### Enrollment & Degree Management

#### Review and revise academic policies and procedures to remove barriers to academic innovation

**126** Explore an innovative academic calendar that supports a comprehensive first-year experience and transitional period for all students. Please see all data points

| Vice President, Academic Affairs and Provost | Begin in 2014-15 | 3.4b |

#### 2014-15 Progress Narrative

Recently, NKU has re-aligned departments in the Divisions of Academic Affairs and Students Affairs to more comprehensively support student success throughout the life-cycle of the student. This strategic re-alignment will provide for additional opportunities to more strategically support student success upon entry into NKU, during the critical first-year, and throughout the students’ timely progression towards degree. This re-alignment provides opportunities for a targeted focus on developing and expanding students’ first-year experience within and outside the classroom. Guided by historical and emerging institutional data, the holistic first-year experience will enhance students’ classroom experience, co-curricular engagement, and campus affinity while simultaneously building the foundation for a seamless transition and timely progression towards a degree.

To this extent, a cross-divisional team was charged with researching best practices on supporting incoming students prior to their first day of class. NKU’s team was among a select group accepted by AAC&U to further develop these innovative initiatives that support improved retention and persistence.

| 126.01 | The Office of the University Registrar will form a committee with representation from Academic Units and key offices such as First-Year Programs and UCAP to review and assess the academic calendar with the goal in mind to develop an innovative academic calendar that supports first-year experience and transitional periods for all students. |
| 126.02 | A committee will develop a proposal based on outcomes of the review and assessment for an innovative academic calendar that supports the first-year experience and transitional periods for all students. |
| 126.03 | Proposal to be submitted to appropriate academic and administrative bodies for approval |
| 126.04 | Comprehensive marketing and communication campaigns that support the academic calendar (partner with from Key stakeholders such as Marketing and Communications, Academic Advisors, First-Year Programs, UCAP, New Student Orientation, Parent Association, and Student Support Services) to be developed and implemented. |
| 126.05 | Implement changes to academic calendar |
| 126.06 | Evaluate and assess plan. |

**Not Started** | **Under Way** | **Completed** | **Ongoing**

---

Wednesday, August 19, 2015
## Review and revise summer school

<table>
<thead>
<tr>
<th>Review and revise summer school</th>
<th>Vice President, Academic Affairs and Provost</th>
<th>Begin in 2014-15</th>
<th>1.1a, 3.3a, 3.4a</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>130</strong> Rethink summer sessions and assign administration to a specific office; encourage incoming students to complete developmental courses prior to fall term; discount summer courses to encourage enrollment; target non-high achieving students.</td>
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</table>

### 2014-15 Progress Narrative

A workgroup looked at this and made recommendations for the simplification of the summer schedule. No decisions have been made at this point. Further discussion will need to take place across campus before any decision is made. We will consider this item during the 2015-2016 academic year.

| 130.01 | The Office of the University Registrar will form a committee with representation from Academic units and key offices to assess summer school offerings. The Assessment will include a review of developmental courses offered and the demand of students in need of meeting developmental course work prior to fall matriculation as well as post fall matriculation. |
|        | Not Started | Under Way | Completed | Ongoing |
|        |             | ✔          |           |         |

| 130.02 | A committee will develop a proposal based on outcomes of assessment to structure summer course offerings to best align with the needs of our students (specifically targeting non-high achieving students). |
|        | Not Started | Under Way | Completed | Ongoing |
|        |             | ✔          |           |         |

| 130.03 | Course offering proposal to be submitted to AAC/AAPC for approval |
|        | ✔            |           |           |         |

| 130.04 | Submit course offerings for inclusion in the on-line Catalog. |
|        | ✔            |           |           |         |

| 130.05 | The Office of the University Registrar will develop/implement comprehensive marketing and communication campaigns to increase summer enrollment of students who require developmental course work. |
|        | ✔            |           |           |         |

| 130.06 | Implement new summer session course offerings. |
|        | ✔            |           |           |         |

| 130.07 | Evaluate the plan |
|        | ✔            |           |           |         |

### Conduct a thorough tuition study for both graduate and undergraduate
Study optimal graduate tuition rates based on finances and program mission.

Associate Provost for Research, GS and Stewardship
Begin in 2014-15 5.3b

2014-15 Progress Narrative
Enrollment and Degree Management developed a RFP to secure a partner to lead a tuition study to explore ways to optimize tuition rates based on finances and program mission.

Three cross-divisional subcommittees were developed to work on the full scope of this project (senior level, client committee and financial aid group).

Art & Science Group LLC was selected as the vendor and has to-date: 1) collected institutional data, 2) interviewed faculty, staff and students, 3) completed a tuition competitor analysis and 4) implemented a prospective student market survey.

