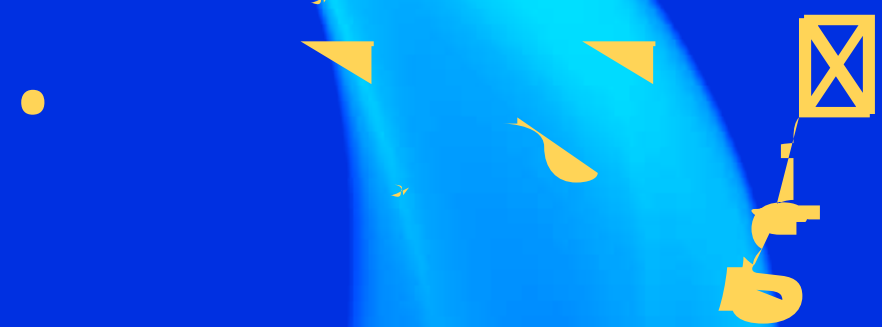
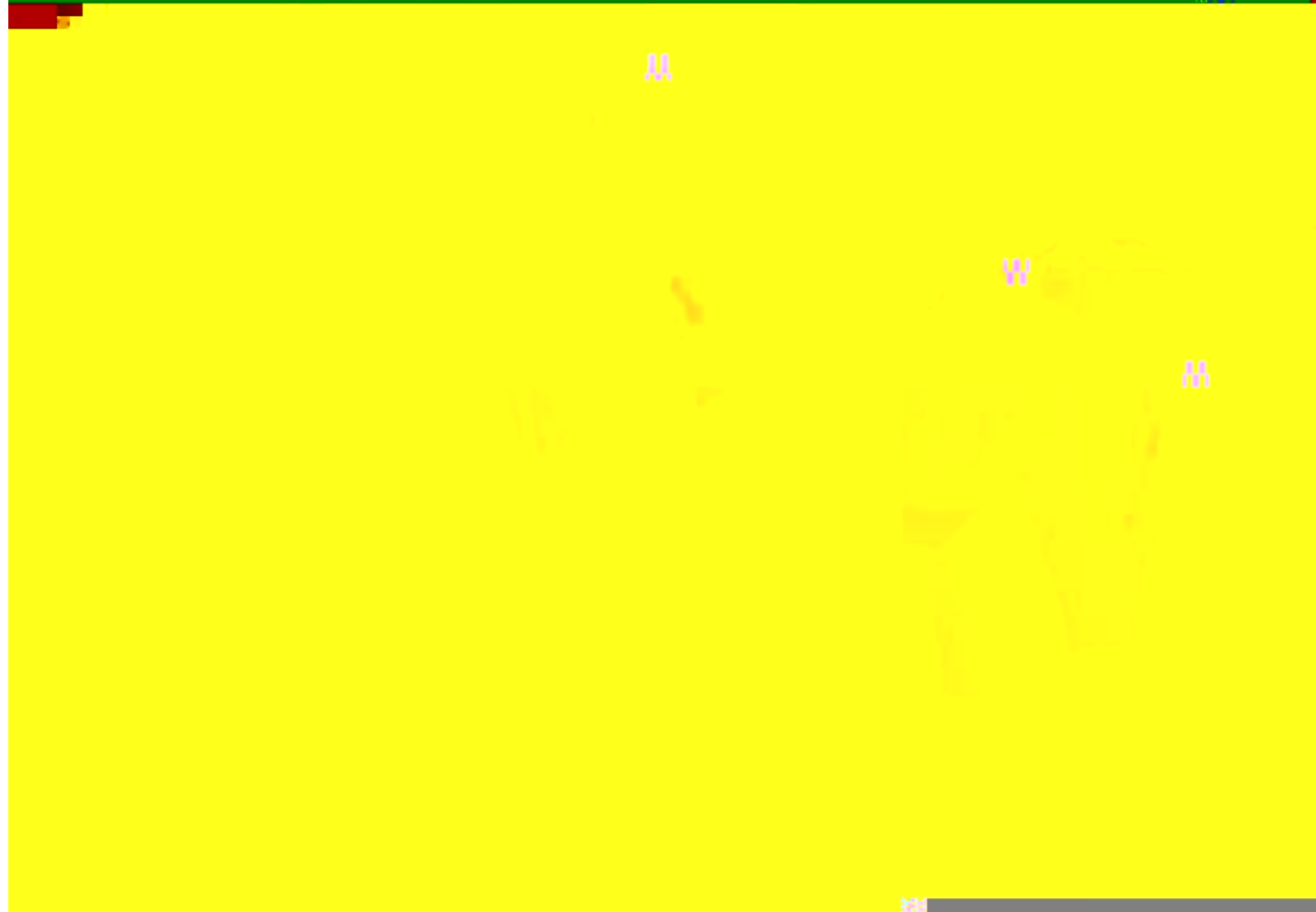


Education is



not the rudder
of a vessel.

