MISSION
The following offices comprise the Division of Enrollment Management:

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

As an outgrowth of IUPUI’s Strategic Planning process, the Division of Enrollment Services became the Division of Enrollment Management effective July 1, 2014.

The mission of Enrollment Management is to enhance the quality of the IUPUI student body and the overall educational experience by
- Effectively cultivating, recruiting, admitting, and enrolling a well-prepared and diverse student population to meet the criteria of IUPUI’s 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;
- Working with academic units to help retain students and to improve the probability of student graduation, optimally within 4 years.

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

Enrollment Management 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.

Optimize Our Enrollment Management
Effectively cultivate, recruit, admit, and enroll a well-prepared and diverse student population to meet the criteria of IUPUI’s enrollment management plan. Work with academic units to help retain students and to improve the probability of student graduation, optimally within 4 years.

- The Division of Enrollment Management is charged with the responsibility, authority, and accountability to implement strategic enrollment planning and management through use of institutional data, development of the capacity for analytics, and use of regular assessment, including cost-analysis/return on investment modeling on SEM-related activities
➢ Develop enrollment target scenarios
➢ Provide analysis of impacts of enrollment targets on physical capacity, instructional capacity, scheduling, student services delivery
➢ Ensure that enrollment management plans and activities support the institution’s financial plan

Guide development of the IUPUI enrollment management plan
➢ Enrollment Management plays a leadership role with IUPUI’s Enrollment Management Council (EMC), the Academic Policies and Procedures Committee (APPC), and the Enrollment Management Advisory Council

Enrollment Management Council
➢ To implement 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.

As an outgrowth of the Strategic Planning Process, the EMC was discontinued effective July 1, 2014 as new groups more directly tied to the Plan were formed, including the Enrollment Management Advisory Council (see below).

Academic Policies and Procedures Committee
➢ 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 played a key role in the review of proposals for new undergraduate degrees, certificates, and minors.
➢ In addition to policy issues noted above, in 2013-14 APPC reviewed and recommended one degree, fifteen minors, three concentrations, eleven program name changes, and one certificate type for university approval and implementation as new options for IUPUI students. This responsibility will shift to the new Undergraduate Affairs Committee in the 2014-15 academic year.

Enrollment Management Advisory Council
➢ In 2012-13, as part of IUPUI’s Strategic Planning initiative, the campus began a strategic enrollment management process and a number of task forces were created. The goals of the Enrollment Management Task Force included
  ▪ Implementation of a long-term coordinated enrollment planning process
  ▪ Providing realistic, quantifiable goals for student recruitment and students success as measured by increases in retention and graduation.
  ▪ Maximizing enrollment efficiency given capacity with rooms, faculty
➢ The major outcome of the Task Force’s efforts was production of a set of Transformative Recommendations and detailed Strategic Enrollment Management Action Proposals. Work on this initiative continued in 2014-15.
➢ With the creation of the Division of Enrollment Management, the Enrollment Management Task Force has evolved into the Enrollment Management Advisory Council, serving an important consultative role for the Division of Enrollment Management and IUPUI in achieving these objectives.
  ▪ Chaired by the Executive Director of Enrollment Management, the Council serves as a key sounding board for the Division in its planning, implementation, and assessment efforts.
The Council and its members provide recommendations and guidance on the full range of enrollment management activities from a variety of critical perspectives.

- The Council serves as an additional point of connection and conversation between the Division and the IUPUI campus, helping the Division to best understand and address the needs and priorities of the campus and the campus to understand and take advantage of the leadership and services provided by the Division in successfully fulfilling IUPUI’s enrollment management efforts.

- For more on the Enrollment Management Advisory Council visit its website.

- Enrollment Management continued to provide leadership as IUPUI’s representative to the State Transfer and Articulation Committee (STAC) and the Core Transfer Library (CTL) subcommittee. Enrollment Management worked with the schools and provided staff support in the development of the articulations of associate degrees at Ivy Tech State College and Vincennes University to baccalaureate degrees at IUPUI. STAC also oversees TransferIN, a website through which students can see how courses will transfer and apply toward meeting degree requirements at different Indiana institutions.

- IUPUI achieved record credit hours in the Fall of 2014. Credit hours set a record for the 19th consecutive fall semester.

- Heads also were a record, topping 2010’s 30,566.

- Indianapolis added 140 (+0.7) more undergraduate degree-seekers for the Fall of 2014 over 2013’s total. Graduate students were up 48 (+1.0%) and professional students up 50 (+1.8%). Non-degree students (undergraduate and graduate) declined 95 from 2013 (-8.7%).

- 79.7% of IUPUI’s degree-seeking undergraduates were full-time in Fall 2014, another record, topping last year’s 78.0%. In the Fall of 2000, 59.1% of degree-seeking undergraduates were full-time.

- Undergraduates increased their average credit hour load to 12.7 (up from 12.5 last year). This continues a long-standing trend.

Residency

- Total Indiana residents declined by 51 in Fall 2014 (-0.2%).

- Non-residents were up 194 (+6.4%).
  - Non-residents constituted 11.2% of Fall 2014 campus heads and 10.8% of campus credits.
  - In 2013 non-residents were 10.5% of heads and 10.1% of credits.

- 94.4% of Fall 2014 beginners were Indiana residents.

- The number of non-resident beginners declined slightly (21 heads), split between domestic and international students.

Activities planned:

- Continue activities promoting the recruitment, admission, and enrollment of desired populations.

- Working with the Office of Student Data, Analysis, and Evaluation and others to continue emphasis on and expand availability of use of student data in planning and assessment by academic units and central units.

- Completion of Enrollment Management, Enrollment Management Advisory Council, and APPC projects, whether developed from EMAC and APPC priorities, the Academic Plan, or the RISE Initiative.

- Other activities planned in recruitment, admissions, financial aid, and record management are described below.
Institute targeted recruitment activities that result in improved academic profile of entering students

- Implement campus marketing strategy that supports recruitment strategy
- Align the annual undergraduate recruitment plan with the achievement of the SEM enrollment targets consistent with our mission of access and student success
- Enroll more freshman who are well prepared to succeed
- Expand use of Prior-Learning Assessment as road toward more credits and a faster path to degree

- As part of the university-wide Business Intelligence Project, the Office of Undergraduate Admissions worked with members of the Office of Student Data, Analysis, and Evaluation (SDAE), University Institutional Research and Reporting (UIRR), University information Technology Services (UITS), and IU-Bloomington’s Office of Enrollment Management (OEM) to establish specifications for the “enrollment funnel” data set—a unified data set of application, admission, and enrollment data across multiple years that will provide the basis for enrollment reporting (both operational as well as summative) throughout the university system.
- Enrollment Management offices partnered with a number of local high schools and community organizations to provide information and support to students in the college planning process.
- Continue to purchase and manage a communication and recruitment plan for Phi Theta Kappa students around the United States. PTK is the honor society for community colleges and members are strong candidate for admission to IUPUI.
- Continued to host a successful breakfast program for high school counselors that highlights new initiatives of the university (e.g., RISE, the IUPUI Honors College, the Office of Diversity, Equity, and Inclusion).
- Continued to publish and mail The Connection newsletter for high school counselors and friends of the Office of Undergraduate Admissions. For Fall 2014, the mailing list was 4,236.
- Undergraduate Admissions continues to expand its recruitment plan in support of the IUPUI Enrollment Shaping Initiative. In addition to its efforts in California, Cincinnati, Louisville, Southern Michigan and Detroit, IUPUI has established regional recruiters in the Chicago and West Coast regions. Staff attended all National Association for College Admission Counseling (NACAC) college fairs and conducted college visits in all cities hosting these fairs.
  - This expansion was imperative to counter the effects of a difficult economy and retain as well as grow our non-resident numbers. Moreover, it is clear that the increases in non-resident tuition coupled with the lack of comparable increases in scholarship funding for non-residents is impacting our ability to expand enrollment of new non-resident students. For example, in 2008, our admissions-based scholarships provided a discount rate for non-residents that was 25% of tuition. For 2014, this discount rate was again under 15% and will likely decline further.
- Admissions increased the number of scholarship, work study and hourly students employed by the office to support retention and integrate a student perspective into the office culture. The number of Non-Resident Service Scholars remained stable at 29 this year (vs. 27 in 2013 and 41 for each of the prior two years). The rapid increase in non-resident tuition is suspected to be the source of this decline since the Non-Resident Service Scholarship is the lowest of our awards for Non-Residents, and therefore, the most price-sensitive. The office continues to work with the Non-Resident Service Scholars who volunteer time to the Office of Undergraduate Admissions as a condition of their scholarship, however, the criteria for the eligibility of these students was increased. In addition, the office has increased its oversight of these students with the goal of increasing the retention and graduation the Non-Resident Service Scholars.
- The Office of Undergraduate Admissions again conducted its “drive in/fly in” program for non-residents who wanted to visit campus. The program reimburses up to $200 of travel expenses for admitted students to come to IUPUI. While the yield was still high for non-residents, both yield and participation was lower than the prior two years, leading to concerns about the appeal of IUPUI to non-residents. Given the increase in non-resident tuition and a lack in the increase of scholarships, it is likely that the appeal of this program will continue to decline.

- The Office of Undergraduate Admissions recalibrated its non-resident recruitment to enroll students who were more financially able to afford IUPUI’s non-resident tuition and increase their retention and graduation. This included a greater level of financial counselling integrated into our recruitment communications and work with the Office of Student Financial Services to review student financial aid information and providing financial literacy training to those students most at financial risk. We believe that these initiatives are leading to greater retention for our non-resident freshmen. The retention rate of the Fall 2013 cohort was 73%, up from 55% in 2012, and for the first time exceeded that of the overall Fall 2013 cohort.

- In continuous support of the campus’s goal of increasing enrollment to 35,000 students by 2025, Admissions participated in over 1,000 college fairs and high school visits both in and out of state during the 2013-14 academic year. To work towards this enrollment goal, the Office of Undergraduate Admissions utilized in office recruiters covering Indiana and the Midwest as well as regional recruiters in Chicago and the West Coast to reach out to both prospective first time students and their high school counselors as well as to community and junior college transfer students. The office continued to host counselor receptions in key geo-markets around the United States and also cultivated relationships with community colleges to increase awareness of IUPUI in select target markets. These and other recruitment efforts contributed to our rise in applications, admissions, and enrollments and allowed us to set another new campus record for the incoming class of Fall 2014.

