## Academic Achievement

**Empower student-athletes to complete their academic careers at the highest level possible.**

### 497 Graduate student-athletes at a rate higher than the general student body while achieving a graduation success rate at or above the national average for Division I institutions

**2015-16 Progress Narrative**

The Athletics Academic Support Services area includes two full-time advisors, two Learning Specialists and access to tutors. These individuals provide one-on-one support to student-athletes on an as needed basis. A new study table policy, which included mandatory study table hours for freshman student-athletes, was implemented for 2015-16. The support provided to our student-athletes lead to setting a new semester GPA record in Fall 2015, which was matched in Spring 2016. Comments made by student-athletes in their end of year surveys also reflected an improvement in the academic support area.

Our graduation rates are much higher than the institutional rate, but still trail the national average. We have three more years to go until we are tracking Division I student-athletes only, at which time we expect to reach the national average. While in Division II the university had open enrollment which is a contributing factor in why our current GSR lags behind the national average.

#### 497.01 Recruit students who are academically prepared to be successful at the NCAA Division I level

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#### 497.02 Provide support services for: advising, tutoring, mentoring, supervised study and life skills development

- ✗

#### 497.03 Implement a comprehensive feedback system for academic support

- ✗

### 498 All teams should have an Academic Progress Rate (APR) above 950

**2015-16 Progress Narrative**

All fifteen sport programs are above the minimum APR rate of 930. Thirteen sports achieved an APR of 950 or above.

Sport supervisors work with their coaches on an annual basis to address any APR concerns and discuss plans on how to improve the overall rate for their sport.

#### 498.01 Each team will have an APR goal which will be communicated through yearly review of head coach expectations

- ✗

#### 498.02 If a team falls below expectations an improvement plan will be put in place

- ✗

#### 498.03 Review APR status with compliance each year

- ✗
All teams should achieve an overall Grade Point Average (GPA) of 3.00 or better each semester

2015-16 Progress Narrative

The athletics department set a new semester GPA record of 3.24 in Fall 2015. This record was matched in Spring 2016. The department has had a semester GPA of 3.0 or better for 10 consecutive semesters.

There were three teams that did not meet the 3.0 GPA in Fall 2015 and two teams in Spring 2016. Sport supervisors work with their coaches and academic services staff throughout the year to address any academic concerns and discuss plans on how to improve the overall GPA for their sport.

- Each team will have a GPA goal which will be communicated through yearly review of head coach expectations
- If a team falls below expectations an improvement plan will be put in place
- Review GPA status with compliance each year

Recognize and celebrate individual and team academic achievement to all constituencies

2015-16 Progress Narrative

We recognized team and individual student-athlete academic achievement at the Academic Awards Luncheon. Team academic achievements were also recognized at an All-Staff meeting and in a report to the Board of Regents. The number of student-athletes that attended the Academic Awards Luncheon was higher than previous years. This was also the first year that Dean’s of the colleges were invited to attend the luncheon. A student-athlete was selected to be the MC this year, which was well received by those in attendance.

The Athletics Communication and Academic Support Services areas worked closely to increase the publicity of student-athletes' academic success throughout the year, including the creation of an Academic Service - Academic Achievements page on the athletics department website. Recognition of Horizon League academic awards was done via press releases and social media posts.

- Continue to improve academic awards banquet
- Increase awareness through website and social media platforms

Campus & Community Engagement

Engage the campus and community in partnerships to better connect the department to our constituents
Foster a culture of outreach and community service that is embraced by student-athletes, coaches and staff

2015-16 Progress Narrative

During the 2015-16 academic year, our student-athletes completed over 2,700 hours of community service in the Northern Kentucky and Ohio regions. Community service projects included Habitat for Humanity, Ronald McDonald House and the Buddy Run.

Our coaches and staff continue to be involved in the community by participating in activities to enhance the lives of citizens in the region.

Enlist student-athletes, coaches and staff to participate in various campus initiatives and committees

Develop a process to track all service activities

Volunteer at least 2,500 hours as a department

Cross-promote other programs and University elements during breaks in the game action

We will use consistent communication to inspire and inform our supporters, instill pride, and provide a clear call to action in support of our vision.

Brand standards were developed for the Athletics Department for the first time in 2015-16. These new standards will ensure a consistent use of the department marks, which will help to instill pride in NKU and Norse Athletics.

The quarterly newsletter will be a priority of the athletics development staff. Ideas for the newsletter will be discussed in meetings of the Strategic Communication Committee. The Athletics Communication Office continuously recognized the accomplishments of student-athletes by writing stories and creating videos for the website, as well as working with local media on special interest stories of our student-athletes.

