Mission

The following offices comprise the Division of Enrollment Services:

- Undergraduate Admissions
- Diversity Access and Achievement
- Registrar
- Office for Veterans and Military Personnel
- Student Financial Services
- Student Scholarships
- IUPUI & Ivy Tech Office of Coordinated Programs (Passport)

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 IUPUI/OP's enrollment management plan. Work with academic units to help retain students and to improve the probability of student graduation, optimally within 4 years.

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 2009-2010:

- 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 2009-10 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. Effective communication is essential in serving all student populations and contributes to retention efforts. An example of this was a presentation on expanded outreach efforts various Enrollment Services offices are making to prospective and current students and their families regarding paying for college in the current difficult economic times.
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 trends in the origins, characteristics, and retention of transfer students, including those from Ivy Tech. The EMC also sponsored a presentation by IMIR staff 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. Examples included presentations on the use of the IUPUI Honors College as a tool to recruit high ability students, using alumni in our expanded recruiting efforts, and the growing use of Constituent Relationship Management software for communications with prospective and current students as well as alumni.

Discussion of enrollment management-related issues and, where appropriate, recommendations for action within the academic units or at the campus level. Examples included information on the new cutoff scores in the Math Placement exam and how we are serving students who, based on their placement test scores, aren’t prepared to take their initial Math courses at IUPUI.

For more about the Enrollment Management Council, visit the EMC Website and read the 2009-10 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.
- In 2009-10, APPC reviewed and recommended proposals for university approval and implementation of two new undergraduate degrees, five new minors, and four new certificates as new options for IUPUI students.

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 2009-2010:

Evidence of Progress:

Enrollment

| Heads | 9/3/2009 | 8/31/2010 | Change | %
|-------|----------|----------|--------|---
| IN    | 28,810   | 28,979   | 169    | 0.6%
| CO    | 1,627    | 1,651    | 24     | 1.5%
| Official* | 30,438 | 30,630 | 192 | 0.6%

*adjusted for dual enrollments between campuses

| Credits | 9/3/2009 | 8/31/2010 | Change | %
|---------|----------|----------|--------|---
| IN      | 322,826  | 327,243  | 4,417  | 1.4%
| CO      | 17,528   | 17,873   | 345    | 2.0%
| IUPUI   | 340,154  | 345,116  | 4,962  | 1.5%

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 2010 data generally are used throughout the report as measures of those activities/evidence of progress unless otherwise noted.

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

- Heads are a record for the third consecutive fall semester and this is our 15th consecutive fall with a record credit hour enrollment. In those fifteen years we have increased our credits taught by over 84,000 (+32.3%). In the same period heads went up 5,555 (+13.2%).
- 75.3% of IUPUI’s degree-seeking undergraduates were full-time in Fall 2010, another record, topping last year’s 75.4%. In the Fall of 2000, 59.8% of degree-seeking undergraduates were full-time.
- Completed initial implementation of Constituent Relationship Management tool known at IUPUI as uTalk and subsequently adopted by the larger IU system as Lifetime Constituent Communications. More details appear in 1-a below.
- Provision of training and reports is 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 2010-2011:

- 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.

3. 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 2009-2010:

- Admissions supported IUPUI’s participation in 25 community festivals and fair events this year. This included our participation in events such as the Chinese Festival, FTA national conference, the International Festival, Wow, it’s Engineering, a large event at the Natatorium and Indiana and Education.

- Admissions supported IUPUI’s hosting of the National Association of Student Councils in June 2010. This required many hours of preparation and planning. IUPUI Day was held here on June 27th with 1,300 conference attendees nationwide.

- Step On Campus hosted 852 prospective students, smaller than previous years due to the changes in the state’s scheduling of the ISTEP tests. This will be the last year for Step On Campus because the state will no longer be administering the ISTEP en masse for Indiana high school students over the course of three days—the reason Step On Campus was so successful because students not taking the test were excused to take campus visits during test days.

- 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 the Teaching and Learning and in the Diversity sections of this document.

- IUPUI participated in the state’s College Go! Week initiative, waiving application fees for students who applied during a week in October 2009. IUPUI received approximately 4,300 applications during this single week—roughly the equivalent of two months of total application flow during previous years. However, due to the large number of incomplete applications and non-admissible students, the program will not be repeated in the same form in future years.

- Admissions partnered with the IUPUI Honors College to conduct coordinated mailings and outreach, including a Jump Day, to support the recruitment of high ability students. In addition, the two offices collaborated on the creation of an Assistant Director for Scholar Recruitment. This new position focuses on the recruitment of Honors and near-Honors eligible prospects to the campus and reports and is managed via the Office of Undergraduate Admissions. In addition, the units collaborated on better ways to facilitate the recruitment and admission of higher ability students to campus.

- 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. Of particular note for this year was the increase in the Non-Resident Service Scholars to 60 students who volunteer time to the Office of Undergraduate Admissions as a condition of their scholarship.

- Admissions expanded its recruiting plan in support of the IUPUI Enrollment Shaping Initiative. This included outreach to California as well as our target markets of Chicago, Cincinnati, Louisville, Southern Michigan and Detroit. In addition, the staff attended all National Association for College Admission Counseling (NACAC) college fairs and conducted college visits in all cities hosting these fairs. This expansion was imperative to counter the effects of a declining economy and retain as well as grow our non-resident numbers.

- California was added as a recruitment territory in order to capitalize on the number of students who cannot find space in the California schools due to that state’s budget cuts.

- To accommodate our greater outreach to non-resident students, the Office of Undergraduate Admissions also added an additional Assistant Director for Out-of-State Recruitment.

- Admissions maintained our fall and spring travel similar to 2008-2009 levels but with a slight shift to more NR and fewer IN school visits. Our total numbers for fall and spring for 2009-2010 were 520 for the fall and 474 for the spring equating to 583 total high school visits and college fairs attended for the academic year compared to 595 the prior year. This compares with 231 visits in 2008 and 110 in 2007.

- Purchased and created a communication and recruitment plan for Phi Theta Kappa students around the United States. PTK is the honor society for community colleges and members are strong candidate for admission to IUPUI.

- Partnered with External Affairs to create an Alumni Student Recruitment program. Admissions provided office space and supplies for a .5 FTE funded through External Affairs to work with IUPUI alumni to assist in recruitment initiatives. In Fall 2009, five alumni were able to assist with Admissions’ programming. Alumni hosted freshman send-off receptions in South Bend and Evansville in the Summer of 2010 for admitted students starting at IUPUI in the fall semester.

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

- Redesigned the Counselor Connection website for high school counselors to be more focused on recruitment-related issues.

- Implemented IUPUI’s first overnight visit program, attracting some 72 prospective students to come and stay for an evening with a current student and learn more
- **Campus Visits** within the Office of Undergraduate Admissions reviewed and modified the visit options available to prospective students. In particular, the unit emphasized more personalized visit options that would provide more specific information. Options included:
  - **Fall Fest**, a smaller more structured fall event to replace Fall Campus Day.
  - **JavaDays** were offered more often and on different days to be more accessible for prospective students and families.
  - The unit created a “student’s view tour” of Indianapolis which involved a bus tour of downtown.
  - The campus mascot **Jay** was added to the Campus Visit staff.
  - The introductory video for campus visitors was redesigned and updated.

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**Evidence of Progress for 2009-2010:**

- Admissions had 26,431 walk-in visitors in 2010 compared to 27,778 in 2009 which is a 5% decrease in walk-in traffic—predominantly the result of better serving students via the web and email.

- Admissions attended 35 Business Fairs; this number remains consistent as most of them are organized through ICAN (Indianapolis Colleges for Adults Network).

- **Campus Visits** served a total of 11,393 visitors (7,773 prospects and 3,620 guests). This includes Step onto Campus attendees.

- Participation in the Summer Success Academy (formerly the Summer Preparatory Program or the Summer Preparatory Program in Mathematics) has grown from 63 students in 2007 to 220 in 2010. Enrollment in this program is required for applicants who in the past would have been admitted conditionally. Successful completion of the Success Academy is now required for these students to be admitted for the fall.

- IUPUI recorded the highest number of students sending Advanced Placement (AP) score results to the campus with 1,072 students sending 1,687 separate AP score results. This is an increase of 179 students (+20.8%) and 377 scores (+28.8%) over last year. 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**, (ESI) increased the number of Enrollment Shaping Initiative Eligible Non-Resident Freshmen by 33 students (62%) over baseline year of 2006. This represents an approximate increase in ESI eligible Non-Resident credit hours in from these students of 485 (67%) 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 the same flat fee as Indiana residents. As a result, the information below indicates the number of students who are generating non-resident tuition. 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 due to a subsequent change in Saudi educational support for its students studying abroad.

**New Domestic ESI-Eligible NR Freshmen for Fall Semester**

<table>
<thead>
<tr>
<th></th>
<th>Total Credits for Fall Semester</th>
<th>Total Heads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>726</td>
<td>53</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>694</td>
<td>50</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>883</td>
<td>67</td>
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<tr>
<td>Fall 2009</td>
<td>1,061</td>
<td>77</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>1,211</td>
<td>86</td>
</tr>
</tbody>
</table>

- The total number of ESI-Eligible Non-Resident students increased by 372 heads (70%) over the baseline year of 2006. This represents an approximate increase in ESI eligible Non-Resident credit hours in from these students of 5,300 (81%) over baseline year of 2006.

**Total Undergraduate ESI-Eligible NR Enrollment for Fall Semester**

<table>
<thead>
<tr>
<th></th>
<th>Total Credits for Fall Semester</th>
<th>Total Heads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>6,439</td>
<td>529</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>8,088</td>
<td>667</td>
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<tr>
<td>Fall 2008</td>
<td>10,506</td>
<td>821</td>
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<tr>
<td>Fall 2009</td>
<td>11,642</td>
<td>888</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>11,739</td>
<td>901</td>
</tr>
</tbody>
</table>
See chart in attachment 1b for total number of beginner and transfer applicants, admits, enrolled, and yield rate.

Unless otherwise noted, the following data are Fall 2020.

Applicants and Admits

Beginners

- IUPUI was up 23.3% in applications and 18.1% in admitted beginning students over last year’s record totals. See below for a caveat on the impact of the state’s College Go! Week initiative in which college and universities across the state waived application fees for a week in October 2009.
- Admission to the campus remains very competitive, with 62.1% of applicants admitted. This compares with 73.4% in the Fall of 2005.
- IUPUI continues to attract highly qualified students. The number of admitted students in the top 10% of their high school class increased by 25.8% this year and accounts for 20.2% of the admitted class. Those in the top one-third of their class also increased and constitute 70.3% of the admitted class.
- The average SAT for admitted students is 1033, up 12 points over last fall. The average high school rank remained at 72.
- The enrollment of beginning students at IUPUI (Indianapolis + Columbus), with a converted SAT/ACT score of 1300+, increased by 30.4% and now totals 133 students.
- The number of dual and regular admits both increased over 2009. While the number of dual admits who enrolled is up 122 students (13.4%) over last year, the yield rate for this group declined due to the surge in admits under the state’s College Go! initiative. In addition, the better-prepared dual admits have more educational options. The number of regular admits who enrolled and their yield rate are both down from last year (-252, -9%). The number of conditional admits who enrolled remains small (14).
- The number of minority beginner admits is up 42.2% over last year and accounts for 19.8% of all beginner admits. This is up from last year’s 16.4% share of all beginner admits. Though we believe a portion of this growth is real, some is the result of the changes in the ways in which ethnic information is gathered and compiled. See caveat in 3-a below.
- For more details see 3-a below.

