



Fuel The Flame

The 2013-18 Strategic Plan for Northern Kentucky University



Education is
**the kindling
of a flame,**
not the filling
of a vessel.

SOCRATES



A flame.

In 1968, when Northern Kentucky State College was founded, the leaders of the institution considered six different designs for the new crest. While the proposed designs varied in several respects, there was one consistent element: a flame.

The flame, which has always graced the seal of our University, represents enlightenment. It symbolizes our collective quest for knowledge, truth, and beauty.

The flame also symbolizes our appreciation that, within the heart and mind of each student, there is a natural spark of curiosity and desire. At our University, we have a responsibility to transform that innate spark into a lifelong passion for greater understanding, a commitment to excellence, and a desire to serve.

What you are about to read is the plan that will enable us to achieve that ambition. This plan, which was created by the entire University community, will build upon our existing strengths while promoting further innovation and creativity. And this plan will lead us to 2018 – the 50th anniversary of the founding of this institution.

But a plan is only as good as its implementation. It is the combination of planning and execution that will define our impact – and distinguish our University. While we take justified satisfaction in the results of our planning process, we must now focus with even greater energy and determination on execution.

As we embark on that work, I draw strength from reflecting on the women and men who founded our University. They inspire us to believe that, with ambition, planning, and hard work, great things are possible.

Only 45 years ago, these women and men had the audacity to embrace a bold dream. They believed that they could transform farmland into a modern, comprehensive university. Today, their ambitious dream has come true. I believe we have an obligation to honor their legacies with a sustained commitment to achieve the bold aspirations articulated in this plan.

Now it is our time. ***It is our time to fuel the flame.***

Geoffrey S. Mearns

President

Our Mission

As a public comprehensive university located in a major metropolitan area, Northern Kentucky University delivers innovative, student-centered education and engages in impactful scholarly and creative endeavors, all of which empower our graduates to have fulfilling careers and meaningful lives, while contributing to the economic, civic, and social vitality of the region.

Our 2018 Vision

NKU will be acclaimed by students, alumni, the region, and the commonwealth for:



Our Core Values

We will promote a culture that fosters and celebrates **EXCELLENCE** in all that we do. We will engage in honest, fair, and ethical behavior, with **INTEGRITY** at the heart of every decision and action. Ours will be a community that embraces **INCLUSIVENESS**, diversity, and global awareness in all dimensions of our work. We will approach our work – how we teach, engage, and serve – with creativity and **INNOVATION**. And we will maintain a climate of **COLLEGIALITY** built on respect and characterized by open communication and shared responsibility.

These are the **core values** that NKU embraces as we go about our work:





In 1968, our founders dreamed of transforming this farmland into a modern metropolitan university to serve our region.

Our Past

It all began in 1946 at the Trailways Bus Station in Covington, Kentucky. A handful of students and instructors participated in classes offered through the University of Kentucky's educational extension services. The students were secretaries, recent high school graduates, and World War II veterans on the G.I. Bill. These students took a variety of courses, including beginning math, typing, first-year business classes, and English. The instructors were area high school teachers.

In the years that followed, a bipartisan group of members of the Northern Kentucky community lobbied for a new institution, which paved the way for the creation of Northern Kentucky State College in 1968. Just a year later, more than 1,000 students were enrolled as the institution began to prepare for a move to its new home in Highland Heights. The campus grew quickly, soon adding a law school and a residential village.

In 1976, the institution became a university. The campus continued to expand, with enrollment topping 8,000 students in 1980 and 10,000 students less than a decade later. Year after year, the University responded to increasing student demand by establishing new academic programs at both the undergraduate and graduate levels, including the doctoral degree.

The 1990s saw unprecedented community engagement and new strategic partnerships, all of which brought national recognition to the University for its contribution to the economic and social vitality of the Northern Kentucky region. NKU would become a perennial member of the President's Higher Education Community Service Honor Roll. And when the Carnegie Foundation created a new designation for community engagement, NKU would be part of its inaugural class.

Our students also excelled in athletics, bringing home three NCAA Division II national championships in the first decade of the 21st century – women's basketball titles in 2000 and 2008 as well as a men's soccer crown in 2010. With new facilities, the University envisioned a transition to the highest level of intercollegiate athletics, and we began the reclassification as an NCAA Division I institution in 2012.

From its first days, NKU would be a place where faculty and staff put students at the center of learning and made student success their life's work. This University is a place where the flame within each student is fueled and the dream within each person is realized.



Our Present

Today, NKU is a large and respected university with more than 15,000 students who are served by more than 2,000 faculty and staff. Our University is proudly supported by nearly 55,000 alumni who are part of Norse Nation.

