

Division of Enrollment Management

Selected Highlights Report for 2014-15

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 much of the work of Enrollment Management offices is geared toward serving students in the coming year (recruiting and admissions, packaging financial aid, etc.), Fall 2015 data occasionally are used in the report as measures of those activities/evidence of progress. Unless otherwise specified, data in this report are for the Indianapolis campus only.

The Success of Our Students

- 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](#).

Enrollment

Census	2013	2014	Change	% Change
Indianapolis Heads	28,802	28,945	143	0.5%
Indianapolis Credits	336,901	346,546	9,645	2.9%
IUPUC Heads	1,732	1,783	51	2.9%
IUPUC Credits	18,236	19,081	845	4.6%
IUPUI Heads*	30,488	30,690	202	0.7%
IUPUI Credits	355,137	365,627	10,490	3.0%

*Official totals are adjusted for dual enrollments between Indianapolis and IUPUC (46 in 2013 and 38 in 2014)

- 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.
- 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.
- Through June 2015, 1,541 students had submitted 2,914 Advanced Placement (AP) scores for the fall 2015 term. This compares with last year's record of 1,538 students sending 2,627 separate AP score results. The number of AP scores continues to increase; in 2003, 268 students sent 390 separate AP scores.
- The Office of Undergraduate Admissions developed and hosted 3 [Finish Fridays](#) events. These events, targeted toward incoming transfer students, provided an opportunity for students to meet with representatives from the Office of Undergraduate Admissions, Office of Student Financial Services, Office of Transfer Student Services,

and IUPUI and Ivy Tech Coordinated Programs (Passport) as well as participate in a student panel and take a tour of campus.

- The program allowed the students to speak with staff about IUPUI’s Admission and Enrollment Process for transferring students, introduced students to The Passport Office to discuss Advising and Academic Support, included sessions with Student Financial Aid, and allowed for a campus tour and transfer student panel discussion. This program was developed to provide transfer students an opportunity to become more familiar with the IUPUI campus and services as part of “scaling down” the transfer process, making it more approachable.
- Admissions look to partner more closely with the Office of Transfer Student Services on how the two units can work more closely in a smooth hand-off for the student and not duplicate efforts in yielding transfer students.
- The Office of Undergraduate Admissions implemented a project this year with deferred IPS students that could likely fit into transfer student yield. This involved reaching out to every deferred student who has applied for beginning student admission from an IPS school to offer personalized counseling on the [Partners Program](#) and how those students can use Ivy Tech as a pathway to IUPUI. These students that are not initially admitted to IUPUI are getting this personalized counseling as to how Ivy Tech can be a pathway to IUPUI.
 - In conjunction with the Passport Office, staff made visits to Crispus Attucks Medical Magnet High School and Broad Ripple High School to meet with deferred students and provide admission counseling and pre-transfer advising services (these were the two IPS schools who responded to the request).
 - Admissions also hosted an event at IUPUI for those deferred IPS students and their parents. The Passport Office was present and the Diversity, Access, and Achievement Office held a ‘signing ceremony’ for those students in attendance to sign their deferral contracts. The students will be tracked and to see if this outreach ultimately increases yield of these students as transfer students.
- In the Fall of 2014, 3,987 students who previously attended Ivy Tech-Central Indiana were enrolled at IUPUI. This is up 187 from Fall 2013 (+4.9%) and constituted 18% of IUPUI’s overall undergraduate population in 2014.

Financial Aid & Scholarships

- The amount of financial aid has increased from last year

Academic Year	Gift Aid	Loans	Work Study	Total Aid
2008-09	\$92,460,305	\$218,425,257	\$2,983,620	\$313,869,182
2009-10	\$103,580,520	\$234,537,196	\$3,505,252	\$341,622,968
2010-11	\$115,337,864	\$262,683,275	\$3,775,644	\$381,796,783
2011-12	\$116,426,934	\$264,594,584	\$2,311,694	\$383,333,212
2012-13	\$121,536,859	\$257,335,327	\$1,995,996	\$380,868,182
2013-14	\$133,044,759	\$247,596,723	\$2,078,900	\$382,720,382
2014-15	\$138,100,212	\$248,628,189	\$2,665,049	\$389,393,450

Gift aid examples include scholarships, grants to help students with financial need, and fee remissions for IU employees. Sources for gift aid include federal, state, and private aid as well as institutional money.