Newly Enrolled Freshmen

- Enrollment by beginning freshmen is down 93 heads (-3.4%).
- Enrollment by beginning freshmen of color was up 33.3% over last fall. Minority students constitute 22.4% of our entering beginners this year compared with 16.2% last year. The largest growth was in African-Americans and the new “two of more races” category.
- Fall 2010 enrollments by Valedictorians/Salutatorians increased 24.2% over last year. For more see 2-d below.

Activities planned for 2010-2011:

- The Office of Undergraduate Admissions, along with the Office of International Affairs, is devising a 7-10 year plan to increase the number of nonresident undergraduate students enrolled on the Indianapolis campus by 2,000 students. This would represent a tripling of undergraduate nonresident enrollment.

1-a. 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 2009-2010:

- 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 6 new enrolled nonresident students for fall from targeted community colleges.
- Admissions increased its collaboration with the Ivy Tech Community College and Vincennes University. Recruiters visited campuses of those institutions.
- The Offices of Undergraduate Admissions, Student Financial Services, and Diversity Access and Achievement, in collaboration with University College, have been reviewing the students of Ben Davis University High School. BDU students have been transferring in an average of 89 credits to IUPUI from Vincennes University, and this raises questions concerning admissions, advising, equity and financial assistance. The offices have been consulting with peers regarding their experiences with pre-college programs as well as opening communications with BDU as well as VU regarding the performance of these students as well as the issues that are developing.
- See also 1-d below.

Evidence of Progress for 2009-2010:

- 1,482 new external transfer students enrolled at Indianapolis in the Fall of 2010. This is an increase of 119 heads (+8.8%) over last year. This population includes transfers enrolled this semester who started with Indianapolis in the Summer of 2010.
The primary reasons for this growth include:

- Improved processing of transfer students
- Increasing numbers of students coming from Indiana 2-year institutions
  - Increasing numbers of students transferring to IUPUI from 4-year institutions
  - Minority transfer admits were up last year, accounting for 20.2% of all external transfer admits in 2010 compared with 18.9% in 2009.
  - The shortfall in new beginners was offset by enrollment by new external transfer students. This group was up 123 heads (+9.0%) over last year. This includes transfers enrolled this term who started with IUPUI this summer.
  - The enrollment of new first-degree external transfer students increased to 137 students (21.2%) at IUPUC and 1,482 students (8.8%) at Indianapolis.
  - See also 1-d below

Activities planned for 2010-2011:

- Continued review of transfer recruitment—both in-state and out-of-state—to better understand the shifting patterns of IUPUI’s transfer recruitment pool. This is essential with the enrollment goals outlined above for increasing nonresident recruitment.
- Expansion of 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.
- Support the schools in development of additional articulations with Ivy Tech and Vincennes.
- See also Ivy Tech below

3 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

Actions taken for 2009-2010:

- Enrollment Services office collaborated in establishment of the new Passport to IUPUI admission-based scholarship providing a specialized scholarship for Ivy Tech/Vincennes high-ability transfer students to IUPUI. This $3,000 scholarship will serve as incentive for students who have received an Associate’s Degree from the Indiana Community College system to complete their bachelor’s degrees at IUPUI.
- The IUPUI and Ivy Tech Office of Coordinated Programs (Passport) worked with faculty in completing eleven new articulation agreements between Ivy Tech Community College and IUPUI.
- Passport worked with faculty in updating and/or amending all existing articulation agreements for seven IUPUI Schools.
- Revised articulations including updating articulations so that they conform to the University Faculty Council’s policy that places a ceiling of 64 credits on transfer work from two-year institutions.
- Held Annual Passport Breakfast for administration, staff and faculty. This setting allows sharing of data as well as joint development of strategies for the coming year.
- Formed an Engagement Task Force charged with creating a best practices in student engagement for Passport students at Ivy Tech and IUPUI.
- Participated in outreach events including Ivy Tech Transfer Fair (Fall and Spring), Ivy Tech Student Organizations Fair (Fall and Spring), IUPUI Fall Fest, Step on to Campus, and 21st Century Scholars Day at IUPUI.
- Participated in IUPUI orientation programs for incoming transfer students.
- Held VIP receptions for members of the Ivy Tech Community College chapter of Phi Theta Kappa before the IUPUI Martin Luther King Dinner and the IUPUI Cesar Chavez Dinner.
- Redesigned overall IUPUI/Ivy Tech Coordinated Programs publications geared at both prospective students and their parents.
- Sent a letter and Passport Poster to all Indianapolis Public Schools and Charter School directors of student guidance. Requested the opportunity to talk with guidance staff to help them reach a greater understanding of the Partners Program.
- Met with Ivy Tech Student Organization of Latinos (SOL) offering assistance with transfer advising, major/career counseling as related to transfer major, and service as a co-visitor to the Latino Student Dinner at IUPUI.
Redesigned guidelines for Program to Program Articulation Agreements to comply with New Ivy Tech standard and requirements.

- Designed and implemented a registration process for IUPUI students using the Ivy Tech Guest Student Application. This was especially needed for new IUPUI students who needed to take remedial Math at Ivy Tech.
  - Developed and maintained tracking system for these students.
  - Served as information conduit and convener for all academic units and service departments involved.
  - Partnered with Ivy Tech Transfer Center to execute smooth hand-offs for each applicant.
  - Partnered with IUPUI Student Financial Services to execute smooth hand-offs for each applicant utilizing aid.
  - Participated in joint meetings with Ivy Tech Business Administration, IUPUI Kelley School, and IUPUI SPEA about advising collaboration on the Ivy Tech Central Indiana campuses.
  - Provided reports to each IUPUI school on their transfers from Ivy Tech. This is intended to facilitate discussion about continuous process improvement and relationship management.
  - Redesigned the Passport Website that now includes advising tools and other new features.
  - Created or updated advising check sheets for each articulation

**Evidence of Progress for 2009-2010:**

- In the Fall of 2009, the campus enrolled a record 2,803 students who previously had attended Ivy Tech-Indianapolis. These students transferred in an average of 23.5 credits, another record.
  - See 3-a below for additional information on the additional diversity Ivy Tech transfers have brought to IUPUI.

**Activities planned for 2010-2011:**

**Recruitment**

- Continue to 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 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.

**Partnerships**

- Will continue to develop partnerships with the Student African American Brotherhood/Sisterhood (SAAB/SAAS) programs, Latino Student Association, and Black Student Union 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 work with academic units at both institutions to create additional and updated articulation agreements.

**1-1 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:**
With changes in the GI Bill that became effective with Fall 2009, the campus experienced a growth of approximately 100 additional veterans over previous years. This resulted in a significant increase in demand for services, including certification, benefits analysis, and referrals.

Developed partnership with VA Roudebush Hospital personnel to provide direct services to IUPUI’s student veterans, distribute literature in OVMP office, attend veterans’ specific campus activities/events, and co-host faculty and staff training. The specific departments that have worked together with the OVMP include:

- Patient enrollment services
- OEF/ OIF (Iraq and Afghanistan) Transition Services
- Women Veterans Services
  - Moved into renovated facility on the lower level of the Campus Center which allows for expanded services and a place for veterans to gather.
  - Developed a functional website for the OVMP to highlight on and off campus resources, events, benefit programs, and VA contact information for veterans.
  - Fourteen Post 9/11 GI Bill recipients utilized the Yellow Ribbon Program. Ongoing participation in this program has allowed for 20 additional Post 9/11 GI Bill recipients (graduate and undergraduate) to receive financial support from the institution.
  - Created veterans and military families to distribute relevant information to student veteran population.
  - Collaboration of OVMP with other university departments: Student Life, School of Engineering and Technology, University Library, Office for Women, and University College, Military Science Department. Additional specific collaborative initiatives appear below
    - Hosted first annual Veterans Week at IUPUI to acknowledge student veterans on campus.
    - Initiated planning for campus-wide veterans training session/workshop during the spring and the development of a veteran’s advisory committee. The program was offered in July, 2010.
    - Became a part of Indiana Institutions of Higher Education for Women Veteran’s group
    - Trained persons on Critical Incident Stress Management Team and Behavioral Consultation Team.
    - Collaborated with Office of Student Account Services (OSAS) to successfully address issues and develop elaborate business practices for the new Post 9/11 GI Bill
    - Due to the new Post 9/11 GI Bill we have witnessed an increase and certified approximately 100 additional GI Bill recipients.
    - Re-evaluated VA certification procedures to build and improve on existing processes.
    - Obtained $50,000 in grant funding to develop new and improve existing programs for veterans geared towards academic success and retention.
    - FTE employee encouraged and accommodated to take classes in pursuit of undergraduate degree.
    - Staff attended HR workshops and viewed webinars for professional development.
    - Assisted the student veterans’ organization with initiatives and Military Family Research Institute (MFRI) grant proposal.
    - Hired additional VA work-study students.
    - Staff attended state wide VA Certifying Officials training workshop.
    - Office representation at “Hire a Hoosier Vet” career fair and “Weeks of Welcome” (Wow) vendor events.
    - Developed partnerships with the following departments on specific initiatives:
      - ROTC-Collaborated to host Veterans Week; project members for (MFRI) grant.
      - Department of Engineering and Technology- scheduled advising hours in OVMP for veterans.
      - Bepko Scholars- eased the process of identifying and paying tutors for student veterans. Develop initiatives to increase the number of student veteran mentors.
      - Office of Student Involvement- We developed a process to identify incoming freshman who are interested in veterans issues and to participate in Weeks of Welcome, Veterans Week.
      - Adaptive Education Services- scheduled collaborative meetings with VA Voc-Rehab to ensure proper classroom accommodations for veterans with disabilities.
      - University College- planning for development of veterans learning community and orientation.
Evidence of Progress for 2009-2010:

- Receipt of grant
- Successful move into renovated facility
- Increase in number of veterans served
- Collaborations undertaken

Activities planned for 2010-2011:

- Continue to develop services and expand collaborations to serve veterans and their families with campus and other organizations

③ 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 2009-2010:

- Admissions supported mailings to prospective students from the Kelley School of Business, the Motorsports Technology program, the School of Science, 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.

- Produced a personalized “Save the date” postcard to congratulate students on admission and welcome them to the class of 2014. The postcard included an image of either a Purdue or IU diploma (depending on intended major/degree) which displayed the student’s name, major, and the 2014 date for graduation.

- 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. Increased segmentation allows for communications that more narrowly targets students with certain shared demographic characteristics and academic goals.

- Added a “Refer a friend” feature to the Admission website so that third 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).

- Continued to redesign Enrollment Services websites for navigability and additional content.

Evidence of Progress for 2009-2010:

- 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 visit campus. We are seeing that students who walk in to the Admissions Center are usually non-freshmen, while those attending our scheduled tours and JagDays are predominantly freshmen.

- Walk-ins to the Admission Center are declining because the office is no longer the “front desk” of the university as it was when located on the first floor of Cavanaugh Hall. With the move to the Campus Center, the Information desk in the Campus Center is 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?”).

- Developed clearer and more proactive communications that anticipate and answer students’ questions, reducing their need to contact/visit the office unnecessarily.

Activities planned for 2010-2011:

- Expand use of uTalk, IUPUI’s Communication Relationship Management software (see 1-h below)

Redesign of the Admissions Website

Integration of more recruitment units in our communication streams.