The Graduate tuition study is on hold as the Vice Provost for Graduate Research and Outreach begins July 2015.

9.01 The Tuition Review Committee will develop an RFP as part of the vendor selection process.

9.02 Vendor presentation for final selection.

9.03 The Committee will work with vendor to study ways to optimize tuition rates based on finances and program mission.

Engage in one or more comprehensive undergraduate tuition pricing studies and assess whether strategic initiatives are positively impacting enrollment, retention and tuition rates.

Vice President, Enrollment Management and Degree Manag
Begin in 2014-15 5.3b

2014-15 Progress Narrative
Since late February Art and Science Group LLC has been implementing a strategic analysis to explore how NKU should position itself in the student market and understanding what the optimal pricing strategy is.

Delivery for a draft financial aid model, which will ensure the University is making best use of its financial aid dollars to support recruitment, retention and student success is estimated for the beginning of June 2015.

12.01 The Tuition Review Committee will develop an RFP as part of the vendor selection process.

12.02 Vendor presentation for final selection.

12.03 The Committee will work with vendor to study ways to develop a comprehensive undergraduate tuition pricing study and assess strategic initiatives that impact enrollment, retention and tuition rates.

12.04 The committee will assess tuition pricing annually.
|   | Develop recruitment strategies for veterans and military personnel |  
|---|---|---|---|---|---|
| 1 | Recruit active duty military onsite at Wright Patterson Air Force Base and Ft. Campbell Army Post. Recruitment tool and incentive would be to cap tuition for active duty at the military tuition cap (currently $250/hour). | Veterans Resource Station | Begin in 2014-15 | 1.5a, 1.5b, 1.5c, 1.5d, 2.1a, 2.1b, 2.1c |

### 2014-15 Progress Narrative

VRS completed recruitment visit at Fort Campbell on 4/19/15. Wright Patterson Air Force Base visit is scheduled for 6/19/15.

Collaboration with Educational Outreach is underway to estimate military tuition cap costs with the plan to make recommendations to Vice President for Enrollment and Degree Management in fall 2015. If approved, tuition cap implementation is recommended for spring 2016.

1.01 VRS will assess recruitment opportunities at military installations, tuition cap incentives and identify best recruitment practices consistent with federal law.

1.02 VRS will develop a recruitment visitation plan and proposal of estimated tuition cap costs with recommendations.

1.03 VRS will present the plan and obtain approval of plan from VPEDM.

1.04 VPEDM will obtain approval of tuition cap incentive and VRS will implement plan.

1.05 In collaboration with Office of Admissions and Student Accounting Services, VRS will assess recruitment activity and enrollment outcomes and track tuition cap costs.

1.06 VRS report results to VPEDM and adjust activities and dollars each semester.

2 | Book Scholarship: Offer $250 merit-based book scholarships for veteran students and their family members to supplement their military benefits and encourage persistence | Veterans Resource Station | Begin in 2014-15 | 1.5a, 1.5b, 1.5c, 1.5d, 2.1a, 2.1b, 2.1c |

### 2014-15 Progress Narrative

Book scholarship needs and eligibility criteria concept has been drafted. During the summer of 2015, VRS will collaborate with the Office of Student Financial Assistance to develop a recommended proposal. If approved, the Book Scholarship implementation is recommended for spring 2016.

2.01 VRS will assess book scholarship needs consistent with best practices and identify numbers/costs of strategy.

2.02 VRS will collaborate with Office of Student Financial Assistance and develop eligibility criteria, application/selection/renewal procedures.

2.03 VRS will complete plan and obtain approval from VPEDM.

2.04 VRS will implement plan with measurable outcomes.
2.05 VRS will report results to VPEDM and adjust eligibility criteria, application/selection/renewal procedures as needed.

3 Address academic needs of ROTC students: Integrate ROTC content into the curriculum options, either as an available minor/AOC or by addressing how the ROTC courses are charged.

Veterans Resource Station

2014-15 Progress Narrative

Informal assessment of academic needs of ROTC students was completed by VRS and Vice Provost for Undergraduate Academic Affairs. Proposal to establish Military Science upper division 300 level courses to be accepted as AOC will be submitted to Academic Affairs Council fall 2015. If approved, implementation is recommended for spring 2016.

3.01 Consistent with best practices and current NKU policy, the VRS and Vice Provost will conduct an informal assessment of academic and curriculum needs of ROTC students.

3.02 The VRS and Vice Provost will complete proposal to establish a Military Science Focus and obtain approval from Academic Affairs Counsel.

3.03 Implement Military Science Focus, pending ability to update on-line catalog.

3.04 VRS to begin reporting results to VPEDM. The results will include assessment and recommendation for changes to address the academic and tuition needs of ROTC students.

4 Recruit national guard and reservists by visiting their units and extending invitations to visit NKU, consistent with federal law.

