Our State Authorization Journey







Marcelle Jones, MS, CADAC, CMHFA Program Accessibility and Compliance Specialist- Online Learning



Areas of Oversight

- Regulatory Compliance
- Systems Accessibility
- Legal/Office of Institutional Equity Liaison
- Faculty Development
- Instructional Design Training
- Project Scoping
- Consultant to Academic Programs
- Consultant to Online Degree Launch Process



The Map for the Journey

Where we started? What we accomplished? What are Next Steps?



PURDUE UNIVERSITY

Where We Started?

... With an Evaluative, Critical Eye

State Authorization

State Authorization - State by State Summary

NC-SARA

Contact

Purdue University is accredited by the Higher Learning Commission. The Higher Learning Commission is an institutional accrediting agency recognized by the U.S. Department of Education

Purdue is committed to complying with all states' regulations for its Purdue Online Learning programs. For specific information regarding state authorization, approval, licensure or exemption, please email jane17728/purdue.edu. This applies to Purdue Online Learning programs ONLY. Students from these states who are interested in our on campus programs are enouraged to contact Purdue University

Pursuant to the U.S. Decartment of Education's Federal Integrity Rules. Purdue University must provide to its out-of-

State Contact Information

Marcelle Jones Program Accessibility and Compliance Specialist Purdue Online Learning Email jone1772@purdue.edu

Stewart Center, Office G32 128 Memorial Mall West Lafayette, IN 47909-2034 765-496-7947

state distance education students or prospective students the contact information for filing compliants with each state losensing entity and any other relevant agency that would handle the compliant. If a student located in a SARA state has a complaint about an institution operating under SARA, comp go through the institution's standard procedure for resolution of student grievances. If a student is not satisfied with the outcome of the institutional process, the complaint may then be brought to the SARA postal agency in the institution's home state. The state where the student is located also may resolve the complaint. Although students may choose to work through their own state's SARA office for complaint resolution, the SARA office of the state where the provider is located is responsible for staffing the investigation and complaint resolution

STATE AUTHORIZATION NC-SARA

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State Authorization - State by State
Summary
NC-SARA
Contact
Marcelle Jones
Program Accessibility and
Compliance Specialist
Purdue Online Learning
Email: jone1772@purdue.edu
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128 Memorial Mall
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765.496.7047

State by State	A Bate Authorization Reciprocity Agreement (SARA) is an agreement among its member states, districts and U.S. bentioner that establishes comparable national standards for intensitie offening of postsecondary distance-solucion courses and programs. In its intende to annue it leaves for distance to take online ourses of ended by postsecondary institutions in a state ofter than the one where they reside. SARA is centered by a national council and administered by four regional lipher declaration compacts. Intel®, REME, REM				
lity and	For states that are a member of SARA, an institution doesn't have a physical presence and is therefore able to have supervised field experiences without furner authoritization so long as it does not provide for the placement of more than the students from an individual academic program placed authoritization experiment and encided or practicum site, unless approval for a larger number is provided by the host state SARA portal agency.				
alist iming	Additionally, SARA covers class field trips across state lines, but does not cover full-scale residency programs such as a summer session at a field station. Physical presence under SARA is also not triggered if the instruction provided for a				
murdue edu	short course or seminar takes no more than 20 classroom hours. In regard to a full-term course, it would not trigger				

al presence if the instructor and students physically meet together for no more than two meetings, totaling less han six hours.

If a state is not a member of SARA, the rules regarding what constitutes a physical presence varies. Please contact Marcelle Jones at jone1772@purdue.edu if you have questions regarding physical presence standards in a non-SARJ state.

STATE AUTHORIZATION

State Authorization - State by State

Important Note for Prospective Students: If you are considering an academic program that leads you to obtaining

professional licensure in your state, Purdue cannot confirm whether the program meets the requirements for professional licensure in your state, it is highly recommended that you contact the appropriate licensing agency in your state to seek information and additional guidance before beginning a program outside of your state. For licensing board contact information and approval status, please see below.