- The Office of Undergraduate Admissions contracted with Educational Credential Evaluators, an international credentials agency based in Milwaukee, to review the international credentials of students who are U.S. citizens or permanent residents who apply to IUPUI. The Office of Undergraduate Admissions absorbs the cost of these evaluations on behalf of the student and has contracted to received expedited reviews of these credentials. Initial estimates are that there will be 60 or so of these cases each year.

- The Office of Undergraduate Admissions continued its partnership with Royall & Company to increase the number of prospects received via test scores and other potential lead sources. The program results in the purchase and outreach to 65,000 SAT, PSAT, ACT, CBSS, and NRCCUA names.

- The Summer Success Academy (SSA) was replaced by the Online Math Academy (OMA) which required students to participate in and successfully complete the ALEKS online math tutorial prior to enrolling on campus. Participants were then required to attend the summer bridge program.

- 130 students were conditionally admitted to IUPUI for the Fall 2014 semester pending their attendance in the Online Math Academy (OMA) and Summer Bridge. Of this group, 85 students completed the OMA and were eligible to attend IUPUI. This compares with 145 conditional admits last year and 98 who completed the Summer Success Academy in 2013. For both programs those students who elect not to attend are deferred to Ivy Tech Community College or any other regionally accredited 2- or 4-year college or university.
Evidence of Progress:

- The **Office of Campus Visits** served over 17,000 prospective students and visitors for 2013-14, besting 2012-13’s previous record. Particular attention was given to driving more students to attend the major-specific JagDay programs and to expand Fall Fest to serve more prospective students.

- The Office of Undergraduate Admissions continues to use the “city as campus” opportunity and to have a more appealing tour that better represents the IUPUI student experience. Saturday and summer tour dates incorporated a “city tour” that included the local downtown area into the campus tour. In addition to seeing the campus, we incorporated the “four corners” of downtown Indy to show where our students live and work. The script for the tour continues to be student-developed and evaluations are exceedingly positive.

- The Office of Undergraduate Admissions worked with the National Association for College Admissions Counseling (**NACAC**) to host its national conference here in fall 2014. Specifically, IUPUI hosted a reception and personalized tours for approximately 250 high school counselors who were participants at the conference. Sponsorships also included the IUPUI wordmark on the conference notepad and sponsoring the online access of the conference which resulted in 7,975 hits to the [www.iupui.edu](http://www.iupui.edu) website over the course of the 4-day conference. NACAC members include both high school counselors as well as college admissions officers.

- The **total** number of ESI-Eligible Non-Resident students increased by 676 heads (+128%) over the baseline year of 2006. This represents an approximate increase in ESI eligible Non-Resident credit hours from these students of 9,562. (+149%) over baseline year of 2006. Overall increases in ESI-Eligible Non-Resident students is driven by new international recruitment partnerships (e.g., with Sun Yat-Sen University) and better recruitment of domestic non-residents who have improved retention at IUPUI. The Fall 2013 domestic non-resident freshman cohort was the first cohort to retain at a higher rate than our resident freshmen.

*Unless otherwise noted, the following data are Fall 2014 and the UIRR Admission Summary and Office of Admissions reports.*

**Beginner Applicants and Admits**

- The Indianapolis campus was up 4.7% in applications and up 6.1% in admitted beginning students over Fall 2013.

- 1,538 students submitted 2,627 Advanced Placement (AP) scores for the Fall 2014 term. This compares with last year’s record of 1,450 students sending 2,536 separate AP score results. The number of AP scores continues to increase; in 2003, 268 students sent 390 separate AP scores.

**Newly Enrolled Freshmen**

- Beginners were up 94 heads (+2.7%) and with 3,584 students, constituting the largest entering class in campus history. **Beginners include students who first enrolled in the Summer of 2014 and continued in the Fall.**

- The average SAT (critical reading and math) increased from 1030 to 1033 while the average high school GPA climbed to 3.38 from 2013’s 3.37.

- 62.8% of Indiana beginners in Fall 2014 had the Academic Honors Diploma, down slightly from the previous year’s 65.1%.
  - The number of honors diploma recipients was down one student from 2013, but due to a larger overall entering class, their share of the class is somewhat smaller.

- 24.5% of Indiana beginners were **21st Century Scholars**, up from 20.2% in 2013.
• New non-resident freshmen were down 21 heads (-9.5% from last year), but still up 90 heads and 62.5% over our benchmark year of 2006 (200 in 2014 vs. 118 in 2006).
• Indianapolis had 236 beginners with SAT scores of 1300 and above on critical reading and math, up 28 heads (+13.5%) over last year.
• The average class rank fell one point to the 70th percentile.
• 60 Valedictorians and Salutatorians entered IUPUI for Fall 2014, up from 55 in both 2013 and 2012, and 37 in 2011.
• 33% of all Indianapolis beginners are the first in their families to attend college. This number has gradually declined in recent years, down from 45.4% in 2007. However, the number of first generation students in the freshman class remained similar to last year (1,198 in 2014 vs. 1,223 in 2013).
• 23.4% of beginners are non-white. This is a decline of 78 heads from 2013. Additional details on beginner ethnicity appear below.
• Participation in the Class of 2018 Facebook page was approximately 75% of the entering freshman class, a significant increase over the Class of 2017 participation rate. This compares to 60% for the Class of 2017 Facebook page.

Implement services that attract and support well-qualified transfer students to IUPUI

➤ Enroll more transfer students who will complete degrees at IUPUI, both direct transfers and delayed degree completers or near-completers.
➤ Configure academic programs, delivery, and support mechanisms to serve more transfer students to help them complete certificates and four-year degrees

• The Office of Undergraduate Admissions participated in several activities to streamline the process of evaluating transfer credit for prospective students:
  o Hired an Assistant Director for Transfer Credit to provide leadership and coordination for streamlining the evaluation of transfer credit
  o In collaboration with the Transfer Credit Task Force, implemented a standardized form that would be used for departments or students to request a review of credit by another department
  o Began investigating the use of CollegeSource’s Transfer Credit Service (TES) to route evaluations around to departments for consideration and store information about articulation decisions
  o Uploaded articulations into CollegeSource’s Transferology website which is a national website that displays articulation rules across the nation’s colleges, colleges prospective student data
• Admissions collaborated with the Office of Diversity, Equity and Inclusion and the Purdue School of Engineering and Technology to develop and recruit for the Engineering Dual Degree Program in collaboration with the Atlanta University Center. The program will focus on attracting students from three Historically Black Colleges and Universities (HBCUs) in the Atlanta area (Spelman, Morehouse, and Clark-Atlanta) to transfer to IUPUI after 2-3 years to complete an engineering degree in addition to their HBCU degree.
• Admissions continues its collaboration with the Ivy Tech Community College and Vincennes University. Recruiters visited campuses of those institutions.
• The Offices of Undergraduate Admissions, Student Financial Services, and Diversity Access and Achievement, in collaboration with University College, worked with the administration of
Davis University High School and Vincennes University to assist them in better advising and placement of students at IUPUI.

Evidence of Progress:
- While the number of external transfers from 2-year colleges increased by 31 heads (+3.6%), total external transfers are down 39 heads (-2.4%). The decrease in external transfers from 4-year institutions (the largest decline was seen from Ball State University) is likely due to having a larger freshman cohort in 2013, which decreased the number of potential students who would transfer to IUPUI in later years. In addition, all higher education institutions have increased their efforts to retain and graduate their current students.

Activities Planned
- Continued review of transfer recruitment—both in-state and out-of-state—to better understand the shifting patterns of IUPUI’s transfer recruitment pool. This is essential with the enrollment goals outlined above for increasing nonresident recruitment.
- Expansion of communication streams to students IUPUI defers to Ivy Tech Community College with a goal of improving the number who complete the requirements of the deferral program (known as Partners) and subsequently enroll at IUPUI. For more on transfers from Ivy Tech, see below.
- Support IUPUI schools in development of additional articulations with Ivy Tech and Vincennes.
- Further explore the Transfer Equivalency System (TES) to further automate the process of articulating courses from non-IU colleges to IUPUI equivalents.
- Evaluate all current undistributed articulations for courses for fulfillment of General Education requirements per faculty policy.
- In collaboration with University Student Support Services (USSS), University Information Technology Services (UITS) and IU-Bloomington’s Office of Enrollment Management (OEM), the Office of Undergraduate Admissions continues its review of the OnBase* system which may enable us to “read” imaged documents and collect data from them. If this technology proves workable, it may decrease the cost as well as response times for the review of transfer credit from our most commonly encountered colleges.

*OnBase is a document management system used by multiple departments for data retrieval/review, scanning and imaging, document indexing/import/printing and administrative reporting.

Facilitate transfer of students from Ivy Tech Community College
- Enroll more transfer students who will complete degrees at IUPUI, both direct transfers and delayed degree completers or near-completers.
- Configure academic programs, delivery, and support mechanisms to serve more transfer students to help them complete certificates and four-year degrees.

The Office of IUPUI and Ivy Tech Coordinated Programs (Passport) took the following actions:
- Institution of Indiana’s Common General Education Core Curriculum, as well as other legislative mandates forced a re-write of all existing 2+2 transfer articulation agreements with Ivy Tech Community College. The Passport Office is taking the lead in these re-writes for the campus. In 2013-14, Passport worked with IUPUI and Ivy Tech academic units to update nine 2+2 agreements and one credit-by-credential agreement.
- The Passport Office worked with the Campus Advising Council on Developing Student Learning and Process Outcomes. This five-year process allowed the Passport director to take the lead on best practices in Pre-Transfer advising for Ivy Tech students intending to complete degrees at IUPUI. The Passport Office has adapted the campus Student Learning and Process Outcomes into Student Learning and Process Outcomes for Pre-transfer Advising. This document will serve as the standard for advising Ivy Tech students with aspirations of IUPUI enrollment.
• Arranged IUPUI school-specific advising and information sessions for students in the 2+2 articulations programs. These articulation agreements map the courses taken as part of an associate degree at Ivy Tech to the appropriate baccalaureate degree at IUPUI, allowing the student to make a smooth transition between the two institutions by maximizing the number of transferable Ivy Tech courses that satisfy IUPUI degree requirements.

• Advertised the availability of the Passport to IUPUI Scholarship to Ivy Tech through electronic and print communication pieces. 89 Passport to IUPUI Scholarships were awarded for 2013-14, up from 73 last year and 41 in 2011-12.

• Worked with Ivy Tech Student Services to host programs for Ivy Tech student groups that would connect them with the equivalent group at IUPUI. This included academic and social activities for co-curricular and honorary organizations.

