Enrollment Management-related Academic Plan task forces and determine next steps and focused scope of work.
- 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.

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

Campus Planning Themes: Teaching and Learning, Campus Climate for Diversity, Collaboration

Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2007-2008:
- Continued the direct mail campaign to alumni, junior, senior, and their parents.
- Sent names to IPUI schools for dual admits.
- Expanded the contact list for prospective student families.
- Identified regional associations for college admissions counselors in KY, OH, IN, and MI.
- Approximately 150 high school visits.
- Participated in a new online networking tool that allows us access to 300,000 high school students.
- Expanded IPUI presence in Holmes’ College Review and print college guides.
- Revamped publications to be more user-friendly and focused on "why IPUI" as opposed to the mechanics of the application process.
- Introduced chat as a means to communicate with students.

Evidence of Progress for 2007-2008:

Evidence of Progress:
- Increased the use of the enrollment funnel at all levels for targeted populations.
- Identified and visited feeder schools in key non-resident markets and began establishing a relationship with them.
- Increased the number of admitted students by 3.5%.
- Increased the number of admitted students in the top 10% by 16.5%.
- Admitted students in the top third of their high school class increased by 13.0% and maintained 64.6% of the admitted class.
- Increased the average class rank by 2.2 to the 70th percentile.
- As the quality of our admitted students continues to improve, the matriculation rate declines as better qualified students have more educational options.

<table>
<thead>
<tr>
<th>Indianapolis</th>
<th>Campus</th>
<th>2007</th>
<th>2008</th>
<th>Change</th>
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<td>42,686</td>
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<td>8,544</td>
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| Columbus    |        | 16,475| 16,339| 136     | -0.8%|
| EPU        |        | 333,224| 333,224| 0       | 0.0% |
|            |        | -4     | -4    | 0       | 0.0% |

For Fall 2008, non-resident freshman enrollment increased by 11.1% over last year.
- The quality of the students who enrolled improved over last year.

<table>
<thead>
<tr>
<th>Average Admission Qualifications and Profile - Fall 2007 and 2008</th>
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<tr>
<td>Indianapolis</td>
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<tr>
<td>Average GPA</td>
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<td>Average SAT Score</td>
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<td>Value Statement SAT Subscore</td>
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<td>% from Top Quadrate</td>
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<tr>
<td>% from Bottom Quartile</td>
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<td>SAT Percentile 10th</td>
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For Fall 2008, the number of AP scores has increased steadily in recent years. In 2003, 116 students took 100 separate AP exams. This year, the number of AP scores has decreased as better qualified students have more educational options.
Activities planned for 2008-2009:

- Increase the number of non-resident students (both domestic and international) who matriculate to IUPUI.
- Increase the diversity of the undergraduate student body.
- Increase the academic ability profile of the undergraduate student body.
- Expand opportunities for high school students to learn about IUPUI.
- Expand opportunities for high school students to meet IUPUI faculty and staff.
- Expand opportunities for high school students to attend IUPUI events.
- Implement "Tulip Tree" to call the schools directly for the necessary materials for incomplete applications.
- Implement a Commitment Relationship Management (CRM) tool to enable the university to more easily and effectively reach our students.

&l; 1-c. Implement services that attract well qualified transfer students to IUPUI

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

Actions taken for 2007-2008:

- Increased the number of non-resident students (both domestic and international) who matriculate to IUPUI.
- Increased the diversity of the undergraduate student body.
- Increased the academic ability profile of the undergraduate student body.
- Expanded opportunities for high school students to learn about IUPUI.
- Expanded opportunities for high school students to meet IUPUI faculty and staff.
- Expanded opportunities for high school students to attend IUPUI events.
- Implemented "Tulip Tree" to call the schools directly for the necessary materials for incomplete applications.
- Implemented a Commitment Relationship Management (CRM) tool to enable the university to more easily and effectively reach our students.
- Continued to work with the Indiana Commission for Higher Education on the Transfer initiatives.
- Continued to work with the Office of International Affairs to enhance application for admission by international transfer students.
- Continuation of the scholarship award program of the Indiana Commission for Higher Education 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.
- See transfers from Ivy Tech in 1-e below.
- See international students in 3-b below.

Evidence of Progress for 2007-2008:

&l;

Measures:

- Number of well-qualified transfer applicants

Evidence of progress:

- Number of transfers, completions, and completers with Ivy Tech and Vincennes (see 1-f above)
- At 3.2%, the number of transfers applications was up 2.1% over last year and was the highest on record.
- Courses added to the Core Transfer Library (CTL) &nbsp;

Activities planned for 2008-2009:

- Continued to work with the Indiana Commission for Higher Education on the Transfer initiatives.
- Continued to work with the Office of International Affairs to enhance application for admission by international 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.
- See transfers from Ivy Tech in 1-e below.
- See international students in 3-b below.

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

[3 of 15]
Actions taken for 2007-2008:
- 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 promote and host the "Returning To College: It's Easier Than You Think" non-credit courses
- Collaborated with other units across the campus to host the "Educational Opportunities Here At Elms" program designed to encourage IUPUI staff to enroll in IUPUI courses 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 2007-2008:

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 satisfaction with availability and quality of services provided
- Increased number of prospective returning adult learners attended recruitment events
- Increased number of dropping out adults who contact Admissions versus the number of students from this group who re-enroll in classes

Evidence of Progress:

IUPUI Campus College of Arts and Science Enrollment Services list approximately 10% of its support services due to the failure of a server in 2007. Although we are again tracking a number of key indicators, we have limited ability to compare our progress with previous years.