State Authorization - State by State Summary

Summary

NC-SARA

Marcelle Jones					
Program Accessibility and					
Compliance Specialist					
Purdue Online Learning					

Email: jone1772@purdue.edu

Stewart Center, Office G32 128 Memorial Mall West Lafayette, IN 47909-2034 765-496-7947

Alabama	Hawaii	Michigan	North Carolina	Texas
Alaska	Idaho	Minnesota	North Dakota	Utah
Arizona	Illinois	Mississippi	Ohio	Vermont
Arkansas	Indiana	Missouri	Oklahoma	Virginia
California	lowa	Montana	Oregon	Washington
Colorado	Kansas	Nebraska	Pennsylvania	West Virginia
Connecticut	Kentucky	Nevada	Puerto Rico	Wisconsin
Delaware	Louisiana	New Hampshire	Rhode Island	Wyoming
District of Columbia	Maine	New Jersey	South Carolina	
Florida	Maryland	New Mexico	South Dakota	
Georgia	Massachusetts	New York	Tennessee	

Student Complaint Information - Indiana SARA Portal Ager (317) 454-4400 Licensing Agency

Iowa.College.Student.Aid.Commission Purdue University is authorized to operate in Iowa under the State Authorization Reciprocity Age oval for institutional participation was granted by the National Council for State Authorization Reciprocity ements (NC-SARA) on May 12, 2015.

Back to Tap.

Back to Tep

Back to Tep

Beck to Tep

Professional Board Licensure lowa Board of Nursing lowa Board of Education

Indiana Student Complaint Information

lowa

Student Complaint Information Student Complaint Information - Jowa SARA Portal Agency

Kansas

Licensing Agency Kansas Board of Regents ed to operate in Kansas under the State Authorization Reciprocity A anted by the National Council for State Authorization Reci Agreements (NC-SARA) on May 12, 2015.

Professional Board Licensure Kansas Board of Nursing Kansas Board of Education

Student Complaint Information Student Complaint Information - Kansas SARA Portal Agency

Kentucky

Licensing Agency Kencick/Council on Distanceordary, Education Because Purchar Linkewsky does not have a physical presence in the Commonwealth of Menucity, Punda in expanded by the Kensity Council on Relatedordary Education to obtain approval from the Council to offer in Online" programs to the residents of Relatador, Therefore, Punda University is in compliance with Kentucky

Professional Board Licensure Kentucky Board of Nursing Kentucky Board of Education

Student Complaint Information Kentucky Council on Postsecondary Education (502) 573-1555

PURDUE UNIVERSITY_®

Contributors to the Cause

- Legal Counsel
- Disability Services
- Procurement/Office of Institutional Equity
- ✤ Registrar
- Admissions
- Purdue Online Learning
- Teaching and Learning Technologies
- ✤ Wiley
- College of Education
- College of Veterinary Nursing
- Marketing
- Prioritization Committee
- Information Technology/Web Design
- Other



Meetings, Meetings, and More Meetings





What We Accomplished?

Language to capture data in two areas:

Area 1a: Incorporating the language below into the application and registration systems for distance programs to allow OIRAE and the Registrar to provide accurate data for the annual NC-SARA reporting which occurs every Spring, specifically to assist in meeting Section 5.2: item 10 in the NC-SARA manual, which states we must know where our students are physically located while enrolled in courses not just their permanent address. 1a components correspond with H: i, ii on the checklist that Amanda created in 2018.

- You have registered for an online program offered by Purdue University. State and federal regulations require Purdue University to verify your physical location when taking online courses.
- 2. In which state will you be physically located while completing the online program?
- I understand that if I move across state lines during a term, that I must update this information.

Area 1b: Incorporating the language below into the application and registration systems for programs that lead to professional licensure to allow OIRAE and the Registrar to provide accurate data for the annual NC-SARA reporting which occurs every Spring, specifically to assist Section 5.2: item 10 in the NC-SARA manual, which states we must know where our students are placed for their experiential learning (field placements) while enrolled in a professional licensing program. 1b components correspond with H: i, ii on the checklist that Amanda created in 2018.

- The program you have applied for has a field experience, internship, or clinical hours requirement. We understand that this experience may take place in a state that may differ from the state in which you will be located while completing your online, or other coursework. On the other hand, it may differ from the state you permanently reside.
- For example, you may cross a state border in order to complete your field experience, internship or clinical hours.
- In which state will you be physically located while completing that field experience, internship, or clinical hours?

Area 2: Disclosures on Website correspond with mandates from Section 5.2 SARA Manual/Item 10 of SARA Renewal-Disclosure requirements and State Authorization (34 CFR 668.71--668.75 Misrepresentation; which specify as a Title IV receiving public institution, we are responsible for posting these said disclosures, which notify the students of departmental requirements before enrolling in a chosen degree program. This corresponds with H: i, ii on the checklist that Amanda created in 2018. The three disclosures are for collectively displaying on each of these departmental websites: Education, Vet Nursing, Purdue Online.

 I understand Purdue University cannot guarantee placement within specific requested districts/schools.

 I have been informed that this online program has pre-requisites and will be held accountable for any additional fees and placement opportunities.

3. I understand the program that I am applying for does/does not lead to state licensure

PURDUE UNIVERSITY

Disclaimer: The content of this slide was vetted by Purdue's legal counsel.