• Facilitated strategic planning for attracting Ivy Tech graduates for IUPUI schools including Engineering and Technology, Liberal Arts, and the School of Public and Environmental Affairs (SPEA).

• Participated in numerous educations fairs and community events providing information on Passport as well as both institutions.

• Coordinated Ivy Tech visits for IUPUI schools both in and out of the classroom for student transfer advising and recruitment.

• Passport partnered with the Office of Campus Visits and the IUPUI Multicultural Success Center to offer a high quality tailored campus visit for various Ivy Tech student groups including the Bowen Scholars, Trio Programs, Nina Scholars, and Accelerated Associates Degree students.

• Worked with faculty in completing five new articulation agreements between Ivy Tech Community College and IUPUI.

• Provided comprehensive transfer advising for Ivy Tech students via face-to-face sessions, email, phone and IM.

• Assisted the IUPUI Office of Student Scholarships and the IUPUI schools in identifying students eligible for the Passport to IUPUI Scholarship.

• Held Annual Passport Breakfast for administration, staff and faculty. This setting allows sharing of data as well as joint development of strategies for the coming year.

• Maintained an up-to-date listing of transferrable courses and degrees on the Passport Website.

• Created or updated advising check sheets for each articulation.

• Participated in campus committees at both institutions representing the needs of Ivy Tech to IUPUI transfer students.

• The Passport Office officially took the lead for managing the IUPUI Guest Students at Ivy Tech administrative processes. Passport now manages the program, tracks students, manages student communication, and acts as a liaison between Ivy Tech and IUPUI with regard to these enrollments. In AY 2013-14 the Passport Office processed 863 Guest student applications for IUPUI students who enroll temporarily at Ivy Tech. This is down from 946 the previous year.

  o Ivy Tech discontinued Math 015, the algebraically based remedial math course most needed by IUPUI students. IUPUI created alternative sections of Math 001 for students to enroll in. Despite this change, summer Guest Student enrollment at Ivy Tech increased by 168 heads and 777 credit hours over Summer 2013.

Evidence of Progress:

• In the Fall of 2014, 3,987 students who previously attended Ivy Tech-Central Indiana (ITCI—Indianapolis) were enrolled at IUPUI. This is up 187 from Fall 2013 (+4.9%). These students
collectively transferred an average of 32.2 credits each, a record, up from 32.1 credits for students enrolled in Fall 2013 (note: the transfer credits would have come in during the year in which the students transferred). Former Ivy Tech students account for 18% of all Fall 2014 IUPUI undergraduates, consistent with 18% in Fall 2013.

- The number of new transfers from Ivy Tech declined slightly from 599 in Fall 2013 to 592 in 2014. These new students transferred an average of 41.3 credits each, down slightly from 41.4 in 2013 but still well above the average of 27.4 in Fall 2007.
- All Fall 2014 ITCI transfers presented transferrable credit (592/592). By comparison, in the Fall of 1993, fewer than one-in-five new students entering IUPUI who had previously attended Ivy Tech-Indianapolis presented any transferrable credit and those who did averaged just under five credits.
- Due to IUPUI’s course articulation agreements with Ivy Tech/ITCI, 76.7% of credit hours transferred are articulated toward distributed credits (course specific*). In comparison, 60.5% of transferred credit hours are articulated toward specific course credits for students from IUPUI’s other major feeder institutions (not including Ivy Tech - non Indianapolis).
- See below for additional information on the added diversity Ivy Tech transfers have brought to IUPUI.
- The Passport Office began tracking the volume of advising activities in 2013-14 which will serve as a baseline for future years.

Activities Planned:

**Recruitment**
- Continue to work with the academic units to identify and carry out effective recruitment strategies of Ivy Tech students for their school.
- Host IUPUI academic units at Ivy Tech for weekly recruitment tables and track number of students served.
- Coordinate Ivy Tech visits for IUPUI schools both in and out of the classroom for student transfer advising and recruitment.
- Create programming for equivalent Ivy Tech and IUPUI student groups to get-together on the IUPUI campus.

**Student Services**
- Maintain a presence for student services at both Ivy Tech-Central Indiana and IUPUI as a resource for campus professionals.
- Actively participate in advising meetings and in-services in order to maintain continuous training for advising professionals about the Passport program.

**Partnerships**
- Continue to develop partnerships with the IUPUI Student African American Brotherhood/Sisterhood (SAAB/SAAS) programs, the IUPUI Latino Student Association, and the IUPUI Black Student Union to increase the connection between minority student groups at both institutions.
- Work with the IUPUI Office of Student Involvement to increase programs and opportunities for Ivy Tech students to participate in co-curricular activities at IUPUI.
- Facilitate continued discussions with International Programs at Ivy Tech and IUPUI to maximize the power of the two institutions to increase student exposure to international experiences.

**Academic**
- Work with academic units at both institutions to create additional and updated articulation agreements.
• Establish a program articulations database that will manage the timely renewal of agreements as well as catalog all current 2+2 programs.

Support transition of veterans and military personnel into IUPUI
➢ Expand the capacity to provide services to veterans and military personnel

• In collaboration with Orientation Services (UCOL), the Office for Veterans and Military Personnel (OVMP) established a Veterans Specific Orientation. The program is designed to inform incoming student veterans of benefits and services available, both on- and off-campus. Establishing an early connection with the OVMP and available services aids in the overall retention and academic success of student veterans.

• The Office for Veterans and Military Personnel (OVMP) developed a recruitment plan and has conducted multiple education briefs for local military units. A communication campaign was created and sent to the U.S. Army’s Concurrent Admission Program (ConAP), which allows IUPUI to stay connected with current military members/prospective student vets from the time they join the service until the time they separate from the military. ConAP’s goals are to increase enlistment of college-capable active duty and Reserve Soldiers; increase the number of Army Soldiers, veterans and Reserve Soldiers enrolled in college; and increase the use of GI Bill education benefits.

• The OVMP launched a new, interactive, esthetic website to better assist students and enhance office productivity. The site is also mobile-device friendly.

• The OVMP worked with University Student Services & Systems (USSS) to implement IUPUI’s system for coding/tracking military members for all campuses.

• The OVMP expanded its orientation efforts by participating in the campus resource fair, which has allowed the office to increase awareness of its services among the general student population.

• The OVMP developed a process to track/report academic indicators (probation, Academic Advising Reports, graduation, dismissal) using the new Advising Records front-end system, AdRex. The addition of an Academic Compliance Specialist to the staff has also enhanced the office’s relationship with academic units, and in particular, academic advisors.

• The OVMP developed business process to carry out implementation for new Indiana legislation, SEA 177, which provides resident tuition charges for eligible Veterans.

• The OVMP developed a Veterans Career Services Committee, which consists of unit level Career Counselors, IUPUI Career Services, and community organizations that specialize in veteran’s employment. The OVMP launched its first Veterans Career Fair as part of IUPUI’s Fall Career Week.

• University Veterans Post 360 is the first campus-based Legion post in the country. Initiated by members of Veterans@IUPUI, the student veteran organization. Charter members included IUPUI students, faculty, and staff.

• The OVMP accommodates an on-site certified VA Readjustment Counselor to hold office hours and provide free counseling services to student, faculty, and staff veterans on campus.

• The OVMP collaborated with Herron School of Art to conduct an art therapy workshop for medical professionals at VA Roudebush Hospital at their annual retreat. As a result of that workshop/demo, the hospital created a free annual 8-week art therapy program for Iraq and Afghanistan veterans.

• The OVMP co-hosted Operation Hire a Hoosier Career Prep Workshop in collaboration with Ball State. The career prep workshop was a precursor to the annual Hire a Hoosier Vet Career Fair.
The workshop covered areas such as resume writing, and interviewing skills, and professional attire to help veterans better prepare for the annual fair.

- Developed more efficient business processes with Admissions and the Office of the Bursar to better track our student veteran population at the time of admissions and to capture information needed to certify students utilizing VA education entitlements. This also allows us to reach out to veterans that could benefit from programs and services available to all vets.
- In collaboration with the Bursar’s Office, the OVMP developed a new business process for Chapter 33 student veteran recipients to expedite VA payments to student vets and resulted in more accurate payments being paid to the university from VA.
- Developed new business process for military withdrawals. In collaboration with the Registrar’s Office, initiated an update to Military Withdrawal process to provide transcript text explaining that the student veteran had to withdraw because of military obligations. This process prevents student veterans from having to submit SAP appeals to Financial Aid.
- The OVMP hosted the 5th Annual Veterans Week Activities and Veterans Graduation Reception.
- Continued representation on Mayor’s Advisory Committee for Veterans, the National Associations for Veterans Program Administrators, and collaboration with community based Veterans Service Organizations (VSO).

Evidence of Progress:
- Increase in the number of Veterans served from 1,055 in Fall 2011 to 1,283 in Fall 2014.

Activities planned:
- Continue to develop services and expand collaborations to serve veterans and their families with campus and other organizations.
- Increase academic support and mentoring services in collaboration with Bepko Learning Center.
- Develop faculty and staff veterans’ affinity group to assist with campus-wide initiatives.

**Promote and Support Student Success**

**Support and Promote Student Academic Planning to Graduation**

**Increase Support for Academic Units**
- Improve and expand transition/entry services for beginners and transfers, both direct and delayed near-completers
- Develop and deploy additional resources and tools to support students and academic units after students have transitioned from University College (UCOL) to a degree-granting unit

**Improve business processes with campus academic units to allow for more focused student intervention and advising.**

- Enrollment Management offices provided advising, training, and systems support to IUPUI academic units, offices, and campus committees throughout 2013-14. EM offices worked with these units to simplify and improve administrative processes and systems through more efficient, detailed, and timely sharing of data and other resources.
Registrar staff spent significant time and effort working on the campus academic advising initiative to get degree progress reports coded for all undergraduate students. A major outcome was implementation of 47 new degree progress reports in 2013-14.

- In a related effort, the Registrar’s Office re-focused the degree progress team to provide primary campus assistance to academic units who were mandated to produce and submit 4-year degree maps to comply with Indiana statewide regulation.

- The Office of the Registrar partnered with the Division of Undergraduate Education Sponsor to coordinate and implement campus-wide 4-year degree maps for all IUPUI majors. This included coding of academic advising reports, assisting each unit with the entry and manipulation of UITS-designed degree map spreadsheets, and assisting as a liaison between campus needs and central administration in an effort to complete this legislated work.