Activities planned for 2008-2009:
- Continue efforts to coordinate with units across the campus participating in the business community outreach
- Evaluate current business processes regarding the recruitment of adult students and effectiveness
- Collaborate and coordinate activities with the Community Learning Network.

I-1.c. 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 2007-2008:
- Partnered with the University College and the Ivy Tech Transfer Center to launch a Student-to-Student mentoring program that patrons successful transfers at IUPUI with intended transfers at the Community College.
- Developed new brochures for students directed to Ivy Tech through the Partners Program.
- Updated the Partnership Program Website with additional information on the Partners Program, an agreement between IUPUI and Ivy Tech in which students who are not immediately eligible for admission to IUPUI are deferred to Ivy Tech to strengthen their academic preparation. In addition, students are guaranteed admission to IUPUI upon successful completion of a specific set of courses at Ivy Tech.
- Participated in Partnership Committee co-chaired by IUPUI Vice Chancellor Karen Whitney and Ivy Tech Dean of Students Matt Smith.
- Participated in Partnership Committee to develop a shared learning community for intended transfer students and IUPUI first year students.

Evidence of Progress for 2007-2008:

Measures:
- Number of students who enroll at IUPUI who previously attended Ivy Tech
- Number of students who are referred and deferred to Ivy Tech and their enrollment or applicant status at IUPUI

Evidence of Progress:
- 480 students who transferred to IUPUI in the Fall 2008 had previously attended Ivy Tech. This is an increase of 81.8% since Fall 2003.
- 480 students who transferred to IUPUI in the Fall 2008 had previously attended Ivy Tech. This is an increase of 81.8% since Fall 2003.
- 82% of the Fall 2008 transfers from Ivy Tech transferred to IUPUI, as compared to 71.8% in Fall 2003. This represents an increase of 11.8 credits transferred in Fall 2003.

The total number of transfer students enrolled at IUPUI who previously attended Ivy Tech transferred to IUPUI has increased 81.8% since Fall 2003.
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Activities planned for 2008-2009:
- Continue improvement with IUPUI Deferral Process known as Partners.
- Send a follow-up letter to deferred students within days of IUPUI's mailing and develop a program to keep in touch with deferred students providing IUPUI updates and information.
- Work with Passport and Passport Committee to review and discuss new potential opportunities.
- In addition to current staffing at Ivy Tech's North Campus, schedule hours at other satellite campuses (Lawrence and West).
1-4 Optimize intra-campus communication between ES officers and academic and administrative units

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals:

Sub Unit: Time Frame:

Actions taken for 2007-2008:

- Coordinated efforts with the Thematic Learning Communities (TLC) to create better communication among the departments, the TLC office, and the Office of the Registrar.
- Developed procedures for the TLC departments to use when deciding on classes to offer in a Thematic Learning Community.
- Collaborated with academic units to develop communication strategies to strengthen recruitment of students and integrated them into admissions communication streams.
- Developed a Communications Plan to track information sent to students and faculty.
- This constant "work in progress" is an information source that is to be shared but allows a framework to assess 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.
- Improved communication between ES and university recruiters through the undergraduate recruiters group.

Evidence of Progress for 2007-2008:

- Improved 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.

EVALUATION:

- Improved communication between ES and university recruiters through the undergraduate recruiters group.

Activities planned for 2008-2009:

- Expand number of examples of school-wide communications available on the Enrollment Management Council Website.
- Focus on coordinating the post-admit communications to prospective students and integrating them into the Welcome Back Website.

1-5 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: Time Frame: Ongoing

Actions taken for 2007-2008:

- Expanded use of personalized messages to students, such as providing changes to enrollment information for enrolled courses and to those on the waitlist to increase likelihood of a successful enrollment in the student's desired course.
- Updated the Welcome Back Website to share these messages, including those from the Registrar's Office and the Academic Affairs Office.
- Developed a "Get Started" section on the Welcome Back Website to provide an overview of the registration process and important dates.
- Provided leadership for the "Welcome Back" program designed to welcome students to campus during the first week of the semester.
- In addition to the Welcome Back program, the Registrar and Financial Aid staff provide additional support to the offices of the larger number of students typically seen at the start of the semester.
- This program is intended to acknowledge and welcome new students and provide service to students.
- Developed a "Welcome Back" Outreach Website.

Evidence of Progress for 2007-2008:

- Number of e-mail requests to various Websites
- Number of students using self-service functionality
- Better coordination of communications with students from Enrollment Services offices
- Response from e-mail requests to gauge customer service satisfaction

EVALUATION:

- Improved satisfaction of academic and administrative units with communications initiatives.

Activities planned for 2008-2009:

- Continue to expand communications efforts, both those sent from Enrollment Services offices and those sent to students in collaboration with the academic units.
- Evaluate mechanisms for maintaining contact with students and applicants.
- Review and update communications plans for applicants and students.
- Update the Welcome Back Website to provide an overview of the registration process and important dates.
- Undertake a further review of the Registrar and APFS websites, evaluating usability and implement changes designed to enhance the users' experiences.
- Add content to Web pages.
1-1. Expand support for retention efforts through registration, waitlist, tracking, and data provision

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

Actions taken for 2007-2008:

- Continuously be able to manipulate class offerings and general inventory space to find a classroom for every class by the first day of a term. Despite the high demand for classes, we have yet to be forced to cancel any class. This is the result of individual persistence along with continued understanding of classroom usage across academic units.
- Implemented a new process for departments to proof their final copy of the schedule of classes in electronic form. This gives the departments more time to go over their schedule, hopefully decreasing the amount of changes later.
- Revised the final exam schedule to include time modules for the Friday only courses, and changed exam start time from 5:45 p.m. to 6:30 p.m. to match the evening classes.
- Provided data on "second start" classes in pulled data for all traditional and non-traditional students.
- Developed a plan for the New Student Orientation, including an improved focus on new students and departments.
- Developed an internal database for the academic units to be used by the academic units to make contact with their students, encourages enrollment, and address any questions or issues the student 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.