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The DOE Progression for Online Learners

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TakeAways:

- The Foundation of Regulatory Compliance for out-of-state activities of the institution is THE STATE....
- Liability mitigation/avoidance to the institution.
- Moral obligation to the student by the institution.
- SARA participating institutions must follow the requirements acknowledged in the initial SARA application, renewal application, and SARA manual. (The alternative is individual state applications, fees, reporting, and renewals to obtain individual state compliance).
- For courses and programs leading to professional licensure, notify current and prospective students whether the course or program meets licensure board prerequisites in the state where the student is participating in the course or program.

Present Requirements

2016-2018 Federal Regulations:

- 34 CFR 600.2 Definitions: State Authorization Reciprocity Agreement -DELAYED
- 34 CFR 600.9 (c) State Authorization for distance education or correspondence courses – DELAYED
- 34 CFR 668.50 Institutional disclosures for distance or correspondence programs -DELAYED
 Note that the Department of ED did not
- delay 34 CFR 600.9 (d) State Authorization of foreign locations of domestic institutions. EFFECTIVE DATE REMAINS JULY 1, 2018

Future Requirements

A Combination of Both Past and Present Requirements

 The institutions cannot choose whether they wish to follow the laws and regulations of the state where the institution participates in activity.
 Institutions must be compliant in the states where their activities occur.
 So, the message is simple. Keep focused on

state compliance including state licensure boards for the courses and programs offered out of state.

• State regulations

- SARA requirements (Contract #10 & Manual 5.2)
- Federal regulations currently effective
 668.43(b) Institutional
 Information (Student Complaint
 location)

 668.71 and 668.72 (c) (2) Misrepresentation – with specific language about professional

602.17(g)(2) – at registration or enrollment, in writing, notify students of any projected additional student charges (proctoring)



Our Progress

Steps of the State Authorization Journey

Step 1- Does your degree program, course, or activity take place outside the state of Indiana?

If No, then No Action Needed

If Yes, then Proceed to Next Step

Step 2- Does the degree program, course, or activity take place in a SARA state?

If No, then Call Marcelle Jones 765-496-7947 or Proceed to <u>http://nc-</u> sara.org/about

If Yes, then Proceed to Next Step

Step 3- Does the degree program, course, or activity involve ANY of the 9 physical presence triggers in the NC-SARA state? **Please Note**: There may be restrictions in a non-SARA state like CA.

If No, then No Action Needed

If Yes, then Call Marcelle Jones 765-496-7947 or Proceed to NC-SARA http://ncsara.org/about and http://nc-sara.org/content/sara-and-physical-presencestandard

Step 4- Does the degree program, course, or activity require approval by the applicable out-of-state higher education agency? **Please Note**: Operation in a NC-SARA state is subject to Professional Licensure Notifications, Data Reporting to NC-SARA, and Specific Language used in contracted supervised fields.

If No, then No Action Needed

If Yes, then Call Marcelle Jones 765-496-7947 or Proceed to: https://qa.www.purdue.edu/innovativelearning/

