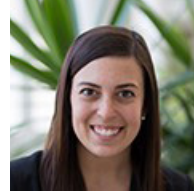




Angie Siders
Partnership Lead
Director
Admissions, IUK



Kayla Elliott Miller
Partnership Manager
Associate Director
Online Recruitment, IUK

Overview

The Admissions and Recruitment Partnership will develop and implement strategies to support and grow enrollment in all online programs, with an initial emphasis on growing undergraduate enrollment. The partnership will implement and maintain a collaborative recruitment plan for online students (including undergraduate, graduate, and nondegree students) that will supplement and enhance the recruitment efforts by individual campuses. Activities will include developing prospect communication campaigns, participating in digital and physical recruitment fairs and recruitment activities, assessing new technologies for recruiting and admissions, working with community colleges, and conducting outreach to the public, private, and nonprofit sectors.

IU Online activities will not deter or hinder applications to, or enrollment in, residential programs for students who want to pursue such opportunities, nor will IU Online compete with regional campus admissions offices for prospective students. Partnership staff will collaborate with the campuses to deliver outreach activities that will provide industry-leading experiences for prospective online students.

Objectives

- Implement prospect communication plan within Salesforce.
- Increase number of undergraduate applications for online programs (Y & Y8).
- Increase conversion rates from prospects to applicants, applicants to admits, and admits to enrollees.
- Improve overall response time with student communication.



Key Performance Indicators (KPIs)

- Numbers of applications received
 - Conversion rates for the following:
 - Prospects to applicants
 - Applicants to admits
 - Admits to enrollees
 - Response times
 - Measures of student quality (e.g., entering GPAs, student persistence)
 - Measures of diversity (e.g., race/ethnicity, first generation, age, geography)
 - Campus satisfaction with services
-

Timeline

1st Quarter:

- Draft undergraduate recruitment plan.
- Launch prospect communication plan within Salesforce. **DONE**
- Identify temporary ways of coding online prospects (flag, recruitment category, student group, etc.).
- Establish plan to improve timeliness of credit transfer review.
- Enhance OOE website to better support prospective student.
- Provide online program options on admissions application. **DONE**
- Review policies and procedures.
- Coordinate regularly with USSS (University Student Services and Systems).

2nd Quarter:

- Launch specialized population prospect communication plans in Salesforce. **DONE**
- Assist in launching degree specific marketing campaigns. **DONE**
- Develop procedures for requesting transcripts on students' behalf.
- Incorporate orientation invitation and next steps into admitted student communication plan.
- Draft nondegree and noncredit recruitment plans.

3rd Quarter:

- Draft graduate recruitment plan.
- Launch admitted student communication plan in Salesforce.
- Market the “ability to provide transfer evaluation in XXX amount of time.”
- Provide in-depth student financial services information on website.

Timeline (cont'd)

4th Quarter:

- Launch suspect communication plan in Salesforce.
 - List “online programs” on every regional campus website homepage.
 - Catalog undergraduate transfer student criteria.
-

Campus Communication Plan

- Campus shares quarterly metrics with OOE using standardized reporting practices.
- Campus shares communication and recruitment plans as developed.
- Campus shares recommendations for communication plans with regional campus admissions officers.
- OOE shares collaborative accomplishments and successes with all OOE partners—including the Admission Council, USSS Management Council, and other key stakeholders—and with the wider university through the *IU Online Newsletter*.



Alison Bell
Partnership Lead
Director
Degree Completion, IUPUI

Overview

The Orientation and Onboarding Partnership will offer students a meaningful experience via robust interactive modules designed in consultation with UITs' eLearning and Design Services and delivered through Canvas. The orientation module will serve as an educational experience and as a tool of continued engagement with students in the period between admission and enrollment in classes. It will also serve as a reference that continuing students may refer back to for "in-time" learning as topics become relevant to their immediate experience. Students will be enrolled in their assigned success coach's "section" of online orientation by their success coach upon admission. Success coaches and the IU Online orientation team will provide students with wrap-around support to maximize enrollment yield and better prepare students for success in their IU Online program.

Objectives

- Make a positive impact on online student satisfaction.
- Increase admitted student engagement to reduce "melt."
- Improve online student retention and classroom success.
- Improve student understanding of resources, and increase use of resources.
- Support graduation rates for online students.

