



**STRATEGIC PLAN 2025-28**

# **BUILDING FOR THE FUTURE**





*“...a strategic plan with a singular focus on student success.”*





# TIMELINE

**2018 - 2020**

- Three Pillars Framework
- Campus Engagement
- Three Box Solution
- Innovation Challenge



**2020 - 2022**

- **Pandemic Pivot**
- College Work Plans
- Four Student Success Initiatives Launched
- Board of Regents Extension Granted

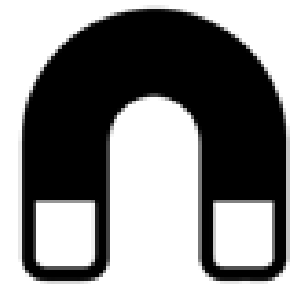


**2022 - 2024**

- **Repositioning Pivot**
- Four Initiatives Work Continues
- Campus Engagement on Next Strategic Plan



# MEASURING SUCCESS



**75.4%**  
Retention Rate  
First-time, Full-time  
FALL 2023 COHORT

Overall

**7.7%**  
3-year Trend

First-Generation

**8.1%**  
3-year Trend

Low Income

**13.5%**  
3-year Trend



**54.1%**  
Graduation Rate  
First-time, Full-time  
FALL 2018 COHORT

Overall

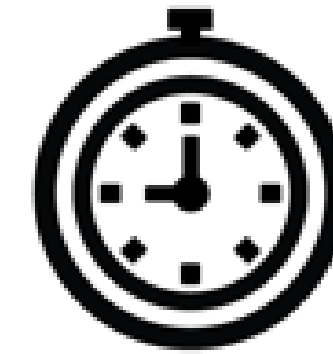
**8.9%**  
3-year Trend

First-Generation

**5.7%**  
3-year Trend

Low Income

**23.6%**  
3-year Trend



**4.34**  
Time-to-Degree  
Bachelor's Degree  
AY 2023-24

Overall

**-0.5%**  
3-year Trend

First-Generation

**-0.9%**  
3-year Trend

Low Income

**-2.9%**  
3-year Trend



## **SUCCESS BY DESIGN STRENGTHS**

- Clear, laser focus on student success
- Simplified framework
- Contributed to institutional highs in undergraduate second-year retention and six-year graduation rates

## **SUCCESS BY DESIGN DEFICIENCIES**

- Neglects other functions of the university
- Challenging for some to draw connections to their work
- Often a top-down approach with initiatives primarily higher-level
- Plan is primarily a one-way street





# OUR MISSION & VISION

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.

NKU will be nationally recognized for being a student-ready, regionally-engaged university that empowers diverse learners for economic and social mobility.