The campus has blossomed into an academic, social, and cultural hub. This past academic year, NKU offered 68 bachelor's degrees, 6 associate degrees, 23 graduate programs, 29 graduate certificates, a juris doctor, and doctoral degrees in educational leadership and nursing practice. We enrolled students from 104 Kentucky counties, 40 states, and 54 countries. Students come from across the commonwealth and around the world for the personalized education that has defined NKU since its founding.

Despite our growth, the University still offers small classes taught by outstanding teacher-scholars who care deeply about the wellbeing and success of their students. Students continue to work alongside revered professors on undergraduate research projects that address the challenges facing our communities and our world. And more students participate in study abroad experiences than at any time in the University's history, adding to the rich multicultural fabric of the campus.

When our students aren't in the lab or studying across the globe, they take advantage of their metropolitan surroundings – interning at the region's numerous Fortune 500 companies and entrepreneurial startups, living in a vibrant and enterprising community, and exploring cultural and social opportunities in their own backyard. On a safe and secure campus, they participate in more than 200 student organizations ranging from governance to video gaming.

Each year, NKU welcomes a freshman class that is more prepared than ever before, with higher ACT scores and higher high school GPAs. We have become the first choice for a growing number of talented students from across the region and around the world. And last academic year, our University proudly conferred degrees to a record number of graduates.



Our Future

The year is 2018. As our University reaches its 50th anniversary, we celebrate a new era of achievement. The talents and energy we have invested into the implementation of our strategic plan have made our bold vision a reality. Our focus on student success and innovation has paid off – the flame within each of our students burns brighter than ever.

Our foundation of institutional excellence and inclusiveness has been strengthened through innovation and by our commitment to the success of our students in the classroom and beyond graduation. Each new initiative we have undertaken since the creation of our plan has revolved around this guiding principle. We engage our students earlier and more completely than ever before. And more of them are graduating fully prepared for a successful career and a meaningful life.

We know student success begins long before graduation, so we continue to seek ways to work more closely with our education partners to prepare our region's youth for college and career. We engage elementary students to nourish their enthusiasm for learning, and our faculty are instrumental in helping to prepare students at every level for college. And in doing so, we continue to grow our own enrollment.

To prepare our students for an increasingly dynamic and competitive world, we set and maintain rigorous standards in all of our programs. Our students asked us to demand excellence, and we do. Prospective employers and community leaders tell us that, in addition to content knowledge and critical thinking skills, we promote and develop communication and leadership skills. We ensure that our graduates are empowered with broad knowledge and transferable skills that prepare them to deal with the complexities and challenges of the 21st century.

We also offer an expanded number and variety of experiential learning opportunities for our students. These practical, real-world opportunities enable our students to develop valuable skills while applying what they learn to the world around them. A broad-based foundation from the liberal arts, combined with experiential learning opportunities, develops the powers of the mind and enables graduates to solve new problems as they make valuable contributions at the workplace and in society.

To further promote student success, we serve both traditional and post-traditional students. We have more residential housing opportunities for traditional students, and we have many campus activities that engage our students. Because nearly half of our students who earn an undergraduate degree each year are 25 years of age or older, we provide expanded services to post-traditional students, such as those who transfer from other colleges, adults who attend part-time, and returning veterans. To serve a diverse student population, we use technology to improve access and educational

A CONTINUUM OF DISCIPLINARY INTEGRATION



outcomes. We continue to embrace the tools that will help us better serve our students.

As innovators, we are a leader in transdisciplinary education and inquiry. Transdisciplinary teaching and learning expands upon and extends the principles of interdisciplinary study by fostering a holistic approach to studying topics that arise at the intersection of business, science, law, and culture. A transdisciplinary approach integrates the content, methods, and perspectives of multiple disciplines to extend our knowledge beyond any single, specific domain and deepen our understanding of real-life experiences, creating greater opportunities to address society's problems. Employers value graduates who have been taught this way, because they are more innovative and more creative. New and enhanced collaborations with employers enable us to strengthen our academic programs.

In addition to transdisciplinary learning, we are deeply committed to community engagement. This attribute has become part of our institutional DNA, and the broad array of such activities provides educational value to our students while fostering economic development and community vitality.

Although student success is our paramount goal, institutional excellence is no less important. We recognize that the efforts and improvements we make toward institutional excellence lay the foundation for student success. Seeking, obtaining, and providing the financial, physical, technological, and human resources needed for a growing university is imperative to achieving our vision. Our University is also efficient with resources, and we continually demonstrate our stewardship to the public.

Diversity, inclusion, and equity are key components to achieving excellence. We foster inclusive excellence and actively pursue excellence in teaching and scholarship that equips all students with the ability to work in a diverse, multicultural society. Inclusive excellence is a collaborative and comprehensive process that integrates inclusion within the classroom and across all constituents of the University community through transformative initiatives that support student success and development.

