Mission

The following offices comprise the Division of Enrollment Services:

- Undergraduate Admissions [Website]
- Multicultural Outreach [Website]
- Registrar [Website]
- Student Financial Aid Services [Website]
- Student Scholarships [Website]
- IUPUI & Ivy Tech Office of Coordinated Programs (Passport) [Website]

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

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

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

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

Goals and Objectives

1. Effectively cultivate, recruit, admit, and enroll a well-prepared and diverse student population to meet the criteria of 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, Civic Engagement, Collaboration]

   [Secondary Goals:]

   [Sub Unit:]

   [Time Frame: Ongoing]

Actions taken for 2008-2009:

- Enrollment Services continued to provide leadership for IUPUI's Enrollment Management Council (EMC). 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 2008-09, the Enrollment Management Council’s primary focus for the year was:

  From Admissions to Census: Coordinating and Improving this Critical Period of Recruitment

- Led by Admissions, identify the communications flow from the IUPUI offices and academic units to enhance the information provided to admitted students and to increase our yield of enrolled students.

In support of this focus, council activities included:

• Coordination of initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing. A major component was IUPUI’s acquisition and implementation of Constituent Relationship Management (CRM) software, known by its IUPUI brand name of uTalk. This tool allows for easier management and tracking of communications, including what was sent, to whom, when, and retains copies of the communication. It also provides business analytic tools that will help offices track the cost and benefits of different activities. While the initial implementation was in Enrollment Services offices, the tool will be piloted in a number of administrative and academic units to help with their communication efforts. Improved communications is essential in serving all student populations and contributes to retention efforts. In the Summer of 2009, the product IUPUI implemented was adopted for use university-wide. The project is titled Lifetime Communications.

• Provision of data and improved access to data sources for use in planning, performing, and evaluating school-based and campus-level recruitment, enrollment tracking, and student support activities. An example of the last was providing information on the significant growth in the number of dual/direct admits to the schools and the need for planning for additional advising support, a step that would serve all students in a school. The EMC also sponsored a January 2009 workshop by Information Management and Institutional Research (IMIR) staff for EMC members and others on the sources and use of institutional data.

• 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. An example focused on better ways to serve transfer students who often feel lost after they enter the university.

• Discussion of enrollment management-related issues and, where appropriate, developing recommendations for action within the academic units or at the campus level. One example was the importance of focusing on student progression rather than enrollment persistence through such tasks as loading degree-audit requirements into the SIS. Providing this information serves prospective and current students as well as their academic advisors in planning and progressing toward degree completion. Another example is the Class Identification branding initiative in which students are encouraged to think of themselves as part of a four-year cohort and, ideally, continue to enroll in appropriate courses on a full-time basis to meet the projected four year graduation date. Support of the initiative will occur at multiple points across the campus and throughout their academic careers, including Admissions, Orientation, Student Life, the schools, and post-graduation activities.
For more about the Enrollment Management Council, visit the EMC Website and read the 2008-09 EMC Annual Report

- Enrollment Services continued to provide leadership for IUPUI’s Academic Policies and Procedures Committee (APPC)

- APPC performs much of the detail work in the development, implementation, and monitoring of student-related academic policy. The committee also provides a valuable forum in which members can raise issues and learn from the experience of other units. Finally, APPC plays a key role in the review of proposals for new degrees, certificates, and minors and reviewed a record number of proposals in 2008-09.
  
  o Enrollment Services members of APPC participated in the development and implementation of a number of new tools that allow the schools to better support and track student enrollment. Details on a number of these activities are provided in section 1-h below.

- Enrollment Services continued to provide leadership as IUPUI’s representative to the State Transfer and Articulation Committee (STAC). Enrollment Services worked with the schools and provided staff support in the development of the articulations of associate degrees at Ivy Tech State College and Vincennes University to baccalaureate degrees at IUPUI. STAC also oversees TransferIN, a website through which students can see how courses will transfer and apply toward meeting degree requirements at different Indiana institutions. More information on IUPUI’s work with transfer students appears in sections 1-c and 1-d below.

#### Evidence of Progress for 2008-2009:

**Evidence of Progress:***

**Enrollment**

<table>
<thead>
<tr>
<th></th>
<th>8/28/2008</th>
<th>9/3/2009</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>IN</td>
<td>28,809</td>
<td>28,810</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td>CO</td>
<td>1,528</td>
<td>1,627</td>
<td>99</td>
<td>6.5%</td>
</tr>
<tr>
<td>IUPUI</td>
<td>30,337</td>
<td>30,437</td>
<td>100</td>
<td>0.3%</td>
</tr>
<tr>
<td>Official*</td>
<td>30,300</td>
<td>30,383</td>
<td>83</td>
<td>0.3%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>8/28/2008</th>
<th>9/3/2009</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>IN</td>
<td>314,887</td>
<td>322,825</td>
<td>7,938</td>
<td>2.5%</td>
</tr>
<tr>
<td>CO</td>
<td>16,344</td>
<td>17,328</td>
<td>984</td>
<td>6.0%</td>
</tr>
<tr>
<td>IUPUI</td>
<td>331,231</td>
<td>340,153</td>
<td>8,922</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

*Official total adjusted for students enrolled at both Indianapolis and Columbus. Students are counted only once in IUPUI total.

As much of the work of Enrollment Services offices is geared toward serving students in the coming year (recruiting and admissions, packaging Financial Aid, etc.), Fall 2009 data generally are used throughout the report as measures of those activities/evidence of progress unless otherwise noted.

- The Indianapolis campus enrolled 28,810 students taking 322,825 credits for the Fall 2009 semester. The campus saw one head (0%) and 7,938 credits (+2.5%) over the same point last year. IUPUI’s official census total, including Columbus, is a record 30,383 heads (+83, +0.3%) and 340,153 credits (+8,798, +2.7%). This is IUPUI’s 14th consecutive year of enrollment growth.
Fall semester with a record credit hour enrollment.

- Approximately 950 students previously enrolled at IUPUI through the Kelley Direct MBA program were enrolled through IU-Bloomington effective with the Fall 2009 semester. Adjusting for the shift of the Kelley Direct program, IUPUI grew by an actual, if unofficial, total of 1,033 students (+3.4%) and 13,968 credits (+4.2%).
- 74.1% of IUPUI's undergraduates were full-time in Fall 2009, another record. In the Fall of 2000, 57.4% of undergraduates were full-time. 92% of beginning freshmen at the Indianapolis campus were full-time in Fall 2009.
- Completed initial implementation of uTalk. More details appear below
- Provision of training and reports noted elsewhere in the report.
- See below for activities carried out in support of EMC and APPC and additional evidence of progress in recruitment, admissions, financial aid, and enrollment.

Activities planned for 2009-2010:

- Continue activities promoting the recruitment, admission, and enrollment of desired populations.
- Continue work on implementation of uTalk. Communications with current students will be added as the implementation progresses which will make the tool more available to the schools.
- Provide continued timely review of proposals for new degrees, certificates, and minors.
- Working with Information Management and Institutional Research (IMIR) and others, continue emphasis on and expand availability of use of student data in planning and assessment by academic units and central units.
- Completion of Enrollment Management Council and APPC projects, whether developed from EMC and APPC priorities, the Academic Plan, or the RISE Initiative.
- Promote broad adoption of the Class Identification branding initiative by schools and offices in their communications and other interactions with students, such as academic advising.
- Other activities planned in recruitment, admissions, financial aid, and record management are described below.

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

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

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Admissions partnered with the IUPUI Honors College to conduct coordinated mailings and outreach, including a JagDay, to support the recruitment of high ability students.
- Admissions coordinated and/or participated in a total of over 35 business outreach events and over 20 community events this year.
- Admissions conducted a 3-day program, Step onto Campus, which hosted over 2,000 visitors to campus from 121 high schools across the state.
- Scholarships coordinated an IUPUI Campus Day Scholars Reception.
- Admissions increased the number of scholarship, work study and hourly students employed by the office to support retention and integrate a student perspective into the office culture.
- Conducted the first recruitment program specifically targeting high ability high school students enrolled through IUPUI's SPAN program in fall 2008.
- Reduced the number of names purchased via College Board based upon review of effectiveness of past years.
- Participated in regional collegiate associations of high school counselors in KY, OH, IL, and MI. This supports IUPUI's expanded recruiting of non-resident students by making the campus better-known among high school
Had a presence at nearly 600 college fairs and high school visits throughout the United States.

Admissions expanded IUPUI's undergraduate recruitment to include California as a recruitment territory to capitalize on the number of students who cannot find space in the California schools.

Partnered with External Affairs to create an Alumni Student Recruitment program. Currently Admissions provides office space and supplies for a .5FTE funded through External Affairs to work with alumni to assist in recruitment initiatives. In fall 2009, 5 alumni were able to assist with Admissions' programming.

Continued to host a successful breakfast program for high school counselors that highlights new initiatives of the university (e.g., the RISE initiative, the IUPUI Honors College, the Office of Diversity, Equity and Inclusion).

Implemented IUPUI's first overnight visit program, attracting some 25 prospective students to come and stay for an evening with a current student. Conducting site visits as well as working with university legal office to ensure the program is in compliance with risk management procedures.

