

2007-2008 Academic Affairs - Enrollment Services & Registrar

Section	Document Name
Fiscal Health	<ul style="list-style-type: none">• Academic Support-Enrollment Services.pdf

Mission

The following offices comprise the Division of Enrollment Services:

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

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

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

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

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

Goals and Objectives

1. Effectively cultivate, recruit, admit, and enroll well prepared students to meet the criteria of our enrollment management plan. Work with academic units to help retain students.

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

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

Secondary Goals:

Sub Unit:

Time Frame: Ongoing

Actions taken for 2007-2008:

- Provided leadership for IUPUI's Enrollment Management Council. This council is charged with implementing a sustained, systematic, campus-wide process to manage our enrollments through an information-based plan that
 - matches unit goals with the campus mission
 - Coordinates discrete activities across academic and administrative units;
 - monitors progress; and
 - adjusts plans in light of evolving state and community needs.
- In 2007-2008, the Enrollment Management Council focused on:
 - Participation and support for completion of the *Academic Plan*. Numerous members of the EMC were appointed to both *Academic Plan* committee leadership and membership. In addition, members of the council provided resources, data, and other background information to assist numerous committees in their work.
 - Particular effort was devoted to the *Enrollment Shaping* and the Research, International, Service, Experiential Learning (*RISE*) components of the Academic Plan.
 - Coordination of initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing.
 - Worked with Campus Housing to establish a March 15th priority deadline for out-of-state and international students to apply for housing with assurance of having an on-campus bed. Use of such dates facilitates recruiting these targeted populations.
 - Exchange of information among schools and offices on effective practices for recruiting and serving new and continuing students, including addressing diversity in all aspects of our activities.
 - Provision of data and improved access to data sources for use in planning, performing, and evaluating school-based and campus-level recruitment activities.
 - Collaborated with Information Management and Institutional Research (IMIR) in creation and training school representatives on the new IUPUI *Information Gateway*, a single starting point for data and related resources.
 - Discussion of enrollment management-related issues and, where appropriate, making recommendations for action within the academic units or at the campus level.
- For more about the council, visit the *EMC Website* and read the *2007-08 EMC Annual Report*
- 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*.
- 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.

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress:

- Record credit hour enrollment for the 13th year in a row. Other recruitment, admissions, aid, and enrollment data are provided below.
- Record headcount of 30,300, eclipsing previous record of 29,953 (2004).

Heads	 	 	 	
 	2007	2008	Change	%
Indianapolis	28,387	28,809	+422	+1.5%
Columbus	1,532	1,528	-4	-0.3
IUPUI*	29,854	30,300	+446	+1.5%

*Official total adjusted for students enrolled at both Indianapolis and Columbus. Students counted only once in IUPUI total. (65 heads in Fall '07 and 37 in Fall '08)

Credits	 	 	 	
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	2007	2008	Change	%
Indianapolis	306,043	314,887	+8,844	+2.9%
Columbus	16,407	16,339	-68	-0.4
IUPUI	322,450	331,226	+8,776	+2.7%

For Fall 2008, IUPUI increased admits from non-resident target domestic markets by 47% and experienced 18% overall growth in domestic non-resident admissions.

- The number of non-resident students grew 16.5% from Fall 2007 to Fall 2008, increasing their share of all students enrolled at Indianapolis from 9.5% in 2007 to 10.9% in 2008. The growth in non-resident undergraduate students was even stronger, increasing 27.7% from last year and 52.7% since Fall 2005.
- Nearly 40 statewide articulations were completed with Ivy Tech and Vincennes in the 12 content areas mandated by the state. IUPUI has a total of 56 degree articulations with Ivy Tech and 41 with Vincennes. Additional articulations are in process.

Activities planned for 2008-2009:

Activities planned:

- The council will continue to review the findings and recommendations of the Enrollment Management-related *Academic Plan* task forces and determine next steps and focused scope of work.
- Continue to support the schools in development of additional articulations with Ivy Tech and Vincennes.
- Other activities planned in recruitment, admissions, aid, and enrollment are provided below.

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

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

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Continued the direct mail campaign to rising juniors, seniors and their parents.
- Sent names to IUPUI schools for dual admits.
- Expanded the purchase of prospective minority students from College Board Selection Services.
- Joined regional associations for collegiate admissions counselors in KY, OH, IL, and MI.
- Approximately 150 high school visits and college fairs in Indiana as well as our NR target markets
- Participated in [Zinch](#), an on-line networking tool that allows us access to 300,000 high school students.
- Expanded IUPUI presence in Hobson's Collegeview and their print college guides
- Redesigned publications to be more user-friendly and focused on "why IUPUI" as opposed to the mechanics of the application process.
- Introduced [chats](#) as a means to communicate with students.
- Implemented a segmented communication stream that incorporates print and electronic communications that pushes tailored communications to students depending upon their characteristics.
- Increased the size of the enrollment funnel at all levels for targeted populations.
- Redesigned the admissions [Website](#) to make it easier for students to apply and obtain information about IUPUI.
- Implemented a phonathon to admitted non-resident and high ability students to improve yield from these populations.
- Redesigned [admission standards](#) to be more easily executed and communicated to prospective students and counselors.
- Incorporated parents into the recruitment planning.
- Identified and visited feeder schools in key non-resident markets and begin a recruitment relationship with them.
- Hired a recruiter focusing on recruitment of non-resident students
- Admissions conducted 3-day program, [Step onto Campus](#), which brought 2,160 people to campus, from 103 high schools across the state. This nearly doubled the 1,100 participants of the previous year.

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress

- For Fall 2008 increased beginning student applications by 12% and increased admissions by 9.8%. Increased the number of admitted students in the top 10% by 16.1%. Admitted students in the top-third of their high school class increased by 13.9% and constituted 64.3% of the admitted class. Increased the average class rank by 2 to the 70th percentile *Note:* As the quality of our admitted students continues to improve, the matriculation (yield) rate declines as better qualified students have more educational options.

Yield rate

Yield rate

Indianapolis Campus		Admits	# Enrolled	Matriculation Rate
Beginning Freshmen	Fall 2007	4,934	2,573	52.1%
	Fall 2008	5,423	2,653	48.9%
Transfer Students	Fall 2007	2,632	1,658	63.0%
	Fall 2008	2,458	1,543	62.8%

For Fall 2008, non-resident beginner enrollments increased by 11.1% over last year.

- The quality of the beginners who enrolled improved over last year.