- The Office of the Registrar continues to code Academic Advising Reports (AARs) so that each student pursing a degree in a major program will be able to see requirements met and those left to complete as each moves toward graduation in four years.
  - Office of the Registrar will continue with the academic advising team to code those Academic Advising Reports currently needed at the IUPUI campus.

Develop strategies and implement system programming to address state and campus initiatives and policies affecting student success and progress toward degree.

- The Registrar provided advising, training, documentation, and systems support to IUPUI academic units, offices, and campus committees throughout 2013-14. In particular, expanded training was provided to new recorders, assistant deans, class schedulers and other department staff who use the Student Information System (SIS). An additional outcome of these efforts is continually improved communications with these groups, an effort that is regularly reviewed.

- The Office of the Registrar has several workflow applications in development to ease administrative overhead, provide efficiencies, and allow academic unit personnel more opportunity for the focused, individual student feedback that can make a difference in student retention. These applications include:
  - Administrative registrations
  - Expanded X grade change processing
  - Schedule of Classes build tools and applications
  - Schedule of Classes maintenance application
  - eSpecial Credit processing to include automatic billing and posting to the academic record
  - Expanded online drop & add

- The Office of the Registrar assisted in the implementation of “real time” waitlist notifications so that students who are placed in a class from waitlist know immediately so that they are in the best position to stay current with the appropriate coursework and aligned to succeed.

- The Registrar’s Office began discussion and analysis with University Student Services and Systems (USSS), IU Bloomington, and IU South Bend colleagues to determine the most efficient way to implement an administrative registration process for special populations, including high school/dual credit (Advanced College Project) students. This is an effort to streamline the process so that all students affected are enrolled efficiently with no obstacles. A system was designed specifically for ACP registration and while IUPUI is not participating in ACP, other administrative registration processes will benefit as a result of this initiative, providing greater efficiencies for all involved.
Registrar personnel completed the creation, review, analysis and distribution of a course file to Information Management and Institutional Research (IMIR) for reporting of class detail to the Higher Learning Commission (HLC) for the IUPUI accreditation visit. The Registrar team created the appropriate schedule of classes file, completed the HLC template and provided the completed file to IMIR for their review, confirmation and official report to the HLC. Performed similar data analysis for the HLC Credit, Program Length and Clock Hours report related to IUPUI accreditation.

The Registrar’s Office collaborated with a taskforce from each campus, University Student Systems and Services, central Academic Advising Team and others to successfully implement a special University degree progress requirement to assess completion of the new Indiana Statewide General Education Core milestone (INSTGEC).

- Coded, tested and implemented the IUPUI-specific degree progress requirement to identify IUPUI students who completed the Indiana Statewide General Education milestone
- Established a campus validation process to assure correct milestone application for IUPUI students
- Implemented required operational and business process changes across campus in addition to significant updates to the Registrar website.

Registrar staff participated on the campus General Education Implementation Task Force and as a result of discussions and decisions from that task force:

- Drafted document of 4 Options for articulating transfer courses to IUPUI competencies; reviewed with Admissions; chose best option; presented to campus Gen Ed Core task force
  - Submitted proposal for the addition of general education “competency” subjects that could be used to provide the best opportunity for success and graduation for transfer students
    - Prior to this, student transfer work that did not articulate to a specific IUPUI course was brought into the record as undistributed credit. With the new model, some of those otherwise undistributed courses may now count toward the general education competency requirements which could be a significant benefits to transfer students.
    - After approval of the proposal from the Academic Leadership Council, Registrar’s Office submitted requests for addition to the Student Information System
- Registrar personnel, in collaboration with the RISE Task Force, developed significant enhancement to the student record system which will allow more specific tracking and recognition for students engaged in the RISE to the IUPUI Challenge initiative (Research, International, Service learning, Experiential learning).
- The Office of the Registrar assisted schools developing new or enhanced academic programs, including the Dental School and its new International Dentistry Program, and the School of Liberal Arts/Department of English, International Affairs, and the Bursar in creation of the IUPUI Program for Intensive English (PIE). This non-degree, non-credit program will consist of two, 8-week sessions per term (fall/spring) and two 6-week sessions per summer. The courses will be made available through the schedule of classes’ process and will be reflected on the official transcript.
- Registrar staff developed a process to provide IU School of Medicine .pdf copies of Medical School diplomas so that the Medical School could more expeditiously credential their graduates.
- The Registrar’s Office continues to implement processes and strategies for moving students from a class waitlist into the requested course. In addition, the Registrar’s Office has implemented a process to identify those students on a waitlist with issues that will prevent them from getting into the class (maximum hours, class time conflicts, etc.) and to proactively
contact these students to explain what actions they can/should take to allow them the chance to get into the requested class.

- Registrar staff played a key role in development of IU’s new Common Calendar and the preservation of IUPUI’s Academic Calendar guidelines allowing for the last day of classes to continue to be on Monday to make up for term holidays. The Common Calendar was implemented in Fall 2014. Moving the seven IU campuses to a common calendar allows for more uniform processing of student information and services, such as enrollment, drop/add, and financial aid while also supporting the growing multi-campus enrollment by students taking advantage of on-line course offerings from another campus.

- The Registrar’s Office initiated contact with University College and provided a report to support new transfer students. The report identifies students who go through Orientation and have registered for a class for which transfer work is subsequently articulated. In these cases, UCOL advisors may now proactively and quickly contact those students to get enrolled in a different course in our continued efforts to keep them on the road to success.

- Registrar staff assisted Student Financial Services in the administration of the Home Stretch Program. Registrar sent email and individual school lists to each primary school contact asking that they review and report back any students who might be able to graduate in May or August 2014 so that Student Financial Services could review for potential additional financial incentive for these students. More on Home Stretch appears below.

- The Registrar’s Office wrote a proposal that led to more timely processing and releases of enrollment holds due to a student’s immunization status being cleared.

- Responding to a need expressed by the IU School of Nursing, Registrar staff developed and implemented a process to track departmental honors for these students.

- Following changes in regulations, Registrar staff, the Office of Diversity Access and Achievement, and the Office for Veterans and Military Personnel collaborated to identify students who may be eligible for Indiana resident status for fee-paying purposes. These students were contacted and following a review of their materials, adjustments to their residency status were made wherever appropriate as allowed under the new legislation.

- Following completion of the necessary institutional approval processes, Office of the Registrar staff worked in collaboration with central University Student Services & Systems (USSS) to implement the following IUPUI academic offerings:
  - New Certificates: 8
  - New or changed Majors/Degrees: 16
  - New Minors: 13
  - New Concentrations/Tracks added to majors: 6

- Updated the 2014-16 Bulletin to reflect this major undergraduate curriculum change which is effective Fall 2014
  - Student Learning Outcomes have been added to the Bulletin.

Activities planned:

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

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

- Develop new model for provision of Bulletin content that reduces effort involved while maintaining accuracy and availability of information.
Enhance the use of scholarships to support recruitment and retention initiatives

- Optimize utilization of financial aid and institutional scholarships, grants, and fellowships to accomplish SEM recruitment goals

- The Office of Student Scholarships developed a Scholarship Search engine to help students directly filter through scholarship opportunities that will assist them at IUPUI.

- The Office of Student Scholarships added a self-service kiosk outside of their office in Cavanaugh Hall to provide an additional resource for students to research scholarship opportunities from their comprehensive website.

- The Office of Student Scholarships successfully completed an audit from the Indiana University Foundation for donor compliance.

Evidence of Progress:

- The Indianapolis campus awarded $37,883,095 in institutional aid for the 2013-2014 academic year, an increase of 11.4% over the previous year. These 10,589 awards averaged $3,578. The total amount awarded for the 2012-13 academic year was $34,003,935, which totaled 9,865 awards with an average dollar amount of $3,447. The average 2013-14 award was $131 more than in 2012-13.

- Admission-based scholarship acceptances for the 2014-2015 year are up slightly (by 1%) domestically. The total acceptance rate compared to last year is down by 2% (476 acceptances/1,173 offers – 40%) for this year compared to (454/1090 - 42%) last year.

- Between the 2012-13 and the 2013-14 academic years, the overall retention rate of IUPUI Scholars increased by 4.9%. For the 2013-14 AY our retention rate is 88.5%. This is up from 2012-13 AY, which was 83.6%.

- Chancellor’s Scholarship offers increased from 466 for 2013-14 to 578 for 2014-15 (+26.5%). The number of Chancellor’s Scholarship acceptances grew from 194 in 2013-14 to 212 for 2014-15 (+9.3%). The rate of acceptances decreased by 5% from 42% in 2013-14 to 37% for 2014-15.

- Other notable accomplishments from the Office of Student Scholarships (OSS):
  - Designed OSS Scholarship Poster for Campus Use – September 2013
  - OSS Search Engine Announcement featured in IUPUI News – August 2013
  - In collaboration with the Office for Diversity Access and Achievement, created the Diversity Scholarship Guide. This guide provided a listing of scholarship available on campus for targeted populations. In addition to the print guide the publication was also made available in pdf format on the web.

Activities planned:

- Continue outreach efforts

Increase student satisfaction with quality and timeliness of provision of services by the Office of Student Financial Services

- Optimize and expand available student aid resources to support continuing students

- Inform and assist students and their families pre-and post-matriculation with successfully planning and financing their education at IUPUI.
Student Financial Services continues to award a larger amount of financial aid each year to a growing number of students. The rate of growth of aid recipients is faster than that of overall IUPUI enrollment.

27,102 students received financial aid in 2013-14, up from 26,572 in 2012-13. Because the Indianapolis campus processes the financial aid for both the IUPUI and IUPUC students, the numbers provided account for both populations of students.

**New Institutional Loan Funding:** The IU Miller Loan is a new institutional loan program that the Indianapolis campus was able to begin awarding to students with unmet financial need. Repayment terms include a 5% interest rate as well as in-school and 9-month grace period. Promissory notes and repayment are managed by IU Student Loan Administration. Awards were made on case-by-case basis to undergraduates, graduate students, professional students, as well as international students, providing valuable funds for students with need to promote academic persistence.

**New Innovative and Successful Financial Aid Program:** The Home Stretch Program was launched to provide direct financial support through the awarding of institutional loan funds to needy students within one year of graduation. The funding ultimately helps to fill the unmet need “gap” that can impact student persistence toward graduation. Once confirmed that the Home Stretch recipient completed the bachelor’s degree as planned, the loan amount borrowed through the program was repaid on behalf of the student by an institutional grant. A total of 150 students benefitted from the program and 75% graduated as expected, while others are on track to complete bachelor’s degree.