Designed and implemented, in collaboration with the Office of International Affairs, workshops for faculty and staff who are casual recruiters for IUPUI.

Evidence of Progress for 2008-2009:

- Campus visits served 16,008 visitors through daily visitors and group programs, an increase of 7% over 2008.
- Admissions increased the number of high school visits and college fairs attended to 595 more than double the number attended last year (231) and close to six times the number attended two years ago (110).
- Reached the highest number of students sending Advanced Placement (AP) score results with 893 students sending 1,310 separate AP score results. This is an increase of 106 students (+13.5%) and 114 scores (+9.5%) over the Fall of 2008. The number of AP scores has increased steadily in recent years: in 2003 268 students sent 390 separate AP scores.
- Supporting the goals of the Enrollment Shaping Initiative, increased the number of Enrollment Shaping Initiative (ESI)-Eligible Non-Resident Freshmen by 24 students (45%) over baseline year of 2006. This represents an approximate increase in ESI eligible Non-Resident credit hours in from these students of 335 (46%) over baseline year of 2006.

- When reporting on the effectiveness of the Enrollment Shaping Initiative with regards to generating increased non-resident tuition, we must look not simply at non-resident students, but those who actually generate non-resident tuition. For example, the students in the Histotechnology program are mostly from outside of Indiana, but pay a flat fee, regardless of residency. As a result, the information below indicates the number of students who are generating non-resident tuition. These are called ESI students. Please note that an increase in international ESI students is due to the “Saudi Bubble” that came as part of the massive influx of governmentally subsidized students from that country. This “bubble” began to shrink in the last year.

New Domestic ESI-Eligible NR Freshmen for Fall Semester

<table>
<thead>
<tr>
<th>Total Credits for Fall Semester</th>
<th>Total Heads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>726</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>53</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>694</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>40</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>883</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>67</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>1,061</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>77</td>
</tr>
</tbody>
</table>

The total number of ESI-Eligible Non-Resident students increased by 369 heads (70%) over the baseline year of 2006. This represents an approximate increase in ESI eligible Non-Resident credit hours from these students of 5,203 (81%) over baseline year of 2006.

Total Undergraduate ESI-Eligible NR Enrollment for Fall Semester

<table>
<thead>
<tr>
<th>Total Credits for Fall Semester</th>
<th>Total Heads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>6,439</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>529</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>8,088</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>667</td>
</tr>
</tbody>
</table>
IUPUI applicants, admits, enrolled and yield rate Fall 2009

Unless otherwise noted, the following data are Fall 2009

For Applicants and Admits

- IUPUI was up 9.1% in applications and 4.6% in admitted beginning students over last year. Both eclipsed records set last year.
- Admission to the campus is increasingly competitive, with only 64.8% of applicants admitted for Fall 2009. This compares with 73.4% as recently as Fall 2005.
- IUPUI continues to attract highly qualified students. The number of admitted students in the top 10% of their high school class has increased by 11.4% this year and account for 19.9% of the admitted class to date. Those in the top one-third of their class also increased and constitute 68.8% of the admitted class.
- The number of minority beginner admits is up slightly (+10, +1.1%) over last year and accounts for 16.4% of all admits for the semester. As the result of even larger growth among others (white and not-reporting), the minority student share of total admits is down marginally from last year’s 17.0%. IUPUI recorded growth in admits in all minority groups except African-Americans, which were down 29 heads (- 5.6%) from last year. For more details see 3-a below.

For Newly Enrolled Freshmen

- Participation in the Summer Preparatory Program (formerly the Summer Preparatory Program in Mathematics) grew from 63 students in 2007 to 194 in 2009. Enrollment in this program is required for applicants who in the past would have been admitted conditionally. Successful completion of the SPP is now required for these students to be admitted for the fall. This year, the program was expanded to include a writing component for 66 students who participate in the program; all students take the Math component.
- Indianapolis enrolled 2,633 freshmen, 20 fewer than 2008, but 60 more than 2007. Given that the Summer Preparatory Program was expanded (which reduces yield), this is a very positive enrollment number.
- Only 187 individuals were conditionally admitted (the individuals who completed the Summer Preparatory Program).
- The average SAT/ACT for IUPUI (Indianapolis and Columbus combined) rose to a record 1010 in the Fall of 2009.
- The average SAT for enrolled freshmen at the Indianapolis campus was 1005, a slight decline from last year’s 1009, while the mid 50 percentile range was still 990-1120. The average enrolled SAT remains ahead of the state’s average of 1003.
- Average class rank percentile rose one point to the 71st percentile.
- Almost 59% of Indiana freshmen completed an Academic Honors diploma (compared with 50% last year).
- The average high school GPA for matriculating beginners rose from 3.18 in 2007 to 3.28 in 2009.

Non-Resident Valedictorian/Salutatorian acceptances went up 47% over last year.

Activities planned for 2009-2010:

- A review of the on-campus visit programs to better tailor them to distinct students, developing a prospect experience vs. a different experience for an admitted student.
- Create an "Indianapolis from the IUPUI student perspective" tour that incorporates the great attractions of the city
into the on-campus experience.
- A review of the campus tour program to make best use of the office's presence in the Campus Center.
- A complete redesign of the campus visit video.
- Integration of student video series in recruitment activities.
- Integration of student blogs in recruitment activities.
- In collaboration with the Dean of Students, redesign the procedures and forms used to review students with prior criminal activities or disciplinary actions from other universities.
- Create additional Spanish language recruitment materials.
- Add additional non-resident recruitment territories.
- Expansion of uTalk to include enrolled student data as well as on-campus events. Include International Affairs, Student Scholarships, Orientation, Engineering and Technology, and Science.
- Conduct a search to add a new Assistant Director for Scholar Recruitment to further enhance recruitment of high ability students to IUPUI.
- Conduct a search to add an additional Assistant Director for Out-of-State Recruitment to support the goals of the Enrollment Shaping Initiative.
- Expand outreach to SPAN students to make certain that they are included as prospects in recruitment communications and activities as well as tailoring program specifically to them.

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 2008-2009:**

- Admissions continued an outreach initiative to community colleges in the Seattle area to recruit international students who are studying in the Seattle community colleges, resulting in 20+ applications for 2009 semesters.
- Indianapolis enrolled 1,376 transfer students' down from last year. Primary reasons include:
  - A decline in students coming from IUPUI's feeder institutions (particularly ITCC and Vincennes);
  - Students at community colleges may be staying there longer because it is less expensive;
  - Greater competition for these students with increased mobility among Indiana colleges and universities.

See also Ivy Tech below

**Evidence of Progress for 2008-2009:**

- Several articulations were completed or updated from earlier versions. IUPUI has a total of 57 degree articulations with Ivy Tech and 41 with Vincennes. Additional articulations are in process.

See also Ivy Tech below

**Activities planned for 2009-2010:**

- Admissions will conduct a thorough review of transfer recruitment both in-state and out-of-state to better...
IUPUI will conduct a thorough review of student recruitment policies and data to better understand the shifting patterns of IUPUI’s transfer recruitment pool.

- Implement communication streams to students IUPUI defers to Ivy Tech Community College with a goal of improving the number who complete the requirements of the deferral program (known as Partners) and subsequently enroll at IUPUI. For more on Partners see 1-d below.
- Expand recruitment of students from community colleges in California and Chicago.
- Support the schools in development of additional articulations with Ivy Tech and Vincennes.

See also Ivy Tech below

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

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

**Secondary Goals:**

Sub Unit: None

**Time Frame:** Ongoing

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**Actions taken for 2008-2009:**

- IUPUI & Ivy Tech Office of Coordinated Programs (Passport) partnered with Multicultural Outreach to offer a program for deferred underrepresented students in order to highlight the advantages of beginning at the community college as a path to IUPUI.
- Passport and Multicultural Outreach offered consulting service to the IUPUI academic units to assist in the recruitment of quality minority students from Ivy Tech Community College.
- Passport made presentations to under-represented student groups at Ivy Tech Community College about transfer to IUPUI. This included strengthening connections between the IUPUI Latino Student Association and the Student Organization of Latinos at Ivy Tech Community College.
- Re-conceptualized Ivy Tech to IUPUI transfer outreach to include intentionally transfer advising starting at the high school level and continuing through the transfer process.
- Passport offered VIP student receptions during IUPUI Campus Day to all Ivy Tech Community College students. Students and families were given concierge service to the Campus Day events. Over 100 students and family members were served.

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**Evidence of Progress for 2008-2009:**

- Ivy Tech is a significant source of minority transfer students at IUPUI. In the fall of 2008, 25% of IUPUI students who had previously attended Ivy Tech-Indianapolis were from minority groups. This compares with 17% of the overall IUPUI undergraduate population.

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**Activities planned for 2009-2010:**

**Recruitment:**

- Will work with the IUPUI office of admissions to introduce the services and advantages of the Passport program to High School Counselors in the IUPUI service area.
- Will work with the academic units to identify and carry out effective recruitment strategies for their school.
- Will host IUPUI academic units at Ivy Tech for weekly recruitment tables and track number of students served.

**Student Services:**
Will make students aware of the new location for the office and track how many students are seen per week for advising and general questions.

Will maintain a presence for student services at both campuses as a resource for campus professionals.