New Freshmen Entry Qualifications and Profile - Fall 2007 and 2008

	Indianapolis	
	Fall 2007	Fall 2008
Average HS GPA	3.18	3.25
Average HS Percentile Rank	68	71
Average SAT Score	997	1010
Valedictorian/Salutatorian	40	45
% from Top Quartile	42	48
% from Bottom Quartile	3	1
# in Top 10 %	335	366

- Reached the highest number of students sending us Advanced Placement (AP) score results with 787 students sending us 1,196 separate AP score results. This is an increase of 129 students (+19.4%) and 210 scores (+21.3%) over the Fall of 2007. The number of AP scores has increased steadily in recent years: in 2003 268 students sent us 390 separate AP scores.

Beginner Applicants, Admitteds and Enrollees and AP

Beginner Applicants, Addmited and Enrolled and AP Scores
Indianapolis Campus

		Calendar Year ¹			
		2006	2007	2008	
Applicants		7,332	8,256	9,220	
	Pct. who submitted any AP score	3%	4%	6%	
	Pct. who submitted any AP score >= 3	2%	3%	3%	
	Pct. who submitted any AP score >= 4	1%	2%	2%	
	Pct. who earned credit for AP score	2%	3%	3%	
	Pct. awarded credit or advanced standing ²	5%	7%	6%	
Admitted		4,976	5,554	6,008	
	Pct. who submitted any AP score	4%	6%	8%	
	Pct. who submitted any AP score >= 3	3%	5%	5%	
	Pct. who submitted any AP score >= 4	2%	2%	3%	
	Pct. who earned credit for AP score	3%	4%	4%	
	Pct. awarded credit or advanced standing ²	7%	10%	9%	
Enrolled		2,747	2,921	3,004	
	Pct. who submitted any AP score	5%	7%	11%	
	Pct. who submitted any AP score >= 3	5%	7%	8%	
	Pct. who submitted any AP score >= 4	3%	3%	4%	
	Pct. who earned credit for AP score	5%	7%	7%	
	Pct. awarded credit or advanced standing ²	13%	19%	19%	

1. Calendar year includes spring, summer and fall terms.

2. Students awarded credit include those with any transfer or high school credit prior to term of enrollment, and those with advanced standing reflect sophomores, juniors or seniors.

- See also Scholarship information in 2-d below.
- See also Diversity information in 3-a below.
- See also International Students in 3-b below.
- A number of recruiting publications also are available [on-line](#).

Activities planned for 2008-2009:

- Increase the number of non-resident students (both domestic and international) who matriculate to IUPUI
- Increase the diversity of the undergraduate student body
- Increase the academic ability profile of the undergraduate student body
- Expand number of high school visits and college fairs attended,
- Expand collaboration with school-based recruiters.
- Investigate, purchase/ develop and implement technology that will help us research and reach out to new markets.
- Implement "tickle list" to call the schools directly for the supporting materials for incomplete applications.
- Implement uTalk—a Constituent Relationship Management (CRM) tool to enable the university to more easily and effectively reach our students.

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Enrollment Services offices continued to coordinate efforts in order to maximize enrollment, including reviewing business practices concerning transfer credit, advising, and registration
- IUPUI continued its active participation in the Commission for Higher Education's Statewide Transfers and Articulation Committee (STAC). In addition to fostering course and degree articulation among the state's two-year and senior institutions, STAC also manages the development of [TransferIN](#), a new website through which students can see how courses will transfer and apply toward meeting degree requirements at different Indiana institutions.
- Continue to work with [Indiana Commission for Higher Education](#) on the [eTranscript](#) initiative.
- Coordinated activities with [Office of International Affairs](#) to enhance application for admission by international transfer students.
- Coordination of the scholarship award posting of the International Incentive Award for transfer students
- Continued to identify IUPUI courses as candidates for inclusion in the [Core Transfer Library](#) being established as part of the [Transfer Indiana](#) initiative.
- See transfers from Ivy Tech in 1-e below
- See International students in 3-b below

Evidence of Progress for 2007-2008:

Measures

- Number of well-qualified transfer applicants

Evidence of progress

- Number of transfer articulations completed with Ivy Tech and Vincennes (see 1-a above)
- At 3,279, the number of transfer applications was up 2.1% over last year and was the highest on record.
- Courses added to [Core Transfer Library](#) (CTL)
- *An historical view of new transfer students from outside the university is available [on-line](#).*

Activities planned for 2008-2009:

- Enrollment Services offices will continue to coordinate efforts in order to maximize enrollment, including reviewing business practices concerning transfer credit, advising, and registration
- Expand outreach to non-resident transfer prospects and applicants both domestic and international
- Begin investigation into the possibility of electronic sharing of college transcripts within Indiana for potential cost savings and better student service in the area of transfer student services (a Transfer Indiana initiative).
- See transfers from Ivy Tech in 1-e below

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

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Increased participation with community and business outreach opportunities
- Targeted and send specific communications to the adult student prospects
- Revised recruiting materials targeting adults
- Continued to the promote and host the "Returning To School: It's Easier Than You Think" non-credit courses
- Collaborated with other units across the campus to host the "Educational Opportunities Here At Home" programs designed to encourage IUPUI staff to enroll in IUPUI have continued
- Partnered with Human Resources, Office of Professional Development, and University College to be part of development team for Supervisors' "Skills Bridge" workshop, a pilot program to aid students make *meaningful* connections between their job and skills they will need after graduation.

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress

- Enrollment Services lost approximately 10% of its support and tracking files due to the failure of a server in 2007. While we are again tracking a number of key indicators, we have limited ability to compare our progress with previous years.

Activities planned for 2008-2009:

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

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

Campus Planning Theme: Civic Engagement, Collaboration

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Partnered with the University College and the Ivy Tech Transfer Center to launch a Student-to-Student mentoring program that partners successful transfers at IUPUI with intended transfers at the Community College.
- Developed new brochure for students deferred to Ivy Tech through the Partners Program.
- Passport Website updated with additional information on the [Partners Program](#), an agreement between IUPUI and Ivy Tech in which students who are not immediately eligible for admission to IUPUI are deferred to Ivy Tech to strengthen their academic preparation. Partners students are guaranteed admission to IUPUI upon successful completion of a specific set of courses at Ivy Tech.
- 18 Statewide Liberal Arts and Science degrees were articulated, 2 new Engineering and Technology and one with Herron. A total of 56 degree articulations are now in place with Ivy Tech Community College and 41 with Vincennes University through which student who have completed an associate degree can readily move into a baccalaureate program at IUPUI. More articulations are in the development phase.
- Participated in Passport Advisory Committee co-chaired by IUPUI Vice Chancellor Karen Whitney and Ivy Tech Dean of Students Sara Smith.
- Passport outreach activities: Ivy Tech Adjunct orientations (each semester), Ivy Tech Activities carnival (each semester), IUPUI Campus Days, Ivy Tech Preview Days, Project Stepping Stone, Step On to Campus, High School Counselors breakfast, Ivy Tech Lawrence Health Discovery Day, Joint Nina's Scholar's Day at IUPUI, Ivy Tech Transfer Fair (each semester).
- For students deferred admission, send names monthly to Director of Admissions at Ivy Tech Indianapolis. Separate list of denied transfers and Community College transfers denied are sent monthly. Ivy Tech plans to share enrollment data as its new student record reporting system is implemented
- Passport partnered with Ivy Tech Community College and University College to create a shared learning community for intended transfer students and IUPUI first year students.

