

## ENROLLMENT AND STUDENT SUCCESS IMPLEMENTATION PLAN 2017-19

### Goal 1 – Increase enrollment by strategically diversifying the enrollment profile for NKU

#### Objective 1.1: Increase new first-year student enrollment

Strategy	Action Steps	Lead	Impact	Target Start	Expect Completion	Status
1.1.1 Better leverage institutional aid for new freshmen <sup>IR 7, 8, 9;</sup> EMS 1, 2, 3, 4	<ul style="list-style-type: none"> <li>Design and implement a net revenue financial aid leveraging model to achieve affordability while shaping the student profile.</li> </ul>	VPEDM, CFO	High	Summer 2016	Summer 2017	
	<ul style="list-style-type: none"> <li>Research and formulate financial aid packaging and awarding strategies that achieve affordability for incumbent and/or returning students (i.e. unmet need).</li> </ul>	VPEDM, Data Team	High	Summer 2016	Summer 2017	
	<ul style="list-style-type: none"> <li>Advocate for sufficient state funding to marginalize the need for tuition increases.</li> </ul>	President	Medium	On-going	Ongoing	
	<ul style="list-style-type: none"> <li>Increase opportunities and/or availability of on-campus student employment.</li> </ul>	AVPEDM, Financial Assistance	Medium	Spring 2017	Summer 2017	
	<ul style="list-style-type: none"> <li>Partner with EAW to provide on-campus part-time employment opportunities utilizing institutional analysis in order to advance the strategic priorities of the University.</li> </ul>	AVPEDM, IR, EAW	Medium	Summer 2016	Summer 2019	
1.1.2 Expand Metro recruitment markets <sup>IR 15; EMS 2, 8, 12</sup>	<ul style="list-style-type: none"> <li>Implement a competitive metro tuition rate.</li> </ul>	Admissions, VPEDM, CFO	High	Summer 2016	Fall 2016	
	<ul style="list-style-type: none"> <li>Utilize NAVIANCE platform to market and communicate with K-12 institutions within identified metro area.</li> </ul>	Admissions	High	Summer 2016	Spring 2017	
	<ul style="list-style-type: none"> <li><b>Expand metro recruiting programs into new high school markets. Strategically engage academic Programs to work with identified market potential high schools through teaching classes, content-specific events, syllabi development, etc.</b></li> </ul>	Admissions	Medium	Summer 2016	Fall 2017	
	<ul style="list-style-type: none"> <li><b>Saturate the Metro area with NKU visibility; increase participation in community events.</b></li> </ul>	Admissions	High	Summer 2016	Ongoing	
1.1.3 Increase domestic minority student admission <sup>IR 4, 5; EMS, 8; NKU 1, 2</sup>	<ul style="list-style-type: none"> <li>Craft a multi-dimensional marketing campaign (i.e. bi-lingual website, cultural-specific social media, digital marketing, publications) that targets URM</li> </ul>	Admissions, MarComm	High	Summer 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Develop educational diversity scholarships.</li> </ul>	VPEDM, CFO	High	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Expand niche programming on campus and within the community. Engage community opinion leaders and friends of the University.</li> </ul>	Admissions	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Cultivate a pipeline of educational opportunity through sustained outreach.</li> </ul>	Admissions	Medium	Fall 2016	Fall 2019	
	<ul style="list-style-type: none"> <li>Involve current students in the recruitment process (peer-to-peer)</li> </ul>	Admissions	Medium	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Create a Minority student recruitment council to provide ideas and guidance on recruitment programming</li> </ul>	Admissions	Medium	Fall 2016	Fall 2017	

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	<ul style="list-style-type: none"> <li>Implement appropriate recommendations from the (Calderon) report; expand capacity of LAMP program and NKU Rocks.</li> </ul>	Admissions	Medium	Fall 2016	Fall 2018	
	<ul style="list-style-type: none"> <li>Partner with Parent Programs to design parent programs for Latino and African American parents to help them understand and navigate the college search process</li> </ul>	Admissions	Medium	Fall 2016	Summer 2017	
	<ul style="list-style-type: none"> <li>Build capacity within the service offices (i.e. admissions, financial aid, registrar) to better serve URM (bilingual services, extended office hours, etc.)</li> </ul>	VPEDM, Provost	Medium	Summer 2017	Fall 2019	
<b>1.1.4 Create stronger affordability messaging and programming</b> <sup>IR 7, 8, 9;</sup> <sub>EMS 1, 2, 3, 4, 8</sub>	<ul style="list-style-type: none"> <li>Improve financial literacy of students and their families.</li> </ul>	AVPED, Fin Aid	High	Fall 2016	Spring 2017	
	<ul style="list-style-type: none"> <li>Enhance website to emphasize affordability, financial aid, and on campus employment</li> </ul>	MarComm	High	Fall 2016		
	<ul style="list-style-type: none"> <li>Working with the Office of Admissions, create and implement a grassroots integration (Banners in gyms, academic &amp; sports sponsorships, theatre boot camps, lunch and learn with teachers, etc.) plan for specific high schools targeted for growth.</li> </ul>	MarComm, Admissions	Medium	Fall 2016	Winter 2016	
	<ul style="list-style-type: none"> <li>Develop clear and concise admissions standards. Build a holistic admissions rubric for undergraduate recruitment.</li> </ul>	Admissions	High	Fall 2016	Spring 2017	
	<ul style="list-style-type: none"> <li><b>Launch a highly visible, multi-channel advertising campaign celebrating our 50th anniversary and highlighting programs of distinction at the highest level</b></li> </ul>	MarComm	High	Winter 2107	Winter 2018	
<b>1.1.5 Strengthen student recruitment efforts throughout Kentucky</b> <sup>EMS 2, 7, 8</sup>	<ul style="list-style-type: none"> <li><b>Earmark operational dollars to sponsor recruitment activities at key high schools (KY 8 and beyond). NKU Executive Leaders and Mascot deliver scholarships to admitted students at select KY8 schools in October.</b></li> </ul>	Admissions, Financial Aid	High	Summer 2016	Fall 2016	
	<ul style="list-style-type: none"> <li>Implement a Customer Relationship Management (CRM) platform that supports practices, strategies and technologies to manage and analyze market interactions and data throughout the student lifecycle, with the goal of improving relationships with the market, assisting in retention and driving enrollment growth.</li> </ul>	VPEDM, Admissions	High	Summer 2016	Spring 2017	
	<ul style="list-style-type: none"> <li>Design an engagement plan for guidance counselors in key market regions.</li> </ul>	Admissions	High	Summer 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Develop recruitment webinars and live chats with students and parents within targeted markets outside KY8.</li> </ul>	Admissions	Medium	Fall 2016	Summer 2017	
	<ul style="list-style-type: none"> <li>Participate in Newport High School partnership, “Promise Scholarship” feasibility study, for students enrolling at NKU directly from Newport HS.</li> </ul>	Admissions	High	Spring 2016	Fall 2018	