- Admission-based scholarship acceptances for the 2015-2016 year are up by 6% for Indiana residents. The total acceptance rate compared to last year is up by 8% (507 acceptances/1044 offers – 48%) for this year compared to (475/1173 offers – 40%) last year. The acceptance rate of these scholarships increased in seven of the eight different types of awards.

- [Chancellor's Scholarship](#) offers increased from 578 for 2014-15 to 635 for 2015-16 (+9.9%). The number of Chancellor's Scholarship *acceptances* grew from 213 for 2014-15 to 240 for 2015-16 (+12.7%). The rate of acceptances increased slightly from 37% last year to 38% for 2015-16.
- While Dean of Faculties scholarship offers are down 9.8% from last year, the number of acceptances is slightly ahead (218 compared with 213), with an increase in the acceptance rate from 52% to 58%. The Academic Honors Scholarship numbers are similar with offers down 4%, the total number of acceptances is comparable with last year (151 compared with 153), and an increase of the acceptance rate from 39% to 45%.
- Between the 2013-14 and the 2014-15 academic years, the overall retention rate of IUPUI Scholars decreased by 2.5%. For the 2014-15 AY our retention rate is 86%. This is down from 2013-14 AY, which was 88.5%.

Other notable accomplishments from the Office of Student Scholarships (OSS):

- Awarded \$75K competitive scholarship to current IUPUI Students via Continuing Competitive Awards.
- Stepped up marketing efforts with professional flyers, banners, signs, digital signage and social media.
- Collaboration with additional outside scholarship providers to offer more scholarship opportunities for current IUPUI students.
- Collaborated with the IUPUI Passport Office to establish and award the competitive Passport Scholarship.

Summaries of scholarships and aid awarded appear below:

Incoming Student Scholarship Yield Rates 2009-2015 as of June 30 each year

Academic Honors Scholarship*	Dean of Faculties Scholarship*	Dean's Recognition Scholarship**	International Ambassador Scholarship**	Service Award**	Valedictorian/Salutatorian Scholarship***	Transfer Scholarship***	Chancellor Scholarship***
2015-2016							
151/339 -45%	218/371 - 58%	28/98 - 29%	4/20 - 20%	56/155 - 36%	32/35 - 91%	20/26 - 76%	240/635 - 38%
2014-2015							
153/390 - 39%	213/411 - 52%	25/100 - 25%	12/24 - 50%	34/168 - 20%	30/66 - 45%	9/14 - 64%	213/578 - 37%
2013-2014							
141/380 - 37%	194/384 - 50%	28/84 - 33%	10/26 - 38%	40/147 - 27%	26/51 - 51%	15/18 - 83%	194/457 - 42%
2012-2013							
66/195 - 34%	209/548 - 38%	14/99-14%	3/22-14%	33/164-20%	31/57 - 54%	17/40 - 43%	154/362 - 43%
2011-2012							
	131/497 - 26%	11/56 - 20%	9/19-47%	41/160 - 26%	20/131 - 15%	8/25 - 32%	64/225 - 28%
2010-2011							
	139/497 - 33%	13/47 - 28%	6/11 - 55%	40/184 - 22%	28/74 - 38%	23/35-66%	
2009-2010							
	184/385 - 48%	17/39 - 44%	3/17 - 18%	35/99 - 35%	35/77 - 45%	14/22 - 64%	

Increase in acceptance rate from previous year

Decrease in acceptance rate from previous year

*Available to Indiana Residents only

**Available to Non-Residents only

***Available to both Residents & Non-Residents

2014-15 Undergraduate Honor Awards

Scholarships	2013-14 Academic Year		2014-15 Academic Year	
	Dollar Amount	Number of Awards	Dollar Amount	Number of Awards
Herbert Presidential	\$545,500	55	\$557,000	49
Plater Distinguished	\$333,500	34	\$388,000	33
Chancellor's	\$4,332,500	557	\$4,510,845	640*
Bepko	\$1,296,374	197	\$1,649,460	110
Total:	\$6,507,874	843	\$7,105,305	832

*Number's include Chancellor's Study Abroad awards, which totaled 49.