**Student Financial Services Outreach Activities**

- The Office of Student Financial Services conducted 101 presentations to 15,750 people comprised of incoming freshman, returning students, high school and middle school students, families, and the general public.

- As part of Orientation, Student Financial Services staffed resource tables for 29 orientation sessions to assist students and families. In addition, staff offered three separate types of presentations depending on the audience for Honors students, regular undergraduate students & parents, and Transfer students. Presentations lasted between 30-45 minutes. Over 53 orientation presentations were delivered to 8,200+ students and family members. Presentations covered all areas of Financial Aid and Bursar services.

- Financial Aid Awareness Month Events & Activities included various publicity & promotion efforts such as...
  - Jag TV displayed FAFSA Informational slides.
  - JagNews, Campus Center Banners, Web, and E-Mails (FAFSA reminder e-mails to 5,363 students and 3,091 e-mails to parents).
  - Promotion of College Goal Sunday, a statewide FAFSA filing workshop.
  - Website updated with the current FAFSA message including a direct link to the FAFSA website.
  - Updated the auto reply message in the general email account finaid@iupui.edu to include FAFSA information.
  - Six Student Financial Services staff members participated in College Goal Sunday in February, 2014. 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.
  - Staff were available in lobby during business hours to assist students and families with completing the 2014-15 FAFSA.
• Emailed 5,363 students on March 4th who had not filed a FAFSA to encourage them to do so by the March 10th priority deadline. Sent similar reminder e-mails to 3,091 parents.

• The Student Financial Services staff continues to serve IUPUI and the entire Indianapolis community by providing educational outreach efforts regarding financial aid. Outreach events include:
  o Indiana Student Financial Aid Association (ISFAA) High School Financial Aid Nights (Roncalli, Warren Central, Providence Cristo Rey, etc.)
  o ISFAA High School Guidance Counselor workshops at both the Indianapolis and Columbus campuses.
  o Student Employment & Experience Fair
  o Study Abroad Fair on campus
  o Campus Center Open House
  o Movin’-On presentation for Adaptive Educational Services
  o Fall Fest Admissions Program
  o Indiana University Neal-Marshall Celebration of Black Graduates Celebration @ IUPUI
  o Greater Gethsemane Missionary Baptist Church Scholarship Committee Chair
  o Occupational Therapy Open House
  o Getting a Seat Workshop – Graduate Studies
  o SPEA Public Service Loan Forgiveness Workshop
  o Loan Repayment Workshop for Dietetic Internship Graduates
  o Graduate funding presentations for Dietetic Internship new students and families
  o Discover IUPUI Admissions Fair
  o Three presentations held during the housing fair on evaluating affordable housing
  o Five presentations on savings benefits of summer school at IUPUI
  o Jag Trivia Challenge (Financial Literacy trivia night)

• The IUPUI Office of Student Financial Services has active Facebook & Twitter pages as well as a YouTube Channel. Together, these social media pages are currently followed or liked by nearly 1,000 people. The SFS YouTube Channel features searchable financial aid tutorials with 1,739 views. Facebook and Twitter profiles remind students about important upcoming financial aid due dates, inform students of upcoming financial aid presentations, promote financial literacy, and encourage students to make payments online and submit documents online during peak periods.

• Social Media is also used to help answer general financial aid questions. Note that any questions regarding specifics about a student’s account are not answered through social media. Instead, a follow-up e-mail answering their questions is sent to the IU Email address on file.

• Recruitment Efforts Ramped Up: In efforts to de-mystify student financial aid awarding for incoming freshman, an instructional website was developed regarding the IUPUI Financial Aid Notification (FAN). In addition, Student Financial Services hosted an interactive webinar regarding the FAN, financial aid processes, estimated costs, student loans, and ways to maximize aid eligibility. The live webinar was recorded and posted on the SFS website. Additional online tutorials are available from the SFS homepage.

• Less Student Loan Borrowing: Financial outreach messaging at orientation and across campus involved a heavy emphasis on responsible, smart borrowing. Outreach efforts included sending out annual student loan debt statements that may help students think about student loan debt before they make student loan borrow decisions. Stafford loan borrowing was down more than $12 million at IUPUI.
More On-Time FAFSA Filing: Targeted email and phone contact with prior year state aid recipients who had not yet filed a FAFSA appears to have been effective. On-time FAFSA filing for IUPUI undergraduates increased by more than 10% from the prior year.

Enhanced Student Financial Services Publications: The IUPUI Financial Success Planning publication series is focused on students new to IUPUI.
  - The IUPUI Financial Success Planning Resource Guide serves as an introduction to financial aid and Financial Success Planning at IUPUI and is mailed to with all freshmen with Financial Aid Notifications.
  - The IUPUI Financial Success Planning Calendar launched in 2013-14 was updated for 2014-15. This 15-month calendar includes key financial dates from June 2014 to August 2015 intended to help students plan and budget their financial resources for the year. These dates include billing due dates, refund dates, payroll dates for students that have on-campus jobs, and more.
  - The IUPUI Financial Success Planning Action Tool is a financial planning worksheet intended to help students identify all of their financial resources as well as their expected college costs and living expenses for the year. The information gathered through the use of this tool is intended to help students build a budget and make decisions regarding borrowing amounts needed to meet their college costs.

Extensive Financial Literacy Outreach Efforts: Student Financial Services staff and the IUPUI Financial Wellness Council continued to educate students, parents, faculty, and staff regarding financial literacy concepts and the financial choices facing students. Events held this past year with campus partners included:
  - Affordable Housing at IUPUI was an outreach program held in conjunction with the off campus student housing fair to help undergraduates considering moving off campus consider the costs of living on their own.
  - Paying for Summer School at IUPUI was an effort to educate students about summer school aid options, living options, and costs with our 25% tuition discount.
  - Student Loan Repayment and Forgiveness Programs involved multiple events including a Public Loan Forgiveness event and an interactive webinar aimed at helping undergraduate and graduate students understand student loan repayment options. The live webinar was recorded and posted on the Student Financial Services website.
  - Individual financial aid/literacy outreach sessions were offered across campus. A request form was made available to staff and student organizations to formalize the outreach request processes.
  - The Jag Trivia Challenge: Prowling in the Prizes was a fun student event that tested participant knowledge of pop culture and financial literacy.

Student Financial Services Student Interactions, Processing, and Support Initiatives
  - Changes in Client Contact Numbers: For the 2013-2014 academic year Student Financial Services saw a 17.95% decrease in the number of walk-in counseling interactions and inbound calls decreased by 10.2%. More students are utilizing email as a means of communication with our office. The average caller abandon rate increased slightly for 2013-2014 as would be expected when call times were extended. Call Center staff members were trained to answer “the unasked question” to prevent students from calling multiple times in an attempt to ultimately provide better customer service. This initiative increased call length, but overall led to a decreased number of incoming calls by providing more thorough counseling.
Less In-Person Payment Processing: Student Financial Services staff in the Campus Center processed fewer in-person payments than prior years as online payments continue to be stressed during orientation and by using social media. Online pay demos are provided in the office for students and parents. Online payment benefit information was also added to every receipt.

Loan Processing
- Efforts have been made to encourage students to borrow responsibly by educating and counseling students on many financial education topics including lifetime loan aggregate limits. Responsible borrowing and financial literacy will continue to be a message that is distributed to students and families through outreach, mailings, and counseling efforts.
- Institution wide loan borrowing at Indianapolis dropped by $8,181,057, from $249,127,911 in 2012-2013 to $240,946,854 in 2013-2014. The same was true at Columbus where loan borrowing dropped by $1,209,221, from $8,107,592 in 2012-2013 to $6,898,371. Likewise, loan borrowing by IUPUI undergraduates dropped by $6,505,645, from $112,963,719 in 2012-2013 to $106,458,074 in 2013-2014.
- Both Indianapolis and Columbus reported a decline in the number of Stafford loans made for students from 12-13 to 13-14. Indianapolis had a 35% decline in the number of private loans for the 13-14 academic year compared to the 12-13 academic year. More students were awarded Perkins Loan money during 2013-2014 than the previous two years in a concerted effort to help alleviate unmet financial need and spend available Perkins funding.

Perkins & Nursing Loans
- IUPUI was able to award over $1.2 million dollars more in Perkins loan money in the 2013-2014 academic year than the 2012-2013 academic year. The funds have been awarded based on financial need and then in circumstances where students may have exhausted their other financial aid options and are close to graduation. Perkins Loans have a 5% fixed interest rate and are awarded to students who have filed their FAFSA and exhibit financial need.
- Nursing Loans are awarded to nursing students who have filed their FAFSA and exhibit financial need. Nursing loans have a 5% fixed interest rate and interest does not accrue while the student is enrolled at least half time. Like the Perkins Loan, Nursing Loans are also awarded using government funds and the Student Loan Administration acts as the lender. Both loan programs can be used as a retention tool to help needy students obtain the financial aid needed to fill the gap between their financial need and their federal and state financial aid eligibility.

IUPUI Grant Initiatives
- The Pell Pledge Grant is for in-state students who are Pell eligible and meet certain academic and GPA requirements. Students must be enrolled full time, have a minimum SAT score of 1000 or ACT score of 21 and have a minimum cumulative GPA of 2.5. Only student’s working on their first undergraduate degree are identified.
- The 21st Century Scholars Pledge Grant is for students participating in the state 21st Century program that also meet a 2.5 cumulative GPA requirement. In 2012-2013 and 2013-2014 only students who received the 21st Century Pledge Grant in the prior year were awarded.

Home Stretch Program
- The Home Stretch pilot program was designed to provide an incentive to students in their fifth or sixth year of study at the Indianapolis campus to complete a bachelor’s degree within no more than two semesters by providing direct financial support through the awarding of
inancial institutions. Some of these students had exhausted their federal and state grant eligibility.

- The initial funds were provided to the students through an institutional loan. Once it was confirmed that the Home Stretch loan recipient completed the bachelor’s degree, the loan amount borrowed through the program was repaid on behalf of the student by the IUPUI Home Stretch grant award.
- The additional need-based funding for selected students provided a financial incentive for the students to remain focused on completing a degree in a timely manner instead of delaying graduation due to working more and attending school part-time. The funding helped to fill the unmet need “gap” that impacts student persistence toward graduation. Student loan funds from the IU Miller Loan Fund of Federal Perkins Loan were disbursed to the student at the beginning of each semester when funds were needed by students.
- In 2013-14 150 students were identified as eligible for the program. Selected students were required to agree to graduate by August 31, 2014 and accept/sign for a corresponding student loan offer.