Veterans Resource Station

2014-15 Progress Narrative

Federal law allows visits to National Guard, reservist and active duty posts by invitation from the unit. Rather than visiting each unit, VRS collaborates with the on-campus NG/Reservist recruiter who will make referrals to NKU.

Military Welcome visit is scheduled for 6/9/15. Over twenty participants are expected to attend. Results will be reviewed and a final recruitment plan submitted to the Vice President for Enrollment and Degree Management in fall, 2015 with implementation recommended for Spring, 2016.

4.01 VRS will assess recruitment opportunities of national guard, reservists and future soldiers consistent with best practices.

4.02 VRS will collaborate with Office of Admissions to develop plan and proposal to include costs and resources needed for development of on-campus Welcome Veteran Visits program and national guard/reserve invitation to visit program.

4.03 VRS will complete plan and obtain approval from VPEDM.

4.04 VRS will implement plan.
VRS will report results to VPEDM each semester and make adjustments as needed.

**Better advertise sticker price**

<table>
<thead>
<tr>
<th>57</th>
<th>Better communicate and publicize NKU's sticker price and net price: Develop a communication plan including paper, electronic and web-based communication to better communicate NKU's sticker price to students and families. Investigate the development of a simplified net price calculator that students and parents could use in lieu of more complicated federal approved calculator (ensure that no federal regulations are breached by this effort).</th>
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<tbody>
<tr>
<td>Student Financial Assistance</td>
<td>Begin in 2014-15</td>
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**2014-15 Progress Narrative**

The Office of Student Financial Assistance provides a comprehensive definition of Cost of Attendance (COA) and budget figures for all categories of students on the financial aid Web-Site under the consumer information tab.

In an effort to better assist students and parents in ordering their merit-based scholarships, the scholarship packages were revamped to provide the total scholarship award amount for all 4-years opposed to 1-year only.

The Shopping Sheet is available on the student portal and each award notice fully explains the content of Shopping Sheet.

The Office of Student Financial Assistance also launched a telephone call campaign. The campaign involved financial aid coordinators placing telephone calls to entering freshman to explain their financial aid packages and address questions.

<table>
<thead>
<tr>
<th>57.01</th>
<th>The Office of Student Financial Assistance will explore ways to better communicate and publicize NKU's sticker price and net price.</th>
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<td>Under Way</td>
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<table>
<thead>
<tr>
<th>57.02</th>
<th>The Office of Student Financial Assistance will develop a comprehensive communication plan, including the review and revision of financial aid notice messaging.</th>
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<td>Under Way</td>
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</table>

<table>
<thead>
<tr>
<th>57.03</th>
<th>The Office of Student Financial Assistance will create a page on the Office of Student Financial Assistance Website to better explain college cost.</th>
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<tr>
<td></td>
<td>Completed</td>
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<thead>
<tr>
<th>57.04</th>
<th>The Office of Student Financial Assistance will investigate ways to simplify the Net Price Calculator by Fall 2016.</th>
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<td>Completed</td>
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</table>

<table>
<thead>
<tr>
<th>57.05</th>
<th>The Office of Student Financial Assistance will assess and reassess the effectiveness of the comprehensive communication plan around NKU's sticker price and net price as well as the simplification of the Net Price Calculator.</th>
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<tbody>
<tr>
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<td>Under Way</td>
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</table>

**Implement transfer agreement with Cincinnati State**

Wednesday, August 19, 2015
SurgeForward2NKU Program: Implement pathways for Cincinnati State students that facilitate smooth transfer to NKU through articulation

Curriculum & Accreditation, University Registrar

Begin in 2014-15
1.1a, 1.1b, 1.1c,
1.2a, 1.2b, 1.2c,
1.4a, 1.4b, 1.4c,
1.4d, 1.4e, 1.4f,
2.1a, 2.1b, 2.1c,
2.2a, 2.2b, 2.2c,
2.3a, 2.3b, 2.3c

2014-15 Progress Narrative

NKU developed a combined Transfer Action/Pathway Committee that meets on a regular basis to develop the pathway process and review for the CState2NKU program.

Currently there are seventeen approved pathways to begin the program. Additional pathways will be developed as requested/needed by either party.

A Presidential Memorandum of Understanding signing took place on November 19, 2014 between the institutions, with The CState2NKU program active May, 2015. Tracking will begin for this program at the end of the fall 2015 term.