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	<ul style="list-style-type: none"> <li>Engage faculty from key Steeples of Excellence programs in select high schools outside of the KY 8 (i.e. SOTA, Informatics and Health Related Programs, Incubator, CAI).</li> </ul>	Admissions	High	Spring 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>Offer college admission counseling sessions with NKU staff members on a regular schedule in KY 8 schools. Offer onsite Admission programs involving select NKU faculty and staff members.</li> </ul>	Admissions	Medium	Spring 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>NKU “It’s Your Time to Shine” Day at select KY 8 high schools (this can include guest academic lectures, leadership activities, showcase our Theatre program, Presidential Key to NKU Campus)</li> </ul>	Admissions	High	Spring 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>Establish Alumni Recruitment Team (consider high school parent and student outreach efforts in key cities).</li> </ul>	Admissions	Medium	Spring 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>Investigate opportunities to involve athletic teams in exhibition games in select cities outside of the KY 8.</li> </ul>	Admissions	Low	Spring 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>Hire a part-time regional “roadrunner” representative to target Louisville, Owensboro, and western KY.</li> </ul>	Admissions	High	Summer 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>Host bus tours to NKU for experience NKU event from select cities outside of the KY8. Offer unique visit opportunities (bike tours, night tours, campus recreation events, mock classes with key faculty).</li> </ul>	Admissions	Medium	Summer 2017	Spring 2018	
	<ul style="list-style-type: none"> <li>Expose NKU through developing programs that drive the outside community to campus (i.e. Taste of Northern KY festival on NKU campus)</li> </ul>	Admissions	Low	Fall 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Offer Leadership Retreat/Community Services opportunities with NKU current students and high school students. (Mayerson Project).</li> </ul>	Admissions	Medium	Spring 2018	Fall 2017	
1.1.6 Grow the percent of School Based Scholars attending NKU <sup>13,5,8</sup>	<ul style="list-style-type: none"> <li>Facilitate progression of SBS through each stage of the recruitment life cycle with the right frequency of touch points at every stage with the right nature of interactions.</li> </ul>	Admissions, MarComm	High	Summer 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Design and implement targeted events on campus that builds affinity of School Based Scholars with NKU. Invite target groups and NKU community.</li> </ul>	SBS, Admissions	Medium	Summer 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Create and offer a 15-21 credit bundled curriculum that counts toward both HS graduation and NKU general education requirements</li> </ul>	VPUAA	High	Fall 2016	Fall 2018	
	<ul style="list-style-type: none"> <li>Facilitate events that connect high school honor societies with NKU’s Honors program. Enhance Honors Ambassadors program and utilize these students in recruitment efforts.</li> </ul>	SBS, Admissions	Low	Spring 2017	Ongoing	

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	<ul style="list-style-type: none"> <li>Create an SBS-based “College Day” at NKU. Hosted by each college, SBS students spend a day on campus shadowing a major in that college. End each College Day with an advising and information session.</li> </ul>	SBS, Admissions, Colleges	Medium	Summer 2017	Spring 2017/ Ongoing	
1.1.7 Partner with Athletics to align recruitment with the Horizon League market area	<ul style="list-style-type: none"> <li>Partner with Athletics Department to involve them in recruitment visits associated with the locations of away games.</li> </ul>	Athletics, Admissions	Low	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Admissions hold webinars with high school counselors in target areas.</li> </ul>	Admissions, Athletics	Medium	Spring 2017	Ongoing	
1.1.8 Design a signature “NKU experience” program focused on unique opportunities and Steeple of Excellence EMS 2, R 1-20.	<ul style="list-style-type: none"> <li>Create and market a campaign of programs of distinction emphasizing truly unique undergraduate opportunities such as Cybersecurity, SOTA, Health Sciences, Entrepreneurship, Data Science, STEM research, Social Work, Athletic Training, etc.</li> </ul>	MarComm	High	Fall 2016		
	<ul style="list-style-type: none"> <li>Emphasize stackable undergraduate certificates as a unique way to broaden the undergraduate experience at NKU; emphasize career preparation as a value-added proposition.</li> </ul>	Colleges, Departments	Medium	Fall 2016		
	<ul style="list-style-type: none"> <li>Create additional unique programs for undergraduate such as the new BS in Neuroscience, BA in Law, BA in Creative Therapy, etc.</li> </ul>	Colleges, Departments	High	Spring 2017		
	<ul style="list-style-type: none"> <li>Leverage new Honors College as important pathway for high-achieving students.</li> </ul>	Honors	High	Spring 2017		
	<ul style="list-style-type: none"> <li>Create pathways through General Education to support the NKU Experience program; add experiential pathway to the official transcript.</li> </ul>	GEC	Medium	Fall 2017		
	<ul style="list-style-type: none"> <li>Leverage excellent education abroad programs and internationalization on campus to attract students interested in global justice and undergraduate research.</li> </ul>	ISSS	Low			
	<ul style="list-style-type: none"> <li>Create an Undergraduate Research Institute.</li> </ul>	Academic Affairs	High	Fall 2018		
<ul style="list-style-type: none"> <li>Adopt Art and Science Group recommendation that NKU develop a signature NKU experience with several tracks to attract students interested in high impact experiential learning practices, such as:                             <ul style="list-style-type: none"> <li>Service to the Community (service learning)</li> <li>Social Justice and Civic Engagement (study away)</li> <li>Global Engagement (study abroad)</li> <li>Entrepreneurialism and Innovation (internships and co-ops)</li> <li>Discovery and Creativity (undergraduate research)</li> </ul> </li> </ul>	Academic Affairs	High				