Total Awards Processed Through IUPUI

- The total amount of scholarships awarded for the 2013-14 academic year was \$37,883,095, which totaled 10,589 awards with an average amount of \$3,578.
- During the 2014-15 academic year the total dollar amount awarded was \$40,794,820, an increase of 7.4% from the previous year. The 11,746 awards reflects an increase of 10.4%, while the average award was \$3,473, a decrease of \$105 from 2013-14.

Award Type	2013-14 Academic Year			2014-15 Academic Year		
	Dollar Amount	Number of Awards	Average Award Amount	Dollar Amount	Number of Awards	Average Award Amount
Athletics	\$2,412,572	361	\$6,683	\$2,667,651	395	\$6,754
Graduate/Professional Fellowships	\$6,500,958	721	\$9,017	\$7,608,930	871	\$8,736
Graduate/Professional Scholarships	\$1,090,053	297	\$3,670	\$853,417	240	\$3,556
Graduate/Professional Foundation-based (includes Schps & Fellowships)	\$5,532,783	1,040	\$5,320	\$5,401,201	1,158	\$4,664
Institutional Grants	\$2,515,328	1,457	\$1,726	\$2,699,922	1,729	\$1,562
Institutional Undergraduate Scholarships (includes school based awards)	\$7,502,536	3,199	\$2,345	\$8,305,739	3,705	\$2,242
Undergraduate Foundation-based Scholarships	\$2,490,888	1,149	\$2,168	\$2,434,794	1,221	\$1,994
Undergraduate Honor Awards (see below)	\$6,507,874	843	\$7,720	\$7,105,305	832	\$8,540
External Donor* Scholarships (includes Undergrads, Grads, & Professional)	\$3,330,103	1,522	\$2,188	\$3,717,861	1,595	\$2,331
Total:	\$37,883,095	10,589	\$3,578	\$40,794,820	11,746	\$3,473

*External Donor Scholarships are awards submitted to the Office of Student Scholarships or to the Professional Schools from various private organizations on the behalf of an IUPUI student. These monies are applied directly to the student’s Financial Aid account.

Fee Remissions

- The total amount of fee remissions awarded for the 2013-14 academic year was \$41,354,399, which totaled 5,162 awards with an average dollar amount of \$8,011.
- During the 2014-15 academic year the total dollar amount awarded was \$43,873,370, which was an increase of 5.9% from the previous year. The 4,808 awards reflect a decrease in the number of awards of -7.1%, while the average award was \$9,125, an increase of \$124.

Fee Remissions	2013-14 Academic Year			2014-15 Academic Year		
	Dollar Amount	Number of Awards	Average Award Amount	Dollar Amount	Number of Awards	Average Award Amount
Undergraduate	\$14,737,995	2,076	\$7,099	\$16,392,797	2,081	\$7,877
Graduate/Professional	\$26,616,344	3,086	\$8,625	\$27,480,573	2,727	\$10,077
Total:	\$41,354,339	5,162	\$8,011	\$43,873,370	4,808	\$9,125

A fee remission is an award for tuition and/or fees which can be awarded by the university, the state of Indiana, or by specific bequest. This allows students to enroll at a reduced or no cost tuition and/or fees at the expense of the university or state. Some university departments issue fee remissions to students as well in exchange for services. The fee remission total also includes discounted tuition that is the result of an employee benefit for the employee or spouse/partner or dependent child.

