# Mercer County Community College Partnership Recommendation

# Contents

# Executive Summary

## Presented by: Donna Murdoch, National Advisor, Community College Center of Excellence

On behalf of University of Phoenix®, thank you for the time that you have taken to discuss your institution's goals and objectives. University of Phoenix is pleased to present a recommendation outlining solutions that we're confident can assist you in meeting your education goals. Throughout this recommendation, you will find an outline of our discussed immediate and long-term initiatives. Our initiatives for the first 90 days include:

Student Opportunities
- Articulation
- Transfer Pathways
- Education Pathways Partnership
- Seamless Transfer Launch
- Student Communications
- Workforce Development Prior Learning Assessment

Following completion of the first stage of our relationship, we can refocus our efforts on future opportunities for your staff, faculty and associate degreed students. These include:

Student Opportunities
- Industry Pathways Expo
- Bridge to Bachelor's Pathways Presentation

Staff and Faculty Opportunities
- Pathways Leadership Roundtable
- School of Advanced Studies
- Reporting

On the final pages of this document, you will find an appendix that provides examples for your reference.

To display our commitment to this partnership, University of Phoenix is pleased to extend a five percent (5%) tuition reduction to students entering into a bachelor level degree program at the University who obtain an associate's degree from Mercer County Community College. Additionally, staff and faculty of Mercer County Community College who enter into a bachelor's or higher degree program with University of Phoenix will receive a five percent (5%) tuition reduction. University of Phoenix will also provide a one hundred percent (100%) fee waiver for associate degreed students, staff, and faculty on Prior Learning Assessment (PLA) submission. PLA includes the assessment of professional training completed at Mercer County Community College or an affiliated skill or training center that has not been transcribed as transferrable college level credit towards a degree program offered at Mercer County Community College.

We are excited to launch our partnership and look forward to serving Mercer County Community College and your staff, faculty and associate degreed students.

# Who We Are: The Community College Center of Excellence

### The Community College Center of Excellence (CCCE)

The Community College Center of Excellence (CCCE) is the gateway for community colleges and their students to connect with the University. The CCCE contributes to developing the workforce by guiding associate-degreed students on their path to earning a bachelors degree while also connecting them to careers. We offer a specialized and dedicated team that shares a passion for higher education and we are committed to serving our community college partners and their students with integrity.

# Partnership Recommendations

## Immediate Partnership Initiatives for Students

### Articulation

University of Phoenix will accept Mercer County Community College lower-division general education coursework as the same designation that you grant them; thereby allowing your students to maximize the units they acquire at your institution. Through articulation, you are adding value and credibility to your already established courses. Additionally, articulation allows students the opportunity to save time and money while working toward completion of their degree by utilizing the credits already earned at Mercer County Community College. Following completion of your course evaluation, a Course Transfer Guide (CTG) will be posted on phoenix.edu as well as on your co-branded landing page for new and existing students to reference when enrolling at University of Phoenix to continue their education. Your Course Transfer Guide demonstrates clearly for your advisors and students how their coursework is designated at University of Phoenix allowing for increased flexibility when it comes to credit transfer and application.

Please see Appendix I to see an example of a Course Transfer Guide.

### Transfer Pathways

Transfer Pathways are degree planning tools that bridge community college associate programs with University of Phoenix bachelor's programs to provide students with a clear educational blueprint toward their baccalaureate attainment. Through the creation of Transfer Pathways, community college staff, faculty, and students see how transfer credits apply on a program-to-program basis, bringing clarity to the transfer process and providing a map toward the student's next phase in higher education.

Please see Appendix II to see an example of a Transfer Pathway.

