



Northern Kentucky University
Board of Regents Materials

April 8, 2019

AGENDA
Northern Kentucky University

Board of Regents Meeting
NKU, Student Union 104 – Monday, April 8, 2019 – 3:00 p.m.

3:00 p.m.

- **Call to Order**
- **Roll Call**

A. Presentation:

Strategic Framework (Vaidya, Rittinger)

B. Presidential Recommendation:

1. Strategic Framework

RECOMMENDATION

That the Board of Regents approve *Success by Design*, the 2019-2022 strategic framework for Northern Kentucky University. This framework includes the university's mission, vision, values, pillars, strategic goals, and corresponding measurable objectives.

BACKGROUND

NKU's strategic framework has been developed with a singular focus on advancing student success aligned with the needs of the region.

To accomplish this singular focus on student success, NKU has chosen to emphasize three pillars—increased **access**, higher levels of **completion**, and advancing opportunities for **career and community engagement** for all students. We decided to shift away from a typical long-term strategic planning process. The university looked outside traditional strategic methodologies and lengthy development timeframes to one that was ambitious and nimble. Hence, *Success by Design*, the university's strategic framework process, was born. Utilizing *Design Thinking* principles to identify strategic goals and objectives and Vijay Govindarajan's *Three Box Solution*, to develop specific projects and initiatives, the university will execute on this ambitious student success agenda.

President Ashish Vaidya formerly announced the kick-off to *Success by Design* during the Fall Convocation in August 2018. It was at this gathering where the faculty, staff, students, and the external community learned about the process that would be followed.

The President's Cabinet, Faculty Senate, Staff Congress, and the Student Government Association were consulted through a nomination process, to determine the composition of the Strategic Framework Core Team. This 12-person team, which was chaired by President Vaidya, was composed of campus and external community representatives, including: three faculty members; one dean; one department chair; two staff members; one undergraduate student and one graduate student; one alumni; and one community/business leader.

In addition, a Resource Team was formed to provide a support structure during the strategic framing process. This team, made up of approximately 100 members of faculty and staff across the university, provided the Core Team with data, analysis, insight, and potential expertise in areas related to the development of the strategic framework.

Next, the Core Team, in partnership with the Resource Team and Institutional Research, led an extensive, participatory, and transparent planning process that involved in-person engagement with individuals across the campus and throughout the community. Highlights of the strategic framework process include:

- Two open forums held in early October 2018 to engage faculty, staff, students, and the external community in conversations around topics vital to the university's three-year strategic framework.
- Seven work groups formed within the Resource Team to analyze specific issues and prepare executive summaries for use in the process.

- Launch of the *Success by Design* website, including the posting of two online surveys that sought input on what is and should be important to the university.
- Over 2,000 face-to-face engagements through 85 forums, TalkShops, Pop-up TalkShops, and focus groups, plus more than 500 responses were gathered through online surveys and physical/ virtual Whiteboard Wednesdays.
- Framework update provided during the President's Fall Forum in December 2018.
- Documentary screening and panel discussion at 2019 Spring Convocation in January. The documentary was opened for independent online viewing in February for three days and follow-up by three open discussions with the president.
- Three focus groups in March 2018 with selected students, the president's council, select members of faculty and staff, and external stakeholders to provide feedback on the preliminary draft of the strategic framework.
- Two open forums held in March 2018 with internal and external stakeholders so they could ask questions and provide real-time feedback on the strategic framework draft.
- Online input form posted for one week following the March open forums to collect feedback from internal and external stakeholders on the draft of the strategic framework.

The strategic framework process included dissemination of information to the campus through the *Success by Design* website where videos, feedback and documents were posted. President Vaidya shared frequent updates with the campus about the process through emails and videos. Throughout the process, the Strategic Framework Core Team synthesized the broad-based input and assimilated ideas for the three-year strategic framework. The final document represents the work of many faculty, staff, students, and community members who have devoted countless hours to the process over the past six months.

