Category Title: *CONNECTION*

Overall Goal: Increase headcount and credit hour enrollment by 5% over 2017-2018

Chapter Objective: Increase the number of new high school graduates and adult degree-seeking students and credit hours generated.

Objectives	Tactics	Responsible Parties	Outcome	Metrics	Timeline
(College Strategy/Intervention Objectives)	*What will we do differently? What are the action steps for intervention?*	*Title and department*	*What will be our outcome indicator of success?*	*How will we measure success?*	*What is our timetable?*
I) Increase high school-to-Belmont College transfer rate	A) Augment CCP, Tech Prep (TP) Pathways, one-year options (900 hour option). B) Expand CCP pathways to include technical courses. C) Build relationships with K-12 schools and engage with parents. D) Incentivize students to graduate from high school college-ready.	C. Campanizzi, S. Cannon, TP Coordinator, B. Kurtz, M. Kendall	40% high school transfer rate to Belmont College	5-10 year trend charts for CCP, TP pathways for high school to college transfer rates.	Annually
II) Increase enrollment of age 25 and older	A) Recruit citizens with some college and no credential. B) Targeted marketing campaign to reach this cohort. C) Increase (African American, PELL, Hispanic, American Indian) enrollment from SSI access groups.	M. Kendall, R. Konkoleski	5% increase in enrollment

3% increase in enrollment | 5-10 year trend charts for the number of new adult students as of the fall census day (15th day). 5-10 year trend charts for numbers from each access group. | Annually

Annually |
| III) Implement new recruitment model. | A) Engage Career Services with prospects (see Career Services Plan). B) Assist students with career exploration using KUDOR software. C) Create a master calendar of recruitment events and communicate it to employees. D) Implement fiscal responsibility course curriculum into the on-boarding process. | M. Kendall, E. Schau, Director of Retention, S. Nelson-Hensley | Documentation of student information sessions.

Production and communication of calendar. | Track the number of applications, yield and conversion rates. Create trend charts. | FL, SG on-boarding of new students |
| IV) Improve College website to assist students to understand program pathways and high | A) Revise layout of programs of study (POS) to show stackable credentials clearly. B) Clearly communicate 2+2 and 3+1 agreements associated with each POS. | T. Caldwell, R Konkoleski, B. Kurtz, Faculty Leads, E. Schau, Faculty Advisors | New website activation. | New ADA compliant website.

Conversion with yield rates (see IV). | SG 2019 |

demand workforce areas.
  - image
  - content
  - ADA compliance
	C) Include outcomes, job description, and salaries associated with each credential. Videos.
	D) Develop an interactive student engagement site with links to the POS.				

V. Explore a shift in the marketing and PR model to inform communities of program pathways.	A) Emphasize career ladders: short-term certificates, long-term certificates, Associate Degrees, articulation agreements with four-year institutions for a Bachelor's Degree. B) Utilize traditional, social media and innovative methods of communication.	T. Caldwell, R Konkoleski, B. Kurtz, Faculty Leads, E. Schau, Faculty Advisors	Enrollment increase of 5%	Examples of ads/ ways of communication	SG 2019

Category Title: First Year Entry

Overall Objective: Increase persistence, retention, and completion/transfer rates.

Chapter Objective: Place students on a clear pathway to completion, transfer and/or careers (whichever applies) and support each in attaining educational goals across the curriculum.

Objectives	Strategy	Responsible Parties	Outcome	Metrics	Timeline
(College Strategy/Intervention Objectives)	*What will we do differently? What are the action steps for intervention?*	*Title and department*	*What will be our outcome indicator of success?*	*How will we measure success?*	*What is our timetable?*
I. Augment the Be-Connected initiative to decrease text book costs, cater to various learning styles and engage students in the learning process.	A) Convert LMS to Canvas to easily import the resources. B) Utilize OhioLink OER's	T. Caldwell, B, Kurtz, Faculty Leads, J. Vittek, J. Gipko, FT Faculty	Decrease textbook costs an additional 25%.	Price comparisons: 2017-2018 and 2019-2020	FY 2018-2020
II. Implement andragogy (verses pedagogy) to attract and retain adult learners.	A) Faculty professional development regarding the difference between how adults learn and how children learn.	M. Kendall, B. Kurtz, Faculty	Implementation of adult learning theory in the classroom. Impact on direct measures of learning and retention.	Noel Levitz SSI CCSSE	Every other year
III. Implement the co-requisite developmental education, multiple variables placement model and the Ohio Math Pathways to scale.	A) Establish task force to make recommendations.	J. Vittek, J. Gipko, A. Hession, Faculty	Increase success 7% in gatekeeper courses. Increase completion rate 5%.	1) Persistence/completion rates in 1 or more developmental education courses or college level gatekeeper courses. 2) Persistence (term-to-term and FL-to-FL) and completion (course and program) rates. 3) Compare developmental education to non-developmental education persistence/completion rates.	Annually
IV. Revise the FYE Student Success Course and new student orientation process to engage students and	A) Online orientations as well as on-ground. B) Require orientation and the FYE course.	Director of Retention, FYE Orientation Staff, J. Vittek, J. Gipko, Advisors	25% increase in online registration.	Increase of students registering online year over year	FL 2019