SOCRATES



A flame.



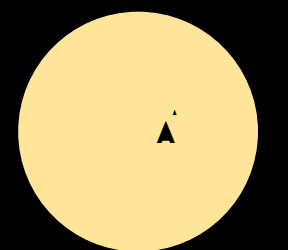
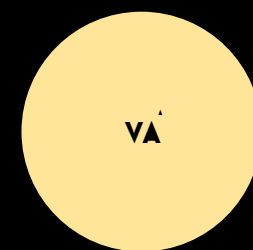
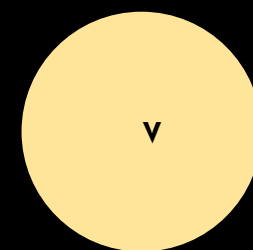
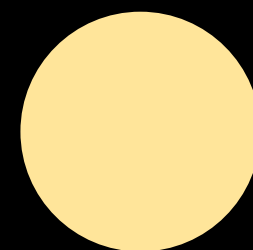
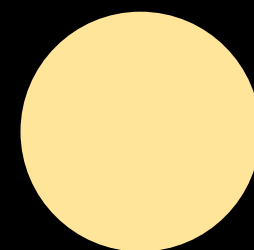
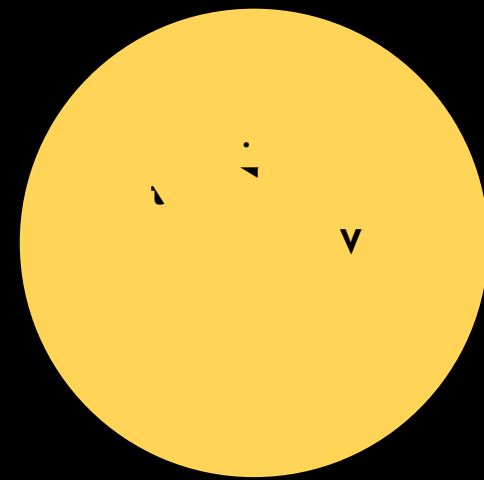
The flame, which has always graced the seal of our University, represents enlightenment. It symbolizes our collective quest for knowledge, truth, and beauty.