Will actively participate in advising meetings and in-services in order to maintain continuous training for advising professionals about the Passport program.

Will work with the IUPUI office of admissions to improve website visibility and presence on IUPUI recruitment materials.

Partnerships:

- Will partner with the IUPUI Office of Multicultural Outreach to host one event per semester for underrepresented populations at Ivy Tech with the purpose of increasing the yield of underrepresented students transferring to IUPUI.
- Will partner with the SAAB/SAAS program, Latino Student Association, and BSU to increase the connection between minority student groups at both institutions.
- Will work with student life administrators on both the Ivy Tech and IUPUI campuses to implement a plan to allow Ivy Tech students to participate in student life events, and other activities at IUPUI in appropriate ways.
- Will partner with the Community Learning Network (CLN) to recruit adult students to IUPUI through Ivy Tech Community College.

Academic:

- Will catalog all existing program articulations between Ivy Tech and IUPUI with signed articulation and curriculum outline.
- Will work with academic units to establish a time line for updating all articulation agreements.
- Will work with academic units to create uniform advising sheets for all articulation agreements.

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

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

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Identified by the IUPUI Veterans Task Force as a critical initiative, the campus created the Office for Veterans and Military Service Personnel (OVMP). The office serves veterans by providing a common point of contact and starting point for university services. This is an expansion of services previously provided by the campus.
- Hired manager to run activities of the office and developed policies and procedures to support veterans and military members.
- Created logo, branding image, and other visual identification pieces for marketing and recruitment.
- Authored and received an initial round of funding from the Purchase Military Family Research Institute for $15,000. Funding will be utilized to create robust and interactive website to provide information and services. Additional funding will be available in FY09-10.
- Began participating in the Veteran Administration’s new Yellow Ribbon Program, a component of the Post-9/11 GI Bill. Includes financial support for 20 undergraduate and graduate students, 4 dental students and 1 law student.
- Disseminated information about OVMP services and programs to various schools and academic units, including the School of Public and Environmental Affairs, Kelley School of Business, Counseling and Psychological Services, ROTC, Behavioral Consultation Team, Multicultural Outreach, Dean of Students, Campus and Community Life, and others.
- OVMP Manager has become active member of Enrollment Management Council, Academic Advising Council.
Advisors Roundtable, and the Veterans Coordinating Council.
- Briefed and continue to provide information to students, faculty and staff on the new GI Bill.
- Gained approval for new Department of Defense optional grant program for military spouses to be administered at IUPUI.
- Re-allocated hourly staff person to support OVMP efforts

Evidence of Progress for 2008-2009:

- Creation of the Office for Veterans and Military Service Personnel

Activities planned for 2009-2010:

- Move to renovated facility in lower level of Campus Center that will allow for expanded services and a place for veterans to gather.
- Anticipate significant increase in demand for services by veterans, including certification, benefits analysis, and resource and referrals in coming academic year.

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

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

Actions taken for 2008-2009:

- New versions of office websites were released by the Admissions, Registrar, Scholarships, and Financial Aid offices. In addition to added resources and functionality, these incorporate the same look-and-feel as the main IUPUI site. Continued to redesign websites for navigability.
- Admissions supported mailings to prospective students from the Kelley School of Business, the Motorsports Technology program, and the Music Technology program.
- Expanded use of social networking to connect with potential students nationwide by using Facebook, Zinch, Cappex, and Hobsons CollegeView products.
- Admissions refined its print publications and implemented additional quality control mechanisms to maintain the premier quality of the print image.
- Expanded segmented communication stream that incorporates print, electronic, and phone media in targeted efforts to improve yield at all stages of campus prospect, applicant and admit pools. See also 1-h below.
- Created a "Refer a friend" feature to the Admission website so that 3rd parties (e.g., alumni, faculty, staff) can refer potential students to the campus.
- Continued the direct mail campaign to rising juniors, seniors and their parents. Expanded prospect pool for seniors to eventually include 31,587 prospects (an increase of 77.3% over last year).
- Redesigned communications to Partners students to target families, particularly those in underrepresented and at risk populations who have had their applications for admission deferred to Ivy Tech Community College. Deferrals are no longer approached from a deficit model (qualifications a student lacks), but from a perspective of opportunity.
The Office of Admissions increased service to students via phone and email. Phone calls to the office increased by 31% (see below). Most of this growth was due to an increased interest in IUPUI, though a portion of the increase was the result of delays in processing applications due to staffing shortages and the loss of access to Ivy Tech and Purdue on-line records due to software changes at those institutions (see below).

<table>
<thead>
<tr>
<th>Evidence of Progress for 2008-2009:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming Contacts with the Office of Undergraduate Admissions</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Incoming Calls</strong></td>
</tr>
<tr>
<td><strong>Visitors Served via On-campus Programming</strong></td>
</tr>
<tr>
<td><strong>Walk-ins to Admission Center</strong></td>
</tr>
</tbody>
</table>

- Served a slightly higher number of students through on-campus programming. However, while the number of groups was smaller than last year, there was a significant increase in the number of prospective students coming on their own to see campus. In addition, this is a strong increase over the number of visitors through daily programs and group programs two years ago (14,059).
- Walk-ins to the Admission Center are declining because the office is no longer the first contact desk of the university as it was when located on the first floor of Cavanaugh Hall. With the move to the Campus Center, the front desks to the Campus Center are now getting more of the general questions about the university, and with better signage on campus, Admissions is seeing fewer lost visitors (e.g., where is the JagTag Office?). These people are generally served by the new information desk in the Campus Center lobby.
- Developed clearer and more proactive communications that anticipate and answer students’ questions, reducing their need to contact/visit the office unnecessarily.

Activities planned for 2009-2010:
- Expand use of uTalk
- Continue to add information to Websites
- Review current and new communication mechanisms and adjust as appropriate.

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

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:
- Began work on the 2010-2012 IUPUI All-Campus Bulletin.
Evidence of Progress for 2008-2009:

- Schools are editing content

Activities planned for 2009-2010:

- Complete Bulletin in time for release prior to start of 2010-11 academic year.
  
☑️ 1-h. Develop new tools or processes to complete required tasks more efficiently
  
**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

**Admissions**

- IUPUI implemented admission standards that are more easily executed and communicated to prospective students and counselors while basing them on research that better predicts a student’s ability to succeed.
- IUPUI continues to work with the Indiana Commission for Higher Education on the eTranscript and TransferIN initiatives.
- Successfully partnered with University Information Technology Services (UITS) and Student Enrollment Services (SES) to design and implement new online admission application that combines the applications for freshman, transfer, intercampus transfer and permanent returning students into a single application. This new application replaces one previously provided by an outside vendor and saves the university $7 per application in service charges previously paid to the vendor. The new application for admissions is easier for students to complete and reduces data entry costs to enter any supplemental data into on-line systems.
- Successfully partnered with UITS and SES to implement Compass “the university’s scholarship management database” on the IUPUI campus. All admissions-based scholarships are now being awarded through Compass and this will be expanding to include honors- and school-based scholarships
- Lost on-line access to academic records for students currently or previously enrolled at Ivy Tech and Purdue University. This followed a change to new record systems at those institutions. As a result, Admissions had to revert to requesting paper transcripts from students transferring from these institutions. This was much more time consuming and led to delays in processing applications.
- Partnered with SES and UITS to develop an XML feed of transcript data from high schools via the State’s eTranscript initiative. This has the potential to significantly reduce the number of transcripts that admissions staff have to data enter into the system. However, there is still work to be done on the high school side to capitalize on this initiative.

**Constituent Relationship Management (CRM) Implementation**

Project startup and Admissions implementation of the Constituent Relationship Management system (CRM—known at IUPUI as “uTalk”) for Enrollment Services including:

- Enrollment Services acquired a Constituent Relationship Management (CRM) tool to improve and better track how IUPUI communicates with students. The product, known at IUPUI as uTalk, was implemented in partnership with University Information Technology Services (UITS). Enrollment Services staff provided demonstrations, training, and support to other units on campus as they consider implementing this important new functionality.
• Enrollment Services staff participated in all aspects of project management, including defining the request for proposal, product review and selection, and sharing information required for the design, configuration, data transfer, and other aspects of system implementation. Provided demonstrations to various schools and other units at IUPUI.

• Wrote the documentation and conducted multiple knowledge transfer sessions of the vendor’s database structures and the IU Security design to University Information Technology Services (UITS) and Student Enrollment Services Data Access Support (DAS) staff.

• As part of the university-wide selection of a single CRM vendor, participated in the evaluation of the different products. This required significant time in outlining all of the pros/cons of the product already in use at IUPUI for the UITS evaluation team. The product in use at IUPUI subsequently was adopted as the enterprise-wide CRM solution for the entire IU system where the project is known as Lifetime Communications.

• Admissions expanded and refined its communications to target segmented populations of prospects, applicants, and admits via letter, email, phone, printed publication, postcard, and the web. This allows more personalized and focused messages from the university.

**Administrative and/or Service**

• Established an internal procedure for consistent review of the Registrar’s website for potential additions, deletions, updates.