Several partnerships were created by the Marketing Department in 2015-16. These partnerships included: NKY Chamber Night at a home men's basketball game; hosted local mayors in a suite at a men's basketball game; County Night's at basketball games. These partnerships will be expanded upon in future years.

Provide a quarterly newsletter to all Go Norse Fund supporters to communicate our athletic success and our involvement in our community

Utilize our website to communicate our athletic success and connect our student-athletes with the university community and our region
515.03 Create partnership opportunities that also benefit local city, county and state entities
515.04 Recognize staff/programs for community/charity involvement

516 Increase faculty, staff and student attendance at athletic events

2015-16 Progress Narrative

Average student-attendance at athletic events did increase slightly in 2015-16. Athletic events were integrated into the VictorFest programming. International Student Night was held at a men’s basketball game. Faculty Appreciation Night was part of the Academic Recognition Night at a home basketball game. The Marketing Department partnered with Greek Life to create a ticket sales fundraiser program for Greek Life organizations for the women’s basketball game versus Kentucky.

516.01 Offer special faculty/staff pricing for season tickets
516.02 Create Norse Force (student organization) benefits that encourage regular attendance at sporting events
516.03 Strengthen partnership with Learfield and Norse Force to offer more opportunities for student engagement during events on campus

Competitive Excellence

Field competitive teams both in conference and nationally

505 Qualify each team for post-season competition and NCAA Championships, with expectations identified for each program

2015-16 Progress Narrative

All but two of our teams qualified for participation in Horizon League Championships, which is a good sign as we become eligible for NCAA championships in 2016-17. Our programs continued to be very competitive throughout the reclassification from Division II to Division I. The athletic success has been in conjunction with an increase in the academic success of our student-athletes. The success we have had throughout the reclassification period is an indication of the level of success we believe we can have both athletically and academically as we become a full member of Division I in 2016-17.

505.01 Provide a comprehensive year-round training program for all teams
505.02 Recruit student-athletes who after meeting our academic standards can compete successfully at the Division I level
505.03 Win more conference championships than any other conference member
505.04 Schedule athletic competitions to achieve program expectations while aligning with our overall goals
Provide each team scholarship allocations commensurate with NCAA and conference regulations

2015-16 Progress Narrative
Scholarship allocations are reviewed annually during the budget process. The allocations provided are commensurate with other Horizon League institutions and meet the minimum NCAA guidelines.

506.01 List maximum number of scholarships for each sport
506.02 Develop fundraising strategies centered around scholarship support

Provide the NCAA maximum number of allowable coaches and appropriate support staff to be effective and efficient

2015-16 Progress Narrative
The following positions were added in 2015-16: Director of Basketball Operations - Men's Basketball (FT); Video Coordinator - MBB (PT); Ticket Sales Assistant.

Due to university budget cuts the 2016-17 athletics department budget does not include funding for new positions.

507.01 List maximum number of coaches/support staff for each sport
507.02 Develop fundraising strategies to be able to hire new coaches and/or staff

Hire and retain the coaches and staff who embrace and exemplify the core values of NKU Athletics

2015-16 Progress Narrative
The department was able to support professional development opportunities for a majority of staff and coaches this year.

Sport supervisors reviewed program expectations with head coaches prior to the start of the 15-16 academic year.

The Director of Athletics continues to work with HR in identifying opportunities to adjust the base pay for successful coaches. Adjustments are being made based on Horizon League data.

508.01 Create and fund opportunities for professional development
508.02 Annually review and discuss program expectations
508.03 Work within university guidelines to adjust pay for superior coaches
509 Improve and maintain competition, training and support facilities to provide a quality environment for student-athletes

2015-16 Progress Narrative

A renovation of the women’s volleyball locker room was started in June 2016, with completion set in early August 2016.

Renderings for a renovation/enhancement of our baseball stadium were recently completed. These renderings will be used to solicit donations for the project. Additional facility needs have been identified and will be prioritized if the university proceeds with a Capital Campaign.

509.01 See Facility Enhancement

510 Provide equipment, supplies, sports medicine support, game environment and administrative staff support for competitive success

2015-16 Progress Narrative

An RFP was done to select a healthcare partner that would provide additional sports medicine and strength/conditioning staff to the athletics department. Through this partnership the sports medicine full-time staff will increase from 4 to 6 full-time ATC's. The increase in ATC's will provide more medical coverage to our student-athletes throughout the year. The partnership also includes funding earmarked for nutritional support for student-athletes. This funding can be used in a variety of ways, including educational opportunities for all student-athletes and individual meetings with nutritionists.

