IUPUI Enrollment Services is comprised of Undergraduate Admissions, the Enrollment Center, Multicultural Outreach, Passport, Middle School Outreach, Student Financial Aid Services, Student Scholarships, and Registrar.

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

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

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

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

**Goals & 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/Civic Engagement

**Actions taken:**

- 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 2005-2006, the Enrollment Management Council:

• Coordinated initiatives focusing on prospective and continuing students, especially in the area of recruitment and in communications and marketing.
• Began work with the academic units to create better informed projections for enrollment for 2006-2010 as well as beginning to estimate the capacity and optimal size for enrollment of each unit. This important activity will be continued on an annual basis with a goal of providing increasingly meaningful and useful information for planning at both the school- and campus-levels. Such planning and improved coordination of our recruitment activities will assist us with more effective investment of funds dedicated to encouraging individuals to apply to and enroll at IUPUI.
• Exchanged information among schools and offices on effective practices for recruiting and serving new and continuing students, including addressing diversity in all aspects of our activities. Visit http://registrar.iupui.edu/emc/communication


• Enrollment Services offices developed a Communications Plan to track information sent to students and faculty. This is a constant “work-in-progress” as new information comes up to be shared but allows a framework to assure we are addressing our students and faculty most effectively. The calendar has been shared with the Enrollment Management Council to encourage more collaborative and coordinated communications efforts for students among Enrollment Services, the academic units, and Communications and Marketing. Visit http://registrar.iupui.edu/emc/ppt/comm-cal.xls

• Enrollment Services worked with the academic units through the Enrollment Management Council to compile a joint IUPUI outreach and recruiting calendar. This includes initiatives from the academic units and Enrollment Services and will allow for better planning and collaborative efforts. In addition, an undergraduate recruiters’ group was formed. Visit http://registrar.iupui.edu/emc/recruiting.shtml

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

Measures
  • Recruitment, admission, and enrollment of desired populations
  • Completion of Enrollment Management Council projects, whether developed from the EMC priorities or the Academic Plan

Evidence of Progress:
  • Training was provided to the academic units on the Enrollment Projection methodology
  • Depending on each unit’s choice, they provided enrollment projections at the program or school level for the 2006-2010 Fall semesters. They also provided their estimated capacity for majors and their optimal size (an aspirational goal)
  • As one school projects a change in the number of its majors in future years, the number of credit hours they will take in their own major and in other schools will change as well. These projections are used to produce projections of credit
hours each academic unit will teach in 2006-2010, based on Fall 2005 enrollment patterns in their courses.

Activities planned:
- The council will review the findings and recommendations of the Enrollment Management-related Academic Plan task forces and determine next steps and focused scope of work
- Coordinate the revisions of the enrollment projection model based on subsequent year’s enrollment
- Strengthen the relationships with school-based recruiters, including better coordination of activities
- For the Enrollment Management Council priorities and action plan visit http://registrar.iupui.edu/emc/action-plan.pdf

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

Campus Planning Theme: Teaching and Learning

Actions taken
- Continued the Direct mail campaign to rising seniors and their parents. For the fall 2006, 2211 score senders (versus 1871 in 2005) applied, 1673 were admitted (versus 1429 in 2005) and 1032 enrolled (versus 837 in 2005)
- Sent names of test score senders and PSAT students to appropriate IUPUI school offering major
- Sent names to IUPUI schools for dual admits
- Created new brochures for Communications, Health, Technology, and Leadership programs.
- Purchased names of prospective minority students from College Board Selection Services
- Student Scholarships and Admissions collaborated to successfully develop and implement a process for including admission-based scholarship offers in the admissions acceptance letter. Earlier notification often results in higher enrollment of this high-ability population
- Increased IUPUI’s presence around the state by attending all major college nights
- Participated in 4 national college fairs (Chicago, Cincinnati, Louisville, and Western Michigan)
- Invited outside organizations to have a presence IUPUI related events when there is a mutual interest (i.e. Center for Leadership Development was again invited to participate in the “Pre-College Corner” at the Spring Campus Day event.)
- Revamped the Campus Day Website and promotional materials so as to streamline our recruitment approach and enhance the functionality. Visit http://visit.iupui.edu/campusday.
- Created JagJackets and information cards for more-tailored student packets based on student programmatic interest.
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

- Increased prospect pool from 22,500 to 24,750 and increased applicants from 7,604 to 8,961 and admissions from 7,100 to 7,600
- Increased number of beginner applicants by 11% and increased admits for fall 2006 from fall 2005 by 4.3%. We received the highest number of applications in a decade.
- For the fall of 2006 14.6% of the admitted students were in the top 10% of their class. By comparison in 2001 9.9% were in the top 10%. For the fall of 2006, 55.9% were in the top third of their class while the 2001 admitted group had 44% from the top third.
- For the first time in the history of the campus, two National Merit Finalists selected IUPUI for enrollment. Also for first time in history of IUPUI, three U.S. students with International Baccalaureate diplomas choose IUPUI.
- IUPUI received the largest number of AP scores in the history of the campus.
- IUPUI schools reconsidered policy for granting credit for AP scores and all but three departments that did not recognize scores of 3 now grant elective credit for such scores.

A profile of beginning freshmen is available by visiting http://planning.iupui.edu/149.htm_reportid=20

For recruiting publications also available on-line, visit http://enroll.iupui.edu/publications.shtml

Activities Planned

- Increase the quality of freshmen class
- Meet or exceed the number of freshmen and transfer fall applications
- Participate in NACAC college fairs in Chicago, Cincinnati, Louisville, and Western Michigan region and track activity. Participate in the Pittsburgh high school counselor fair at NACAC conference in October 2006
- Increase the number of out state college nights by 5 and seek funding to include attendance at all college nights in Indiana
- Work with the schools to create school or program-specific materials for inclusion in the JagJackets
- Create information folder for admitted students.
- Staff booths and the state conference for home school educators and the conference for Indianapolis home school educators.
- Target PSAT search mailings with both email and direct mail and use a target group to see if one strategy is more effective.
- Develop new admitted student reply card and enhance email communication to admitted students to identify students no longer planning to attend and thus allow more time to counsel students who are undecided about their enrolment plans.
• Evaluate customer service to prospective students and their families
• Continue to reduce turnaround time for students requesting enrollment materials
• Be more strategic in our HS recruiting by actively contacting prospects to inform them of upcoming open houses and visits in their local region
• Work with other enrollment service offices to maximize enrollment, including:
  o Reviewing the timing and packaging strategies of Financial Aid to applicants
  o Review business practices concerning transfer credit,advising, and registration

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

Campus Planning Theme: Teaching and Learning

Actions taken
• See transfers from Ivy Tech in 1-e below
• Instituted faculty approved policy to grant elective credit for work completed at nationally-accredited degree granting institutions.
• Developed plan for identifying IUPUI courses for inclusion in the Core Transfer Library being established as part of the Transfer Indiana initiative.
• Admitted and enrolled 48 students displaced from New Orleans-area and Mississippi universities by Hurricane Katrina

Measures
• Number of well-qualified transfer applicants

Evidence of progress
• Increased the number of transfer applicants for 2006 by 4.8% and admits by 2.9%. Increased enrollment of transfer students by 13.8%. For 2006 IUPUI received the largest number of transfer applicants and enrolled the largest number of transfer students in the history of the campus.
• For a view of new transfer students from Fall 2002-Fall 2006 visit http://planning.iupui.edu/149.htm_reportid=20#Transfers

Activities Planned
• Enrollment Services offices will continue to coordinate efforts in order to maximize enrollment, including reviewing business practices concerning transfer credit, advising, and registration
• Continue to work on Transfer Indiana initiative
• Coordinate activities with Office of International Affairs to enhance application of international transfer students
• Coordination of the award posting of the International Incentive Award for transfer students
• 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).
• Create new transfer recruitment folder with specific transfer information.
• Create new information folder for admitted students.
• See transfers from Ivy Tech in 1-e below
• Call or email all transfer applicants who have incomplete files to encourage them to submit missing application materials.

