

Ohio University Completion Plan 2024

Institutional Overview

In Fall 2023, President Lori Stewart Gonzalez charged a small group of University leaders, faculty, and staff with the task of reviewing and refreshing the University Mission and Vision.

The Preamble

When the United States Congress adopted the Ordinance of 1787, Ohio University became the first university to be chartered through an act of Congress. Its purpose then — to expand the reach of education — has not changed. We are committed to removing barriers to a world-class higher education and the lifelong benefits it offers, and educating students to be distinctively prepared professionals, dynamic leaders and thoughtful citizens who contribute to the greater good.

Mission

To hold the door open to higher education so that all those eager to solve humanity's most urgent challenges might enter to learn, connecting them with experiences and discovery that will help them think critically, care deeply, lead boldly, and ultimately depart to serve.

Vision

To deliver the most valuable university education in Ohio, and lead as one of the most valued public universities in the nation.

- For students, we will connect each student with personalized experiences that ensure their lifelong success while maximizing opportunities for an affordable education.
- For communities and partners, we will be eager collaborators in addressing challenges and advancing opportunities.
- For our state, we will remain committed to serving students in and recruiting students to Ohio and be actively responsive to evolving workforce and educational needs.
- For all, we will invest in research and creativity that translates to solutions, delivering value far beyond Ohio's borders.

Values

- We believe that a University education can and should be both academically excellent and accessible to all who seek it.
- We fully embrace that the educational experience, at its best, can and must ensure success for every student.
- We are confident that learning happens in community and through experiences, and we work to build both into all programs and modalities, in and out of the classroom.
- We are committed to working with business and community partners, not by delivering knowledge already achieved but by collaborating to build new knowledge together.
- We recognize that our place in the world has value in our work – that what we can teach and learn in the heart of Appalachia can shape the success of our region and be applied far beyond these 13 states.
- We expect respect across differences and recognize our responsibility to practice empathy, to appreciate diverse perspectives and cultures, and to develop the capacity to solve problems that transcend borders.

- We remain resolute that students enter to learn and depart to serve, and we work to inspire students to apply their education to improve the world.

Overview

Ohio University is designated as a Doctoral University (Very High Research Activity) by the Carnegie Foundation for the Advancement of Teaching 2021 classification. The main campus is in Athens in the Appalachian foothills. It is a classic residential campus that serves as the major educational institution in southeastern Ohio.

In Fall Semester 2023, Ohio University had 20,468 undergraduate and graduate students enrolled (non-OHIO Online) at the Athens campus. Ohio University also has regional campuses in Chillicothe, Ironton, Lancaster, St. Clairsville, and Zanesville that collectively enrolled 3,765 students. In 1976 the College of Osteopathic Medicine was established; recent expansion includes extension campuses in Dublin and Cleveland. Fall 2023 medical student enrollment was 996. There were 3,2934 undergraduate students enrolled exclusively in OHIO Online programs. The total unduplicated enrollment for Fall Semester 2023 was 28,522.

For the Ohio University Athens campus, 86% of the undergraduate students are state of Ohio residents. Female students comprise 57.6% of Athens campus students. For Fall Semester 2023 student enrollment by ethnicity showed that 78.3% are Caucasian, 5.2% are African American, and 4.3% are Hispanic. There were 4,537 nonresident students and 1,031 international students. The first-year admissions ACT 25th-75th percentile scores were 22-28 and 24% ranked in the top ten percent of their high school class.

Ohio University offers academic programs from associate to doctoral level. Below is the total number of credit-bearing programs offered.

Academic programs	
Associate's Degree Programs Offered	27
Bachelor's Degree Programs Offered	298
Master's Degree Programs Offered	239
Doctoral Degree Programs Offered	52
Credit-Bearing Certificates Offered	173

Retention

Ohio University first-year student retention rates on the Athens campus were 80.0% for 2016 to 2017 and reached 82.7% for 2022 to 2023. On the regional campuses over the same time periods retention has increased from 56.9% to 64.8%. The retention data do not include OHIO Online students.

First-Year Student Retention by Campus							
Years	2016 to 2017	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Athens	80.00%	81.50%	81.50%	81.30%	81.30%	78.90%	82.70%
Regional	56.90%	54.20%	58.40%	54.90%	55.80%	52.60%	64.80%

Graduation

Ohio University awarded 9,310 degrees in 2016-2017 and 7,913 degrees in 2022-2023 as shown in the two tables below.