### Education Pathways Partnership

Education Pathways Partnership program is designed to guide community college students beyond their completed associate degree program to their bachelor's degree program at University of Phoenix- and for students in some programs- to their master's degree. The Education Pathways Partnership does this by

plotting the most efficient path through associate, bachelor's and master's programs to reduce curriculum duplication between institutions and degree levels. By maximizing the number of transferable credits to be taken at the community college partner, the Education Pathways Partnership minimizes the cost of earning a higher degree. An added bonus of the Education Pathways Partnership is that in some University of Phoenix programs, the completion of a bachelor's degree can fulfill nearly 15% of the University's credit requirements for a master's degree. So far, Education Pathways Partnership programs have been established for degree programs in business and nursing.

## Seamless Transfer Launch

The "transfer launch" is the date by which University of Phoenix is able to enroll associate degreed students of Mercer County Community College. When we launch, our enrollment systems will be able to track any new and existing student-alumni of your institution, apply partnership benefits, as applicable, and begin to record student information for reporting purposes to determine Transfer Trends and Outcomes. We understand that it's important to evaluate the success of our relationship and the educational growth of your alumni. As such, we have the ability to provide comprehensive reporting on the enrollment trends of your students on an annual or semester basis. We can provide active student count and enrollment trends as well as a breakdown of student count by modality (online vs. local campus), degree program, University of Phoenix College, and University of Phoenix region. Our intake teams of advisors, known as Graduation Teams, are dedicated to offering personalized service that creates a heightened student experience that supports the student success foundation established by Mercer County Community College.

Please see Appendix III to see an example of the reporting we can offer.

## Student Communications

In an effort to communicate the benefits of our relationship to your students and alumni, University of Phoenix is able to create a portfolio of collateral pieces with minimal effort on your part. By providing your logo in a high-resolution format, we are able to execute customized, co-branded communication pieces including:

- An informational landing page created specifically for community college students with a custom URL for your institution (**phoenix.edu/mccc**)
- Web copy to be placed on your student-facing website that describes the relationship and links to the landing page, and a University of Phoenix logo file for use on the website
- A "Frequently Asked Questions (FAQ)" document that addresses potential questions about your academic relationship with University of Phoenix for use in an electronic or print format

Please see Appendix IV for examples of our co-branded collateral.

## Workforce Development Prior Learning Assessment

University of Phoenix is grateful to America's community colleges for the investment they make in training and educating our Nation's workforce. To support the student's attainment of industry-recognized credentials, the University of Phoenix will assess professional training that has not been transcribed as transferrable college level credit towards a degree program offered at your college and/or an affiliated skill or training center through our Prior Learning Assessment (PLA). Coursework which is remedial or developmental in nature is not eligible for assessment, and all students are subject to the University's prior learning assessment policies.

# Future Opportunities for Students

### Industry Pathways Expo

An Industry Pathways Expo brings together representatives from local employers, the community college, and University of Phoenix to engage with students and discuss career pathways in one specific industry and is the direct result of the Pathways Leadership Roundtable. Typically held at a large community college venue, this event provides community college students an opportunity to learn more about transitioning into a targeted career field. Ultimately students should leave an Industry Pathways Expo with an understanding of what knowledge and training are required in their chosen field and what their next steps should be after community college completion.

### Bridge to Bachelor's Pathways Presentation

A Bridge to Bachelor's Pathways Presentation allows community college students to conveniently meet with University of Phoenix faculty and staff in their own community college campus classroom. This provides an opportunity for students to have a more personal conversation regarding transitioning to a four-year university. University representatives can also assist students in charting a career map in these comprehensive and inspiring sessions.

# Future Opportunities for Community College Personnel

### Pathways Leadership Roundtable

A Pathways Leadership Roundtable is a unique advisory panel that brings together academic, industry-specific WFS partner, and diversity leaders within a local community. The purpose of a Pathways Leadership Roundtable is to identify workforce needs and establish pathways to help students gain the knowledge and skills to contribute to the stronger workplace. This can help a community college increase degree completion and enhance their students' career readiness while helping industry partners broaden their talent pool and recruit qualified employees.