Structure: Courtesy of Vanderbilt University

State Authorization, Federal Regulations, and NC-SARA

MARCELLE JONES, MS, CADAC, CMHFA PROGRAM ACCESSIBILITY AND COMPLIANCE SPECIALIST, DIGITAL EDUCATION PURDUE UNIVERSITY

PURDUE UNIVERSITY

Our Progress

licensing boards, and advise the student to determine whether the program meets

Met

Met

Met

In

Progress

Met

Met

Met

Met

Met

Met

Met

Met

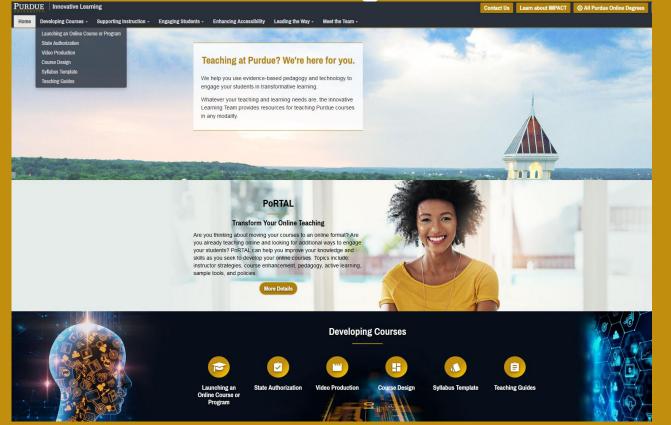
Met Met

		requirements for licensure in the state where the student lives.
Disclosure Checklist for Online Programs at Purdue University		
This checklist is a general reference guide for determining compliance with various disclosure requireme	and a state of the	II. Institutional Disclosures
online programs required by the National Council for State Authorization Reciprocity Agreements. Federal Title IV		
other Federal regulations. This checklist applies only to online programs. In addition, as federal and state regulat		a. Disclosures that Require Additional Information and/or modification specific to Digital
requirements may change, this list should be compared to the most recently issued regulations.		Education Programs
requirements may change, this is a should be compared to the most recently issued regulations.		Student Complaint Disclosures
Individuals creating the communication, webpage, advertising, promotional and other marketing materia	als for any online	A. Website including information on the procedure students may follow to file a complaint
program must observe federal regulation 34 CFR § 668.71, which prohibits the University, its representatives, and	its service	with Purdue University, the Higher Learning Commission, and the Indiana Commission
providers from making any substantial misrepresentation about the nature of its educational programs, its financial charges, or the		for Higher Education and the relevant agency in each other state in which students
employability of its graduates. This prohibition applies to all forms of communication, including the required disc	losures set forth	enrolled in digital education programs reside
below. The department delivering the academic programs, with assistance from data provided by University adm	inistrative offices,	(https://www.purdue.edu/innovativelearning/developing-courses/licensure-
such as the registrar's office, the bursar's office, and financial aid are responsible for ascertaining all factual inform	nation and data	authorization/pwl/notifications/default.aspx)
points included on any disclosure given to enrolled or prospective students.		authorization/pwi/notifications/default.aspx)
Distance Devicements	Chantan I	D. Diversity of a second se
Disclosure Requirements	Status	B. Direct disclosure to enrolled students containing the same information as that in II.a.
		above.
1. Program Specific Disclosures		Program Integrity/Privacy Disclosures
		A. General description of the procedures the University uses to ensure student privacy and
 Provide a full description of the course or program, and information about institutional and 	Met	program integrity (i.e., to ensure that the student who registers in a distance education
program requirements necessary for admission into the digital program, including any special or		course is the same student who participates in or completes the course and receives
exceptional program requirements.		academic credit (https://www.addl.purdue.edu/Portal/ACC_Info/Privacy)
(https://vet.purdue.edu/nursing/DL/admissions-process.php)		
		B. Disclosure of any additional costs to the student associated with the verification process
b. Provide profiles for all faculty and other instructional personnel that will teach the	No Met	(if any)
course/program (the concern here is lecturers and other course instructors not already listed on		b. Other Institutional Disclosures: Purdue University already makes these disclosures through its
the general department website)		webpages. Purdue Online may consider the existing availability of this information on its
(https://vet.purdue.edu/nursing/team.php)		webpage to be sufficient, or may include a link to this information on the Digital Education
c. Program accreditation status, including the meaning of accreditation status and accreditor's	Met	General Webpage:
contact information (https://vet.purdue.edu/about/accreditation.php)		
d. Tuition, fees and other costs associated with enrollment in the program	Not Met	a. Institutional accreditation status, including the meaning of accreditation status and the
e. Estimated cost of books and supplies (https://vet.purdue.edu/dvm/financial-aid.php)	Met	accreditor's contact information. Available at
f. All program-specific fees (i.e., technology, lab and other fees specific to the program in which	Met	https://www.purdue.edu/oirae/accred.html
the student is enrolled, transportation costs related to practicum and clinical experiences or		b. University Admissions Requirements. Undergraduate Admissions Requirements available
in-person course requirements for hybrid programs)		at: https://admissions.purdue.edu/; Graduate Admissions Requirements available at:
(https://vet.purdue.edu/nursing/DL/current-students.php)		https://www.purdue.edu/gradschool/prospective/gradrequirements/index.html
(http://webbala.com/html//be/cartere.stoberte.php)		c. University Refund Policy:
*Note: This may be accomplished by including a link on the Bursar website found here		https://www.purdue.edu/bursar/tuition/refundWithdrawals/refundPolicy.html
(https://www.purdue.edu/bursar/tuition/feerates/2018-2019/underGraduate/fallSpring.html)		d. University Withdrawal Procedures:
and indicating which fees are/are not applicable to 100% online programs and/or hybrid		https://www.purdue.edu/bursar/tuition/refundWithdrawals/withdrawalProcedures.html
programs, as applicable.		e. Return of Federal Title IV Funds:
g. All program-specific admissions requirements	Met	https://www.purdue.edu/bursar/tuition/refundWithdrawals/titleIVFunds.html
g. An program-specific dumissions requirements (https://vet.purdue.edu/nursing/DL/admissions-process.php)	Met	f. Link to University's information regarding accessibility for students with disabilities, as
 h. For Programs Leading to Professional Licensure the following disclosures are required: *Note: 	In	applicable to an online program
		g. University Financial Aid Office for information about all available forms of financial aid:
"Programs Leading to Professional Licensure" is defined as programs represented to prepare	Progress	
students for an occupation for which, at completion of the program, a local, state or federal		https://www.purdue.edu/dfa/ h. Study Abroad Academic Policy: https://www.purdue.edu/IPPU/SA/Policy/index.html
license, or nongovernmental certification is required (i) as a precondition for employment, (ii) to		
perform certain functions, or (iii) to meet additional conditions that are generally needed to		and credit transfer information:
secure employment.		https://www.purdue.edu/IPPU/SA/FacultyStaff/creditTransfer.html
i. Explicit statement as to whether the course or program, including clinical or experiential	In	 University Copyright Policy: <u>https://www.purdue.edu/policies/academic-research-</u>
practice, meets the professional licensure standards in all states in which the institution	Progress	affairs/ia3.html
enrolls students, <u>or</u>		j. University transfer of credit guidelines:
ii. After making all reasonable efforts to make such a determination, if unsuccessful, the		https://www.admissions.purdue.edu/transfercredit/index.php
institution may notify the applicant or student in writing that the institution cannot confirm		
whether the course or program meets requirements for professional licensure in the		
student's state, provide the student with current contact information for any applicable		