Degrees Awarded by Campus 2016-17						
	Associate's	Bachelor's	Master's	Doctoral	D.O.	Total
Athens	90	6,720	1,708	193	128	8,839
Chillicothe	116	---	---	---	---	116
Eastern	17	---	---	---	---	17
Lancaster	119	---	---	---	---	119
Southern	148	---	---	---	---	148
Zanesville	71	---	---	---	---	71
Grand Total	561	6,720	1,708	193	128	9,310

Degrees Awarded by Campus 2022-23						
	Associate's	Bachelor's	Master's	Doctoral	D.O.	Total
Athens	131	4,933	2,150	192	242	7,648
Chillicothe	110	---	---	---	---	116
Eastern	5	---	---	---	---	17
Lancaster	40	---	---	---	---	119
Southern	59	---	---	---	---	148
Zanesville	51	---	---	---	---	71
Grand Total	396	4,933	2,150	192	242	7,913

For the Fall 2013 full-time, bachelor-seeking freshman cohort of 4,239 Athens campus students, 45% graduated in four years or less (17% took 5 years and 3% took six years) while 24% transferred out of the university, for an 89% graduation- and transfer-out rate.

For the Fall 2017 full-time, bachelor-seeking freshman cohort of 4,032 Athens campus students, 53% graduated in four years or less (12% took 5 years and 2% took six years) while 26% transferred out of the university, for a 93% graduation-and transfer-out rate.

4-Year Graduation Rates on Athens Campus							
Year	2013	2014	2015	2016	2017	2018	2019
Student Cohort	4,239	4,365	4,412	4,289	4,032	3,971	3,660
4-year Rate	45%	48%	51%	50%	53%	51%	51%

Number of Faculty and Staff

The faculty numbers are based on snapshots taken on November 1st of all active employees. The table below shows number of full time (FT) and part time (PT) faculty, administrators and classified staff employed by Ohio University on November 1, 2023.

2023-24 University Faculty & Staff Numbers										
	Faculty			Administrators			Classified			Grand
	FT	PT	Total	FT	PT	Total	FT	PT	Total	Total
Athens Campus	928	360	1,288	1,677	150	1,827	839	20	859	3,974
Regional Campuses	137	149	286	22	6	28	14	1	15	329
Total University	1,065	509	1,574	1,699	156	1,855	853	21	874	4,303

Ohio University FY 24 Annual Budget (Operating Units by Unit Type)

REVENUES (in millions)		Auxiliaries	College of Medicine	Regional Campuses	Athens Campus	FY24 Budget
1	State Appropriations	-	25.9	17.3	139.0	182.3
2	Gross Undergraduate Tuition & Fees	-	0.1	22.0	239.7	261.9
3	UG Student Financial Aid	(27.9)	-	(5.5)	(64.6)	(98.0)
4	Net Undergraduate Tuition & Fees	(27.9)	0.1	16.5	175.1	163.8
5	Gross Graduate Tuition & Fees	-	50.5	-	71.0	121.5
6	Graduate Student Financial Aid	0.0	(5.8)	-	(24.3)	(30.2)
7	Net Graduate Tuition & Fees	0.0	44.6	-	46.7	91.2
8	Room & Board	108.3	-	-	-	108.3
9	Grants & Contracts	-	4.4	3.1	47.1	54.6
10	Facilities & Admin Cost Recovery	-	1.3	-	8.2	9.5
11	Endowment Distributions	0.2	1.9	0.9	32.2	35.2
12	Contributions	0.3	0.6	0.4	9.1	10.3
13	Investment Income	-	-	-	7.1	7.1
14	Internal & External Sales	19.2	0.6	0.5	41.5	61.9
15	Total Revenues	100.0	79.6	38.7	506.0	724.3
16	Spending Authorization	18.0	-	0.5	(18.5)	-
17	Total Revenues & Revenue Allocation	118.1	79.6	39.1	487.5	724.3

18	Total Funding Transfers	7.4	(1.5)	(0.6)	(5.3)	-
19	Total Salaries, Wages, & Other Payroll	29.4	35.4	20.6	261.3	346.7
20	Total Benefits	10.1	12.1	8.0	96.2	126.4
21	Supplies, Services, & Capital Costs	38.7	14.7	5.6	135.0	193.9
22	Internal Principal & Interest	11.6	6.6	-	33.5	51.7
23	External Debt Service - Principal	-	-	-	-	-
24	External Debt Service - Interest	-	-	-	-	-
25	Depreciation	-	-	-	-	-
26	Total Direct Expenses	89.7	68.9	34.2	526.0	718.7
27	Capital Cost Allocation	1.4	0.7	-	(2.1)	-
28	Contribution Margin	10.6	11.7	5.0	(27.4)	-
29	Total Expenses & Expense Allocations	101.7	81.3	39.2	496.5	718.7

30	Results of Operations	8.9	(0.2)	0.6	(3.6)	5.6
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Recognitions

Each semester the Ohio University recognizes academic achievement of undergraduate students across all OHIO campuses. Students are evaluated based on their GPA and hours to determine their placements.