### School of Advanced Studies

University of Phoenix supports Mercer County Community College staff by offering doctoral programs within the School of Advanced Studies. These programs are designed for organizational leaders who wish to integrate research, theory and practical experience into their professional roles and personal lives. Furthermore, through a strong emphasis on academic excellence, we support our learners' development as scholars who converse with, and contribute to, the larger community of academics and researchers engaged in the study of leadership.

## Reporting

We understand that it's important to evaluate the success of our relationship and the educational growth of your staff and faculty. As such, we have the ability to provide comprehensive reporting on the enrollment trends of your staff and faculty enrolled at University of Phoenix. On a quarterly basis, we can provide active student count and month-over-month enrollment trends as well as a breakdown of student count by modality (online vs. local campus), program level, degree program, University of Phoenix College, and University of Phoenix region.

Please see Appendix V for an example of the reporting we can offer.

# Initial 35-Day Timeline

## Week 1, Days 1-7
- Mercer County Community College presents signed agreement to UOPX
- Mercer County Community College delivers a high-resolution logo to UOPX for student communications collateral
- UOPX prepares internal systems to begin Seamless Transfer Launch
- UOPX deploys internal communications to UOPX Student Service Representatives regarding specific Mercer County Community College benefits
- UOPX begins tracking transfer trends and outcomes for future reporting purposes
- UOPX begins creating Transfer Pathways for Mercer County Community College

## Week 2, Days 8-14
- Mercer County Community College and UOPX review landing page and completed transfer guides at **phoenix.edu/mccc** and additional communications
- UOPX makes  requested changes to collateral, if needed

## Week 3, Days 15-21
- UOPX finalizes and delivers final communication package for launch
- Mercer County Community College implements UOPX content on student-facing website or communications channel
- Mercer County Community College promotes UOPX landing page through student-facing communications channel

## Week 4, Days 22-28
- Mercer County Community College meets with Donna Murdoch to review relationship milestones to date
- Mercer County Community College and Donna Murdoch schedule 30-day check-in meetings to discuss ongoing partnership efforts and goals
- UOPX identifies additional solutions to meet Mercer County Community College educational development needs

## Week 5, Days 29-35
- UOPX completes new or updated Transfer Pathways for Mercer County Community College
- UOPX shares completed Transfer Pathways with community college leadership and staff to communicate developments to students

# Appendix I: College Course Transfer Guide (CTG)

7/9/2013

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## NORTH SOUTH COMMUNITY COLLEGE
### 2013 Course Transfer Guide

**The following is a list of courses that transfer as:**

A liberal arts General Education course, by category

A transcripted nursing course (for BSN students)

A limited physical education elective (students may transfer up to 4 semester credits)

**All other courses will transfer as electives that are:**

College-level courses (not remedial or developmental) as designated by sending institution

Associate Degree coursework or diploma courses that are identical to Associate Degree courses (applies to select Nationally Accredited and select Regionally Accredited Institutions only)

| Course Number | Course Title | Transfer Category | Area of General Education | Credit |
|---|---|---|---|---|
| ACCT 101 | Fundamentals Of College Accounting | General Education | Interdisciplinary/Elective | 3.00 |
| ACCT 103 | Intermediate Accounting-part I | General Education | Interdisciplinary/Elective | 4.00 |
| ACCT 104 | Intermediate Accounting-part II | General Education | Interdisciplinary/Elective | 4.00 |
| ACCT 107 | Auditing | General Education | Interdisciplinary/Elective | 3.00 |
| ACCT 108 | Careers In Accounting | General Education | Interdisciplinary/Elective | 1.00 |
| ACCT 111 | Cost Accounting | General Education | Interdisciplinary/Elective | 3.00 |
| ACCT 121 | Payroll Accounting | General Education | Interdisciplinary/Elective | 3.00 |
| ACCT 124 | Individual Income Tax Return Preparation | General Education | Interdisciplinary/Elective | 1.00 |
| ACCT 125 | Federal And State Taxation | General Education | Interdisciplinary/Elective | 4.00 |
| ACCT 127 | Volunteer Income Tax Assistance (vita) | General Education | Interdisciplinary/Elective | 2.00 |
| ACCT 128 | Taxation Of Corporations, Partnerships, Estates, And Trusts | General Education | Interdisciplinary/Elective | 4.00 |
| ACCT 131 | Fundamental Payroll Administration | General Education | Interdisciplinary/Elective | 1.50 |