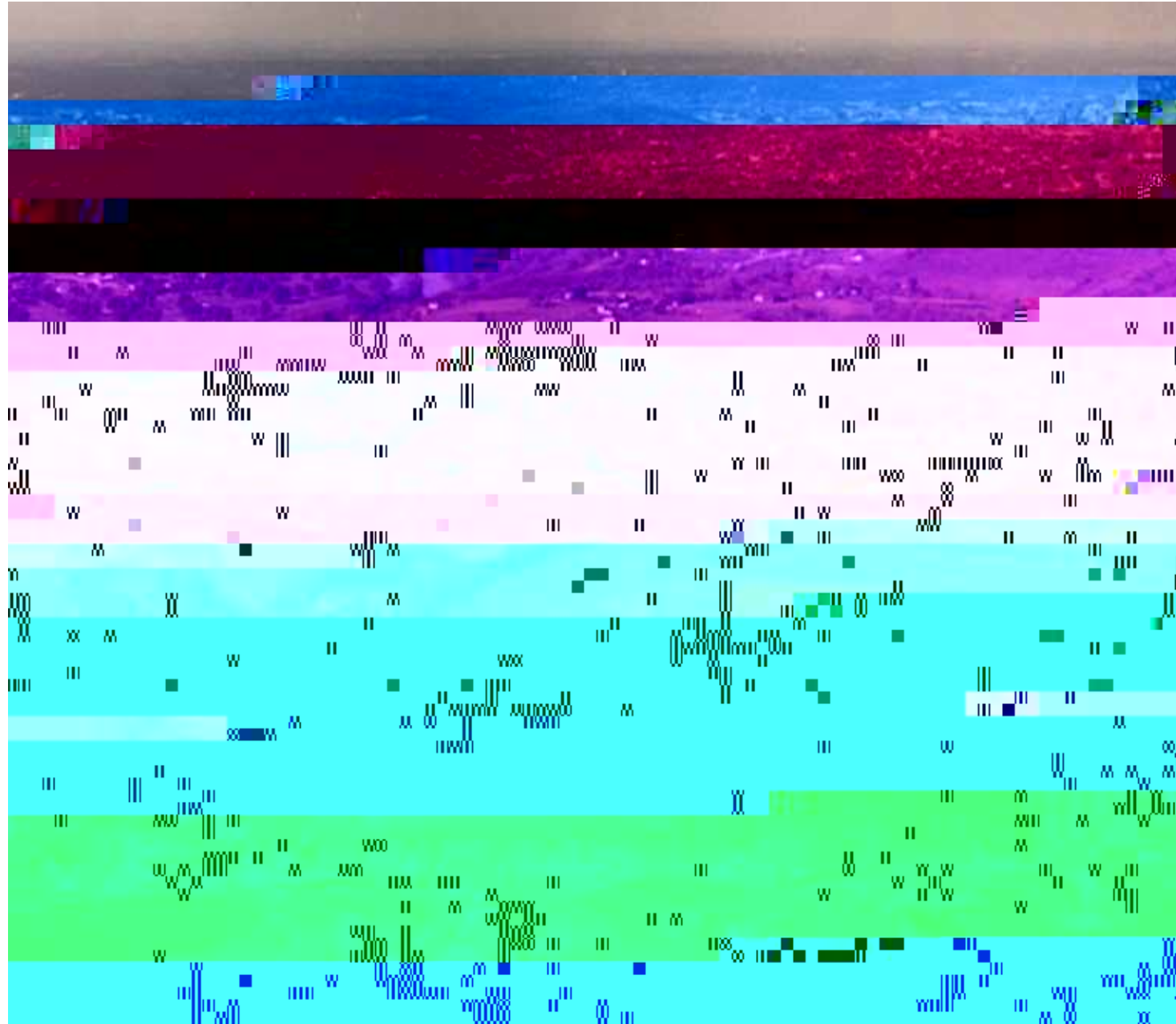
The flame also symbolizes our appreciation that, within the heart and mind of each student, there is a natural spark of curiosity and desire. At our University, we have a responsibility to transform that innate spark into a lifelong passion for greater understanding, a commitment to excellence, and a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