- President's List distinction is presented to undergraduate students who exhibit an exceptional commitment to academic excellence each semester. Criteria for the President's List include a 4.0 GPA for the given semester with a minimum of 12 credit hours attempted for letter grades that are used to calculate GPA.
- Provost's List recognition is shared with high-achieving, part-time undergraduate students who exemplify academic success. Qualifying students must possess a 3.5 or greater GPA and between 6 and 11.99 credit hours attempted for letter grades that are used to calculate GPA.
- Dean's List recognizes undergraduate students who complete a particular semester with a GPA between 3.5 and 3.999 with a minimum of 12 credit hours attempted for letter grades that are used to calculate GPA.

In spring semester 2024, more than 9,500 students were recognized. In addition, individual colleges recognize students for their achievements as well.

Institutional Priorities

Ohio University's Dynamic Strategy serves as a comprehensive roadmap, building upon the institution's foundational mission and capitalizing on its established strengths. It establishes the university's priorities for the next few years.

To guide the development of the Dynamic Strategy, President Gonzalez divided the planning into four areas of excellence to define audacious, distinctive goals. Three of those are built around the public institution's calling – teaching and learning, research and discovery, and outreach and engagement. The fourth centers on the people and culture that undergird and enable the first three. Ultimately, all four of these pillars are intertwined. The working groups set the following overall goals:

- Learn - Elevate both teaching and research, expand experiential learning, and invest in innovative educational technology.
- Discover – Increase distinction in two focused areas of research and accelerate emerging areas of discovery to address humanity's most urgent challenges.
- Engage - Actively engage with partners to drive prosperity in the region, meet the needs of the state, and prepare students for careers.
- Work - Become a destination employer for those passionate about the mission of public higher education.

The goals, strategies and actions [outlined in the Dynamic Strategy](#) will move into implementation in Fall 2024 with the goal of completion in Spring 2027.

Ohio University is committed to providing a transformative experience for every student. We also understand that some students, particularly first-generation students, Pell-eligible students (those with significant financial need), and African American/Black students, may face additional challenges that

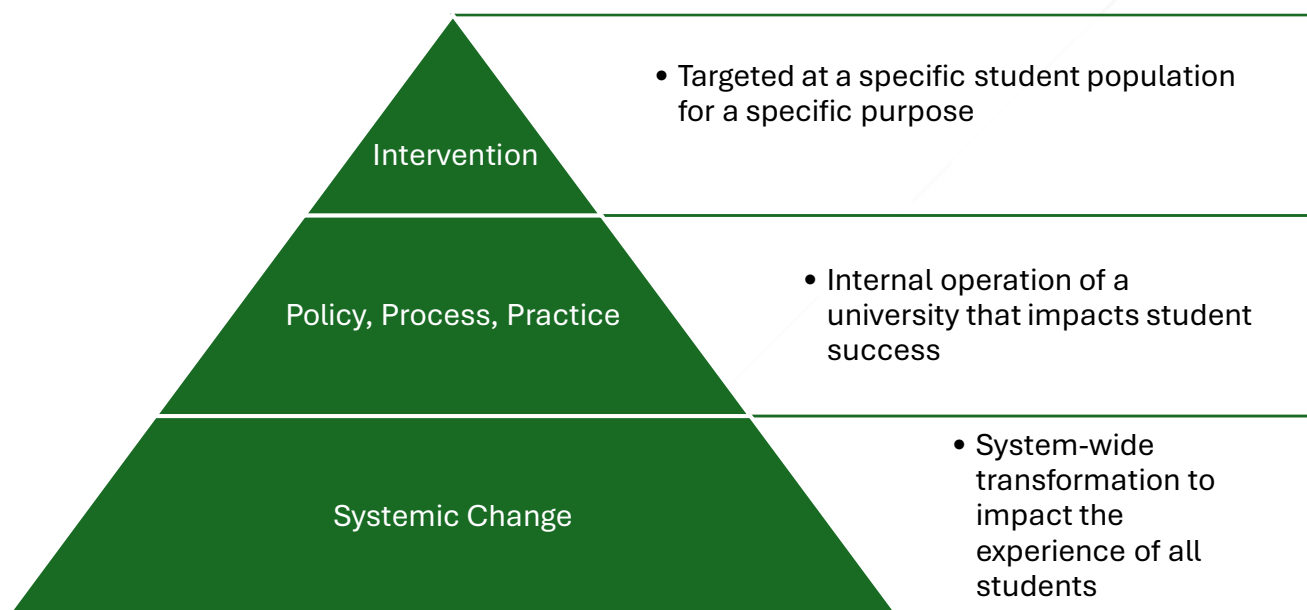
hinder their success. To address this, we've developed a comprehensive five-year student success plan focused on closing equity gaps. The key four areas are:

1. Creating deep learning experiences for all students
2. Enhancing innovative and adaptable student support services
3. Identifying and removing institutional barriers to student success
4. Collecting and analyzing data to refine, support, and identify future goals

Through this holistic approach, Ohio University aims to create an environment where all students can thrive and achieve their academic goals.