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# Appendix II: Transfer Pathways

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## Transfer Pathway Between North South Community College and University of Phoenix

*Associate of Applied Science in Criminal Justice* (North South Community College)
2012-2013 Catalog Year to:
*Bachelor of Science in Criminal Justice Administration/Management v04* (UOPX)

### UOPX General Education and Elective Program Requirements

| Bachelor of Science in Criminal Justice Administration Degree Requirement | Recommended Courses | Institution | Credits Utilized |
|---|---|---|---|
| **Communication Arts (6 credits)** [Must Include English Composition] | ENG 101 English Composition* | NSCC | 3 |
| | COM 201 Fundamentals of Speech* | NSCC | 3 |
| **Mathematics (6 credits)** [Must Include College Level Algebra] | | NSCC | |
| | MTH 101 College Algebra* | | 3 |
| | MTH 131 Finite Math* | NSCC | 3 |
| **Science and Technology (6 credits)** | CHM 101 Introduction to Chemistry** | NSCC | 3 |
| | BIO 101 Biology** | NSCC | 3 |
| **Humanities (6 credits)** | | NSCC | |
| | PHL 101 Introduction to Philosophy* | | 3 |
| | ETH 200 Ethics* | NSCC | 3 |
| **Social Science (6 credits)** | | NSCC | |
| | PSY 201 Introduction to Psychology* | | 3 |
| | SOC 201 General Sociology* | NSCC | 3 |
| **Liberal Arts (6 credits)** | CJS 250 Juvenile Justice System* | NSCC | 3 |
| | CJS 212 Intro to Crime* | NSCC | 3 |
| **Interdisciplinary (18 credits)** | CJS 210 Introduction to Forensic Science* | NSCC | 3 |
| | CJS 220 Criminal Investigation* | NSCC | 3 |
| | LGS 230 Criminal Law and Procedure* | NSCC | 3 |
| | CJS 215 Introduction to Security* | NSCC | 3 |
| | CJS 292 Criminal Justice Internship* | NSCC | 3 |
| | CJS 240 Police Organization and Management* | NSCC | 3 |
| **Elective (6 credits)** | *Lower division elective credits filled by combined credits from:* | NSCC | |
| | CAS 111, CGE 100* | NSCC | 6 |

*Course recommended or required to maximize transfer into UOPX based off Associate degree requirements to obtain an Associate of Applied Science in Criminal Justice from North South Community College.

**Course recommended by UOPX outside of Associate degree requirements to reach transfer credit totals listed on pathway. Students may have other options to satisfy this course requirement at University of Phoenix. Students should consult the Course Transfer Guide as well as an advisor at their respective institution if they would like to take courses outside of the recommended sequence.

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## UOPX Course of Study Requirements