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

Campus Planning Theme: Teaching and Learning

Actions taken
• Continued to 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
• Enrollment Center professional staff have been cross-trained so that they can staff the Weekend College function located in the Enrollment Center on Friday evenings, Saturdays from 8-4 and Sunday afternoons from 1-4.
• We have promoted the return@iupui.edu e-mail and linked to an updated Returning Student Web site for students who have stopped out and are interested in returning to IUPUI. Visit http://returnto.iupui.edu and see 1-h below.

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

Evidence of Progress
• 34 business outreach events were held with 3,200 attendees

Activities Planned
• Continue effort to coordinate with units across the campus participating in business and community outreach
• Increase participation with community and business outreach opportunities
• Target and send specific communications to the adult student prospects
• Revise recruiting materials targeting adults
• Planning and development of a recruitment video targeted toward adult populations, with a goal of utilizing portions of the video to promote new adult programs that are in development.

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

Campus Planning Theme: Civic Engagement
Actions taken

- Staffed the Passport advising office at the North Meridian Campus of Ivy Tech Community College on a full-time basis. The office serves approximately 150 students per month.
- 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.
- Seven additional Ivy Tech program articulations were created.
- Coordinated with Orientation a joint orientation for students in the Partners program. A full day’s program gave students the opportunity to become familiar with services and campus activities at IUPUI and register for classes at Ivy Tech.
- Introduced new logo and Website Visit http://www.iupui.edu/~ivy
- Met with staff members from both Financial Aid departments and revised the Passport Financial Aid Agreement.
- Met with IUPUI Housing staff to develop policies for Ivy Tech students living in IUPUI housing.
- Staffed numerous outreach events including IUPUI Campus Days, Career Exploration and Fall Convocation. At Ivy Tech, these included Campus Days at both the North Meridian and Lawrence campus, high school counselors breakfast, Fall and Spring Transfer Fairs held on both campuses, and advising sessions offered off-campus at the Community Life and Learning Center.
- Held informational meetings to update administrators, faculty and frontline staff on the progress and problems facing the partnership.
- Hosted 60 students and their parents at a Partners orientation program held on the North Meridian Campus followed by a “It’s Not too Late” mailing to let the latecomers know that they were still welcome to apply for Fall semester. Attendance was double the same event in 2005.
- Developed a booklet entitled Transfer 101 and facilitated break-out sessions for Ivy Tech’s new orientation program.

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

- 2,097 students who previously attended Ivy Tech enrolled at IUPUI in the Fall of 2006. This is an increase of 58.3% in the last five years.
  - 2002: 1,325 students
  - 2003: 1,547 students
  - 2004: 1,737 students
  - 2005: 1,913 students
  - 2006: 2,097 students

- In the Fall of 2006 IUPUI deferred 1,335 students who did not meet IUPUI’s admission requirements to Ivy Tech campuses. Deferments to the community college are up 57% since the fall of 2003. 36.4% of the referrals were to Ivy Tech campuses outside of the Indianapolis-region. This deferment process is known as the Partners program. Students are admitted to IUPUI upon completion of a specific set of prerequisite courses and 15 credits.
A summary of recent enrollment trends among students who have attended both Ivy Tech-Indianapolis and IUPUI may be found by visiting http://registrar.iupui.edu/emc/passport1.pdf

Activities Planned

- Continue improvement with Ivy Tech Deferral Process
- Continue to work with faculties from both schools to increase the number of articulation agreements. The decoupling from Vincennes University allows Ivy Tech the opportunity to develop liberal arts degrees and several of those will be forthcoming in the next year.
- Develop more and better ways to disseminate transfer information to students. Collaborate with the new Director of the Transfer Center at Ivy Tech to develop and streamline joint efforts.
- In collaboration with Passport staff, develop a Campus Visit program designed specifically for Passport/Partners students to introduce them to the IUPUI campus.
- Provide lists of deferred students to Ivy Tech Admissions on a more frequent basis.
- Visit Ivy Tech campuses in Lafayette, Muncie, and Anderson and possibly other sites.
- Continue to work with Liberal Arts to finalize new program articulations. Work with Education to complete the Elementary Education articulation. Continue to work with science and math to revise and broaden the course-to-course articulations in these areas.
- Work with both schools in complying with the activities of the State Transfer and Articulation Committee (STAC)
- “Overhaul” the course-to-course articulation list
- Develop side-by-side transfer checklists for articulated programs for use by academic advisors and students
- Begin work with the new director of the IUPUI Student Center and the new Ivy Tech Director of Student Life on possible collaborative activities.
- Work with the Ivy Tech Director of Admissions on tracking Partners students using their new Client Recording Management System (CRM)
- Develop new brochures for the Partners and Passport students to conform with what is currently used in the IUPUI Enrollment Center
- Identify better use of technology to recruit students, disseminate information and announce current events
- Promote the benefits of attaining a bachelors degree to Ivy Tech students
- Increased promotion of scholarship opportunities available to Ivy Tech transfer students among ethnically diverse prospects

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

Campus Planning Theme: Teaching and Learning

Actions taken

- Expanded and streamlined Websites appropriate to applicants and continuing students with information on academic programs, financial aid, scholarships, and degree requirements. See also 1-h below
- Increased use of e-mail for questions from applicants and current students
• Expanded use of “IUPUI College Search” and “IUPUI Notebook” e-mail communications sent to both prospective students and admitted students designed to help answer questions and provide information about opportunities available at IUPUI
• Conduct phone-a-thon with current and prospective student to proactively address questions and provide information regarding upcoming deadlines and visit opportunities
• Developed Enrollment Counseling Survey given to prospective students who visit the Enrollment Center and meet with an EC counselor. The intention of the survey is to determine if the counseling provided met the student’s expectations. This feedback is used in improving the counseling sessions.
• Created Enrollment Counseling Tip Sheet to ensure more consistent provision of information for students visiting the Enrollment Center

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

Evidence of Progress
• Increase number of visits to Websites
• 16,051 individuals visited the front desk of the Admissions Office/Enrollment Center
• 3,004 students saw a counselor in the Enrollment Center
• 90% of students reported they were provided with satisfactory information during their visit
• 14,339 e-mails were received at the Apply address (new and external transfer students). 4,909 of these messages had additional questions that needed to be answered by counselors
• 2,713 messages were received at e-mail address established to serve students who’d previously attended the university and were interested in returning after time away.
• 1,104 messages were sent by students currently or last enrolled at another IU campus
• 5,232 prospects requested materials via phone or the Web
• The Enrollment Center phone room answered 32,460 calls and received an additional 7,081 calls after hours. This equates to a service level of 80%
• Infolink received 3,058 calls and counselors 752.