• Registrar personnel created new IUPUI Academic Standing business processes (data, security, IU Information Environment [IUIE] reports and IOPUSÆ-a tool that allows the office to load data on a group of students in batch rather than individually) to replace Service Indicators/Deans’ List for four Academic Units and regional campuses as well. Conducted data cleanup on Service Indicators and transferred historical Dean’s List information to Academic Standing. Service Indicators allow the university to manage a student’s eligibility to register, identify special populations, etc.

• Completed a seamless move of the Registrar operations outside of the Campus Center, first to a temporary location, then to a permanent location in Cavanaugh Hall. Registrar staff members in Cavanaugh perform essential services, but do not meet students in-person. Students can address any issues in-person with Registrar personnel in the Campus Center.

• Completed project to scan/image/index all Registrar source documents so that student requests/inquiries requiring source document research can be initiated and resolved much more quickly. This large project is now complete with maintenance underway on a daily basis.

• The Registrar’s office collaborated with colleagues in Student Account Services to process address updates from their returned mail. Result is better address information in the SIS for all mailings and quicker information for students.

• As a result of the eTranscript Request full implementation, business processes in the Registrar’s office related to transcript processing needed to be reviewed, redesigned, documented and staff trained on the use of the new system including reconciling IUIE reports and using QuickPay and ViaKlix systems for Refunds.

• Enrollment Services personnel attended Business Continuity Planning orientation and training in June 2009 and began work on plans for continuing critical operations in case of campus emergency such as a flu pandemic or loss of a building due to building or campus closure.

• Provided input and conducted a detailed review of the new Indiana University Strategic plan “IT2. From that evaluation, better aligned campus SIS projects with Indiana University’s and IUPUI’s strategic IU IT2 plan. Specifically the Registrar’s Office developed an Integrated Academic Plan and concept map for office services that impact students, faculty and staff. Began to communicate this strategy out to campus colleagues to build knowledge, collaboration and support for a more unified and integrated direction of student services including development of a new self service portal and more integrated services in the years to come.

**Degree Progress/AAR initiative in support of 4 Year Graduation**

• Registrar staff reanalyzed IUPUI academic unit progress in coding and making available degree progress/academic advising reports for IUPUI undergraduate and graduate degree programs. As noted above, these on-line reports allow advisors and students to monitor progress toward satisfying degree requirements.
• Prepared and presented a scope, timeline and resource analysis white paper to the Executive Dean of the Faculties and the School Deans regarding options for IUPUI achievement of at least the current Bulletin requirements available online for all constituents.
• Began Registrar implementation of analysis, build and testing of degree progress/academic advisement reports for all IUPUI undergraduate minors.

**Student Information System/Operational Improvements**

• Purdue University recently changed the format of their official course numbers. As a result, IUPUI needed to make a similar change so that student enrollment information can easily be shared between the two institutions. Collaborated with the university-wide Student Enrollment Services office to incorporate the new Purdue Course numbering into all relevant data points in the Student Information System.

• Continue to co-lead system wide Student Records development/enhancement projects to the Student Information System. This level of leadership allows IUPUI priorities to be articulated and acted upon more promptly. It is this leadership, for example, that allows the office to make use of the SIS roster process to address some of the needs of the University College Early Warning process through which faculty can identify students who are having problems with course attendance or performance early in the semester.

• Continue to provide Student Information System support on a daily basis. This includes analysis and response to various student records, academic advising, course catalog, schedule of classes, enrollment appointment and enrollment/waitlist systems, transfer, test and other credit, and grade forgiveness problem reports submitted to the central IU Student Enrollment Systems (SES) area. If the issue cannot be resolved by the SES, it is raised to the functional office experts. Issues raised to this level typically require a great deal of detailed analysis and resolution by the experts in the area. As fixes are identified, each needs to be tested to assure no negative impact on other data or processes.

• Continue as part of the Student Enrollment Services Student Records team to test, analyze, debug, and implement new SIS modifications and Oracle patches/ upgrades/fixes bundles which are scheduled four times each year. Work to create, refine and test project specifications and worked with UITS developers on modifications to the SIS and the university’s reporting tool known as the IUIE (IU Information Environment).

**SIS Project Highlights**

• eTranscript Request: Implemented eTranscript Request for both active and inactive students, allowing all students to request transcripts online. This deployment was a major accomplishment in service delivery. IUPUI has implemented this system for all IU students/alumni who have attended since Fall 1965 when transcripts were first maintained in electronic form.

• eSchedule of Classes (Phase 1): In collaboration with members of the central SES office and the Bloomington Office of the Registrar, participated in the eSchedule of Classes Update development, testing and implementation of Phase 1 of that project. This workflow application allows academic units to submit certain course schedule changes electronically providing greater efficiency in this rather detailed process. Future plans included the ability to submit more changes in this way.

• New/Updated Course approvals online: In collaboration with members of the central SES office and IUPUI academic representatives, participating in the development of an electronic workflow process for new courses and for updating existing courses.

**Additional SIS Projects**

Registrar staff were involved in a number of other SIS projects and associated changes to SIS security and IUIE analytics. These included:

• Ability to make appropriate corrections to the Assign Advisor feature in SIS
• Student Housing address interface between Housing and SIS
• Fixes to the Student Planner for students who were enrolled in more than one IU institution at the same time
• Workflow: eGrade Change enhancements for Financial Aid
• Batch update for Service Indicators that may block a student from enrolling until certain conditions or course eligibility issues have been addressed
• Academic Advising Reports (AAR) Transcripts Phase I / analysis of new functionality impact to student
External Activities, Awards, and Appointments

In order to keep current with the latest best practices, Enrollment Services personnel are active in state and national professional associations, frequently serving as presenters at conferences and in leadership positions for the organizations. Of particular note in 2008-09:

- IUPUI’s Office of Student Scholarships (OSS) was named the University Scholarship Provider of the Year by the National Scholarship Providers Association for 2008. This is the second time this honor has been earned by the OSS with the first award being received in 2006.
- Kathy Purvis, Financial Aid, has been elected as President-Elect of the Midwest Association of Student Financial Aid Administrators which includes nine Midwestern states. Kathy completed a year as President of the Indiana Student Financial Aid Association and currently serves as Past President of ISFAA.
- Chris J. Foley, Director of Undergraduate Admissions, edited and revised a chapter “Making the Most of Alumni Contacts” for NAFSA’s Guide to International Student Recruitment, 2nd Edition. NAFSA is the Association of International Educators.
- The Office of Multicultural Outreach received the Amiga Estrella award for the second year in a row from the Indianapolis Chapter of the National Society of Hispanic MBAs.
- Kim Stewart-Brinston, Director of the Office of Multicultural Outreach, served as Interim Director of the newly established IUPUI Multicultural Center.
- Kim Stewart-Brinston received the Advocate of the Dream award from the IUPUI Black Student Union.
- Wendy Wheeler, Multicultural Outreach, and Kim Lewis, Financial Aid, were among the four recipients of the IUPUI Gerald Bepko Staff Award.
- Wendy Wheeler was named student organization advisor of the year from IUPUI’s Chapter of Circle K.
- Tiffany Kyser, graduate assistant in Multicultural Outreach, was named Outstanding Female Graduate Student Leader of the year by IUPUI’s Division of Campus and Community Life.
- ES staff also serve in numerous campus and all-university committees.
- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- Indiana Association of Collegiate Registrars and Admissions Officers (IACRAO)
On behalf of the association IUPUI continues to host the [IACRAO website](#).

National Student Financial Aid Association (NASFAA)

Ginny Washington was a member of the NASFAA Committee of the Year: Student Access and Diversity

Indiana Student Financial Aid Association (ISFAA)

Kathy Purvis (Director) is serving as president of ISFAA

Beth Armstrong (Associate Director) received the ISFAA New Professional Award in 2008

National Scholarship Providers Association (NSPA)

National Association for College Admission Counseling (NACAC)

Indiana Association for College Admission Counseling (IACAC)

Association of International Educators (NAFSA)

National Collegiate Athletic Association (NCAA)

Alliance (PeopleSoft/Oracle) Conference presenters

IUPUI and all-university Committees

- Learning Environments Committee
- TEAM IUPUI
- Campus Day Event
- Physical Access Sub-committee
- Registrar Council
- Admissions LIT
- Academic Policies and Procedures Committee
- Enrollment Management Council
- Technology Deans
- University Calendar committee
- Various SIS Upgrade teams
- IUPUI Bursar Appeal Committee

Continue to hire a large number of student workers and assist them in making meaningful connections between their IUPUI education and the job skills they will need after graduation.

Evidence of Progress for 2008-2009:

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

Activities planned for 2009-2010:

Work with Purdue and Ivy Tech to recover access to student information systems.

Participating in the university’s Business Intelligence initiative to ensure that enrollment management data is included in the results of the working group.
Complete Business Continuity Plans.

Continue to work with schools in loading curricular requirements to Academic Advisement Reporting environment.

Continue to review processes in the light of available and new technology and make necessary and appropriate adjustments.

☑ 1-i. Educate middle and high school students, parents, counselors regarding preparation for post-secondary education in the areas of academics, finances, and related matters

Campus Planning Theme: Teaching and Learning, Civic Engagement

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

- Enrollment Services offices partnered with a number of local schools and organizations to provide information and support to students in the college planning process. These collaborations are described in 3-a below.
- Multicultural Outreach created a new career awareness presentation for early outreach audiences utilizing the career wheel developed by the Office of Campus Visits.