| Bachelor of Science in Criminal Justice Administration Degree Requirement | Recommended Courses | Institution | Credits |
|---|---|---|---|
| Foundations for General Education and Professional Success | GEN/200 Foundations for General Education and Professional Success | UOPX | 3 |
| Introduction to Criminal Justice+ | *CJST 200  Introduction to the Criminal Justice System** | NSCC | 3 |
| Introduction to Police Theory and Practices+ | *CJA/214 Introduction to Police Theory and Practices* | UOPX | 3 |
| Introduction to Criminal Court Systems+ | *CJA/224 Introduction to Criminal Court Systems* | UOPX | 3 |
| Introduction to Corrections+ | **CJST 260  The Correctional System** | NSCC | 3 |
| Interpersonal Communications | CJA/304 Interpersonal Communications | UOPX | 3 |
| Criminology | CJA/314 Criminology | UOPX | 3 |
| Ethics in Criminal Justice | CJA/324 Ethics in Criminal Justice | UOPX | 3 |
| Research Methods in Criminal Justice | CJA/334 Research Methods in Criminal Justice | UOPX | 3 |
| Cultural Diversity Issues in Criminal Justice | CJA/344 Cultural Diversity Issues in Criminal Justice | UOPX | 3 |
| Criminal Law | CJA/354 Criminal Law | UOPX | 3 |
| Criminal Procedure | CJA/364 Criminal Procedure | UOPX | 3 |
| Juvenile Justice Systems and Processes | CJA/374 Juvenile Justice Systems and Processes | UOPX | 3 |
| Criminal Organizations | CJA/384 Criminal Organizations | UOPX | 3 |
| Contemporary Issues and Futures in Criminal Justice | CJA/394 Contemporary Issues and Futures in Criminal Justice | UOPX | 3 |

| Management Concentration | Recommended Courses | Institution | Credits |
|---|---|---|---|
| Organizational Behavior and Management | CJA/444 Organizational Behavior and Management | UOPX | 3 |
| Criminal Justice Management Theory and Practice | CJA/454 Criminal Justice Management Theory and Practice | UOPX | 3 |
| Criminal Justice Policy Analysis | CJA/464 Criminal Justice Policy Analysis | UOPX | 3 |
| Managing Criminal Justice Personnel | CJA/474 Managing Criminal Justice Personnel | UOPX | 3 |
| Criminal Justice Administration Capstone | CJA/484 Criminal Justice Administration Capstone | UOPX | 3 |

## Institutional Credit Breakdown

| | |
|---|---|
| Minimum Credits Required for Associate of Applied Science in Criminal Justice | 60 Credits |
| Credits Utilized from AAS in Criminal Justice | 60 Credits |
| Recommended Credits Outside AAS in Criminal Justice Degree to Maximize Transfer | 6 Credits |
| **Total Credits Required to Complete Bachelor's Degree** | **120** |
| **North South Community College Applied Credits** | **66** |
| **Required University of Phoenix Credits  (45 Upper Division)** | **54** |

NOTE: This breakdown represents the recommended course sequence a student should pursue in order to transfer into University of Phoenix. This summary is an estimation of credits only based on the current catalog and degree program requirements. Actual credit may vary based on each individual student's submission. Concentrations are reflected on the transcript only. All courses that apply to an associate's degree transfer to the University of Phoenix with the exception of remedial or vocational courses.  Courses must have received a grade of C- or higher to transfer.

# **Appendix III:** Transfer Trends and Outcomes Report

**University of Phoenix** · College Transfer Trends and Outcomes

## Sample Community College

| New Students AY11 | New Students AY10 | New Students AY09 | New Students AY08 | Current Active Students |
|---|---|---|---|---|
| 569 | 845 | 927 | 853 | 682 |

| Students Enrolled AY11 | Students Enrolled AY10 | Students Enrolled AY09 | Students Enrolled AY08 | Historical Enrollment |
|---|---|---|---|---|
| 2,120 | 2,375 | 2,301 | 1,947 | 15,291 |

### AY08 - AY11 New Student Top Programs

| | | |
|---|---|---|
| 1 | BSB/M | 316 |
| 2 | BS/P | 252 |
| 3 | BSM | 238 |
| 4 | AAFB | 150 |
| 5 | BSB/ACC | 147 |
| 6 | BSED/E | 114 |
| 7 | BSB/A | 108 |
| 8 | BSB/MKT | 106 |

### AY08 - AY11 New Students by College

| | |
|---|---|
| Business | 1,644 |
| Criminal Justice | 179 |
| Education | 140 |
| Humanities | 117 |
| Information Technology | 307 |
| Natural Sciences | 202 |
| Nursing | 142 |
| Social Sciences | 463 |