Evidence of Progress for 2007-2008:

Measures:
- Number of additional requests created or modified
- 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

Outlook:
- Evidence of Progress:
  - Reports and data provided to academic and administrative units
  - Email notifications in use
  - Fewer classes still needing room assignment at start of semester
  - Visit the Information Gateway for more information and additional data.

Activities planned for 2008-2009:

- Publish and distribute more detailed comparison reports and provide trends where possible.
- In accordance with FERPA and the enrollment management office, 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 required services without an on-campus visit.
- Develop an integrated plan for the virtual enrollment services that includes mechanisms to assess outcomes.
- Investigate the use of Business Intelligence tools as well as the use of "dashboards".

1-1-2. Work with schools to create updated IUPUI Bulletin

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

Actions taken for 2007-2008:

- Coordinated the production of the 2008-2010 IUPUI Atlas: Campus Bulletin. Given staff turnover in the JU Creative Services department in addition to the Registrar resource requirements for the SIS 9.0 upgrade, the creation of the new bulletin presented a few additional challenges this time, but the end result continues to be impressive.

Evidence of Progress for 2007-2008:

Measures:
- Timely publication in print and electronic forms.

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

Activities planned for 2008-2009:

- Begin work on 2010-12 Bulletin.

1-1-3. Develop a better understanding of recruiting effectiveness

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

Actions taken for 2007-2008:

- Redesigned all recruitment pieces into information packets allowing parents and students to quickly see important information at a glance. Each card in the packet 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. Also, this approach has been enthusiastically received by prospective students and parents. IUPUI. Other new materials included a guide and walking tour for visitors to the campus and a "blue" guide to OnBase, the university's portal for students to conduct much of their university business on the Web. Visit the site for more examples of this point system.
- Changed the process for admissions to allow for better tracking of newly admitted 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 services to those students in future years.

Evidence of Progress for 2007-2008:

Measures:
- Web hits, hits to the library, hits to the IUPUI site, etc.
- Number of applicants and admits in overall and in targeted populations.
- Business, Science, Arts, Education, etc.
Activities planned for 2008-2009:

- Continued building components for IU Information Environment (IUE) to analyze progress remaining effectiveness.

- I-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 2007-2008:

- Combined the Office of Undergraduate Admissions, the Enrollment Center, and the Office of Campus Visitors into one unit. Added the Office of Undergraduate Admissions.

- Following last year’s successful implementation of a new tool (Admission) that allows students to drop courses after the start of the semester, a companion tool to allow course additions to Admissions was deployed in IUPUI in the Spring of 2006. We were not aware that the tool was in use until the following Spring. The tool was well-received by students and academic advisors. In addition, some institutions were interested in using the tool for their own purposes.

- Electronic grade change (E-GC) was implemented at IUPUI during the first semester. This service has been extremely well received by all, saving countless hours both in the academic and administrative units as well as providing faster grade change updates for the students involved.

- The Registrar designed, documented, and implemented the IUPUI Grade Forgiveness business process so the campus could begin to take full advantage of this ISS enhancement.

- The IUPUI Grade Forgiveness business process allows students to drop courses after the start of the semester, a companion tool to allow course additions to Admissions was deployed in IUPUI in the Spring of 2006. We were not aware that the tool was in use until the following Spring. The tool was well-received by students and academic advisors. In addition, some institutions were interested in using the tool for their own purposes.

- After a successful partnership with the National Student Clearinghouse (NSC) for processing enrollment verifications, we completed the implementation of NSC degree verification services at IUPUI. This partnership has made the verification of our students more efficient and for all involved, providing information more quickly for those who need it.

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Evidence of Progress for 2007-2008:

Measures:
- Use of latest "best practices" in office management and operations.
- Availability of operational data (numbers and frequency of transactions) for comparison.
- Business process evaluations and processes moved to new on-line "workflows" environment.

Evidence of Progress:
- Outreach Activities and by Tech Deans both gaining more efficiency.
- Reduction in number of in-person visits to Excellent Services offices required of students to conduct certain activities.
- Implementation of a series of operational statistical reports which will eventually provide comparison data about how many transcripts, enrollment verifications, drop-adds, registrations, etc. are produced in the Registrar's office.
- Faster and more accurate loading of student data to the SIS environment.
- Faster and more convenient processing of drops, adds, and grade changes.

Activities planned for 2008-2009:
- Expand use of electronic awarding and posting of special credit.
- Implement Student Trackers (see above).
- Investigate the possibility of having EU diplomas printed for potential cost savings and better student and school service in the area of diploma printing.
- Continue to develop baseline data and to incorporate data collection into standard business processes and reporting. Performance Indicators and Outcome Measures, Retention Report Progress, etc. (see above).
- Implement Change of Census Date for Spring Term: IUPUI and IUPUI-Amb.
- In collaboration with Human Resources, lead Compensation Strategic Initiative (CSI) project for Enterprise Services to ensure appropriate classifications for all professional level positions.