The 2019-22 *Success by Design* strategic framework consists of the three major goals around Access, Completion, and Career & Community Engagement with five measurable objectives. Next in the process, upon approval by the BOR, will be a leadership retreat consisting of administration, faculty and staff, and community to confirm the major initiatives that were identified by the Core Team. Once the major initiatives have been decided, implementation teams will be formed to develop cross-divisional plans that will guide the work of our colleges, departments, and offices as we execute on the three-year strategic plan. In addition, performance metrics and targets to assess our progress and to identify areas where we will need to make improvements will be finalized.

The *Success by Design* strategic framework will be a living document and serve as a roadmap to guide NKU toward its next 50 years. It will require changes in operations at the organizational level and the unit level. NKU will be nationally recognized as a student-ready, regionally-engaged university that empowers diverse learners for economic and social mobility.



SUCCESS BY DESIGN

NKU'S 2019–2022 STRATEGIC FRAMEWORK

MISSION *why we exist – our purpose*

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.

VISION *what we aspire to be*

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

VALUES *what we stand for*

excellence
We will promote a culture that fosters and celebrates excellence in all that we do.

integrity
We will engage in honest, fair, and ethical behavior, with integrity at the heart of every decision and action.

belonging
We will foster a community of belonging by embracing equity, diversity, and inclusiveness.

innovation
We will approach our work—how we teach, engage, and serve—with creativity and innovation.

collegiality
We will maintain a climate of collegiality built on respect and characterized by open communication and shared responsibility.

STUDENT SUCCESS PILLARS, STRATEGIC GOALS, AND MEASURABLE OBJECTIVES

what we will achieve & the broad initiatives that will drive results

Every stakeholder at NKU will actively connect their work to student success through student-readiness and regional engagement.

PILLARS:
*provide strategic
direction & intent*



ACCESS



COMPLETION



**CAREER & COMMUNITY
ENGAGEMENT**

STRATEGIC GOALS

*broad, primary
outcomes*

NKU will expand programs, services, and delivery options to increase access and become a preferred destination for learners across the Commonwealth of Kentucky, the nation, and the world.

NKU will align the institution so more learners, particularly first-generation, post-traditional, low-income, and underrepresented individuals, earn highly-valued degrees, certificates, and credentials.

NKU will increase its contributions to the economic, social, and civic prosperity of the region through talent development, research and innovation, and the stewardship of place.

MEASURABLE OBJECTIVES

*actions to achieve our
goals*

- Reduce barriers and simplify processes so diverse learners can **successfully apply, be admitted, and enrolled** for NKU educational opportunities.
- Implement innovations to **improve affordability** of an NKU education.
- Expand outreach and partnerships with P-12 schools, community colleges, non-profits, and business and industry to **increase educational opportunities** that serve the needs of both students and the community.
- Increase the number of **first-generation, post-traditional, international, and underrepresented students** at NKU, particularly in fields where their underrepresentation is most significant.
- Design a **welcoming and desirable NKU experience** to create a **sense of belonging** for all students.
- Enhance the **culture of service-orientation** that respects the realities of our students' lives and provides consistent, responsive care, and support across all areas with special emphasis on wellness, advising, financial aid, and career preparation.
- Increase flexible, experiential, and modular learning pathways that allow students to **earn credentials along the way to their degree**, and implement components of competency-based education in majors where possible.
- Implement innovative instructional and curricular approaches to **reduce time-to-degree**.
- Significantly **improve retention, persistence, and graduation rates** with special emphasis on **closing the achievement gap** through meaningful use of predictive analytics and technology-based student success tools.
- Align the institution's policies, procedures, resources, rewards, and incentives to **encourage scholarship, creativity, collaboration, and innovations** that advance student success.
- Build **experiential and co-curricular learning into all majors** at NKU to enhance students' career readiness and lifelong learning.
- Ensure that **creativity, global awareness, cultural competence, and literacy in technology and data are hallmarks** of NKU's undergraduate education.
- Expand public-private partnerships to **accelerate innovation and entrepreneurship** across the university.
- **Strengthen engagement** among alumni, business, and other external organizations with NKU students, faculty and staff.
- Improve post-graduation outcomes to **enhance graduates' economic and social mobility**.