A new department-wide apparel and shoe agreement was negotiated with adidas. The new agreement provides new resources that will allow the department to provide more apparel and shoes for our student-athletes than in previous years.

510.01 Develop an annual plan to address any needs related to equipment, supplies, sports medicine, etc.

510.02 Meet yearly with each head coach to discuss challenges and opportunities within his/her program

Facility Enhancement

Create an athletics facilities master plan that supports each of our sports teams while enhancing the student-athlete and fan experience
Address immediate facilities needs

2015-16 Progress Narrative

Plans were developed in 2015-16 to move the men’s and women’s cross country/track and field teams to the visiting locker rooms in the soccer complex. This move will allow the women’s softball team to have its own locker room, which will mirror the baseball locker room facility. The Associate AD for Operations performs routine inspections at all athletic facilities. Any major concerns or issues identified are immediately brought to the attention of Facilities Management so an action plan can be developed.

Plans were developed to address facilities that do not meet the Horizon League requirements for hosting of championship events.

511.01 Perform comprehensive reviews of maintenance and expansion needs on an annual basis for each venue

511.02 Develop facility upgrade and operational budget

511.03 Provide adequate locker room space for all sport programs on campus

Develop comprehensive long term facility upgrade and maintenance plans

2015-16 Progress Narrative

The Athletics Department administration will prioritize facility projects if the university proceeds with a Capital Campaign.

512.01 Identify needs related to new, expanded or upgraded facilities

512.02 Develop a financial model that meets the goals of the strategic plan for facilities

512.03 Monitor customer service as both a mechanism to improve interaction with our customers and receive feedback for potential areas of improvement

Consider the fan experience in all future facility enhancements

2015-16 Progress Narrative

Questions regarding fan experience were included on the branding survey that was sent to alumni, donors and basketball season ticket holders. Results of the survey will be used to enhance the overall fan experience at home athletic events.

The Ticket Sales Assistant personally contacted basketball season ticket holders to acquire their feedback on the 2015-16 season.

513.01 Distribute, analyze and act on data from fan experience surveys

513.02 Utilize Fan Advisory Council for feedback throughout the year

513.03 Monitor customer service as both a mechanism to improve interaction with our customers and receive feedback for potential areas of improvement

Increase Brand Awareness & Institutional Reputation

Friday, July 08, 2016
**Build a positive image for NKU that is consistent, recognizable and respected**

### 520 Position NKU to gain positive regional and national recognition that is consistent, distinctive and in alignment with our mission and vision, as well as the mission and vision of the University

#### 2015-16 Progress Narrative

In collaboration with University Marketing and Communications brand standards were developed for the athletics department for the first time. These standards will ensure the consistent use of the athletics department marks. A strategic plan was developed by the Athletics Communication and Marketing departments to increase the athletics department social media presence.

The men’s basketball team played three games against nationally recognized institutions: Michigan, Xavier and West Virginia.

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<th>520.01</th>
<th>Schedule a minimum of two men’s basketball games per season against nationally known opponent</th>
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<th>520.02</th>
<th>Increase outreach through various social media opportunities to gain additional exposure and number of followers</th>
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<th>520.03</th>
<th>Define, manage and control usage of NKU brand images to represent the University in a positive and consistent manner</th>
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<th>520.04</th>
<th>Better utilize resources to engage and interact with fans (web, videos, television, radio, etc.)</th>
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### 521 Increase average annual attendance at each of our athletic events

#### 2015-16 Progress Narrative

Average attendance at men’s basketball games increased by 11%. Average attendance at women’s basketball games increased by 27%.

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<th>521.01</th>
<th>Define overall attendance figures with a goal of at least a 10% increase each year</th>
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<th>521.02</th>
<th>Review fan experience surveys and feedback from the Fan Advisory Council annually</th>
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### 522 Increase presence of NKU merchandise in off-campus retail stores

#### 2015-16 Progress Narrative

We are working with University Marketing and Communications and Learfield to have more exposure locally. We have enjoyed success by getting our merchandise into a new store in the local community and at CVG Airport.

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<th>522.01</th>
<th>Develop an intentional strategy to grow our base of support locally through merchandise sales</th>
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<table>
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<tr>
<th>522.02</th>
<th>Work closely with University Marketing/Communications and SMA (Learfield) to get more NKU merchandise in local retail stores</th>
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523 Increase amount of home games we televise or live stream each year

2015-16 Progress Narrative

The athletics department streamed 64 events on ESPN3 in 2015-16. This was the same number of events that were streamed in 2014-15.