Evidence of Progress for 2008-2009:

- See above

Activities planned for 2009-2010:

- Continue these outreach efforts

☑ 1-j. Increase Support for Academic Units

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

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Enrollment Services offices provided advising, training, and systems support to IUPUI academic units, offices, and campus committees throughout 2008-09. ES offices worked with these units to simplify and improve administrative processes and systems through more efficient, detailed, and timely sharing of data and other resources.

Advising

- Supported the academic initiative/accreditation preparation to add Principles of Undergraduate Learning (PULs) values to every IUPUI undergraduate course offered in Fall, Spring, Summer (over 10,000 courses).
- Supported the academic initiative to identify and flag classes for the IUPUI RISE Challenge. Also coordinated
approval of successful RISE Challenge notation on the official Indiana University transcript. 
- Support the academic units as they work to implement degree progress reports for each of their degree programs. This tool allows students and advisors to monitor progress in satisfying degree requirements. This initiative includes coordination of Degree Audit Coding training with the central SES office and the Manager of Degree Audit in the Office of the Registrar. The Registrar’s office established incubator sessions throughout the summer where academic unit coders had the opportunity to spend focused time with a trained professional by their side to assist. Provided Academic Advising/Degree Progress and student exceptions knowledge transfer and needs assessment with various schools. Additionally, along with the Student Enrollment Services (SES) Academic Advising team, provided all IUPUI schools training and support. This included development contributions to the new AAR training manuals.  
- Developed and implemented Registrar plan to support Academic Units who have committed personnel resources toward completion of the Degree Progress/Academic Advising Reporting initiative. This is intended to provide additional information to students and their advisors as to progress toward meeting degree requirements and, ideally, increase the number and percentage of IUPUI students who graduate within four years of entering the university. 
- Completion of Registrar analysis, build, testing and implementation of the IUPUI RISE initiative requirement into all IUPUI degree audits.

Policy
- Prepared contingency plans to support Spring 2009 finals and final grade processes with the April emergence of the H1N1 pandemic. 
- Continue with ongoing changes to SIS IUPUI Academic Structure as well as ongoing IUIE and SIS security for academic units. 
- Our Consortium website was used as model for other consortium institutions and is considered the information source with respect to the Consortium for Urban Education. Added links to the academic calendars of each institution listed on the site and made other website changes after collaboration with Consortium partners under the direction of Trudy Banta, Senior Advisor to the Chancellor for Academic Planning and Evaluation. 
- Conducted a Family Educational Rights and Privacy Act (FERPA) workshop for Liberal Arts Chairs at IU South Bend. FERPA specifies confidentiality and access requirements that schools much follow in their management of student records. 
- Provided enhanced website information for Faculty and Chairs with respect to Zachary’s Law/Sex Offenders Registry to assist in clarifying the academic responsibilities, position on this policy/law. 
- Worked with Campus & Community life to assess their needs and provide options for the Participated in the NCAA Peer Team review and IUPUI response. 
- Re-organized and re-energized the Recorder’s committee by establishing a Recorders ‘Plus’ group with standard meetings corresponding to key business processes. Established coordinated methods of communication including the utilization of new OneStart features, new holistic organization structure, and a renewed spirit of collaboration and partnership in sharing information and providing the best service possible to our constituents.

Processing
- Established enhancements to the Course Remonstrance process to include the UG Curriculum Committee into process. Currently working with the central SES office to implement an online, workflow project for course remonstrance. This application is expected to be implemented in December, 2009. 
- Collaborated with the IUPUI Graduate School on a Graduate Transfer Credit business process. 
- In response to a demonstrated need from Recorders in the academic units, assisted in the implementation of a new academic standing application within SIS. Established a campus business process to use the new methodology for four Academic Units and regional campuses. This included changes to security, data cleanup, IUIE reports, and scripts to load batch data. More units are expected to make this transition. 
- Collaborated with colleagues at IU Bloomington and Student Enrollment Services to provide a smooth transition of the IU Kelley School of Business Kelley Direct MBA program to the Bloomington campus effective Fall 2009. The analysis and design of the new SIS structure that is now in use for IUB was developed and approved through IUPUI over the course of a long year of analysis, testing, conversation, design, etc. Because of the hard
through IUPUI over the course of a long year of analysis, testing, conversation, design, etc. Because of the hard work and efforts from the IUPUI Registrar staff, the current structure for the IUB Kelley Direct program in Bloomington is much more efficient and effective.

- New Student Group created for SCS Adult Education for their special Ivy Tech Faculty cohort.
- Analysis support and coordination of changes to the School of Science Service Indicator information displayed to students.
- Supported academic units such as the SPAN (Early College Entrance) and Undergraduate Research Opportunities (UROP) programs, Athletic Advising, School of Continuing Studies, Adult Education program, and others in the establishment of new SIS features that support their business processes and reporting.
- Worked with SPEA - Executive Education Program to implement new SIS security and registration procedures for enrollment in the SPEA Executive Education Program. This change makes the process much more clear and seamless for all students involved and provides the Exec Ed Program with needed information and power over their program enrollments.
- Participated in the data analysis, collection and presentation to articulate the need for inclusion of General Inventory Classrooms in the proposed new IUPUI Medical Sciences lab building.
- Based on numerous requests for different cross sections of course data, developed and launched a new web site with numerous reports and trends related to course scheduling.

Records

- Collaborated with Office of International Affairs to arrange for quick delivery of official transcripts for students sponsored by the Saudi Arabian government.
- Authored proposals and steered approvals for enhancements to the IU transcript in response to concerns of the Kelley Direct program.
- Authored proposal and steered approval to add the school name in the degree conferral section of the official transcript. While initially requested by Kelley Direct, the proposal was written and approved for all units.
- Steered approvals for IUPUI's new RISE challenge so that students who have completed a qualifying requirement in Research, International, Service Learning, or Experiential experience will have the appropriate notation appear on the official transcript.
- Implemented a new faculty grading option allowing for grade upload directly from Oncourse to the SIS.
- Supported investigation into creating a Student Life transcript.

Reporting

- Re-established the IUPUI Academic Unit Reporting group (which had been stalled until the 9.0 SIS upgrade was complete). This effort is designed to assist all academic units in quickly getting the reports they need to carry on their daily operations. This is a long term effort that requires academic unit and Registrar commitment and careful, deliberate communication. The end result should be an environment in which each unit has information they need at their fingertips.

Training

- Continue to conduct training for UCOL Orientation Leaders to show the new OneStart, IUNotify, Student Center and Registration to effect a smooth transition for students new to the institution.
- Developed and presented various training sessions on the use of Oncourse and OneStart, including IU Notify, Workflow & Notifications, Faculty Center, Class Permissions, Grading, eGrade Change, eDrop/eAdd. These topics were covered in various venues with Herron School of Art faculty, SPEA Learning Community classes, Medical Sciences staff and faculty.

Evidence of Progress for 2008-2009:

- See above
Activities planned for 2009-2010:

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

☑️ 1-k Improved Services to Students

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

Actions taken for 2008-2009:

- Assisted in the research, analysis, creation of materials for the IUPUI student government proposal to introduce a Fall Break at IUPUI. Based on this data and in working collaboratively with the IUPUI student government and IUPUI Faculty Academic Affairs committee, a Fall Break has been approved for IUPUI beginning Fall 2010. Academic calendars have been updated accordingly.
- Initiated changes to the IU Military Withdrawal Policy to include more than just active duty student veterans and to be more veteran friendly. (see also 1-e above)
- Implemented the second phase of eTranscript Request (Online) so that students who have not attended the institution for many years have the opportunity to request an official transcript using an online, efficient service. As part of this development, IUB and IUPUI colleagues along with UITS developers were able to develop an identification and authentication system which no other institution in the country had yet resolved for this population of student.
- Initiated and supported the SIS modification to include Building Name in the class meeting display for students and faculty. Up until this point, the display included only the official building code which generally had to then be interpreted for students or faculty (such as LE vs. Lecture Hall).
- Participated in the SIS modification to include class notes and topics on the class schedules and student study lists in OneStart. This brings to the first page much class information like the topic to be covered in a particular variable topic course or the fact that exams are scheduled on particular evenings. This information is quite relevant to the student registering/participating in the class and it had previously been hidden behind a detail link.
- In collaboration with Communications and Marketing, fully implemented the new IUPUI website template across the Registrar site.
- The Office of the Registrar added a section on mission, vision, and “what it is that we do” to its Registrar website.
- Implemented a new set of SIS Building/Facility combinations to identify and communicate classes that are Web-based, TV-based, Off-Campus and Building-Not-Yet-Assigned classes.
- Created a new Weekend Classes session code (WKK) to better identify and communicate semester begin/end session dates for classes meeting on Saturday or Sunday. Prior to this, students who had classes that met the Saturday or Sunday prior to the official Monday start of classes in the Spring term would often miss their first class.
- Examples include better coordination of communications with students and in enhancing course listings with additional information to help students make more informed decisions. Additional examples include the provision of a building’s name, rather than just a code and course expanded course notes and topics in the listing of classes for a semester.
- Admissions worked with a practicum student and the Office of the Student Advocate to collect and distribute information about off-campus living options to prospective students. Researched the practices at other campuses in working with off-campus living options.
- Increased communication and coordination between Housing and Office of Undergraduate Admissions to ensure a smooth handoff of student information between the two units and improve student awareness and application to on-campus housing.
Coordinated discussions between the Committee on Institutional Cooperation (CIC) Traveling Scholar coordinator, IUPUI Graduate School, and IUPUI Student Account Services to work through the details of the CIC Traveling Scholars program at IUPUI. As a result, IUPUI is fully set up to accept these Scholars. The IUPUI Graduate School is preparing to take this information to the Dean’s Council to reaffirm our involvement and assure that the payment/fee remission piece is in place at IUPUI so the campus may fully engage in this program. This semester six Ph.D. students from Michigan State University enrolled at IUPUI whose program would otherwise have been stalled at MSU. They reportedly had a wonderful experience at IUPUI and this level of cooperation is good for participating institutions and students.