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### Objective 1.2: Increase new transfer student enrollment

Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
1.2.1 Create strategic lower cost options for transfer students <sup>IR 1</sup>	<ul style="list-style-type: none"> <li>Expand current scholarships associated with Gateway CTC pathways to all CTCs with whom an articulation agreement is signed. Stratify scholarships for transfers to encourage enrollment in certain majors. Explore external sources of funding for scholarships for students enrolled in high demand majors by local businesses and industries.</li> </ul>	EDM – Financial Assistance, Advancement	High	Fall 2017	Fall 2019	
	<ul style="list-style-type: none"> <li>Develop flexible 90/30 programs that allow students to transfer up to 90 credits from other colleges.</li> </ul>	Colleges, Departments	High	Spring 2018	Fall 2018	
	<ul style="list-style-type: none"> <li>Consider restructuring the Grant County Center to offer full certificate programs and completion programs for community college transfers and.</li> </ul>	Academic Affairs	Medium	Spring 2018	Fall 2019	
1.2.2 Eliminate curricular barriers to transfer credits <sup>IR 1</sup>	<ul style="list-style-type: none"> <li>Secure general education certification for all students transferring with an earned AA or AS degree.</li> </ul>	General Education Committee	High	Fall 2016	Spring 2017	
	<ul style="list-style-type: none"> <li>Identify high risk courses in each pathway and explore support options to help students prepare for transfer to NKU.</li> </ul>	AVPA	High	Spring 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Develop a self-service credit evaluation tool so students can estimate which credits will transfer, how long it will take to complete a degree, and how much it will cost. See Franklin University’s self-service degree forecast.</li> </ul>	IT	High	Spring 2018	Fall 2019	
1.2.3 Create additional articulation agreements with KCTCS schools and develop pathways for all programs with a feeder counterpart at the KCTCS school <sup>IR 8</sup>	<ul style="list-style-type: none"> <li>Develop a new articulation agreement with Maysville Community and Technical College with a minimum of 10 pathways.</li> </ul>	Learning Plus, Transfer Services	High	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Conduct an audit of all the current pathways and ensure that all programs eligible for a pathway have developed one. Pathway programs with a prescribed sequence of coursework at a community college should meet lower-division requirements for specific, highly popular degree programs at NKU.</li> </ul>	Learning Plus, Transfer Services	High	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Offer NKU courses at Gateway CTC which directly lead to specific pathways. Add hybrid options where the face-to-face component alternates between the NKU campus and the community college campus.</li> </ul>	Colleges, Departments	Medium	Fall 2016	Fall 2018	
	<ul style="list-style-type: none"> <li>Target pathways for community college programs that enroll the highest percentage of minority students.</li> </ul>	Colleges, Departments	Medium	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Explore new articulation agreements with KCTCS schools, such as Bluegrass or Ashland.</li> </ul>	Learning Plus, Transfer Services	High	Fall 2017	Fall 2018	

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
1.2.4 Strengthen advising programs and other policies that benefit transfer students <sup>10</sup>	<ul style="list-style-type: none"> <li>Encourage academic connections proactively, i.e., pathway students already have an NKU faculty advisor they may contact during the first two years. Encourage research and service projects that bring together students in pre- and post-NKU enrollment.</li> </ul>	Norse Advising	High	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Develop a Transfer Connection program that identifies transfer students currently attending NKU and deploys them as peer coaches to their former institution, utilizing a multi-media approach to communicating and academic coaching.</li> </ul>	Norse Advising	High	Spring 2017	Spring 2018	
	<ul style="list-style-type: none"> <li>Create a comprehensive co-advising model with community colleges, including online options. Begin sharing advising caseloads at 30 credits and NKU advisors take over after 45 credits. Maximize effectiveness of technological tools, such as SSC, to individualize advising and counseling.</li> </ul>	Advising Leads	High	Spring 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Establish a proactive leave of absence policy to serve student populations that are likely to stop out of their academic career for various reasons, including military deployment. Identify students that are likely to stop out and incentivize their re-enrollment with tuition freeze (back-end scholarships) and appropriate advising and communication strategies.</li> </ul>	AAPC	Medium	Spring 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Establish partnerships between NKU academic support services (e.g. online tutoring, electronic lending library) and those same services at community colleges so students enrolled in pathways succeed in their path to NKU.</li> </ul>	Learning Plus	High	Fall 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Deploy weekend and after hours on-site transfer concierges closer to students' homes, to include guidance on financial aid applications and career support.</li> </ul>	Transfer Services	High	Fall 2018	Spring 2019	

### Objective 1.3: Increase new graduate student enrollment

Strategy	Action Steps	Lead	Impact	Target Date		
1.3.1 Create a graduate student retention database <sup>EMS 5, 6, 10, 11, R 2, 11, 12, 13, 15, 17, 18</sup>	<ul style="list-style-type: none"> <li>Create and utilize a graduate student database to identify problem retention areas and address as necessary.</li> </ul>	Institutional Research	Medium	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Engage program directors and chairs in encouraging continuation and completion by graduate students.</li> </ul>	OGE	High	Spring 2017	On-going	