Our institution and our region depend on the success of our students now and in the future. Through the delivery of distinctive academic programs, Northern Kentucky University is acclaimed by students, alumni, the region, and the state for its success in producing outstanding graduates who contribute to regional progress and economic growth.

Our Goals

GOAL 1

STUDENT SUCCESS

Provide a supportive, student-centered educational environment that promotes academic success, global awareness, and timely graduation.

Communicate and assess clear educational goals and learning outcomes that promote academic and career success

Strengthen and integrate support services for an increasingly diverse student body

Promote inclusive excellence and global awareness

Enhance the student experience

Promote financial access and affordability for students

GOAL 2

TALENT DEVELOPMENT

Increase educational attainment levels of the region by serving more students, producing superior graduates, and promoting lifelong learning.

Enroll more students to increase educational attainment levels

Recruit more transfer students into baccalaureate programs

Produce skilled graduates prepared for the workforce, advanced careers, and graduate education

Assist graduates in the transition from college to work and career advancement

Inspire passion for lifelong learning across the region

Improve college readiness across the region and state

GOAL 3

ACADEMIC INNOVATION

Advance academic programs that are innovative, distinctive, experiential, and transdisciplinary.

Develop and expand transdisciplinary programs, courses, and research

Expand applied and experiential learning opportunities across the curriculum and through co-curricular programs

Develop programs and course delivery methods that meet the diverse needs of our student body

Enhance the quality, relevance, and sustainability of the academic program portfolio

Expand relevant programs in high-demand fields to meet regional workforce needs

GOAL 4

COMMUNITY ENGAGEMENT

Engage with community partners to catalyze regional growth and vitality.

Expand partnerships with business, government, education, and nonprofit organizations

Support regional economic growth and job creation

Provide leadership, coordination, and support for public engagement activities

GOAL 5

INSTITUTIONAL EXCELLENCE

Strengthen the capacity of the University to fulfill its mission and achieve its vision.

Recruit, retain, and develop outstanding faculty and staff

Generate new resources from public funds, private giving, and other revenue streams

Secure our financial future through strategic and innovative investments, partnerships, and resource management

Improve organizational effectiveness

Increase public awareness of NKU's strengths and contributions to the region and state

Provide technology that supports effectiveness and innovation across campus

Expand and maintain facilities to meet the growing needs of the campus

STUDENT SUCCESS IS OUR PARAMOUNT GOAL.

IT IS AT THE CORE OF OUR MISSION AND IS THE FOCUS OF OUR STRATEGIC PLAN. WE PLEDGE TO DEVELOP AND ENRICH PROGRAMS AND ACTIVITIES THAT STRENGTHEN STUDENT SUCCESS.



GOAL 1

Student Success

Provide a supportive, student-centered educational environment that promotes academic success, global awareness, and timely graduation.

Communicate and assess clear educational goals and learning outcomes that promote academic and career success

- Set and maintain rigorous academic standards and expectations for students
- Strengthen critical thinking, communication, and team work skills across the disciplines and through co-curricular programs
- Advance a culture of integrity, ethical behavior, and personal responsibility

Strengthen and integrate support services for an increasingly diverse student body

- Enhance academic advising, career services, learning resources, and other support services
- Tailor services to meet the needs of post-traditional students
- Expand residential learning communities

Promote inclusive excellence and global awareness

- Infuse global and multicultural perspectives into the curriculum and co-curricular programs
- Increase diversity among the students, faculty, and staff
- Expand international educational experiences
- Grow international student enrollment

Enhance the student experience

- Strengthen student programming and wellness activities
- Encourage students to participate in and attend fine arts and cultural activities
- Increase residential housing options and capacity in keeping with demand
- Promote intercollegiate athletics to increase affinity and instill pride
- Encourage alumni to engage with students through involvement in campus activities
- Foster a culture that supports graduate students

Promote financial access and affordability for students

- Advocate for sufficient state support to moderate the need for tuition rate increases
- Increase availability of on-campus student employment
- Increase private funds for need-based student financial aid
- Improve financial literacy of students and their families

THE ABILITY OF OUR REGION AND THE COMMONWEALTH TO COMPETE IN AN INNOVATION-DRIVEN ECONOMY DEPENDS ON STUDENT SUCCESS.