Success by Design Strategic Framework Process List of Activities for 2018/2019

ACTIVITIES	TIMELINE
<p>Formation of Core Team</p> <ul style="list-style-type: none"> • Determine composition and selection process for Core Team • Communicate composition and selection process to constituents (emails) • Receive Core Team nominations (due date) • Compile separate nomination lists and share with Cabinet • President consults with Cabinet on Core Team nominations • President makes final determination on Core Team members • Contact individuals to confirm their agreement to serve on Core Team • E-mail letter of confirmation and charge to Core Team members • Announce Core Team membership to campus 	<ul style="list-style-type: none"> • Aug. 2018 • Aug. 24, 2018 • Sept. 7, 2018 • Sept. 8, 2018 • Sept. 9, 2018 • Sept. 9, 2018 • Sept. 9, 2018 • Sept. 10 2018 • Oct. 11, 2018
<p>Formation of Resource Team and Seven Working Groups</p> <ul style="list-style-type: none"> • Determine composition and focus for Resource Team • Request suggestions from campus for Resource Team • Receive suggestions from campus • Compile suggestions, review, and distribute back to Cabinet • Consult with Cabinet on required sub groups • Determine subject matter experts needed for each sub group • Individually contact members selected as leads for each sub group • Distribute letters to Resource Team members to inform of membership • Announce Resource Team membership to campus • Determine facilitators and recorders to attend each internal and external workshop 	<ul style="list-style-type: none"> • Aug. 2018 • Sept. 11, 2018 • Sept. 17, 2018 • Sept. 2018 • Sept. 2018 • Sept. 2018 • Sept. 2018 • Sept. 2018 • Sept. 2018 • Oct. 11, 2018 • Throughout
<p>Compile Reading Agenda for Core Team</p> <ul style="list-style-type: none"> • Collect reading materials as available • Request reading materials from Resource Team • IT sets up Basecamp work sites for Core Team and Resource Team • Resource Team sorts and organizes materials by subject/topics on Basecamp • Inform Core Team members via e-mail that materials are available 	<ul style="list-style-type: none"> • Ongoing • Oct. 2018 • Sept. 2018 • Oct. 2018 • Oct. 2018
<p>Communication Regarding the Structure, Process, and Timeline</p> <ul style="list-style-type: none"> • President to present structure, process and timeline to Cabinet • Kick-off presentation to campus during Convocation • Train-the-trainer design thinking session for Core Team members with Dan Gilbert • Overview & design thinking tools presented at Fall Leadership • Kick-off via email to campus & external community 	<ul style="list-style-type: none"> • Aug. 2018 • Aug. 14, 2018 • Sept. 2018 • Sept. 14, 2018 • Sept. 25, 2018
<p>Establish Portal for Resource Team and Core Team Materials</p> <ul style="list-style-type: none"> • Discuss options with IT and MarComm • Set up Basecamp page; establish page with members' names & titles • Establish subpages with reading materials, agendas, minutes 	<ul style="list-style-type: none"> • Sept. 2018 • Sept. 2018 • Sept. 2018
<p>Establish Success by Design Website</p> <ul style="list-style-type: none"> • Discuss structure with President • Set up page templates • Establish pages for surveys (short & long) • Go live with Success by Design Website • Go live with surveys (short & long) 	<ul style="list-style-type: none"> • Sept. 2018 • Sept. 2018 • Sept. 2018 • Oct. 25, 2018 • Oct. 25, 2018
<p>Logistics for Core Team</p> <ul style="list-style-type: none"> • Determine meeting times • Reserve room for each meeting time • Notify committee members of meeting times • Check on set ups for meetings • Determine who will be presenting at each meeting 	<ul style="list-style-type: none"> • Sept. 2018 • Sept. 2018 • Sept. 2018 • Sept. 2018 • Ongoing
<p>Surveys for Campus and External Stakeholders</p>	