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Strategy	Action Steps	Lead	Impact	Target Date		
	<ul style="list-style-type: none"> <li>Identify and address key reasons, including financial, why graduate students do not continue.</li> </ul>	OGE	High	Spring 2017	On-going	
1.3.2 Develop a recruitment plan that focuses on current NKU undergraduates and NKU alumni <sup>EMS 3</sup>	<ul style="list-style-type: none"> <li>Partner with alumni affairs with employer hosted-events and onsite programs to provide education regarding graduate program opportunities.</li> </ul>	OGE	Medium	Summer 2016	On-going	
	<ul style="list-style-type: none"> <li>Work with Advancement to utilize alumni contacts to engage in corporate recruiting.</li> </ul>	OGE	Medium	Summer 2016	On-going	
	<ul style="list-style-type: none"> <li>Create and market pipelines to graduate opportunities for current undergraduate students. Encourage faculty involvement in the classroom as well as advise current undergraduate students more intentionally to consider graduate education.</li> </ul>	OGE	High	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Leverage international partnerships to build demand for key graduate programs.</li> </ul>	OGE	Medium	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Aggressively develop and market innovative programs (3+3, 4+1, etc.) to current NKU students.</li> </ul>	OGE	Medium	Fall 2016	On-going	
1.3.2 Identify growth opportunities in niche areas and create programs that exist outside of colleges and under an umbrella degree. <sup>11-9</sup>	<ul style="list-style-type: none"> <li>Conduct reviews of all graduate programs to assess programs for quality, sustainability, and relevance.</li> </ul>	VPGERO, College Deans	Low	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Engage colleges and departments in discussion of interdisciplinary degrees.</li> </ul>	OGE	High	Fall 2016	Spring 2017	
	<ul style="list-style-type: none"> <li>Establish external advisory board for graduate education.</li> </ul>	OGE	Low	Fall 2016	Spring 2017	
	<ul style="list-style-type: none"> <li>Conduct market analysis to determine new and emerging potential graduate programs.</li> </ul>	OGE	High	Fall 2017	Fall 2018	
1.3.4 Expand programming for graduate students via alternative delivery modes and degree or credentialing options. <sup>19</sup>	<ul style="list-style-type: none"> <li>Conduct a market analysis to determine interest in stackable certificates and alternative credentials.</li> </ul>	OGE	High	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Utilize expanded online capabilities to drive NKU programs into new markets.</li> </ul>	OGE, ODOE	High	Spring 2017	On-going	
	<ul style="list-style-type: none"> <li>Leverage Grant County Center and advanced technology for graduate program hybrid delivery.</li> </ul>	OGE, VPUAA, COEHS	Medium	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Expand cohort and contract programs.</li> </ul>	OGE, ODOE, Colleges	Medium	Fall 2016	On-going	
1.3.5 Position NKU as a “value-added” graduate education provider. <sup>EMS 5, 6, 10, 11, R 2, 11, 12, 13, 15, 17, 18</sup>	<ul style="list-style-type: none"> <li>Create and market a professional development for graduate students.</li> </ul>	OGE	Medium	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Expand alumni mentoring of graduate students.</li> </ul>	OGE, Alumni Affairs	Low	Spring 2017	On-going	
	<ul style="list-style-type: none"> <li>Develop a series of specialized certifications tied to leadership, global awareness, the future professorate, etc.</li> </ul>	OGE, Colleges	Medium	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Aggressively market NKU’s graduate programs as “work-ready” and applied in nature.</li> </ul>	OGE, MarComm	High	Fall 2016	On-going	

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Strategy	Action Steps	Lead	Impact	Target Date		
1.3.6 Increase efficiencies in graduate admissions <small>EMS 5, 6, 10, 11, R 2, 11, 12, 13, 15, 17, 18</small>	<ul style="list-style-type: none"> <li>Improve communication plan between Graduate Education, the programs, and the prospective students.</li> </ul>	Deans	High	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Reduce time from application submission to acceptance.</li> </ul>	OGE, Programs	High	Fall 2016	On-going	
	<ul style="list-style-type: none"> <li>Revise the graduate admission application to make process more seamless for students and recommenders; create portal of uploading admission documents as well as electronic letter of recommendation process.</li> </ul>	OGE	High	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Create with IT a fully online admission decision process/communication strategy from individual graduate programs.</li> </ul>	OGE	High	Fall 2016	Fall 2019	
1.3.7 Utilize all forms of social media and digital advertising to promote NKU graduate education. <small>EMS 2; R 4</small>	<ul style="list-style-type: none"> <li>Enhance social media campaigns.</li> </ul>	OGE	Medium	Ongoing	On-going	
	<ul style="list-style-type: none"> <li>Market graduate programs and events using web and Facebook retargeting campaigns.</li> </ul>	MarComm	Medium	Ongoing	On-going	
	<ul style="list-style-type: none"> <li>Enhance digital media strategies to include graduate specific key words in search engine marketing.</li> </ul>	MarComm	High	Ongoing	On-going	

### Objective1. 4: Increase new post-traditional and online student enrollment

Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
1.4.1 Increase online presence <small>READ 1, 2</small>	<ul style="list-style-type: none"> <li>Contract with third party vendor for growing NKU's online presence.</li> </ul>	Provost, ODOE	High	Fall 2016	Spring 2017	
	<ul style="list-style-type: none"> <li>Examine PACE's current model and determine whether it meets the needs of a wide variety of students. Explore integrating self-paced options, competency-based learning, and other alternate ways for earning credits toward a degree.</li> </ul>	VPUAA, ODOE	Medium	Spring 2017	Spring 2018	
	<ul style="list-style-type: none"> <li>Ensure that online students receive adequate support, from orientation to advising and career counseling. Invest in online coaches and 24/7 help desk for both faculty and students.</li> </ul>	ODOE	High	Fall 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>Utilize online capabilities to increase degree completion. Market to international audiences, including U.S. military personnel stationed abroad.</li> </ul>	ODOE	High	Fall 2018	Fall 2019	
	<ul style="list-style-type: none"> <li>Partner with academic affairs and colleges to vastly increase online degree programs focused on high-demand workforce needs such as nursing, health sciences, cybersecurity, business (accounting), computer information technology, criminal justice and organizational leadership. Expand current online options to offer fully-online stackable certificates as well as non-credit continuing education courses.</li> </ul>	ODOE, Colleges, Departments	High	Fall 2018	Fall 2019	