Activities Planned
• Continue work with Commission of Higher Education to become a major site for electronic transmission of high school transcripts.
• Pilot site for “Transfer Indiana” interactive Website for students to see how credits transfer to IUPUI.
• Consider an intensive telecounseling program that uses current students to phone prospects to answer questions, offer help, and encourage them to apply.
• Professional staff members call or e-mail all incomplete applicants reminding them of missing materials needed before an admissions decision may be made.
• Professional staff call students delayed for final grades encouraging them to do well and guaranteeing admission if grades are acceptable.
• Develop online status check for applicants and admitted students.
• Develop online intercampus and returning student application forms and Onbase workflow to review, route and admit intercampus transfers and returning student.
• Install a new Automatic Call Distribution system in one area of the Registrar’s Office. This step, along with other procedures for tracking activity, will allow the office to quantify activity during next fiscal year. In addition, continuing efforts will be made to assure quality service with each interaction.
• Move service level in phone room above 90%
• Decrease response time for phone call and email inquiries to 24 business hours
• Expand phone calls to prospects and admits by increasing the frequency of phone-a-thon to a monthly basis

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

Campus Planning Theme: Best Practices

Actions taken

• Enrollment Services offices developed a Communications Plan to track information sent to students and faculty. This is a constant “work-in-progress” as new information comes up to be shared but allows a framework to assure we are addressing our students and faculty most effectively. The calendar has been shared with the Enrollment Management Council to encourage more collaborative and coordinated communications efforts for students among Enrollment Services, the academic units, and Communications and Marketing. [http://registrar.iupui.edu/emc/ppt/comm-cal.xls](http://registrar.iupui.edu/emc/ppt/comm-cal.xls)
• Working through the Enrollment Management Council, compiled an initial calendar and examples of school-based communications efforts. This allows schools to learn from each other of successful initiatives and saves unnecessary duplication of effort in drafting new materials and student letters
• Improved communication between ES and university recruiters by establishing the undergraduate recruiters group. Held initial meeting in summer 2005
• Produced campus wide recruitment calendar under the direction of the EMC. [http://registrar.iupui.edu/emc/recruiting.shtml](http://registrar.iupui.edu/emc/recruiting.shtml)
• Updated Websites to incorporate new Student Information System (SIS) functionality and processes
• Continued to create and distribute numerous print and electronic communications to assist faculty and staff through the new Student Information Systems and related changes. These included the addition of such Web resources as: The Welcome Back student page, Faculty Grade Entry information, and Student Class Authorization to name a few
• Utilized Academic Policies and Procedure Committee (APPC) as another venue to increase communications with academic and administrative units
• Continued a series of “frontline services” meetings for all Enrollment Services offices and the Bursar. These gatherings are designed as both learning experiences as well as a mechanism to build team spirit and integration across Enrollment Services. Enrollment Services hosts similar meetings for frontline staff from the academic units.

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

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

Activities Planned
• Hold two Campus-Wide Frontline Meetings and increase membership and communication
• Continuation of Enrollment Services Front Line Meetings
• Expand number of examples of school-based communications available on the Enrollment Management Council Website
• Involve more offices in recruiting process, including alumni and schools
• Create campus-wide high-ability recruitment event for October to be coordinated through the Strategic Scholarship Coordination Committee

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

Campus Planning Theme: Best Practices

Actions taken
• Continued use of a new Welcome Back Website to share key dates, procedures, and helpful information from Enrollment Services and other campus offices with students at the start of each semester. The Welcome Back site is linked from all ES offices and is featured on the IUPUI homepage immediately prior to and for two weeks after the start of each semester. Information from the site is also compiled into a print version that students can pick up when visiting offices and academic units.
• An e-mail was sent to all registered students immediately prior to the start of the semester with important announcements and which directs them to the Welcome Back Website.
• The use of e-mail was expanded in targeting specific populations, such as financial aid recipients who need to complete an additional step before the aid is released.
• Updated Websites to incorporate new SIS functionality and processes.
- Provided leadership for Team IUPUI, a program designed to welcome students to campus during the first week of the semester. Staffing tables in a number of high-traffic areas, 200 volunteers for the Fall session served 8,120 students for the start of the Fall term and 6,000 students for our Spring term.
- In addition to Team IUPUI staffing in lobbies of different buildings, Registrar and Financial Aid staff served as office Ambassadors in their respective corridors of Cavanaugh Hall for a week surrounding semester start up. This program is intended to quickly acknowledge, welcome and direct students to the appropriate offices on campus to serve their needs.
- Created new admissions student self-service status check process, including updating IUPUI messages. This allows students to easily determine where they are in the admissions process.
- Through collaboration with Communications and Marketing, enhanced and improved the Websites to a more cohesive and uniform look, as well as to better streamline the information process. Visit [http://visit.iupui.edu](http://visit.iupui.edu)
- Created Enrollment Center Website. Visit [http://enroll.iupui.edu/ec](http://enroll.iupui.edu/ec)
- Developed a new Website and database to serve students who are interested in returning to school. The site received over 3,000 e-mails from returning and re-entering students in 2005-06. Visit [http://returnto.iupui.edu](http://returnto.iupui.edu)
- Developed and delivered of two recruitment videos for the campus, each with a different target audience. Shared these with campus recruiters for use at various on-campus recruitment events (e.g. the honors reception), international recruiting, and were used as the basis for the new IUPUI television commercial series. Visit [http://www.iupui.edu/enroll/video](http://www.iupui.edu/enroll/video)

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

**Evidence of Progress**
- In fiscal year 2003-2004, we received 274,070 hits to [http://registrar.iupui.edu](http://registrar.iupui.edu). During 2005-2006, that count grew to 329,407 (an increase of 20.1%). We consider this an indication that our Website continues to be a great resource for faculty, staff and students

**Activities Planned**
- Make permanent the communications efforts that were started this year so that they are taken each semester based on the new Communications Calendar
- Review and update communications plan for applicants and admits
- Evaluate mechanisms for maintaining contact with students. Will be better able to evaluate effectiveness of various recruitment methods through new IU Information Environment (IUIE) reports for Fall 2007.
- Review use of Web services for prospective students and their families
- Undertake a further review of the Registrar and APPC Websites, evaluate usability and implement changes designed to enhance the users’ experiences
- Develop a Multicultural Outreach website which provides information for ethnically diverse populations.
- Add additional content to Websites
- Develop an information card for first generation students and their families

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

Campus Planning Theme: Best Practices

Actions taken

- The highest-level enrollment reports were written and published in the new reporting environment. Efforts were made to make appropriate comparisons from the old system to the new when possible.
- Additional ad hoc reports were created for academic units as requested and published when resources allowed.
- The Office of the Registrar collaborated with the Bursar in creating a new business process to eliminate assessment of late fees for non-standard calendar courses that have not have not begun at the time of the registration or add. Prior to this change, students who wished to register or add a class after the start of the semester but before the late-starting class began was charged a late fee.
- Expanded communications with individual students, including
  - Notifications about any problems with courses they may have placed on their registration waiting list. Personal, individual attention was provided, as needed, to assist students in getting their preferred class schedule. Students already were notified by e-mail when their waitlist request had been satisfied and the student was placed in the course
  - Changes in days, times, or locations of any courses for which they had enrolled
  - Reminders of any registered course that is being taught off-campus or through other media. This helps students who may have mistakenly selected these locations or instructional methods time to make adjustments to their preferred schedule prior to the start of the semester
  - Notifying students as soon as the event occurs allows adequate time for them to adjust/react before being faced with the beginning of the semester activities.
- Beginning Fall 2006, new standard class time modules have been implemented. New time modules have daytime classes starting at 9 a.m. (instead of 8 a.m.) and evening classes starting at 6 p.m. (instead of 5:45 p.m.). The primary benefit from having later daytime class start times is that the campus has six useable daytime class periods rather than five which allows students to build better class schedules (fewer classes scheduled at the same time) and promotes better utilization of classrooms across all time modules. Traffic congestion on campus is also reduced during the morning and evening rush hours. Visit [http://registrar.iupui.edu/schedule-class-times.htm](http://registrar.iupui.edu/schedule-class-times.htm)
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.