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Key Performance Indicators (KPIs)

- Student usage
 - Student satisfaction
 - Post-orientation enrollment
-

Timeline

1st Quarter:

- Complete IU Online orientation pilot and conduct focus groups to gather feedback for improvement of orientation modules. **DONE**
- Establish process for enrolling students in online orientation. **DONE**
- Begin enrolling spring 2017 new admits to orientation prior to start of spring semester. **DONE**
- Review policies and procedures. **DONE**

2nd Quarter:

- Incorporate feedback from students and campus constituents.
- Expand information added to orientation as IU Online student services are developed.
- Incorporate modules from university-wide online transfer orientation.
- Develop plan for incorporating orientation into accelerated admission process for IU Online.
- Hire student services coordinator to support IU Online orientation development, implementation, and improvement.

3rd Quarter:

- Create template version of IU Online orientation for new coach or new instances of IU Online orientation (that are affiliated with a specific campus).
- Complete work with admissions/orientation office for each campus to customize IU Online admit communication to IU Online students.
- Add online learning readiness quiz with helpful feedback, and connect to resources indicated by responses.
- Create student videos that are dynamic and that explain/promote resources.
- Develop new orientation modules to fill identified gaps, such as student conduct and disability support services.

4th Quarter:

- All eligible, newly admitted IU Online students enrolled in fall 2017 will be added to the IU Online orientation and will be proactively supported by a student success coach.

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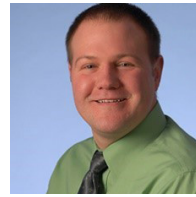
Campus Communication Plan

OOE communicates orientation accomplishments via its website, an email campaign, a social media campaign, and the *IU Online Newsletter*, and during regular meetings and planned campus visits. The communication content and campaign will be created in partnership with the OOE communications and marketing team. The communication campaign will be targeted toward the following:

- OOE professional staff members and campus partners.
- Main and regional campus leadership.
- Main and regional campus colleagues (staff committed to student support, admissions, financial aid, etc.).
- Faculty.
- IU Online students (current and prospective).



Marvin Smith
Partnership Lead
Director
Student Financial
Services, IUPUI



Nathan Lohr
Partnership Manager
Associate Director
Online Student Financial
Services, IUPUI

Overview

The Student Financial Services Partnership will serve as a liaison between IU Online students and their campuses. The partnership will create and promote resources that will aid prospective, admitted, and current students in understanding the financial aid process, estimating costs associated with enrollment, developing effective money management skills, and preparing for successful loan repayment. The partnership will also connect online students with the financial services experts at their campuses, foster the relationships between students and staff, and provide enhanced financial services counseling tools for all of the campuses.

In general, the partnership will not provide direct service to online students. Full authority and responsibility for the administration of aid, the review of student accounts, and the resolution of student issues will remain with the individual campuses. The partnership will support training of campus staff to answer general questions about financial services for online students.

Objectives

- Reduce average debt at time of graduation for online students and facilitate successful repayment.
- Leverage orientation modules to encourage on-time FASFA application and account payment.
- Develop tools to ease campus staff burden and provide product differentiation for IU Online.

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Key Performance Indicators (KPIs)

- Number of students who complete financial services orientation modules
 - Average number of on-time FAFSA filers
 - Average debt at time of graduation for online students
 - Student satisfaction
 - On-time payment of university charges
 - Campus satisfaction
-

Timeline

1st Quarter:

- Review websites of other distance education market leaders to determine the most appropriate and effective information to include. **DONE**
- Consult with campus financial services staff to determine the best method for connecting prospective students with financial aid staff at campuses. **DONE**
- Enhance content on IU Online website to provide detailed information to prospective students about program costs, financial aid options, and student financial services resources.

2nd Quarter:

- Create video tutorials on financial aid steps and processes. These recordings will allow incoming students to receive virtual guidance on completing financial aid and billing tasks, promote an understanding of financial aid policies, and facilitate the successful, on-time processing of students' financial aid awards.
- Determine the most effective means for distributing completed videos.
- Adapt content of Canvas orientation modules to provide introductory information to prospective students about financial aid and billing topics. Make modules available to students via the IU Expand website.
- Develop and provide training to contact center staff to help answer general financial aid and cost questions from prospective online students.

3rd Quarter:

- Develop a tuition and fee calculator for online programs (coded Y or Y8) to allow prospective and current students to estimate program costs and make informed borrowing decisions.
- Determine the most effective online location(s) for the finished product.

4th Quarter:

- Enhance content in Canvas online student orientation module.
- Develop FAQ or resource section to provide additional information for incoming or current students to help them proactively answer questions or “troubleshoot” concerns.