Barriers to Student Success

We approach decreasing barriers to student success using the student success planning and framework below.



The Athens campus first-year retention rate has improved from 78.6% in 2012 to 82.7% in 2022. Pell-eligible students' retention has improved from 71.8% in 2021 to 75.5% in 2022. First generation students' retention has slightly improved, from 73.7% in 2021 to 73.9% in 2022; however, the rates had declined to a low of around 71% during the pandemic years and we are now seeing a rebound. We expect this improvement to continue as we continue our interventions. Retention for students who are first generation and Pell eligible increased from 69.1% in 2021 to 71.5% in 2022.

On the Athens campus contextual factors that impede persistence and completion are unmet financial need and hindered academic progress during the pandemic.

Unmet financial need - Our data in 2020 showed that students were forecasted to have less than a 25% chance to retain if they have a disproportionately high unmet need. Decreasing the gap of the unmet need had a 30% decrease in their probability to be retained. We have implemented scholarship leveraging to increase financial aid. Our current trends show a declining proportion of students with significant unmet needs.

Academic progress: Implemented Policy/Process/Practice strategies:

- *'S' grades:* Our policy/process/practice for dealing with the impact of the COVID pandemic was to introduce 'S' or satisfactory grades to course grades with D, F, or Withdraw and a student could elect "S" grades to replace letter grades.
- *Increased academic support services:* With Supplemental Instruction (SI) we increased availability and participation to increase the percent of students attending SI from 27.6% and 11,961 SI student contact hours in 2020-21 to 36.8% attending SI and 26,727 student SI contact hours in 2022-23. Attending supplemental instruction increases course success probabilities by 15.4% (approximately 580 additional courses successes in 2022-23) and lecture grades for students attending SI are on average half a letter grade higher.
- *Guarantee+ Graduation Plans:* One of the hallmarks of the graduation plans is increasing on-time registration and degree progress through the DARS (degree audit report) adherence. Students meet with their designated success advisor at least once each semester to review their Graduation Plan, DARS report, and progress toward degree. Our fall DARS adherence over time show increased academic progress, improving from freshman status to senior rank following the implementation of the Guarantee+ Graduation Plans. DARS adherence for freshman increased from 32.3% to 37.8%, sophomore 51.0% to 52.2%, juniors 59.6% to 63.3% and seniors 65.9% to 69.7%.

Annual retention on our regional campuses (RHE) increased from 56.4% in fall 2012 to 64.7% in fall 2022, with our 3-year average improving slightly from 56.4% in 2012 to 57.9% in 2022. For the regional campuses (RHE) the three most impactful factors that impede persistence and completion are unmet financial need, course success and course modality. Our implemented Policy/Process/Practice strategies to improve student success include:

- *Targeted scholarships - Regional Promise Award:* The OHIO Regional Promise Award is an automatic four-year renewable scholarship program covering up to the full cost of regional campus tuition and mandatory fees for Pell-eligible students with a minimum 3.0 high school GPA enrolling at one of OHIO's regional campuses for the fall 2024 semester as a full-time, first-year, degree-seeking student. A "last dollar" program, the scholarship will cover any gap between the cost of regional tuition and mandatory fees and what Pell Grant and/or federal, state, or other institutional aid do not cover. Across all our RHE campuses we see an improvement in retention for students on the award. The highest gap is at the Eastern campus where retention is 73% for students with the regional promise vs 38% for those without the award.
- *S grades:* S grades continue to be a significant predictor of retention as each course failure in the first year decreases the probability of retaining to the next year by 3-7% across regional campuses. The positive impact of "S" grades during pandemic years on course success at RHE are similar to Athens.
- *Course modality shift:* We found that higher proportions of online classes are correlated with higher retention rates, despite lower online course success rates. RHE students who are at least 50% online are 5.2% - 9% more likely to retain to the 2nd year.

For all campuses:

Meeting financial need - The President's Opportunity Promise Award is a new renewable scholarship that began in the Fall 2024 for Pell-eligible first-year students with a minimum 3.0 high school GPA who are Athens County residents and surrounding counties (Hocking, Meigs, Morgan, Perry, Vinton and Washington), and applying to the Athens campus. The President's Opportunity Promise Award covers

the remaining Athens campus tuition and mandatory fees after subtracting an eligible student's Pell Grant and other federal, state and institutional gift aid.

Supplemental Instruction – Supplemental Instruction (SI) reviews course content 1-2x a week from historically challenging courses and are led by a peer that has previously performed well in the course. We found that attending 10 or more SI classes resulted in one whole letter grade higher than non-SI participants. Fall 2022 SI usage was 9,570 unique students making up 19% of all 1st and 2nd year students and 12% of all Athens and RHE students.