See also 1-f and 1-h above.

Evidence of Progress for 2008-2009:

- According to the most recent National Survey of Student Engagement, the students’ rating of the quality of relationships with administrative personnel and offices had the 3rd highest positive effect size in the comparison with the IUPUI peers for both first-year and seniors. It was also positive in comparison with all research universities.

See above.

Activities planned for 2009-2010:

- Continue to identify and implement processes to simply and functionality to allow greater remote self-service by students

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

2-b. Educate students on financial management

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Student Financial Aid Services has partnered with CashCourse.org to provide students with detailed information and resources on how to:
  - Create a budget
  - Learn about the benefits of checking and savings accounts
  - Protect individual credit
  - Plan for retirement
  - Set financial goals
  - Read more about financial aid, etc.
- CashCourse is noncommercial and provided by The National Endowment for Financial Education

Evidence of Progress for 2008-2009:
The partnership has been established and the tool featured from the main office Website.

Activities planned for 2009-2010:

- Student Financial Aid Services is moving to greater emphasis on improving students' financial literacy and has just implemented a new program reflecting this focus. Measures have been developed and the use and effectiveness of the program will be available for next year’s report.

☐ 2-a. Increase student satisfaction with quality and 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 2008-2009:

Financial Aid improved the quality and range of information provided to students. This was accomplished through the adding information and resources to its Website and expanded other communications with students. Staff members also provided more comprehensive information to students who may have visited the office for a particular issue, reducing the necessity of repeat visits. Success in this larger effort is demonstrated by an overall decline of 10.7%* in student contact with staff in the campus center. (These data do not include the Call Center, which is referenced below.)

Client Services

Client Services – Student Interactions Comparison

<table>
<thead>
<tr>
<th></th>
<th>8/1/06-7/31/07</th>
<th>8/1/07-7/31/08</th>
<th>8/1/08-7/31/09</th>
<th>CHANGE: 07-08 to 08-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Mails</td>
<td>15,339</td>
<td>11,034</td>
<td>10,246</td>
<td>-7.1%</td>
</tr>
<tr>
<td>Walk-ins do not include accepting payments</td>
<td>23,800</td>
<td>19,881</td>
<td>20,580</td>
<td>+3.5%</td>
</tr>
<tr>
<td>Phone Calls</td>
<td>21,610</td>
<td>39,653</td>
<td>32,182</td>
<td>-18.8%</td>
</tr>
<tr>
<td>Assisting*</td>
<td>7,504</td>
<td>5,380</td>
<td>11,335</td>
<td>+110.7%</td>
</tr>
<tr>
<td>TOTAL Contacts</td>
<td>68,253</td>
<td>75,948</td>
<td>74,343</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Adjusted Total contacts**</td>
<td>60,749</td>
<td>70,568</td>
<td>63,008</td>
<td>-10.7%</td>
</tr>
</tbody>
</table>

*Refers to how many changes that client services staff made in the financial aid system with regards to student awards. It is not an indicator of student contact because it is an action taken as a result of the student contact and there may be multiple changes in one contact.

**E-mails, walk-ins, and phone calls only.

At the start of the 2008-09 academic year, Financial Aid moved from having initial student inquiries addressed through an externally-managed Call Center to one that is located at IUPUI and managed by UITS.
Call Center (Global vs. UITS)

<table>
<thead>
<tr>
<th></th>
<th>GLOBAL</th>
<th>UITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates</td>
<td>07/25/07 – 08/29/08 (13 mos)</td>
<td>09/02/08* – 07/31/09 (11 mos)</td>
</tr>
<tr>
<td>Total # incoming calls</td>
<td>56,566</td>
<td>44,372</td>
</tr>
<tr>
<td>Total # calls answered</td>
<td>47,287</td>
<td>42,712</td>
</tr>
<tr>
<td>Average Abandon Rate</td>
<td>16.4%</td>
<td>3.74%</td>
</tr>
</tbody>
</table>

The above data demonstrate that the UITS Call Center model is more efficient and effective for the students at IUPUI, especially in completed calls. Financial Aid is able to work directly with the Call Center staff since they are on campus and the training is timely. As a result, the Call Center is providing a better counseling service.

Revenue Processing

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

Revenue Processing: Tender & Totals

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ESL Test Fee</td>
<td>$2,750.00</td>
<td>$2,750.00</td>
<td>$2,750.00</td>
</tr>
<tr>
<td>Financial Transcript</td>
<td>$286.25</td>
<td>$182.00</td>
<td>$25.00</td>
</tr>
<tr>
<td>Microfilm Thesis Charge</td>
<td>$2,780.00</td>
<td>$2,465.00</td>
<td>$595.00</td>
</tr>
<tr>
<td>Registrar Transcript</td>
<td>$14,298.00</td>
<td>$10,370.00</td>
<td>$17,443.00</td>
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<tr>
<td>Bursar Payment by Cash</td>
<td>$1,413,688,703.26</td>
<td>$1,259,671,306.01</td>
<td>$3,725,892.13</td>
</tr>
<tr>
<td>Bursar Payment by Check</td>
<td>$2,156,306,404,371</td>
<td>$1,268,069,675,801,843</td>
<td>$3,725,892.13</td>
</tr>
<tr>
<td>Bursar Payment by POP Check</td>
<td>$1,664,252,578,722,038</td>
<td>$3,675,617,498,585</td>
<td>$1,802,951.61</td>
</tr>
<tr>
<td>Bursar Payment by Credit Card</td>
<td>$2,564,238,231,872,264</td>
<td>$2,459,103,742,439</td>
<td>$2,343,468.89</td>
</tr>
<tr>
<td>Bursar Payment by Guaranteed Funds</td>
<td>$203,349.14</td>
<td>$512,300.22</td>
<td>$378,829.90</td>
</tr>
<tr>
<td>OTC - Thesis Copyright (new 08-09)</td>
<td>$18,024.71</td>
<td>$441,129.16</td>
<td>$244,977.20</td>
</tr>
<tr>
<td>Reapplied Refund Check (new process 08-09)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$9,403,631,517,618,176</td>
<td>$9,404,980,268,939</td>
<td>$9,429,478.20</td>
</tr>
</tbody>
</table>

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

POP Check was a method of processing payments from students that involved Financial Aid staff to run checks through a desktop device as part of the acceptance process. Following a change in processing initiated by IU Treasurer’s office, the university no longer uses POP Check. Instead the processing is handled in a different, more efficient manner that allows for more immediate deposits. As a result, the number of transactions for POP check declined this past year. Additionally, Financial Aid continues to work with Student Account Services to identify ways to encourage students to take advantage of electronic payment options rather than to make in-person payments.

- For the Fall of 2008, IUPUI moved to the Federal Direct Loan Program for providing student loans. This step was taken so that IUPUI could assure our students a predictable and reliable source of funds. Administered by the U.S. Department of Education, the Direct Loan Program obtains funding directly from the federal treasury. Though this major change was done with little lead time, it went very smoothly.

IUPUI awarded more than $650,000 in the new IUPUI grant initiatives for
Indiana’s Twenty-first Century Scholars and federal Pell Grant recipients.

Orientation/Outreach Participation

Financial Aid Awareness Month Events & Activities

Publicity & Promotions
<!-[if !supportLists]>·<!-[endif]-->Shuttle, Jag TV, Lunchtime Handouts, JagNews, Table-Tents, Banners, Letter/Insert, Web, E-Mails

<!-[if !supportLists]>·<!-[endif]-->New double-sided banners printed & hung in the Campus Center; new table throw for events; updated table tents

Outreach/FAFSA Assistance
<!-[if !supportLists]>·<!-[endif]-->2 Info tables in the Campus Center
<!-[if !supportLists]>·<!-[endif]-->3 JagWired Chats (collaboration w/Admissions)
<!-[if !supportLists]>·<!-[endif]-->FAFSA Assistance Sessions (Tues/Thurs for 6 weeks) = 11 sessions (including 5 after-hours slots)
<!-[if !supportLists]>·<!-[endif]-->Estimated assistance (during ‘sessions’): 110 during these specialized times (Jan – March 10): 320 – 350 additional students assisted
<!-[if !supportLists]>·<!-[endif]-->Letter to freshman w/insert mailed
<!-[if !supportLists]>·<!-[endif]-->E-mail to SSACI eligible students who had not filed a FASFA.