PURDUE UNIVERSITY.

Disclaimer: The content of this slide was vetted by Purdue's legal counsel.

Our Progress



https://<u>PurdueInnovativeLearnin</u> g/

PURDUE UNIVERSITY.

Professional Licensure and State Authorization

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This applies to Purdue Online Learning programs ONLY. Students from these states who are interested in our on campus programs are encouraged to con Purdue University.

Welcome to State Authorization

Purdue University participates in federal financial aid programs under Title IV of the Higher Education Act of 1965. Therefore, Purdue University is required 1 comply with the Program Integrity Misrepresentation rules published in 2010 and State Authoration regulations (which vary from state to state) in applica to online/distance education programs. The regulations require institutions of higher education to obtain approval from the states in which they provide postsecondary education programs. The regulations allow authorization to come directly from a state or through a "state authorization reciprocity agreeme Purdue University, located in Indiana, is currently authorized by or pursuing authorization from all states.

Purdue University participates in the State Authorization Reciprocity Agreement (SARA), which is an agreement among states that establishes national standards for the interstate offering of postsecondary distance education courses and programs. Through SARA, Purdue may provide distance education t residents of any other SARA member state without seeking authorization from each SARA member state. All states, other than California, participate in SARA, and Purdue has received approval or exemptions from them. Courses and programs incorporating an 'experiential learning' experience are consider distance education. Under SARA, an 'experiential learning' experience means the student reports directly to a supervisor, mentor, faculty member or other qualified professional, located in the host state, who has a direct or indirect reporting responsibility to the institution where the student is enrolled, whether not credit is granted. Examples of 'experiential learning' experience include internships, clinicals, student teaching, or the like.

We urge you to review the regulations regarding authorization of your specific state if you are all of the following:

- a U.S. citizen
- do not live in Indiana
- are thinking about enrolling in a Purdue University online program

If you become a Purdue University student, you are responsible for checking program authorization and licensure requirements in your state of residence. Rules and regulations vary by state. If you move to a new state, you are responsible for ensuring our program is approved in your new state.



https://ProfessionalLicensureStateAuthorization/

Our Progress

Disclosures for Faculty/Student



On this page:

Accreditation

- Disclosures for Professional Licensure
- Purdue Online Learning Student Complaint Policy
- Filing Complaints at Purdue University
- State Authorization Reciprocity Agreement (SARA)
- Student Complaint Information by State and Agency
 Are you Ready to be a Boilermaker?
- Purdue's Refund Policy
- Withdrawing from Purdue University
- Returning of Federal Title IV Funds
- Contacting the Disability Resource Center
- Study Abroad Academic Policy and Credit Transfer
- International Enrollments
- Purdue's Copyright Policy

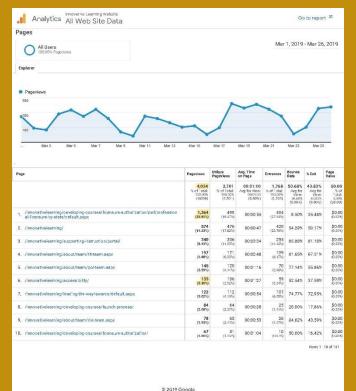


Data Analytics Reports

New State Authorization Website Visits



72 WORKSHOPS; 40 FACULTY assisted in 2018-2019



PURDUE UNIVERSITY

What are Next Steps?