### AY08 - AY11 New Students by Applied Transfer Credit

| | | |
|---|---|---|
| AY08 | Less than 12 Credits | 391 |
| AY08 | 12 - 24 Credits | 186 |
| AY08 | 25 - 48 Credits | 158 |
| AY08 | 49+ Credits | 54 |
| AY08 | Associate's Degree | 64 |
| AY09 | Less than 12 Credits | 400 |
| AY09 | 12 - 24 Credits | 243 |
| AY09 | 25 - 48 Credits | 168 |
| AY09 | 49+ Credits | 56 |
| AY09 | Associate's Degree | 60 |
| AY10 | Less than 12 Credits | 412 |
| AY10 | 12 - 24 Credits | 192 |
| AY10 | 25 - 48 Credits | 145 |
| AY10 | 49+ Credits | 33 |
| AY10 | Associate's Degree | 63 |
| AY11 | Less than 12 Credits | 263 |
| AY11 | 12 - 24 Credits | 143 |
| AY11 | 25 - 48 Credits | 96 |
| AY11 | 49+ Credits | 17 |
| AY11 | Associate's Degree | 50 |

### AY08 - AY11 New Students by Ethnicity



Am_Ind_AK_Nat 1.8%, Asian_Pac_Isle 5.4%, Black 8.9%, Hispanic 5.4%, White 78.6%
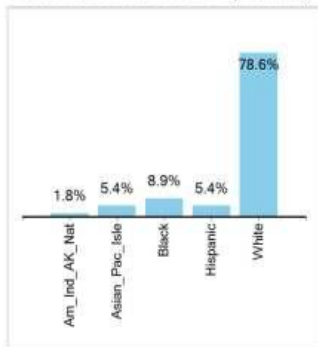
### AY08 - AY11 New Students by Gender



Female 56.48%, Male 43.52%
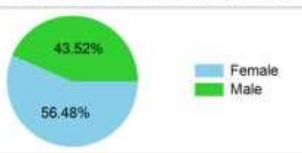
### AY08 - AY11 New Students by Modality



Local 31.47%, Online 68.53%
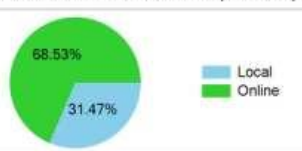
| Graduates AY11 | Graduates AY10 | Graduates AY09 | Graduates AY08 | Historical Graduates |
|---|---|---|---|---|
| 523 | 427 | 476 | 423 | 7,540 |

### AY08 - AY11 Graduates Top Programs

| | | |
|---|---|---|
| 1 | BSB/M | 446 |
| 2 | BSB/ACC | 141 |
| 3 | BSM | 141 |
| 4 | BSB/A | 136 |
| 5 | BSB/MKT | 117 |
| 6 | BSIT | 76 |
| 7 | BS/P | 73 |
| 8 | BSCJA | 67 |

### AY08 - AY11 Graduates by College

| | |
|---|---|
| Business | 1,235 |
| Criminal Justice | 71 |
| Education | 47 |
| Humanities | 34 |
| Information Technology | 151 |
| Natural Sciences | 75 |
| Nursing | 78 |
| Social Sciences | 158 |