- The Office of Student Financial Services (SFS) continues to take a number of steps to promote student success:
 - **New Institutional Aid Funding Targets:** New institutional grant funding for “at risk” needy students was provided to 21st Century Scholars through an expansion of the IUPUI 21st Century Scholar Grant program and the IUPUI Summer “On-Track” Grant program. IU Miller Loan awards continued to be 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.
 - **Innovative Financial Aid Program Continues:** The Home Stretch Program launched in the 2013-14 academic year continued in 2014-15. The program provides direct financial support through the awarding of institutional loan funds to needy students within one year of 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. Though scaled back from the prior year, still more than 75 students near graduation benefitted from the program and 75% are on track to complete bachelor’s degree by August 2015.
 - **Financial Aid Notification (FAN) Letter Updated:** Student Financial Services helped lead a system-wide effort to enhance the financial aid notification (FAN) for incoming freshman. The new FAN separates out gift aid (free money) from self-help aid options (loans and work offers) and provides some different net cost calculations. In efforts to de-mystify student financial aid awarding for incoming freshman, an instructional website was maintained and an interactive webinar was conducted regarding the FAN, financial aid processes, estimated costs, student loans, and ways to maximize aid eligibility.
 - **Student Financial Literacy Outreach Efforts Increased:** Student Financial Services continues to promote financial aid and financial literacy outreach sessions to IUPUI groups and classrooms. Staff served over 17,000 students in group settings at 140 events, an increase of 39% in events from prior year. In addition, 38 of the events were specifically dedicated to financial literacy, an increase of 81% from prior year financial literacy events. New loan repayment counseling presentations were offered to students that were graduating in December and May. Multiple events were well received with solid attendance.
 - **New Web-Based Financial Aid Counseling Initiatives:** Student Financial Services delivered a variety of messaging via social media avenues for the first time in 14-15. With about 500 posts on social media, many directed at common timely questions being asked by students on [Facebook](#), our counseling efforts are reaching students “where they are at”. Note that the Facebook “class of” pages include over 2000 students per class. Another new web-based initiative is a series of instructional videos created with the help of students in the School of Informatics. The video series was branded as “[JagAid TV](#)” on our website and the [IUPUI You Tube](#) channel.
 - **Transfer Student Services Enhanced:** For the first time, Student Financial Services provided incoming transfer students a loan debt letter and a grant usage letter that summarized the aid used at schools prior to enrolling at IUPUI. This allowed the student to be informed about a sense of urgency to complete coursework in a timely manner at IUPUI as loan and grant programs now have limit caps.
 - **Less Student Loan Borrowing:** Financial outreach messaging at orientation and across campus involved a heavy emphasis on responsible, smart borrowing. Outreach efforts include sending out annual student loan debt statements that may help students think about student loan debt before

they make student loan borrow decisions. Over the last two years undergraduate Federal Direct Loan borrowing is down more than \$16.3 million at IUPUI.

Contributions to the Well-Being of the Citizens of Indianapolis, the State of Indiana, and Beyond

- The Office of Undergraduate Admissions partnered with on-campus offices and the Indianapolis Mayor's Office to provide college readiness programming as part of the Legacy Project. This program, serving 5th, 6th, and 7th graders saw us providing college-readiness programming to over 1,100 students as part of this initiative.
- 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 for 177 high school counselors who were participants at the conference.
- 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 staff served as key contributors to partnering organizations such as La Plaza, Indianapolis Urban League, and Center for Leadership Development, IPS, and the National Society of Black Engineers.
 - ODAA provided college planning resources to elementary and middle school populations in Decatur Township, Washington Township, and IPS. This included participation in college/career days and hosting on-campus visitations in conjunction with the office of Campus Visits.
- Additional examples of Civic Engagement appear in the *Diversity Outreach* section of this report.

Diversity in Enrollment

- Beginning minority students in 2014 were the second largest on record, declining by 78 heads from 2013's record number (-8.5%).
- 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. Additional details of enrollment by ethnic group appear below.
- 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%).