1-1: 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 2007-2008:
- Continued partnerships with School of Engineering &amp; 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 disciplines.
- Participated in the community outreach events such as the Indiana Black Expo Summer Celebration "Kids World," IPS Back-to-School Carnival and Foesta Indianapolis to disseminate college preparation information.
- Partnered with the community organizations such as the Indianapolis Urban League and La Placita to host programs targeting middle school students and their parents.
- Meet with community organizations to plan future initiatives.

Evidence of Progress for 2007-2008:
- Served 1,973 middle school students through visits to IUPUI campus and middle school site visits. There was a total of 11 middle schools and community organizations that participated in outreach programs.
- Academic units understood the need to focus early outreach and recruitment efforts on this population and envision middle school students as future college prospects.
- Increased interest by academic units in working with middle school students, parents, and educators.
- Increased exposure in the community.

Activities planned for 2008-2009:
- Unused campus funding for a staff member to pursue these initiatives, middle school initiatives will be cut back.

1-1: 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, Campus Climate for Diversity
Secondary Goals:
Sub Unit: 
Time Frame: 

Actions taken for 2007-2008:
- Developed an "in-home" program for prospective students.
- 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 University College Visitation staff worked to conduct special workshops for visiting students from underrepresented 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 10-15 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 Career" at the Spring Campus Day event.)
- Recruited information sessions and co-presented with La Placita for students and their families on the third Thursday each month the Explore IUPUI and Spring Campus Day event.
- High School Counselor newsletter distributed statewide three times a year.
- Full High School Counselor Breakfast at IUPUI campus.
- Newsletter sent out to middle school educators with information about opportunities at IUPUI and preparing students and families for college as they make decisions about high school curricula.
- Communicated with the coordinators of the statewide "Top 20" programs to develop programs for these students.

Evidence of Progress for 2007-2008:

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.
- Timeliness for entry of event attendee into prospect database.

Appendix: Evidence of Progress:
Tracking data lost due to server failure. Have begun to track again.
1. Increase Support for Academic Units
   Campus Planning Theme: Teaching and Learning, Best Practices, Collaboration
   Secondary Goals:
   Sub Unit:
   Time Frame:

   Actions taken for 2007-2008:
   - Assisted DGIR in the development of the Information Gateway reporting site, incorporating numerous reports published by the Register.
   - 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, expanding reporting capability and meeting their other information needs. An app. Examples 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.
   - Re-established the EUSL Academic Unit Reporting group (which had been stalled until the 9.0 upgrade was complete). An app. This effort is designed to assist all academic units in quickly getting the reports they need to carry on their daily operations. An app. This is a long term effort that requires academic unit and Registrar commitment and careful, deliberate communication. An app. The end result should be an environment in which each unit has information they need at their fingertips.
   - Re-organized and re-nominated the Recorder's committee to establish a Recorder's "Plus" group with standard meetings, a coordinated method of communication and organization via My Groups in Overleaf, and a renewed spirit of collaboration and partnership in sharing information and providing the best service possible to our constituents. An app.
   - Provide monitoring services and reports to departments when a department-controlled room or lab is double-booked so they have time to resolve the conflict.
   - For the University College Advising Workshop on Leg 1, Ethical Issues for Advisors, the Registrar presented an overview of federal student privacy laws (Family Educational Rights and Privacy Act—FERPA): designed specifically from an advisor's perspective. An app. An app.
   - Worked with the central Student Enrollment Systems office to deliver an Academic Advising tracking and note sharing system within the SIS. An app. This includes the ability for students to now identify an advisor for each student along with the delivery of useful advising reports. An app. An app.
   - See also 1.f, 1-h, and 1-i above An app.

   Evidence of Progress for 2007-2008:
   - Satisfied with units with support received
   - Greater efficiency of processing
   - Expanded availability of data and other information
   - Accuracy of data
   - An app.

   Activities planned for 2008-2009:
   - Offer staffing to academic units to support the creation of reports and applications which are business process focused and specifically focus on "how to" within SIS and the EUA/Aqua data studio.
   - Collaborate in workshops for schools on sources and use of institutional data in their planning, evaluation and evaluation activities.
   - Expand consultation with various academic units about their key business processes, understanding the SIS system options including reporting, better utilization of their requirements and resources, improving communication on touch points.
   - Consider commissioning a new survey for collection of information on changes to academic systems environment.
   - Add detailed course/classroom space data to Information Gateway reporting site. An app.
   - See also 1.f, 1-h, and 1-i above An app.

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 Services
   Campus Planning Theme: Best Practices
   Secondary Goals:
   Sub Unit:
   Time Frame:

   Actions taken for 2007-2008:
   - EUA moved to the Federal Direct Loan program effective with the 2008-09 academic year. An app. This step was taken to ensure students will have a predictable and reliable source of funds. Administered by the U.S. Department of Education, the Direct Loan Program eliminates direct lending from the federal treasury.
   - At a result of changes in processing, we don't have precisely comparable data in terms of student disbursement.
   - 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 existing freshmen were packaged by March 7th, a week earlier than last year.
   - 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 existing freshmen were packaged by March 7th, a week earlier than last year.
   - 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 existing freshmen were packaged by March 7th, a week earlier than last year.
   - Implemented a new call center with criminal discretion to students. The call center answers basic questions and forwards those who cannot answer to Financial Aid office personnel with greater expertise and access to student-specific information.
   - For 2007-08 our loan disbursement amount was $1,423,783 in non-disbursement for a total dollar of $50,351,711. An app. For 2006-07 we processed $1,219,783 in non-disbursement for a total dollar amount of $48,000,888.26. An app. This shows that we are moving students to do more online transactions, including electronic funds for payment (done in collaboration with the Bank) as well as handling our office.
   - We saw a reduction in calls and email traffic from 2006-07 to 2007-08: calls went from 12,239 to 11,039 and email went from 23,990 to 19,811. An app. We believe this is the result of students increasing the use of General and the office Website to obtain needed information.