**Undergraduate Degree Completions**
- 112 of 150 Home Stretch recipients completed undergrad degree by August 2014 (75%).
- Of 112 graduates, 3 graduated in December 2013, 77 in May 2014, and 32 in August 2014.
- These 112 students received $543,722 in Home Stretch Grant funding.

**Undergraduate Degree “Pending”**
- 38 of 150 Home Stretch recipients had NOT completed degree as of August 2014 (25%).
- These 38 students received $177,500 in Home Stretch Institutional Loan funding ($42,500 in IU Miller Loan and $135,000 in Federal Perkins Loan).
- Of these 38 students, 27 of them enrolled in Fall 2014.
- Student Financial Services reached out to the 38 students to see if IUPUI can provide any further financial assistance options

Of the 11 students that did not complete degree and were not enrolled fall 2014, 5 appeared to be in good standing academically and 6 appear to have struggled in 2013-14 (poor semester GPAs).

**Emergency Grant**
- The Undergraduate Emergency Assistance Grant available at the Indianapolis campus provides immediate financial support for undergraduate students who are in a financially precarious position when faced with a financial emergency situation. The fund is intended to address an immediate financial need which, if not addressed, may affect the student’s ability to attend classes and focus on his or her studies.
- The purpose of the grant is to prevent a disruption in continuous enrollment. The maximum grant available for 2013-14 is $1,000. The actual amount may be lower depending on a student’s individual financial aid situation. Fewer students applied for this grant in 2013-14 than in the previous year.

**Institutional Loans**
- Intermediate loans are a group of institutional loans available at the Indianapolis campus that are serviced by the Indiana Student Loan Administration in Bloomington. The donor-funded loans are offered to students with exceptional need and to those that have extenuating circumstances. The IU Miller Loan program took the place of nearly all Intermediate loans for the 2013-2014 academic year.
• Students who are at risk of dropping out due to financial concerns towards the end of their program are considered for the IU Miller Loan. IU Miller Loans were also awarded to students who were within a year of graduation and were determined to benefit from additional loan funding.

Pell Grants
• Work began in the spring of 2012 to change the way the Pell Grant program was being administered due to a change in federal regulations. For the first time in the 2012-13 academic year, all Pell grant recipients were limited to a Lifetime Eligibility Used (LEU) equivalent of 6 fulltime academic years of funding. As such, those students who have received six or more fulltime academic years of Pell grant funding are no longer be eligible to receive an award.
• Students who have received between 5 and 6 years of funding received the remaining percentage of whatever their award would have previously been based on enrollment status and Expected Family Contribution (EFC).
• With the change in eligibility requirements for 2013-2014 IUPUI still experienced a 1.61% increase in the number of Pell recipients.

Federal Work Study
• Federal Work Study allocation funding varies each year. The three year trend data notes a slight downward trend in the number of work-study jobs being held.
• IUPUI has seen a decline in Federal Work Study allocations as well as a decline in students interested in utilizing the Federal Work Study program and working while going to school. Efforts are being made to enable more students to be considered for Federal Work Study eligibility to ensure that allocations are utilized.

Federal Supplemental Educational Opportunity Grant (SEOG)
• Federal Supplemental Educational Opportunity Grant (SEOG) is awarded to eligible undergraduate students with exceptional financial need pursuing their first bachelor’s degree. By federal regulations, priority is given to students who receive the Federal Pell Grant. The Federal SEOG program works differently from the Federal Pell Grant Program, which provides funds to every eligible student.
• For the SEOG program, each participating school receives an allocation of SEOG funds each year from the U.S. Department of Education’s Office of Federal Student Aid. Once the full amount of the school’s SEOG funds has been awarded to students, no more SEOG awards can be made for that year. Therefore, students who may be eligible for the SEOG should submit their FAFSA as early as possible each year.

FAFSA Processing
• IUPUI data shows that 78.6% of FAFSA filers filed on time for the 2013-2014 academic year. Special outreach efforts helped IUPUI increase the number of undergraduate on-time FAFSA filers by 11.16%. With IUPUC seeing a 6% increase, the number of undergraduate on-time filers compared to last year increased 10.5%. On-time filing increases an eligible student’s chances of receiving the maximum allowable award.
• Institutional Student Information Record (ISIR) contains information that is reported on the Free Application for Federal Student Aid (FAFSA) as well as NSLDS financial aid history information. ISIRs are sent electronically to schools by the Central Processing System (CPS).
• Based on FAFSA filing, IUPUI has achieved a 26.3% increase in the total number of freshmen packaged with financial aid early enough for our initial round of award notifications. This continues a three year trend of a larger number of timely FAFSA submissions. Early packaging and award notification is an important part of the recruiting process.

Dependency Overrides
• Students who do not meet the criteria for independent status on their FAFSA may submit a request for Dependency Status Override. The appeal is reviewed by two staff members to determine if the student’s situation warrants a change in their dependency status. Circumstances such as abusive family environment and abandonment by parents are situations that would be grounds for approval.
• Federal student aid regulations allow financial aid officers to use discretion on a case-by-case basis if an otherwise dependent student may be unable to provide parental information as required on the FAFSA.

Special Circumstance Appeals
• The Special Circumstance form is provided to allow a student to request professional judgment related to a special circumstance that may qualify for an adjustment to the Expected Family Contribution (EFC) or Cost of Attendance (COA). A lower EFC or increased COA may result in the student having additional eligibility to receive loans and/or grant money.

Satisfactory Academic Progress
• As a condition of remaining eligible to receive financial aid, students are required to meet a set of performance standards in fulfilling requirements for their intended degree. Federal regulations stipulate that colleges and universities monitor aid recipients to ensure they meet designated thresholds in terms over overall GPA and credit hours completed.
• The IUPUI Office of Student Financial Services reviews each undergraduate and graduate financial aid applicant for Satisfactory Academic Progress (SAP) on an annual basis. This evaluation is completed prior to awarding financial aid and begins after spring semester grades have been posted in May.
• Satisfactory Academic Progress (SAP) standards were reviewed and policies updated that allowed for more IUPUI students to be considered to be meeting SAP standards beginning in the 2012-2013 academic year.
• Student Financial Services continue to hold periodic SAP Workshops to provide information for faculty and staff who work with students who are academically struggling and may place their financial aid in jeopardy.

Expand communications efforts with prospective and current students through information available on Web, electronic and postal mailings, and in-person support
➢ Continue focus on service delivery, quality, and level of communication with students in all phases of their engagement with the university
➢ Continue focus on service delivery, quality, and level of communication with students in all phases of their engagement with the university
➢ Expand internal communications

• The Office of Undergraduate Admissions continued to work with Blue Fuego to increase participation in social media by prospective students. For Fall 2013, the Class of 2017 Facebook
page, with over 2,000 members (over 50% of the incoming class), showed more than a 3-fold increase in membership over the Class of 2016 Facebook page. For 2013-14, the office has worked with Blue Fuego on the following initiatives:

- Creating and expanding the Finish at IUPUI Facebook page which provides a social media home for non-freshman prospective and enrolled students.
- Expanding the Office of Undergraduate Admissions Facebook page as a social media home for prospective students who have not yet been admitted.
- Creating welcome videos from the recruiters to post online to share with prospective students.
- Implementing common protocols for managing the individual recruiter’s pages.
- Developing a sustainable plan for handing off the Class of XXXX pages to other units after the class has matriculated.

- The Registrar’s Office continues to expand student engagement with its Facebook presence on Admissions “Class of” sites as an efficient and non-intrusive way to assure students have the correct and most up-to-date enrollment information while enjoying their social space. The Registrar began its Facebook presence on the Admissions Facebook site with the Class of 2016 and has continued to engage with each new class. This process was used to post information about the IUPUI Campus Kitchen Competition to provide student-powered hunger relief. The Facebook initiative coupled with major outreach to others on campus resulted in IUPUI winning the competition.

- The Office of Undergraduate Admissions has provided leadership to the campus on the implementation of the new branding initiative for the campus. This included collaborating with IU Communications to integrate the new branding into all recruitment materials to be used to recruit the incoming class of 2015.

- Admissions and Student Financial Services collaborated on a communication program for Fall 2014 to increase participation in the university’s Transit (formerly Buttonwood) program on Financial Literacy. Through these efforts, IUPUI more than met the university goal of having 79% participation in the program, up from 70% in 2013.

- The Office of Student Scholarships Senior Assistant Director joined Facebook as “Amber at IUPUI Scholarships” and is engaging with students directly via Social Media and Twitter, and completing Webinars via Adobe Connect for current and incoming Freshmen students.

- The IUPUI Office of Student Scholarships is collaborating and helping create publications highlighting diverse scholarship opportunities for recruitment efforts, with ODAA (Diversity Scholarship Guide) and the Office of the VP and General Counsel, including talks to create a DACA-specific publication for undocumented and DACA-eligible students.

- The IUPUI office of Student Scholarships is taking initiative with their marketing efforts, by producing in-house, IU branded banners, posters and digital graphics to reach out directly to incoming students and current students.

- The Passport Office launched a new website www.passport.iupui.edu with a more intuitive url, and increase usability for students, advisors and the public.

- Additional communications outreach appear elsewhere in the report.

**Constituent Relationship Management (CRM) Implementation**

- The Office of Undergraduate Admissions continued to expand its use of Talisma, IU’s Constituent Relationship Management (CRM) tool, across all aspects of its operations. This included implementing the events module for the Office of Campus Visits, allowing the office to more accurately record, track and manage on-campus event attendees. The implementation of the events module also allowed the office to begin the retirement of a local database. The office also managed outgoing communications, via CRM, for Kelley School of Business, School of Education,
University College and Orientation, School of Journalism, and International Admissions. In 2013-14, the Office of Undergraduate Admissions worked with Informatics & Computing and PETM to train and grant them access to use uTalk.

- IUPUI Office of the Registrar is leading a CRM Project for better communications with enrolled students across the IUPUI Enrollment Management offices. The design of this initiative is such that is should be extensible to other IU campuses but the priority is on designing and implementing a plan for consolidated, more efficient communications from the Enrollment Management offices to IUPUI enrolled students. This initiative includes projects for more immediate, automatic SIS notifications to students as well as plans for additional information to advisors so they are better positioned to assist students with a 360 degree view. Eventually this CRM project will include student interactions, chat, and other features.