* Current Active Students defined as students who posted positive attendance within the last 30 days
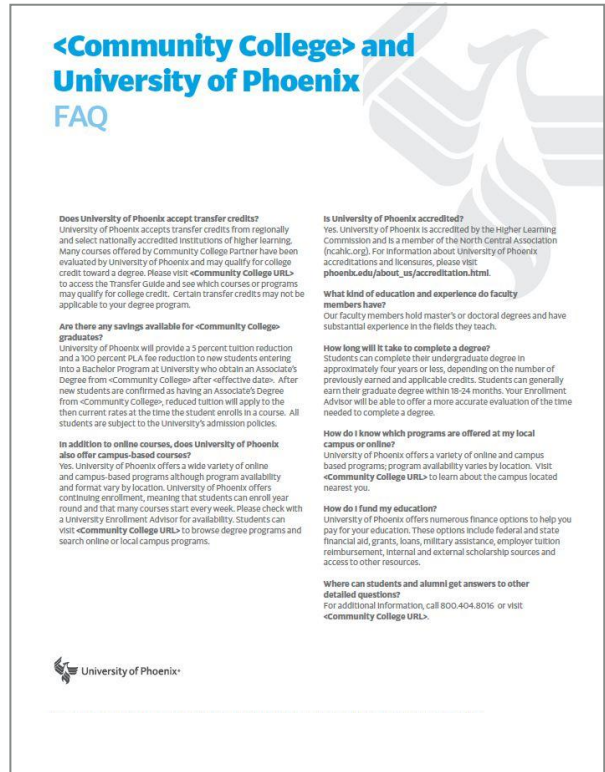* Academic Year defined as July 1 of the previous year - June 30 of the listed year.

# Appendix IV: Student Communications

**Landing Page:** a page hosted on the University of Phoenix website that provides relevant information about our partnership for Mercer County Community College staff, faculty and students

**FAQ Document:** this document describes features of the University of Phoenix partnership for Mercer County Community College staff, faculty and students, and can be printed or distributed electronically
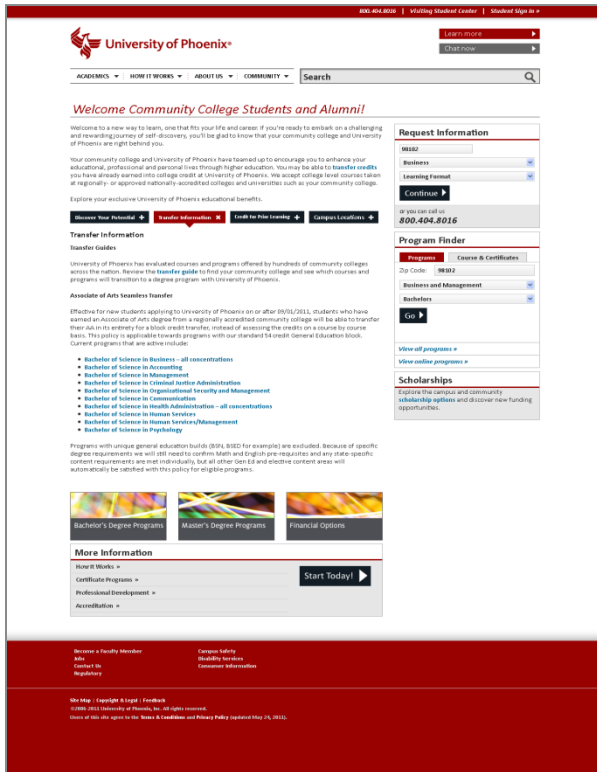




**Web Copy:** a page hosted on your website or intranet that provides co-branded information about our partnership for Mercer County Community College staff, faculty and students

# Appendix V: Community College Personnel Reporting

University of Phoenix Student Summary Report for Employees of

This report is a snapshot of employees attending University of Phoenix as of

**7/15/2013**

### Total Student Count

| 29 |
|---|

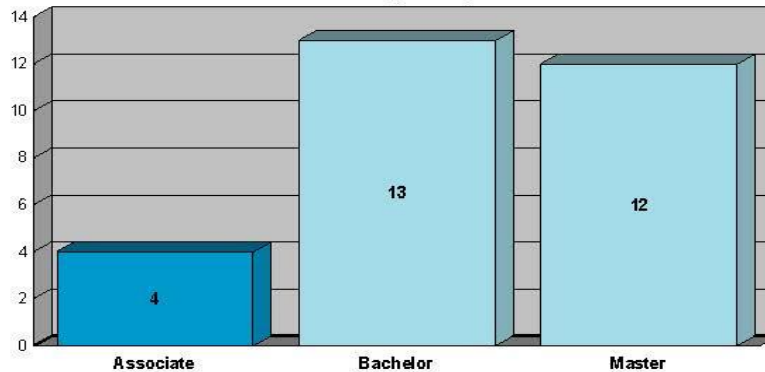*Total students that have posted attendance in class within the last 365 days.*