Ethnic Distribution Fall 2013 and 2014

Indianapolis campus only

Beginner

IN	2013	share	2014	share	Change	% Change
Hispanic	281	8.1%	253	7.1%	-28	-10.0%
African American	322	9.2%	307	8.6%	-15	-4.7%
American Indian	7	0.2%	2	0.1%	-5	-71.4%
Asian	153	4.4%	135	3.8%	-18	-11.8%
Hawaiian	2	0.1%	0	0.0%	-2	-100.0%
Two or more	153	4.4%	143	4.0%	-10	-6.5%
Minority	918	26.3%	840	23.4%	-78	-8.5%
White	2,440	69.9%	2,623	73.2%	183	7.5%
Unknown/Other	23	0.7%	16	0.4%	-7	-30.4%
International	109	3.1%	105	2.9%	-4	-3.7%
Total Enrolled Beginner	3,490	100.0%	3,584	100.0%	94	2.7%

Campus ethnicity

IN	2013	share	2014	share	Change	% Change
Hispanic	1,394	4.8%	1,512	5.2%	118	8.5%
African American	2,921	10.1%	2,922	10.1%	1	0.0%
American Indian	39	0.1%	30	0.1%	-9	-23.1%
Asian	1,264	4.4%	1,274	4.4%	10	0.8%
Hawaiian	21	0.1%	21	0.1%	0	0.0%
Two or more	859	3.0%	938	3.2%	79	9.2%
Minority	6,498	22.6%	6,697	23.1%	199	3.1%
White	20,046	69.6%	20,050	69.3%	4	0.0%
Unknown	442	1.5%	301	1.0%	-141	-31.9%
International	1,816	6.3%	1,897	6.6%	81	4.5%
Total	28,802	100.0%	28,945	100.0%	143	0.5%

- Fall 2014 enrollment by non-residents was up 194 heads (+6.4%).
- Non-residents now account for 11.2% of campus heads and 10.8% of campus credits. These compare with 10.5% in heads and 10.1% in credits last year.
- 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.
- 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.

		Previous ITCI Students	Overall IUPUI Undergraduate Population
Total Number of Students Enrolled Fall 2014		3,987	20,844
Enrollment Status	Full-time	69%	78%
	Part-time	31%	22%
Race/Ethnicity	Total Minority	32%	25%
	African American	18%	11%
	Asian American	4%	4%
	Hispanic	5%	6%
	Native American	0%	0%
	Native Hawaiian	0%	0%
	Two or More Races	4%	4%
	All Others	68%	75%
Gender	Female	54%	56%
	Male	46%	44%

Diversity Outreach

- The Office for Diversity Access and Achievement (ODAA) in partnership with Office for Community Engagement, School of Liberal Arts, Ivy Tech Community College, La Plaza, Indiana Latino Institute and Indianapolis Public Schools hosted the Annual META (*Mapping Education Toward Achievement*) Conference. This year a total of 275 Latino students attended the conference.
- ODAA continued the *Diversity Recruitment Council* to discuss how to better coordinate diversity recruitment efforts on campus.
- ODAA reinstated the Diversity Ambassador program in Spring 2015 with three ambassadors. The ambassadors were used to support the offices efforts to increase the yields of African American beginning students through a call-out campaign throughout the summer. Ambassadors called more than 200 students and parents.
- ODAA funded a special graduate assistant to assist Deferred Action admits with their next steps post admission to the university. The graduate assistant focused on instructing this student population on the steps necessary to qualify for in-state residency status and external scholarship opportunities.
- ODAA developed a listing of youth based programs available on the IUPUI campus. While the initial step was taken to develop this as a guide, eventually this project was developed into a dynamic website. Academic units will have the ability to submit information regarding youth programs being offered throughout the year via this dynamic website. Additionally ODAA developed a postcard to promote the website.
- ODAA partnered with Campus Visits to host an overnight experience. Classic Overnight was launched to recruit Historically Under-Represented Minority (HURM) prospective students from across the state of Indiana to demonstrate the relationship between the IUPUI campus to the city of Indianapolis. As a result, 6 out of 11 (54%) of students were admitted to IUPUI. 2 out of 6 (33%) of students have paid their enrollment deposit and sent in their housing contracts for fall 2015 incoming freshman class.

- ODAA and the 21st Century Scholar program partnered to host the *Junior Jumpstart*. Over 100 scholars and their parents attended a program to visit the campus and obtain information regarding admissions and financial aid.