   Evidence of Progress for 2007-2008:
   - Continued to target communications to specific student groups or issues with regards to financial aid communication.
   - Continued to participate in the one 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 from the students and their parents.
   - Provided Satisfactory Academic Progress (SAP) workshop for faculty and staff in the academic units to help facilitate this process for students and provide information on any changes to the SAP program.
   - Completed the State Board of Accounts A15 audit with no negative findings for 2007-08.
   - Expanded training initiatives for office personnel
   - Worked with University Human Resources to better the overall office and ultimately provide a heightened service level to the EUA students.
**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 use an increase in student satisfaction; fewer complaints and increased knowledge for staff, faculty, on financial aid matters.
- Timed return for responding to concerns or complaints.

**Evidence of Progress**

<table>
<thead>
<tr>
<th>Total Freshman Package Aid C0</th>
<th>2007-08</th>
<th>2008-09</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>$287,234,984</td>
<td>$297,766,433</td>
<td>$10,531,449</td>
<td>$11.4%</td>
<td></td>
</tr>
</tbody>
</table>

**Actions Taken**
- Expanded financial aid awareness activities on the campus
- 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

**Activities Planned for 2008-2009**
- Expanded financial aid awareness activities on the campus
- Expand understanding and use of new software resulted in fewer problems or delays in aid
- Improved turnaround time for responding to student concerns or complaints
- Continue business practice re-engineering to separate customer service and back office functions
- Review the Satisfactory Academic Progress Appeal process

**2-2: Educate students on financial management**

**Campus Planning Theme: Best Practices**

**Secondary Goals:**
- Sub Unit: None

**Time Frame:** Ongoing

**Actions Taken for 2007-2008**
- Financial Aid offered two student sessions on campus to talk about financial literacy and money management.
- Collaborated with Marketing and Communications to create a new financial aid handbook for students.

**Evidence of Progress for 2007-2008**

<table>
<thead>
<tr>
<th>Total Aid Disbursed</th>
<th>2007-08</th>
<th>2008-09</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30,000,000</td>
<td>$31,500,000</td>
<td>$1,500,000</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

**Activities Planned for 2008-2009**
- Implement debt management program with training of Financial Aid personnel, academic advisors, departments and programs for students.

**2-2: 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 2007-2008**
- Financial Aid Awareness Month activities during the month of February.
- IPUI held Financial Aid staff member training at College Goal Sunday in February. This is the most volunteer for any institution in the Indianapolis area.
- Spread the word for Federal Student Aid.
- Increased campus awareness of deadlines, including reminder emails to current students, parents, signs on the campus, newsletter reminders to learning communities, as well as announcements in the Sagamore and Jagnews.
- Wrote admission letters to encourage them to meet the priority deadlines and to attend a session on completing the Free Application for Federal Student Aid (FAFSA).

**Evidence of Progress for 2007-2008**

<table>
<thead>
<tr>
<th>Total Aid Disbursed</th>
<th>2007-08</th>
<th>2008-09</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30,000,000</td>
<td>$31,500,000</td>
<td>$1,500,000</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>
Measures
- Number of students who apply for aid by the priority deadline

Evidence
- The number of students submitting the FAFSA on time for the federal priority deadline in early March continued to grow, though the eventual number of students who had applied by the year by mid-October (in the Fall semester) declined slightly in 2008. Applicants: The number of applicants who demonstrated financial need increased in both the early and total applicant totals.

<table>
<thead>
<tr>
<th>Applicants by the March Priority Deadline</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Students who Applied for Assistance</td>
<td>15,600</td>
<td>15,400</td>
</tr>
<tr>
<td>Number of Applicants who Demonstrated Financial Need</td>
<td>12,485</td>
<td>12,485</td>
</tr>
<tr>
<td>Number of Students with Unmet Financial Need</td>
<td>9,381</td>
<td>10,142</td>
</tr>
</tbody>
</table>

- Total Applicants by October 20th each year

<table>
<thead>
<tr>
<th>Number of Students who Applied for Assistance</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>24,193</td>
<td>24,193</td>
<td></td>
</tr>
<tr>
<td>18,603</td>
<td>18,603</td>
<td></td>
</tr>
<tr>
<td>14,415</td>
<td>14,415</td>
<td></td>
</tr>
</tbody>
</table>

- 2008-09 IUPEU FAFSA on-time (excluding both Indianapolis and Columbus campuses) 18,518 – a 34% increase over 2007-08 and a 47.4% increase from 2004-05.

Activities planned for 2008-2009:
- Continue above efforts
- Expand outreach efforts to increase awareness of deadlines through additional e-mails, etc.
- In November we will host a High School guidance counselor workshop where we will have 150 guidance counselors learning about financial aid and meeting some of the staff in the FA office.
- Continue to provide FAFSA assistance.

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

- Mentioned the university's progress in 2008 admission-based scholarships.
- Introduce new nonresident scholarships.
- IUPEU has launched the 2008-2009 5.1 million annual need-based scholarship initiative that will help pay college expenses for eligible incoming freshman who has received a state 21st Century Scholarship award or a federal Pell Grant, beginning in the fall of 2008. There are known as the 21st Century Scholar Grant and the IUPEU Pell Grant.
- In an effort to increase the amount of merit-based aid that includes consideration of financial need, the total amount for the next incentive grants increased from $50,000 in 2007-08 to $100,000 in 2008-09 (a 12% increase).