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

Our Past



Our Present



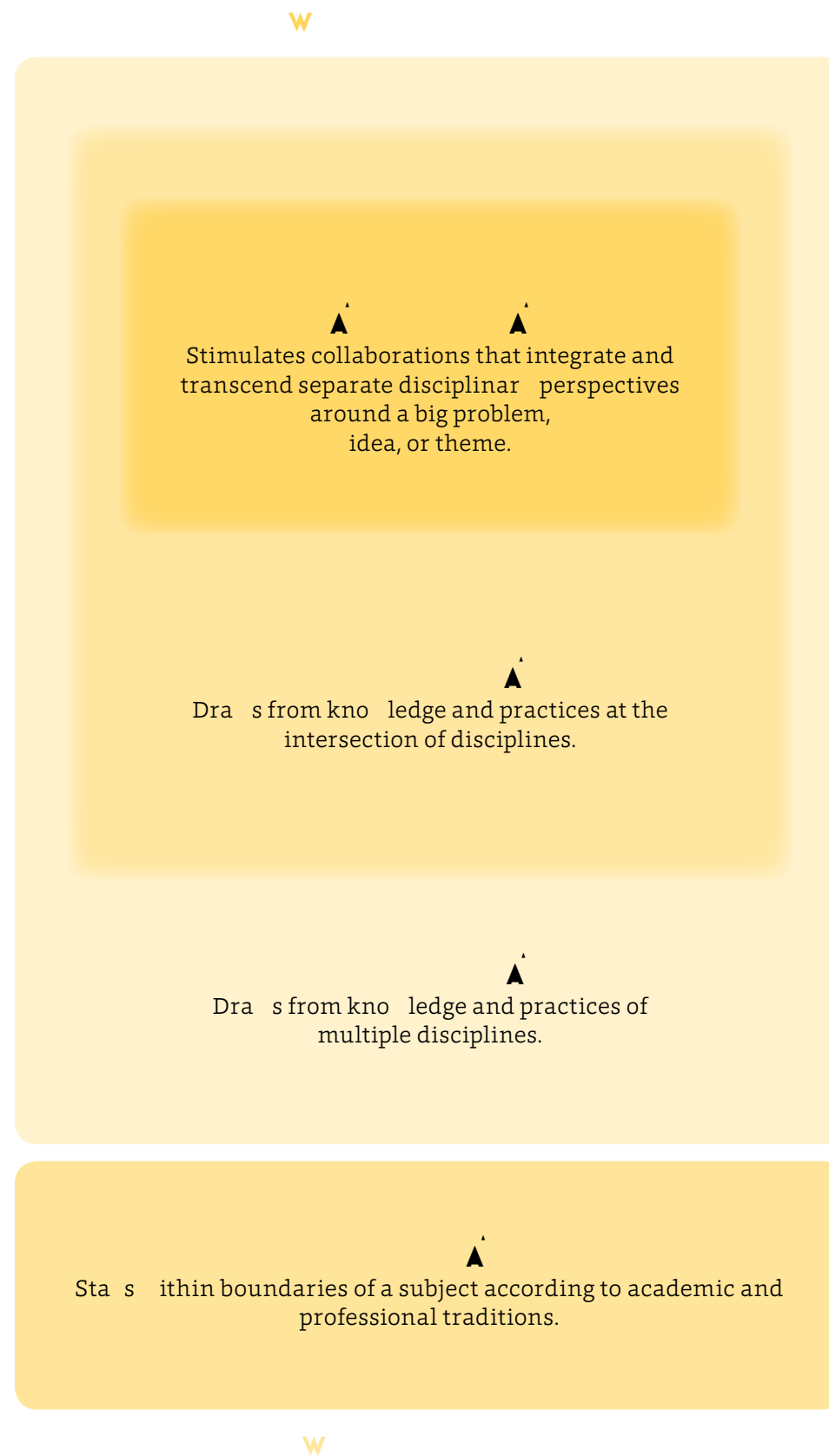
The campus has blossomed into an academic, social, and cultural hub. In the past academic year, NKU offered 68 bachelor's degrees, 6 associate degrees, 23 graduate programs, 29 graduate certificates, a juris doctor, and doctoral degrees in educational leadership and nursing practice. We enrolled students 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.



Our Future





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

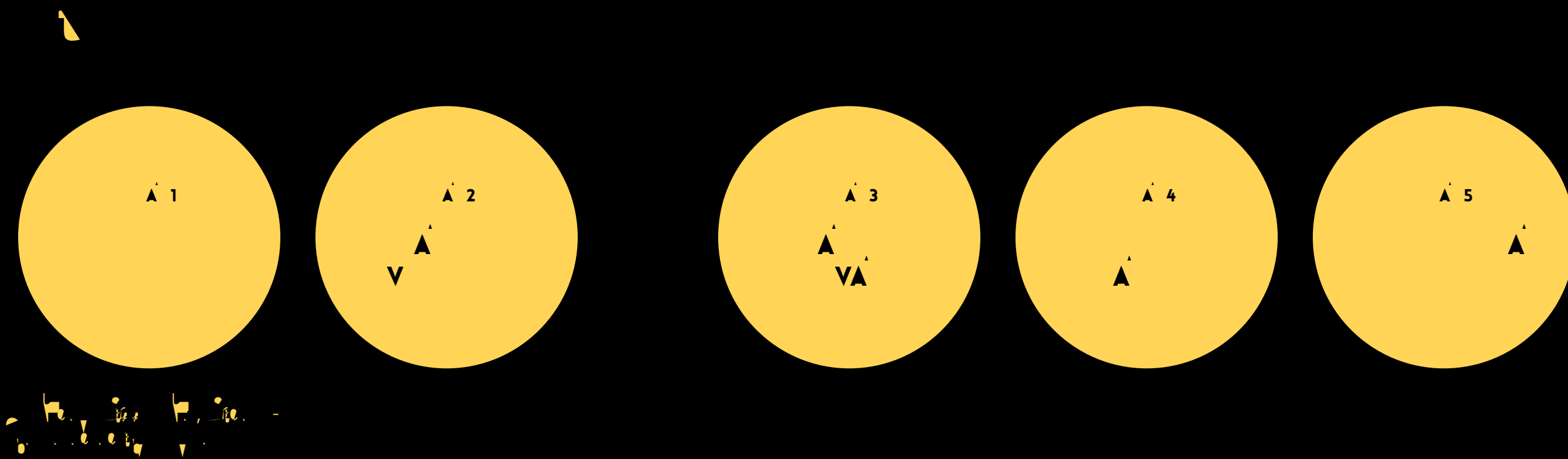
As innovators, we are a leader in transdisciplinary education and inquiry. Transdisciplinary teaching and learning expands upon and extends the principles of interdisciplinary study by fostering a holistic approach to studying topics that arise at the intersection of business, science, law, and culture. A transdisciplinary approach integrates the content, methods, and perspectives of multiple disciplines to extend our knowledge beyond a 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 to reach 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 steadfastship 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.