Measures
- Number of additional reports created
- Satisfaction of academic units with having their information needs met
- Better use of available classrooms, including improved student enrollment patterns

Evidence of Progress
- Reports and data provided to academic and administrative units
- Roughly 1300 students were no longer assessed late fees for courses that had not yet begun.
- E-mail notifications in use
- New class time modules implemented
- Developed and implemented a plan in collaboration with UITS so that students at a distance who have forgotten their username and password have a streamlined process to gain on-line access.

Activities Planned:
- Write and publish more detailed comparison reports and provide trends where possible.
- In conjunction with IMIR and the Enrollment Management Council, provide academic units with enrollment data and trends to assist in targets and projections.
- 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
- Implement a procedure for Athletics that will prevent all student-athletes from registering or processing adjustments to their class schedules without approval from the Athletics adviser. This to insure proper athletics eligibility for the campus and the individual student-athletes.
- Implement a procedure for identifying and controlling the enrollment of International students who need English as a Second Language classes in their first semesters at IUPUI and need to enroll in an English Composition class for non-native English speakers. This is to ensure that students do not register in the regular offering of ENG-W 131.
- In 2007 take a baseline of the schools’ Degree Progress Report/logic readiness for a campus wide information & marketing/education/ awareness campaign. Promote Degree Progress reports and What-if audits at Campus Day and other events that promote IUPUI academics.
- More detailed annual reviews of office staff
- Establish standards for Courtesy, Responsiveness, Accountability, and Professionalism (Registrar)
- For enrollment reporting data visit http://registrar.iupui.edu/enrollment.html
1-j. Work with schools to create updated IUPUI Bulletin

Campus Planning Theme: Best Practices

Actions taken
- Completed the compilation, along with the schools and IU Publications, of the 2006-2008 Bulletin which is maintained by the Office of the Registrar.
- Implemented step to produce a reduced number of the print version of the Bulletin as a cost-saving measure as visits to the on-line version continue to grow. Visit http://bulletin.iupui.edu

Measures
- Timely publication in print and electronic forms

Evidence of Progress
- Bulletin published; PDF version posted to Web; html version being added

Activities Planned
- Begin work on 2008-10 Bulletin

1-k Develop a better understanding of recruiting effectiveness

Campus Planning Theme: Best Practices

Actions taken
- Redesigned all transfer and freshmen recruitment materials
- Created JagJackets and information cards for more-tailored student packets based on student programmatic interest.
- Contracted with community agency for compilation of materials

Measures
- Running comprehensive reports from the Enrollment Center Contact System (ECCS) for thorough follow-up and tracking different types of prospective students and their enrollment status

Evidence of Progress
- Continued building components for IU Information Environment (IUIE) to analyze prospect recruiting effectiveness
- Initial phase of development of the Enrollment Center Contact System (ECCS) was developed
- Redesigned nine key recruitment pieces resulting in a 35% saving for the budget

Activities Planned
- 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.
- Redesign recruitment materials targeted specifically to adult learners and adult degree completers
- Develop new on-line materials and publications for intercampus transfer and re-entering students
- Be more strategic in our HS recruiting by actively contacting prospects to inform them of upcoming open houses and visits in their local region

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

Campus Planning Theme: Best Practices

Actions taken
- Implemented required Meningitis information notification process
  - Under Indiana law, colleges and universities are required to notify students of the dangers of meningitis. Further, we are required to demonstrate that we have taken that step. We have deployed a new process that requires students to acknowledge that they were provided this information before being allowed to enroll for a subsequent semester. Subsequent notifications are sent to those students who remain non-compliant prior to Priority Registration. Sent the list of those non-compliant to each respective academic unit. Collaborated with Orientation Program colleagues to include this process as part of Orientation each summer. By attending to this on their initial visit to campus, we are not forced to add enrollment restrictions for the subsequent term thus making the enrollment process more efficient. [http://registrar.iupui.edu/registration-guide/meningitis.htm](http://registrar.iupui.edu/registration-guide/meningitis.htm)
- Used the Accelerated Improvement Process (AIP) for two functions, Outreach Activities and handling Ivy Tech Deferrals
- Enhanced imaging system to accommodate assigning scholarships from admission screens
- Worked on prospect system use, data compilation and reporting, and Intercampus Transfer/Returning Student processing
- Created Enrollment Center Website. Visit [http://enroll.iupui.edu/ec](http://enroll.iupui.edu/ec)
- Used the on-line prospect system more efficiently in tracking groups for specific campus events such as Campus Day and JagDays
- Reconfigured staffing and developed expanded training program for information specialists in order to provide improved service to students
- Restructured data entry team in order to be more efficient with handling of prospects into SIS in both variety of data elements and quality of their loading into the computing system
- Developed a new Website and database to serve students who are interested in returning to school. The site received over 3000 e-mails from returning and re-entering students in 2005-06. Visit [http://returnto.iupui.edu](http://returnto.iupui.edu)
- Eliminated mailing of student final grade notifications. The information is available to students over the Web and the need for printed notification that arrived later was far less necessary than in the past. The step also resulted in cost savings.
- Staff training was revamped in a number of Enrollment Services offices
• Enrollment Center staff completed an internal review of goals, objectives, and performance indicators
• The Enrollment Center conducted an assessment inventory of its extant tracking and shadow data bases and established a new data collection tool that will enable us to better track and report on effectiveness of services and programs in the future.
• Conducted strategic enrollment counseling meetings to discuss broad campus issues and provide ongoing professional development for the professional counseling

Measures
• Number of students in compliance with meningitis disclosure requirement
• Cost savings from reduced print runs and postage
• Reduction in number of in-person visits to Enrollment Services offices required of students to conduct certain activities
• Faster and more accurate loading of student data to the SIS environment
• 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
• Have implemented 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 office.
• Expanded internal office reviews and reporting such as requiring annual reports from the Associate Registrars
• Improved process for returning and inter-campus transfers

Activities Planned
• Identify additional processes for use of AIP
• Identify potential cost savings as the campus continues to face budget constraints by reducing print materials and postage
  o Fully implement the removal of class listings from the Schedule of Classes Bulletin.
• Investigate the opportunities available via e-business as a way to make transcript processing more efficient and to guarantee internal financial controls.
• Investigate the possibility of automatic billing transcript fees to the Bursar accounts of currently enrolled students.
• Participate in the implementation of Indiana University joining the National Clearinghouse or similar enrollment/degree verification outsourcing group. The goal is improve the response time for enrollment verification services for students and their families, and lending agencies
• Implement an archive strategy for source documents in the Office of the Registrar where the image can be easily retrieved (similar to Onbase).
• Work with HR colleagues to incorporate the FERPA tutorial as part of HR orientation. http://registrar.iupui.edu/ferpa/
• Investigate the possibility of in-house diploma printing for potential cost savings and better student and school service in the area of diploma processing.
• Lead an effort with the Office of the Registrar at Purdue West Lafayette to allow the IUPUI Office of the Registrar the ability to provide official Purdue University transcripts to IUPUI graduates of Purdue-mission programs. Students who received a Purdue degree at IUPUI can get IU transcripts that show the Purdue degree now, but some students (particularly international), enrolled in programs where Purdue is very well known (such as Engineering) may prefer the Purdue transcript. They can obtain a Purdue transcript from West Lafayette now, but the production time is not as fast as it would be if it could be printed at IUPUI.
• Develop several workflow processes, including drop and add transactions, to improve service to students and academic units. These processes are being designed to eliminate the need for paper forms and written signatures, thus gaining efficiency in terms of processing them along with saving time for all students and academic units involved.
• Develop and implement a workflow or SIS 8.9 upgrade process for students to apply for graduation to their school.
• Develop a Website which includes all relevant information currently found in the printed Registration Guide and eliminate printing of that document. Coordinate student email notification of such to be sent each semester in compliance with federal regulations.
• Continue to develop baseline data and to incorporate data collection into standard business practices and reporting: Performance Indicators and Outcome Measures, Retention Report Programs, etc.
• Implement Change of Census Date for Spring Term: IUPUI and IUPUC.
• In collaboration with Human Resources, lead Compensation Strategic Initiative (CSI) project for Enrollment Services to ensure appropriate classifications for all professional-level positions.