Better use of Jag Alerts (an electronic communication tool) to promote deadlines for admission and recruitment events.
Actions taken for 2009-2010:

- The 2010-2012 IUPUI Bulletin was delivered using the IU Enterprise Web Content Management System (WCMS). This initiative and use of a completely new application was led by the Office of the Registrar in collaboration with the IU Office of Creative Services. Prior to this initiative, academic units were required to edit their paper bulletins using Microsoft Word with a second edit conducted in print, using specific, hand-written notations. The process was labor-intensive, time-consuming and prone to error. Implementation of the new process resulted in a much more efficient method for academic units to track and apply updates for the next version of the Bulletin as well as a better, more readily available tool for students to review the curricular requirements and related information. In addition, use of the WCMS for this purpose has positioned IUPUI to be able to quickly and efficiently populate the student course descriptions in registration, another SIS project with targeted implementation in 2010-2011 academic year.

Evidence of Progress for 2009-2010:

- Bulletin was completed and is available online.

Activities planned for 2010-2011:

- Continue to work with schools on new version of Bulletin.

Admissions

- Successfully partnered with University Information Technology Services (UTIS) 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 needed to add any supplemental data into online systems. The application was expanded to include the IU regional campuses as well as graduate applications.

- Successfully partnered with IU-B, UTIS and Student Enrollment Services to continue to implement Compass—the university’s scholarship management database—on the IUPUI campus. All admissions-based scholarships are now being awarded through Compass in OneStart and this will be expanding to include honors- and school-based scholarships. Piloted this spring, this new application will be fully operational for freshman and continuing students for the 2010-2011 school year. This new process helps to streamline scholarship administration and awarding and eliminates much paper waste.

- 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. A major tool in this effort is the university-wide Constituent Relationship Management (CRM). Admissions continued to be a leader in the implementation of CRM and worked with technical support offices to develop the enterprise-wide instance of the software and to integrate other offices (e.g., International Affairs, Engineering and Technology, Orientation) into the user-group.

- The Office of Undergraduate Admissions, with the support of Academic Affairs, worked with individual academic units to simplify their requirements for dual freshman admission to their programs. The result reduced the effort required to make admission decisions in addition to maintaining the standards the schools required for admission.

- The Office of Undergraduate Admissions, with the support of Academic Affairs, worked with the University Admissions Committee to determine whether the practice of counting D/F grades on high school transcripts was truly necessary given the newer practice of admitting students using a matrix based on cumulative HS GPA and SAT/ACT scores. Based on research from the Office of Undergraduate Admissions, it was determined that the practice of counting D/F grades in addition to using HS GPA and SAT/ACT scores added very little to the accuracy of our decisions, and as a result, the committee decided to eliminate the use of D/F grades in admission decisions to the campus. This change has saved an estimated 1 FTE in admissions processing.

- IUPUI implemented admission standards to be more easily executed and communicated to prospective students and counselors while basing them on research that better predicts a student’s ability to succeed. This also allows for faster review of applications and admission decisions.

- The Office of Undergraduate Admissions collaborated with University College and the academic units to define a better process for reviewing the applications of
students who have not enrolled at IUPUI for 12 months or longer and have additional coursework from another institution. The offices agreed that for these students, the transcripts for any additional coursework would not be required before an admission review was conducted by the department. The transcripts would instead be collected after admission. The process resulted in a less cumbersome process and faster admission decisions for returning students.

Partnered with SES and UITS to develop an XML feed of transcript data from high schools via the State’s e-Transcript 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. Very few high schools are actually set up to send transcripts via the XML feed.

**Constituent Relationship Management (CRM) Implementation**

Project startup and Admissions implementation of the Constituent Relationship Management (CRM) 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 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.
- In August, the larger university implemented the enterprise-wide version of the CRM tool, and the Office of Admissions was the first to go live with the product. The office has since been instrumental in working with SES and UITS to refine this new version of the tool and the organizational structure of its maintenance. The office will next begin working with representatives of the School of Engineering and Technology as well as the Kelley School of Business to expand its usage in the schools.
- Enrollment Services staff has 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 Constituent 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.

- Admissions will continue to look at ways of expanding the functionality of the CRM to include the use of “events” functionality to support the Office of Campus Visits as well as the inclusion of the products knowledge base (KB) to support a “virtual advisor” website to better answer the questions of prospective students.
- Registrar personnel completed knowledge transfer of the Talisma security design to UITS’s Vended Application Administration (VAA) team. The VAA team will serve a central security and support role as more offices and modules move into the Talisma CRM application.
- Registrar staff assisted in planning and updating documentation for the inclusion of enrolled student data specifically designed to develop communication campaigns for student veterans.

**Administrative and/or Service**

**Course Description Project**

The office of the Registrar continues to participate in the analysis, design and development of delivering course descriptions to students at the time the class schedule becomes available as well as within the registration system. This effort, coupled with the implementation of the new WCMS IUPUI Bulletin, has allowed for the effective delivery of course descriptions directly from the campus bulletin to IUPUI students as they make their plans for registration and graduation. See 1-g below.

**“In House” Diploma Printing**

As a cost-saving measure, the IUPUI Registrar’s Office initiated a system-wide review of the IU process for delivery of diplomas. After months of discussion, vendor review, data analysis, business process planning and documentation, Indiana University is now producing diplomas using IU’s internal Document Services department instead of the outside vendor the Registrar had used for many, many years. The quality and prestige of the IU diploma has not been compromised and each campus has benefited from cost savings. The first run of “internal” IU diplomas was for the small group of July 2010 graduate degree recipients at IUB and IUPUI. The first major run was for August 2010 graduates.

**Electronic Transcript Delivery**

Along with IUB colleagues, co-lead vendor review, selection and initial implementation of electronic delivery of Indiana University official transcripts. Complete integration with the IU transcript ordering system is scheduled to be complete in August 2010. With effective hiring and training of work study staff, we have also shortened the number of days for processing transcript requests in general. The Registrar’s Office is now able to turn around transcript requests generally within one business day.

The Office of the Registrar demonstrated the SIS Academic Planner and the Advising Notes services to the ePort Personal Development Plan (PDP) task force. Connection between the SIS Planner and Advising Notes will allow academic units to do better course planning to satisfy student course needs toward graduation.

**Student Information System Maintenance and Processing**
Registrar staff members are regularly engaged in system testing, support and software upgrades each year, including the Student Information System, Oncourse, Ad Astra (room scheduling tool), and other key tools and systems. These individuals ensure that newly implemented projects work correctly as well as ensuring that each and every service and application continues to work as designed (is not negatively affected by new applications/features). These initiatives include patches, fixes, upgrades from the vendor as well as the additional of IU modifications that have been requested by the campuses.

Registrar personnel analyzed the impact of the UITS data center move to the IUPUI faculty and IUPUI business processes. Five staff members participated in the planning, communication, testing, and support of this implementation.

Worked with SES and IU Bloomington Registrar colleagues and the Registrar Council to evaluate the 195 SIS and Kuali e-document Student Records project requests in light of the IU Strategic Plan II objectives. Came to consensus regarding an integrated approach with items that meet the University strategic objectives. This resulted in creating an integrated strategy for OneStart, Oncourse, SIS, etc. systems to guide how our systems need to work more seamlessly from the point of view of IUPUI students and faculty.

- The Office of the Registrar continues 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.
- The Office of the Registrar continues 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/warnlist 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.
- The Office of the Registrar continues 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, test and 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).

- Implemented new business process and documentation for Schedule of Classes Review communication.
- Continued Registrar implementation of analysis, build and testing of degree progress/academic advisement reports for all IUPUI undergraduate minors.
- Enrollment Services offices made significant progress in completing their Business Continuity Plan orientation 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. This is a university-wide effort.

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 2009-10:

- Chris J. Foley, Director of Undergraduate Admissions, authored a book review for College & University Journal, the journal of the American Association of Collegiate Registrars and Admissions Officers (AACRAO).
- The Office of Undergraduate Admissions, in partnership with the Campus Center as well as Center Grove High School, led IUPUI in hosting the national meeting of the National Association of Student Councils during the summer of 2010.
- The Office of Undergraduate Admissions led IUPUI in hosting the spring meeting of Indiana Association of College Admission Counselling (IACAC).
- The Registrar’s Office was featured in the June publication of the “Successful Registrar” highlighting a new online transcript ordering system for FORMER students—those with no current online authorization credentials. To date, IU is believed to be the only institution with this type of service available to their former students/alumni.

Enrollment Services personnel remain active in their regional and national professional associations, such as:

- Kathy Purvis, Student Financial Services, is President of the Midwest Association of Student Financial Aid Administrators which includes nine Midwestern states. Ms. Purvis also serves on the Board of Directors of the National Association of Student Financial Aid Administrators (NASFAA).
- In partnership with IUB Registrar colleague, Mary Beth Myers, Registrar, initiated a Registrar Forum at AACRAO Tech series with inaugural track taking place at July AACRAO Tech conference in Kansas City. The Forum is intended as a directed series of topics in technology and service directed at Registrars and other professionals who are experienced in the profession and have been involved in years of change in the technology used in their work.
- Carla Boyd, Associate Registrar was selected as member of the international Campus Solutions Student Records Product Advisory Group for Oracle and the Higher Education Users Group. This position assures a strong Indiana University voice with the project managers of our ERP student information system, making decisions about what enhancements are most needed in the software migration from a functional perspective.
Other involvement with professional associations includes:

- 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 Association of Student Financial Aid Administrators (NASFAA)
- Indiana Student Financial Aid Association (ISFAA)
- Midwest Association of Student Financial Aid Administrators (MASFAA)
- 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

ES staff also serve on numerous campus 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
- Recorders', Academic Unit Reporting Group, SIS Student Records Team, SIS AA Team, SIS Campus Community Team
- Business Intelligence Committee
- CRM Committee
- Jaguar Academic Advising Association (JACADA)
- Bursar Appeal Committee
- Indiana College Network and Consortium for Urban Education Committee
- Physical Access Sub-Committee
- Learning Environments Committee, Campus Address Committee
§ Diversity Committee
§ Diversity Management Committee
§ Behavioral Consultation Team
§ Campus Center Partners
§ Staff Council
§ Black Faculty and Staff Council
§ Human Resource Task Force
§ Staff Affairs committee
  - Enrollment Services offices 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 2009-2010:
  - 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 2010-2011:
  - 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.

Admissions Activities planned
  - The Office of Undergraduate Admissions, with the approval of the campus-wide Academic Policies and Procedures Committee (APPC) and in collaboration with the Office of the Registrar, will begin processing students who intend to study at IUPUI for the summer-only in an expedited fashion. This will provide better customer service for these students and reduce the work required by the office to review these applications.
  - The Director of Undergraduate Admissions has been the project lead on the Enrollment Funnel Project (EFP) for the University-wide Business Intelligence Initiative lead by UITS. The EFP seeks to unify the point-in-cycle reports generated by URIR, IMIR, IUPUI Admissions, and IUB Enrollment Management into a single source of data with functionality to deliver this data to reporting as well as operational users.
  - In the spring of 2010, the Office of Undergraduate Admissions began working with the Offices of Orientation Services, IMIR, Student Involvement, and University College to determine the number and types of surveys administered to incoming students. The offices began looking at ways to combine their instruments as well as the potential of administering the Before College Survey of Student Engagement (BCSSE) as a replacement. The BCSSE has the benefit of being a counterpoint to the NSSE which is already administered on a regular basis at the university. The Office of Undergraduate Admissions will continue to convene meetings of the group over the fall to see if administering the BCSSE is a desired option for the incoming class of 2011, as well as what other survey instruments might be consolidated.
  - The Office of Undergraduate Admissions will attempt to participate in the RFP process currently being explored by IUB and UITS for an enterprise-level imaging and workflow system. Currently, the offices contained within the Division of Enrollment Services at IUPUI use Hyland’s OnBase, and it is important for the division to be involved in the university-wide discussions involving the selection of an enterprise document imaging solution.
  - The Office of Undergraduate Admissions will work with the Office of Student Involvement to refine the process for reviewing the disclosure statements from applicants regarding previous criminal convictions or conduct actions at another university or college.
  - The Office of Undergraduate Admissions will collaborate with other university offices to develop a plan to implement an enrollment deposit to be used with the freshman class entering the fall 2012 semester.
  - The Office of Undergraduate Admissions will be investigating methods of enhancing internal communication across its units. This may include the implementation of a collaborative file sharing and Web publishing tool such as Microsoft SharePoint to store and organize documents and manage tasks.