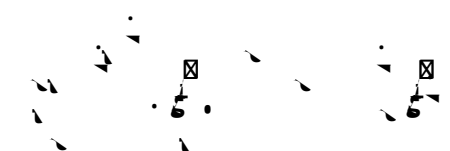
Our institution and our region depend on the success of our students now and in the future. Through the delivery of distinctive academic programs, Northern Kentucky University is acclaimed by students, alumni, the region, and the state for its success in producing outstanding graduates who contribute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





A.1

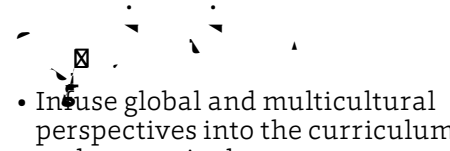
Student Success



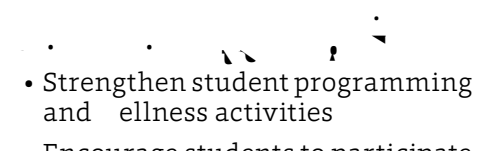
- Set and maintain rigorous academic standards and expectations for students
- Strengthen critical thinking, communication, and teamwork skills across the disciplines and through co-curricular programs
- Advance a culture of integrity, ethical behavior, and personal responsibility



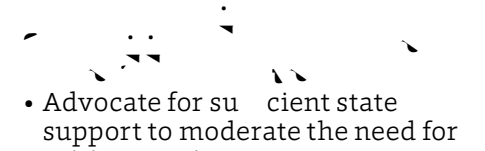
- Enhance academic advising, career services, learning resources, and other support services
- Tailor services to meet the needs of post-traditional students
- Expand residential learning communities