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

Campus Planning Theme: Civic Engagement, Teaching and Learning

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

Actions taken

• Continued partnerships with School of Engineering & Technology, School of Science, SPEA, School of Dentistry, School of Liberal Arts, and School of Education on middle schools visits where they provided academic presentations from their respective areas
• Co-sponsored the Second Annual Middle School Career Conference in October 2005. A total of 75 middle school students learned about career opportunities from a number of IUPUI schools
• Middle School Educators Day was not held in the spring due to lack of program funding

Evidence of Progress
- Served 1,600 middle school students through visits to IUPUI campus and middle school site visits. There were a total of nine middle schools, one charter school and one community organization that participated in outreach programs.
- A total of 75 middle school students participated in 2nd Annual Middle School Career Conference. The Schools of Business, Education, Health Professions Programs, and Science partnered in the Conference and provided information on academic programs and career opportunities to students.
- Academic units understand the need to focus early outreach and recruitment efforts on this population and envision middle school students as future college prospects.
- Increase interest by academic units in working with middle school students, parents, and educators.
- Plans underway for academic units to plan their own middle school initiatives.
- 100 percent of the middle schools who brought students to IUPUI were “repeat customers,” having all participated in outreach activities in 2004-2005.

Collaborate with community organizations on middle school initiatives

Actions taken

- Participated in the community outreach events such as the Indiana Black Expo Summer Celebration “Kids World” and Fiesta Indianapolis to disseminate college preparation information.
- Partnered with the community organizations such as the Indianapolis Urban League and La Plaza to host summer enrichment programs targeted to middle school students.
- Meet with community organizations to plan future initiatives.

Evidence of Progress

- Increased exposure in the community.
- Middle School Outreach serving as a resource to community organizations.

Activities Planned

- Seek external funding to enhance Middle School Outreach Program.

1-n Influence middle school student’s decisions about high school curriculum by development of promotional materials and activities targeted to middle school population.

Campus Planning Theme: Teaching and Learning, Best Practices.

Actions taken to date

- Final version of “College Awareness” video delivered in September 2005.
- Met with School of Education professor regarding the development of the career wheel and implementing the “Holland Code” educational model.
- Currently developing the middle school folder, career wheel, and supporting documents

Evidence of Progress

- Completion of the “College Awareness” video
- Middle School and Campus Visit Graduate Assistant developed prototype career wheel using the “Holland Code” educational model
- Current in the design phase of folder, career wheel and documents

For more on this program, visit [http://enroll.iupui.edu/midschl](http://enroll.iupui.edu/midschl)

Activities Planned

- Seek external funding to enhance Middle School Outreach Program

1-o. 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

Actions taken

- 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 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.
- Added daily tour presentations prior to campus visit
- Redesigned the daily tour so that it incorporates all of campus, including tours of the residence hall, campus apartments, and the medical side of campus.
Successfully completed the pilot year of JagDays program, with 32 events and 432 attendees. These programs allow an in-depth campus visit for students interested in particular academic programs. Visit https://www.iupui.edu/~jagdays

Developed a campus tour conducted in Spanish for non-native English speakers.

Developed an evening tour for non-traditional students.

Conducted second year of visits to Warren Central High School that put us in contact with the entire freshman class.

Communicated with coordinators of the statewide Trio programs to develop programs for their students.

Planned and implemented first-ever IUPUI 21st Century Scholars Day, serving as host to all 21st Century Scholars from across the state of Indiana.

For more on information provided to high school students in planning for college, visit http://enroll.iupui.edu/highschool/highschool.shtml

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:

- Increased number of family members attending programs along with prospective students
- Produced an increase of campus visitors by 2,000 over the previous year for a total of 9390 guests, an increase of 27.1%
- Hosted the IUPUI events. Spring 2006 Campus Day attracted over 2,500 visitors

Activities planned:

- 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.
- Restructure the Campus Day program (effective Spring 2007) to provide themed areas: introducing students to the wide range of programs that fall under the various fields. This provides an intuitive approach for students that are exploring their options. It also allows for more exposure to the wealth of programs at IUPUI.
- Restructure the JagDays program to provide themed days: introducing students to the wide range of programs that fall under the various fields, rather than limiting the scope of each day to one specific school.
- Implement tracking system to determine service level in Campus Visits

1-p Increase Support for Academic Units
Campus Planning Theme: Teaching and Learning, Best Practices

Actions taken
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, and meeting their other information needs.

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

Measures

- Satisfaction of units with support received

Evidence of Progress:

Examples include:

- Implemented a process at IUPUI for the addition of Experiential Learning notations on the official transcript. These notations identify significant student engagement in the community in an official capacity as a means to communicate the experience to potential employers, graduate/professional schools, etc. Visit http://registrar.iupui.edu/experiential-learning.html
- Worked with academic units in meeting particular enrollment and grading needs, such as Thematic Learning Communities and enrollment in the appropriate beginning section of a foreign language by students who had previously studied the language.
- Assisted School of Liberal Arts in the enrollment of their entry level foreign language classes by separating the regular students from those who needed to be grade S/F.
- Assisted School of Nursing in restructuring their on-line application and entire SIS Academic Structure set up to more efficiently admit, audit, enroll and track their nursing students.
- Initiated and coordinated discussions with the School of Medicine, Financial Aid office, Office of the Bursar, and Admissions to address issues surrounding the Financial Aid processing for Medical students. Initiated to expedite Medical School processing in enrollment, fee assessment, and financial aid packaging. Plan to implement changes with current Medical School class and to fully incorporate the changes for next new Medical School class.

