Board of Regents Retreat

Strategic Planning Process

July 17, 2013

Strategic Planning Progress

- Open forums
- Faculty/staff and student surveys
- Electronic forum for campus constituents
- Seven work groups with 112 participants
- Meetings with external groups (20)
- Electronic forum for external stakeholders
- Stakeholder Conference
Committee Work

- 13 committee meetings thus far
- All members also served as a liaison to a work group
  - Attended open forums on campus and several external
  - Attended numerous work group meetings Jan. – March
  - Attended and presented at Stakeholder Conference
- Completed SWOT analysis
- Revised Mission, Vision and Core Values
- Completed overarching goals and objectives
Forums and Meetings

✓ On campus Open Forums - Over 500 participants attended 10 open forums.
  ▪ 7 for faculty/staff
  ▪ 3 for students

✓ External group meetings — President Mearns has met with 20 external groups, including alumni, HR leaders, CEOs of regional businesses, the Joint Chambers of Commerce, city/county officials, superintendents, and other external stakeholders.
What do you perceive as challenges for NKU? *(Choose all that apply.)*

A. Recruitment and retention of quality students
B. Recruitment and retention of quality faculty and staff
C. Regional competition
D. Online competition
E. Funding from the state
F. Other funding sources
G. Affordability for students
H. Other challenges

![Bar chart showing the number of responses for each challenge.
A. 36
B. 36
C. 30
D. 26
E. 42
F. 27
G. 34
H. 15]
Do you think NKU should strive to be known as a leader for any of the following? (Choose your top three)

A. Online learning
B. Flexible scheduling
C. Responsive to regional and state priorities
D. International studies
E. Serving post-traditional students
F. Innovative teaching and active learning strategies
G. Graduate programs
H. Other

Sample Findings from Planning Forums

 NKU has become a first-choice institution.

 Sustaining our commitment to academic program excellence is a high priority among faculty, staff, students, and stakeholders.

 Students expect and want high standards and academic rigor.

 NKU has an innovative, responsive culture.
Sample Findings from Planning Forums

✓ The university strongly values its commitment to serving both traditional and post-traditional students.

✓ Undergraduate research and public engagement activities are vital experiences for NKU students.

✓ Students and area employers value the benefits of experiential learning.

✓ There is a critical need in the region for highly skilled graduates in the informatics and health care fields.

✓ We need to increase residential options.
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Results of SWOT

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SWOT Analysis - Internal Strengths:

- Up close and personal culture
- Financially stable, efficient, and lean institution
- Strong foundation for serving high demand areas of information technology and healthcare
- Strength in curricular and co-curricular activities and services
SWOT Analysis – Internal Weaknesses:

- Financial constraints due to low state funding
- Low student retention rates and graduation rates
- Not a well-established “brand”
- Difficulty in recruiting and retaining diverse faculty
SWOT Analysis – External Opportunities:

- Division I status creates opportunities for branding
- Regional businesses and corporations are eager to build strong alliances with NKU
- High demand for healthcare and for IT professionals
- Increased residential housing can improve student engagement and campus vitality
SWOT Analysis – External Threats:

✓ Declining state and federal financial support
✓ Lack of rational state funding formula
✓ Decline in the number of high school graduates expected over the next decade
✓ Emerging trend and proliferation of Massive Open Online Courses (MOOCs)
✓ Affordability concerns and issues
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Stakeholder Conference

July 17, 2013

Stakeholder Conference

✓ 112 Invited – included Executive Team, Cabinet, SGA, Faculty Senate, Staff Congress, Foundation Board, Alumni Committee

✓ Mission, Vision and Core Values & SWOT
  ▪ Presentations
  ▪ Suggestion Wall

✓ Visioning Exercise – 9 groups created storyboards

✓ Most Important Question

Stakeholder Conference Themes

✔ Improve the quality of NKU
  ▪ Better retention and graduation rates
  ▪ High placement rates in jobs and grad/prof programs
  ▪ “NKU: The University of Innovation”

✔ More resources to support our students
  ▪ Significant donations & increase in the endowment
  ▪ Development of centers of excellence / trans-disciplinary programs / holistic approach to education
  ▪ Experiential learning / public engagement / corporate-sponsored research / service learning

✔ Be known nationally, serve locally
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Discussion on Process and Input

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Open Forum - Mission, Vision, & Values

✓ Held March 1, 2013
✓ 100 in attendance, 71 participated in response to clicker questions
✓ Feedback received
Survey on Mission, Vision, & Values

✓ Survey open from February 26 through March 20

✓ Faculty/staff responses = 990 (47% response rate)
  - Full-time faculty = 55% response rate
  - Full-time staff = 57% response rate

✓ Student responses = 1,877 (14% response rate)
  - Freshmen  342
  - Sophomores  268
  - Juniors   329
  - Seniors  544
  - Graduates 247
  - Law       64
Mission, Vision, and Core Values

✓ Mission - a statement that delineates, in concise language, why an institution exists and what its operations are intended to achieve.

✓ Vision - A clear description of what the institution intends to become within a certain timeframe.

✓ Core Values - Values are the characteristics we believe are important in how we do our work.
Mission Statement Recommendation

As a public comprehensive university located in a major metropolitan area, Northern Kentucky University delivers innovative, learner-centered education, applied research, and real-world experiences that empower students for fulfilling careers and meaningful lives, while contributing to the social and economic vitality of the region.
Suggested Vision Statement

2018 Vision

Northern Kentucky University is hailed by students, alumni, the region, and the state for:

- Our success...in producing outstanding graduates who meet the region’s talent needs
- Our contribution...to regional progress and economic growth
- Our delivery...of distinctive academic programs
- Our dedication...to the development and wellbeing of our faculty and staff
- Our effectiveness...in managing resources wisely and sustainably
Recommended Core Values

- Excellence
- Innovation
- Integrity
- Inclusiveness
- Collegiality
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Goals and Objectives

July 17, 2013

The Strategic Plan provides the roadmap between the “current state” in 2013 and the “desired state” in 2018.
High-level Goals

- Student Success
- Talent Development
- Academic Innovation
- Community Engagement
- Institutional Excellence
Student Success

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

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

Advance academic programs that are innovative, distinctive, experiential, and trans-disciplinary.
Community Engagement

Engage with community partners to catalyze regional growth and vitality.
Institutional Excellence

Strengthen the capacity of the university to fulfill its mission and achieve its vision.
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Next Steps

July 17, 2013

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<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>July 17, 2013</td>
<td>Outline of strategic plan at Board Retreat</td>
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<tr>
<td>August 16, 2013</td>
<td>Fall Convocation</td>
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<td>August 2013</td>
<td>Present draft to Faculty Senate, Staff Congress, Deans, Council of Chairs, &amp; SGA</td>
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<tr>
<td>September 1, 2013</td>
<td>Dissemination of draft strategic plan to campus</td>
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<td>September 2013</td>
<td>• Meetings with Faculty Senate, Staff Congress, Deans, Chairs, &amp; SGA for feedback on draft</td>
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<td>• Open Forum meetings (Sept 6, 18, 25, &amp; 26)</td>
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<td></td>
<td>• Online forum available</td>
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<tr>
<td>October 2013</td>
<td>Prepare final draft</td>
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<tr>
<td>November 13, 2013</td>
<td>Presentation for Board approval</td>
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<tr>
<td>December 2013</td>
<td>Prepare and print for public distribution</td>
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