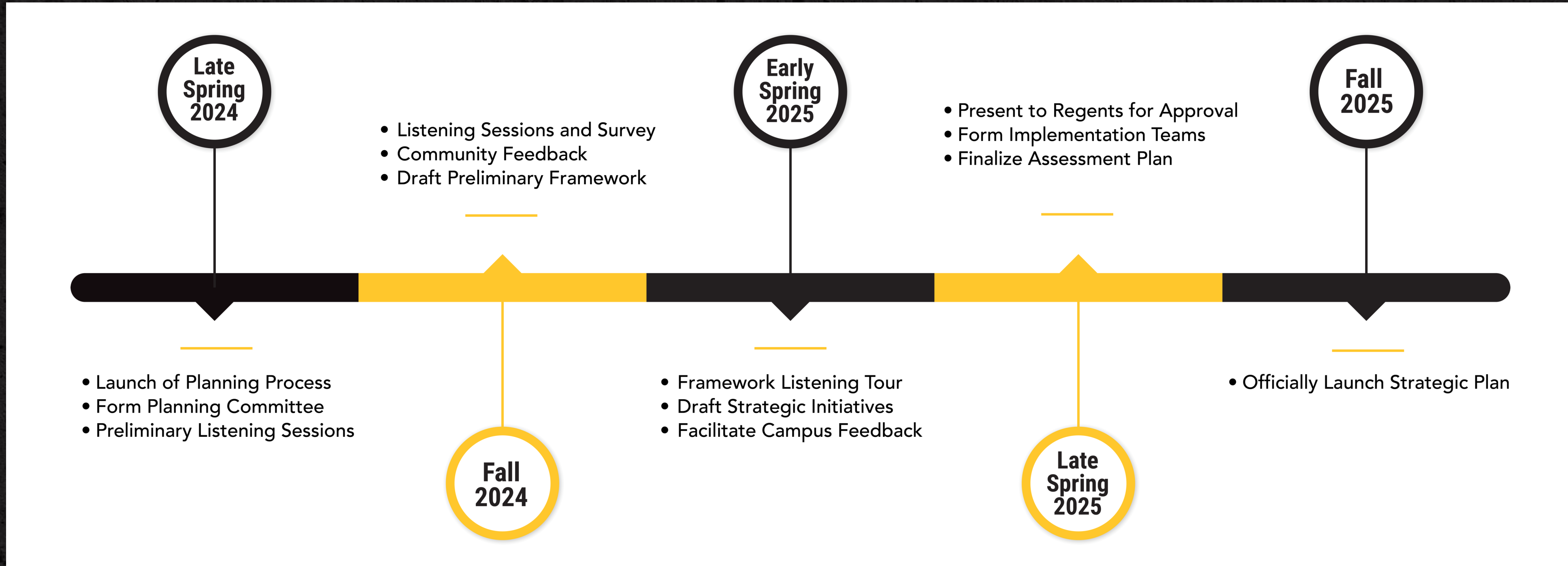


## Our Next Strategic Plan

- 3-year Plan
- Fall 2025 through Summer 2028
- Transitional Plan
- Focus on stabilization and creating a strong institutional foundation
- Identifying and building upon our successes







**26**  
**CONSTITUENT MEETINGS & FORUMS**

**370**  
**OPEN FORUM PARTICIPANTS**

**354**  
**PRIORITIES FEEDBACK RESPONSES**

**127**  
**STUDENT ONLINE FEEDBACK**



# FORWARD TOGETHER

*LED BY PURPOSE. DRIVEN BY PEOPLE.*



**OUR STUDENTS**



**OUR COLLEAGUES**



**OUR COMMUNITY**





**OUR  
STUDENTS**

**Expand and enhance student access, success, and career readiness to ensure equitable outcomes and promote the economic and social mobility of all learners.**





# Enhance access to higher education

- Simplify admissions, enrollment, and transfer processes, and experiences to reduce barriers for students.
- Improve affordability through increased external scholarship funding, wraparound supports, and other resources.
- Expand partnerships with P-12 schools, higher education institutions, non-profits, and local employers to increase educational opportunities.



**OUR STUDENTS**



# Promote student success and university culture

- Provide holistic support through NKU's Coordinated Care model using tools and technology to make data-informed decisions and impact student success through timely communications and personalized interventions.
- Foster a dynamic university culture of warm welcome, engagement and belonging.
- Identify and address opportunities to positively impact the academic experience through strategic course offerings and flexible learning pathways.

**OUR STUDENTS**



# Prepare students for career and lifelong success

- Provide support and infrastructure to strengthen engagement and mentoring opportunities between students and university employees.
- Build experiential and co-curricular learning, and career planning into all majors to enhance students' career readiness and lifelong learning.
- Provide students with curricular and co-curricular opportunities to cultivate the essential workforce skills identified in the Kentucky Graduate Profile.

**OUR STUDENTS**



# KEY PERFORMANCE INDICATORS

## STUDENTS 01

### Enhance Access

- Undergraduate Enrollment
- Graduate Enrollment
- 2<sup>nd</sup> Year Retention Rate (first-time, full-time)
- Unmet Need

## STUDENTS 02

### Student Success and University Culture

- Persistence Rate
- Undergraduate Graduation Rate (first-time, full-time)
- Undergraduate Degrees Conferred
- Graduate Degrees Conferred
- NSSE Campus Environment Indicators

## STUDENTS 03

### Career and Lifelong Success

- NSSE High Impact Practices Participation
- Post Grad Outcomes – Employment Rate
- Post Grad Outcomes – Earnings





## OUR COLLEAGUES

**Create a supportive and sustainable work environment that attracts and retains talent, promotes employee wellbeing, and enhances institutional success.**





# Enhance employee morale, wellbeing, and professional growth

- Provide a more competitive salary and benefits package, along with greater access to professional development and career advancement opportunities.
- Cultivate programs and benefits that focus on improving employee morale and a culture of wellbeing.
- Develop workplace policies that effectively support institutional goals while acknowledging and accommodating the diverse responsibilities of employees .