WE WILL WORK CLOSELY WITH REGIONAL EMPLOYERS TO ENSURE OUR GRADUATES HAVE THE KNOWLEDGE AND ABILITIES NEEDED FOR THE WORKFORCE OF TODAY AND TOMORROW. THIS GOAL FOCUSES ON NURTURING, DEVELOPING, ATTRACTING, AND IMPORTING TALENT – PREPARING TEACHERS; COLLABORATING WITH EARLY CHILDHOOD AND P-12 SCHOOLS; ENROLLING AND GRADUATING MORE STUDENTS; AND INSPIRING A PASSION FOR LIFELONG LEARNING ACROSS THE REGION.

GOAL 2

Talent Development

Increase educational attainment levels of the region by serving more students, producing superior graduates, and promoting lifelong learning.

Enroll more students to increase educational attainment levels

- Target traditional and post-traditional students through strategic marketing
- Strengthen student recruitment efforts throughout Kentucky
- Expand recruiting efforts to new student markets

Recruit more transfer students into baccalaureate programs

- Strengthen articulation agreements with regional post-secondary education institutions and develop clear degree pathways for transfer students
- Expand orientation and advising services geared toward transfer students through strategic partnerships with two-year institutions
- Increase marketing and recruiting at community colleges

Produce skilled graduates prepared for the workforce, advanced careers, and graduate education

- Increase co-ops, internships, workshops, and other applied learning experiences
- Align learning outcomes with workforce projections through collaboration with employers and industry groups
- Tap alumni experience and expertise to enhance student learning

Assist graduates in the transition from college to work and career advancement

- Sharpen students' job-seeking skills and guide them in their career searches
- Promote the talent of graduates to regional employers
- Engage alumni to connect graduates to potential employers

Inspire passion for lifelong learning across the region

- Provide opportunities for graduate education that meet regional needs
- Expand credit and noncredit professional development opportunities
- Foster participation and attendance of students, alumni, faculty, staff, and community members at presentations, workshops, seminars, cultural and fine arts activities, and other campus activities

Improve college readiness across the region and state

- Graduate highly prepared teachers and support the continued professional learning of teachers and school administrators
- Strengthen relationships with regional school districts
- Offer an expanded array of dual-credit courses in more high schools

QUALITY ACADEMIC PROGRAMS ARE AT THE HEART OF STUDENT SUCCESS.

WE WILL TAKE TRANSDISCIPLINARY APPROACHES AND PROVIDE REAL-WORLD LEARNING OPPORTUNITIES SO THAT OUR GRADUATES ARE WELL PREPARED FOR LIFE, WORK, AND SERVICE. AND WE WILL HAVE AN ACADEMIC PROGRAM PORTFOLIO THAT IS BUILT UPON NKU'S DISTINCTIVE ATTRIBUTES AND REGIONAL NEEDS.



GOAL 3

Academic Innovation

Advance academic programs that are innovative, distinctive, experiential, and transdisciplinary.

Develop and expand transdisciplinary programs, courses, and research

- Ensure a broad foundation of knowledge through transdisciplinary approaches
- Study market needs and collaborate with employers to design transdisciplinary programs and courses
- Encourage and reward academic departments for transdisciplinary activities
- Develop processes and support for designing and delivering transdisciplinary programs and courses

Expand applied and experiential learning opportunities across the curriculum and through co-curricular programs

- Expand opportunities for students to engage in research, service learning, and capstone courses
- Engage in alliances with industry, business, corporate, and nonprofit partners to build external learning opportunities into programs and courses
- Develop formal processes and collaborative approaches for experiential learning
- Secure external grants that support research, creative activities, and transdisciplinary studies

Develop programs and course delivery methods that meet the diverse needs of our student body

- Grow online, hybrid, and flexible programs and courses to serve the diverse needs of our students and the region
- Develop the capacity and expertise for competency-based learning that serves a new generation of learners

Enhance the quality, relevance, and sustainability of the academic program portfolio

- Identify and invest in distinctive programs
- Assess and modify academic programs for quality, relevance, and sustainability
- Create agile and responsive curriculum approval processes that support innovation
- Engage alumni, employers, and advisory boards to strengthen academic programs and career pathways

Expand relevant programs in high-demand fields to meet regional workforce needs

- Develop new programs and increase capacity in existing programs in high-demand fields, such as informatics and health professions
- Collaborate with other higher-education institutions on program delivery



ACTIVE ENGAGEMENT WITH OUR COMMUNITY DEEPENS THE STUDENT EXPERIENCE AND ENHANCES REGIONAL GROWTH AND VITALITY.

WE WILL APPLY THE TALENTS OF OUR FACULTY, STAFF, AND STUDENTS THROUGH RESEARCH, OUTREACH, PARTNERSHIPS, AND OTHER COMMUNITY ENGAGEMENT ACTIVITIES. STUDENTS WILL LEARN IN A REAL-WORLD ENVIRONMENT AND EXPERIENCE THE FULFILLMENT THAT COMES FROM SERVING OTHERS.