Best Practices

- Undergraduate Admissions continues to expand its recruitment plan in support of the IUPUI Enrollment Shaping Initiative. In addition to its efforts in California, Chicago, Cincinnati, Louisville, Southern Michigan and Detroit, staff attended National Association for College Admission Counseling (NACAC) [college fairs](#) in key markets and conducted college visits in those cities to bolster our non-resident numbers.
- The Office of Undergraduate Admissions also continued its non-resident recruitment to include enrollment of students who were more financially able to afford IUPUI's non-resident tuition and increase their retention and graduation. This initiative included continued partnering with our Office of Student Financial Services to integrate financial counselling into our recruitment communications and to review student financial aid information and provide financial literacy training to those students most at financial risk.
- In continued support of the campus's goal of increasing enrollment to 35,000 students by 2025, Admissions participated in over 1,100 college fairs and high school visits nationwide during the 2014-15 academic year. To work towards this enrollment goal, the Office of Undergraduate Admissions utilized admissions recruiters covering Indiana and the Midwest as well as Puerto Rico, Florida, Texas, 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 we are on pace to set another new campus record for the incoming class of fall 2015.
- The Office of Undergraduate Admissions retooled the large, campus wide recruitment programs to create a suite of 3 programs that serve as both stand-alone programming as well as work together to create a streamlined recruitment process. The first of these programs, [Destination IUPUI](#), is targeted toward high school juniors and was created in response to the level of preparation that was being demonstrated in the students that were participating in recruitment programs. Destination IUPUI was a program that introduced juniors to IUPUI and showcased campus with a campus tour, lunch on campus, presentations about college life and how to get involved, scholarship workshops, and Financial Aid sessions. The next program, [Fall Fest](#), was developed for high school seniors to explore the academic offerings available at IUPUI. The final program, [Decision Day](#), was developed to serve as an opportunity for high school seniors to return to campus, meet with the academic unit of their choice, see campus on a shuttle tour that included the Indianapolis city and showing how the campus and community is connected, attending Financial Aid presentation, and allowing the students to pay for the enrollment deposit on the spot.
- The Passport Office contributed to the [Foundations of Excellence self-study process](#) to create a campus-wide strategy for transfer students. As a result of this study, numerous committees were formed to assess and improve the transfer experience for students. The Study also established recommendations including: campus culture and structure, admissions and credit evaluation, advising, communication, policy, engagement and support, orientation, data, and curriculum.

- The Office of Undergraduate Admissions continued to be an active leader in the Shared Services Initiative during its first year of implementation. The office completed the first academic cycle of this initiative after undergoing the following:
 - Dedicating 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.
 - Designing a plan to transition 10 FTE processing staff from the Office of Undergraduate Admissions to the Indianapolis Shared Services Center.
 - Designing and testing 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.
 - Providing the training and counsel to Shared Services staff regarding general admissions practices as well as the admissions process specifically for IUPUI.
- The Office of Undergraduate Admissions participated in several activities to streamline the process of evaluating transfer credit for prospective students:
 - Hired an Assistant Director for Transfer Credit to provide leadership and coordination for streamlining the evaluation of transfer credit.
 - Created a three form system that allows for re-review, first time review, and approval of other departments to be more streamlined.
- The Office of Undergraduate Admissions continues to increase its participation in social media with prospective students. During 2014-15 the office has worked on the following initiatives:
 - Growing the Class of 2019 Facebook page to include more than 75% of the incoming freshman class. The Class of 2019 page already exceeds the 2018 Facebook page by nearly 4% and the 2017 Facebook page by more than 71%.
 - Began to develop a series of videos to market IUPUI to students. The topics of these videos are an aerial tour of campus, housing at IUPUI, diversity at IUPUI, why IUPUI, alumni outcomes, and a welcome video to newly admitted freshmen.
 - Thus far the “aerial tour” video has been delivered (with the others on track to deliver in early August), and has been shared on the Facebook and YouTube channels owned by the Office of Undergraduate admission. On Facebook, the video has been viewed 17,558 times, with 465 “likes”, 267 “shares”. On YouTube, the video has been viewed 608 times. The video was also shared with the main IUPUI campus accounts, and was viewed on Facebook 18,966 times, “liked” 497 times, and “shared” 209 times. It received 1,311 views on their YouTube channel. This video can be viewed at <https://www.youtube.com/watch?v=L5kQcM67Ljw>.
 - The office also continued to host live video chats (which we originally limited pilot in the 13-14 AY). In 2014-15. Of the six chats hosted on iupui.tv, 66% of participants converted from admitted students into deposited students, and 83% of the students who attended our parent chat (201 parents total) deposited.