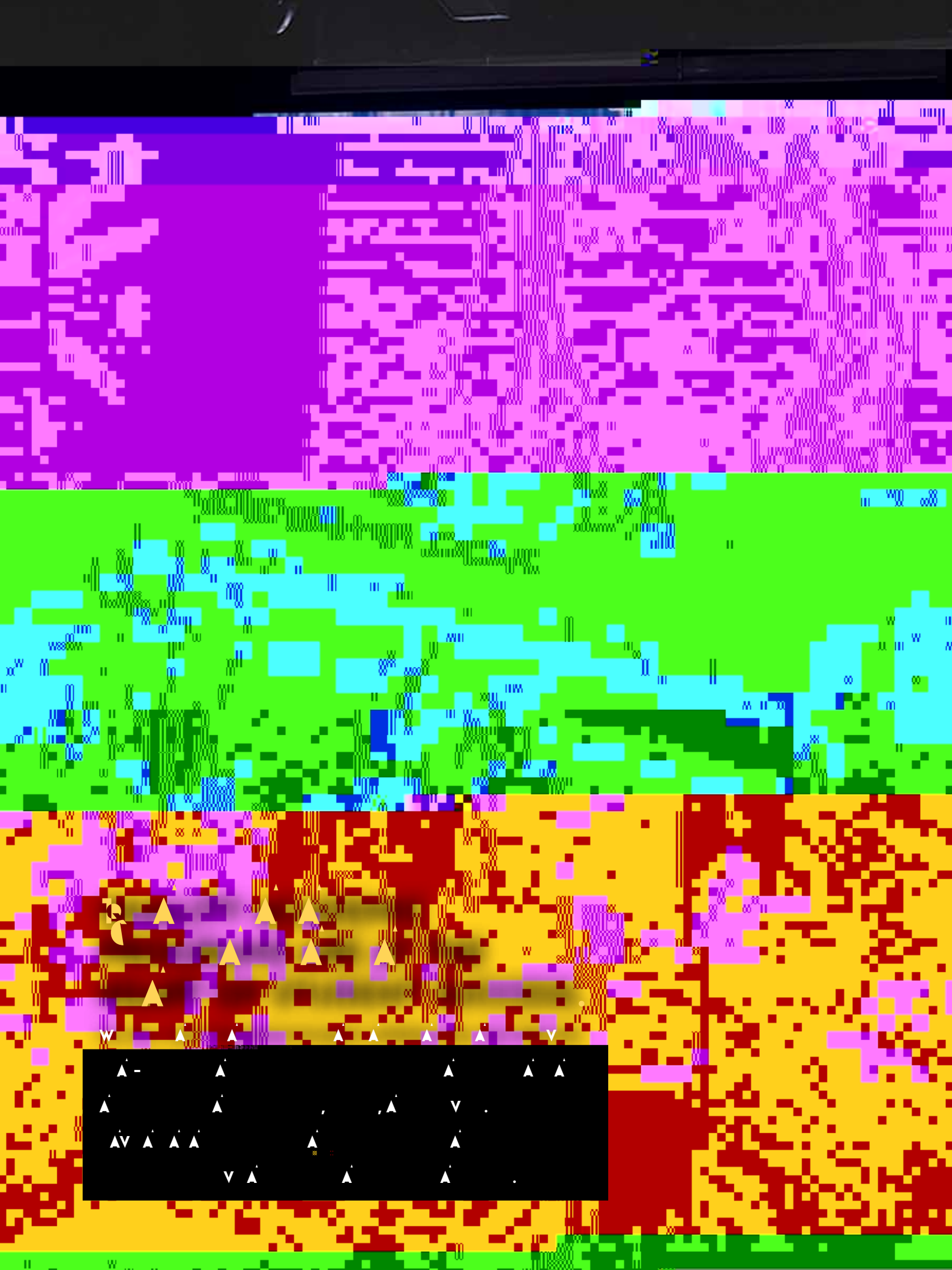
- Infuse global and multicultural perspectives into the curriculum and co-curricular programs
- Increase diversity among the students, faculty, and staff
- Expand international educational experiences
- Grow international student enrollment