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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
1.4.2 Increase options for degree completion IR 12; EMS 2; READ 1, 2	<ul style="list-style-type: none"> <li>Actively participate in the Multi-State Collaborative for Military Credit and the Academic Common Market.</li> </ul>	VPUAA, VPEDM	Low	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Examine current policies on student reinstatement to identify and eliminate barriers for returning and completing a degree. Create a post-traditional student learning community and support groups.</li> </ul>	AAPC	Medium	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Partner with employers to hold admissions, financial aid, and registration sessions on site.</li> </ul>	VPEDM, Career Services	High	Spring 2017	Fall 2017	
	<ul style="list-style-type: none"> <li>Clearly establish connections between college degree and career options. Develop an online "Ask a Career Advisor" forum to answer student questions and assist with employer connections. Offer off-campus workshops for workers who are looking to change careers.</li> </ul>	Career Services, Colleges	Medium	Spring 2017	Spring 2018	
	<ul style="list-style-type: none"> <li>Create and offer an online "reentry" course for students who have been out of college for several years.</li> </ul>	FYP	High	Fall 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Encourage academic connections proactively, i.e., assign a specific faculty member in each department whose job it is to reach out to post-traditional students and provide referral to other support services</li> </ul>	Colleges, Departments	High	Fall 2017	Fall 2018/Ongoing	
	<ul style="list-style-type: none"> <li>Create an academic boot camp (extended orientation) for post-traditional students who have been out of high school for ten years or more. Reconnect with students during the second semester and encourage them to become mentors for the next cohort.</li> </ul>	FYP	Medium	Spring 2018	Fall 2019	
	<ul style="list-style-type: none"> <li>Broaden the pipeline: explore partnerships with programs that offer high school completion options. Explore connections with programs that serve new immigrants.</li> </ul>	VPUAA, VPEDM	Medium	Spring 2018	Fall 2019	
	<ul style="list-style-type: none"> <li>Create a Board of Regents degree for adults with multiple hours but no structured degree program.</li> </ul>	Provost, VPUAA	High	Fall 2018	Spring 2019	
	<ul style="list-style-type: none"> <li>Expand non-traditional schedule offerings, such as weekend-only, evening-only, and hybrid programs in the most popular majors and certificates.</li> </ul>	Colleges, Departments	High	Fall 2018	Fall 2019	
1.4.3 Enhance Credit for Prior Learning (CPL) and Competency-Based Education (CBE) options. I 1, 2; READ 1, 2	<ul style="list-style-type: none"> <li>Explore new options for mapping industry credentials to NKU courses.</li> </ul>	Colleges, Departments	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Create podcasts, wikis, and other technology-enhanced self-paced learning options to train students in the development of portfolios for prior learning assessment. Publicize its availability and capture prospective student information via free registration.</li> </ul>	Testing Services, IT	Low	Fall 2016	Fall 2018	

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
	<ul style="list-style-type: none"> <li>Develop partnerships with regional employers to map employer-designed training programs to college courses. Bundle these courses to issue a college-level credential.</li> </ul>	Colleges, Departments	High	Fall 2018	Spring 2019	
	<ul style="list-style-type: none"> <li>Develop stackable certificates, working with key employers to take advantage of employer-specific training needs.</li> </ul>	Colleges, Departments	High	Fall 2018	Fall 2019	
	<ul style="list-style-type: none"> <li>Explore developing a Regents Degree for NKU.</li> </ul>	Provost	High	Fall 2017	Fall 2019	
1.4.4 Provide more financial options for post-traditional students <sup>EMS 3, 4</sup>	<ul style="list-style-type: none"> <li>Create scholarships for students with a combination of risk factors (post-traditional, first generation, returning, parents, etc.).</li> </ul>	AVPEDM & Financial Assistance	High	Fall 2016	Fall 2019	
	<ul style="list-style-type: none"> <li>Increase publicity of GCCCU cross-enrollment options.</li> </ul>	Advising Leads	Low	Fall 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Establish a deferred tuition reimbursement billing policy, so students who receive tuition reimbursement from employers can postpone payment until the semester ends.</li> </ul>	CFO, Bursar	High	Fall 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Establish a proactive leave of absence policy to serve student populations that are likely to stop out of their academic career for various reasons, including military deployment. Identify students that are likely to stop out and incentivize their re-enrollment with tuition freeze (back-end scholarships) and appropriate advising and communication strategies.</li> </ul>	AAPC	Low	Spring 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Develop a peer mentoring program for post-traditional students, which proactively reach out to populations with a combination of risk factors (post-traditional, first generation, returning, parents, etc.). Make it an opt-out program, rather than self-select.</li> </ul>	UCAP, Norse Advising	Medium	Fall 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Create a Post-Traditional Student Services Office to provide targeted services for this population, including a graduation concierge that identifies students in the pipeline who have completed between 60 and 90 credits, to assist them in planning the remainder of their college career.</li> </ul>	Provost	High	Fall 2017	Fall 2018	

### Objective 1.5: Increase new international student enrollment

Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
1.5.1 Implement an aggressive recruitment	<ul style="list-style-type: none"> <li>Analyze current market trends and available institutional data to determine primary, secondary, and tertiary markets/world regions to target.</li> </ul>	ISSS/ CGEIA	Medium	Summer 2016	Ongoing	