- Ten Financial Aid staff members participate in College Goal Sunday in February, 2009. This is the most volunteers for any institution in the Indianapolis area. College Goal Sunday is a statewide program offered by college and university financial aid administrators to help students and their families complete financial aid applications.
- Presented at seven Financial Aid High School Nights on behalf of the Indiana Student Financial Aid Association (ISFAA).
- IUPUI Financial Aid hosted the ISFAA High School Guidance Counselor Workshop. Approximately 100 counselors attended and they also had the opportunity to meet with the IUPUI Director of Admissions and to take a campus tour. It was held in the new campus center. IUPUI will host this same workshop for the next two years.

Campus Day

<table>
<thead>
<tr>
<th>Date &amp; Location</th>
<th>Fall 2007</th>
<th>Spring 2008</th>
<th>Fall 2008</th>
<th>Spring 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun, 10/22/07 Lecture Hall</td>
<td>Sat, 03/01/08 Campus Center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 total presentations 2 – ½ hr, 7 – 15 min</td>
<td>10 presentations 10 – 15 min w/ADM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 presentations 3 – 30 min Fin Aid only</td>
<td>3 presentations 3 – 30 min Fin Aid only</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Orientation

<!-[if !supportLists]-->

<!-[endif]-->Resource Fair: Client Services staff assumed responsibility of new student orientation.

<!-[if !supportLists]-->

<!-[endif]-->24 different orientation sessions to assist students/families = 1200 students/families

<!-[if !supportLists]-->

<!-[endif]-->Resources: Federal Student Loan guide; how to sign MPN, pens; sticky notes

<!-[if !supportLists]-->

<!-[endif]-->Presentations: 2 present/day x 3 weeks x 8 weeks = 48 presentations x 90 people per session

= 4,320 students and family members

Evidence of Progress for 2008-2009:

Refer to linked documents below.

- Total Financial Aid awarded
- Student Loans Processing
- Academic Progress

Activities planned for 2009-2010:

- Continue to improve timeliness of service delivery.
- Continue to improve and expand communication with students through Website, targeted mailings through uTalk, and other methods.

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

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:
Evidence of Progress for 2008-2009:

- See communication and outreach efforts cited in 2-a above

Evidence of Progress for 2008-2009:

- A larger number and percentage of Free Applications for Federal Student Aid (FAFSA) were submitted by the federal deadline in 2009 than in 2008. In 2008 63.5% of IUPUI students (combined campuses) applied on time. For 2009 65.5% applied by the March 10 deadline which is an increase of 5.5% over the past year. This improvement is attributed to the continued increase to office outreach efforts and the College Goal Sunday efforts in Indiana. See charts below:

<table>
<thead>
<tr>
<th>FAFSA Data</th>
<th>FAFSAs Received – Indianapolis 2008</th>
<th>FAFSAs Received – Indianapolis 2009</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Received</td>
<td>27,219,277,775,558</td>
<td>27,219,277,775,558</td>
<td>2.1%</td>
<td></td>
</tr>
<tr>
<td>Filed on Time</td>
<td>17,125,181,544,935</td>
<td>17,125,181,544,935</td>
<td>5.4%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FAFSA Data</th>
<th>FAFSAs Received – Columbus 2008</th>
<th>FAFSAs Received – Columbus 2009</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Received</td>
<td>1,819,938</td>
<td>1,938</td>
<td>119</td>
<td>6.5%</td>
</tr>
<tr>
<td>Filed on Time</td>
<td>1,240</td>
<td>1,316</td>
<td>76</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

Activities planned for 2009-2010:

- Continue to improve and expand communication with students through Website, targeted mailings through uTalk, and other methods.

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

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Raised Admission-based scholarship requirements of Academic Excellence and Dean of Faculties Scholarships.
- The Office of Student Scholarships created the [IUPUI Scholarship Office Facebook page](#) with continual updates of private sector scholarships, deadlines and events.
  - Established contest for Facebook participants and was able to garner multiple quotes to use in upcoming IUPUI publications.
- Scholarships created an employee handbook for the office’s work-study students.
- Scholarships continued its commitment to community & minority outreach with presentations to Crispus Attucks Magnet School, Arsenal Tech High School, and the Shades of Brilliance program.

Evidence of Progress for 2008-2009:

- ![supportLists] IUPUI's Office of Student Scholarships (OSS) was named the [University Scholarship Provider of the Year](#) by the [National Scholarship Providers Association](#) for 2008. This is the second time this honor has been earned by the OSS with the first award being received in 2006.
Non-Resident Valedictorian/Salutatorian Accepts went up 47%.

OSS continues to support the Herbert Presidential and Plater Distinguished Scholar Program awards. 11 of the 14 students who were offered the Herbert Presidential Scholar awards accepted the offer (a 79% acceptance rate), while 12 of the 15 students offered the Plater Scholar award accepted the offer, resulting in an 80% acceptance rate. Given the competition among institutions for these highly qualified students, these are high rates of acceptance, resulting in the enrollment of an exceptional set of students.

The amount of scholarship awards processed in 2008-09 increased 11.9% over the previous year.

2008-09 Total Awards processed through Office of Student Scholarships at IUPUI

<table>
<thead>
<tr>
<th>Award Type</th>
<th>Dollar Amount</th>
<th>Number of Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>$1,400,963</td>
<td>303</td>
</tr>
<tr>
<td>Fellowships</td>
<td>$8,436,303</td>
<td>1,583</td>
</tr>
<tr>
<td>Grants</td>
<td>$1,816,358</td>
<td>991</td>
</tr>
<tr>
<td>Scholarships (dept,</td>
<td>$17,567,720</td>
<td>7,347</td>
</tr>
<tr>
<td>institutional, priv)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$29,221,344</td>
<td>10,224</td>
</tr>
</tbody>
</table>

The number of scholarship recipients dipped 2.8% from the 10,512 who received awards in 2007-08. However, the average award increased $376 over 2007-08 to $2,858 this year.

While the total number of awards was down from 2007-08, it is still nearly 2,800 more awards than two years ago and the total dollar amount awarded is nearly double that of 2006-07.

Activities planned for 2009-2010:

- Continue outreach efforts
- Partner with the IU Foundation to help administer the Cox Scholars program for 2009-2010.

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

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

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

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2008-2009:**

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

Multicultural Outreach has developed a multifaceted recruitment plan to enhance domestic student diversity at IUPUI,
specifically in the areas of African American, Latino/Hispanic American, and Native American student populations. The Office of Multicultural Outreach serves as a key collaborator with the Office of Undergraduate Admissions, Enrollment Services offices and the academic units in helping to recruit a more diverse undergraduate student population.

- During the 2008-2009 academic year the Office of Multicultural Outreach participated in a number of outreach events. These events ranged from traditional college fairs and high school visits to community fairs and special program presentations. The goal of attending the various events was to increase awareness of IUPUI’s programs and services to the larger community and to encourage qualified students to consider IUPUI as their future academic home.
- Through collaboration with Campus Visits, Multicultural Outreach hosted 730 students from the Indianapolis Public Schools at the second Step onto Campus event.
- Multicultural Outreach hosted over 300 students for the annual Twenty-First Century Scholars Visitation Day.
- Partnered with the School of Engineering and Technology to host 38 young women for the annual POWER (Producing Outstanding Women for Engineering Roles) summer camp. This is the third year that the office has partnered on this specific event.
- Student Scholarships continued its commitment to community & minority outreach with presentations to Crispus Attucks Magnet School, Arsenal Tech High School, and the IUPUI Shades of Brilliance program.
- Multicultural Outreach provided five scholarships to students participating in the Center for Leadership Development city-wide College Prep program equaling $30,000 annually. More than 150 people attended this year’s program.
- Multicultural Outreach partnered with a number of local organizations in the following activities:
  - National Society of Hispanic MBAs to host the fifth annual Project Stepping Stone. This program has led to more than 23 Latino students to date who have successfully enrolled at IUPUI. This program has seen a 210% increase in the number of students served since 2007.
  - Indiana Latino Institute to host three college fairs targeting Latino Youth in IPS. The fairs were also sponsored by Nellnet.
  - Belzer and Craig Middle schools to host sessions for eighth grade students and their families about the college planning process.
  - Central Indiana Community Foundation to provide training for youth program service providers on academic preparedness for college enrollment.
  - Indianapolis Archdiocese to provide information sessions for parents and families of entering high school students about the college planning process.