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress

- 480 students who transferred to IUPUI in the Fall 2008 had previously attended Ivy Tech-Indianapolis. This is an increase of 81.8% since Fall 2003.

Year	Students
2003	264
2004	363
2005	330
2006	482
2007	468
2008	480
- 92% of the Fall 2008 transfers from Ivy Tech-Indianapolis presented transferable credit. The average credits transferred has reached an all-time high of 32.3 credits. This compares with an average of 13.8 credits transferred in Fall 2003.
- The total number of transfer students enrolled at IUPUI who previously attended Ivy Tech-Indianapolis has increased 71.3% since 2003.

Year	Students
2003	1,547
2004	1,737
2005	1,913
2006	2,289
2007	2,518
2008	2,650
- In the Fall of 2008 IUPUI deferred approximately 1,570 students who did not meet IUPUI's admission requirements to Ivy Tech campuses. Deferrals to the community college are up 84.7% since the fall of 2003. This deferment process is known as the *Partners* program. Students are admitted to IUPUI upon completion of a specific set of prerequisite courses and 15 credits.
- IUPUI reports annually on recent enrollment trends among students who have attended both Ivy Tech-Indianapolis and IUPUI.

Activities planned for 2008-2009:

- Continue improvement with Ivy Tech Deferral Process known as *Partners*.
- Send a follow-up letter to deferred students within days of IUPUI's mailing and to develop a program to keep in touch with deferred students providing IUPUI updates and information.
- Work with Passport Advisory Committee and expand discussions of joint interest.
- In addition to current staffing at Ivy Tech's North Meridian Campus, regularly schedule hours at both satellite campuses (Lawrence and Carmel).
- Host an "IUPUI Day" for students enrolled in Health programs at the Lawrence campus.
- Continue to support the schools in development of new articulations with Ivy Tech and Vincennes and establish regular schedules to review/exist established agreements.

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

Campus Planning Theme: Best Practices, Collaboration

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Continue to be able to manipulate class offerings and General Inventory space to find a classroom for every class by the first day of a term. While this is becoming increasingly difficult, we have yet to be forced to cancel a class. This is the result of individual persistence along with continued understanding/cooperation from academic units.
- Designed a report to track general inventory classroom renovation changes to assist in long-range planning and explanation of changes in seating capacities (usually net loss) in general inventory seats. This report reflects changes to each room based on renovation, Learning Environment Committee initiatives, etc. and will be updated each year.
- Implemented a new process for departments to proof their final copy of the schedule of classes in electronic form. This gives the departments more time to go over their schedule, hopefully decreasing the amount of changes later.
- Revamped the [final exam schedule](#) to include time modules for the Friday only courses, and changed evening exam start time from 5:45p to 6pm to match the evening classes begin time.
- Provided data on "Second Start" classes for use in additional planning and tracking.
- Additional ad hoc reports were created for academic units as requested and published when resources allowed.
- Improved services student for [veterans](#), resulting in changes to record-keeping, communication, and dissemination of information.
- Continued to run lists of students who are eligible to enroll for the upcoming term but have not yet registered. These lists are used by the academic units to make contact with their students, encourage their enrollment, and address any questions or issues the students may have that are delaying their registration.
- Proactively contacted financial aid recipients who were blocked from registering for classes due to an unpaid IUPUI account in order to help the students clear the debt

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress

- Reports and data provided to academic and administrative units
- E-mail notifications in use
- Fewer classes still needing room assignment at start of semester
- Visit the [Information Gateway](#) site for enrollment and other data.

Activities planned for 2008-2009:

- Write and publish more detailed companion reports and provide trends where possible.
- In conjunction with IMIR and the Enrollment Management Council, provide academic units with enrollment data and trends to assist their planning and tracking.
- Explore enhancements to current services to develop a 'virtual' enrollment services to provide students with all typically required services without an on-campus visit
- Develop integrated plan for the virtual enrollment services that includes mechanisms to assess outcomes
- Investigate the use of Business Intelligence tools as well as the use of "dashboards"

☑ 1-i. Work with schools to create updated IUPUI Bulletin

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: 2008

Actions taken for 2007-2008:

Coordinated the production of the 2008-2010 IUPUI All-Campus [Bulletin](#). Given staff turnover in the IU Creative Services department in addition to the Registrar resource requirements for the SIS 9.0 upgrade, the creation of the new bulletin presented a few additional challenges this time but the end product continues to be impressive

Evidence of Progress for 2007-2008:

Measures

- Timely publication in print and electronic forms

Evidence of Progress

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

Activities planned for 2008-2009:

- Begin work on 2010-12 Bulletin.

☑ 1-j. Develop a better understanding of recruiting effectiveness

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

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

Evidence of Progress for 2007-2008:

Measures

- Number of applicants and admits in overall and in targeted populations.