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
strategy in targeted market areas <small>IR 15; EMS 2, 12</small>	<ul style="list-style-type: none"> <li>Participate in strategically selected events and activities in target regions.</li> </ul>	ISSS	Low	Summer 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Visit all regions whenever possible, most aggressively in primary region.</li> </ul>	ISSS	High	Fall 2016	Winter 2016	
	<ul style="list-style-type: none"> <li>Utilize on-campus partners (professors, staff) for recruitment efforts when they are traveling abroad.</li> </ul>	ISSS	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Utilize current students as International Ambassadors and engage them in recruitment activities with their home countries. Create social media posts utilizing the International Ambassadors encouraging others to come to NKU for a truly unique American educational experience. Emphasize programs of distinction in this campaign.</li> </ul>		High	Fall 2017	Ongoing	
1.5.2 Utilize online marketing platforms, paid and free, to increase online presence in international markets <sup>11</sup>	<ul style="list-style-type: none"> <li>Utilize MailChimp to keep in touch with prospective international students, guidance counselors, and agent partners; create comprehensive email communication plan in this regard.</li> </ul>	ISSS	Medium	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Host online webinars to inform students about our unique program offerings, the application process, and other useful information.</li> </ul>	ISSS	Medium	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Identify and sign contracts with potential partners for online marketing and recruitment initiatives.</li> </ul>	ISSS	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Update our multi-language online brochure for prospective international students and parents</li> </ul>	ISSS	Low	Summer 2016	Ongoing	
1.5.3 Create articulation agreements/MOUs to facilitate student mobility, and incentivize students to apply to NKU <small>IR 12; EMS 2</small>	<ul style="list-style-type: none"> <li>Identify new partners for additional MOUs; create articulation agreements in areas of high demand, such as Informatics, STEM, and Business.</li> </ul>	CGEIA/ISSS	High	On-going	Ongoing	
	<ul style="list-style-type: none"> <li>Market the LLM as a value-added program.</li> </ul>			Ongoing	Ongoing	
	<ul style="list-style-type: none"> <li>Identify potential U.S. based partners for graduate program articulation agreements, to incentivize international students to attend NKU as a pathway to other programs/universities.</li> </ul>	CGEIA/ISSS	Medium	On-going		
1.5.4 Increase collaborations with outside recruitment partners and agents <small>IR 15; EMS 2, 12</small>	<ul style="list-style-type: none"> <li>Engage additional reputable recruitment agents.</li> </ul>	ISSS	High	Ongoing	Ongoing	
	<ul style="list-style-type: none"> <li>Utilize EducationUSA offices around the world for their expertise, fairs, webinars, and other useful tools.</li> </ul>	ISSS	High	Ongoing	Ongoing	
	<ul style="list-style-type: none"> <li>Identify NKU International alumni, and build those relationships. Continue to build outside network of professionals to assist with recruitment initiatives.</li> </ul>	ISSS	Medium	Ongoing	Ongoing	

### Goal 2 – Improve Student Success and Completion

#### Objective 2.1: Increase retention of First Time Full Time students

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
2.1.1 Facilitate Timely Progression to Degree <sup>1</sup> 2, 3, 4, 5, 6, 12, 13, 14, 15; READ 5	<ul style="list-style-type: none"> <li>Further promote <i>15-to-Finish</i>. Embed <i>15-to-Finish</i> campaign in Admissions and Orientation communications. Embed <i>15-to-Finish</i> campaign in Parent Programs' communications. Have students sign a contract and provide follow-up check-ins via advising or UCAP.</li> </ul>	Advising, EDM	High	Ongoing	Ongoing	
	<ul style="list-style-type: none"> <li>Utilize predictive analytics to strategically advise students into success pathways: Measure success of the EAB SSC pilot group utilization of predictive model and reports. Incorporate pilot findings into user training.</li> </ul>	EDM	High	Summer 2016	Spring 2018	
	<ul style="list-style-type: none"> <li>Develop and implement a university-wide advising model, with modifications according to college, which requires students to meet with advisors every semester. Examine full-year block-scheduling models. Pilot the expansion of block-scheduling for students within identified majors and for undeclared students.</li> </ul>	Advising, VPUAA	High	Summer 2016	Fall 2019	
	<ul style="list-style-type: none"> <li>Leverage technology to facilitate degree progression: Implement module planning for all majors; ensure that all students have four-year degree maps. Make degree audit accessible to all students and advisors. Ensure that advisors use degree audit in every advising session. Implement waitlist function in SAP.</li> </ul>	IT, VPEDM, VPUAA	High	Fall 2016-17	Spring 2017	
	<ul style="list-style-type: none"> <li>Identify Meta majors for undeclared students and establish early connections with affinity departments.</li> </ul>	Norse Advising	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Institutionalize funding for grant-funded programs such as SOAR and FORCE to enhance peer support and faculty-student interactions among STEM majors. Explore adaptations of these programs for students in other majors.</li> </ul>	Deans	Medium	Spring 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Restructure the Honors Program into a program of excellence, with engaging curriculum, cohort affinity, leadership/service orientation, and personalized services. Revise Honors admissions criteria to provide more opportunities for students from the murky middle, who show high potential for leadership.</li> </ul>	Honors, GEC	High	Fall 2017	Fall 2019	
	<ul style="list-style-type: none"> <li>Eliminate use of ACT scores for placement and establish a math placement test for all students. Examine results of pilot co-requisite model for English, Reading, and Math for eligible students, and expand as appropriate. Expand credit for prior learning through ALEKS for students who need developmental math.</li> </ul>	Math and Stat Departments, Learning PLUS	Medium	Fall 2017	Ongoing	

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
2.1.2 Support Degree Completion <sup>11-15</sup>	<ul style="list-style-type: none"> <li>Adopt an academic centralized hybrid-model approach to career services and programs. Liaisons within each college strengthen (1) the alignment of co-ops, internships, and experiential learning to Career Services, (2) the relationships between colleges and employers, (3) the promotion of career-related programs and events (i.e., career fairs, resume workshops, presentations, etc.) within the college to maximize student engagement, and (4) the alignment of career-related experiences within the curriculum and student lifecycle.</li> </ul>	Career Services, Deans, VPEDM	High	Summer 2016	Fall 2017	
	<ul style="list-style-type: none"> <li>Enhance Project Graduate by developing streamlined communication with prospective students, promoting reverse transfer, and increasing publicity.</li> </ul>	MarComm, Norse Advising	Medium	Fall 2017	Fall 2018	
	<ul style="list-style-type: none"> <li>Create a Course Concierge position for students experiencing difficulty getting into a course required for graduation or degree progress. Concierges can be key staff members working out of a centralized office (usually Vice Provost) who work with departments to explore a variety of alternatives including increasing the cap for the course, arranging for increased capacity in the course through a room change, or establishing a new section of a class if possible. Implementation of the waitlist is essential for this function.</li> </ul>	AVPAA	Medium	Fall 2017	Fall 2019	
	<ul style="list-style-type: none"> <li>Package an undergraduate experience consisting of Big Yet Small (individualized advising using SSC, course concierge, small class sizes, opportunities for Honors enrollment), Ubiquitous Hands-on Learning (opportunities for undergraduate research, hundreds of options for internships and experiential learning, study abroad, community engagement through service learning in more than 100 courses), and Universal Four-Year Career (an exciting general education curriculum starting with FYE and following through to early preparation for graduation, plus major-career connection at the department level and a required capstone experience for all students).</li> </ul>	Academic Affairs	High	Fall 2018	Fall 2019	
2.1.3 Support School-Life Balance <sup>11-16</sup>	<ul style="list-style-type: none"> <li>Maximize the use of the NKU app for communication. Leverage students' connectedness to mobile devices by utilizing the NKU app to communicate key dates and deadlines. Evaluate what components of the app are most utilized and measure gaps and opportunities with the app's content.</li> </ul>	MarComm, Advising	High	Fall 2016	Fall 2018	
	<ul style="list-style-type: none"> <li>Integrate financial literacy into programming and course content: Expand financial literacy programming and information into Parent Program communications for the entering cohort. Embed financial literacy into course content components of the FYE.</li> </ul>	Financial Assistance	High	Fall 2016	Fall 2018	