<table>
<thead>
<tr>
<th>Task</th>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
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<tbody>
<tr>
<td>60.01 Develop a Transfer Action Team and Pathway Committee to assess program and pathway development between institutions.</td>
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<tr>
<td>60.02 Develop program pathways via faculty collaboration between NKU/Cstate.</td>
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<td>✔</td>
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<tr>
<td>60.03 Develop a Memorandum of Understanding between NKU/Cstate and conduct a presidential signing event.</td>
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<tr>
<td>60.04 Assess program success by creating and implementing tracking measures including: student services, pathway program participation and student transfer to NKU.</td>
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Develop reverse transfer agreements
Develop reverse Transfer Agreements - Gateway/KCTCS/Cincinnati State: Through reverse transfer agreement, NKU students will be able to retroactively apply for an associate degree at the community college. This will further solidify an excellent working relationship with community college partners, create community goodwill, and encourage community-college students to enter NKU sooner.

2014-15 Progress Narrative

Reverse Transfer Committees have been established for Gateway/KCTCS and Cincinnati State.

An agreement has been formed and signed for Gateway. NKU is in the process of finalizing the review of the MOU for KCTCS. The recommendation is for the Cincinnati State Reverse Transfer process in the spring 2016.

A data analysis of the Gateway MOU is currently being competed.

61.01 Develop committees to establish Reverse Transfer guidelines for Gateway, KCTCS other and Cincinnati State.

61.02 Develop Memorandum of Understanding agreements for Gateway, KCTCS other and Cincinnati State.

61.03 Develop criteria, process and procedures for the implementation of the Reverse Transfer process with each institution.

61.04 Assess Reverse Transfer by collecting the number of graduates after each active term.

Continue to implement Royall strategies that have enhanced yield

62 Make 2014-piloted admissions yield-enhancement activities permanent practices: make the following yield efforts permanent parts of the admission yield campaign - free basketball game; phone call efforts; new email and other communication pieces; multicultural event prior to Step Show at homecoming.

2014-15 Progress Narrative

All 2014-piloted admission yield-enhancement activities have been moved to our permanent recruitment and yield plan:

• Norse Day programs to include lunch and appointments with faculty,
• additional touch points in the communication plan,
• personal phone calls to admitted students by counselors, and
• the offerings of Future Norse Festival Programs (accepted student day programs)

62.01 Assess the outcome of the piloted activities to determine the ROI.

62.02 Based on results, adjust activities to ensure goals and objectives are met.
62.03 Implement comprehensive strategic yield activities.

62.04 Evaluate the plan.

150 Continue current relationship with Royall and Company through Fall 2015: assess the results of their efforts by studying the impact Royall had on new freshmen class in fall 2013 and fall 2014, in addition, assess the retention of students searched via the Royall campaign.

Vice President, Enrollment Management and Degree Manag

2014-15 Progress Narrative

Current relationship continued for the fall 2015 class. Results have been assessed for the fall 2012 and 2013 class.

Fall 2013: 893 freshmen enrollees were from Royall search campaigns
628 were retained for Fall 2014 for a 70% retention rate.
Retention rates for fall 2015 will be available in November 2015.

Royall & Company provided a face-to-face update to the NKU Executive team on November 2014.

150.01 Work collaboratively with Royall in developing dashboard reports regarding retention of 2013 and 2014 recruitment campaigns.

150.02 Invite Royall to campus to present findings to the Executive Team.

150.03 Based on results determine retention and persistence goals for current and future campaigns.

Review NKU admission standards and scholarships

152 Conduct a comprehensive review of NKU’s admissions standards with the goal to simplify: NKU’s current admissions standards are effective, however, they are difficult to explain and describe to students and parents. In addition, there are some loopholes/unintended consequences of the current structure (the current structure focuses on admission deficiencies to render decisions).

University Programs, Vice President, Enrollment Management and Degree Manag

2014-15 Progress Narrative

We will execute the current admission standards for the fall 2016 entering freshmen class. However, students with low high school GPA’s will be reviewed by the Admissions Review Committee regardless of their deficiency counts.

Enrollment and Degree Management In partnership with Institutional Research is currently analyzing data to review retention rates for new freshmen based on high school GPA average and standardized test scores (ACT/SAT) using three years of data. Based on the results of this comprehensive study and a review of our peer institutions, a recommendation will be submitted in spring 2016 to the Provost for the fall 2017 entering freshmen class.
<table>
<thead>
<tr>
<th>Code</th>
<th>Task Description</th>
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<tbody>
<tr>
<td>152.01</td>
<td>Assess current Admission Standards for student life cycle success.</td>
</tr>
<tr>
<td>152.02</td>
<td>Benchmark standards against peer institutions.</td>
</tr>
<tr>
<td>152.03</td>
<td>Provide recommended admission standards changes to the Provost and President for Fall 2016 adoption.</td>
</tr>
<tr>
<td>152.04</td>
<td>Develop in conjunction with Marketing &amp; Communications a communication plan for external and internal awareness.</td>
</tr>
<tr>
<td>152.05</td>
<td>Assess short term and long term student success based off of new standards.</td>
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</tbody>
</table>
Reorganize undergraduate merit-based scholarship program: decrease the number of full scholarships; increase partial awards to attract more students in 24-28 ACT range; express renewable scholarships at 4X the annual value; improve letter/communications; offer extra incentives; consider a special scholarship award for National Merit Scholarship winners; recommend the continuation of annual increases in number of diversity scholarships (consider offering partial diversity scholarships); implement a special yield activity for scholarship recipients.