Evidence of Progress

- Increased the number of students applying for admission on-line; 59% of beginning students applied on-line for the Fall of 2008. This compares with 34% two years earlier. Including transfer students, 63% of the total undergraduate applicant pool applied on-line for 2008. On-line applications are more convenient for students and allow for faster admissions decisions.
- Continued building components for IU Information Environment (IUIE) to analyze prospect recruiting effectiveness

Activities planned for 2008-2009:

- Design IUIE tools to analyze yields i.e. prospect to applicant to admit to enroll as well as for enrollment cohorts such as residents by county, by high school, by ethnicity, etc.
- Planning and development of the new Campus Tour Application (CTA, v2) that will streamline Campus Visits workflow, and provide enhanced services to on-campus constituents and prospective students.
- Design and implement a process to capture information on the several thousand attendees that visit IUPUI via large group tours.
- See implementation of Constituent Relationship Management in 1-b above

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

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Combined the Office of Undergraduate Admissions, the Enrollment Center, and the Office of Campus Visits into one unit; The Office of Undergraduate Admissions.
- Following last year's successful implementation of a new tool ([eDrop](#)) that allows students to drop courses after the start of the semester, a companion tool to allow later course additions ([eAdd](#)) was deployed at IUPUI in the Spring of 2008. We were, again, the first IU campus to go live taking full use of the application for all schools. We continue to work with the academic units to add effective methods for getting faculty to react to these electronic requests but, overall, those involved consider this to be another successful workflow application providing both students and academic units more time to work on teaching and learning activities. While there were some initial concerns that electronic services would make changing courses "too easy" for students, advisors have commented quite to the contrary that the electronic medium provides them a better opportunity to thoughtfully consider the student's action within the context of that student's best interest.
- Electronic grade change ([eGradeChange](#)) was implemented at IUPUI. This service has been extremely very well-received by all, saving countless staff hours for both the academic and service units as well as providing faster grade change updates for the students involved.
- The Registrar designed, documented and implemented the IUPUI [Grade Forgiveness](#) business process so the campus could begin to take full advantage of this SIS enhancement.
- The Registrar's office assisted in implementation of the Indiana University Emergency Notification system ([IU Notify](#)) and we continue to participate on the IUPUI Notify team.
- After a successful partnership with the [National Student Clearinghouse](#) (NSC) for processing enrollment verifications, we completed the implementation of NSC [degree verification services](#). This partnership has made the verification of our graduates more efficient for all involved, providing information much more quickly for those who need it. Information about what has been verified with external agencies is available all hours of every day from the NSC website.
- The [Enrollment Verification and Degree Verification](#) initiatives also allow IUPUI to participate in Student Tracker services through NSC at no charge. Using Student Tracker we are able to determine where admitted students who did not enroll decided to attend as well as to which schools our students might be transferring. This is valuable data for admissions and for various retention initiatives.
- Began printing Purdue University diplomas in house (337 for December 07; 561 for Spring 08; total = 898). This resulted in cost savings as well as gains in efficiency for those students who need duplicate diplomas printed. In the coming year we plan to investigate the possibility of producing Indiana University diplomas with this same process.
- Continued project to scan/image/index all Registrar source documents so that student requests/inquiries requiring source document research can be resolved much more quickly.
- Continue to manage a transcript validation project whereby academic records converted from the old legacy system are validated, line by line, in the new SIS.
- Began working with Financial Aid colleagues in Bloomington to analyze SIS student records with respect to expected graduation data. This data was impacting IUPUI student financial aid packaging and awards. Worked through and developed a number of business processes and specification changes for accurate maintenance in the SIS to address this issue.
- In compliance with IUPUI policy, maintained tracking of currently enrolled IU students who also appear on the Indiana Sex Offenders' Registry. Information for students enrolled at other campus who appear on the registry is shared with those campuses.
- Designed, documented and implemented the IUPUI Grade Forgiveness business process so the campus could begin to take full advantage of this SIS enhancement. In addition, supported IU East, IU South Bend, and IU Kokomo on their implementation of [Grade Forgiveness](#) (business practices, data validation and form development). Developed training materials and presented training for Academic Administrators and Advisors on 2GPAs, Grade Forgiveness and Degree Progress Report functionality.
- Worked with Student Enrollment Systems (SES) central office, the Office of [Faculty Appointments and Advancement](#) and others in taking over responsibility for the [Course Remonstrance](#) process.
- In order to keep current with the latest best practices in our different areas, Enrollment Services personnel are active in state and national professional associations, frequently serving as presenters at conferences and in leadership positions for the organizations. ES staff also serve in numerous campus and all-university committees.
 - American Association of Collegiate Registrars and Admissions Officers (AACRAO)
 - Chris Foley, Director of Undergraduate Admissions, worked with various professional organizations to publish *The Bologna Process* (contributing editor, supplement to the *International Educator*), "An Impossible Dream? The Efficacy of Using Rankings to Improve the Perception of a Non-OECD Country's Educational System" (author, published in *College and University Journal*), "From Complex Data to Actionable Information: Supporting Enrollment Management" (co-author, published in *New Directions for Institutional Research*), *The Educational System of the Russian Federation* (editor, book published by AACRAO).
 - On behalf of the association IUPUI continues to host the [IACRAO website](#).
 - National Student Financial Aid Association (NASFAA)
 - Ginny Washington was a member of the NASFAA Committee of the Year: Student Access and Diversity
 - Indiana Student Financial Aid Association (ISFAA)
 - Kathy Purvis (Director) is serving as president of ISFAA
 - Beth Armstrong (Associate Director) received the ISFAA New Professional Award in 2008
 - National Scholarship Providers Association (NSPA)
 - National Association for College Admission Counseling (NACAC)
 - Indiana Association for College Admission Counseling
 - Association of International Educators (NAFSA)
 - National Collegiate Athletic Association (NCAA)
 - Alliance (PeopleSoft/Oracle) Conference presenters

IUPUI and all-university Committees

- Steering Committee for the 2008 IUPUI NCAA self study
- 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

- 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 2007-2008:

Measures

- Use of latest “best practices” in office management and operations
- Availability of operational data (numbers and frequency of transactions) for comparison
- Business process evaluations and processes moved to new on-line “workflow” environment

Evidence of Progress

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

Activities planned for 2008-2009:

- Expand use of electronic awarding and posting of special credit.
- Implement Student Tracker (see above)
- Investigate the possibility of in-house IU diploma printing for potential cost savings and better student and school service in the area of diploma processing.
- Continue to develop baseline data and to incorporate data collection into standard business practices and reporting: Performance Indicators and Outcome Measures, Retention Report Programs, etc.
- Implement Change of Census Date for Spring Term: IUPUI and IUPUC.
- In collaboration with Human Resources, lead Compensation Strategic Initiative (CSI) project for Enrollment Services to ensure appropriate classifications for all professional-level positions.