<ul style="list-style-type: none"> • Decide on format for faculty/staff/community survey(s) • Develop questions for short 3-question and long-form surveys • Work with IR on developing survey in Qualtrics • Determine timing on distribution of survey and who gets survey • Distribute surveys • Collect responses and generate preliminary results • Share high-level results at President’s Fall Forum • Finalize results from survey • Share results with Core Team and Resource Team 	<ul style="list-style-type: none"> • Sept. 2018 • Sept./Oct. 2018 • Oct. 2018 • Oct. 2018 • Oct. 25, 2018 • Dec. 5, 2018 • Dec. 12, 2018 • Dec. 20, 2018 • Dec. 22, 2018
<p>Additional Means of Communications Throughout Framework Development</p> <ul style="list-style-type: none"> • MarComm to establish social media plans (Whiteboard Wednesdays, updates) • MarComm to keep Website up-to-date • Strategic framework one-sheet update after end of internal/external engagements • Ongoing communications to share the progress of the framework (written & video) • Final strategic framework one-sheet 	<ul style="list-style-type: none"> • Oct. 2018 • Ongoing • Dec. 2018 • Ongoing • March/April 2019
<p>Updates to the Board of Regents</p> <ul style="list-style-type: none"> • General mention of process to Board • More detailed update of process to Board • Update to Board • Update to Board • Update to Board • Framework presentation at special meeting for approval 	<ul style="list-style-type: none"> • Oct. 2018 • Nov. 14, 2010 • Jan. 16, 2019 • Feb. 2019 • March 2019 • April 8, 2019
<p>Listening Sessions, Open Forums and TalkShops with Campus & External Constituents</p> <ul style="list-style-type: none"> • Listening sessions with colleges, Faculty Senate, Council of Chairs, Staff Congress, SGA • Two open forums with campus community • TalkShops begin with internal & external community • Whiteboard Wednesdays begin on campus and over social media • Website launched and communicated via email with video update • Update to campus at President’s Fall Forum • TalkShops conclude • Whiteboard Wednesdays conclude • Strategic Framework Core Team Retreat • Update to campus at spring convocation 	<ul style="list-style-type: none"> • Aug. – Oct. 2018 • Oct. 1, 2018 • Oct. 2, 2018 • Oct. 22, 2018 • Oct. 25, 2018 • Nov. 14, 2018 • Dec. 15, 2018 • Jan. 9, 2019 • Jan. 11, 2019 • Jan. 18, 2019
<p>Resource Team Projects or Data Shared with Core Team</p> <ul style="list-style-type: none"> • ACCE Definitions from Open Session on 10.01.2018 • Three Box Ideas from Open Session on 10.01.2018 • Web Survey Open-ended Questions Summary • Web Survey Additional Questions Summary • Four Question Workshops Infographic Summary • Executive Summary for All Engagement Opportunities • Strategic Framework Engagement Data Capture (SHARE) (Excel Workbook w/ Data) • Resource Team Environmental Scan: Diversity, Equity, and Inclusion • Resource Team Environmental Scan: Institutional Alignment • Resource Team Environmental Scan: Strategic Process Expertise • Resource Team Environmental Scan: Institutional Data and Metrics • Resource Team Environmental Scan: Best Practices • Resource Team Environmental Scan: Labor Market Forces • Deloitte Diagnostic Tool around Student Success 	<ul style="list-style-type: none"> • Oct. 26, 2018 • Nov. 2, 2018 • Nov. 30, 2018 • December 10 • Dec. 20, 2018 • Dec. 20, 2018 • Dec. 20, 2018 • Dec. 23, 2018 • Dec. 23, 2018 • Dec. 23, 2018 • Dec. 30, 2018 • Dec. 30, 2018 • Dec. 30, 2018 • Jan. 10, 2019
<p>Strategic Framework Presentation</p> <ul style="list-style-type: none"> • Hold open forum to present strategic framework • Allow input on framework via Success by Design Website • Finalize framework with final goals and objectives in place 	<ul style="list-style-type: none"> • March 20, 2019 • March 20-31, 2019 • April 2019