augment their success.	C) Revise content to be more relevant to success. (i.e. – teaching students to use online registration D) Increase the number of students registering online. E) Recruit qualified and trained faculty for the FYE course				
V. Revise the on-boarding process for new students.	A) Implement new recruitment and retention structures. B) Engage Career Services and faculty at the point of entry (See Career Services Plan). C) Assist students with career exploration using KUDOR software.	M. Kendall, B. Kurtz, E. Schau, Director of Retention	Survey result at or above the mean	Noel Levitz SSI	SG 2019
VI. Revise the transfer advising process	A) Connect transfer students to their four-year institution in the first term at Belmont. B) Ensure that students take the correct lower division pre-requisite requirements at Belmont College.	J. Vittek, J. Gipko, C. Campanizzi	Increase transfer rate by 5%. Increase number of completers by 5%.	1) Number of students who transfer with 12+ credit hours. 2) Number of students who complete a degree or certificate before transferring.	Ongoing
V. Augment co-curricular activities and events to engage students.	A) Assess learning outcomes of co-curricular activities. B) Assess student interests. C) Revise the process for approving co-curricular activities.	Director of Retention	Activities calendar	Noel Levitz SSI	FL 2018

Category Title: Progress

Overall Objective: Increase persistence, retention and completion/transfer rates.

Chapter Objective: Increase graduation and transfer rates.

Objectives	Strategy	Responsible Parties	Outcome	Metrics	Timeline
(College Strategy/Intervention Objectives)	*What will we do differently? What are the action steps for intervention?*	*Title and department*	*What will be our outcome indicator of success?*	*How will we measure success?*	*What is our timetable?*
I. Map and communicate program/career pathways	A) Assist students to choose and enter a pathway. B) Assess whether students are on or off the pathway plan every term. C) Intervene early if off-pathway and provide coaching/advising/support services across the curriculum. D) Determine and address student support needs every term. E) Design part-time pathways.	Director of Retention, Advisors, FT Faculty	Students will choose a major in the first term. Students will persist in the major from term to term and year to year.	Completion rates by access category and term. FL to FL retention rate. FL to SG retention rate. Number of new degree-seeking students completing math/English gateway courses in the first 12 months.	Annually by term Annually (census date, fall term) Annually, census date, spring term) Annually, September
II. Augment experiential learning to increase job placement and transfer.	A) Embed experiential learning in every program and ensure all students participate.	E. Mowrer, E. Schau, Faculty Leads	All students will participate prior to graduation.	Number of students in experiential learning by type, term and program.	Annual, spring term
III. Provide faculty and staff training to influence goal attainment and engage students in meaningful	A) Continue to participate in Student Success Leadership Training (SSLI). B) Utilize the Retention Management System to track students across the curriculum if possible.	J. Vittek, Advisors, Director of Retention	Cross functional team of 10 participants.	Noel Levitz SSI CCSSE Evaluation of effectiveness	Every other year. January 2019

workforce connections.					
IV. Enhance the use and effectiveness of technology to support advising, coaching, institution and college support services.	A) Implement Canvas (LMS) and Unit 4. B) Develop an online advising and tutoring functions. C) Utilize technology to keep students on-plan verses scheduling them for available courses.	B. Kurtz, T. Caldwell, L. Lewis, J. Vittek	Decision to implement a new data base system. Board approval.	Implementation plan spring 2019.	FL 2019 implementation
V. Increase student required number of credit hours per term and provide student incentive to complete in a timely manner.	A) Implement innovative tuition models. B) Promote 15 credit hours per term as full-time at Belmont college. C) Ensure student costs are transparent. D) Ensure continuous student financial planning and fiduciary responsibility ongoing.	J. Koucoumaris, B. Kurtz, Advising Staff, S. Nelson-Hensley	Tuition packages approved by Board of Trustees. Plan for implementing "Fifteen to Graduate."	Evidence of implementation. Number of average credit hours per student.	FL 2019 FL 2019 by term

Category Title: COMPLETION

Overall Objective: Increase persistence, retention, completion/transfer rates while decreasing the number of credit hours completed and time-to-degree.