- Implement SPLASH notice
- Track student location for State Authorization and NC-SARA
- Track student placement across state lines
- Educate on DOE final rulings
- Implement a campus-wide Out-of-State Educational Activities Policy
 - The policy supports, at least two of the fours key pillars, outlined in our 2013 strategic plan. First, is Affordability and Accessibility and second is Transformative Education.
 - The policy also reflects the university's mission; particularly "we are innovators discovering new ideas and solutions that will foster a positive global impact".
 - The approach allows for fostering goodwill, clear understanding of requirements across academic departments, and implements the Universal Design for Learning pedagogy.



Questions



Contact Information: Marcelle Jones Program Accessibility and Compliance Specialist- Online Learning Purdue University | Teaching and Learning Technologies Phone: 765-496-7947 Email: Jone1772@purdue.edu *Designated Title IX Reporter *QPR Suicide Prevention Gatekeeper *Quality Matters Certificate of Completion





COMMUNICATING ABOUT STATE AUTHORIZATION



Lisa Siefker, State Authorization Program Manager The Ohio State University

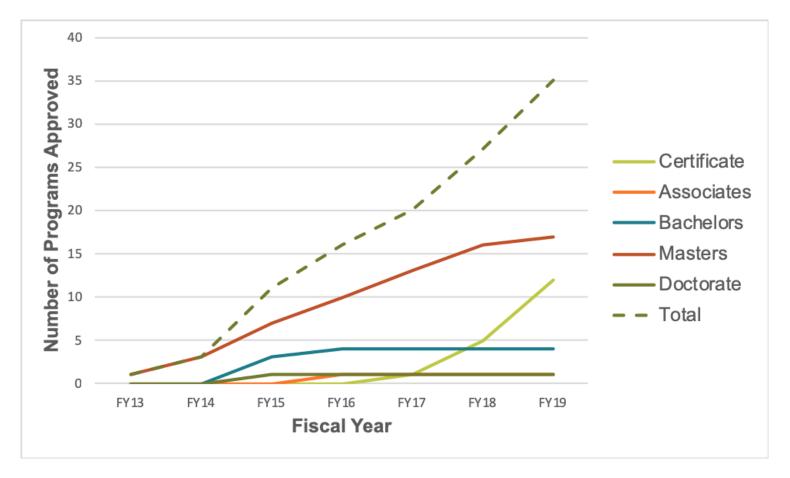
Ohio State in a Nutshell



Public
Enrollment: 68,100
Decentralized
15 colleges
5 regional campuses
SARA institution



Online Program Progress





Office of Distance Education and eLearning

CHALLENGES

Complex regulations

Changing requirements

Faculty & staff turnover

Independent academic units



Office of Distance Education and eLearning

Connecting to Ohio State's Mission

MISSION

- ✓ Creating & discovering knowledge
- ✓ Educating students
- Preparing students to be leaders & engaged citizens
- ✓ Fostering a culture of engagement & service

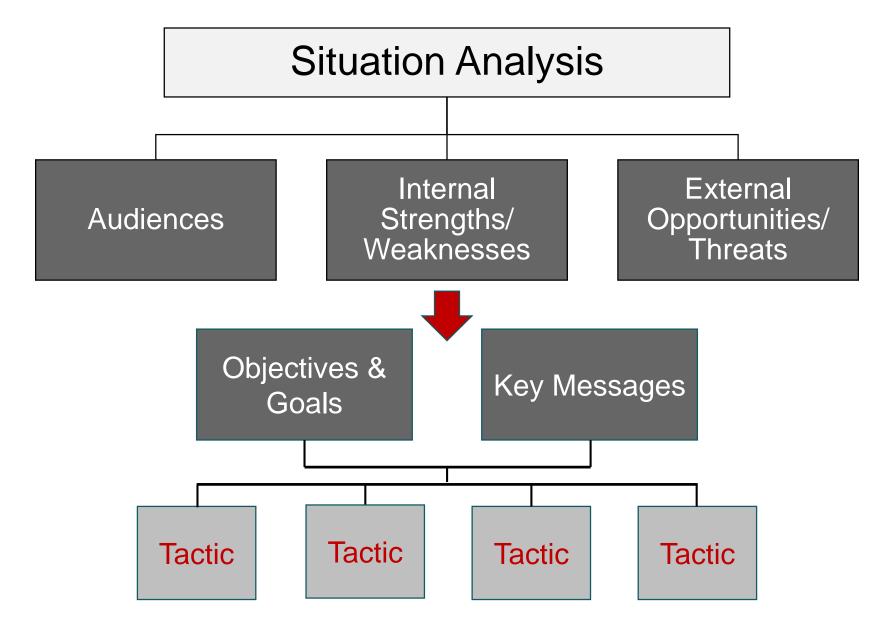
- ✓ Excellence
- Diversity in people & ideas
- \checkmark Inclusion
- ✓ Access & affordability
- ✓ Innovation
- ✓ Collaboration
- Integrity, transparency & trust