  Admissions still does not have 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. The Office of the Registrar recently completed an agreement with Ivy Tech to re-establish reciprocal on-line access and we hope to be able to review Ivy Tech records again in the coming year.

  1.i. Increase Support for Academic Units

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

[11]
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

Enrollment Services offices provided advising, training, and systems support to IUPUI academic units, offices, and campus committees throughout 2009-10. 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

- Developed the modifications and implemented *Principles of Undergraduate Learning Evaluations* for both IUPUI and Columbus in direct support of the 2012 IUPUI accreditation. This included faculty and academic unit communications, development & implementation of staff training, and assisting IMIR in report development and documentation for ongoing maintenance and testing.

  - Fall 2009 - 3777 classes had at least a Major Emphasis PUL defined.
  - Spring 2010 - 3742 classes had at least a Major Emphasis PUL defined.
  - Summer 2010 -1430 classes had at least a Major Emphasis PUL defined.

- Demonstrated the capabilities within the SIS of academic tracking, advising and note taking to the Assistant Dean for Student Service and Director for Diversity and Enrichment at the IUPUI School of Nursing. Discussed the options available with CRM.

- Supported 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 Advisement/Degree Progress and student exceptions knowledge transfer and needs assessment with many 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.

- Continued Registrar support of academic units who have committed personnel resources toward completion of the Degree Progress/Academic Advisement 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.

Policy

- The Registrar’s Office participated in an internal audit of office services with no areas of concern reported.
- The Registrar’s Office continued to concentrate on the growth and development of the academic unit Recorder+ group, focusing on timely, coordinated and informative communications on topics that directly impact student admission, retention, and graduation. Created a page in OneStart (where the majority of these individuals “live” each day) which provides quick links to academic policies, calendars, meeting notes, job aids, etc. to facilitate efficiency in an area of “information overload.” Coordinate and conduct Recorder+ face-to-face meetings four times each year to converse and review, as a group, new SIS modifications, procedures, policies, etc.

- The Registrar’s Office completed Data Sharing agreement between IvyTech and IUPUI. Included detailed discussion points with Ivy Tech Registrar and Chancellor as well as IUPUI Purchasing for complete contractual language, University Counsel, IT Policy and Security office.
- Developed the IUPUI specifications and procedures for applying the IU Incentive Grants approved by President McRobbie. Collaborated with Student Financial Assistance on timing and communication so that the money could be applied to the student account in a timely way.
- RISE official transcript notations were added for the first time for December and May graduates who completed at least two RISE designations.
- 510 “Completed the RISE Challenge” notations were posted to transcripts from Fall 2009-Summer 2010.
- Reviewed more than 750 SIS users to affirm IU FERPA compliance. Brought all users into up-to-date compliance with university policies regarding FERPA regulations.

Processing

The Office of the Registrar was involved in the following activities in 2009-10:

- Developed a business process with International Services to assure that eDrop/eAdd activity takes place in a timely way with thorough communication prior to SEVIS updating
- Initiated a procedure to expedite student math class changes at beginning of the semester. Students who take the math placement test are advised to enroll in specific classes based on those test scores. In many cases, students need to be quickly changed into either higher or lower level classes. While a system solution is waiting to be prioritized, the Registrar worked in collaboration with the Math department to implement a business process to expedite these changes so the enrollments would be adjusted and corrected in time for the creation of the new early warning rosters.
Facilitated the resolution of an ongoing business process problem for the School of Nursing, Graduate and Undergraduate Admissions, and the Office of the Registrar regarding the RN to BSN students.

Worked with Student Enrollment Services and the Schools of Medicine, Dentistry and Law to address issues with the process used to combine required classes for enrollment.

With the shift of student technology fee income from the academic units back to IUITS, the Classroom Scheduler in the Registrar’s Office is now scheduling an additional eight computer labs with classes. These had historically been scheduled by the academic units.

- Implemented a new policy to expire eDrop and eAdd documents which are awaiting approval after 14 days of no activity. This initiative has significantly reduced student and faculty confusion and frustration both during the period of class changes and at the time of final grade collection. The Registrar provides communication to students that their drop/add request will expire in 14 days along with confirming those cases where the request has, indeed, expired.

<table>
<thead>
<tr>
<th>Expiring eDrop/eAdd Summary Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of e-mails sent to students</td>
</tr>
<tr>
<td>Fall 2009 (4058)</td>
</tr>
<tr>
<td>Spring 2010 (4102)</td>
</tr>
<tr>
<td>Summer 2010 (4105)</td>
</tr>
</tbody>
</table>

Based on needs expressed by the Graduate office in the School of Nursing and in collaboration with the IUPUI Graduate School, the Registrar developed and received approval for a notation to be added to the official transcript of 153 prior recipients of the IUPUI DNS degree. This effort was driven by the need to assure these graduates received the recognition they deserved within their profession so that they could continue to be employed and upwardly mobile in their profession. This notation appears directly below the degree information on the official transcript and reads: Doctor of Nursing Science equivalent to PhD in Nursing Science.

- Participated in a review of an external Nursing software system at the request of the School of Nursing Assistant Dean for Student Service.

- Reviewed and initiated processes with IU School of Law Indianapolis to better monitor enrollment and facilitate enrollment for their students. Several changes were implemented within the SIS structure to assist in Law School policy and registration enforcement.

- Met with the School of Social Work regarding reorganization of Social Work/Labor Studies staffing, tasks and responsibilities. Specifically addressed were the issues of Room Capability, need for increased conformity to the standard time models, recorder and scheduler communications, and degree audit investment and university expectations. The Registrar anticipates providing ongoing support to this Social Work effort throughout 2010 – 2011.

- Registrar staff conducted a FERPA presentation to the Dental School staff.

Early Warning (Administrative Withdrawal/Enrollment Verification) Online

- The Office of the Registrar developed and implemented the modifications required to provide an online solution for collection of Early Warning feedback from faculty. Prior to this, the processes were paper-driven, labor-intensive and slow in terms of processing. The delays inherent in the paper process were particularly worrisome in terms of the Early Warning process as feedback and action could not truly be considered “early” and useful. The online system has allowed for a more effective means of collecting the data from faculty as well as offering an opportunity for true early intervention. This was a major initiative for the campus requiring careful system design, specifications and testing in addition to various faculty communications, staff documentation and campus training. Collaborated with University College on the analysis of the initial Fall 2009 procedures and made adjustments for Spring 2010.

- In conjunction with this Early Warning project, the Registrar implemented an online system for the collection of Administrative Withdrawals and Enrollment Verification information, both of which have increased service to students and efficiencies for the academic units involved.

- Based on the successes at IUPUI, the Registrar augmented Early Warning, Administrative Withdrawal, Enrollment Verification rosters to include East and Kokomo campuses effective Spring 2010 and continue to provide support to both those campuses.

o Early Warning Rosters: 3,290 Early Warning rosters were created for Fall 2009 with 1,235 submitted (36%); 3,150 Early Warning rosters were created for Spring 2010 with 1,578 submitted (50%).

o Admin Withdrawal/Enrollment Verification rosters: of the 4,800-4,900 rosters created each term, 2,722 were processed for Fall 2009 (56%) and 2,092 for Spring (43%).

Course Remonstrance System

- Participated in the design, analysis and implementation of a new, system-wide course authorization and remonstrance project (CARmin). This new online system allows for new course proposals and course change requests to be routed and approved electronically through the online IU workflow and then posted to a system-wide course remonstrance site each month, allowing for more efficient processing and tracking of courses in the remonstrance system. The new application was implemented in pilot format in April 2010 (with IUPUI participation) with full implementation on all IU campuses beginning in October.
Several initiatives were designed and/or implemented in support of IUPUI’s Honors College:

- Worked with academic units to identify all courses and classes offered for Honors credit. Based on other indicators and department feedback, added an attribute to the relevant classes and implemented a listing of IUPUI Honors Classes as part of the special course listings available from the Registrar website. Prior to this, students were provided limited reliable information on which classes would provide honors credit. 42 Spring 2010 and 22 Summer 2010 Honors courses were identified.

- Initiated and implemented the new tracking and management of IUPUI Honors College Students by use of a student academic program and plan including a new degree honor notation at the time of degree completion which recognizes these students as IUPUI Honors College Scholars.

- Analyzed and proposed new approaches for improving the tracking and reporting of both Indiana University and Purdue University courses and individual classes with Honors Curriculum offered by faculty across the Indiana University system. Work has progressed to a collaborative, system-wide review and the Registrar continues to assert the office as to the importance of this initiative.

Other Support

- With the establishment of the new School of Public Health at IUPUI, a number of Public Health-related programs were moved from the School of Public and Environmental Affairs (SPEA) to the current Department of Public Health in the School of Medicine. In support of this change, the Office of the Registrar coordinated a number of activities required as part of this move, including creation of 45 new Public Health (PBHL) course numbers, publishing these new courses in the IUPUI Bulletin, and moving 491 students enrolled in SPEA’s related majors to the new program.

- Supported academic units such as the SPAN (Early College Entrance) program, 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.

Reporting

- Made enhancements to numerous IUIE reports in support of campus operations and institutional reporting including changes to waitlist reports, classroom reports, enrollment reports, and various roster processing reports.

- Changes were made to the SIS system to assist in reporting of student movement from a non-degree program to a degree seeking program.

- Assisted International Services in their data analysis/information gathering for the iAbroad system and business process.


- Made changes to numerous IUIE reports in support of campus operations and institutional reporting including changes to waitlist reports, classroom reports, enrollment reports, and various roster processing reports.

Evidence of Progress for 2009-2010:

- See above

Activities planned for 2010-2011:

- 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.

I-4 Improved Services to Students

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

Actions taken for 2009-2010:

- 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. This has enabled the campus to provide earlier and more effective communication about housing options on campus to prospective students. As a result, housing has been full for the third year in a row.

- Registrar staff implemented the student self service display of the Purdue University Identification number to IUPUI Purdue-mission students and the academic...
community. This initiative now positions our 5,600+ Purdue-mission students to be competitive with their West Lafayette counterparts in securing summer internships, co-ops, and employment.

- At the request of the MD/PhD program, Registrar personnel conducted an SIS and Oncourse introduction session as part of the new student orientation for School of Medicine MD/PHD students.
- Presented the SIS and Oncourse features to the SPEA Learning Communities class.
- Many Enrollment Services staff participate as TEAM IUPUI volunteers each term.
- See also 1-f and 1-h above.

Evidence of Progress for 2009-2010:

- See above

Activities planned for 2010-2011:

- Admissions intends to review the process for articulating transfer credit for current, returning and prospective students. This will include reviewing the articulations stored in SIS as well as ways of streamlining our communications with departments and advisors regarding what credit can be articulated.
- Continue to identify and implement processes to simply and functionality to allow greater remote self-service by students.
- The Office of Undergraduate Admissions will investigate the possibility of developing a "post-admissions survey of student interests" to identify what additional information students might be interested in receiving from the campus. It is possible that the survey will help students better understand the opportunities that exist on campus and also allow campus units to begin corresponding with students in ways that were, to this point, not possible prior to a student's enrollment.