Evidence of Progress for 2007-2008:

Measures
- Increased number of scholarship applicants
- Increased number of qualified scholarship applicants
- Improved academic quality of scholarship applicants
- 4th year retention rates for first-generation students
- Number of Scholars’ Day prospective students to apply

Evidence of Progress
- 49,512 departmental, athletic, and private-sector scholarships, fellowships, and grants were awarded through the Office of Student Scholarships and Fellowships (OSSF) in 2007-08, an increase of 4,883 awards (+11.5%) over 2006-07. Although total $289,100,434, an increase of more than $11 million (++30.9%) over the previous year.
- We raised our total scholarship acceptance rates to the incoming freshman from a 49% average (2007-08) to a 60% average (2008-2009). This was aided by the introduction of new nonresidents and raising our own financial aid access to more than 90%. Our Office of Student Scholarships (OSSF) also was able to offer Housing Stipends (30% increase) and Study Abroad Stipends (30% increase rates) to our most exceptional students. A list of scholarships available to entering and continuing students may be found online.
- Creation of the two new grants: the IUPEU 21st Century Scholarship Grant and the IUPEU Pell Grant (see actions taken above).
- In an effort to increase the amount of merit-based aid that includes consideration of financial need, the total amount for the next incentive grants increased from $50,000 in 2007-08 to $100,000 in 2008-09 (52% increase).
- We raised our total scholarship acceptance rates to the incoming freshman from a 49% average (2007-08) to a 60% average (2008-2009). This was aided by the introduction of new nonresidents and raising our own financial aid access to more than 90%. Our Office of Student Scholarships (OSSF) also was able to offer Housing Stipends (30% increase) and Study Abroad Stipends (30% increase rates) to our most exceptional students. A list of scholarships available to entering and continuing students may be found online.
- IUPEU conducted a scholarship workshop at the 39th Annual Scholarship & Award College Fair hosted by 100 Black Men of Indianapolis. The workshop was attended by approximately 15 minority families who received information on scholarships and financial aid.
- IUPEU partnered with Undergraduate Admissions and the Office of Multicultural Outreach to conduct a workshop and panel for Project Staying Strong at Ball State University. Over 50 students of Hispanic descent received information on IUPEU admissions-based and competitive scholarships, as well as private sector opportunities.
- Redesigned scholarship program to better serve institutional goals and priorities of those scholarship programs.

Activities planned for 2008-2009:
- Increase the publicity of some scholarships to prospective students
- Implement a target marketing plan to increase the number of minority students who apply for the top scholarships at IUPEU.

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

3-a. Establish a multicultural recruitment strategy to enhance domestic student diversity

Campus Planning Theme: Campus Climate for Diversity, Collaboration

Secondary Goals:
- Sub Fairly
### Evidence of Progress for 2007-2008:

**Measures**
- The yield rates from the open house, list purchases, and college fairs will indicate success of the programs.
- Increased volume of students committed to various events attended.
- Increased usage of the hotline and analysis of type of questions each line receives.
- Increased number of minority applicants, admit, and enroll.

**Evidence of Progress**
- See also Use of Scholarships in 2.4 above.

### Indianapolis Headcount by Level, Ethnicity, and as Percentage of Total Campus Enrollment

<table>
<thead>
<tr>
<th>Class</th>
<th>Ethnicity</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Net Chang</th>
<th>EOP Chang</th>
<th>Class % of Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>African American</td>
<td>2,091</td>
<td>2,132</td>
<td>41</td>
<td>1.4%</td>
<td>4.5%</td>
</tr>
<tr>
<td></td>
<td>Asian/Oth Pac I</td>
<td>406</td>
<td>408</td>
<td>2</td>
<td>0.5%</td>
<td>0.5%</td>
</tr>
<tr>
<td></td>
<td>Hispanic Latins</td>
<td>120</td>
<td>128</td>
<td>8</td>
<td>2.4%</td>
<td>2.9%</td>
</tr>
<tr>
<td></td>
<td>Native American</td>
<td>58</td>
<td>55</td>
<td>-3</td>
<td>-5.0%</td>
<td>0.2%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>15,145</td>
<td>15,509</td>
<td>364</td>
<td>2.3%</td>
<td>55.3%</td>
</tr>
<tr>
<td></td>
<td>Minority Total</td>
<td>3,270</td>
<td>3,387</td>
<td>117</td>
<td>3.5%</td>
<td>10.6%</td>
</tr>
<tr>
<td></td>
<td>International</td>
<td>475</td>
<td>622</td>
<td>147</td>
<td>19.0%</td>
<td>2.2%</td>
</tr>
<tr>
<td></td>
<td>Unknown</td>
<td>140</td>
<td>562</td>
<td>422</td>
<td>2.4%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Undergraduate Total</td>
<td></td>
<td>19,733</td>
<td>20,070</td>
<td>337</td>
<td>1.7%</td>
<td>49.1%</td>
</tr>
<tr>
<td>Graduate/Prof</td>
<td>African American</td>
<td>1,338</td>
<td>1,348</td>
<td>10</td>
<td>0.7%</td>
<td>7.1%</td>
</tr>
<tr>
<td></td>
<td>Asian/Oth Pac I</td>
<td>441</td>
<td>455</td>
<td>14</td>
<td>3.0%</td>
<td>1.6%</td>
</tr>
<tr>
<td></td>
<td>Hispanic Latins</td>
<td>182</td>
<td>188</td>
<td>6</td>
<td>3.0%</td>
<td>0.7%</td>
</tr>
<tr>
<td></td>
<td>Native American</td>
<td>29</td>
<td>31</td>
<td>2</td>
<td>3.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>5,860</td>
<td>5,843</td>
<td>-17</td>
<td>-0.3%</td>
<td>20.3%</td>
</tr>
<tr>
<td></td>
<td>Minority Total</td>
<td>1,190</td>
<td>1,354</td>
<td>164</td>
<td>13.8%</td>
<td>4.3%</td>
</tr>
<tr>
<td></td>
<td>International</td>
<td>851</td>
<td>717</td>
<td>134</td>
<td>12.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td></td>
<td>Unknown</td>
<td>888</td>
<td>1,081</td>
<td>193</td>
<td>21.3%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Graduate/Prof Total</td>
<td></td>
<td>8,580</td>
<td>8,820</td>
<td>240</td>
<td>2.8%</td>
<td>10.8%</td>
</tr>
</tbody>
</table>