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

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

Secondary Goals:

Sub Unit:

Time Frame: Ongoing

Actions taken for 2007-2008:

- Continued partnerships with School of Engineering & Technology, School of Science, SPEA, School of Dentistry, School of Liberal Arts, and School of Education on middle schools visits where they provided academic presentations from their respective disciplines.
- Participated in the community outreach events such as the Indiana Black Expo Summer Celebration "Kids World", IPS Back-to-School Carnival and Fiesta Indianapolis to disseminate college preparation information
- Partnered with the community organizations such as the Indianapolis Urban League and La Plaza to host programs targeting middle school students and their parents
- Meet with community organizations to plan future initiatives

Evidence of Progress for 2007-2008:

- Served 1,935 middle school students through visits to IUPUI campus and middle school site visits. There were a total of 31 middle schools and community organizations that participated in outreach programs.
- Academic units understand the need to focus early outreach and recruitment efforts on this population and envision middle school students as future college prospects.
- Increase interest by academic units in working with middle school students, parents, and educators.
- Increased exposure in the community

Activities planned for 2008-2009:

- Unless campus funding for a staff member to pursue these initiatives, middle school initiatives will be cut back

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

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

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Δv_{sem} : Developed an “overnight” program for prospective students
- Δv_{sem} : Developed a program specifically targeted for traditional freshmen
- Continued activities in campus visits to demonstrate the differences in expectations at the college level versus middle and high school demands
- Worked collaboratively with University College, Campus and Community Life, and the Black Faculty Staff Council to launch special sessions at Orientation to welcome new students and help prepare them for the start of the semester.
- Multicultural Outreach and Campus Visitation staff worked to conduct empowerment workshops for visiting students from unrepresented populations focusing on the benefits of attending college, preparation for college, process of applying and paying for college
- Collaborated with the Indianapolis Urban League to host and present college preparation and enrollment information to a group of 19-25 year olds
- Invited outside organizations to have a presence at IUPUI-related events when there is a mutual interest (i.e. Center for Leadership Development was again invited to participate in the “Pre-College Corner” at the Spring Campus Day event.)
- Hosted information sessions and co-presented with La Plaza for students and their families at the Explore IUPUI and Spring Campus Day event.
- High School Counselor newsletter distributed statewide three times a year
- Fall High School Counselor Breakfast on IUPUI campus
- Newsletters were sent each semester to middle school educators with information about opportunities at IUPUI and preparing students and families for college as they make decisions about high school curriculum.
- Communicated with coordinators of the statewide Trio programs to develop programs for their students.

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress:

- dev|pan;dev|pan;dev|pan;dev|pan;dev|pan;dev|pan;dev|pan;dev|pan; Tracking data lost due to server failure. Have begun to track again.

Activities planned for 2008-2009:

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

1-n. Increase Support for Academic Units

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

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Assisted IMIR in the development of the [Information Gateway reporting site](#), incorporating numerous reports published by the Registrar.
- The Office of the Registrar regularly consulted with academic units on their business processes and needs for better managing student information, tracking specific student groups, expanded reporting capability and meeting their other information needs. Examples include data analysis, adding the ability to track licenses and certifications, modifying academic structure configurations for better degree tracking, drafting reporting "how-to" training documents, and improved automated review of course prerequisites at time of registration.
- Re-established the IUPUI Academic Unit Reporting group (which had been stalled until the 9.0 upgrade was complete). This effort is designed to assist all academic units in quickly getting the reports they need to carry on their daily operations. This is a long term effort that requires academic unit and Registrar commitment and careful, deliberate communication. The end result should be an environment in which each unit has information they need at their fingertips.
- Re-organized and re-energized the Recorders' committee by establishing a Recorders "Plus" group with standard meetings, a coordinated method of communication and organization via My Groups in Onestart, and a renewed spirit of collaboration and partnership in sharing information and providing the best service possible to our constituents.
- Provide monitoring services and reports to departments when a department controlled room or lab is double-booked so they have time to resolve the conflict.
- For the University College Advising Workshop on Legal, Ethical Issues for Advisors, the Registrar presented an overview of federal student privacy law (Family Educational Rights and Privacy Act—[FERPA](#)), designed specifically from an advisor's perspective.
- Worked with the central Student Enrollment Systems office to deliver an Academic Advising tracking and note sharing system within the SIS. This includes the ability for schools to now identify an advisor for each student along with the delivery of useful advising reports.
- See also 1-f, 1-h, and 1-k above

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress

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

See also 1-f, 1-h, and 1-k above

Activities planned for 2008-2009:

- Offering schools/departments training and support sessions for recorders and others which are business process focused and specifically focus on "how to" within SIS and the IUUE/Aqua data studio.
- Collaborate in workshop for schools on sources and use of institutional data in their planning and evaluation activities.
- Expanding consultation with various academic units about their key business processes, understanding of the SIS system options including reporting, better utilization of their requirements and resources, improving communication on touch points. Consider commissioning new survey for more detailed information on relevant services as well related university system-based services such as SIS elements of OnCourse.
- Add detailed course/classroom space data to Information Gateway reporting site.
- See also 1-f, 1-h, and 1-l above

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

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

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- IUPUI moved to the [Federal Direct Loan](#) program effective with the 2008-09 academic year. This step was taken to ensure students will have a predictable and reliable source of funds. Administered by the U.S. Department of Education, the Direct Loan Program obtains funding directly from the federal treasury.
- As a result of changes in processing, we don't have precisely comparable data in terms of start of semester disbursement
- By the start of the Fall 2008 semester, loans totaling \$85,118,140 had been disbursed to 19,484 students at Indianapolis and Columbus. This was an increase of \$12,216,184 over last year at the same point (+17.7%) while the number of recipients increased 1,645 (+9.2%).
- The Office of Student Financial Aid Services continued to get aid awards packaged and notifications sent earlier, an important step in the recruiting process. This year entering freshmen were packaged by March 7th, a week earlier than last year.
- Implemented a new call center with minimal disruption to students. The call center answers basic questions and forwards those they cannot answer to Financial Aid office personnel with greater expertise and access to student-specific information.
- For 2006-07 our front desk processed 9,403 in person transactions (payments) for a total dollar of \$9,631,517.61. For 2007-08 we processed 8,176 in person transactions for a total dollar amount of \$9,404,980.26. This shows that we are moving students to do more on-line transactions, including electronic options for payment (done in collaboration with the Bursar) as well as contacting our office.
- We saw a reduction in walk-in and e-mail traffic from 2006-07 to 2007-08: emails went from 15,339 to 11,034 and then walk-in counseling went from 23,800 to 19,881. We believe this is the result of students increasing their use of OneStart and the office Website to obtain desired information.

Continued to target communications to specific student groups or issues with regards to financial aid communication.

In addition to use of email, we incorporated mailing postcards to students to get general aid information in their hands (and those of their parents).

Continued to participate in the one day "moving in" process at the campus housing where we brought financial aid counselors to the students moving into Ball Residence and the Campus apartments to help assist with any questions from the students and their parents.