### Type of Events Attended & Contacts Generated

<table>
<thead>
<tr>
<th>Event Focus</th>
<th>Total Attended</th>
<th>Est. # People Seen</th>
<th>Total Contact Info Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>16</td>
<td>1670</td>
<td>224</td>
</tr>
<tr>
<td>College Awareness</td>
<td>7</td>
<td>837</td>
<td>62</td>
</tr>
<tr>
<td>Community Presence</td>
<td>8</td>
<td>4105</td>
<td>305</td>
</tr>
<tr>
<td>Retention Focus</td>
<td>1</td>
<td>500</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td><strong>32</strong></td>
<td><strong>7112</strong></td>
<td><strong>791</strong></td>
</tr>
</tbody>
</table>

- Admissions and Multicultural Outreach partnered to increase participation by underrepresented populations in the Summer Preparatory Program (SPP). Enrollment in this program is required for applicants who in the past would have been admitted conditionally. Successful completion of the SPP is now required in order for these students to be admitted for the fall. Through these efforts, the overall rate of acceptance increased from last year and in 2009, African-Americans made up 18% of the overall population that enrolled in the SPP, an increase over 2008’s 11% rate. The percentage of Latino participants grew from 1% in 2008 to 5% this year.
- Created a new career awareness presentation for early outreach audiences utilizing the career wheel developed by the Office of Campus Visits and a Holland Code worksheet. This interactive activity has been well received and is actively being used in presentations.
being shared with other units across campus and in the community.
- The Shades of Brilliance program was restructured to serve as a yield event. This restructuring resulted in a total of 34 participants and yield rate exceeding 60%. The event also attracted a number of out-of-state participants.
- MCO staff created a database for the Norman Brown Diversity and Leadership Program. This database has provided a record of program outcomes highlighting the academic success of the scholars.
- Passport co-sponsored Project Stepping Stone giving over 50 students of Hispanic descent notebooks and information on the opportunity to transfer from Ivy Tech Community College to IUPUI as a pathway to success.
- Other related activities appear in the information on Ivy Tech transfer students above.

Evidence of Progress for 2008-2009:

Evidence of Progress:
Admissions

<table>
<thead>
<tr>
<th>New Beginner Applicants &amp; Admits</th>
<th>Applicants</th>
<th>Admits</th>
<th>Admit Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
<td>2009</td>
<td>change</td>
</tr>
<tr>
<td>African American</td>
<td>1044</td>
<td>1133</td>
<td>8.5%</td>
</tr>
<tr>
<td>Asian American</td>
<td>267</td>
<td>281</td>
<td>5.2%</td>
</tr>
<tr>
<td>Hispanic American</td>
<td>297</td>
<td>355</td>
<td>19.5%</td>
</tr>
<tr>
<td>Native American</td>
<td>20</td>
<td>38</td>
<td>90.0%</td>
</tr>
<tr>
<td>Minority Total</td>
<td>1628</td>
<td>1807</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfer Applicants &amp; Admits</th>
<th>Applicants</th>
<th>Admits</th>
<th>Admit Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
<td>2009</td>
<td>change</td>
</tr>
<tr>
<td>African American</td>
<td>445</td>
<td>477</td>
<td>7.2%</td>
</tr>
<tr>
<td>Asian American</td>
<td>91</td>
<td>100</td>
<td>9.9%</td>
</tr>
<tr>
<td>Hispanic American</td>
<td>94</td>
<td>103</td>
<td>9.6%</td>
</tr>
<tr>
<td>Native American</td>
<td>10</td>
<td>13</td>
<td>30.0%</td>
</tr>
<tr>
<td>Minority Total</td>
<td>640</td>
<td>693</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

We are seeing a decline in the admission rate across most categories. This is due to slightly increased standards over time, an increasing number of applications that remain incomplete (applying online is easier, but students seem less inclined to complete the application afterwards), and increasing competition for academically qualified students within the state. These trends seem to increasingly impact African-American students where the admit rate is lower to begin with, and the increasing number of incomplete applications and competition seems to be negatively impacting our yield on these students.

Enrollment
- Fall 2009 was the most diverse student enrollment in IUPUI history with record numbers of minority students, including a record number of Hispanic students. The totals for the Indianapolis campus follow:

<table>
<thead>
<tr>
<th>All Students</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>2,605</td>
<td>2,689</td>
<td>84</td>
<td>3.2%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>83</td>
<td>77</td>
<td>-6</td>
<td>-7.2%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>1,142</td>
<td>1,107</td>
<td>-35</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>714</td>
<td>705</td>
<td>99</td>
<td>0.9%</td>
</tr>
<tr>
<td>----------------</td>
<td>-----</td>
<td>-----</td>
<td>----</td>
<td>------</td>
</tr>
<tr>
<td>Total Minority</td>
<td>4,544</td>
<td>4,636</td>
<td>92</td>
<td>2.0%</td>
</tr>
<tr>
<td>Percentage of Campus Enrollment</td>
<td>15.8%</td>
<td>16.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Undergraduate Students</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>2,122</td>
<td>2,198</td>
<td>76</td>
<td>3.6%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>55</td>
<td>56</td>
<td>1</td>
<td>1.8%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>687</td>
<td>709</td>
<td>22</td>
<td>3.2%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>526</td>
<td>597</td>
<td>71</td>
<td>13.5%</td>
</tr>
<tr>
<td>Total Minority</td>
<td>3,390</td>
<td>3,560</td>
<td>170</td>
<td>5.0%</td>
</tr>
<tr>
<td>Percentage of Undergraduate Enrollment</td>
<td>16.9%</td>
<td>17.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- IUPUI experienced a growth in Hispanic enrolled transfer students with a decline in African American enrolled transfers (though the percentage of African-Americans is the same as last year).
- First-generation beginning students (full-time and part-time) at the Indianapolis campus accounted for 40.5% of the total beginning population in the Fall of 2009. This is down from 43.7% last year.
- Ivy Tech is a significant source of minority transfer students at IUPUI. In the Fall of 2008, 25% of IUPUI students who had previously attended Ivy Tech-Indianapolis were from minority groups. This compares with 17% of the overall IUPUI undergraduate population.

Activities planned for 2009-2010:

**Recruitment**
- Expand local partnerships to include Starfish Initiative, La Plaza, 100 Black Men Indianapolis Chapter and the Urban League
- Promote IUPUI nationally by participating in the Tom Joyner Morning Show (TJMS) virtual college fair, Infinite Scholars website partnership program and U.S. Hispanic Leadership Institute College fairs.
- Develop a communications stream for newly admitted students
- Promote IUPUI from an affordability standpoint

**College Awareness**
- Create relationship with middle & high schools in Marion and Lake counties that promote future college attendance.
- Develop learning outcomes for all college awareness presentations conducted by MCO staff.
- Develop a comprehensive list of all college enrichment programs offered through IUPUI.
- Develop college awareness resource page for the MCO website.

**Retention**
- Collaborate with the Orientation Services and the Multicultural Center to host special sessions for underrepresented groups during new student orientation.
- Create a student resource guide in partnership with the Multicultural Center.
- Transition the administration for the Norman Brown Diversity Leadership Program (NBDLP) to the Division of Diversity Equity and Inclusion.

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

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

**Secondary Goals:**

**Sub Unit:**

[27]
Actions taken for 2008-2009:

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

Evidence of Progress for 2008-2009:

- IUPUI enrolled a record number of international undergraduate students in the Fall of 2009.
- The Office of International Affairs has compiled a detailed summary of enrollment by International students.

Activities planned for 2009-2010:

- See the Office of International Affairs annual report.

Fiscal Health

The offices composing the Division of Enrollment Services continue to demonstrate fiscal responsibility while fulfilling their campus responsibilities.

Several major recruiting events such as Step onto Campus do not have funding specified for the events. Funding has been achieved through internal reallocation of funds such as salary savings. Without specific campus funding for these events, they are at risk. Increasing demands for services from our offices require the addition of staff to fulfill the required tasks which will result in less availability of resources for the non-funded events. Through the use of Enrollment Shaping Initiative funds, the Office of Undergraduate Admissions was able to add a staff member to focus on nonresident domestic student recruitment. Through a restructuring of scholarships, the Office of Student Scholarships was able to substantially reduce the deficit carried forward from 07-08 and is scheduled to have it resolved during 09-10.

Since Indiana University has purchased an enterprise CRM product, the annual maintenance fees that would have been paid for the CRM product will be used to cover a portion of the base reductions imposed in 09-10. All components of Enrollment Services prepared for reductions as part of the 09-10 budget process.

We remain concerned about future requests for reductions in our budgets. With limited potential to increase our income and our primary expenditures related to personnel, budget cuts will result in decreasing our staff and a reductions in the level of service we provide students and academic units.

Reallocation Plan

Other Question(s)

1) How are you dealing with the projected base budget reductions for 2009-10 and 2010-11? For instance, how will the projected base reductions affect your ability to deliver your current level of services to students, faculty, and staff? Will some planned initiatives have to be delayed or terminated?

The Enrollment Services offices have undertaken a number of steps toward reducing our expenditures. Staff positions have remained unfilled and 3 staff have left as a result of initiation of the reduction in force process or progressive discipline processes. Saturday service hours have been eliminated for the Office of the Registrar and Student Financial Aid Services.
processes. Saturday service hours have been eliminated for the Office of the Registrar and Student Financial Aid services.
The Office of Student Scholarships will reduce weekday service hours beginning January 4. Unfortunately, reduction of staff
also means that we have had to reduce the number of student employees.

Travel, except for recruitment purposes, has been drastically reduced. The negative consequences are that our staff are not
able to attend conferences where information is shared on processes to improve the function of the offices and provide
innovative services.

Over the past 3 years, each of the areas with substantive processing responsibilities (Registrar, Admissions, and Financial Aid)
has undertaken reviews to improve efficiencies within these areas. As a result, each area has been able to handle the increases
in student enrollment without an increase in the number of staff involved.

While we are committed to attempting to continue providing requested services for the academic units, further reductions will
mean that our responses may not be as timely as in the past.