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

Activities Planned

- Offering schools/departments training and support sessions for recorders and others which are business process focused and specifically focuses on “how to” within SIS and the IUJE/Aqua data studio.
- Expanding consultation with various academic units about their key business processes, understanding of the SIS system options including reporting, better utilization of their requirements and resources, improving communication on touch points. After a series of such sessions with the School of Nursing over the past year, we have reorganized/streamlined their Application to Enrollment Graduate process and eliminated their shadow information system. Engineering Technology has recently expressed needs for this type of consultation. SPEA has also requested assistance with a number of key business processes.
- Review Quality and Use of Campus Services data in the 2005 Faculty Survey to identify sources of concern and develop plans for improvements
- Consider commissioning new survey for more detailed information on relevant services as well related university system-based services such as SIS elements of OnCourse.
2. Support students with scholarships (undergraduate) and financial aid services (undergraduate, graduate, and professional)

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

Campus Planning Theme: Best Practices

Actions taken

- Conducted outreach to assist individuals with completing the Free Application for Federal Student Aid (FAFSA) during College Goal Sunday and through various High School Financial Aid nights at local high schools
- Increased the access of IUPUI student information to the individuals in our call center to better serve the students at IUPUI.
- Additional resources and materials for students were posted to the office Website. Visit [http://www.iupui.edu/~finaid/](http://www.iupui.edu/~finaid/)
- Expanded internal training practices to help staff learn new skills in order to work within the new SIS environment
- Hired additional staff to speed up processing time, accuracy
- Appointed a staff member in Financial Aid to be responsible for implementing and managing an internal quality control program to help develop data for supervisors to assess work in their areas and how we can enhance services.
- The Office of Student Financial Aid Services participated in the National Association Student Financial Aid Administrators (NSAFAA) Standards of Excellence Compliance and Customer Service review in February 2006. The results and recommendations are now under review
- Held a workshop on campus for faculty and advisors on financial aid guidelines. Additional resources and materials were posted to the Website for academic advisors. Visit [http://www.iupui.edu/~finaid/generallInfo/advisor.html](http://www.iupui.edu/~finaid/generallInfo/advisor.html)
- Expanded training initiatives for office personnel

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

- Served 19,379 students in 2005-06
- The Greentree Gazette listed IUPUI as having 36,344 student loans for a total of $200,205,104 and we are ranked 17th in the nation in student loan volume. We are just right behind IU Bloomington. This data is for the 2004-05, the latest year for which data are available.

- See also 1-g, 1-i, and 1-l above
• The speed of aid distribution to students improved this year. In August of 2005 we disbursed to student accounts $58,962,803 more than had been disbursed in August of 2004; the students received 2,382 more disbursements of financial aid in August of 2005 than in August of 2004.
• Processed 6834 refunds on the first day of the allowed refund period (starting ten days prior to the first day of term) for Fall 2006. This was 241 (3.7%) more than was processed on the first day for Fall 2005.
• Continued to package our freshmen earlier each year. For the 2004-05 academic year we packaged freshmen on April 28, for 2005-06 we packaged on March 18 and for 2006-07 we packaged on March 14. Earlier packaging and notification of awards is a key tool in recruiting students to the university.
• Expanded intra-office training
• Better understanding and use of new software, resulting in fewer problems or delays in aid
• Improved turnaround time for responding to student concerns or complaints
• 90 faculty/academic advisors attended the financial aid workshop

Activities Planned
• 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 of the Satisfactory Academic Progress Appeal process
• Developing a training assessment program
• Implement imaging technology and workflow system

2-b. Educate students on financial management

Campus Planning Theme: Best Practices

Actions taken
• Working with USA Funds and University of Michigan Financial Aid Office to help develop a debt management planning program for a variety of student groups

Measures
• Survey/feedback forms

Evidence of Progress
• Planning initiated for implementation of educational debt management program

Activities Planned
• Implement debt management planning program with training of Financial Aid personnel, academic advisors/departments and programs for students. The student workshop will be held in the Spring of 2007

2-c. Increase number of students applying for federal financial aid by March deadlines
Actions taken
- Financial Aid Awareness Month activities during the month of February
- Staff participation in College Goal Sunday
- 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)

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

Evidence of Progress
- The number of students submitting the FAFSA on time (by the federal priority deadline in early March) continued to grow
  - 2004-2005: 9,780
  - 2005-2006: 10,063
  - 2006-2007: 11,689 (an increase of 16.2% over 2005-06)
- Numbers of freshmen packaged: (awarded for 2006-07)
  - 2005-06: 2,039
  - 2006-07: 2,320

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

2-d. Facilitate the scholarship application and awarding process
Campus Planning Theme: Teaching and Learning and Best Practices

Actions taken
- Improved communications with prospective scholarship applicants through increased number of call-outs (from 3 in 04/05 to 10 in 05/06).
- Coordinated with Admissions to successfully develop and implement a process for including admission-based scholarship offers in the admissions letter notification for prospective students. Earlier notification often results in higher enrollment of this high-ability population
- Collaborated with Student Life and Diversity in August 2005 to successfully incorporate the new Scholars' Welcome (an event welcoming new scholars to IUPUI) with the IUPUI Weeks of Welcome/New Student Convocation.
- Increased academic department adherence to scholarships and fellowship notification and posting deadlines by creating and disseminating the IUPUI Scholarship and Fellowship Awards Procedural Manual with timeline and guidelines for departmental awarding of scholarships and fellowships. Held two training sessions with departmental fiscal officers that were both well-attended and well-received.
- Improved campus coordination and student service for IUPUI fellowships and athletic award recipients by creating and hiring Student Accounts Administrator position.
• Successfully piloted an IUPUI online scholarship acceptance process
• Developed Scholarship and Fellowship Procedural Manual distributed campus-wide.
• Implemented training sessions for campus wide departments on processing of scholarships and fellowships

Measures
  o Greater adherence to posting deadlines from departments
  o Increased number of scholarship applicants
  o Increased number of qualified scholarship applicants
  o Improved academic quality of scholarship applicants

Evidence of Progress
  o Increased the number of scholarship applications from incoming student scholars by 29% (from 127 in 04/05 to 178 in 05/06).
  o IUPUI Scholars volunteered their time by making buttons and selling them for Hurricane Katrina victims, this effort raised over $2000

Activities Planned
  • Design and implement prospective scholar student database enabling better tracking of student contacts, etc. through out the recruitment cycle.
  • Improve yield and early commitment from prospective scholars by creating a priority commit deadline of March 15th

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

Campus Planning Theme: Teaching and Learning

Actions taken
  • 7,429 departmental, campus, and private-sector scholarships and fellowships were awarded through the Scholarships Office this year, an increase of 6.3% over last fall. These awards totaled nearly $15 million dollars, a 21% increase in funds over last year.
  • Piloted matching admission-based scholarships through Engineering and Technology for an additional 50% match of direct admit admission-based scholarship amounts.
  • Linked First Generation Scholarship recipients to the IUPUI Summer Bridge Program.
  • Successfully coordinated with the Strategic Scholarship Coordinating Committee and the Bepko Scholars and Fellows Program to host a high-ability campus visit day in the fall (10/29/05).
  • Increased award amount for the Norman Brown Diversity and Leadership Scholarship Program from $2,000 maximum award to $2,500 for freshmen and $3,000 for continuing students
  • Called an average of 250 high-ability students who have been offered admission-based scholarships monthly October-February to answer questions and encourage their enrollment
  • Monitor academic progress of 2000 admission-based scholars
Measures

- Number of students recruited with new ET matching program
- 1st year retention rates for first generation scholars
- Number of Scholar’s Day prospective students to apply
- Yield rates and other data from twenty institutionally funded scholarships collected for review by Financial Aid & Scholarship Policy Advisory Committee

Evidence of Progress

- Engineering and Technology matching admission-based scholarship pilot program resulted in the successful recruitment of 36 new scholars to ET (up 25% from 04/05 when only 27 scholars were recruited).
- For purposes of high ability student recruitment The Bepko Scholars and Fellows Program and the Office of Student Scholarships sponsored the October 2005 Scholars’ Day Program. 33 of the 41 High School seniors who attended the event applied and were admitted to IUPUI for the Fall 2006 academic year. 18 of the students have accepted their scholarships and enrolled for the Fall of 2006, including 6 Bepko scholars.

Activities Planned

- Work towards the creation of more need-based/merit scholarship programs.
- Work to combine Scholar’s Day recruitment event with Fall Campus Day.