### Activities planned for 2008-2009:
- More minority interaction programs for students.
- More minority outreach programs.
- Increase number of minority students in each level.
- Increase the number of minority student applications and enrollments.
- Increase the number of minority transfer students from Ivy Tech.
- Increase number of minority students from feeder community colleges.
- Create Spanish-language recruitment materials.
- Have recruiter for Hispanic and Latino recruitment.
- Increase recruitment of international students from feeder community colleges.
• 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 scholarships through targeted marketing efforts
• Initiate annual diversity recruitment forum inviting 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) 3.b. Exact a multifaceted recruitment strategy to enhance international student numbers and diversity

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

Actions taken for 2007-2008:
• Enrollment Services collaborates closely with the Office of International Affairs (OIA) in developing recruitment strategies for international students
• Coordinated award posting of new International Beginning Undergraduate Incentive Scholarship
• The OIA worked with the Office of Student Scholarships to implement direct notification of admission-based scholarships for international students as part of the admission process. Additionally, criteria for the new nonresident scholarships were adjusted – for example, permitting awards based on both only SAT scores for non-native English speaking applicants who have not studied in an English language environment — to ensure access to scholarship opportunities and enhance international student recruitment. The “International Ambassador Award” was established as an opportunity to provide scholarships to applicants without SAT scores who demonstrate strong language ability via English proficiency test scores.

Evidence of Progress for 2007-2008:

Measures:
• Number of international applicants and admits

International Applicants and Admissions

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undergraduate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicants</td>
<td>341</td>
<td>333</td>
<td>-8</td>
<td>-4.3%</td>
</tr>
<tr>
<td>Admits</td>
<td>183</td>
<td>174</td>
<td>-9</td>
<td>-9.9%</td>
</tr>
<tr>
<td><strong>Graduate/Graduate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master’s</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicants</td>
<td>576</td>
<td>627</td>
<td>51</td>
<td>8.9%</td>
</tr>
<tr>
<td>Admits</td>
<td>315</td>
<td>342</td>
<td>27</td>
<td>7.1%</td>
</tr>
<tr>
<td>Doctorate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicants</td>
<td>237</td>
<td>330</td>
<td>93</td>
<td>39.2%</td>
</tr>
<tr>
<td>Admits</td>
<td>53</td>
<td>97</td>
<td>44</td>
<td>73.6%</td>
</tr>
<tr>
<td><strong>First Professional</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicants</td>
<td>68</td>
<td>99</td>
<td>31</td>
<td>45.6%</td>
</tr>
<tr>
<td>Admits</td>
<td>22</td>
<td>27</td>
<td>5</td>
<td>22.7%</td>
</tr>
</tbody>
</table>

Soileau d’Abbe has limited the number of students it will sponsor at any US college or university. This has reduced the number of Soileau who apply to and enroll at IUPUI.

Total Enrollment by International Students (IN & CO)

<table>
<thead>
<tr>
<th></th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Net Chg</th>
<th>Pers Chg</th>
<th>As % of Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>1,026</td>
<td>1,339</td>
<td>313</td>
<td>30.5%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

Undergraduate Enrollment by International Students (IN & CO)

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td>94</td>
<td>92</td>
<td>175</td>
<td>250</td>
</tr>
<tr>
<td>Sophomore</td>
<td>52</td>
<td>71</td>
<td>76</td>
<td>93</td>
</tr>
<tr>
<td>Junior</td>
<td>46</td>
<td>60</td>
<td>72</td>
<td>111</td>
</tr>
<tr>
<td>Senior</td>
<td>157</td>
<td>122</td>
<td>118</td>
<td>137</td>
</tr>
<tr>
<td>Non Degree</td>
<td>19</td>
<td>15</td>
<td>31</td>
<td>39</td>
</tr>
<tr>
<td>Total</td>
<td>368</td>
<td>560</td>
<td>477</td>
<td>630</td>
</tr>
</tbody>
</table>

International Nonresident Students Enrolled with Admission-Based Scholarships

<table>
<thead>
<tr>
<th>Scholarship</th>
<th>Number Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valelector Scholarships ($10,000/yr)</td>
<td>1</td>
</tr>
<tr>
<td>Outstanding Freshman Scholarship ($8,000/yr)</td>
<td>1</td>
</tr>
<tr>
<td>Dean’s Recognition Scholarship ($6,000/yr)</td>
<td>1</td>
</tr>
<tr>
<td>International Ambassador Award ($3,000/yr)</td>
<td>7</td>
</tr>
<tr>
<td>Transfer Scholar Award ($4,000 /yr)</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
</tr>
</tbody>
</table>

Activities planned for 2008-2009:
• Expanded international recruiting...
4.3.4. Complete 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 2007-2008:
- Completed move to Campus Center for components of offices providing "front office" services to students, faculty, and the public.
- In summer of 2007, moved Cavanaugh staff to alternate locations in Cavanaugh and Taylor Halls while replacements were made to HVAC equipment on the lower floors of Cavanaugh.
- Following the summer displacement, consolidated staff remaining in Cavanaugh Hall into smaller permanent space.
- Organized new business practices and services between the staff located in the Campus Center, Cavanaugh Hall and Waterway locations and this. This includes additional cross training, revising office manuals, re-writing numerous job descriptions, coordinating phone system changes, equipment planning, new staffing plans, etc.