GOAL 4

Community Engagement

Engage with community partners to catalyze regional growth and vitality.

Expand partnerships with business, government, education, and nonprofit organizations

- Expand sponsored research and projects
- Collaborate with community partners to expand applied learning and research opportunities
- Enhance outreach activities in P-12 schools to improve college readiness
- Collaborate with external partners to broaden cultural and artistic activities

Provide leadership, coordination, and support for public engagement activities

- Create a public engagement council to provide support, mentoring, and networking opportunities for faculty and staff
- Catalog, review, and evaluate public engagement activities, beneficiaries, and outcomes
- Actively promote and publicize public engagement activities to students, faculty, staff, and the community
- Promote the expertise of our faculty and staff as a resource

Support regional economic growth and job creation

- Participate in entrepreneurial initiatives that support the generation of new businesses and high-paying jobs
- Promote and enhance collaborative research efforts that lead to business and industry growth

INSTITUTIONAL EXCELLENCE LAYS THE FOUNDATION FOR STUDENT SUCCESS.

OUR ABILITY TO ACHIEVE OUR VISION RESTS WITH FACULTY WHO ARE PASSIONATE ABOUT STUDENT-CENTERED LEARNING AND STAFF AND ADMINISTRATORS WHO ARE DEDICATED TO PROVIDING OUTSTANDING SERVICE AND LEADERSHIP. IN ORDER TO SUSTAIN AND NURTURE THIS VALUABLE RESOURCE, WE WILL TAKE AGGRESSIVE STEPS TO SECURE OUR FINANCIAL FUTURE, IMPROVE EFFECTIVENESS ACROSS ALL DIMENSIONS OF OUR WORK, AND HOLD OURSELVES ACCOUNTABLE TO THE PUBLIC AND OTHERS WHO INVEST IN OUR FUTURE.

GOAL 5

Institutional Excellence

Strengthen the capacity of the University to fulfill its mission and achieve its vision.

Recruit, retain, and develop outstanding faculty and staff

- Attract and support talented teacher-scholars with a passion for student-centered learning
- Match faculty and staffing levels to the evolving needs of the University
- Foster a culture of diversity and inclusive excellence
- Expand professional and leadership development opportunities for faculty and staff
- Sustain a campus culture that values health and wellness
- Create an advantage in recruitment and retention through competitive salaries and benefits

Generate new resources from public funds, private giving, and other revenue streams

- Increase gifts and grants in support of the strategic plan
- Create a culture of philanthropy and stewardship among alumni, faculty, staff, and students
- Strongly advocate for adequate state support for operations and capital needs
- Engage in entrepreneurial activities that generate additional revenue

Secure our financial future through strategic and innovative investments, partnerships, and resource management

- Develop an all-funds approach to budgeting and ensure budget processes align resources with strategic goals
- Steward resources wisely and efficiently to achieve goals
- Assess and modify administrative and support services for quality, relevance, and sustainability

Improve organizational effectiveness

- Update and streamline university policies
- Strengthen regulatory compliance and risk management efforts
- Use data analytics to enable actionable insight
- Enhance internal communications and transparency
- Increase environmental sustainability efforts across the campus
- Improve cross-divisional collaboration and continue to elevate service standards

Increase public awareness of NKU's strengths and contributions to the region and state

- Develop and execute a comprehensive marketing, communication, and branding plan
- Ensure that policymakers and stakeholders are informed and knowledgeable about institutional accomplishments, faculty excellence, and student success
- Engage alumni as advocates for NKU

Provide technology that supports effectiveness and innovation across campus

- Expand faculty capability to engage in technology-enabled learning
- Advance technological solutions that support integrated student services
- Improve administrative systems and data governance

Expand and maintain facilities to meet the growing needs of the campus

- Enhance the physical infrastructure to maximize the continued usefulness of facilities
- Expand campus beautification and placemaking projects that enhance the learning and work environment
- Develop strategic partnerships that improve and expand facilities, particularly the proposed health innovations center
- Implement cost-effective solutions to residential facility needs



Our Process

The NKU strategic planning process began in fall 2012 with a call by President Mearns for nominees to serve on a Strategic Planning Committee. The committee of 11 members, chaired by President Mearns, was introduced at the Spring Convocation in January 2013.