- Undergraduate Admissions also continued to see overall growth in social media interactions.
 - The [Admissions Facebook](#) profile has seen a 44% increase (2,666 to 3,829) in followers since August 1, 2014.
 - The [Admissions Instagram](#) profile has seen 75% increase (762 to 1,336) in followers since August 1, 2014.
- The Office of Undergraduate Admissions now works strategically with IU Communications on recruitment and admissions materials in the implementation of the IU branding. Brand deliverables have been incorporated into more media, including web and social media presence for Admissions. Additionally, use of the campus' preferred vendor, Miles Printing, has reduced print costs from 2014 to 2015, to date, by 6%.
- Office of Undergraduate Admissions communications with prospective students has exceeded 750,000. Refinements of the various communications campaigns accomplished by admissions in preparation for the 2015-2016 recruitment cycle include re-imagining and rewriting
- Undergraduate Admissions office continued building predictive enrollment models, using Rapid Insight software, to determine the number of admitted freshmen who were going to enroll at IUPUI. The results allow the campus an early forecast of the size and characteristics of the incoming freshmen cohort. New this year, the Undergraduate Admissions office worked with the Office of the Registrar to develop predictive enrollment models calculating the estimated number of incoming deposited fall freshmen who were going to enroll in two General Education Core courses (ENG-W141, COMM-R110). The modeling results enabled the Registrar to request an increase in the number of sections being offered. The Admissions predictive models and results were presented at Association of Institutional Research (AIR) 2015 conference and as a part of the Rapid Insight 2015 conference.
- The Office of Undergraduate Admissions hires student employees throughout the academic year. These students are critical to our overall operation, and their work not only benefits our office, but there is also demonstrated evidence of the impact it has on the student.
 - The Marketing & Decision Support team hires students to help manage social media, assist in the development web pages and creative assets, assist in creating and running reports for staff and faculty, and help maintain clean data in our CRM, as well as data entry.
 - The majority of our student employees have benefitted from the hands-on experienced they received while in our office while completing their degree. One student employee and recent graduate (2015 BS, Media Arts & Sciences), left the Office of Undergraduate Admissions after nearly two years as a web development assistant to begin working in E-Commerce Web Development for HH Gregg.
- Through a concerted effort to reduce unnecessary travel to campus by students, the Office of Undergraduate Admissions increased the number of calls answered from 36,954 to 39,667 and reduced walk-in traffic to the front desk from 9,953 to 7,678. Students counseled one on one decreased from 620 to 464. This service to students by phone and email helped free up staff time counseling time to be spent on student recruitment initiatives.
- 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 2014-

15, the Passport Office continued to increase new articulation agreements including Dental Hygiene and Neuroscience.