*Student count is based on recognized student employer during time of enrollment.*

### Learning Modality

| Ground | 13 |
|---|---|
| Online | 16 |

*Number of students Online and on Ground Campus*

## Student Count by Program Level



| Associate | Bachelor | Master |
|---|---|---|
| 4 | 13 | 12 |

### Top 12 Programs

| | Student Count |
|---|---|
| Bachelor of Science in Health Administration / Health Manag | 3 |
| Master of Business Administration | 3 |
| Master of Health Administration | 3 |
| Associate of Arts in Health Care Administration | 2 |
| Bachelor of Science in Accounting | 2 |
| Master of Science in Nursing / Family Nurse Practitioner | 2 |
| Master of Science in Nursing and Master of Business Admin | 2 |
| Associate of Arts in Criminal Justice | 1 |
| Associate of Arts in Health Care Administration / Medical Re | 1 |
| Bachelor of Science in Business / Accounting | 1 |
| Bachelor of Science in Business / Human Resource Manage | 1 |
| Bachelor of Science in Human Services | 1 |
| Others | 7 |

### College

| | Student Count |
|---|---|
| College of Natural Sciences | 9 |
| John Sperling School of Business | 9 |
| College of Nursing | 7 |
| College of Criminal Justice & Security | 1 |
| College of Education | 1 |
| College of Information Systems & Technology | 1 |
| College of Social Sciences | 1 |

*New and Active: Represent the number of students that have posted attendance in class within the current month\**
*Graduates: Represent students with no attendance within the month and a prior completion date\**
*Inactive Students: Represent students that have not posted attendance in class within the current month\**

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**Workforce Solutions**

<sup>1</sup>**The use of the word education partner or partnership is for marketing purposes only and is not intended to create a legal partnership**. While widely available not all courses are available in all locations or in both online and on-campus formats.

University of Phoenix is accredited by The Higher Learning Commission and is a member of the North Central Association. University of Phoenix was placed on Notice by The Higher Learning Commission, effective June 27, 2013. Notice is a Commission sanction indicating that an institution is pursuing a course of action that, if continued, could lead it to be out of compliance with one or more Criteria for Accreditation. An institution on Notice remains accredited. At the end of the Notice period, The Higher Learning Commission Board of Trustees may remove the sanction, place the institution on Probation if the identified concerns have not been addressed, or take other action. For additional information, contact The Higher Learning Commission, ncahlc.org **Florida**: Licensed by the Florida Commission for Independent Education, License No. 2308. **Indiana**: Fully accredited by the Indiana Commission for Postsecondary Proprietary Education. AC-0188. Indianapolis Campus: 7999 Knue Rd., Stes. 100 & 500, Indianapolis, IN 46250; Northwest Indiana Campus: 8401 Ohio St., Merrillville, IN 46410. **Oklahoma: University of Phoenix is accredited by The Higher Learning Commission and is a member of the North Central Association. University of Phoenix was placed on Notice by The Higher Learning Commission, effective June 27, 2013. Notice is a Commission sanction indicating that an institution is pursuing a course of action that, if continued, could lead it to be out of compliance with one or more Criteria for Accreditation. An institution on Notice remains accredited. At the end of the Notice period, The Higher Learning Commission Board of Trustees may remove the sanction, place the institution on Probation if the identified concerns have not been addressed, or take other action. For additional information, contact The Higher Learning Commission, ncahlc.org.**