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 2009-2010:

- Student Financial Services created a Facebook page in January of 2010. The office uses this technology to send students updates about deadlines and information with regards to financial aid.
- Student Financial Services has expanded its financial literacy program through a partnership with CashCourse.org. The website provides 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.
- The office received a grant from CashCourse.org to help promote the financial literacy program through hanging banners in the campus center and around campus to promote the website. Student Financial Services also hosted a number of financial literacy workshops on campus.
- Student Financial Services offered CashCourse Workshops on the following topics:
  - Money Management, Budgeting Your Money, Understanding Credit Basics

Evidence of Progress for 2009-2010:

- The partnership has been established and the tool featured from the main office Website.

Activities planned for 2010-2011:

- Continue outreach efforts to promote financial literacy
2-a. Increase student satisfaction with quality and timeliness of provision of services by the Office of Student Financial Services

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

Actions taken for 2009-2010:

Student Financial Services 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.

Client Services

Student Interactions:

<table>
<thead>
<tr>
<th>Client Services – Student Interactions Comparison</th>
<th>Aug 1,06 – July 31,07 (AY)</th>
<th>Aug 1,07 – July 31,08 (AY)</th>
<th>Aug 1,08 – July 31,09 (AY)</th>
<th>Aug 1,09 – July 31,10 (AY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Mails (<strong>EM</strong>)</td>
<td>15,339</td>
<td>11,034</td>
<td>10,246</td>
<td>9,850</td>
</tr>
<tr>
<td>Walk-ins (<strong>W</strong>) not incl. payments</td>
<td>23,800</td>
<td>19,881</td>
<td>20,580</td>
<td>18,964</td>
</tr>
<tr>
<td>Phone Calls (<strong>PH</strong>)</td>
<td>21,610</td>
<td>39,653</td>
<td>32,182</td>
<td>630***</td>
</tr>
<tr>
<td>Assisting (<strong>AS</strong>)</td>
<td>7,504</td>
<td>5,380</td>
<td>11,335</td>
<td>11,352</td>
</tr>
<tr>
<td>TOTAL</td>
<td>68,253</td>
<td>75,948</td>
<td>74,343</td>
<td>40,796</td>
</tr>
</tbody>
</table>

*Refers to how many changes that client services staff made in the financial aid system with regards to student awards.**When we paid Salto M&G Global for our call center, any call answered by FA in the back office to call to a phone reg about a student’s account would be noted with a PH designation. However, once we went to UITS, we no longer left a comment on each account due to the FOOTPRINT escalation system. The PH designation for 09-10 now indicates the direct contact with FA reg to the Campus Center and a student in phone (not between FA and the phone reg).

NOTE: New functions taken over in 2009-2010 also resulted in:
- 21 Scholarship inquiries
- 511 Special Circumstances appeals reviewed
- 748 faxes imported into OnBase
- 2,228 students submitted docs to be imaged

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

Call Center

Call Center (Global vs. UITS):  

<table>
<thead>
<tr>
<th>GLOBAL</th>
<th>UITS</th>
<th>UITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates</td>
<td>07/25/08 – 08/29/08 (13 months)</td>
<td>09/02/08 – 07/31/09 (11 months)</td>
</tr>
<tr>
<td>Total # incoming calls</td>
<td>56,206</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>3.7%</td>
</tr>
</tbody>
</table>

The above data demonstrate that the UITS Call Center model is more efficient and effective for the students at IUPUI than the earlier vendor, especially in completed calls. Student Financial Services 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 and continues to improve as its staff becomes more experienced with these issues.

Revenue Processing & Cashiering

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

<table>
<thead>
<tr>
<th>Revenue Processing: Tender &amp; Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTC ESL Test Fee</td>
</tr>
<tr>
<td>OTC Financial Transcript</td>
</tr>
<tr>
<td>OTC Microfilm Thesis Charge</td>
</tr>
<tr>
<td>OTC Registrar Transcript</td>
</tr>
<tr>
<td>Bursar Payment by Cash</td>
</tr>
<tr>
<td>Bursar Payment by Check</td>
</tr>
<tr>
<td>Bursar Payment by Pop Check</td>
</tr>
<tr>
<td>Bursar Payment by Credit Card</td>
</tr>
</tbody>
</table>

**Reapplied refund** specifically refers to IU checks being returned by the student to either pay outstanding balances OR as a way to return excess loan funds. Prior to 2008-09 the checks...
were sent to the Bursar for processing. Student Financial Services handles the processing now, simplifying the steps involved and immediately applying the check to the students’ accounts.

Student Loan Processing
- The following is a comparison of financial aid disbursements through the first week of classes in 2009 and 2010. Student Financial Services processes aid for the Columbus campus.

<table>
<thead>
<tr>
<th>Campus</th>
<th>Loan Type</th>
<th>Fall 2009 Disbursements Through 08/27/2008</th>
<th># of Loans for Fall 2009 Through 08/27/2008</th>
<th># of Students for Fall 2009 Through 08/27/2008</th>
<th>Fall 2010 Disbursements Through 08/30/2010</th>
<th># of Loans for Fall 2010 Through 08/30/2010</th>
<th># of Students for Fall 2010 Through 08/30/2010</th>
<th>% Difference in First Week Disbursements from 2009 to 2010</th>
<th>Total 2009 Disbursements</th>
<th>Total 2010 Disbursements</th>
<th>% difference from 2009 to 2010 Total Disbursements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbus</td>
<td>PLUS</td>
<td>$1,410</td>
<td>2</td>
<td>2</td>
<td>$15,052</td>
<td>4</td>
<td>4</td>
<td>100.0%</td>
<td>$41,100</td>
<td>$49,100</td>
<td>-20.2%</td>
</tr>
<tr>
<td>Columbus</td>
<td>Subscribed</td>
<td>$1,302,772</td>
<td>(200)</td>
<td>627</td>
<td>$1,044,109</td>
<td>776</td>
<td>788</td>
<td>21.5%</td>
<td>$3,568,736</td>
<td>$3,568,736</td>
<td>-0.0%</td>
</tr>
<tr>
<td>Columbus</td>
<td>Unsubsidized</td>
<td>$1,232,160</td>
<td>585</td>
<td>916</td>
<td>$1,069,115</td>
<td>761</td>
<td>768</td>
<td>12.5%</td>
<td>$3,511,052</td>
<td>$3,511,052</td>
<td>-0.0%</td>
</tr>
<tr>
<td>Columbus Total</td>
<td></td>
<td>$2,823,656</td>
<td>1,726</td>
<td>1,553</td>
<td>$2,123,284</td>
<td>1,508</td>
<td>1,556</td>
<td>16.7%</td>
<td>$7,089,888</td>
<td>$7,089,888</td>
<td>-0.0%</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>PLUS</td>
<td>$1,246,665</td>
<td>265</td>
<td>277</td>
<td>$2,222,690</td>
<td>434</td>
<td>425</td>
<td>56.4%</td>
<td>$3,869,515</td>
<td>$3,869,515</td>
<td>-0.0%</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>Subscribed</td>
<td>$1,302,980</td>
<td>11,982</td>
<td>13,729</td>
<td>$1,055,218</td>
<td>13,172</td>
<td>12,051</td>
<td>11.1%</td>
<td>$3,532,205</td>
<td>$3,532,205</td>
<td>-0.0%</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>Unsubsidized</td>
<td>$23,262,947</td>
<td>14,349</td>
<td>14,354</td>
<td>$24,281,511</td>
<td>14,560</td>
<td>14,560</td>
<td>4.4%</td>
<td>$264,575,330</td>
<td>$264,575,330</td>
<td>-0.0%</td>
</tr>
<tr>
<td>Indianapolis Total</td>
<td></td>
<td>$24,396,502</td>
<td>27,362</td>
<td>25,346</td>
<td>$25,346,680</td>
<td>29,268</td>
<td>27,469</td>
<td>7.7%</td>
<td>$298,868,810</td>
<td>$298,868,810</td>
<td>-0.0%</td>
</tr>
<tr>
<td>IUPUI Total</td>
<td></td>
<td>$27,367,258</td>
<td>28,306</td>
<td>26,329</td>
<td>$28,406,221</td>
<td>30,393</td>
<td>28,087</td>
<td>0.0%</td>
<td>$327,696,314</td>
<td>$327,696,314</td>
<td>-0.0%</td>
</tr>
</tbody>
</table>

- In Fall 2009 $94,296,435 in student loans was disbursed at Indianapolis. In Fall 2010 at the same point $101,553,390 was disbursed, a 7.7% increase over the previous year and 15.8% more than two years ago.
- The actual number of student loans disbursed during this same time also increased over last year. Student Financial Services disbursed a total of 27,362 student loans in Fall 2009 at the Indianapolis campus and 25,346 for Fall 2010 which is a 7.0% increase. Note some students receive more than one loan.
- The number of students receiving a full disbursement also increased. Fall 2009 25,264 full students received disbursements. The total for Fall 2010 was 27,469, an increase of 8.7%.
- Finally, the overall dollars disbursed for Fall 2009 was $210,786,640, while for Fall 2010 the total was $224,575,320, an increase of 6.5% over last year and 28.4% more than in Fall 2008.
- The above increases can be attributed to several key components. This is IUPUI’s third year in the Federal Direct Loan program. This meant that only new borrowers were required to complete a new required Master Promissory Note (MPN). Continuing students (who completed the required MPN in the last two years) received their money as soon as their loans were processed because there was no delay for the MPN. The operations side of Student Financial Services worked to ensure that all of the aid that could disburse to a student was done in time for the beginning of classes.

Total Financial Aid Disbursed
- Student Financial Services disbursed larger amounts of gift aid, loans, and work study for 2009-10 than for 2008-09 at the Indianapolis campus.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gift Aid</th>
<th>Loans</th>
<th>Work Study</th>
<th>Total Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>$90,832,271</td>
<td>$220,054,071</td>
<td>$2,983,260</td>
<td>$313,869,562</td>
</tr>
<tr>
<td>2009-10</td>
<td>$95,106,013</td>
<td>$243,531,031</td>
<td>$3,542,854</td>
<td>$342,179,898</td>
</tr>
</tbody>
</table>

- The total amount of financial aid processed for 2010 grew by $28.3 million (+9.0%) over the previous year and nearly $44.5 million (14.9%) over 2008.
- The number of individual recipients climbed from 20,930 in 2008-09 to 22,342 in 2009-10, an increase of 6.7%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Aid Disbursed</th>
<th>% of Students Receiving Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$297,706,843</td>
<td>58.7%</td>
</tr>
<tr>
<td>2009-10</td>
<td>$313,869,562</td>
<td>60.0%</td>
</tr>
<tr>
<td>2010</td>
<td>$342,179,898</td>
<td>66.6%</td>
</tr>
</tbody>
</table>

As of end of October 2010, IUPUI had awarded $1,176,576 in the IUPUI grant initiatives for Twenty-first Century Scholars and Pell recipients in the 2010-11 academic year. This compares with $1,251,193 awarded in 2009-10. $655,644 was awarded in 2008-09. The last two are final totals for those academic years.

Freshmen Packaging
- In 2009 Student Financial Services packaged 2,216 students at the start of April. In 2010 that total increased to 2,787. Earlier packaging allows IUPUI to notify prospective students on a timely basis of their financial aid awards, important information for the students in making their final decision as which institution to attend.