- The Registrar’s Office began testing enrolled student data within the CRM system and began the design of basic campaigns. We have converted the majority of general student messages to the CRM platform. In addition, Registrar leadership team has partnered with the new Enrollment Management CRM Managers to develop a campus-wide CRM team strategy and plan for the upcoming fiscal year.

Evidence of Progress:
- The Office of Student Scholarships Facebook page reached 3,225 likes up from 2,765 this time last year. Twitter follows up increased by 573 to 2,052 followers.
- As planned, the Office of Admissions continues to see a decrease in the volume of “walk-in” traffic while increasing the number of students who are coming to the campus for recruitment programming (see below). The number of students dropping into the office declined 18% and those requiring help from an Admissions counselor declined by 34%. This is the result of improved and expanded pro-active communications (via email, phone, in person as well as social media) with prospective students as well as better delivery of information to students via the web. Through these steps, information is provided more consistently and in greater detail than can sometimes occur with a call or impromptu visit.
- Admissions say a decrease in the number of students calling into the office. This is due to a better delivery of information online, better processing (and thus providing students with fewer reasons to call), and through proactive outreach.

Activities Planned
- Expand use of IUPUI’s Communication Relationship Management software across the campus
- Expand the use of uTalk to include other service and academic units, including student recruitment. Communication with current students has been added.
- Integration of more school-based recruitment units in our communication streams.
- Include Student Affairs in some on-campus programs as presenters, particularly Fall Fest and Spring Preview.
- Continue to add information to Enrollment Management websites.
- Review current and new communication mechanisms and adjust as appropriate
- Increase the use of social media (especially Facebook and Twitter) in the recruitment process.
- Increase communications with younger students to extend our reach more firmly earlier in the prospect pool.

Improved Services to Students
➢ Improve and expand transition/entry services for beginners and transfers, both direct and delayed near-completers
➢ Accomplish the implementation of systematic retention efforts throughout the campus as part of the SEM process led by the senior administrator charged with the responsibility, authority, and accountability for retention
➢ Implement measurable actions to improve the retention and graduation of beginners
➢ Implement measurable actions to improve the retention and graduation of transfer students, both direct and delayed degree completers or near-completers
➢ Improve the overall quality of the undergraduate experience

• Improved service to students is central to the work of Enrollment Management offices and results from improves in office management, systems design and implementation, and most other work described elsewhere in this document.
• IUPUI continues to work with the Indiana Commission for Higher Education on the eTranscript and TransferIN initiatives.
• Many Enrollment Management staff members participate as TEAM IUPUI volunteers.
• The Office of Undergraduate Admissions completed its participation in the Service with Distinction program to assess and improve the levels of service provided to its constituencies.

Activities planned:
• Admissions continues to review the process for articulating transfer credit for current, returning and prospective students. This will include reviewing the articulations stored in SIS as well as ways of streamlining our communications with departments and advisors regarding what credit can be articulated
• Enrollment Management, Admissions, Diversity Access and Achievement, and Scholarships will provide the leadership in the Post-Admissions Communication Committee to ensure better coordination of communications to students once they are offered admission and to improve compliance with next steps as well as improve yield.
• The Office of Undergraduate Admissions will develop a “post-admissions survey of student interests” to identify what additional information students might be interested in receiving from the campus. It is possible that the survey will help students better understand the opportunities that exist on campus and also allow campus units to begin corresponding with students in ways that were, to this point, not possible prior to a student’s enrollment.

**Promote an Inclusive Campus Climate**

**Enact a multifaceted recruitment strategy to enhance domestic student diversity**
➢ Align the annual undergraduate recruitment plan with the achievement of the SEM enrollment targets consistent with our mission of access and student success
➢ Recruit, admit, and graduate larger numbers of domestic nonresident students in undergraduate programs as part of creating a more diversified campus and education experience

• The vision of the Office for Diversity Access and Achievement is to establish IUPUI as a premiere destination for individuals from diverse cultures to interact within an urban university environment. All activities of this area are designed to move IUPUI closer to this vision.
• Diversity Access and Achievement has developed a multifaceted recruitment plan to enhance domestic student diversity at IUPUI, specifically in the areas of African American, Latino/Hispanic American, and Native American student populations.
The Office of Diversity Access and Achievement serves as a key collaborator with the Office of Undergraduate Admissions, other Enrollment Management offices and the academic units in helping to recruit a more diverse undergraduate student population.

**Actions taken:**

**Outreach & Recruitment Activity**
- The Office for Diversity Access and Achievement continued efforts to provide outreach and recruitment services targeting underrepresented populations for the 2013-14 academic year by participating in a number of on-campus and community outreach events. These events ranged from traditional college fairs and high school visits, to community fairs and special program presentations. The goal of attending the various events was to increase awareness of IUPUI’s programs and services to the larger community and to encourage qualified students to consider IUPUI as their future academic home.

**Diversity Outreach**
- The Office of Diversity Access and Achievement (ODAA) continued its strong commitment to serving local organizations that are preparing youth for future collegiate success. The following is a listing of some of the more significant partnerships/ programs that ODAA staff participated in:
  - ODAA partnered with Starfish Initiative to develop College Selection & Transition workshops for program participants and parents. This year ODAA was able to assist Starfish in serving over 120 scholars and parents.
  - ODAA partnered with the Music Technology Program in the Purdue School of Engineering & Technology to offer a Music Technology summer camp at Emmaus Christian Church. More than 50 children were provided instruction in digital music production. Plans are to expand to program to La Plaza in summer 2015.
  - ODAA expanded outreach activities to local minority serving churches and faith-based organizations. Special efforts were made to develop recruitment tools which are relevant to this specific demographic and in recruiting prospective high ability diverse populations to IUPUI.
  - ODAA staff served as key contributors to partnering organizations such as La Plaza, Indianapolis Urban League, IPS, National Society of Black Engineers, etc.
- The Office for Diversity Access and Achievement began the process of becoming the official home for the META (Mapping Education Toward Achievement) Program. This program is a college/career awareness program for Latino students. This process involved:
  - The development of a formal MOU which required all partnering organization provide a minimum of $500 monetary contribution to support overall programming costs association with the event.
  - Copyrighting the META name under Indiana University to ensure that no other institution outside of the IU system uses the program name in the future.
- ODAA established the Diversity Recruitment Council to discuss how to better coordinate diversity recruitment efforts on campus. The council has met on a monthly basis since March 2014.
- The Passport Office is the primary sponsor of Project Voice and the Collegiate Chapter of 100 Black Men, and the Minority Male initiatives at Ivy Tech Central Indiana. Included in the programming are regular podcasts recorded by Ivy Tech students on the IUPUI campus with the assistance of IUPUI Informatics faculty, mentoring and engagement activities.
• ODAA partnered with the Office of Student Scholarships to print the 2013-2014 Diversity Scholarship Guide. This guide provided a listing of scholarship available on campus for targeted populations. In addition to the print guide the publication was also made available on the Office of Student Scholarships website.

• The Office of Undergraduate Admissions continues supporting the efforts of the Office of Diversity, Equity and Inclusion and the Purdue School of Engineering and Technology to develop and recruit the Engineering Dual Degree Program in collaboration with the Atlanta University Center. The program focuses on attracting students from 3 Historically Black Colleges and Universities (HBCUs) in the Atlanta area (Spelman, Morehouse, and Clark-Atlanta) to transfer to IUPUI after 2-3 years to complete an engineering degree in addition to their HBCU degree.

• In support the Enrollment Shaping Initiative (ESI), the Office of Undergraduate Admissions, in collaboration with the Purdue School of Engineering and Technology, hosted a group of high school counselors from Puerto Rican high schools as well as participated in high school visits and college fairs in Puerto Rico. For the past 3 years, we have hosted high school counselors from Puerto Rico.

• The Office of Undergraduate Admissions conducted a special program on-campus for Hispanic and Latino Students.

• In response to legislative changes regarding eligibility for in-state fees and state and institutional financial aid for undocumented students, the ODAA served as the administrative unit for funds made available to assist affected students who were near graduation. A total of 8 students were assisted through this process, totaling $50,000 in funding.

• ODAA worked in conjunction with the Office of the Registrar and key staff in the Office of Admissions to determine how best to serve undocumented students who had received Federal Deferred Action Status but were not eligible for in-state fees per Indiana legislation. The ODAA office director served as the primary contact person for students in this status.

• The ODAA partnered with the Office of Diversity, Equity and Inclusion and External Affairs to facilitate the ongoing process of offering 3 scholarships to students participating in the Center for Leadership Development city-wide College Prep program equaling $9,000 annually. To date a total of 22 students have benefited from this partnership.

• ODAA sponsored the Indianapolis Professional Association Achievement Awards Breakfast which provided $500 book awards to local African American National Merit Scholars. This was the ninth year the IUPUI has supported this event. Three of the scholarship recipients enrolled at IUPUI this year fall semester.

• ODAA served as the administrator for the newly established High Ability Transfer Scholarship for Diversity. This award is intended for students from populations historically underrepresented in institutions of higher education with the state of Indiana as defined by race, gender and/or academic interest. A total of 8 students received this award for Fall 2013. To be considered for the award these students were required to have a minimum GPA of 3.75 at their former institution(s). In order to maintain their award students were required to earn at least a 3.5 GPA at IUPUI and maintain full-time progress toward their degrees.
  o In their first semester, these earned an average GPA of 3.51.
  o 7 of these students returned for the Spring 2014 term (87.5% retention).
  o In their first year, these students achieved an average GPA of 3.54 and 6 of them returned for the Fall 2014 semester (75% retention of original Fall 2013 cohort).

• Undergraduate Admissions and ODAA continued their collaboration with IUPUI’s SPAN program on the outreach to students enrolled in the Crispus Attucks Medical Magnet High School program, including presentations to students in the program about applying to universities for
admission and scholarships. SPAN serves current high school students interested in taking courses at IUPUI.

- Passport hosted Ivy Tech students at IUPUI signature events: MLK Dinner, Chavez Dinner, and Harvey Milk Dinner. Ivy Tech Student groups of affinity and their advisors are hosted by the Passport Office. For consistency sake, the Passport Office purchases two tables, a Passport Advertisement in the Program welcoming the group, and covers parking if the event is on the IUPUI campus. Feedback from students is very positive. As a direct result of the Harvey Milk Dinner, the LGBT student groups on both campuses are connected and have enjoyed many co-programs this year. The Latino Student groups continue to co-program as in the past. The Passport Office has sponsored at least one event for each of these partnerships this year, such as a pizza and pool night in the IUPUI Game Room.