Campus Communication Plan

- Campus shares quarterly metrics with OOE using standardized reporting practices.
- Campus consults monthly with university and campus financial services staff at Financial Aid Council meetings.
- Campus meets weekly with OOE's assistant director for campus partner programs.
- Campus regularly shares information with other relevant campus partners, including admissions, orientation, and student coaching/mentoring.



Alison Bell
Partnership Lead
Director
Degree Completion, IUPUI



Carrie Reisner
Partnership Lead
Interim Dean of Students
Executive Director,
University College, IUE

Overview

The Success Coach Partnership will develop a fully staffed and trained team of coaches who are ready to proactively support IU online students (1 FTE/500 enrolled IU Online students) by the end of July 2017. Success coaches will make weekly contact with new online students to assist with the transition back to college and/or to online classes. Coaches will serve as conduits between students and other university service providers—including academic advisors and faculty members—to ensure students receive individualized support regardless of their ability to access a physical IU campus. Each coach is assigned a prescribed number of programs and students, and follows detailed communication and support plans tied to industry standards and best practices. With the support of their coach, students will identify their purpose for earning a college degree and establish a development plan focused on future goals.

Objectives

- Enhance online student satisfaction.
- Improve online student retention.
- Improve graduation rates for online students.
- Increase awareness of online student needs.
- Share best practices to support online student success.
- Implement an efficient student success operation that uses cutting-edge technology solutions and that carefully collects, reviews, and applies student feedback.
- Develop a success coach model that is recognized for effective support of online students.

Key Performance Indicators (KPIs)

- Student success-coaching usage—tracking, and reporting on, a variety of student touch points
 - Success coaching topics—tracking, and reporting on, specific topics covered in one-on-one sessions using a comprehensive list of common advising/coaching sessions
 - Student retention and graduation—increasing percentages of retention and graduation over time
-

Timeline

1st Quarter:

- Finalize MOA for success coaching. **DONE**
- Define process for assigning students to coach caseloads. **DONE**

2nd Quarter:

- Establish, with OOE, a coaching approach (including guiding policies and procedures).
- Develop a communication plan for coaches to reach students.
- Meet with representatives from regional campuses.
- Establish a professional staff training plan.
- Finalize staffing of the success coach team so that it is ready to begin supporting students.
- Verify that all IU Online students have been contacted by a coach at least one time.
- Launch email communications campaign to students, faculty, and staff.

3rd Quarter:

- Develop a process for scheduling coaching appointments.
- Implement a technology solution to effectively manage student caseloads.
- Analyze feedback to obtain a baseline measurement of student satisfaction.
- Have a fully staffed and trained success coach team.

4th Quarter:

- Ensure that students admitted for fall 2017 receive coaching that starts at admission and continues seamlessly throughout the semester.
-

Campus Communication Plan

OOE communicates the coach team's accomplishments via its website, an email campaign, a social media campaign, and the *IU Online Newsletter*, and during regular meetings and planned campus visits.

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Campus Communication Plan (cont'd)

The communication campaign will be targeted toward the following:

- OOE professional staff and campus partners.
- Campus leadership.
- Campus colleagues (staff committed to student support, admissions, financial aid, etc.).
- Faculty.



T.J. Rivard
Partnership Lead
Associate Vice Chancellor
for Academic Affairs, IUE



Neena Wilson
Partnership Manager
Coordinator
Math Center, IUE



Eleni Siatra
Partnership Manager
Coordinator
Writing Center, IUE

Overview

The Math and Writing Support Partnership will serve all students enrolled in 100 percent online undergraduate degree programs, giving them direct access to campus tutoring services and faculty.

Math services will cover course levels up to Calculus I. Mentors at the IU East Online Math Resource Center will provide feedback and expertise to students in math courses, and they will work closely with faculty to address student concerns.

Writing services will be limited to 10 pages of material per day, per student, with no restriction on discipline. Consultants at the IU East Online Writing Center will respond to student inquiries, review papers, and offer detailed feedback using online tools.

The partnership will leverage, and contribute to, the existing infrastructure at IU East to deliver the services. It will not replace, or take away from, the efforts of on-campus centers.

Objectives

- Provide high-quality online tutoring services in both math and writing for undergraduate students enrolled in 100 percent online degree programs.

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Objectives (cont'd)

- Analyze performance goals and metrics to assess services and enhance effectiveness of tutoring program.
 - Modify services to best meet the needs of online students.
-

Key Performance Indicators (KPI)

- Number of sessions with students
 - Student performance in relevant course work
 - Student satisfaction with services
 - Campus satisfaction with services
-

Timeline

1st Quarter:

- Draft a letter of introduction. **DONE**
- Finalize and distribute the letter of introduction. **DONE**
- Establish a meeting time with all math and writing center directors. **DONE**
- Complete the transition from AskOnline to Upswing. **DONE**
- Clarify which students will have access to online tutoring services. **DONE**
- Clarify process for filtering eligible pool of students.
- Design and implement a “front door” that provides access to tutoring services.