2014-15 Progress Narrative

The Office of Student Financial Assistance and Enrollment and Degree Management reorganized the undergraduate merit-based awards. The number of partial scholarship awards offered for the 2015-16 school year was increased to attract more students who achieved an ACT composite score in between 24-28.

The scholarship offer packet was enhanced and redesigned, which included expressing the scholarship award amount as a 4-year award showing the 4-year dollar value.

A number of incentives were offered to scholarship recipients. Scholars who qualify for the Honor’s Program were automatically offered admission into the Honor’s Program (the application process was eliminated).

Additional incentives included an opportunity to eat lunch with the President and enjoy desert with the Provost. Scholars would also be given to opportunity to attend a sporting event and be recognized.

Enrollment and Degree Management developed a RFP to secure a partner to lead the project in conducting a tuition study and building a developing a financial aid model. We successfully secured Art & Science Group LLC to conduct tuition pricing and net revenue (financial aid/scholarships) study.

Delivery for a draft financial aid model, which will ensure the University is making best use of its financial aid dollars to support recruitment, retention and student success is estimated for the beginning of June 2015.

The Office of Student Financial Assistance and Enrollment Management will develop and submit a scholarship proposal to include the following: decrease the number of full scholarships and increase partial scholarships to attract more students in the 24-28 ACT range, develop scholarship incentives, streamline admissions into the Honor's Program, and create opportunities for scholarship recipients to interact with the President and academic leadership.
Implement approved Scholarship Proposal including enhanced scholarship portfolio with 4yr scholarship value; improved letter and communication; Scholarship luncheons with the President are scheduled for Fall 2014 with events scheduled with the academic leadership Spring 2015.

Assess the merit-based scholarship program will be assessed and reassessed to best align scholarship program with enrollment strategies and targets.

Complete a comprehensive review of NKU's need-based aid programs: complete a full analysis of the freshmen/sophomore grant program, Northern Difference and Strive Promise grants to ensure goals are being met. Consider shifting or increasing award amounts to ensure best rate of return.

2014-15 Progress Narrative

The Office of Student Financial Assistance included need-based aid awards into the initial packaging of freshmen awards. Early notification of need-based aid assisted with recruitment efforts and helped students and families' best understand their aid packages.

Enrollment and Degree Management developed a RFP to secure a partner to lead the project in conducting a tuition study and building a developing a financial aid model. We successfully secured Art & Science Group LLC to conduct tuition pricing and net revenue (financial aid/scholarships) study.

Delivery for a draft financial aid model, which will ensure the University is making best use of its financial aid dollars to support recruitment, retention and student success is estimated for the beginning of June 2015.

The Tuition Review Committee will develop an RFP as part of the vendor selection process.

Vendor presentation for final selection

The Committee will work with vendor to study ways to best leverage NKU's need-based aid programs to ensure the best ROI.

Develop and submit leveraging plan

Implement leveraging plan

Assess program
Consider increasing the number of Welcome Wednesdays (recruitment programs): Feedback from Welcome Wednesdays has been overwhelmingly positive. Current Black and Gold programs fall short of personalized student experience. Consider divesting from Black and Gold Days and offer additional Welcome Wednesdays throughout the year.

2014-15 Progress Narrative

The Office of Admissions will host two Black and Gold Days in the fall 2015. During the programs, an onsite admission opportunity will be available for students who wish to apply for admission, submit required high school transcript and standardized test scores for an on the spot decision. The Welcome Wednesday format will be held in the fall for our STEM Showcase. We will implement changes to our spring 2016 visit opportunities to structure a program specifically for high school sophomores and juniors with the Welcome Wednesday format.

155.01 Assess current admission recruitment on campus events to determine opportunities to impact student decision making as it relates to matriculation.

155.02 Based off results of assessment provide recommendation for recruitment on campus event restructuring to impact yield and matriculation.

155.03 Implement recommended changes.

155.04 Reasses results.

Examine the process for scholarship distribution. This would include who gets them and when they are offered, with particular emphasis on offering scholarships earlier to compete with regional universities. In addition, examine scholarship or attractive aid packages for transfer students.

2014-15 Progress Narrative

A proposal to pilot an expansion to the KCTCS Scholarship Program was submitted for review and approved in November. Quick implementation resulted in 22 Spring KCTCS awards.