- Provided [Satisfactory Academic Progress](#) (SAP) workshop for faculty and staff in the academic units to help facilitate this process for students and provide information on any changes to the SAP program.
- Completed the State Board of Accounts A133 audit with no negative findings for 2007-08.
- Expanded training initiatives for office personnel
 - Worked with University Human Resources to better the overall office and ultimately provide a heightened service level to the IUPUI students.

Evidence of Progress for 2007-2008:

Measures

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

Evidence of Progress

Total Freshmen Packaged (IN & CO)

2007	2008	Change	% Change
2,548	3,098	550	21.6%

Total Aid Awarded by Academic Year

	2006-07	2007-08	Change	% Change
Total Aid Disbursed	\$267,224,894	\$297,706,843	\$30,481,949	11.4%
% of Students Receiving Aid	54.6%	56.7%	2.1%	n/a

Includes all gift aid, loans, and work-study disbursed for the academic year

Include Indianapolis and Columbus

Source: University Research & Reporting

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

Activities planned for 2008-2009:

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

2-b. Educate students on financial management

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

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

Evidence of Progress for 2007-2008:

Measures

- Survey/feedback forms

Evidence of Progress

- The default rate at IUPUI for the 2006-07 cohort (the latest data available) is 2.1% - this is a slight increase over last year, but still significantly lower than the national average of 5.2%.
- We are enhancing our debt management program and adding more financial literacy programs
- New Financial Aid Website placed in production

Activities planned for 2008-2009:

- Implement debt management planning program with training of Financial Aid personnel, academic advisors/departments and programs for students.

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

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Financial Aid Awareness Month activities during the month of February.
- IUPUI had 13 Financial Aid staff members participate in College Goal Sunday in February, 2008. 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.
- Increased campus awareness of deadlines, including two reminder e-mails to current students, posters, signs on the campus shuttles, reminders to learning communities, as well as announcements in the Sagamore and Jagnews.
- Wrote admitted freshmen to encourage them to meet the priority deadline and to attend a session on completing the Free Application for Federal Student Aid (FAFSA).

Publicity and promotions: Shuttle, Jag TV, Lunch time handouts, JagNews, table-Tents, Banners, Letters, Web, Emails.

Outreach: In addition to a regular presence at Orientation sessions, Student Financial Aid Services staffed two information tables in the campus center; offered four information sessions (served 57 at sessions), Talked with approximately 500 students/parents at Campus Day; participated in a Jagwired chat and Step Onto Campus among other events.

Evidence of Progress for 2007-2008:

Measures

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

Evidence:

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

Applicants by the March Priority Deadline

	2007	2008
Number of Students who Applied for Assistance	16,960	17,139
Number of Applicants who Demonstrated Financial Need	12,666	13,688
Number of Students with Unmet Financial Need	9,985	10,142

Total Applicants by October 20th each year

	2007	2008
Number of Students who Applied for Assistance	24,983	24,186
Number of Applicants who Demonstrated Financial Need	18,605	19,238
Number of Students with Unmet Financial Need	14,415	14,185

- Total 2008-09 IUPUI FAFSA on-time filers (including both Indianapolis and Columbus campuses): 18,558 – a 34% increase over 2007-08 and a 47.4% increase from 2004-05.

Activities planned for 2008-2009:

- Continue above efforts
- Expand reminders of importance of deadline through additional e-mails, etc.
- In November we will be hosting a High School guidance counselor workshop where we will have 150 guidance counselors learning about financial aid and meeting some of the staff in the FA office.
- Continue to provide FAFSA sessions.

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

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

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2007-2008:

- Monitored academic progress of 2000 admission-based scholars.
- Introduced new non-resident scholarships.
- IUPUI launched a \$2.1 million annual need-based scholarship initiative that will help pay college expenses for every eligible incoming freshman who has received a state 21st Century Scholar award or a federal Pell grant, beginning in the fall of 2008. These are known as the 21st Century Scholar Grant and the IUPUI Pell Pledge Grant.
- In an effort to increase the amount of merit based aid that includes consideration of financial need, the total amount for the merit incentive grants increased from \$68,000 in 06-07 to \$103,000 in 07-08 (a 52% increase).

Evidence of Progress for 2007-2008:

Measures

- Increased number of scholarship applicants
- Increased number of qualified scholarship applicants
- Improved academic quality of scholarship applicants
- 1st year retention rates for first generation scholars
- Number of Scholars' Day prospective students to apply

Evidence of Progress

- 10,512 departmental, campus, athletic, and private-sector scholarships, fellowships, and grants were awarded through the Office of Student Scholarships (OSS) in 2007-08, an increase of 3,083 awards (+41.5%) over 2006-07. These awards totaled \$26,090,640, an increase of more than \$11 million (+73.9%) over the previous year.
- We raised our total scholarship acceptance rate for incoming freshmen from a 49% average (2007-2008) to a 50% average (2008-2009). This was aided by the introduction of new non-resident scholarships causing our non-resident acceptances to rise from 22 to 90. The Office of Student Scholarships (OSS) also was able to offer Housing Stipends (25% acceptance rate) and Study Abroad Stipends (50% acceptance rate) to our most exceptional students. A list of scholarships available to entering and continuing students may be found [on-line](#).
- Creation of the two new grants - the IUPUI 21st Century Scholar Grant and the IUPUI Pell Pledge Grant (see actions taken above).
- In an effort to increase the amount of merit based aid that includes consideration of financial need, the total amount for the merit incentive grants increased from \$68,000 in 06-07 to \$103,000 in 07-08 (52% increase).
- Due to an increased commitment to high-ability in-state recruitment efforts, the acceptance rates for the Academic Excellence Scholarship (45% compared to last year at 39%); Dean of Faculties Scholarship (55% compared to last year at 49%) and Valedictorian/Salutatorian Scholarship (61% compared to last year at 49%) have all increased.
- OSS conducted a scholarships workshop at the 5th Annual Scholarship & College Fair hosted by 100 Black Men of Indianapolis. The workshop was attended by approximately 15 minority families who received information on scholarships and financial aid.
- OSS continued its successful Plater Distinguished Scholars program. Eleven offers were made and ten awards were accepted (an acceptance rate of 90.9%).
- OSS partnered with Undergraduate Admissions and the Office of Multicultural Outreach to conduct a workshop and panel for Project Stepping Stone at Ball State University. Over 50 students of Hispanic descent received information on IUPUI admissions-based and competitive scholarships, as well as private sector opportunities.
- Redesigned scholarship programs to better serve institutional goals and publicized these scholarship programs.

- See international student scholarships in 3-b below.