Progress Towards Goals Established in the Previous Completion Plans

MyOHIO Success Network

In Fall 2016 Ohio University introduced MyOHIO Success Network (MOSN) reaching full implementation for all Ohio University undergraduate students, including the regional campuses and OHIO Online in Fall 2017. As an information hub, the MyOHIO Success Network allows effective use of information to identify the right student at the right time and refer them to the appropriate service to support their academic success. It provides early identification to determine who is at-risk, thus early intervention is possible to support students in meeting the challenges of our academic expectations. The MyOHIO Success Network is engaging students by helping keep them informed of their own progress and achievement, supporting effective actions and decisions, and referring those in need to the appropriate campus resources.

Ohio has utilized a technology called Starfish to support MOSN since implementation. However, as we grow more sophisticated in what we know and how we can intervene with students the technology is limited. In Fall 2023 Ohio University decided to sunset the Starfish technology and has undertaken building an instance of Slate that will provide the robust functionality needed to support MOSN with growing sophistication. This new technology will launch in May 2024.

Ohio University Text Message Support – MyOHIO Advice

The My OHIO Advice text message support continues to be provided for all Athens campus students in partnership with Persistence Plus. Persistence Plus utilizes behavioral psychology, university specific information, and AI technology to deliver psychologically attuned messages to students to aid in retention and persistence. The messages are designed to be interactive and become more personalized the more a student responds. All students are added to the MyOHIO Advice service at the beginning of each academic year and provided information to stop support at any time. During the 22-23 academic year more than 93% of students remained subscribed and Persistence+ received over 30,000 responses from students who engaged with the platform. Initial analysis suggested that the Fall 2021-Fall 2022 retention was 4 percentage points higher among students who remained subscribed.

OHIO Guarantee+

At Ohio University, we have long been committed to affordability, predictability, and cost transparency through our OHIO Guarantee, providing level-rate tuition, housing, dining, and fees locked in for 12 consecutive semesters. We have taken that commitment to a whole new level with the OHIO Guarantee+ by delivering an individualized graduation plan that ensures our students graduate on time and on plan, or we will make it right, including covering the cost of additional courses if necessary. It goes beyond a guaranteed price to deliver real return on investment. Ohio University's OHIO Guarantee+ Graduation Plan program was the first initiative of its kind to create a guided pathway model integrating advising, career, and experiential learning. These areas are deemed critical to student success and

integrating them allowed Ohio University to design intentional touchpoints throughout a student's academic journey. Graduation plan touchpoints are milestones that include academic advising, early career coaching and career engagement, and immersive experiential learning opportunities. Implementation of the OHIO Guarantee+ Graduation Plans was completed at the Athens campus in fall 2022 with all undergraduate degree programs participating

At the Athens campus we have achieved participation rates consistently over 90% while student adoption at our regional campuses is significantly less. In Fall 2023, the first semester at regional campuses, student opt-in was X across all campuses.

As of spring 2024, over 12,329 students have opted-in to OHIO Guarantee+ Graduation Plans at the Athens campus and have completed over 77,000 milestones. These milestones represent engagement in activities and services that support their postgraduation goals and help make the most of their time at OHIO.

OHIO BRICKS – Reimagined General Education

Our primary goals for general education were to increase the number of OHIO BRICKS general education offerings and ODHE OT36 approved BRICKS courses and assess BRICKS common learning goals. By creating new courses or aligning existing courses to the BRICKS common learning goal outcomes, students have a clear path to their degrees, reinforcing their learning as well as the value of their general education for their own educational and careers paths and to their prospective employers. Securing OT36 approval for more BRICKS courses provides greater access for transfer students across the state and ensures timely progress to degree completion.

From Fall 2022 through Spring 2024, OHIO faculty continued to develop new OHIO BRICKS general education courses and revise the learning outcomes and content of existing courses to make them compatible with BRICKS. The University Curriculum Council (UCC) approved 54 new BRICKS courses during this period. In addition, the UCC also approved 172 courses change proposals to alter existing course learning outcomes and content to align with BRICKS learning goals establishing another 172 new BRICKS courses.

During this same period, ODHE's OT36 faculty panels approved 32 OHIO BRICKS courses for the first time. The panels also re-reviewed and approved another 54 OHIO BRICKS courses as OT36 courses. During the 2022-2024 period, the UCC in collaboration with the Center for Teaching, Learning and Assessment and the Office of the Provost continued the rotating and staggered schedule of assessment of BRICKS. The collection of measures of student learning for the first four-year assessment cycle of BRICKS is complete. Reports of assessment data, recommendations, and continuous improvements are scheduled to be completed for all goals by the end of Spring 2025.