During the spring and summer semesters, the planning process included:

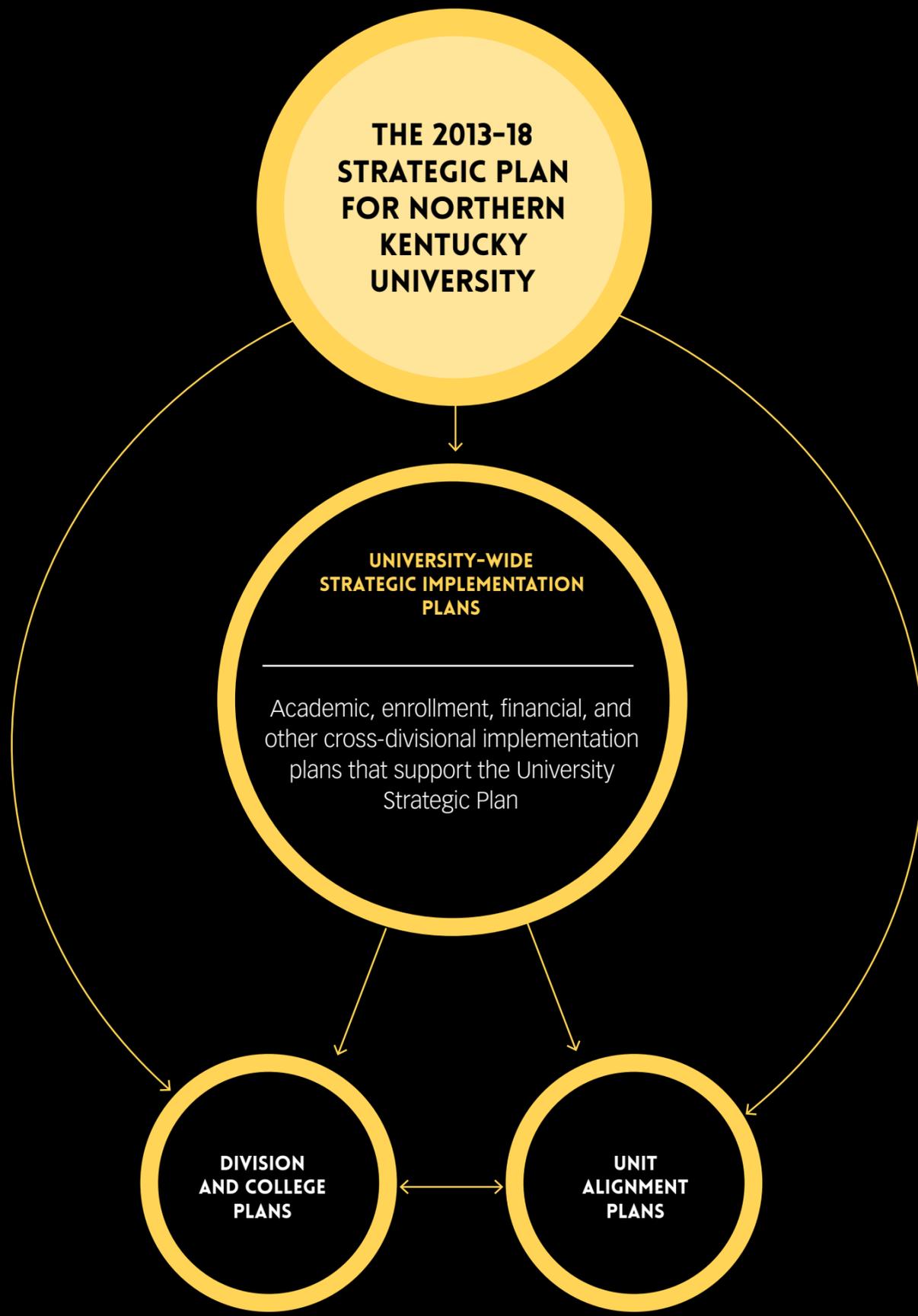
- A website to facilitate communication about the process and timeline
- An online forum to receive feedback about the process and content
- Seven work groups of 112 faculty, staff, students, and community members that examined trends and market forces
- 10 open forums with faculty and students for discussions on themes
- A comprehensive survey completed by nearly 1,000 faculty and staff and 1,900 students
- 20 meetings with external constituents to discuss the needs of the region
- A stakeholder conference with more than 100 internal and external participants to provide advice on the mission, vision, values, and SWOT analysis
- A preliminary presentation at a summer retreat with the Board of Regents to get feedback on the direction and scope of the working draft



.....

The plan was presented to the NKU Board of Regents by the Strategic Planning Committee on November 13, 2013, and the Board unanimously approved it.

The strategic planning committee shared a preliminary draft of the plan with governance groups, leadership councils, and the entire University community in August 2013. That fall, additional open forums and meetings were held to receive feedback from campus constituents.