Enrolling 22 KCTCS scholarship recipients provided tuition revenue of $131,384.00 for one year and projected tuition revenue growth over 2 years of $262,768.00.

156.01 Transfer Services will develop a proposal to expand the KCTCS Scholarship program.

156.02 Implement expanded KCTCS Scholarship Program.

156.03 Assess KCTCS scholarship program for ROI

Target current NKU students for NKU graduate programs
Graduate Program Directors visited NKU undergraduate courses at the end of spring 2014, fall 2014, and spring 2015 to promote NKU graduate programs. Office of Graduate Programs provided lists of talking points for directors and assisted in some classroom visits as well.

Presentations to student groups regarding graduate school preparedness and graduate programs at NKU have been conducted beginning in spring 2014 in partnership with Career Services, Fraternity & Sorority Life, Student Government Association, African American Programs & Services and a variety of other smaller student groups/recognized student organizations.

Assessment and review of undergraduate classroom visits by program directors will begin in fall 2015 under leadership of new Vice Provost for Graduate Education, Research, and Outreach.

Communication to NKU undergraduate students was incorporated into overall communication plan for Office of Graduate Programs in fall 2014.

Continued implementation and refinement of communication plan will occur in fall 2015 with additional messaging incorporated.

The effectiveness of the comprehensive graduate programs awareness communication plan for NKU undergraduates assessment and revision as necessary will begin in fall 2015 once the new Vice Provost for Graduate Education, Research, and Outreach is onboard, July 1, 2015.

32.01 Graduate Programs Directors will visit undergraduate senior-level and capstone courses to talk about graduate programs offerings at NKU.

32.02 Office of Graduate Programs to make presentations to undergraduate student groups regarding graduate school preparedness and graduate programs at NKU.

32.03 Office of Graduate Programs to assess classroom visits by program directors and provide support for continued engagement.

32.04 Office of Graduate Programs will create a comprehensive communication plan targeting NKU undergraduate students

32.05 Continue to implementation and refinement of communication plan.

32.06 Assess the effectiveness of the comprehensive graduate programs awareness communication plan for NKU undergraduates and revise as necessary.

Work with deans, department chairs and program directors to enhance graduate recruitment efforts
**2014-15 Progress Narrative**

Monthly graduate program director meetings have occurred during the 2014-2015 academic year.

Alumni placement data, recruitment efforts, and business/organization contacts were solicited from graduate programs in fall 2014.

An initial meeting for the purpose of establishing a recruitment pipeline was held with Graduate Programs and College of Business and Citi in fall 2014. Follow up meetings will occur once the new Vice Provost for Graduate Education, Research, and Outreach is onboard, July 1, 2015. In the meantime, Citi has provided space for Graduate Programs to recruit for the entire graduate program array at least quarterly on their Florence campus; three visits have been conducted as of May 2015.

Meetings between the Vice Provost for Graduate Education and Director of Graduate Programs and each college (deans, associate deans, program directors) to determine individualized recruitment strategies for the college will begin after the new Vice Provost for Graduate Education, Research, and Outreach is onboard, July 1, 2015.

Deans, chairs, program directors are included on enrollment updates to engage in student enrollment and recruitment strategies.

| 43.01 | Hold monthly graduate program director meetings regarding graduate programs operations, policies and recruitment efforts and expectations. |
| 43.02 | Partner with programs to gather information regarding alumni placement data, recruitment efforts, and business/organization contacts to streamline centralized recruitment plan and inform plan via data. |
| 43.03 | Partner with College of Business in establishing recruitment pipeline at Citi. |
| 43.04 | Implement recruitment plan at Citi. |
| 43.05 | Assess Citi recruitment plan. |
| 43.06 | Vice Provost for Graduate Education and Director of Graduate Programs will meet with each college (deans, associate deans, program directors) to determine individualized recruitment strategies for the college. |
| 43.07 | Office of Graduate Programs will implement college-specific recruitment needs into overall recruitment plan. |
| 43.08 | Evaluate the college-specific recruitment plan and make changes as needed. |

**Cultivate young professionals and social media programs to raise visibility of graduate programs**
### Cultivate Young Professional Groups via sponsorships, events, new media

#### Graduate Programs

**Begin in 2014-15** 1.1a, 1.1b, 1.1c, 2.3a, 2.3b, 2.3c

<table>
<thead>
<tr>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
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#### 2014-15 Progress Narrative

A networking event was co-hosted with Legacy Leadership (NKY Chamber of Commerce YP group) in November 2014.

Graduate Programs sponsored Diversity by Design Leadership Symposium in November 2014. In collaboration with Cincinnati Chamber of Commerce, this event also included a recruitment presence.

NKU is a sponsor for the Cincinnati Business Courier 40 under 40 program for 2015. This sponsorship will be assessed at the end of the contract in September 2015 in consultation with Marketing & Communications to determine need/desire to continue.