Campus Climate and Inclusive Excellence

Ohio University has continued to embed diversity and inclusion into university-wide operations, process, and structure. In summer 2023 Ohio University hired a new President, who appointed Dr. Russell Morrow to serve as interim Vice President for Diversity and Inclusion. Dr. Morrow is tasked with continuing to evaluate, update, and guide our inclusion strategy. As we reach the end point of our first inclusive excellence strategic plan, Dr. Morrow will lead our work to build on what has been done up to this point.

In 2022, we launched a diversity, equity, and inclusion audit with the University of Southern California Race and Equity Center. As we navigate the evolving landscape of higher education, the results of that audit will serve as a launching point for building on current and establishing new inclusive excellence priorities.

Our “Make Respect Visible” campaign has been foundational in raising awareness of our core values and in fostering inclusive excellence. We are expanding the campaign and plan to use “Make Respect Visible” as a foundation for civil discourse, intercultural learning, and inclusive community engagement across our campuses and greater community.

Updated Completion Goals for 2022-2024

Ohio University has set the following student success goals to be achieved by 2025. The Athens campus goals are 84.7% retention, 54.7% 4-year graduation rate and 71.5% 6-year graduation rate. The RHE goal is 66% retention.

Enhanced completion strategies for 2024-2026 include continuing to adapt the instruction and/or content of BRICKS courses based on assessment of to improve student learning. Given that experiential learning is an important part of the OHIO BRICKS curriculum (specifically identified as Learning & Doing courses help students develop competency in the integrative learning common goal), another strategy is to expand experiential learning opportunities across campuses and modalities to align more closely with student careers and post graduate plans. Experiential learning is connected to deepening student learning and strengthening the connection between their academic programs and intended careers and post-graduation plans. As such, it provides greater visibility on the value of higher education and enhances student retention and degree completion.

In addition, OHIO will continue to develop and implement strategies to address DFW rates, also enhancing student academic performance and retention. These include expanding and refining use of current strategies like tutoring and supplemental instruction as well as investigating the use of AI tools in courses to promote student learning and engagement.

Finally, to shorten students’ time to degree and increase completion rates, OHIO will also implement policies and practices that make it easier for potential students to receive credit for a variety of prior learning experiences as well as policies that make it easier for students to return to higher education after stopping out.

Completion Strategies

Current Completion Strategies

Expansion of OHIO Guarantee+

Expansion of OHIO Guarantee+ was accomplished through final implementation for all Athens undergraduate programs in Fall 2022 and initial roll-out to all regional campus programs in Fall 2023. We are in process of the complex analysis to understand the ways in which the initiative is impacting retention, persistence, and graduation and will continue that analysis into the next year. As we understand more about how this initiative impacts these student outcomes, we will be able to make adjustments to magnify positive impacts and remove elements that may not be achieving the intended outcomes.

DFW Rates—Strategy Development

During 2022-2024, the AAC has also expanded tutoring and academic coaching services and explored different ways of deploying tutors and various kinds of coaching initiatives to address course DFW rates and more broadly support student success. A key strategy for addressing DFW rates and enhancing student academic performance and retention is the use of supplemental instruction for specific courses. Offered through OHIO's Academic Achievement Center, supplemental instruction (SI) is a series of weekly study sessions for students taking historically difficult courses at OHIO. SI sessions are facilitated by students (SI Leaders) who have already taken and done well in the course.

Before Fall 2022, SI was offered for 23 courses including introductory biology, chemistry and math courses that are foundational for several STEM programs. In the 2022-2024 period, SI was expanded and piloted for eight additional courses including additional lower and upper level required courses in several natural science disciplines: foundational courses in exercise physiology and computer science, and quantitative statistical analysis courses in business and psychology. In addition, in the 2023-2024 academic year, SI was expanded to specific math, engineering, and online sections of courses that had previously been supported with supplemental instruction before Fall 2022. The courses were selected during the 2022-2024 period for SI expansion based on institutionally available student course success data, faculty inquiries, and students input.

Additional Completion Strategies

Digital Course Materials Program – Inclusive Access

Despite a national decline in course material costs, affordability remains a concern. A significant number of students (1 in 4) skipped acquiring necessary materials in 2021-2022, and this correlated with an increased likelihood of considering dropping out (NACS, 2022). However, research shows affordable learning programs can address this issue without harming learning (Croteau, 2017).

Digital Course Materials (DCM), or Inclusive Access, how the industry calls it offers a solution. Through DCM, students receive course materials electronically on the first day of class at a discounted price. This eliminates the hassle of finding textbooks and provides anytime, anywhere access via computers or phones. In our program student accounts are billed with this discounted price, so they pay their course material costs along with the rest of their bills. The program in AY 2021/22 saved over 6.6M for students with 1382 course section participation.