Satisfactory Academic Progress Program
- As a condition of remaining eligible to receive financial aid, students are required to meet a set of performance standards in fulfilling requirements for their intended degree. Federal regulations stipulate that colleges and universities monitor aid recipients to ensure they meet designated thresholds in terms over overall GPA and credit hours completed. The IUPUI Office of Student Financial Services reviews each undergraduate and graduate financial aid applicant for Satisfactory Academic Progress (SAP) on an annual basis. This evaluation is completed prior to awarding financial aid and begins after spring semester grades have been posted in May.
- The following is a summary of the Indianapolis students who applied for aid and the reasons they were selected for SAP review:
Total IUPUI Students Selected for SAP Review

<table>
<thead>
<tr>
<th>Reasons Selected</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low GPA</td>
<td>2,406</td>
<td>2,548</td>
<td>2,607</td>
<td>2,485</td>
<td>2,324</td>
</tr>
<tr>
<td>Low Rate of Completion</td>
<td>3,140</td>
<td>3,217</td>
<td>3,170</td>
<td>3,003</td>
<td>2,738</td>
</tr>
<tr>
<td>Too Many Hours</td>
<td>1,356</td>
<td>1,212</td>
<td>1,169</td>
<td>1,192</td>
<td>1,293</td>
</tr>
<tr>
<td>Total Selected</td>
<td>4,997</td>
<td>4,625</td>
<td>4,917</td>
<td>4,854</td>
<td>4,660</td>
</tr>
</tbody>
</table>

*Reviewed by Student Financial Services. Law, Medicine, and Dentistry mentor professional students in their programs.

Over the last year Student Financial Services worked with faculty to try to streamline the Satisfactory Academic Progress (SAP) process and to also help clarify this federal requirement to academic advisors and academic units.

One of the major changes in this program was the decision that when first year students are evaluated in May at the end of their first year for SAP they are placed on a one-year probation period. In the past they would have had to appeal to continue to be eligible to receive aid.

Students were identified and then sent very specific information explaining that while they would still receive aid, they are being warned that were deficient in making progress toward their degree and what they had to do in order to receive aid at the end of the 2nd year. This information was shared with the various academic units so that they knew which of their students were at risk and could work with these 2nd year students. Student Financial Services will be tracking these students annually to see if the year of probation helps retain the students. The follow-up by the academic units will be monitored.

The following shows the number of beginning first-year students placed on SAP probation at the end of Spring 2009 who returned for Fall 2009 and those placed on SAP probation at the end of Spring 2010 and who returned for Fall 2010.

<table>
<thead>
<tr>
<th>Placed on SAP Probation end of Spring term</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned Next Fall term</td>
<td>189</td>
<td>238</td>
</tr>
<tr>
<td>% Retained Spring to Fall</td>
<td>43.4%</td>
<td>54.5%</td>
</tr>
</tbody>
</table>

The campus appears to have benefited from Student Financial Services providing the names of students placed on SAP probation to the academic units. With this information and with the training and other resources regarding SAP that the schools received, they were in a better position to counsel these students as part of their academic advising. In the case of beginning students, this was primarily University College.

Student Financial Services continues to hold periodic SAP Workshops to provide information for faculty and staff who work with students who are academically struggling and may place their financial aid in jeopardy. The office scheduled two workshops in October 2009 and two in March 2010. Workshops are tentatively scheduled for March 2011.

Evidence of Progress for 2009-2010:

See above

Activity planned for 2010-2011:

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 federal priority deadlines

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2009-2010:

Financial Aid Awareness Month Events & Activities

Publicity & Promotions

- Jag TV, JagNews, Banners, Web, E-Mails (FAFSA reminder e-mails)

Outreach/FAFSA Assistance
- 11 FAFSA Assistance Sessions on alternating days and times

- Collaboration with Admissions Center for an e-mail blitz to encourage to file FAFSA
  
  # prospects: 8,764  
  # applicants: 5,868  
  # of admits: 2,784

- Campus Visits partnership — 5 presentations (28 attendees)

  - Seven Student Financial Services staff members participated in College Goal Sunday in February, 2010. 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.

  - Student Financial Services hosted the ISFAA (Indiana Student Financial Aid Association) High School Counselor Workshop with approximately 100 counselors from around the Indianapolis area.

  - Presented at a number of Financial Aid High School Nights on behalf of the Indiana Student Financial Aid Association (ISFAA).

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

Evidence of Progress for 2009-2010:

- The number of students who submitted the FAFSA application on time increased 7.5% over last year (21,178 compared with 19,707 last year). An additional 1,524 students at the Columbus campus submitted the Free Application for Federal Student Aid (FAFSA) by the priority deadline (Student Financial Services staff in Indianapolis process financial aid for students enrolled at IUPUC). On-time submissions result in faster award processing and earlier aid notifications.

See charts below:

**FAFSA Received**

<table>
<thead>
<tr>
<th></th>
<th>Indianapolis</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
<td>Difference from 2009 to 2010</td>
<td>% Difference from 2009 to 2010</td>
</tr>
<tr>
<td>Total Received</td>
<td>27,219</td>
<td>27,777</td>
<td>31,040</td>
<td>3,263</td>
<td>11.7%</td>
</tr>
<tr>
<td>Filed on Time</td>
<td>17,219</td>
<td>18,154</td>
<td>21,758</td>
<td>3,604</td>
<td>19.9%</td>
</tr>
<tr>
<td>Percent on Time</td>
<td>63.3%</td>
<td>65.4%</td>
<td>70.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Columbus</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
<td>Difference from 2009 to 2010</td>
<td>% Difference from 2009 to 2010</td>
</tr>
<tr>
<td>Total Received</td>
<td>1,819</td>
<td>1,938</td>
<td>2,245</td>
<td>307</td>
<td>15.8%</td>
</tr>
<tr>
<td>Filed on Time</td>
<td>1,240</td>
<td>1,315</td>
<td>1,577</td>
<td>261</td>
<td>19.8%</td>
</tr>
<tr>
<td>Percent on Time</td>
<td>68.2%</td>
<td>67.9%</td>
<td>70.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Activities planned for 2010-2011:

- 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 2009-2010:

Actions taken:

- Due to increasing numbers of qualified higher ability students attending IUPUI, the campus raised Admission-based scholarship requirements of Academic Excellence and Dean of Faculties Scholarships. This required the Office of Undergraduate Admissions to more aggressively recruit higher ability students.

- Established the Chancellor’s Scholarship via partnerships with IUPUI academic schools and the IUPUI Honors College in an effort to better attract the best and the brightest students to IUPUI. This creation of this scholarship had a positive impact on our high ability recruitment. The scholarship matriculations for Fall 2010 increased by 15% for Academic Excellence Scholars and 23% for Valedictorian/Salutatorian Scholars due to the additional funding they received as Chancellor’s Scholars.

- Established the new Passport to IUPUI admission-based scholarship providing a specialized scholarship for Ivy Tech/Vincennes high ability transfer students to
Evidence of Progress for 2009-2010:

- 2010 enrollments by Valedictorian/Salutatorian scholarship recipients went up 24.2% over last year. The 41 enrolled recipients is nearly double the number in 2006.

- OSS continues to support the Herbert Presidential and Plater Distinguished Scholar Program awards. 13 of the 15 students who were offered the Herbert Presidential Scholar awards accepted the offer (86.7%), while 8 of the 13 students offered the Plater Scholar award accepted the offer, resulting in a 69.2% yield 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.

- IUPUI awarded $30,562,249 for the 2009-2010 academic year. This aid went to 10,848 students who received an average award of $2,817. The total amount awarded for 2008-09 was $29,386,104, which was awarded to a total of 19,287 students with an average award amount per student of $2,857. During the 2009-10 academic year the dollar amount awarded increased by 4.0% and there was a 5.5% increase in the total number of students awarded.

### 2009-10 Total Awards processed through IUPUI

<table>
<thead>
<tr>
<th>Award Type</th>
<th>Dollar Amount</th>
<th>Number of Recipients</th>
<th>Average Award Amount/student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>$1,659,409</td>
<td>319</td>
<td>$5,202</td>
</tr>
<tr>
<td>Graduate/Professional Fellowships</td>
<td>$6,307,473</td>
<td>887</td>
<td>$7,111</td>
</tr>
<tr>
<td>Graduate/Professional Scholarships</td>
<td>$2,630,681</td>
<td>438</td>
<td>$6,006</td>
</tr>
<tr>
<td>Graduate/Professional Foundation-based (Includes Schips &amp; Fellowships)</td>
<td>$3,767,712</td>
<td>851</td>
<td>$4,427</td>
</tr>
<tr>
<td>Institutional Grants</td>
<td>$1,687,736</td>
<td>1,433</td>
<td>$1,178</td>
</tr>
<tr>
<td>Institutional Undergraduate Scholarships (Includes school based awards)</td>
<td>$7,951,274</td>
<td>3,914</td>
<td>$2,031</td>
</tr>
<tr>
<td>Undergraduate Foundation-based Scholarships</td>
<td>$1,851,005</td>
<td>1,112</td>
<td>$1,665</td>
</tr>
<tr>
<td>Undergraduate Honor Awards (see below)</td>
<td>$1,663,561</td>
<td>425</td>
<td>$4,385</td>
</tr>
<tr>
<td>External Donor Scholarships (includes Undergrads, Grads, &amp; Professional)</td>
<td>$2,843,398</td>
<td>1,469</td>
<td>$1,936</td>
</tr>
</tbody>
</table>

Total: $30,562,249 10,848 $2,817

*Please note—the calculated dollar figures do not include Third Party Contracts, which often includes employer and departmental fee remissions that are processed directly through the Office of the Bursar.

### 2009-10 Undergraduate Honor Awards: (all recipients enrolled in 2009-10 regardless of entry term)

<table>
<thead>
<tr>
<th>Scholarships</th>
<th>Dollar Amount Awarded</th>
<th>Number of Scholarship Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herbert Presidential</td>
<td>$357,125</td>
<td>40</td>
</tr>
<tr>
<td>Plater Distinguished</td>
<td>$272,875</td>
<td>36</td>
</tr>
<tr>
<td>Chancellors' Recognition (formerly known as the Outstanding Freshman Scholarship)</td>
<td>$79,500</td>
<td>65</td>
</tr>
<tr>
<td>Bepko</td>
<td>$1,047,344</td>
<td>298</td>
</tr>
<tr>
<td>Honors</td>
<td>$112,717</td>
<td>81</td>
</tr>
<tr>
<td>Total:</td>
<td>$1,863,561</td>
<td>425</td>
</tr>
</tbody>
</table>
The following charts show the offers, acceptances, enrollments for scholarships targeting IUPUI's high ability students:

### 2009-2010 Yield Rates

<table>
<thead>
<tr>
<th>Scholarship</th>
<th>Offers</th>
<th>Accepts</th>
<th>Enrolled</th>
<th>% Offers</th>
<th>% Accepts</th>
<th>% Offers</th>
<th>% Accepts</th>
<th>Total Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valedictorian/Sumtatorian</td>
<td>72</td>
<td>34</td>
<td>31</td>
<td>40.5%</td>
<td>44.3%</td>
<td>44.3%</td>
<td>91.7%</td>
<td>$228,000</td>
</tr>
<tr>
<td>Valedictorian/Sumtatoran-NR</td>
<td>9</td>
<td>8</td>
<td>2</td>
<td>88.9%</td>
<td>22.2%</td>
<td>22.2%</td>
<td>25.0%</td>
<td>$20,000</td>
</tr>
<tr>
<td>Academic Excellence</td>
<td>208</td>
<td>84</td>
<td>31</td>
<td>40.4%</td>
<td>37.5%</td>
<td>37.5%</td>
<td>92.9%</td>
<td>$312,000</td>
</tr>
<tr>
<td>Dean of Faculties</td>
<td>447</td>
<td>183</td>
<td>137</td>
<td>40.9%</td>
<td>36.2%</td>
<td>36.2%</td>
<td>88.5%</td>
<td>$486,000</td>
</tr>
<tr>
<td>Outstanding Freshman-NR</td>
<td>55</td>
<td>16</td>
<td>11</td>
<td>29.1%</td>
<td>25.0%</td>
<td>25.0%</td>
<td>25.0%</td>
<td>$58,000</td>
</tr>
<tr>
<td>Herbert Presidential</td>
<td>14</td>
<td>11</td>
<td>11</td>
<td>78.5%</td>
<td>78.5%</td>
<td>78.5%</td>
<td>100.0%</td>
<td>$66,000</td>
</tr>
<tr>
<td>Plater Distinguished</td>
<td>15</td>
<td>12</td>
<td>31</td>
<td>80.0%</td>
<td>73.5%</td>
<td>73.5%</td>
<td>91.7%</td>
<td>$88,000</td>
</tr>
<tr>
<td>Dean's Recognition-NR</td>
<td>48</td>
<td>18</td>
<td>12</td>
<td>37.5%</td>
<td>25.0%</td>
<td>25.0%</td>
<td>66.7%</td>
<td>$72,000</td>
</tr>
<tr>
<td>IUPUI Service Award-NR</td>
<td>196</td>
<td>49</td>
<td>36</td>
<td>25.0%</td>
<td>18.4%</td>
<td>18.4%</td>
<td>66.7%</td>
<td>$126,000</td>
</tr>
<tr>
<td>IUPUI Transfer Scholarship-NR</td>
<td>72</td>
<td>42</td>
<td>34</td>
<td>58.3%</td>
<td>40.3%</td>
<td>40.3%</td>
<td>69.0%</td>
<td>$145,000</td>
</tr>
<tr>
<td>International Ambassador-NR</td>
<td>32</td>
<td>15</td>
<td>11</td>
<td>46.9%</td>
<td>31.2%</td>
<td>31.2%</td>
<td>66.7%</td>
<td>$35,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,666,000</td>
</tr>
</tbody>
</table>

### 2010-2011 Yield Rates

<table>
<thead>
<tr>
<th>Scholarship</th>
<th>Offers</th>
<th>Accepts</th>
<th>Enrolled</th>
<th>% Offers</th>
<th>% Accepts</th>
<th>% Offers</th>
<th>% Accepts</th>
<th>Total Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valedictorian/Sumtatorian</td>
<td>123</td>
<td>52</td>
<td>38</td>
<td>42.3%</td>
<td>30.9%</td>
<td>30.9%</td>
<td>73.1%</td>
<td>$266,000</td>
</tr>
<tr>
<td>Valedictorian/Sumtatoran-NR</td>
<td>12</td>
<td>4</td>
<td>3</td>
<td>33.3%</td>
<td>25.0%</td>
<td>25.0%</td>
<td>75.0%</td>
<td>$90,000</td>
</tr>
<tr>
<td>Academic Excellence</td>
<td>355</td>
<td>125</td>
<td>97</td>
<td>38.6%</td>
<td>27.3%</td>
<td>27.3%</td>
<td>71.9%</td>
<td>$588,000</td>
</tr>
<tr>
<td>Dean of Faculties</td>
<td>561</td>
<td>198</td>
<td>167</td>
<td>35.3%</td>
<td>29.8%</td>
<td>29.8%</td>
<td>84.3%</td>
<td>$498,000</td>
</tr>
<tr>
<td>Outstanding GED</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>$6,000</td>
</tr>
<tr>
<td>Passport</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>90.9%</td>
<td>90.9%</td>
<td>90.9%</td>
<td>100.0%</td>
<td>$15,000</td>
</tr>
<tr>
<td>Outstanding Freshman-NR</td>
<td>60</td>
<td>25</td>
<td>21</td>
<td>41.7%</td>
<td>35.0%</td>
<td>35.0%</td>
<td>84.0%</td>
<td>$168,000</td>
</tr>
<tr>
<td>Herbert Presidential</td>
<td>15</td>
<td>13</td>
<td>13</td>
<td>86.7%</td>
<td>86.7%</td>
<td>86.7%</td>
<td>100.0%</td>
<td>$138,000</td>
</tr>
<tr>
<td>Plater Distinguished</td>
<td>13</td>
<td>9</td>
<td>8</td>
<td>69.2%</td>
<td>61.5%</td>
<td>61.5%</td>
<td>88.9%</td>
<td>$72,000</td>
</tr>
<tr>
<td>Dean's Recognition-NR</td>
<td>58</td>
<td>21</td>
<td>19</td>
<td>32.8%</td>
<td>32.8%</td>
<td>32.8%</td>
<td>90.5%</td>
<td>$114,000</td>
</tr>
<tr>
<td>IUPUI Service Award-NR</td>
<td>184</td>
<td>66</td>
<td>49</td>
<td>35.9%</td>
<td>26.6%</td>
<td>26.6%</td>
<td>74.2%</td>
<td>$172,000</td>
</tr>
<tr>
<td>IUPUI Transfer Scholarship-NR</td>
<td>63</td>
<td>32</td>
<td>21</td>
<td>50.8%</td>
<td>33.3%</td>
<td>33.3%</td>
<td>65.6%</td>
<td>$105,000</td>
</tr>
<tr>
<td>International Ambassador-NR</td>
<td>33</td>
<td>16</td>
<td>9</td>
<td>48.5%</td>
<td>27.3%</td>
<td>27.3%</td>
<td>56.3%</td>
<td>$33,500</td>
</tr>
<tr>
<td>ELS Transfer Scholarships</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>$5,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,002,000</td>
</tr>
</tbody>
</table>

Activities planned for 2010-2011:

- Continue outreach efforts
  
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 2009-2010:

The vision of the Office for Diversity Access and Achievement is to establish IUPUI as a premier 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.

Diversity Access and Achievement 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 Diversity Access and Achievement serves as a key collaborator with the Office of Undergraduate Admissions, other Enrollment Services office and the
The Office of Diversity Access and Achievement serves in a key communicative role within the Office of Undergraduate Admissions, collaborating with campus offices and academic units in helping to recruit a more diverse undergraduate student population.

Actions taken:

**Outreach & Recruitment Activity**

During the 2009-2010 academic years the Office for Diversity Access and Achievement 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. A listing of events appears below.

<table>
<thead>
<tr>
<th>Event Focus</th>
<th>08-09 Total Contact Info Received</th>
<th>09-10 Total Contact Info Received</th>
<th>08-09 Total Contact Info Received</th>
<th>09-10 Total Contact Info Received</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>08-09 Attended</td>
<td>09-10 Attended</td>
<td>08-09 Est. # People Seen</td>
<td>09-10 Est. # People Seen</td>
</tr>
<tr>
<td>Recruitment</td>
<td>16</td>
<td>17</td>
<td>1,670</td>
<td>1,112</td>
</tr>
<tr>
<td>College Awareness</td>
<td>7</td>
<td>8</td>
<td>837</td>
<td>1,131</td>
</tr>
<tr>
<td>Community Presence</td>
<td>8</td>
<td>6</td>
<td>4,105</td>
<td>1,071</td>
</tr>
<tr>
<td>Retention Focus</td>
<td>1</td>
<td>n/a</td>
<td>500</td>
<td>n/a</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>31</td>
<td>7,112</td>
<td>3,314</td>
</tr>
</tbody>
</table>

Note.

In 2009-2010 the Office for Diversity Access and Achievement underwent a restructuring which resulted in the elimination of the position of Early & Community Outreach Coordinator. To increase efficiency, it was decided that the office would be more strategic in the number of events it attended. This resulted in foregoing a presence at events like the Circle City Classic, the Indiana State Fair and International Festival. While each of these events provided increased visibility for the campus, they did not generate significant interest in terms of contact card submission. It is this change that has resulted in a decrease in people seen through community event participation.

At the same time, additional efforts were placed into leveraging current community partnerships to ensure that all prospective students attending events where IUPUI served as a sponsor were added to our contact lists. This new approach has had a significant impact on the number of students who provided contact information for in 2009-2010, an increase of 86% over the previous year.

The office did not host any on-campus recruiting tables for the Norman Brown program which was its only retention-related outreach event in 2008-2009.

**Recruitment Activities**

- Through collaboration with Campus Visits we successfully hosted over 500 students from the Indianapolis Public Schools at the final Step On Campus event.
- Hosted over 600 students for the annual Twenty First Century Scholars Visitation Day.
- Hosted a targeted recruitment event during Circle City Classic for high ability diverse populations.
- Offered five scholarships to students participating in the Center for Leadership Development College Prep program equaling $30,000 annually.
- Participated in the Tom Joyner Morning Show’s Virtual College Fair which generated more than 700 new contacts.
- Doubled attendance at the annual Shades of Brilliance yield event. This is the second year that this event has been offered as a yield-related event.
- Co-hosted two receptions for Phi Theta Kappa students from Ivy Tech prior to the Martin Luther King, Jr. Celebration Dinner and the Cesar Chavez Dinner.
- Partnered with Indiana Latino Institute to host three college fairs targeting Latino Youth in IPS. The fairs were also sponsored by Nielson.
- Collaborated with the National Society of Hispanic MBAs to host the sixth annual Project Stepping Stone. A total of 104 students attended this year. This program has led to more than 35 Latino students to date that have successfully enrolled at IUPUI.

**College Awareness Activities**

The Office for Diversity Access & Achievement partnered with a number of local organizations in the following activities:

- **Center for Leadership Development** to host the third annual city-wide College Prep Institute. More than 300 people attended this year’s program, double last year’s total.
- **Belser Middle School** 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 Urban League** to sponsor the NULITES program and to provide information sessions for parents and families about the college planning process.
Admissions collaborated with SPAN (IUPUI’s Early College Entrance Program) on the outreach to students enrolled in the Crispus Attucks Medical Magnet High School program, including presentations to students in the program about applying to universities for admission and scholarships. SPAN serves current high school students interested in taking courses at IUPUI.

Retention Focus

The Shades of Brilliance program hosted a total of 74 participants with an enrollment yield rate exceeding 65%. The event also attracted a number of out of state participants, most notably two students and their families from Puerto Rico.

Other related activities appear in the information on Ivy Tech transfer students above.

Evidence of Progress for 2009-2010:

Admissions
Number of admits and their share of the total number of admitted students

<table>
<thead>
<tr>
<th>Beginner Ethnicity</th>
<th>2009</th>
<th>% of Total</th>
<th>2010</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>African-American</td>
<td>486</td>
<td>8.6%</td>
<td>699</td>
<td>10.4%</td>
</tr>
<tr>
<td>Asian-American</td>
<td>208</td>
<td>3.7%</td>
<td>275</td>
<td>4.1%</td>
</tr>
<tr>
<td>Hispanic-American</td>
<td>216</td>
<td>3.8%</td>
<td>304</td>
<td>4.5%</td>
</tr>
<tr>
<td>Native American</td>
<td>22</td>
<td>0.4%</td>
<td>47</td>
<td>0.7%</td>
</tr>
<tr>
<td>Minority Total</td>
<td>932</td>
<td>16.4%</td>
<td>1,325</td>
<td>19.8%</td>
</tr>
<tr>
<td>International</td>
<td>176</td>
<td>3.1%</td>
<td>162</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

External Transfer Ethnicity

<table>
<thead>
<tr>
<th>Admits</th>
<th>2009</th>
<th>% of Total</th>
<th>2010</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>African-American</td>
<td>285</td>
<td>12.2%</td>
<td>293</td>
<td>13.1%</td>
</tr>
<tr>
<td>Asian-American</td>
<td>70</td>
<td>3.0%</td>
<td>74</td>
<td>3.3%</td>
</tr>
<tr>
<td>Hispanic-American</td>
<td>79</td>
<td>3.4%</td>
<td>63</td>
<td>2.8%</td>
</tr>
<tr>
<td>Native American</td>
<td>7</td>
<td>0.3%</td>
<td>22</td>
<td>1.0%</td>
</tr>
<tr>
<td>Minority Total</td>
<td>441</td>
<td>18.5%</td>
<td>452</td>
<td>20.2%</td>
</tr>
<tr>
<td>International</td>
<td>114</td>
<td>4.9%</td>
<td>108</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

- This is the most diverse enrollment in campus history, with minority students accounting for 18.5% of Indianapolis’ total enrollment. This compares with 16.3% last year. According to the Chronicle of Higher Education 2010 Almanac (which is prior year data), the proportion of enrollment made up of minority students at Indiana public 4-year institutions is 13.6%. As noted above and explained in the caveat below, changes in we collect and compile ethnic information are responsible for some of this growth.