In collaboration with the Advancement Services and Marketing & Communications, messaging to all NKU alumni regarding graduate programs was sent in February 2015.

Employer data was obtained in spring 2015. Implementation of a communication plan to employers is on hold until the arrival of new Vice Provost for Graduate Education, Research, and Outreach, July 1, 2015.

Graduate programs in partnership with Marketing & Communications will sponsor the Leadership Northern Kentucky Alumni Breakfast in August 2015.

Assessment of impact of partnerships through chambers of commerce and employer communications plans will begin in spring 2016. Partnerships and communication plans will be

| 31.01 | Co-host networking event every semester with Legacy Leadership (NKY Chamber of Commerce YP group). |
| 31.02 | Sponsor Diversity by Design Leadership Symposium in collaboration with Cincinnati Chamber of Commerce. |
| 31.03 | Sponsor Cincinnati Business Courier 40 under 40 program. |
| 31.04 | Assess 40 under 40 partnership. |
| 31.05 | Utilize alumni data acquired from Alumni Association to prepare messaging to all NKU alumni in last 10 years regarding graduate programs. |
| 31.06 | Implement a communications plan with the region’s largest employers. |
| 31.07 | Execute employer communications plan. |
| 31.08 | Sponsor Leadership Northern Kentucky Alumni Breakfast. |

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Wednesday, August 19, 2015
Assess impact of partnerships through chambers of commerce and employer communications plans.

Refine partnerships and communications plan as needed.

**Restructure orientation**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>157</td>
<td>Restructure orientation; focus summer orientation as a one-day academic event (register for classes, meet with colleges, etc.); add an extended orientation and transition week prior to the first day of class. o, p, s, w, ss, 1, 2</td>
<td>Vice President, Academic Affairs and Provost, Vice President, Student Affairs</td>
<td>Begin in 2014-15 1.2a, 2.2b, 5.4f</td>
</tr>
</tbody>
</table>

### 2014-15 Progress Narrative

A cross-divisional orientation committee was established and charged with restructuring the 2-day orientation program to embed a stronger emphasis for incoming students to engage with faculty, staff, student leaders, and each other before the start of classes.

The committee reviewed best practices, researched registration/orientation programs within Kentucky and with aspirational institutions. The committee identified necessary components of what a successful program would include. The committee developed and submitted a proposal to restructure the current orientation program to administration and the proposal was approved.

Beginning June 2015, the newly structured program will launch. The framework of the entire program includes a 1-day registration program during the months of June and July and a 3-day extended orientation scheduled to take place 3 days prior to the start of fall semester.

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>157.01</td>
<td>An Orientation Restructure Committee will be established. The committee will review best practices, research orientation programs at local and KY regional institutions and identify necessary orientation components.</td>
<td>✓</td>
</tr>
<tr>
<td>157.02</td>
<td>The committee will develop a framework for a 1-day Orientation and 3-day extended orientation program.</td>
<td>✓</td>
</tr>
<tr>
<td>157.03</td>
<td>Submit proposals for 1-day and 3-day extended orientation program.</td>
<td>✓</td>
</tr>
<tr>
<td>157.04</td>
<td>Implement 1-day and 3-day Orientation programs.</td>
<td>✓</td>
</tr>
<tr>
<td>157.05</td>
<td>Assess both orientation programs.</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Review graduation requirements
### 106 Review current university graduation requirements and revise, as needed. Ensure that clear pathways exist for graduation with critical content areas addressed. (e.g., Should all students be required to take an experiential learning course? Should some university graduation requirements be university-wide, while others determined by college/program?)

**Vice President, Academic Affairs and Provost**

**Begin in 2014-15**

<table>
<thead>
<tr>
<th>Topic</th>
<th>1.1a, 2.3a, 3.2a</th>
</tr>
</thead>
</table>

#### 2014-15 Progress Narrative

The Office of the University Registrar will leverage the outcomes being tracked by the Office of the Provost, IR and IT to support graduation requirements as it relates to experiential learning.

- **106.01**: The Office of the University Registrar in consultation with leadership in Enrollment and Degree Management will review current university graduation requirements to determine if any other critical content areas should be included (e.g., should experiential and/or service learning be required?)
  - Status: Under Way
- **106.02**: Policies will be developed and revised as a result of the assessment.
  - Status: Under Way
- **106.03**: Policies will be submitted for consideration by approving committees such as AAC, AAPC, and UCC as appropriate.
  - Status: Under Way
- **106.04**: Approved policies will be updated on NKU Policy templates and submitted for inclusion in the 2016-17 catalog.
  - Status: Under Way
- **106.05**: University publications (print and electronic) will be updated appropriately with new policies.
  - Status: Under Way
- **106.06**: The Office of the University Registrar will partner with IT to ensure the degree audit functionality supports clear pathways for graduation.
  - Status: Under Way
- **106.07**: Implement new graduation requirements.
  - Status: Under Way
- **106.08**: Evaluate the plan.
  - Status: Under Way