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

Actions taken

- Partnered with La Plaza to conduct enrollment workshops in Spanish at Campus Day
- Increased outreach to minority community through participation/sponsorship of Project Stepping Stone, Cinco De Mayo Festival, Mayor’s Latino Forum, IPS Back to School Carnival, and Indiana Black Expo
- Hosted the Shades of Brilliance, Multicultural Open House in November 2005 as a stand-alone event and not tied to a larger campus open house
- Coordinated campus-wide multicultural outreach efforts by working with the Multicultural Outreach Advisory Committee
- Set up the Multicultural Outreach Ambassador Scholarship program, in the initial year 6 students received the scholarship and assisted with outreach activities
- Set up an ESL test fee waiver for non-native speakers admitted through undergraduate admissions that have received an application fee waiver
- 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
- 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
- Set up 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
- Increased award amount for the Norman Brown Diversity and Leadership Scholarship Program from $2,000 maximum award to $2,500 for freshmen and $3,000 for continuing students
- Implemented the minority student recruitment listserve

Measures

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

Evidence of Progress

- Increased number of minority beginning freshman applicants by 9.7%
- Increased the number of minority admits (beginner and transfer) by 1.9%
- Increased number of new minority undergraduate enrollments by 3.4%

### Minority Freshman Admits

<table>
<thead>
<tr>
<th></th>
<th>Applicants 2005</th>
<th>Applicants 2006</th>
<th>Admits 2005</th>
<th>Admits 2006</th>
<th>Enrolled 2005</th>
<th>Enrolled 2006</th>
<th>% of Applicants who were admitted 2005</th>
<th>% of Applicants who were admitted 2006</th>
<th>% of Admits who enrolled 2005</th>
<th>% of Admits who enrolled 2006</th>
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<tbody>
<tr>
<td>African American</td>
<td>863</td>
<td>881</td>
<td>503</td>
<td>440</td>
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<td>223</td>
<td>58.3%</td>
<td>49.9%</td>
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<td>237</td>
<td>131</td>
<td>167</td>
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<td>67.5%</td>
<td>70.5%</td>
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<tr>
<td>Native American</td>
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<td>25</td>
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<td>13</td>
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<td>66.7%</td>
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<td>Asian</td>
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<td>144</td>
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<td>77.1%</td>
<td>74.2%</td>
<td>56.8%</td>
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<tr>
<td>Total Minority Freshmen</td>
<td>1219</td>
<td>1337</td>
<td>757</td>
<td>767</td>
<td>415</td>
<td>412</td>
<td>62.1%</td>
<td>57.4%</td>
<td>54.8%</td>
<td>53.7%</td>
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</table>

### Minority Transfers

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<th></th>
<th>Applicants 2005</th>
<th>Applicants 2006</th>
<th>Admits 2005</th>
<th>Admits 2006</th>
<th>Enrolled 2005</th>
<th>Enrolled 2006</th>
<th>% of Applicants who were admitted 2005</th>
<th>% of Applicants who were admitted 2006</th>
<th>% of Admits who enrolled 2005</th>
<th>% of Admits who enrolled 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>385</td>
<td>402</td>
<td>278</td>
<td>296</td>
<td>186</td>
<td>203</td>
<td>72.2%</td>
<td>73.6%</td>
<td>66.9%</td>
<td>68.6%</td>
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<tr>
<td>Hispanic</td>
<td>78</td>
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<td>64</td>
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<td>34</td>
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<td>65.5%</td>
<td>57.8%</td>
<td>59.6%</td>
</tr>
<tr>
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<td>15</td>
<td>10</td>
<td>9</td>
<td>7</td>
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<td>90.9%</td>
<td>60.0%</td>
<td>70.0%</td>
<td>66.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>74</td>
<td>82</td>
<td>72</td>
<td>74</td>
<td>40</td>
<td>53</td>
<td>97.3%</td>
<td>90.2%</td>
<td>55.6%</td>
<td>71.6%</td>
</tr>
<tr>
<td>Total Minority Transfers</td>
<td>548</td>
<td>586</td>
<td>424</td>
<td>436</td>
<td>270</td>
<td>296</td>
<td>77.4%</td>
<td>74.4%</td>
<td>63.7%</td>
<td>67.9%</td>
</tr>
<tr>
<td>Total Minority</td>
<td>1767</td>
<td>1923</td>
<td>1181</td>
<td>1203</td>
<td>685</td>
<td>708</td>
<td>66.8%</td>
<td>62.6%</td>
<td>58.0%</td>
<td>58.9%</td>
</tr>
</tbody>
</table>
• Expanded the participation in the Shades of Brilliance program to include 30 middle school students and their parents.

Activities Planned
• Increase the number of minority freshmen for the 2007 class
• Increase the number of minority transfer students from Ivy Tech by working with Passport to conduct special information sessions for Ivy Tech students
• Update the Spanish admissions brochure
• Develop a marketing brochure that highlights resources for diverse populations on the IUPUI campus.
• Complete development of coordinated recruitment plan. Communicate and execute plan
• Attend college fairs that target minority students in the Chicago area
• Host a multicultural visit day in the Spring
• Increase promotion of the diversity related scholarship programs
• Initiate annual minority recruitment forum in spring for individuals interested in assisting with minority recruitment
• Develop a program to take current IUPUI students back to their high schools to talk about the importance of attending college

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

Campus Planning Theme: Campus Climate for Diversity

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

Measures
• Number of applicants and admits

Evidence of Progress Update
• Coordinated with International Affairs to recruit 14 international students with scholarships (15.9% of the 88 newly enrolled international students in Fall ’06).

**Fall International Admission data**

<table>
<thead>
<tr>
<th>Undergraduate Beginners</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>161</td>
<td>272</td>
</tr>
<tr>
<td>Admits</td>
<td>88</td>
<td>96</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduate/Graduate Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's</td>
</tr>
<tr>
<td>Applicants</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td><strong>Doctorate</strong></td>
</tr>
<tr>
<td>Applicants</td>
</tr>
<tr>
<td>Admits</td>
</tr>
<tr>
<td><strong>First Professional</strong></td>
</tr>
<tr>
<td>Applicants</td>
</tr>
<tr>
<td>Admits</td>
</tr>
</tbody>
</table>

Activities Planned
- Develop cross-training activities for the Office of International Affairs and the Enrollment Center frontline staff to better serve prospective students with international backgrounds
- Work with the OIA staff to republish a brochure designed for prospective students living in the Indianapolis area who have international educational backgrounds

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

4-a. Implement service configuration enhancements within the existing space

Campus Planning Theme: Best Practices

Actions Taken
- Reconfigured space for expanded staff within the Enrollment Center, Middle School Outreach and Multicultural Outreach Programs

Evidence of Progress
- Reconfiguration completed

Activities Planned
- None

4-b. Develop optimal physical environment in Campus Center and reconfiguration of space for activities in other buildings

Campus Planning Theme: Best Practices

Actions taken
- Initial planning design completed with individual workspaces tentatively assigned and non-Campus Center space needs identified

Evidence of Progress:
- Initial planning design completed and non-campus location(s) identified

Action Planned
- Continued planning for Campus Center space assigned to Enrollment Services
- Determine appropriate configuration of space requirements for non-Campus Center located Enrollment Services functions
- Continued planning for business practice changes to support separation of location of customer services and back office functions, including additional cross-training, office manuals, and quick reference guides

4-c. Support SIS implementation

Campus Planning Theme: Best Practices

Actions taken:

- Enrollment Services offices continued their work on implementation of the Student Information Systems, including fine-tuning of tools, creation of new reports, and creating or modifying processes and procedures as necessary.
- Enrollment Services offices began work on the pending upgrade to the new version of the Student Information Software
- Continued planning, testing and implementation of new SIS bundles, releases and enhancements. Among the many other tasks, this included:
  - Coordination and management of a system wide transcript conversion validation project
  - Design, development and implementation of numerous Student Records and Academic Advising system enhancements
  - Redesign of Websites and training materials to accommodate the new releases
  - Initial planning and staffing discussions for major upgrade to 8.9/9.0

Measures
  - Successful completion of activities planned

Evidence of Progress
  - See actions taken

Activities Planned
- Contribute significant personal resources and leadership to the final implementation of PeopleSoft 8.0 IU modifications and to the SIS 8.9/9.0 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 the new 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.