GOALS

- ✓ Teaching & Learning
- Access, Affordability
 & Excellence
- ✓ Operational Excellence
- ✓ Resource Stewardship

oaa.osu.edu/mission-values-and-core-goals

DEVELOP A STRATEGY



DEVELOP A STRATEGY: Key Messages

STAFF

- The state authorization team is here to help
- Compliance is a collective responsibility we're all in this together
- Regulations change

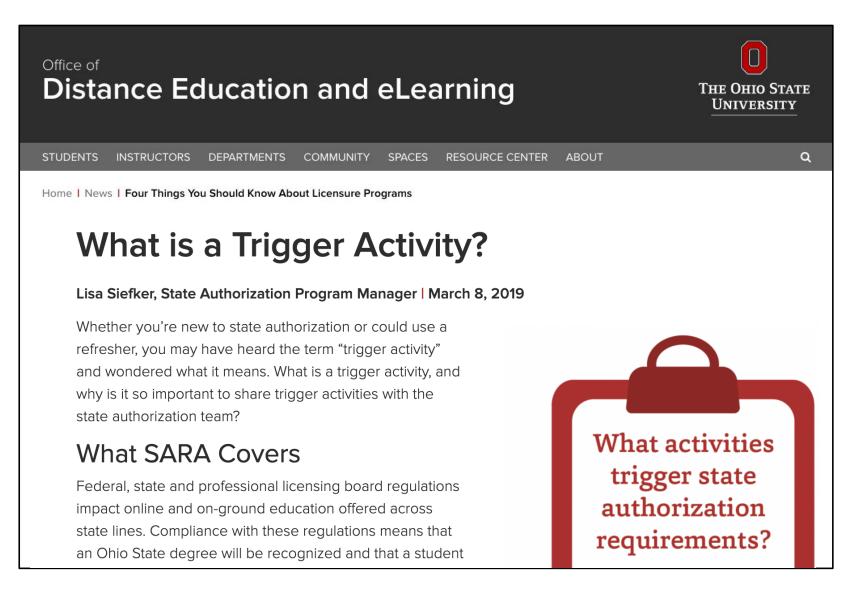
STUDENTS

- Your location matters
- Ohio State researches regulations to make sure a program meets requirements in your state

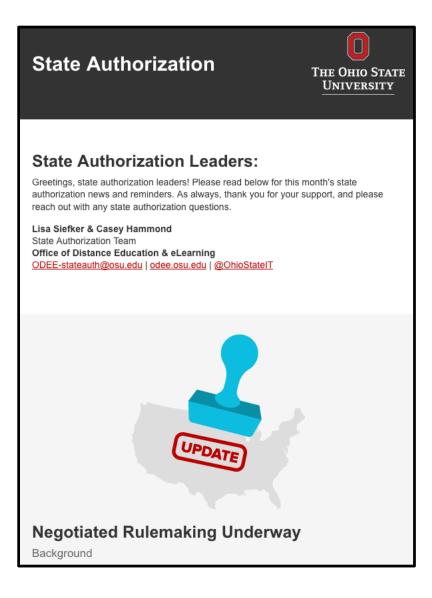
LEADERSHIP

- SA team works to maintain value of Ohio State degree, regardless of student location
- Participation in SARA streamlines compliance, but doesn't cover everything

TOOL: Monthly Web Articles



TOOL: Monthly Stakeholder Newsletter



- Listserv 281 stakeholders
- Regulatory updates
- Changes in
 authorization status
- SARA policy updates
- Reporting deadlines
- Reminders

TOOL: Faculty & Staff Web Content

IN THE NEWS

March 8, 2019 What is a Trigger Activity?

February 11, 2019 Get Involved in State Authorization

January 11, 2019 Can Online Programs Enroll Students Outside the U.S.?