Activities planned for 2008-2009:

- Increase the publicity of some scholarships to prospective students
- Implement a target marketing plan to increase the number of minority students who apply for the top scholarships at IUPUI.

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

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

Campus Planning Theme: Campus Climate for Diversity, Collaboration

Secondary Goals:

Sub Unit: None

Actions taken for 2007-2008:

- The Director of Multicultural Outreach served as the interim Director of the new IUPUI [Multicultural Center](#).
- Developed communication streams specifically for ethnically diverse populations
- Increased outreach to minority community through participation/ sponsorship of Project Stepping Stone, Cinco De Mayo Festival, Mayor's Latino Forum, IPS Back to School Carnival, and Indiana Black Expo.
- Contacted admitted minority students who are candidates for scholarships and encouraged them to submit applications by the scholarship deadline.
- Partnered with the National Society of Hispanic MBA's and Kelley School of Business to host [Project Stepping Stone](#): College Awareness Program.
- Designed and implemented new communication stream to target students from diverse backgrounds based on ethnicity, parental education, and citizenship.
- Implemented an aggressive program to ensure that applications from diverse populations are completed in a timely manner.
- Multicultural Outreach and Campus Visitation staff worked to conduct empowerment workshops for visiting students from unrepresented populations focusing on the benefits of attending college, preparation for college, process of applying and paying for college
- Hosted campus tours in Spanish.
- Maintained the IUPUI Spanish Hotline to provide information about education opportunities at IUPUI in Spanish.
- Actively promoted the Multicultural Outreach hotline as a resource to prospective minority students. The hotline is also the newly established general office line.
- Developed a [listing](#) of top scholarship sites for minority students seeking private scholarship funds.

Evidence of Progress for 2007-2008:

Measures

- [illegible]

New Freshmen - Fall 2007 and 2008		Indianapolis					
						% of Enrolled Beginners	
Ethnic Distribution	Fall 2007	Fall 2008	Net Chg	% Chg	2007	2008	
African American	226	256	30	13.3%	8.6%	9.4%	
Asian/Oth Pac Isl	76	116	40	52.6%	2.9%	4.2%	
Hispanic/Latino	78	93	15	19.2%	3.0%	3.4%	
Native American	4	8	4	100.0%	0.2%	0.3%	
Minority Total	384	473	89	23.2%	14.6%	17.3%	
International	106	99	-7	-6.6%	4.0%	3.6%	
All Others	2,132	2,162	30	1.4%	81.3%	79.1%	
Grand Total	2,622	2,734	112	4.3%	100.0%	100.0%	

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

Fall 2008 Class	Ethnicity	Fall 2007	Fall 2008	Net Chg	Pct. Chg	2007	2008
Undergraduate	African American	2,091	2,121	30	1.0%	7.4%	7.4%
	Asian/Hwn/Pac Isl	604	685	81	13.0%	2.1%	2.4%
	Hispanic/Latino	520	526	6	1.0%	1.8%	1.8%
	Native American	58	55	-3	-5.0%	0.2%	0.2%
	White	15,445	15,399	-46	0.0%	54.5%	53.5%
	Minority total	3,273	3,387	114	3.5%	11.6%	11.8%
	International	475	622	147	31.0%	1.7%	2.2%
	Unknown	540	562	22	4.0%	1.9%	2.0%
Undergraduate Total		19,733	19,970	237	1.0%	69.7%	69.4%
Graduate/Prof	African American	538	483	-55	-10.0%	1.9%	1.7%
	Asian/Hwn/Pac Isl	441	455	14	3.0%	1.6%	1.6%
	Hispanic/Latino	182	188	6	3.0%	0.6%	0.7%
	Native American	29	28	-1	-3.0%	0.1%	0.1%
	White	5,860	5,843	-17	0.0%	20.7%	20.3%
	Minority Total	1,190	1,154	-36	-3.0%	4.2%	4.0%
	International	651	717	66	10.0%	2.3%	2.5%
	Unknown	888	1,088	200	23.0%	3.1%	3.8%
Graduate/Prof Total		8,589	8,802	213	2%	30.3%	30.6%
Total	African American	2,629	2,604	-25	-1.0%	9.3%	9.1%
	Asian/Hwn/Pac Isl	1,045	1,140	95	9.1%	3.7%	4.0%
	Hispanic/Latino	702	714	12	1.7%	2.5%	2.5%
	Native American	87	83	-4	-4.6%	0.3%	0.3%
	White	21,305	21,242	-63	-0.3%	75.2%	73.8%
	Minority Total	4,463	4,541	78	1.7%	15.8%	15.8%
	International	1,126	1,339	213	18.9%	4.0%	4.7%
	Unknown	1,428	1,650	222	15.5%	5.0%	5.7%
Indianapolis Total		28,322	28,772	450	1.6%	100.0%	100.0%

Activities planned for 2008-2009:

- **Spanish-language recruitment materials**
- **Create Spanish-language recruitment materials**
- **Hire a recruiter for Hispanic and Latino recruitment**
- **Increase recruitment of international students from feeder community colleges**

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

Secondary Goals:

Time Frame: Ongoing

Actions taken for 2007-2008:

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

Evidence of Progress for 2007-2008:

Measures

- Number of international applicants and admits

• Evidence of Progress Update

International Applicants and Admissions

	2007	2008	Change	% Change
Undergraduate Beginners				
Applicants	341	323	-18	-5.3%
Admits	183	174	-9	-4.9%
Graduate/Graduate Professional				
Master's				
Applicants	576	627	51	8.9%
Admits	335	342	7	2.1%
Doctorate				
Applicants	237	330	93	39.2%
Admits	55	97	42	76.4%
First Professional				
Applicants	68	99	31	45.6%
Admits	22	27	5	22.7%

Saudi Arabia has limited the number of students it will sponsor at any US college or university. This has reduced the number of Saudis who apply to and enroll at IUPUI.

Total Enrollment by International Students (IN & CO)

	As % of Campus					
	Fall 2007	Fall 2008	Net Chg	Pct. Chg	2007	2008
International	1.126	1.339	213	18.9%	4.0%	4.7%

Undergraduate Enrollment by International Students (IN & CO)

	2005	2006	2007	2008
Freshman	94	92	175	206
Sophomore	52	71	76	137
Junior	46	60	77	111
Senior	157	122	118	137
Non Degree	19	15	31	39
Total	368	360	477	630

International Nonresident Students Enrolled with Admission-Based Scholarships

&nbsp;

Scholarship	Number Awarded
Valedictorian Scholarship (\$10,000/4 yrs)	1
Outstanding Freshman Scholarship (\$8000/4 yrs)	6
Dean's Recognition Scholarship (\$6000/4 yrs)	3
International Ambassador Award (\$3500/4 yrs)	7
Transfer Scholar Award (\$4000/2 yrs)	23
Total	40

Source: Office of Student Scholarships

Activities planned for 2008-2009:

- Expanded International recruiting

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

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

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: One year

Actions taken for 2007-2008:

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

Evidence of Progress for 2007-2008:

- Moves completed and business practices modified.