Chapter Objective: Provide support, coaching and academic advising case management across the curriculum.

Objectives	Strategy	Responsible Parties	Outcome	Metrics	Timeline
(College Strategy/Intervention Objectives)	*What will we do differently? What are the action steps for intervention?*	*Title and department*	*What will be our outcome indicator of success?*	*How will we measure success?*	*What is our timetable?*
I. Restructure academic support services.	A) Hire a Director of Retention. B) Formulate a College Retention Plan. C) Implement intrusive case management academic advising. D) Provide advisor training as needed. E) Provide coaching and intentional proactive support services across the curriculum. F) Recruit and retain two AmeriCorps coaches.	B. Kurtz, Director of Retention, Advising Staff, A. Hession	Increase retention by 5% Increase completion rates by 5%	Number of course and program completions by term, program, access category and age. CCSSE Number of students completing 12 cr. hrs. in the first 12 months.	Every term Every other year – March Annually
II. Assist students in the transition from college to career or from Belmont College to a four-year institution.	A) See Career Services Plan.	E. Schau	Increase transfer rate by 5% Increase placement rate by 5%	Student placement rate Student transfer rate	Annually – Dec. Annually – Dec.
III. Auto-confer credentials and degrees	A) Establish Belmont protocols. B) Establish the policy. C) Inform students.	J. Nippert	Increase completion/graduation rate by 15%	Graduation rate by associate degree, short term certificate, and long term certificate.	Dec. 2018
IV. Evaluate the IR/IE models to determine effectiveness in managing process improvement at the College	A) Determine departmental progress by assessing key performance indicators (KPI's). B) Ensure data integrity. C) Formulate an Institutional Effectiveness Plan to enable the systematic assessment of KPI's. D) Investigate outsourcing the function.	President's Staff	Completion of Associated HLC Action Project	Departmental assessment plans to an institutional IE plan. Common data sets. Systematic accurate imputing of data. Recalibration of data inputs to attain integrity. Intact IR function.	SG 2019 SG 2019

	E) Apply and become accepted into the Higher Learning Commission Assessment Academy (AA).	B. Kurtz, J. Vittek	Acceptance letter.	IE Plan implementation	April 2018
	F) Attend AA orientation and form an AA team.	P. Gasparro, B. Kurtz, J. Vittek	Registration & Completion	IE Plan Implementation	April 2018
	G) Complete the AA.	B. Kurtz, J. Vittek, J. Gipko, C. Campanizzi, A. Vogelsang, M. Kendall	College Assessment Plan, Certificate of Completion	IE Plan Implementation	June 2018 – June 2022

Category Title: WORKFORCE

Overall Objective: Increase completion and transfer rates and College revenue.

Chapter Objective: Align College planning with the state WFD priorities

Objectives	Strategy	Responsible Parties	Outcome	Metrics	Timeline
(College Strategy/Intervention Objectives)	*What will we do differently? What are the action steps for intervention?*	*Title and department*	*What will be our outcome indicator of success?*	*How will we measure success?*	*What is our timetable?*
I. Link Belmont College programs and curriculum to in-demand jobs and labor market needs.	A) Program advisory committee meeting annually and more often as needed.	J. Vittek, Faculty Leads,	Meeting minutes posted to MyBelmont assessment site.	Program advisory membership roster/meeting minutes.	With each meeting
	B) Expand and update program advisory committee membership to include more diverse re presentation of leaders from business/industry.	J. Gipko, Faculty Leads	Cataloging of members.	Audit of catalog listing 2018/2019.	Dec. 2019
	C) Utilize the Career Services Office to connect students with employers and internships prior to graduation (See Career Services Plan).	E. Schau	Internships in all programs.	Documentation of work on tracking sheet.	SG 2019
	D) Ensure that non-credit offerings are "stackable" with credit career pathways.	WFD Director	Curriculum summaries.	Transfer of offerings transcripted.	Ongoing
	E) Continue the program review process improving the linkage and analysis of programs to labor market needs and in-demand jobs.	Administration, Faculty, Faculty Leads	Program Review Improvement Plans on MyBelmont assessment site.	Documentation of program review scorecards.	Annually
	F) Develop program improvement goals and plans that are linked to the KPI benchmark shortfalls.	Faculty Leads, Executive Staff		Documentation of Appendix D in the Program Review Model and the associated Program Improvement Plan.	Annually