- The Office of the Registrar partnered with the academic units to lead the campus through implementation of integrative [degree maps](#) for all undergraduate students. While the academic units reviewed and analyzed curriculum requirements, the Office of the Registrar worked with central support services to assure that IUPUI degree maps were properly uploaded and made available to the students. This initiative is critical to students having available to them a 4-year plan for staying on track and graduating.
- The IUPI Office of the Registrar created (and is now maintaining) a [website](#) listing of all IUPUI online programs and minors which is available to all students, parents, and others searching the official IUPUI Degree website. This initiative was undertaken so that all prospective students and their families will have a complete view of **all programs** available at IUPUI.
- 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: 13
 - New or changed Majors/Degrees: 32
 - New Minors: 22
 - New Concentrations/Tracks added to majors: 3
 - New Programs (degree-granting units): 4
 - New Subjects to Support General Education Competencies: 8
- In order to meet the demand of increased programming and advising for prospective Ivy Tech students, the Passport Office reclassified its two program advisor positions to Assistant Director and Academic Advisor. The reclassification allowed for an increase in student access to IUPUI academic advising and increased college readiness visits. The Passport academic advisor resides primarily on the Ivy Tech campus. This additional advising position has allowed hundreds of Ivy Tech students to receive IUPUI academic and transfer advising.
- The Passport Office academic advisor provided training sessions for Ivy Tech advisors to facilitate a smooth transition for Ivy Tech students to IUPUI.
- The Passport Office established a social networking initiative by creating a [Facebook page](#).
- The Office for Veterans and Military Personnel (OVMP) updated and continued to maintain the office [website](#) to better assist students in the changes of the GI Bill and the many State and Federal laws. In addition to updating and maintaining the website the OVMP continues to maintain social media which has allowed the staff to communicate with current students and alumni regarding events, workshops and career opportunities.
- The OVMP developed a Veteran Career Resource Fair to connect IUPUI's veteran student population with external employment opportunities and resources such as H2H (Hero 2 Hired), Operation: Job Ready Vets, Work One and the National Guard Family Assistance Centers.
- The OVMP hosted a discussion with [Phil Cousineau](#), author of 'Beyond Forgiveness, Reflections of Atonement', as part of IUPUI's 2013-15 Common Theme Project. Mr. Cousineau spoke to IUPUI veteran students, staff and faculty about forgiveness in our own lives, in war and around the world.

- The OVMP continues to accommodate an on-site certified VA Readjustment Counselor from the Indianapolis Vet Center to hold office hours and provide free readjustment counseling services to IUPUI veteran and dependent students, faculty, and staff.
- The OVMP hosted the 6th Annual Veterans Week Activities which included a Veterans Resource Fair and the Veterans Day presentation. In addition to these activities the OVMP sponsored a day of community service assisting the Hoosier Veterans Assistance Foundation by painting, cleaning and various other duties.
- The OVMP held the 4th Annual Veterans Graduation Reception. Students were encouraged to invite their family members to celebrate the completion of their educational goals as well as to network with other attendees. Students were presented with a Military Graduation cord during the event.
- Enrollment Management plays a leadership role with IUPUI's Academic Policies and Procedures Committee (APPC) and the Enrollment Management Advisory Council

Academic Policies and Procedures Committee

- APPC performs much of the detail work in the development, implementation, and monitoring of student-related administrative academic policy. The committee also provides a valuable forum in which members can raise issues and learn from the experience of other units.
- In addition to policy issues noted above, in 2014-15 APPC reviewed and recommended one degree and one minor for university approval and implementation as new options for IUPUI students. This review function moved to the Undergraduate Affairs Committee in Spring 2015.

Enrollment Management Advisory Council

- The Enrollment Management Advisory Council serves an important consultative role for the Division of Enrollment Management and IUPUI in achieving these objectives.
 - Chaired by the Associate Vice Chancellor for 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.
 - In 2014-15, in addition to its consultative role described above, the EMAC developed a set of detailed Performance Indicators to measure IUPUI's progress toward meeting the campus's [Strategic Plan](#) goal of [Optimizing our Enrollment Management](#).
- For more on the Enrollment Management Advisory Council visit its [website](#).

External Awards

- In November 2014, the Office of Undergraduate Admissions received [MarCom's](#) highest award, platinum, for the third time in three years for its Senior Prospect Stream. [MarCom](#) is an international competition for Marketing & Communications. Also winning platinum was the Fall 2013 Counselor Newsletter.
 - The office also received four gold awards. Admissions' nonresident view books won a gold award. The office's freshman admission letter/packet, which includes the letter, admitted student folder and checklists, decal and envelope, received a gold award. Also winning gold were variable-data diploma postcards and our 2014 High School Guidance Counselor breakfast invitation.
 - The Office of Student Scholarships received an honorable mention from MarCom for a poster.

July 19, 2015