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



A 13

Academic Innovation



• Ensure

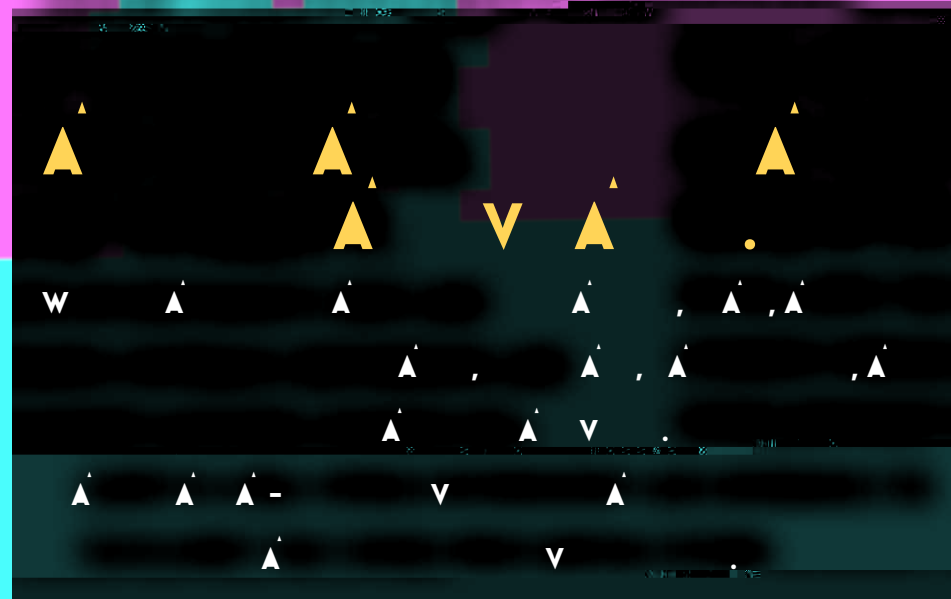


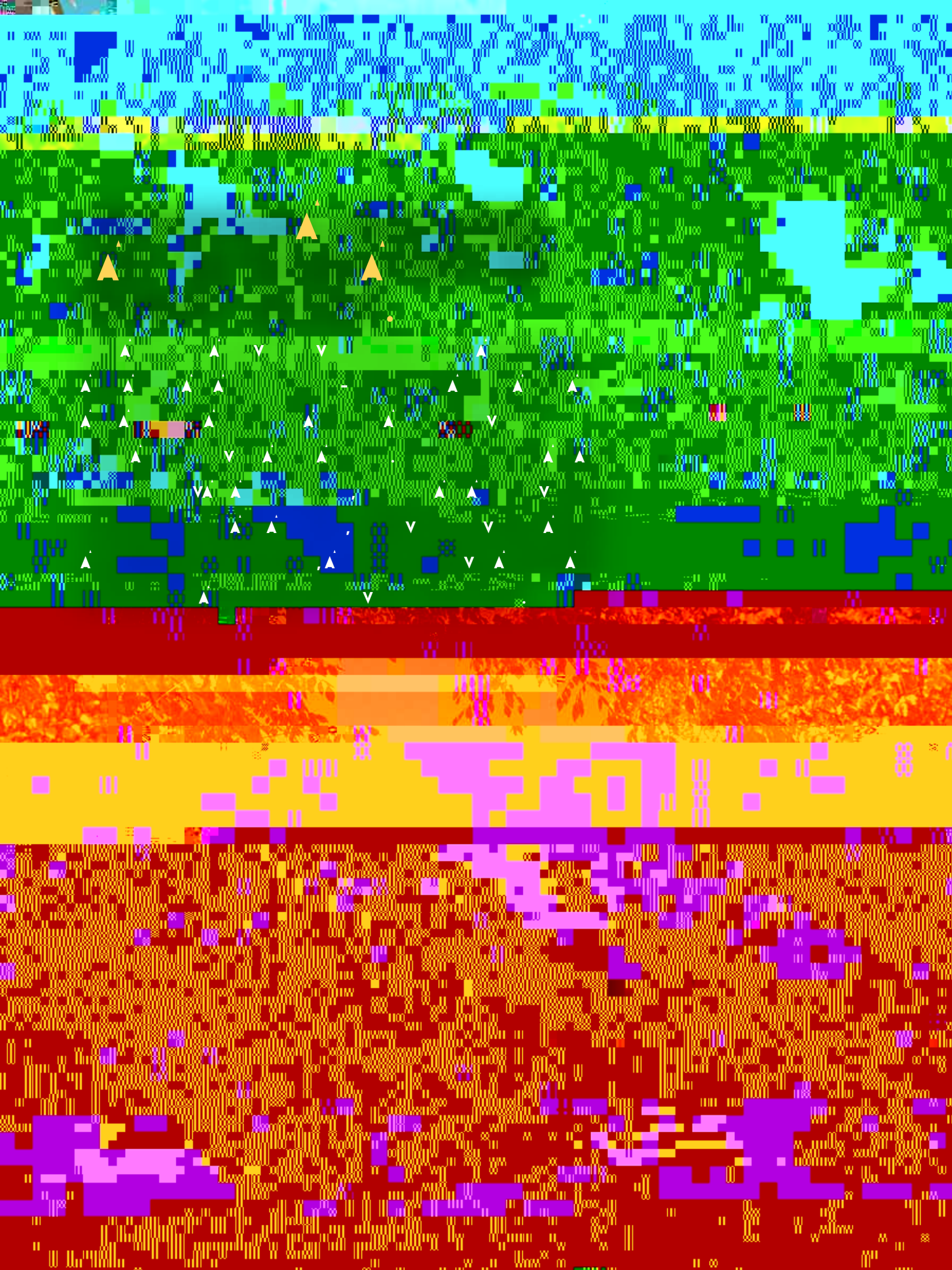
A 2

Community Engagement



- 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





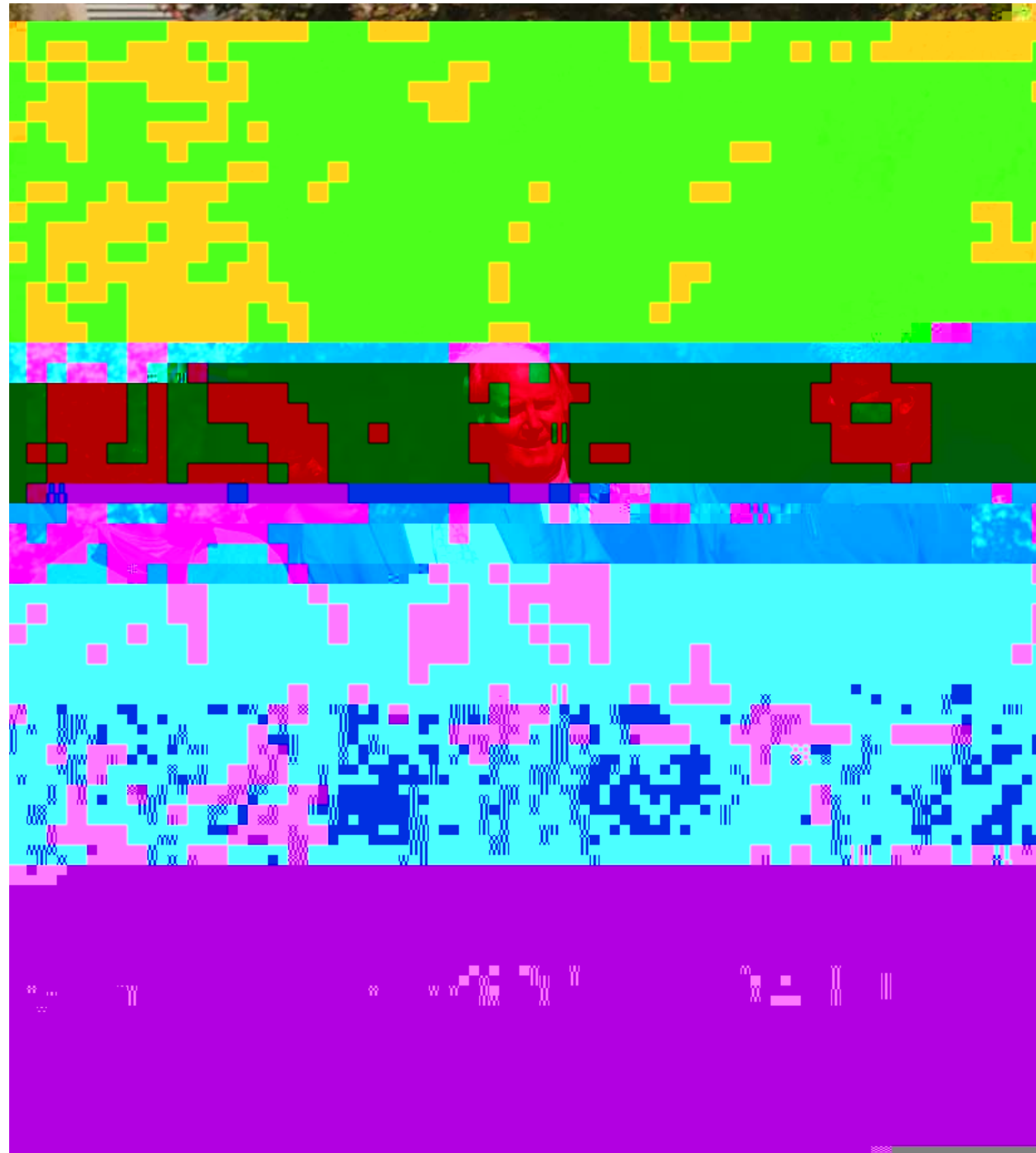
ACT

Institutional Excellence



- Attract and support talented teacher-scholars with a passion for student-centered learning





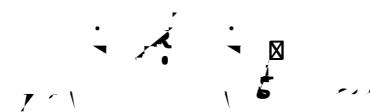
A message from the Board



Through forums, online surveys, literature review, committee meetings, one-on-one conversations, and in countless other ways, our 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.



•NORT