Activities planned for 2008-2009:

- None. Task is complete.

4-b. Support SIS implementation

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Three years

Actions taken for 2007-2008:

- Significant work has been done over the course of the past year to stabilize and enhance the Student Information System (SIS).
SIS Upgrades: Systems analysis, design, testing and implementation of the 9.0 upgrade to the Student Information System
Worked to create, refine and test project functional specifications and worked with UITS developers on IU SIS modifications.
 - Delivered new functionality including a redesign of self service/onestart, Student Center, Administrative Center, Faculty Center, Academic Planner, Shopping Cart, and redesign of Registration/Drop/Add.
 - Conducted personalized, on-campus training sessions for IUPUI academic units along with special sessions for various schools who requested local/in-depth training.
 - Held two IUIE Student Course History training classes (3hrs) to prepare units for how to obtain student data during the SIS February downtime.
 - Co-lead four SIS upgrades during the course of the year to introduce new features to the SIS. This initiative requires review of specifications, application design, testing and debugging, assistance with the preparation of system wide training materials and communication culminating in efforts to bring the IUPUI campus up to speed with the new changes.
 - 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.
 - Co-lead system wide Student Record and Academic Advising Security Development and testing.
- SIS Production Support:* Continue to provide Tier 3 Student Information System support on a daily basis. This includes analysis and response to various student record and academic advising problem reports submitted to the Student Enrollment Systems area. If the issue cannot be resolved by the central office, it is raised up to the Tier 3 group. Once issues are raised to this level, they typically require a great deal of detailed analysis and resolution by the experts in the area.
- Provide production support for IU Registrar staff on all campuses in the areas of course catalog, schedule of classes, enrollment appointments and enrollment/waitlist systems.
 - Provide production support for all campuses in the areas of schedule of classes prior term copy and batch assignment of enrollment appointments.
- Campus-Specific SIS Initiatives:* Continued campus academic unit needs assessment and SIS implementation of academic unit requests. A few examples include:
- Implemented a multi-phased knowledge transfer of the SIS 9.0 to the IUPUI academic units.
 - Designed a SIS 9.0 training plan for IUPUI Administrative Staff and Faculty who are the key contacts/trainers/communicators of information to their academic unit or department. They in turn provided training in their units.

See also Increase Support for Academic Units (1-n).

Evidence of Progress for 2007-2008:

Measures

- Successful completion of activities planned

Evidence of Progress

- See actions taken

Activities planned for 2008-2009:

- Contribute significant personal resources and leadership to the SIS 9.0 upgrade effort for both Oracle/PeopleSoft and the Indiana University Information Environment (IUIE).
- Continue consultation with SES/SIS/ES Directors and assist in developing a strategic plan for a sustainable organization to support the Student Information System and future enhancements.
- Manage the SES transcript conversion validation project for IUPUI and the regional campuses. Once the "active" population is completed (from 2004 forward), will begin to concentrate on the older population of records.
- Continue with Office of the Registrar reorganization efforts in an effort to provide the best quality service to all constituents as we move forward with the SIS and into the Campus Center.
- Lead SES training team in reorganizing and supplementing training materials and sessions. Various documents need to be organized by role so that new employee training might be more easily conducted and successful.

Fiscal Health

Enrollment Services ended AY 07-08 with the required reserves in place. Funds were carried forward for the onetime expenses associated with the move to the Campus Center, the temporary relocation of staff during the Cavanaugh renovations and the relocation of staff within Cavanaugh as we consolidate our space within that building.

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

The purchase of the CRM product which can be used by multiple units of IUPUI substantially reduced the carry forward reserves for the Enrollment Services as did the implementation of a new call center for Student Financial Services.

Several major recruiting events such as Step onto Campus do not have funding specified for the events. Funding has been achieved through internal reallocation of funds such as salary savings. Without specific campus funding for these events, they are at risk. Increasing demands for services from our offices require the addition of staff to fulfill the required tasks which will result in less availability of resources for the nonfunded events.

We remain concerned about future requests for a reduction in our budgets.

Reallocation Plan

Individual offices have implemented efficient measures that have permitted the internal reallocation of funds within the office. For example, the Office of Undergraduate Admissions has implemented an automated Preliminary Application Segmentation System (PASS) which is speeding the review of applications. For 2008, this process is able to make 70-80% of the freshman admission decisions and enable the office to deploy six FTE into the field for recruitment purposes as well as support other initiatives (such as the implementation of uTalk—see 1b above).

Other Question(s)

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

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

The Enrollment Management Council (EMC) Steering Committee, the Academic Policy and Procedures Committee (APPC) and Financial Aid and Scholarship Policy Advisory Committee (FASPAC) serve as advisory groups for the Enrollment Services office. Preliminary discussions on the impact of the budgetary reductions have occurred with the EMC Steering Committee.

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

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

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

There are no plans to use the mandated reserve funds.

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

Students

Investment

- Costs attributed to the Office of Multicultural Outreach
- Costs of communication campaigns via the Office of Undergraduate Admissions

Return

- Campus performance indicator on diversity of the incoming class is met (The incoming class will exceed the racial diversity represented in the college-going high school graduates in the state of Indiana and our eight-county service region.)
<http://www.iupui.edu/~divrsity/docs/January%202008%20Diversity%20Report.pdf>

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

Actions to improve ROI

- Implementation of uTalk (CRM product) to enhance efficiency of communication campaigns and more accurately calculate ROI of communications
- Examination of structure within the Office of Multicultural Outreach
- Evaluation of ROI of individual recruitment event

Staff

Investment

- Prior investments in recruiting a diverse staff make recruitment of new staff from various backgrounds easier
- Investment in student workers provide a source of new entry level staff
- Utilization of statewide professional organization communications modes (and national when appropriate) to recruit applicants

Return

- Diversity of staff meet or exceed the Office of Affirmative Action determined performance criteria

Actions to improve ROI

- Continue efforts to value existing staff to encourage retention
- Continue to value diversity within our staff
- Hire individuals with a commitment to the IUPUI vision for diversity