2nd Quarter:

- Begin the tutoring initiative. **DONE**
- Confirm that eligible students have access to Upswing.
- Provide information to students about accessing these services.

3rd Quarter:

- Provide student usage information to OOE at the end of the spring 2017 semester.
- Provide student satisfaction data to OOE at the end of the spring 2017 semester.
- Analyze performance goals and metrics at the end of the spring 2017 semester.
- Confirm that eligible students have access to Upswing for the first summer session 2017.
- Provide tutoring services to eligible students during the first summer session 2017.

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Timeline (cont'd)

4th Quarter:

- Confirm that eligible students have access to Upswing for the second summer session 2017.
 - Provide tutoring services to eligible students during the second summer session 2017.
 - Confirm that eligible students have access to Upswing for fall 2017 semester.
 - Provide tutoring services to eligible students during fall 2017 semester.
 - Assess usability of Upswing for this initiative; consider new vendors or other options if appropriate.
-

Campus Communication Plan

Communication to Campus Partners

Fall 2016

- Introduce service to campus partners. **DONE**
- Meet with the directors of the math centers and writing centers on each campus to provide information about the online services.
- Provide clarity about online tutoring and how it intersects with the services currently offered by in-person resources.

Spring/Summer 2017

- Follow up with campus partners to assess services and student satisfaction.

Communication to Students

Spring 2017

- Identify the students who are enrolled in 100 percent distance education programs and provide access.
- Provide access to late registrants.
- Provide access similarly at the beginning of each semester, including each summer session.
- Incorporate into orientation a “front door” that describes the math and writing services.
- Develop a communication for the student success coaches to inform eligible students about the online tutoring service; implement at the beginning of each semester.



Alison Bell

Partnership Lead

Director

Degree Completion, IUPUI

Overview

The Career Services Partnership will provide students with support and guidance in the following areas: exploring career options and the world of work; developing job search materials such as a resume, an ePDP, and a LinkedIn profile; and using proven techniques for conducting a successful job search. Career support builds on the conversations and related plans developed with the success coaches. Because the success coaches develop deep connections with students through the coaching model, referrals to career services will be proactive, tailored, and data-driven. A model of early career planning will be implemented so that students are working toward achieving career goals throughout their educational experience, not just near the point of graduation. Career services will use existing IU technology to enhance student learning related to career development and to increase efficiency in service delivery. (Current support is offered through CareerEdge and an enterprise subscription to CareerVault.) The partnership will also work with academic departments and faculty to integrate career support into academic programming.

Objectives

- Make a positive impact on online student satisfaction.
- Improve retention of online students.
- Improve graduation rates for online students.
- Align students' academic majors with their career goals.
- Improve graduates' ability to conduct an effective job search.

Key Performance Indicators (KPI)

- Utilization of services
 - Student satisfaction
 - Career advising and coaching topics
 - Post-graduation outcomes (Outcomes will be based on National Association of Colleges and Employers categories: employed full time; employed part time; seeking employment; seeking continuing education; not seeking; participating in internship; no information available.)
 - Employer/school metrics, including the names of all organizations where graduates are known to have received, or have accepted, offers
-

Timeline

1st Quarter:

- Have staff members in place to support students in career development.
- Research best practices for supporting an adult student population in career development.
- Develop plans for outreach to students and for career support.

2nd Quarter:

- Conduct campus visits with career services representatives.
- Create career-focused web resources for students, including asynchronous career exploration and job search programming.
- Implement proactive communication plan offering career support to students.

3rd Quarter:

- Develop targeted, asynchronous resources to complement existing resources within CareerEdge.
- Begin meeting with currently enrolled students who have either been referred by a success coach or who have directly inquired about career services.

4th Quarter:

- Gather and analyze data to begin planning for further program development.
-

Campus Communication Plan

OOE communicates the coach team's accomplishments via its website, an email campaign, a social media campaign, and the *IU Online Newsletter*, and during regular meetings and planned campus visits. The communication campaign will be targeted toward the following:

- OOE professional staff and campus partners.
- Campus leadership.
- Campus colleagues (staff committed to student support, admissions, financial aid, etc.).
- Faculty.
- IU Online students (current and prospective).