- The ODAA director provided campus analysis of minority student recruitment and retention data for the annual IU Diversity Report. Specific attention was given to the admission and enrollment rates for students coming from the Central Indiana region. This specific attention was given based upon concerns raised regarding admission of students from Indianapolis Public School systems.

Evidence of Progress

- Beginning minority students in 2014 were the second largest on record, declining by 78 heads from 2013’s record number (-8.5%).
- In the Fall of 2014, 23.4% of beginners were non-white. Beyond the decline of 78 minority heads, the share was also affected by a 7.5% increase in White students (+183 heads) with the result that the minority share of all beginners was down slightly from 2013’s 26.3%.
  - As IUPUI attracts more students from throughout the state of Indiana, our diversity will increasingly reflect that of the state, which is less ethnically diverse than our traditional service regions which included the Gary area in addition to central Indiana.
- Total campus enrollment by minority students is up 199 (+3.1%).
- A record 1,897 international students enrolled in Fall 2014, up 81 (+4.5%).
- Fall 2014 was the most diverse enrollment in campus history, with minority students accounting for 23.1% of total campus enrollment, up from 22.6% in 2013.
- Ivy Tech is a significant source of minority transfer students at IUPUI. 32% of all Fall 2014 IUPUI students who previously attended Ivy Tech-Central Indiana came from minority groups compared to 25% of all IUPUI undergraduates. These students constituted nearly one-quarter of IUPUI’s overall undergraduate diversity in Fall 2014.
- The number of IUPUI students who previously attended an Ivy Tech campus constituted 18% of IUPUI's overall undergraduate enrollment, unchanged from their share in 2013.
- The Office of Undergraduate Admissions continued adding Spanish language elements to its communications, including a Spanish-language brochure and website. The office supports a Spanish language phone and email response team as well.
- The Office of Undergraduate Admissions, in collaboration with the Office of Diversity, Equity and Inclusion, collects tribal information for American Indians.
- The Office of Undergraduate Admissions began segmenting out its diversity communications by specific ethnicity.
- The Office of Undergraduate Admissions attends high school and college fairs. Additional detail appears above.
- Through the Office of Student Scholarships ODAA was provided with a private foundation account to assist undocumented and deferred action students. This funding has been used over the past three
years to assist those students who may have previously received IUPUI scholarships and now are ineligible to receive institutional funds. The second priority established for these funds is to provide assistance to undocumented and deferred action students who are closest to graduation.

Activities planned:

Recruitment
- Expand local partnerships to include Starfish Initiative, La Plaza, 100 Black Men of Indianapolis, and the Indianapolis Urban League.
- Develop a personalized communications stream for newly admitted students of color.
- Promote IUPUI from an affordability standpoint.
- Develop a more coordinated system for awarding diversity related scholarships for freshmen and transfer students.

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

Strengthen International Efforts

Enact a multifaceted recruitment strategy to enhance international student numbers and diversity
- Recruit, admit, and graduate larger numbers of international students in undergraduate and graduate programs as part of creating a more diversified campus and education experience

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

Evidence of Progress:
- Benefitting from growth in the last several years, Indianapolis enrolled a record 1,897 international students for Fall 2014, up 81 heads (+4.5%) from last year. New international beginners were down 13 heads (-12.5%).
- New transfer enrollment is up more than 50% (+18): includes first cohort of 18 mechanical engineering students from Sun Yat-sen University
- Visiting student programs (semester or academic-year study abroad) – e.g. the Brazil Science Mobility Program (+20)
- Despite the decline in freshman admits through the King Abdullah Scholarship Program (-36), overall enrollment from Saudi Arabia continues to grow, and now exceeds 400 undergraduate and graduate students.
- Top ten countries: India (437), China (409), Saudi Arabia (402), South Korea (55), Mexico (50), Iran (38), Japan (34), Brazil (34), Taiwan (31), Canada (30)
- International students now account for 6.3% of the total enrollment at the Indianapolis campus, up from 5.5% last year.
- See the Office of International Affairs annual report for more detail.
Best Practices

Develop new tools or processes to complete required tasks more efficiently

Cost Benchmarking and the Student Services Initiative

- Enrollment Management offices continued to dedicate significant staff resources to IU’s Student Services initiative. The overall goals of this multi-year project are to increase customer service, make use of best practices, and reduce operating costs in the delivery of services in campus and University offices.

- The Registrar’s Office partnered with campus and central colleagues and provided leadership in the Student Records Shared Services Initiative. IUPUI’s Registrar’s Office devoted roughly .50 management staff to the completion of the Phase 1 implementations and staff continue to be engaged in system design, functional specifications and overall implementation of improved student systems and services to gain overall University and specific campus efficiencies. The IUPUI Director of Undergraduate Admission and the IUPUI Associate Director of Student Financial Services also served as Core Team members of their respective SSI-Phase 3 review processes.

- The Office of Undergraduate Admissions continues to be an active leader in the Shared Services Initiative as the project entered Phase III with an implementation on July 17, 2014. Specifically, the office performed the following:
  - Dedicated a quarter of management and analyst staffing (including the director, associate director, assistant director, and two data analysts) to the Shared Services Initiative to design the technical, organizational and business practice solution for the admissions shared services model for the university system. This was in excess of 2 FTE of high level staff committed to the project.
  - Designed a plan to transition 10 FTE processing staff from the Office of Undergraduate Admissions to the Indianapolis Shared Services Center. This transition occurred July 1, 2014.
  - Designed and tested a new version of Hyland’s OnBase (the enterprise imaging and workflow system for student services) to serve the new harmonized application review process that will be used by all campuses. More on Onbase appears below
  - Provided training and counsel to Shared Services staff regarding general admissions practices as well as the admissions process specifically for IUPUI.

Student Information System Maintenance and Processing

- Registrar staff worked closely with the IU Office of Online Education and campus officials to review existing business processes and codes, collect inventory of online programs, work with units to outline procedure of seeking ‘official approval’ and correct percentage designation of online offerings to accurately reflect and highlight new and existing online degree programs.

- Office of the Registrar staff continue to provide a leadership role in the continuous cycle of reviewing, testing, providing feedback and starting the cycle again with the new academic roadmap/iGPS tools of course search, schedule builder and the new ONE student portal. This analysis is provided from both a student records and “student’ perspective since the Registrar analyst is both an employee and a student.

- Continue development, testing, implementation of enhancements and delivered upgrades to the Student Information System (SIS), the Indiana University Information Environment (IUIE), Workflow, Kuali Workflow, OnBase, Oncourse, and Ad Astra facility scheduling software.

- While changes to the academic structure that drives the student information system are part of general Registrar operations and maintenance, during 2013-2014 major Academic structure
updates began or were implemented. Each of these changes requires careful review, analysis and updating into the SIS.

- Continue working on Business Intelligence projects that would lend themselves toward providing useful information to the campus for retention and graduation.
- The Office of the Registrar continues to co-lead the university’s system-wide Student Records development/enhancement projects to the Student Information System. This level of leadership allows IUPUI priorities to be articulated and acted upon more promptly.
- The Office of Undergraduate Admissions continues to be in a primary leadership role and provided lead testing for the enterprise adoption of Hyland OnBase as the system-wide imaging solution for prospective and continuing student records. In particular, we are focusing on improving interfaces between OnBase with other university systems (e.g., Student Information System-SIS), optical character recognition (OCR) technology to collect data from pdf versions of academic transfers, and upgrading to a new version of OnBase.
  - OnBase is a document management system used by multiple departments for data retrieval/review, scanning and imaging, document indexing/import/printing and administrative reporting.
- Student Financial Services requested and tested modifications made to existing reports maintained by USSS. These reports are used in monitoring and processing and are an important part of maintaining compliance with university, state, and federal policies and regulations. The office also made similar modifications to internal reports run locally.

**Office Management**

- The Office of Undergraduate Admissions undertook significant reorganization as part of the Shared Services Initiative. As part of this process, 10 staff members were migrated from the operations unit to the Admissions Shared Services Center under USSS and held the equivalent of another 5 FTE open to meet the financial requirements of SSI.
- Enrollment Management offices continue to hire a large number of student workers and assist them in making meaningful connections between their IUPUI education and the job skills they will need after graduation.
- Student Financial Services improved packaging by using technological resources to automate the 2.5 GPA requirements for both the 21st Century Scholars Pledge and the Pell Pledge awards. We were also able to utilize our resources to help with the awarding of the State of Indiana’s grants (formerly known as SSACI grants) during the summer term.
- Student Financial Services took steps to improve processing through initiation and coordination of the maintenance of a schedule of important tasks that should be occurring prior to the start of a new aid year or term. This move to a more systematized form of scheduling will result in more timely and efficient processing in future years.

**Space Utilization**

- Registrar Staff collaborated in the development and improvement of learning environments, including a section of Hine Hall to be dedicated to a Kelley School of Business Executive Education program for physicians and renovation of an outdated and underutilized classroom in the Lecture Hall into a format to support broad classroom collaboration and interactive teaching.
- The Office of the Registrar updated the central Annual Space Inventory for Bureau of Facilities Programming and Utilization Office in Bloomington. Reviewed the IUPUI classrooms within the central inventory. Added/subtracted rooms as appropriate and made any room capacity or
room type updates. This initiative and the updating that occurred as a result was needed in light of classroom utilization scrutiny and reporting since it is this Bureau of Facilities database that is used as the official source for IUPUI classroom utilization reports.

- As members of the University Hotel and Conference Center classroom conversion team, Registrar staff consulted on the NEW classrooms that became available in what is now Hine Hall. Helped plan room sizes and setup using existing campus furniture as well as making plans for appropriate new furniture in one of the rooms.
- The Office of Registrar is currently working on a major project related to classroom utilization across campus. Specifically, we are collecting and analyzing data from various relevant systems and designing a presentation format to determine possibilities for improved classroom usage. This project has been complex and time-consuming but we are hopeful the result will be a positive one.
- The IUPUI School of Nursing has a master plan for the renovation of the Nursing building. As part of the planning strategy, the Registrar’s Office collected and analyzed class data to demonstrate how we might accommodate certain sections of the building (classrooms) being out-of-service for specific periods. This is an on-going, collaborative project to assist in moving the School of Nursing along with their innovative plans while also assuring little to no disruption in the adequate availability of classrooms.

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

Activities Planned:
- Continued participation in the university’s Business Intelligence initiative to ensure that enrollment management data are included in the results of the working group.
- Continue to review processes in the light of available and new technology and make necessary and appropriate adjustments.