Our Pledge

Executing this strategic plan requires a renewed investment of time, energy, creativity, and resources. We will take innovative approaches that make NKU more responsive, efficient, and flexible. We will strengthen existing partnerships and reach out to new partners to accelerate progress. Strategies and practices will be informed by data and research, and we will give our partners solid evidence about the University's performance. We will garner public support and make the case for sustained, adequate resources to help fulfill the commonwealth's objectives of increasing college attainment and fueling regional progress.

The faculty, staff, and administrators across this campus eagerly accept shared responsibility for implementing this plan. As an immediate next step, cross-divisional teams will develop focused, university-wide implementation plans to ensure that resources and activities are aligned with the strategic goals of the University over the next five years. Every division, college, department, and office will develop alignment plans that assign responsibility and set timelines.

The University pledges to dedicate existing resources and target future investments to our highest priorities. Transparent and strategic resource allocation processes will help the University stay focused on our stated course.

To ensure our success, we will identify performance metrics and monitor our progress toward the results we desire to achieve. These metrics will help us answer questions such as these: Are more students enrolling? Are they engaged in learning, research, and real-world experiences that lead to academic and career success? Are students completing their degrees? Are they progressing and graduating in a timely manner? Are we training teachers who are equipped to graduate regional high school students who are ready for college? Are graduates critical thinkers and lifelong learners? Are they ready for work? And have we inspired them to be civically engaged and lead meaningful lives?

Our diligent focus on successful student outcomes will ensure that we achieve our 2018 vision with innovative, student-centered education that empowers our graduates for a competitive, global society. Excellence. Integrity. Inclusiveness. Innovation. Collegiality. These are the core values that will guide our work as we fuel the flame for knowledge within each student.



A message from the Board

On behalf of the Northern Kentucky University Board of Regents, I would like to thank the NKU Strategic Planning Committee as well as the faculty, staff, administrators, students, and everyone else who played a role in developing this strategic plan. For more than a year, you contributed your time, energy, and insights into ensuring that this plan is as aspirational as the members of our campus community.

Through forums, online surveys, literature review, committee meetings, one-on-one conversations, and in countless other ways, your vision for our future has helped to guide this process. Because of your involvement, this is a robust and inspirational plan.

This is an exciting time to be part of this University. The past decade has seen tremendous growth, not just in our programs and campus infrastructure but also in our ability to serve this region. NKU has evolved to become a critical contributor to this region's vitality. And the vision articulated in this plan recognizes the role we will play in its future.

Our work has only begun. As we approach our 50th anniversary, it is time to carry the torch our founders have passed to us. Based on the excitement and engagement we saw in the planning process, I am confident it is in good hands.

Dennis Repenning

Chair, NKU Board Of Regents

NKU BOARD OF REGENTS

Dennis Repenning ('79), *Chair*

Elizabeth L. Thompson, *Vice Chair*

Nathaniel G. Smith ('94), *Secretary*

Richard A. Boehne ('81)

Jacqueline S. Emerine

Virginia G. Fox

Terry L. Mann ('80)

Stephen A. Meier ('76)

Erik Pederson

Andra R. Ward ('86)

Brenda L. Wilson

Acknowledgments

STRATEGIC PLANNING COMMITTEE:

Richard L. Boyce

Professor, Department of Biological Sciences

Charles Brown

Toyota Motor Engineering & Manufacturing, North America, Inc.

Katie Cox

Student, Business Management major

Dana Harley

Assistant Professor, College of Education and Human Services

Zachary Hart

Chair, Communications Department, and Associate Professor, Public Relations

Stephanie Hughes

Associate Professor of Management

Denise Robinson

Dean, College of Health Professions

Mary Paula Schuh

Director, Campus & Space Planning

Arnie Slaughter

Director of University Housing

Diane Sticklen-Jordan

NKU Alumna, HRC, Inc.

Geoffrey S. Mearns

President and Committee Chair

Sue Hodges Moore, ex officio

Vice President, Planning, Policy & Budget

Vickie C. Natale, ex officio

Executive Director, Planning & Performance

Kerri Beach, Staff Support

Analyst, Planning & Performance

This plan is a collaborative product of the Northern Kentucky University community, with special thanks due to the individuals listed on the following page.

This publication was prepared by Northern Kentucky University and printed with state funds (KRS 57375). Northern Kentucky University is committed to building a diverse faculty and staff for employment and promotion to ensure the highest quality of work force and to foster an environment that embraces the broad range of human diversity.

The university is committed to equal employment opportunity, affirmative action, and eliminating discrimination. This commitment is consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law.