**OUR COLLEAGUES**



# Strengthen long-term institutional success

- Improve resource management, financial sustainability, and operational efficiency with a focus on shared governance, accountability, and clarity.
- Modernize systems and processes to improve operational efficiency and effectiveness.

**OUR COLLEAGUES**



# KEY PERFORMANCE INDICATORS

## COLLEAGUES 01

### Employee Morale and Professional Growth

- Voluntary Turnover Rate
- Great Colleges to Work for Survey

## COLLEAGUES 02

### Long-term Institutional Success

- Cash and Investments
- Unrestricted and Auxiliary Net Surplus
- Net Tuition Revenue
- Healthy Alignment of Personnel Expenses and Net Tuition Revenue





**Advance economic, social, and civic vitality through community partnerships and regional engagement.**





# Bolster workforce readiness and regional growth

- Strengthen alignment of academic programs and regional needs through employer and community collaboration.
- Prepare students to meet workforce demands, fostering talent that drives regional economic and enhances social mobility.
- Expand career credential and upskilling opportunities for current professionals and foster innovation through public-private partnerships.

**OUR COMMUNITY**



# Drive community engagement and impact

- Lead civic literacy and leadership development to strengthen community connections and foster active citizenship and stewardship.
- Strengthen P-12 collaborations to support educator development and post-secondary matriculation in the region.
- Advance research, creative activity and other initiatives that address regional needs, promote innovation, enhance peoples' lives, and drive prosperity.
- Deepen alumni engagement to create stronger connections with students, employees, and the region.

**OUR COMMUNITY**

★ KENTUCKY ★  
GUBERNATORIAL  
DEBATE



# KEY PERFORMANCE INDICATORS

## COMMUNITY 01

### Workforce Readiness

- Internship and Co-op Participation Rate
- Graduates Employed in the Region

## COMMUNITY 02

### Community Engagement

- Voter Registration and Participation
- Community Engaged Course Enrollment Rate
- P-12 Engagement
- Dual Credit Enrollment





# STRATEGIC PLANNING COMMITTEE



	College/Unit	Representation
Amanda Andrews	First-Year Experience and Programming	Staff Congress
Marquita Barron	Human Resources	Staff
Chris Curran	Arts and Sciences	Faculty Senate
Hailley Fargo	Steely Library	Faculty
Karen Mefford	Associate Vice President for Financial Services	Senior Administration
Dekuwmini Mornah	Haile College of Business	Faculty
Julie Stockman	University Internships	Staff
Gannon Tagher	College of Health and Human Services	Deans
Jason Vest	Associate Provost for Academic & Student Affairs	Senior Administration
John Wharton	Haile College of Business	Undergraduate Student
Stephen Yungbluth	College of Informatics	Chairs
Pete Rinto	Planning and Institutional Research	Institutional Planning
Diana McGill	Provost	Ex-officio
Cady Short-Thompson	President	Ex-officio



## »»»»»» NEXT STEPS »»»»»»

- **Key Performance Indicators (KPIs):** Present historical data and targets at Board of Regents' annual retreat in July
- **Review and Reporting:** Establish schedule to regularly assess performance, celebrate achievements, and adjust strategies as needed
- **Strategic Planning Summit:** Build shared ownership, spark cross-divisional collaboration, and deepen understanding of strategic priorities
  - *Monday, August 11<sup>th</sup> following the President's Convocation*
- **Stakeholder Engagement:** Strive to align strategic objectives with division and college priorities
- **Communications Campaign:** Share the vision, build momentum, and recognize the contributions of the university community through internal and external communications



**FORWARD**   
 **TOGETHER**

***LED BY PURPOSE. DRIVEN BY PEOPLE.***

**Questions or Comments?**

**[strategicplanning@nku.edu](mailto:strategicplanning@nku.edu)**