Faculty Senate Resolutions to Improve Student Success and Retention

The Faculty Senate passed the following resolutions at the end of the 2023-2024 academic year which focus on increasing our completion goals

- *Adoption of an Academic Fresh Start Policy:* Academic Fresh Start Policy provides a chance for undergraduate students returning after at least two years (24 calendar months) to improve their academic standing by providing a pathway for them to reengage and a second chance to demonstrate their academic abilities and dedication to their studies. A student re-enrolling with an academic fresh start is given an opportunity to have certain grades disregarded in the calculation of their cumulative GPA if they meet stated requirements under the policy.
- *Implementation of an Academic Forgiveness Policy:* An academic forgiveness policy can provide students with an opportunity for one-time academic forgiveness and can offer a pathway for them to overcome past academic setbacks and regain their academic standing. Under the academic

forgiveness policy, students may petition to have grades earned in previous semesters excluded from their cumulative GPA calculation if they meet stated requirements under the policy.

- *Implementation of a Minimum 2.0 Grade Point Average Policy:* Establishing a minimum GPA requirement for all coursework completed at Ohio University can serve as a foundational standard for academic achievement and progression.
- *Use of Credit for Prior Learning Assessment Portfolios and Academic Credit:* Credit for Prior Learning (sometimes called Prior Learning Assessment) is credit awarded for the demonstration of validated college-level skills and knowledge gained outside of a college classroom and is a potential tool for current and prospective students, especially returning students with non-traditional backgrounds. University College will partner with the appropriate academic college and / or department to develop guidelines and documentation required in order to award workforce development or professional experience credit under this framework. Workforce development and professional experience at or above the college level be awarded college credit and the amount allowable will follow degree program and university requirements.

Workforce

Ohio University is committed to preparing and building a workforce that will help develop our state. Among the eleven key industries, we describe below our programs in *Advanced Manufacturing* and *Healthcare*.

Advanced Manufacturing

1. Ohio University's Lancaster campus is home to two recently launched certificates- Automation Technician and Mechatronics Technician certificates. As automation continues to expand and dominate the advanced manufacturing environment, skilled technicians are needed to work both directly for manufacturers and as field service providers to setup and troubleshoot sensors, automated equipment and robots to ensure productivity. In the Automation Technician certificate program, students will be trained to operate and maintain tools like PLCs, robotic cells, variable frequency AC drives and other computer-controlled automation systems. Similarly, the Mechatronics Technician Certificate will support the growing need for employees skilled in the application of electronics and mechanics, also known as mechatronics. Students in this program will perform preventative and corrective maintenance on electro-mechanical systems that include fluid-power, mechanical drives, electric motor control and PLCs. These new certificates support the goals of the Appalachian Semiconductor Education and Technical (ASCENT) Ecosystem, which is an initiative aimed to create an inclusive workforce development and training program to support Ohio's growing advanced manufacturing and semiconductor industry. The program has labs at Fairfield County Workforce Center.
2. Ohio University's Russ College of Engineering and Technology is collaborating with Washington State College of Ohio (WSCO) to offer WSCO students a seamless transfer pathway to an engineering degree that launches high-tech careers through an expanded articulation agreement. WSCO students who earn their associate degree through the Advanced Manufacturing and Integration Technology (AMIT) program can now easily transfer to OHIO and complete the remaining classes for a bachelor's degree in either Engineering Technology and Management or Project Management.

Healthcare

1. We recently (Spring 2024) launched the Ohio University-OhioHealth Grant Medical Center Nurse Anesthesia BSN to DNP (Doctor of Nursing Practice) Nurse Anesthesia Program. The program, fully approved and currently taking applications, provides a framework that prepares and develops knowledgeable, caring and compassionate nurse anesthetists who are committed to excellence in health care, preserving the dignity and rights of patients, and advancing the specialty practice of nurse anesthesia. The program has clinical sites in Columbus, the Greater Columbus area, rural facilities and Dayton clinical affiliates.
2. To better serve the needs of the region and to increase accessibility we have expanded our Bachelor of Science in Nursing (BSN) program. We have increased the BSN cohort size on the Athens and Lancaster campuses. This June our Board of Trustees approved the expansion of the Associate of Applied Science in Nursing (AAS-N) pre-licensure program to the Lancaster campus, pending completion of the required external approval processes. Currently, the AAS-N program is offered on OHIO's Chillicothe, Southern and Zanesville campuses. However, students who live in the Lancaster community and are interested in pursuing the AAS-N program must currently commute to another regional campus or another institution; through this new expansion, students across the Lancaster community would have the opportunity to pursue their degree closer to home.
3. We are looking to expand our associate degree offerings on the Lancaster regional campus and offer Respiratory Care. We are in the process of developing the curriculum and the program proposal to be submitted to the University Curriculum Council in the fall 2024-2025. We are looking at a start of the program in Fall or Spring of 25/26.