### Align academic policies to better serve students

**Vice President, Academic Affairs and Provost, Vice President, Administration and Finance**

**Begin in 2014-15**

<table>
<thead>
<tr>
<th>Topic</th>
<th>5.4a</th>
</tr>
</thead>
</table>

#### 2014-15 Progress Narrative

The Office of the University Registrar has initiated the review of academic policies and has sponsored the following policies for review, revision and execution:

- Reduced extension of an incomplete grade (I+),
- Undergraduate readmission application window (reduced from four years to two years),
- Nonattendance

The next series of polices slated to move through the pipeline for review includes the nonstandard meeting practices and summer course load.
The Office of the University Registrar will form a committee with representation from Academic Units to review and assess academic policies including but not limited to incompletes (and incompletes+), dual enrollment, academic warning, and non-payment. The assessment will occur with the objective in mind to align academic policies to better serve students.

The committee will develop academic policy proposals based on outcomes of the review and assessment.

Proposed policies will be submitted for consideration by approving bodies such as AAC, AAPC, and UCC as appropriate.

Policy-specific communication plans will be developed and implemented.

Approved polices will be updated on NKU Policy templates and submitted for inclusion in the university catalog.

Policies will be implemented

Evaluate policies.

Strengthen academic advising, including the use of degree audits

<table>
<thead>
<tr>
<th>159</th>
<th>Review pre-admission requirements, pre-major policies and procedures, obstacles, and exit strategies as they relate to selection of major, progression, and completion. (Tie for Third Priority for Continuous) Please see all data points</th>
</tr>
</thead>
</table>

2014-15 Progress Narrative

This item is on hold until a new Vice Provost for Undergraduate Academic Affairs is onboard.

The Office of the University Registrar will form a committee with representation from Admissions and other key offices to review and assess pre-admissions requirements and pre-major policies.

Committee will develop proposals for pre-admissions and pre-major requirements with the goal in mind to eliminate obstacles and enhance student academic progression.

Policies will be submitted for consideration by approving committees such as AAC, AAPC and UCC, as appropriate.

Approved polices will be updated on NKU Policy templates and submitted for inclusion in the 2016-17 university catalog.

Policy-specific communication plans will be developed and implemented.

Policies will be implemented

Evaluate and assess plan.
Course offerings/availability through the entire year. This would include flexibility in the catalog, offering and promoting summer courses (marketing the 15 to Finish), offering more classes at night for traditional and post-traditional students, and expansion of online courses that include a hybrid component. In addition, a comprehensive degree audit and exploration of a waitlist function should be conducted.

2014-15 Progress Narrative

This item is on hold until a new Vice Provost for Undergraduate Academic Affairs is onboard.

170.01 The Office of the University Registrar will form a committee with representation from Academic Units to review and assess course offerings with the goal in mind to foster flexibility in the catalog, offer and promote summer courses (marketing the 15 to Finish), offer more classes at night for traditional and post-traditional students.

170.02 Based on review and assessment, the committee will develop a comprehensive proposal for course offerings throughout the year, to include summer, evening, weekend, online, etc.

170.03 Proposal to be submitted to appropriate administrative and academic bodies for approval.

170.04 Communication plans will be developed and implemented.

170.05 Approved policies will be updated on NKU Policy templates and submitted for inclusion in the university catalog.

170.06 Policies will be implemented.

170.07 Evaluate policies.

Implement online advising chat capabilities
Implement online Advising Chat for transfer students: Provide ongoing opportunities for students who are in the process of transferring to NKU to interact on a real-time basis with advisors by providing chat hours during daily business hours.

2014-15 Progress Narrative

An implementation team was established in spring 2014. An Advising Chat tool was selected and placed on the website.

The NKU/Gateway Transfer Action Team met and Gateway agreed to pilot our Advising Chat program.

Gateway distributed a flyer that was developed by NKU to all of their students that advertised dates that Advising Chat would be available.

For the fall of 2015, NKU will expand the Advising Chat program to all of KCTCS and all other institutions.

NKU has developed a process to assess the Advising Chat usage. For the Gateway pilot, 30 students took advantage of this service.

67.01 Develop committees to establish Reverse Transfer guidelines for Gateway, KCTCS other and Cincinnati State

67.02 Develop Memorandum of Understanding agreements for Gateway, KCTCS other and Cincinnati State

67.03 Develop criteria, process and procedures for the implementation of the Reverse Transfer process with each institution

67.04 Assess Reverse Transfer by collecting the number of graduates after each active term.