Evidence of Progress for 2007-2008:
- Move completed and business practices modified.

Activities planned for 2008-2009:
- None.

4.3.4. Support SIS implementation
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Three years

Actions taken for 2007-2008:
- Significant work has been done over the course of the past year to stabilize and enhance the Student Information System (SIS). An SIS Upgrade
  - System analysis, design, testing and implementation of the 9 upgrades to the Student Information System.
  - Worked with CUS developers to enhance functionality.
  - Delivered new functionality including a redesign of self service interface.
  - Conducted personalized, on-campus training sessions for ILUPU academic units along with special sessions for various schools who requested local level training.

Evidence of Progress for 2007-2008:
- Increase support for academic units (1-2).

Fiscal Health
Enrollment Services ended FY 07-08 with the required reserves in place. Funds were carried forward for the next year to assist with the move to the Campus Center, the temporary relocation of staff during the Cavanaugh renovations and the relocation of staff within Cavanaugh as we consolidate our space within that building.

The Office of Student Scholarships experienced an increase in the acceptance of scholarships and increased retention of students who resulted in a deficit that will be carried forward to AT 08-09.

Enrollment Services continues to be vigilant in monitoring student retention and academic performance to ensure a healthy retention rate. The office is committed to providing support to students who require it and is working with faculty and staff to identify and implement strategies to improve student success.

Several major events such as Homecoming and Homecoming and Future Students Day were held on this year. Funding was obtained for these events through grants and external sources as well as internal funds. Additional events were held during the academic year.

We remain concerned about future requests for a reduction in our student services.
Reallocating 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. For 2008, this process is able to make 70-80% of the freshman admissions decisions and utilize the office to deploy six FTE into the field for recruitment purposes as well as support other initiatives (such as the implementation of a "talk"—see 1A above). The

Other Question(s)

1. If you had to implement a budget reduction of 3-5% in your base general fund budget, a) what would your budget priorities and b) what strategies would you employ to walk the fine line of maintaining critical operations and investing in your future? Please describe how faculty and other stakeholders will be involved in the decision-making process.

The Enrollment Services Office serve two constituencies—Students (prospective, current, former) and the Academic Units. The implementation of base general budget funding, maintenance of fundamental services to students will be the priority. Lessening the basic services provided by the Office of Undergraduate Admissions and the Office of Multicultural Outreach negatively impact the campus by decreasing the number of incoming students. Lessening the services provided by the Office of Student Financial Aid and the Office of Student Scholarships not only compromises the ability of the students to fund their education but places IU Bloomington at risk for noncompliance with state and federal regulations which can have substantive financial penalties. Services of academic units will be decreased or transformed to a fee for service model. Given the level of service reductions that would be required to adjust to the reduction in the base general fund budget, such as a reduction of service hours and discontinuing recruitment events such as Fall and Spring Campus Day, it is unlikely that initiatives considered as investing in the future would be undertaken.

The Enrollment Management Council (EMC) Steering Committee, the Academic Policy and Procedures Committee (APPIC) and Financial Aid and Scholarship Policy Advisory Committee (FASPAC) serve as advisory groups for the Enrollment Services office.

Preliminary discussions on the impact of the budgetary reductions have occurred with the EMSC Steering Committee.
The

2. Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative's funding is required.

The Enrollment Services office do not have any multi-year commitments or plans requiring time limited funding. Commitments, such as the contract for the Financial Aid call center, are ongoing.

3. How do you intend to use your reserves over the next four years? Please provide the information by fiscal year.

There are no plans to use the mandated reserve funds.
The

4. How do you define return on investment for diversity efforts in your unit (e.g., numbers of faculty/staff/student recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program reputation)? What are you doing to improve your ROI?

Students

Investment

Costs attributed to the Office of Multicultural Outreach

Costs of communication campaigns via the Office of Undergraduate Admissions

Return

Campus performance indicator on diversity of the incoming class is met. (The incoming class will exceed the racial diversity represented in the college-going high school graduates in the state of Indiana and our eight-county service region.)

http://www.indiana.edu/~diversity/docs/January%202008%20Diversity%20Report.pdf

For Fall 2007, the percent of underrepresented minority students was slightly higher than the percent of underrepresented minority college-going high school students in Indiana.

Actions to improve ROI

Implementation of 8Talk (CRM product) to enhance efficiency of communication campaigns and more accurately calculate ROI of communications

Examination of structure within the Office of Multicultural Outreach

Evaluation of ROI of individual recruitment event

Strategies:

Prior investments in recruiting a diverse staff make recruitment of new staff from various backgrounds easier

Investment in student workers provide a source of new entry level staff

Utilization of widespread professional organization communications modes (and national when appropriate) to recruit applicants

Continue efforts to value existing staff to encourage retention

Continue to value diversity within our staff

Hire individuals with a commitment to the IU Bloomington vision for diversity