Assessment of co-curricular programs has begun to initiate a culture of improvement at IU East. Assessment data collected from the National Survey for Student Engagement (NSSE), the Student Satisfaction Survey (SSI) and student focus groups drew attention to the learning environment outside of the classroom. Simultaneously, comprehensive changes were occurring across campus, leading to the creation of new units designed to increase student success. This has led to a realignment of some services to provide better support for students and an overall strong focus on customer service. Below are brief descriptions about changes occurring in key offices across campus.

The Office of Admissions. Relocating to a new office and hiring an additional recruiter allowed for a more welcoming atmosphere centered on service to prospective students. The Admissions staff used feedback from a Noel-Levitz consultant to create an annual recruitment plan. This plan focused on cultivating relationships with high school guidance counselors and offering more merit based scholarships to traditional incoming students. These enhancements and others helped increase the numbers of traditional aged students who are making IU East their college of choice.

The Office of Retention Programs. This office was created in 2008 to move current students towards degree completion. Similar to admissions, a retention plan was implemented emphasizing improved advising and creation of a First Year Seminar Course. These initiatives engaged first year students socially and academically. Retention plans are now developed and implemented annually.

University College. Feedback from students and other campus constituents, along with data on persistence and retention suggested that beginning students needed additional support in order to increase their success. Established in summer 2009, University College’s purpose is to engage new students in goal-setting, time management, career exploration and related areas. Students via the SSI requested improved academic advising. University College now provides new students a means of transitioning to advisors within their academic schools, enhancing the connection between students and their advisors.

Campus Life. Many changes have occurred in the last few years in the Office of Campus Life. Campus Life relocated to Springwood Hall making these offices and the nearby Graf Center the hub of student activity on campus. The Graf Recreation Center was remodeled with new furniture, entertainment, and the establishment of Bear Creek Coffee. A Student Government Association was established to engage students in new leadership opportunities. While not entirely born out of assessment, Campus Life continues to adapt based upon student interests.

Athletics. The opportunity for students to participate in organized athletic competitions has expanded since the campus joined the NAIA. Via the SSI, students requested athletics to be a
vital part of campus activities. Tennis, Cross-Country, and Track have been added to the existing sports programs. Engagement was further enhanced as current students participated in a rebranding effort, and the IU East Pioneers became the Red Wolves. Assessment of athletics is ongoing, guided by the IU East Athletic Committee.

Alumni Services. The IU East Alumni Association restructured its scholarship program based feedback from current students and recent graduates. It now offers a legacy scholarship for future Red Wolves. Alumni Services has played a larger role in organizing campus events. Supporting and facilitating new traditions like Homecoming, First Year Seminar Kickoff, the Nearly Naked mile, and others were ideas Alumni Services gleaned from assessment efforts.

External Affairs. Alumni Services and other co-curricular programs benefitted from research and assessment conducted by the Marketing department. IU East External affairs hired a Marketing Director in the summer of 2009. Crucial to the universities enrollment efforts, Marketing continues to support branding efforts promoting IU East to east central Indiana. Extensive research was conducted on the usage of social media to communicate with students. Establishing fan pages on Twitter, Facebook, My Space, and Flicker provided the university with a technological venue for student engagement.

Information Technology. Information Technology administers a survey regularly to gather data which leads to improvements across campus. Recent developments include improved Wi-Fi internet access, strengthened data security, and greater assistance for new students who establish electronic accounts with the university. System-wide conversations have also begun to assess technology needs as IU East students use mobile technology more frequently.

The Office of Financial Aid. This unit was relocated allowing for greater confidentiality and enhancement of one-on-one customer services. A new director an additional staff member has helped increase student satisfaction of this key service. A new aid award letter was crafted to better explain college financing to IU East students. Based on internal feedback, the student aid appeals process was revised to better align with federal requirements.

The Office of Multicultural Affairs. This office creates a yearly calendar of events promoting diversity on campus which supports the related campus learning objective. Discussion into the development of a multicultural student organization is underway due to student input.

Restructuring of Tutorial Services. Tutorial Services unit was deconstructed in alignment with efforts across campus to create a new image. No services were lost—instead they were enhanced by taking on a different form. The Writing and Math Labs were recreated as the Writing Center and Math Center with oversight now provided by staff members in those disciplines. Students can apply for positions as writing consultants and math mentors in these Centers. Supervision is provided by professional staff associated with these disciplines. The Math Center offers services for students in all levels of math courses as compared to the remedial and beginning math classes in the former Math Lab of Tutorial Services. The Reading Lab has evolved into the Reading
Resource Room with oversight from the School of Education. Although smaller in size, the enhancement of reading remains a focus.

Other functions of Tutorial Services include Supplemental Instruction, Exam Jam and Extreme Jumpstart. These are all continuing and have moved to a new unit, Academic Support programs.

**Restructuring of Academic Advising.** Information gathered through NSSE, student focus groups and anecdotal information indicated that students were dissatisfied with the Academic Advising Center. With the assistance of a Noel-Levitz consultant, this unit was deconstructed and the campus moved to a faculty advising model. Professional advisors are being hired by some schools to assist in advising efforts. This model is still evolving; however, student feedback indicates that we are moving in a positive direction.

**Library.** A new Library Director was hired recently to move the library services in new directions. Currently library staff are interacting with students in the First Year Seminar to develop a closer connection to the students. The creation of the Library Living Room provides a fun and inviting setting for these conversations.

**Student Support Services.** SSS is currently in a new grant cycle. New initiatives include peer mentoring and career counseling for graduate school. These will be subject to ongoing assessment.