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
	<ul style="list-style-type: none"> <li>Publicize the Fuel NKU (food pantry) and implement periodic drives to replenish supplies.</li> </ul>	AA, SA	Low	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Introduce new programming and services within the Veteran Resource Station: Implement the PAVE student mentoring programming for student veterans. Seek grant opportunities focusing on veteran transitions.</li> </ul>	Veteran Services	High	Fall 2016	Fall 2019	
	<ul style="list-style-type: none"> <li>Restructure financial aid to address unmet need at key points in the student's career: Develop micro grant program and expand book grants.</li> </ul>	VPEDM, CFO, Financial Assistance	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li><b>Develop a comprehensive FYE program to include a revamped UNV101, Book Connection events, Five Weeks of Welcome, and common experiences for all students. Challenge UCSS to develop a framework for a FYE and engage campus in feedback and discussions on USCC model.</b></li> </ul>	FYP, UCSS	High	Fall 2016	Fall 2018	
	<ul style="list-style-type: none"> <li>Create a <i>Commuter Student Office</i>. Services to include: housing options, both on- and off-campus, particularly for upper class students. Enhanced programming in the Fitness Center. Engage student organizations in developing action plans to reach out to commuter students.</li> </ul>	VPSA	High	Fall 2017	Fall 2019	

### Objective 2.2: Decrease the achievement gap of Underrepresented Minority (URM) to general population

Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
2.2.1 Create Strategic Support Systems for URM Students <sup>116</sup>	<ul style="list-style-type: none"> <li>Increase the reach of the Center for Student Inclusiveness mentoring programs to at least 50% of the incoming URM population over the next three years and provide resources and support to facilitate this increase. Improve their visibility among academic departments and programs to increase effectiveness in their advocacy of URM student issues, as well as to increase recruitment of faculty/staff mentors.</li> </ul>	VPSA, CSI, AAPS, LPS	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Provide strong support for student organizations that bring together URM students, such as BSU and LASO. Provide guidance by assigning both a faculty and a staff advisor to each group. Establish a Council of Multicultural Organizations so student groups work together student success.</li> </ul>	VPSA	Medium	Fall 2017	Ongoing	

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
	<ul style="list-style-type: none"> <li>Develop a more comprehensive approach to the student lifecycle by creating a systematic, coherent, first-year experience program that spans the college experience.</li> </ul>	FYP, NSO, AVPEDM	High	Fall 2018	Ongoing	
2.2.2 Utilize Demographic and Other Data to Drive Interventions and Measure Progress at the Department Level <sup>1R</sup> <sub>1,3</sub>	<ul style="list-style-type: none"> <li>Increase awareness at the department and college levels by regular reporting of racial equity performance gaps. Same for every support program within Academic Affairs.</li> </ul>	Provost	Medium	Spring 2017	Ongoing	
	<ul style="list-style-type: none"> <li>Increase awareness in Student Affairs by regular reporting of racial equity performance gaps.</li> </ul>	VPSA	Medium	Spring 2017	Ongoing	
	<ul style="list-style-type: none"> <li>Identify hidden curricular barriers that affect URM student academic performance and progress. All departments should develop action plans to eliminate those hidden barriers and monitor impact on their URM students. Departments should examine racial inequity in student success for all “gatekeeper” courses and develop a plan for assisting students through these courses. Assign a half-time faculty member (3-year term) to guide colleges, departments, and programs in developing a plan, implementing a plan, and collecting data to monitor the closing of the racial equity performance gap.</li> </ul>	IR, AVPEDM, Deans, VPUAA	High	Fall 2017	Ongoing	
2.2.3 Promote Inclusive Excellence Throughout the Entire University <sup>1R</sup> <sub>16</sub>	<ul style="list-style-type: none"> <li>Require all personnel who have direct contact with students to attend professional development opportunities for expanding their understanding of diverse student populations.</li> </ul>	Executive Team	Low	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Implicit bias training.</li> </ul>	Inclusive Excellence	Low	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Include an Inclusive Excellence requirement in general education, which may be done by revising the learning outcomes of the Perspectives area of General Education. Provide professional development for faculty teaching those courses so the courses address issues of inequity and oppression in a thoughtful, sensitive manner. Assess impact on campus culture.</li> </ul>	Provost, Inclusive Excellence	Medium	Fall 2018	Ongoing	

**Objective 2.3: Decrease the achievement gap of First Generation (FG) students to general population**

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Strategy	Action Steps	Lead	Impact	Target Date	Expect Completion	Status
2.3.1 Ease the Transition into College for FG Students <sup>IR 15</sup>	<ul style="list-style-type: none"> <li>Expand Summer Spark to serve more first-generation and murky middle students. Embed Summer Spark marketing and recruitment within Admissions and Orientation communication. Collaborate with University Development to create scholarships for Summer Spark students and submit grant proposals.</li> </ul>	AVPEDM	High	Spring 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Implement a campaign to change the perception of tutoring as remedial help. Publicize impact of SI on performance. Offer online tutoring and SI options.</li> </ul>	Learning PLUS	Medium	Fall 2017	Spring 2019	
2.3.2 Enhance Engagement and Affinity <sup>IR 10</sup>	<ul style="list-style-type: none"> <li>Develop a residential shared floor living arrangement for first-generation students. Create a series of floor assignments within University Housing for first-generation students that includes RA's who are both first-generation and non-first-generation students. Offer a living-learning community option for first-generation students.</li> </ul>	VPSA, Housing	Medium	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Create an <i>"I'm First!"</i> campaign to promote interactions between FG students. Include faculty staff as role models in the campaign. Implement a mentoring program that matches FG faculty/staff with FG students.</li> </ul>	FYP	Medium	Fall 2017	Spring 2019	
	<ul style="list-style-type: none"> <li>Create support programs and presentations for first-generation parents through Parent Programs. Engage first-generation parents in pre-college sessions on college preparations before Registration. Challenge the Parent Advisory Board to develop support programs for first-generation students.</li> </ul>	VPEDM, NSO	Low	Spring 2017	Ongoing	