Discrimination against any individual based upon protected status, which is defined as age, color, disability, gender, national origin, race, religion, sexual orientation, or veteran status, is prohibited. The university will provide equal opportunity to all employees in regard to salaries, promotions, benefits, and working conditions and will monitor these areas to ensure that any differences that may exist are the result of bona fide policies and procedures and are not the result of illegal discrimination. **MC01144**

Sarah
John Filase
Insko • Debra Pearce • Paula Stapleton • Tracy
Ryan • Debra Pearce • Paula Stapleton • Tracy
• Larry Blake • Patrick Reagan • Becky Weather
Perry Bratcher • Gary Clayton • David McClure • Lauren Franz
Richardson • Brian Hackett • Samuel Zachary • Ali Hedges • Toni Wice • Reber
Buckley • Carrie McCoy • Benjamin Anderson • Ryan Padgett • Tina Hoesl • Matt Hackett • S
Sidebottom • Benjamin Anderson • Ryan Padgett • Tina Hoesl • Matt Hackett • S
Theuri • Beth Sweeney • Kathy Steffen • Leah Stewart • Carol Bredemeyer • Denise Lueth
Barry Kienzle • Cheryl Edelen • Kristine Pfendt • Linda Reynolds • Steve Nienaber • Charita Brew
Thomas McGovern • Tracy Schwegmann • Ashley Grimes • Jonathan Cullick • Mark Neikirk • Jeffrey Smith
Kenneth J. Kline • Katie Bontrager • Ashly Grimes • Leo Calderon • Jonathan Cullick • Mark Neikirk • Jeffrey Smith
DeJaco • Sarah Aikman • Jan Hillard • Jim Nilson • Leo Calderon • Jonathan Cullick • Mark Neikirk • Jeffrey Smith
Annie Dollins • Rick Kolbe • Gail Wells • Willie Elliott • Erin Mulligan • Ryan Salzman • Sara Kelley • Sara Kelley • Jeffrey Standen • Emily Detmer-Goebel • Adam Salla
Jennifer Taylor • Kathleen Cox-Barker • James McGuffee • Kent Johnson • Eric Gentry • Ken Bothof • Krista Wiseman-Moore • Sarah Hayley Shaw • Daniela Ginn • Wendy Peek • Roger Zarnowski
Sharyn Jones • Stephen Mueller • James McGuffee • Kent Johnson • Eric Gentry • Ken Bothof • Krista Wiseman-Moore • Sarah Hayley Shaw • Daniela Ginn • Wendy Peek • Roger Zarnowski
lker • Eden Schlosser • Madelyn Mann • Karen Zerhusen Kruer • Arturo Minera • Loren Spataro • Sherry Thiem • Jim Pickering • Kenneth Ramey • Amy Danzo • Kim Vance • Steven Wilkinso
ck Meyers • Jim Nilson • Elizabeth Ruwe • Alex Lytle • Caroline Scheidler • Leslie Pierce • Francois Le Roy • Tira Rogers • Sherry Thiem • Jim Pickering • Kenneth Ramey • Amy Danzo • Kim Vance • Steven Wilkinso
James • Natasha Dempsey • Arne Almquist • Karen Campbell • Sandra Spataro • Sherry Thiem • Jim Pickering • Kenneth Ramey • Amy Danzo • Kim Vance • Steven Wilkinso
nn • Randy Pennington • Joseph Edmonds • Jacob Edmonds • Sandra Spataro • Sherry Thiem • Jim Pickering • Kenneth Ramey • Amy Danzo • Kim Vance • Steven Wilkinso
Caster • Kenneth Jones • Joseph Edmonds • Jacob Edmonds • Sandra Spataro • Sherry Thiem • Jim Pickering • Kenneth Ramey • Amy Danzo • Kim Vance • Steven Wilkinso
ncy Stokes • Dannie Moore • Kurt Sander • David Dunevant • Marilou Singleton • Caryn Connelly • William Landon • Dennis Honabach • Daniel Groner
Ron Burse • Tye Mortensen • Shirl Short • Jeffrey Waple • Lisa Barresi • Alar Lipping • Allen Hornung • Ben Martz • Janet Harrah • Kim Turn
Gorbandt • Vicki Berling • Katherine Kurk • Kathryn Herschede • Kevin Foster • Eric Brose • Janel Bloch • Dennis Honabach • Daniel Groner
Timothy Ferguson • Donald Gorbandt • Jeffrey Waple • Lisa Barresi • Alar Lipping • Allen Hornung • Ben Martz • Janet Harrah • Kim Turn
il Messmer • Mark Wasicsko • William Vermillion • Verl Pope • Eric Brose • Janel Bloch • Dennis Honabach • Daniel Groner
ayton Castle • Cindy Foster • Peter Foster • Chris Bowling • Russell Kerdolff • Susan Mospens
Sallie Parker Lotz • Joyce Couch • Rachel
eggen • Victoria House • David Tru
• Shawn Faulkner • Lori
uthwood • Valerie



www.fueltheflame.com