Requirement for ORC 3345.81 (D)

Ohio University is dedicated to fostering strong partnerships with community colleges throughout the state and region. This collaboration allows students to leverage their associate degrees by seamlessly integrating coursework from both institutions to complete their bachelor's degree at Ohio University. As of April 2024, a total of 296 advising pathways have been established, providing clear roadmaps for transfer students.

Within the state, Ohio University boasts a network of 23 unique community colleges, resulting in 23 General Education Guides and a remarkable 176 Program Guides. The focus on transfer extends beyond state borders, with 11 General Education Guides and 37 Pathway Guides were developed with community colleges in neighboring Indiana, Kentucky, Michigan, Pennsylvania, and West Virginia. Notably, the partnership with Kentucky expanded significantly during the 23-24 academic year to encompass the entire 17-college Kentucky Community and Technical College system. Beyond these bilateral agreements, Ohio University offers Ohio Guaranteed Transfer Pathways (OGTPs) that encourage a seamless transition to 23 specific bachelor's degrees.

Ohio University's commitment extends to the regional workforce. As part of the Appalachian Semiconductor Education & Technical (ASCENT) Ecosystem, the university actively cultivates partnerships to develop an inclusive workforce development program for the emerging semiconductor industry. This collaborative effort includes 18 newly designed pathways that allow students to seamlessly transfer and combine their earned certificates or associate degrees from one of the partner ASCENT institutions towards either the Engineering Technology associate degree or various engineering and technical studies bachelor's degrees offered by Ohio University. The university provides an opportunity for high school students participating in College Credit Plus to pursue standalone certificates in automation or mechatronics that can be stacked towards the Engineering Technology associate degree or the online bachelor's degree in project management.

Requirement for ORC 3345.351

Students disenrolled from Ohio University

There were 4,471 students disenrolled from Ohio University within the past five years who:

- Have been disenrolled for four or more semesters, including summer sessions
- Do not currently hold a bachelor's degree from OHIO University
- Have a grade point average of 2.0 or higher on a 4.0 scale, and
- Have completed at least forty-five credit hours.

We excluded deceased students and those who were dismissed from the university for judiciary purposes.

Plan and Timeline for Students Eligible to Receive an Associate Degree

The goal of *Project Graduation* is to assist students in earning their associates degree by completing their graduation requirements. The university takes an active role in this process and the Office of the University Registrar identifies students at the end of spring semester each year who are eligible or close to receiving an associate's degree. The director of degree programs in University College, Ms. Julie Cohara, sends these students a notification with the Summer Graduation deadline so they can apply for graduation, and complete any courses left. Additionally, who are just a few courses away from graduation are encouraged to reach out to the university if they are interested in completing their degree and they work with a staff member at the Allen Advising Center to develop a path to finish their degree.

Project Graduation: A Pathway to Associate's Degree Completion

Project Graduation is an initiative designed to empower students to achieve the milestone of earning their associate's degree. The program actively supports students nearing completion by identifying them and offering guidance throughout the process. At the conclusion of the spring semester each year, the Office of the University Registrar employs a systematic approach to identify students who have either met the graduation requirements for an associate's degree or are very close to doing so. Students are identified after one year of non-enrollment. Identified students are contacted by University College and informed of the upcoming Summer Graduation deadline. This notification serves as a critical reminder to apply for graduation and finalize any remaining coursework. For the 2023 *Project Graduation*, 206 students were identified for the initiative and 72 have graduated. For the 2024 *Project Graduation*, 132 students have been identified.

Students who are only a few courses shy of graduation are actively encouraged to reach out to the university if they express interest in completing their degree. For these students, the Allen Advising

Center assigns a dedicated staff member who collaborates with them to develop an individualized plan to achieve their graduation goals. Through Project Graduation, the university demonstrates its commitment to student success by providing a clear pathway and necessary support for students to earn their associate's degree.

Another avenue to ensure eligible students obtain an associate's degree is through the state of Ohio's Credit When It's Due (CWID) program. The program targets students who:

- Transferred from a two-year institution.
- Have not yet obtained a degree from any institution.

Process:

1. Identification: Ohio University identifies eligible students based on their academic records.
2. Notification: Students are contacted and informed of the possibility of having already met the requirements for an associate's degree. The notification offers two options:
 - Ohio University can review their transcripts to verify eligibility.
 - Their community college can review their transcripts (if applicable).
3. Student Choice: Students are given the option to participate in the program.

For Round one, students were contacted April 19, 2023, through August 8, 2023. For Round two, they were contacted December 6, 2023, through March 28, 2024. Below is a table showing those who were contacted, those who opted into CWID and number of students who received a degree.

Round	Contacted	Opted into CWID		Degrees Awarded	
		<i>Ohio University</i>	<i>Other Colleges</i>	<i>Ohio University</i>	<i>Other Colleges</i>
One	939	37	61	14	N/A
Two	1063	84	70	17	6