### Objective 2.4: Decrease the achievement gap of Low Income (LI) to general population

Strategy	Action Steps	Lead	Impact	Target Date		
2.4.1 Address the Unmet Need of LI Students <sup>IR 9</sup>	<ul style="list-style-type: none"> <li>Develop unmet need grants for students who demonstrate academic success but have a moderate balance remaining. Expand the use of e-Textbooks and online educational resources.</li> </ul>	Financial Aid	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Promote financial literacy for students and their parents: Create podcasts, wikis, or screen capture files to educate students on the use of credit, work-study balance, borrowing options, developing and sticking to personal budget plans, and establishing spending priorities. Make financial aid information available in Spanish and easy for parents to understand.</li> </ul>	Financial Aid	High	Spring 2018	Ongoing	



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### Objective 2.5: Increase retention of A cohort/Pathfinders

Strategy	Action Steps	Lead	Impact	Target Date		
2.5.1 Enrich Pathfinders' Transition into College <sup>14, 8</sup>	<ul style="list-style-type: none"> <li>Revise the UNV 101 curriculum to meet the needs of Pathfinders. Create learning communities by pairing UNV 101 with developmental or basic skills courses. Embed tutoring into the learning communities.</li> </ul>	VPUAA, FYP	High	Summer 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Require attendance at Academic Success Workshops for students who fall below 2.5 during the first semester.</li> </ul>	Norse Advising	Medium	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Provide more preparation for managing financial need: implement small group sessions to provide guidance on how many hours to work while enrolled in college as well as how much debt burden is realistic to assume during college in order to make financial decisions that promote persistence to degree attainment.</li> </ul>	Financial Aid	High	Fall 2017	Ongoing	
	<ul style="list-style-type: none"> <li>Create programs within a program to allow Pathfinders to customize their experience: peer mentoring, faculty/staff mentoring, targeted supplemental instruction sessions, study tables, and study groups.</li> </ul>	Norse Advising	High	Fall 2017	Ongoing	
2.5.2 Expedite Pathfinders' Transition into a Major <sup>14, 8</sup>	<ul style="list-style-type: none"> <li>Assign "meta majors" or "majors of interest" to all Pathfinders. Engage departments to offer information sessions about careers related to the prospective majors during the first semester of enrollment. Implement shadow opportunities for Pathfinders to learn about career options.</li> </ul>	Norse Advising	High	Fall 2016	Ongoing	
	<ul style="list-style-type: none"> <li>Block schedule students for the entire first academic year. Students sign commitment letters to show their determination to succeed.</li> </ul>	Norse Advising	High	Fall 2017	Ongoing	
	<ul style="list-style-type: none"> <li>Implement a peer mentor/peer coach program with former Pathfinders, grouping students by interest and/or affinity and conducting service or cultural activities to promote engagement to help socialize them to the norms and expectations of college life.</li> </ul>	Norse Advising	High	Fall 2018	Ongoing	

### Objective 2.6: Increase the success of post-traditional and online students

Strategy	Action Steps	Lead	Impact	Target Date		
2.6.1 Ease Online Students' Transition into College <sup>14, 8</sup>	<ul style="list-style-type: none"> <li>Develop and implement a comprehensive plan for advising online students, to include intrusive advising, support for students on warning/probation, and virtual peer coaches. Create an online version of UNV 101.</li> </ul>	ODOE, Advising leads	High	Fall 2016	Ongoing	

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	<ul style="list-style-type: none"> <li>Hire a Graduation Coach for online students. Duties may include closely monitoring course drop-out rates (or the percentage students who finish a course), organizing and facilitating orientation sessions throughout the academic year, contacting students at key points in their career to inquire about satisfaction and intake questions, advising on degree completion and course sequencing to accommodate a student's desired pace and commitment, advising regarding stopping out (and options for re-enrolling) when familial and professional obligations consume more of a student's time than expected, and proactively contacting students who are underperforming and discuss steps to get back on track.</li> </ul>	ODOE	High	Spring 2017	Ongoing	
	<ul style="list-style-type: none"> <li>Ensure that online students have the same level of support that face to face students receive.</li> </ul>	ODOE	High	Spring 2017	Ongoing	
	<ul style="list-style-type: none"> <li>Take a holistic approach to online student retention that combines student support and instructional perspectives. Require that all instructors use collaborative learning techniques in the classroom. Provide professional development for instructors and advisors to help students establish specific goals for attending the program and each course. Establish a pattern of direct faculty contact if the student does not meet their weekly goals, to help get the student back on track.</li> </ul>	ODOE	High	Spring 2018	Ongoing	
	<ul style="list-style-type: none"> <li>Embed career development into all online programs, including co-ops, internships, research, and experiential learning opportunities.</li> </ul>	Career Services, Departments	High	Fall 2018	Ongoing	
<b>2.6.2 Address Financial Issues of Online Students</b> EMS 3, 4	<ul style="list-style-type: none"> <li>Create a financial aid counseling program to provide the same guidance available to resident students regarding budgeting, loan management, scholarship applications, etc.</li> </ul>	Financial Aid	Medium	Spring 2017	Ongoing	
<b>2.6.3 Explore Online Competency-based Curricula</b> 1, 2; READ 1, 2	<ul style="list-style-type: none"> <li>Allow prepared students to test out of courses early in a sequence to create a more individualized course experience for students struggling with lower-level degree requirements.</li> </ul>	Departments	Medium	Spring 2017	Ongoing	
	<ul style="list-style-type: none"> <li>Create online options for these CBE innovations.</li> </ul>	Departments	Medium	Spring 2017	Ongoing	