Facility improvements at soccer (concrete pad for production trailer) and Regents Hall (installation of service road) lead to improved broadcasts for soccer and volleyball events.

523.01 Annual review of number of contests televised or streamed

523.02 Annual review of television/streaming capabilities within each venue along with needed technology upgrades

Integrity, Accountability & Compliance

Student-athletes, coaches and staff will exhibit high standards regarding academic integrity, sportsmanship and personal behavior

494 Foster a team environment that optimizes personnel, resources and is organizationally efficient

2015-16 Progress Narrative

We continue to foster an environment that recognizes the importance of academic integrity, sportsmanship and personal behavior. Our coaches are committed to increased academic standards and are recruiting students that are academically prepared to handle the demands of being a Division I student-athlete. This is demonstrated by the department setting the highest department semester GPA of 3.24 in Fall 2015, then matching this record in Spring 2016.

I am extremely pleased with our coaches understanding of our Statement of Expectations and their support of this document.

The Athletics Department continued to work closely with departments across campus when behavioral issues arose. This collaboration ensured compliance with University policies, as well as state and federal laws.

494.01 Update department organizational structure and individual job descriptions and the organizational chart

494.02 Implement a personal development plan that encourages personal growth, accountability and performance excellence

494.03 Improve departmental operations and procedures with appropriate internal controls
Foster an environment of accountability and continuous learning

We make our core values a part of each of our All Staff Meetings reinforcing the importance of our Strategic Plan and making sure this becomes a living document for all of our coaches and staff.

We have had several University departments make presentations during our staff meetings to reinforce our commitment to inclusiveness, our awareness of handling sexual assault issues on campuses, and continue to work with our student-athletes to educate, understand and foster an environment of accountability and learning.

Comply with Federal, State, NCAA, Conference and University rule and regulations

We continue to support the educational components necessary and continuously monitor areas where we can improve. A review of the Athletics Department NCAA compliance policies and procedures was completed by the Associate AD for Compliance/SWA in spring 2015. The review was included in the Annual Report that was submitted to the NCAA on June 1, 2016. The compliance staff provided rules education to a number of external constituents this year, including Go Norse Fund Board members and basketball season ticket holders. They also provided rules education to athletics department staff as well as the NKU Marketing and Communications staff. The University Athletic Compliance Committee also met quarterly.

The Student-Athlete Advisory Committee will be completing the Statement of Expectations prior to the start of the 16-17 academic year. The statement will be distributed to all student-athletes in Fall 2016.
Maintain strong relationships and open communication with other campus entities including, but not limited to, the Office of the Registrar, Admissions, Financial Aid, Student Life and Athletics Advisory Council to ensure appropriate checks and balances exist

Resource Development & Fiscal Management

Provide adequate financial resources to enable our teams to compete and win championships

517 Maximize all revenue streams

2015-16 Progress Narrative

Basketball ticket sales increased by approximately $21,000 in 2015-16. A new partnership was created with the on-campus bookstore for an online apparel store. The marketing staff worked closely with the University Marketing and Communication Office on increasing off-campus merchandising.

The development staff started working with coaches on creating alumni events that will generate revenue for each of their programs. Changes were implemented to the Go Norse Fund membership benefits that lead to an increase in annual fund donations.

Signed an agreement with adidas that will allow the department to fully outfit all of our student-athletes. The agreement also includes a commitment from adidas to provide support for a fund raising event for the department.

517.01 Increase Go Norse Fund support to fund department priorities, capital projects and other programmatic needs through expanding our prospect pool at an annual fund and major gift level

517.02 Set goals for administrative staff in revenue generating areas

517.03 Leverage new Ticketmaster (Archtics) software to increase ticket sales by identifying new revenue sources to ensure financial stability and growth

517.04 Identify specific priorities, along with Learfield, for revenue generating opportunities

517.05 Maximize revenue generating opportunities through our association with the Horizon League

517.06 Maximize revenue through our association with the National Collegiate Athletic Association (NCAA)

518 Responsibly provide and manage the resources necessary to meet the goals of the NKU athletics program while maintaining fiscal stability

2015-16 Progress Narrative

We continue to manage our budget in a fiscally responsible manner.
518.01 Implement three-year budget projections that maintain fiscal stability and reflect both annual and long-term departmental goals.