SEE MORE NEWS

QUICK LINKS

SARA

Out-of-State Educational

Activities Policy

Resources

Reporting Forms

FAQs

Authorization Map

International Enrollments

Contact us

MONTHLY NEWSLETTER

March 2019 🖉

SEE NEWSLETTER ARCHIVE

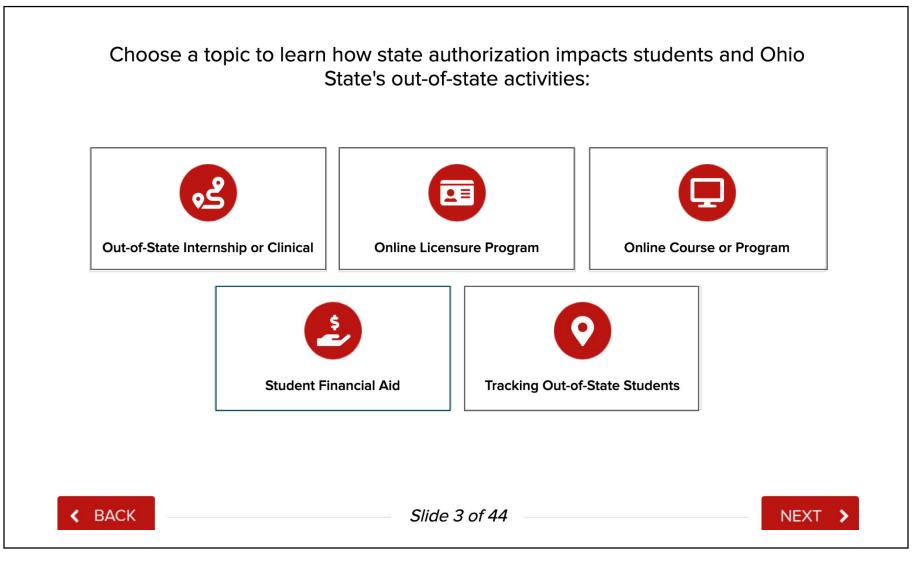
EVENTS

State Authorization Advisory

Committee Meeting

April 24, 2019 10 am - 11 am Enarson Conference Rm

TOOL: Online Training Module

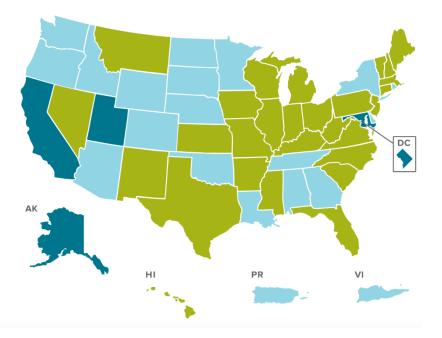


TOOL: Student-focused Web

Authorized

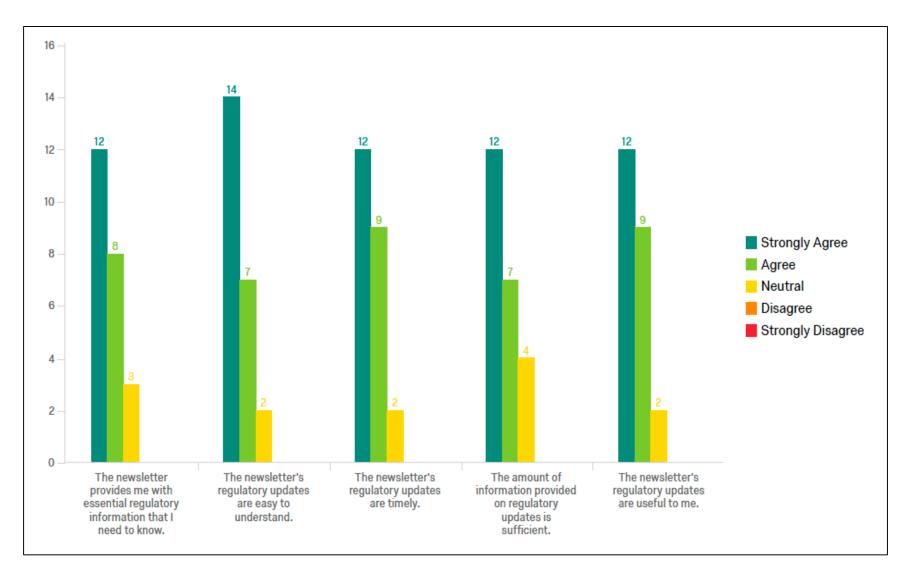
Limited Authorization

Program Not Available





TOOL: Data & Surveys



Top 3 Takeaways

OHIO STATE

- \checkmark Connect to the mission
- Complete a situation analysis to identify key messages & objectives
- Establish a regular communication schedule (and stick to it)

PURDUE

- Apply principles from strategic plan
- ✓ Focus message on the student
- Never give in. Never, never, never.
 (Churchill, 1941)