- Additional details of enrollment by ethnic group appear below along with the proportion of enrollments by minority students as well as population shares in the United States and Indiana.

- Enrollment by international students moved up slightly to a record 1,364 students.

Ethnic reporting caveat

- In compliance with new federal regulations, applicants for 2010 indicated their race/ethnicity using new federally mandated categories that a) collect multiple races that include White and exclude Hispanics under “Two or More Races,” b) allow the Hispanic category to trump other categories, and c) separate the former category Asian/Pacific Islander into two categories. The result is a decrease in the “unknown/did not report” category (presumably moving to the new “two or more races”) a significant increase in Hispanic students.

- Applicants for admission began using the new ethnic reporting model in August 2009; while there would have been some effect on students admitted for the Spring 2010 term, the real impact of this change in Admissions is for Fall 2010. Continuing students were given the option of updating their ethnic information effective with the start of the registration cycle for the Fall 2010 term.

- As a result, though we believe some of the growth in the diversity of our applicant and enrolled student populations is real, much of our statistical growth in divers for the Fall is the result of changes in the ways in which ethnic information is gathered and compiled as described above.

See charts in attachment 3a for ethnicity of beginning students and campus total ethnicity for Fall 2009 and Fall 2010

- Ivy Tech is a significant source of minority transfer students at IUPUI. In the Fall of 2009, 26% of IUPUI undergraduate students who had previously attended Ivy Tech-Indianapolis were from minority groups. This compares with 18% of the overall IUPUI undergraduate population.
• With the addition of an Assistant Director of Latino and Hispanic Students, the Office of Undergraduate Admissions will begin adding Spanish language elements to its communications. The office will investigate the potential for a Spanish language phone and email response team in addition to publications and websites. These resources will give particular emphasis to working with parents as well as students.
• The Office of Undergraduate Admissions, in collaboration with the Office of Diversity, Equity and Inclusion, will begin to college tribal information for American Indians and will work with SES and UITS to identify the appropriate place to store this information in SIS.

  Segment our communications to break out communications by specific ethnicity.
  Create and fill the position of Assistant Director of Hispanic and Latino Recruitment.
  Create additional outreach plan for Asian students both in-state as well as out-of-state.
  Attend fairs and create communications for LGBT students.
  Expand local partnerships to include Starfish Initiative, La Plaza, 100 Black Men of Indianapolis, and the Indianapolis Urban League.
  Develop a communications stream for newly admitted students.
  Promote IUPUI from an affordability standpoint.
  Develop a more coordinated system for awarding diversity related scholarships for freshmen and transfer students.

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 Diversity Access and Achievement staff.
• Develop a comprehensive list of all college enrichment programs offered through IUPUI.
• Develop college awareness resource page for the Diversity Access and Achievement website.

Retenion

• Collaborate with the Orientation Services and the Multicultural Success Center to host special sessions for underrepresented groups during new student orientation.
• Transition the administration for the Norman Brown Diversity Leadership Program (NBFLP) 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:

Time Frame:

Actions taken for 2009-2010:

• Enrollment Services collaborates closely with the Office of International Affairs (OIA) in developing recruitment strategies for international students.
• Admissions conducted 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 2009-2010:

• IUPUI enrolled a record 1,364 international students in the Fall of 2010. See Report from International Affairs for more details

Activities planned for 2010-2011:

• See the Office of International Affairs annual report.

Fiscal Health

While the offices composing the Division of Enrollment Services have been able to make the budget reductions which have been required over the past two years without impacting the level of services provided, we are concerned about the level of cuts that will be required with the next wave of cuts.

The offices have carefully examined their business practices and have taken steps to enhance their efficiency as is documented in the Annual Report. These steps have permitted us to handle the increase in the number of current and prospective students without proportionate increases in our personnel expenditures.
The current Benchmarking analysis undertaken by Indiana University is generating concern since it has been linked with centralization initiatives and tied to cost reductions. The impact on the model for delivery of services and the associated costs will be unfolding over the next several months.

One area of concern remains the institutional funds allocated for need and merit-based scholarships. As the number of high ability students entering IUPUI has increased, the funds for admissions-based scholarships has not kept pace. Institutional aid expenditures have outpaced the amount budgeted for three consecutive years. The deficit has doubled in three years time and (without additional cash back fill) is expected to exceed $1.4M by the end of this fiscal year. Fall Scholarship and Grant expenditures increased by nearly 8% from 2009 to 2010. Sixty-six percent of the overall institutional aid annual budget was spent during the fall semester which will result in a significant deficit during the Spring semester. The institutional budget needs to increase annually by 10% in order to keep pace with the increasing recruitment and retention of IUPUI scholarship and grant recipients. Additionally, funding to increase the support of need-based scholarships needs to be addressed.

Reallocation Plan

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

Planning and Collaborative Partnerships

The Executive Director of Enrollment Services meets with the directors of the individual units, both individually and as a group, on a regular basis to assess progress on current activities and to plan for the coming year. This is essential in our offices given the lead time required to recruit, admit, and enroll students, including providing prospective eligible students with financial aid and scholarships and the challenges of implementing changes in the enterprise-wide systems that support the activities in all of the offices.

The Executive Director chairs the campus-wide Enrollment Management Council (EMC) and the Academic Policies and Procedures Committee (APPC). Both groups are made up of representatives from each of the schools and central service units such as Information Management and Institutional Research (IMIR), Planning, the Enrollment Services offices, and others. EMC is responsible for implementing a sustained, systematic, campus-wide process to manage our enrollments through an information-based plan. APPC performs much of the detail work in the development, implementation, and monitoring of student-related academic policy.

Both groups provide a forum in which members collaborate on tasks involved with attracting, enrolling, serving, retaining, and graduating undergraduates, optimally within four years.

We have developed a strong collaborative partnership with Ivy Tech, managed by our IUPUI-Ivy Tech Office of Coordinated Programs (Passport). As a result of this and our other recruiting efforts, Ivy Tech is now the largest source of transfer students at IUPUI, contributing not only to our overall growth in enrollment, but also to campus diversity. The Office of Diversity Access and Achievement continues to build relationships with community organizations as well as schools to enhance the recruitment of underrepresented students.

Factors Influencing Budget and Planning Priorities

One major factor in Improving IUPUI’s retention and graduation rates is improving the academic profile of entering students. Working with the academic units and other groups such as the Council for Retention and Graduation, Enrollment Services offices face the challenge of recruiting and enrolling more qualified students in the face of increasing competition from other colleges and universities. Better students have more educational options and we must be able to compete for them in terms of an active recruiting effort, including providing levels of student scholarship support that will draw our desired population.

At the same time, we are pressed to increase the diversity of our student body in terms of ethnicity as well as student home residence. Though we have experienced growth in these populations in recent years, IUPUI has established aggressive goals of increasing enrollment of international and domestic non-resident students and this requires an additional dedication of resources. We have benefitted from Enrollment Shaping funds in our recruiting of non-resident students, but adding 2,000 additional non-resident students, especially in a period when the number of college-going high school graduates will be flat at best (and declining in our neighboring states) constitutes an additional challenge.

Identifying sufficient continuing funding support for an active recruiting effort and provision of scholarships are both factors that influence our budget and planning process. Particularly critical is the establishment of funding to match the growth in our admission-based scholarship awards.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

As described elsewhere in this report, the mission, goals, activities, and plans of Enrollment Services offices strongly support IUPUI’s goals of Excellence in Teaching and Learning, Civic Engagement, Best Practices, and Improving the diversity of the Institution. Specifically, 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
The Division of Enrollment Services responsibilities align with the President’s Principle of An Excellent Education starting with the recruitment of students who are prepared to succeed at IUPUI and continuing through the financial aid, scholarship, and registrar support to provide seamless services through the point of graduation (and beyond). The International Dimension of Excellence is expressed in our close linkage with the Office of International Affairs for the recruitment, admission, and ongoing support of international students.

**Excellence in Engagement** is expressed in our work with schools and community partners to encourage students to consider college, particularly IUPUI. The work of the Office of Diversity Access and Achievement is particularly notable in this area, but active participation of staff in events like College Goal Sunday in which students and their families are assisted in completing the FAFSA are also important in carrying IUPUI’s message to the community.

The work of the Registrar’s staff in managing assignment of classroom space and contributing to the identification of the classroom needs for IUPUI to grow is an example of our involvement in Building for Excellence.

All components of Enrollment Services are dependent on the Centrality of Information provided through the Student Information System and related data sources to provide services to students, faculty, and staff as well as providing us with the data required to make effective decisions in carrying out our responsibilities. A core value of our offices is demonstration of Responsible Stewardship of Indiana University Resources. We promote the examination of our processes and implement changes to both enhance the efficiency and effectiveness of processes within our offices, but also the processes that serve students, faculty and staff in their interactions with IUPUI and our offices.

Three key components of the Enrollment Shaping Initiative are the enrollment of more nonresident undergraduate students, the enrollment of more high ability students, and enhancement of the diversity within our student body. All of these are areas of direct responsibility with the Enrollment Services offices. Additionally, we continually communicate IUPUI’s priorities and achievements to prospective students, their parents, school system personnel, and our community partners to promote IUPUI as the college choice for students.

**3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?**

As noted above, we face increased competition from other colleges and universities for a limited number of qualified high school graduates. If we are to be successful, we must compete in terms of outreach initiatives (in-person and through new methods of communication) and be competitive with scholarship support. Enrollment Services staff historically have been active in our national professional associations, though budget limitations may limit our future involvement and participation at a time of rapid change in our professions. Sharing ideas with other institutions that are outside our geographic area is essential to the development of fresh initiatives.

It is essential that we remain current with the latest in technology and best practices needed to recruit, enroll, and serve students. This includes providing support for academic advising throughout a student’s career that keeps them focused and on-track for graduation. We need to be nimble in responding to new opportunities to enhance our effectiveness and efficiency. Too often, we are hampered by the slowness in the ability to make changes in the enterprise-wide systems that we use.

**4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?**

The existence of IUPUI as an institution of higher education is built on functions provided by the components of the Division of Enrollment Services. Undergraduate recruitment and admissions, financial aid/scholarships, student registration, maintenance of academic records, etc. are all functions that must be provided for IUPUI to operate as a university.

The offices have carefully examined their business practices and have taken steps to enhance their efficiency as is documented in the Annual Report. These steps have permitted us to handle the increases in the number of current and prospective students served without proportionate increases in our personnel expenditures. We have identified several additional technology changes that would increase our efficiency but have not been able to move these forward since they are dependent on UITS personnel to make the changes. Our hope is that these will be addressed in 2011.