518.02 Increase athletics department revenues to align with three-year annual budget projections.

519 Exercise stewardship of departmental expenses to achieve efficiency and effectiveness

2015-16 Progress Narrative

Discussions are on-going with the University Budget Office in regards to creating transparency in the athletics department budget. It will be important to use the 2016-17 budget presentation as an opportunity to educate campus on the structure of the athletics department budget and how resources are utilized.

It is an expectation of all athletics department staff members to continuously review their areas and implement changes that will improve efficiency.

519.01 Establish procedures to achieve high-quality stewardship of departmental expenses

519.02 Be transparent in methods of reporting financial data

Student-Athlete Well-Being

Provide the necessary resources and support for student-athletes to reach their potential physically and mentally.

501 Promote and support the health and well-being of all student-athletes

2015-16 Progress Narrative

We work closely with University Counseling and have a solid relationship working with them to provide counseling services to our student-athletes. An RFP was done to select a healthcare partner that would provide additional sports medicine and strength/conditioning staff to the athletics department. Through this partnership the sports medicine full-time staff will increase from 4 to 6 full-time ATC’s. The increase in ATC’s will provide more medical coverage to our student-athletes throughout the year. The partnership also includes funding earmarked for nutritional support for student-athletes. This funding can be used in a variety of ways, including educational opportunities for all student-athletes and individual meetings with nutritionists.

Sports supervisors work with coaches to assure the scheduling of competitions is done in a manner that minimizes the amount of missed class time.

501.01 Provide access to comprehensive medical and counseling services for student-athletes

501.02 Expand educational programs and services in nutrition and personal health

501.03 Provide healthy and safe practice, competition and travel environments

501.04 Support the academic and personal well-being of student-athletes through sports scheduling
| 501.05 | Provide equitable access to strength training facilities | ☐ | ☐ | ☑ | ☐ |
| 501.06 | Review all healthcare and safety policies each year | ☐ | ☐ | ☑ | ☐ |
| 502 | **Provide tools that support student-athletes’ preparation for leadership and career success** | | | | |
| 2015-16 Progress Narrative | Hosted the inaugural career services night in coordination with First Financial. Student-athletes were invited to attend and received assistance in areas such as resume building and interview skills. | | | | |
| | The Horizon League is in the process of creating a Faculty Mentor Program, which led to us putting our own planning on hold. | | | | |
| 502.01 | Enhance our delivery of life skills programs | ☐ | ☐ | ☑ | ☐ |
| 502.02 | Develop a career planning process | ☐ | ☐ | ☑ | ☐ |
| 502.03 | Expand collaboration with campus through increased involvement with the campus career center and mentoring programs | ☐ | ☐ | ☑ | ☐ |
| 502.04 | Implement faculty mentor program | ☑ | ☐ | ☐ | ☐ |
| 503 | **Make NKU Athletics a welcoming and supporting environment for all student-athletes** | | | | |
| 2015-16 Progress Narrative | In collaboration with departments throughout the university all student-athletes were provided a welcoming and supportive environment. This is an important priority within the athletics department strategic plan. The student-athlete exit survey includes specific questions about feeling safe and inclusive. No issues were reported by student-athletes this past year. | | | | |
| | The athletics department worked with LGBTQ Programs and Services on the You Can Play initiative, which promotes an inclusive environment. | | | | |
| 503.01 | Distribute, analyze and act on data from annual student-athlete questionnaire results | ☐ | ☐ | ☑ | ☐ |
| 503.02 | Conduct yearly review of gender and diversity plans with Athletic Council | ☐ | ☐ | ☑ | ☐ |
| 503.03 | Ensure Student-Athlete Advisory Council (SAAC) is comfortable in expressing the needs of our most important voice – our student-athletes | ☐ | ☐ | ☑ | ☐ |
## 504 Provide a safe environment free from harassment and discrimination

### 2015-16 Progress Narrative

In collaboration with Norse Violence Prevention Center and Greek Life the athletics department participated in the Healthy Masculinity program. One staff member from each of these campus departments attended training for this program, and then held educational sessions for student-athletes and athletics department staff. Bystander intervention was a part of this program, which is an important topic for our student-athletes to understand and embrace.

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<th>504.01</th>
<th>Foster relationships with other campus offices to assist with retention and recruitment of minority student-athletes and staff</th>
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<tr>
<td>504.02</td>
<td>Work with university faculty and staff to identify and develop mentoring opportunities</td>
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<td>504.03</td>
<td>Develop leadership roles within SAAC and other committee opportunities that promote inclusiveness</td>
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<tr>
<td>504.04</td>
<td>Support University violence protection and harassment initiatives (Green Dot)</td>
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Friday, July 08, 2016