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## NORTHERN KENTUCKY UNIVERSITY'S 2007-2012 STRATEGIC PLAN

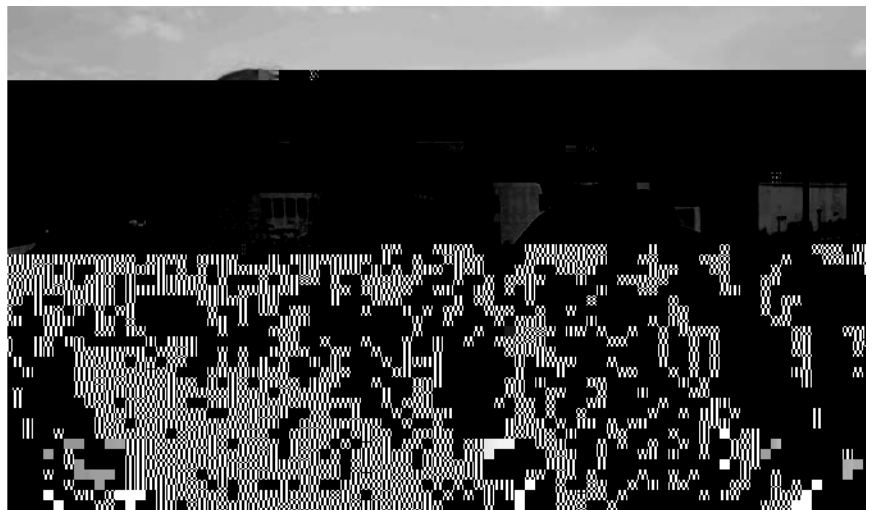
Thomas Friedman, New York Times columnist, asserts that "the world is flat," meaning nations throughout the world are now able to compete economically on a more level playing field based on their access to talent. Richard Florida, futurist, responds that the world is really "spiky" with the spikes representing concentrations of talent in cities and regions throughout the world. In fact, both are correct, and their observations provide the backdrop for Northern Kentucky University's 2007-2012 Strategic Agenda.

In today's world, regions that thrive will be those that can successfully develop, recruit and retain the talent necessary to drive innovation across a broad range of economic and social endeavors. Regions lacking the intellectual and creative talent will have an uncertain future. In other words, in today's world, it's all about talent!

Talented people choose where to live based on two considerations: professional opportunity and quality of life as measured by a combination of physical, social and cultural assets. Regions that hope to compete for talent must offer high-value jobs, but they must also offer great schools, great parks and cultural venues, safe and attractive neighborhoods, a strong urban core, and an attitude of openness that welcomes diversity and sees strength in human differences.

Regions that make talent a central priority are anchored by high-performing universities that not only nurture talent in their classrooms and laboratories but also apply their knowledge to advance regional economic and social progress. In other words, they are stewards of their region or what we refer to as "stewards of place."

NKU is unique among Kentucky's comprehensive universities in that we serve a major metropolitan region of nearly 400,000 people that generates about 17 percent of the commonwealth's total economic output. We are also unique in that, over the past decade, we have become nationally acclaimed for our regional stewardship. Our 2007-2012 strategic agenda is designed to strengthen our ability to help our students and our region achieve their aspirations.



Ten years ago, NKU embarked on an ambitious journey to become a nationally recognized metropolitan university known for the contributions we make to our students and our region. We designed a strategic planning process called "Vision, Values and Voices," or VVV, and used a panel of faculty, staff, students and community members to engage both the campus and the region in discussions about current needs and aspirations. From this we developed a vision for the university, a set of core values that would inform our work, and a set of strategic priorities using a five-year horizon. In 2003, we updated our strategic priorities using the same planning process.

The past decade has been one of dramatic campus growth and development. Enrollment has grown 24 percent, even with more rigorous standards.



- Public funding for NKU will increase but is unlikely to keep pace with ever-increasing public demand for programs and services.
- Regional leaders of the Vision 2015 implementation process will continue to look to NKU for support, placing further stress on our human and financial resources and requiring us to focus our efforts where we can have the greatest impact.
- Increasing globalization will require the university to become more international in scope as we prepare our students for the world in which they will live and work.

Northern Kentucky University will be nationally recognized as the premier comprehensive, metropolitan university that prepares students for life and work in a global society and provides leadership to advance the intellectual, social, economic, cultural, and civic vitality of its region and of the commonwealth.

## DEVELOP TALENT

The university's primary role is to develop talent in northern Kentucky and the commonwealth. To sustain our commitment to talent development and meet the ever-expanding needs of our region and the commonwealth, we will:

- Build a commitment to seek a postsecondary degree in the minds of elementary, middle, and high school students as well as in the minds of working adults who lack such degrees.
- Encourage and support an increase in the number of people in our region who are prepared for postsecondary degrees.
- Offer educational and enrichment programs to serve high-ability and talented youth, in their schools and on our campus, face-to-face and through technology, in the summer and during the school year.
- Increase our undergraduate enrollment, retention and graduation rates consistent with available nancial and physical resources and Council on Postsecondary Education targets.
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- Enroll and retain a more diverse student body, including more students of color and students from other parts of the world.
- Increase our enrollment of transfer students, adult learners and low-income students in northern Kentucky to raise the educational attainment levels in the region and the commonwealth.
- Compete for high-performing students while maintaining a commitment to broad-based student access.
- Expand opportunities for working adults to earn undergraduate and graduate degrees and certificates through programs delivered in non-traditional ways, such as off-campus, web-based, cohort and work-site based programs.
- Increase need-based financial aid to provide access for a larger number of students.
- Assure a coordinated, broad-based retention program that serves students throughout their undergraduate experience.
- Enhance co-curricular, cultural, social, recreational and wellness programs to address the distinctive needs, interests and availability of our commuting, residential and non-traditional students.

## INCREASE STUDENT ENGAGEMENT IN LEARNING

Active engagement with the university and the learning process is associated with deeper learning and student success. To promote this active engagement, we will:

- Maintain an “up close and personal” approach to education by increasing student interaction with faculty and staff inside and outside of class, retaining small classes and ensuring outstanding advising for all students.
- Increase opportunities for active learning through student research and creative work, service learning and alternative spring break programs.
- Integrate student learning and employment by expanding both campus and community-based work-study, cooperative education, practica and internship opportunities.
- Expand opportunities for students to study abroad and learn from international students enrolled at NKU.
- Increase student involvement in campus-based organizations, including academic clubs.



- Expand the honors program to meet the needs of our growing number of high-achieving students.
- Ensure that our library and technology resources are structured and supported to meet the needs of our students and faculty as we continue to grow and expand our programs.

ENGAGE IN EFFECTIVE R

through exemplary salary and benefits practices.

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- Implement an effective process for routinely gathering information that is most important to share with our external constituents, such as accomplishments and successes of our students, faculty and graduates.

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- Facilitate efficient and effective decision making at the university by consolidating and standardizing university databases, data collection and data reporting.
- Create a comprehensive, long-term approach to obtaining information and feedback from our stakeholders – such as students, employers and alumni – to improve programs and services.
- Successfully complete the SACS reaffirmation of accreditation process and the development and implementation of the Quality Enhancement Plan.
- Improve internal communications within and across divisions, levels and leadership groups throughout the organization.
- Strive to make NKU a high-performance campus by incorporating



# THE TALENT IMPERATIVE!

NORTHERN KENTUCKY UNIVERSITY'S 2007-2012 STRATEGIC PLAN  
2006 PANEL MEMBERSHIP

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