Supplemental Questions

1) *Doubling goals:* In what ways has and will your responsibility center contribute to the Chancellor's doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

The work of Enrollment Services contributes to the doubling goals for enrollment through accomplishing the goals outlined in our mission statement:

- Cultivating, recruiting, admitting, and enrolling well prepared undergraduate students from diverse backgrounds to meet the criteria of our enrollment management plan;
- 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.
- Providing timely and accurate data and efficient systems, resources and services to help faculty and staff perform the work of the university and help retain students

Specific activities appear throughout the Annual Report and Planning document.

Enrollment Services provides leadership for the Enrollment Management Council which has been charged with implementing a sustained, systematic, campus-wide process to manage our enrollments through an information-based plan. Details on the activity of the council appear in goal 1-a of the report.

2) *Diversity:* What actions have you taken and what results have you achieved in retaining and graduating a diverse student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

Enrollment Services is committed to recruiting and supporting a diverse student body.

- The number of minority beginner admits for fall is up very slightly over last year (758 to 767), though as a percentage of the larger admitted class, minority students dropped from 18.0% of all beginner admits in Fall 2005 to 17.5% this year.
- There were 440 African-Americans beginner admits for Fall 2006; this is a decline of 63 students from last fall. Their share of the beginner admits went from 11.9% of the beginner admits in 2005 to 10.0% in 2006.
- Transfer admits of African-American students were up by 17 students
- The campus increased its number and percentages of beginner admits for all other minority categories:
  - Asian-Americans up from 111 in 2005 to 144 in 2006); 2.6% of admits in 2005 to 3.3% in 2006)
  - Hispanic-Americans up from 132 to 167; (3.1% to 3.8%)
  - Native-Americans up from 12 to 16; (0.3% to 0.4%)
  - International beginner admits are up slightly from 89 to 96; (2.1% to 2.2%)
  - “All Others” increased from 3,367 (79.9%) to 3,529 (80.3%)
See Goal 3 of the Annual Report: Establish IUPUI as a premier destination for individuals from diverse cultures to interact within an urban university environment.

IUPUI Student Headcount by Ethnicity

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Minority</td>
<td>3,993</td>
<td>4,170</td>
<td>4,404</td>
<td>4,457</td>
<td>4,379</td>
<td>-78</td>
<td>-1.8%</td>
<td></td>
</tr>
<tr>
<td>African American</td>
<td>2,661</td>
<td>2,718</td>
<td>2,813</td>
<td>2,812</td>
<td>2,631</td>
<td>-181</td>
<td>-6.4%</td>
<td></td>
</tr>
<tr>
<td>Am Ind/Alskn Natv</td>
<td>73</td>
<td>95</td>
<td>96</td>
<td>89</td>
<td>99</td>
<td>10</td>
<td>11.2%</td>
<td></td>
</tr>
<tr>
<td>Asian/Pac Islander</td>
<td>750</td>
<td>816</td>
<td>883</td>
<td>907</td>
<td>980</td>
<td>73</td>
<td>8.0%</td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>509</td>
<td>541</td>
<td>612</td>
<td>649</td>
<td>669</td>
<td>20</td>
<td>3.1%</td>
<td></td>
</tr>
<tr>
<td>Foreign Students*</td>
<td>900</td>
<td>1,089</td>
<td>977</td>
<td>916</td>
<td>955</td>
<td>39</td>
<td>4.3%</td>
<td></td>
</tr>
<tr>
<td>White and Other Amer.</td>
<td>23,852</td>
<td>24,174</td>
<td>23,503</td>
<td>23,394</td>
<td>23,060</td>
<td>-334</td>
<td>-1.4%</td>
<td></td>
</tr>
<tr>
<td>Unknown</td>
<td>280</td>
<td>427</td>
<td>1,069</td>
<td>1,166</td>
<td>1,370</td>
<td>204</td>
<td>17.5%</td>
<td></td>
</tr>
<tr>
<td>Total Headcount</td>
<td>29,025</td>
<td>29,860</td>
<td>29,953</td>
<td>29,933</td>
<td>29,764</td>
<td>-169</td>
<td>-0.6%</td>
<td></td>
</tr>
<tr>
<td>Pct. African American</td>
<td>9.2%</td>
<td>9.1%</td>
<td>9.4%</td>
<td>9.4%</td>
<td>8.8%</td>
<td>-0.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pct. Total Minority</td>
<td>13.8%</td>
<td>14.0%</td>
<td>14.7%</td>
<td>14.9%</td>
<td>14.7%</td>
<td>-0.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: figures for foreign students in Fall 2002-2004 are not fully accurate due to errors in the old data base and in data conversion to new student record system.

3) Campus collaboration: In what ways has your unit collaborated with other units to enhance teaching and learning and/or research and scholarship? What plans do you have to strengthen collaborative activities in coming years?

The offices comprising enrollment services regularly collaborate with the academic units and many administrative offices, such as Information Management and Institutional Research (IMIR). Examples of those interactions appear throughout the Annual Report and Planning document.

Led by the Executive Director of Enrollment Services, the Enrollment Management Council is comprised of representatives from all of the academic units and of central administrative offices such as the units comprising Enrollment Services, IMIR, Planning and Institutional Improvement, External Affairs, and Student Life and Diversity.

The work of the Enrollment Management Council (EMC) is coordinated closely with other enrollment management-related groups including the Retention and Graduation Council (RGC), Council on Lifelong Learning, Graduate Affairs Recruitment Committee, Strategic Scholarship Coordinating Committee, FASPAC, Transfer Student Task Force, Ivy Tech Transfer Group, Gateway Group, Multicultural Outreach Advisory Group, the Diversity Council, and the Orientation Advisory Committee as well as with the other primary campus planning and governance committees such as Chancellor’s Cabinet, Academic Policies and Procedures Committee (APPC), Center for Teaching and Learning, Civic Engagement Council, and the Faculty Council. This is achieved primarily through cross-representation, invitations to presentations, and inclusion on each group’s agenda or reports on the other groups’ activities.

Moreover the EMC, the RGC, and APPC include representatives from virtually all academic units.

The work of these groups is further coordinated in collaboration with the Office of Planning and Institutional Improvement, which provides links to the broader campus planning processes, as well as with the research and analytic support of the Office of Information Management and Institutional Research.

The EMC is in contact with a number of community organizations such as the Urban League, Wesco, Christamore.
For more on the council, including minutes of meetings, visit [http://registrar.iupui.edu/emc](http://registrar.iupui.edu/emc)

4) **International scholarship**: How extensively are faculty in your school involved in research on international topics or in collaborations with international colleagues? Please cite some examples.

Not Applicable

5) **Internationalization of curriculum**: How extensive are international perspectives and content in curricula in your school? Are international perspectives present in the core requirements for undergraduate degrees? Are there degree or certificate programs with an international emphasis? Do you have study abroad programs?

Not Applicable

11/20/06
Submitted to IMIR 11/20/06