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# 2013 Strategic Planning Process



Presentation to the NKU  
Board of Regents  
January 9, 2013

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# Overview

- ✓ Pre-Planning Activities
- ✓ Key Elements and Guiding Principles
- ✓ Process, Committee/Workgroups, and Timeline
- ✓ Introduction of the Strategic Planning Committee

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# Listening Tour and Survey

- ✓ Held 24 open forum sessions with faculty, staff, and student groups in October and November
- ✓ General Survey Questions:
  - What are you most proud of about NKU?
  - What are the distinctive attributes of NKU?
  - What are issues or concerns about our future?
  - What are our opportunities?
  - What advice do you have for me?
  - Why did you choose to come to NKU? (students)



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# “Planning to Plan” Conversations

- ✓ Fall Planning Collaboration Retreat
- ✓ Additional Meetings with:
  - College Deans
  - Department Chairs
  - Staff Congress leadership
  - Faculty Senate
  - Faculty Senate Executive Committee
  - Student Government Association leadership
  - Directors/Administrators

# “Planning to Plan” Questions

- ✓ Should the planning process result in a strategic plan that is a refresh of the current plan or a total reset (or in-between)?
- ✓ Should the planning process include a review of the mission, vision, and core values?
- ✓ What are the most important issues concerning the future of the University that the strategic planning process should address?
- ✓ How should the process be structured and what should be our overall timeline?
- ✓ What principles should guide our work?
- ✓ What should be the size and composition of the strategic planning committee?



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# Key Elements of Strategic Planning



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# Primary Purposes

- ✓ To articulate a clear, succinct mission and vision
- ✓ To set strategic priorities that will guide investments
- ✓ To promote a shared sense of direction, values, continuity, and focus
- ✓ To provide an accountability framework for execution of the plan
- ✓ To provide a system for measuring progress toward the goals

# Mission Statement

- ✓ A statement that delineates, in concise language, why an institution exists and what its operations are intended to achieve.
- ✓ Historically, mission statements have been long, “comprehensive” mission statements.
- ✓ Recent practice favors a short, basic statement of purpose – a clear, concise statement: “This is ***what*** we are here to do.”

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# Core Values

- ✓ Values explain what the institution stands for and the way in which it intends to conduct its activities.
- ✓ Value statements declare: “These are the characteristics we believe are important in **how** we do our work.”

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# Vision

- ✓ A clear description of what the institution intends to **become** within a certain timeframe.
- ✓ The vision is the University's strategic position in the future.



*The Strategic Plan  
provides the roadmap  
between the “current state” in 2013  
and the “desired state” in 2018.*

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# Institutional Strategic Plan

- ✓ A plan that helps set a course by giving a general direction.
  - Overarching directional guidance with major themes
  - Includes metrics and targets for achievement
  - The framework upon which implementation plans will be built
- ✓ Ultimate purpose: to guide the allocation and deployment of existing and new resources
- ✓ Succinct document, approximately 10-15 pages

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# Content of Strategic Plan

- ✓ Mission, vision, and values
- ✓ Students, other clientele, and region served
- ✓ Distinctive attributes
- ✓ Strategic priorities (5-6 themes)
- ✓ Performance metrics (desired results)

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# Execution

- ✓ Implementation Plans
  - Subordinate plans that provide further guidance to the campus, such as enrollment goals, desired student mix, academic initiatives, facilities needs, diversity goals, training and development needs, financial projections, technology landscape
- ✓ Division/College Alignment Plans
- ✓ Unit Operational Plans
  - Every department, office, center, and institute on campus

# Guiding Principles



# Guiding Principles

- ✓ Stakeholder Involvement
- ✓ Collaborative Effort
- ✓ Communications and Transparency
- ✓ Data-supported
- ✓ Relevance
- ✓ Alignment with State Goals
- ✓ Realistic
- ✓ Resource Allocation and Alignment
- ✓ Accountability
- ✓ Respect for Prior Work

# Committee and Work Groups



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# Strategic Planning Committee Composition

- ✓ Three faculty
- ✓ Two staff
- ✓ One dean
- ✓ One chair
- ✓ One student
- ✓ One graduate
- ✓ One community/business leader
- ✓ President Mearns, Chair

# Strategic Planning Committee Charge

- ✓ Facilitate process for developing the university-wide strategic plan
- ✓ Ensure optimal stakeholder input
- ✓ Coordinate the SWOT analysis, using work groups
- ✓ Advise on communications plan
- ✓ Recommend revisions to mission, vision, values
- ✓ Prepare a draft plan for stakeholder review
- ✓ Disseminate information about the process, plan, and implementation
- ✓ Prepare final proposal for review & approval by Board



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# Winter/Spring: Work Groups

## Examples:

- ✓ Competitive Forces
- ✓ Demographic/Labor Market Forces
- ✓ Political/Economic Environment
- ✓ Technological Trends
- ✓ Institutional Trends & Vital Statistics
- ✓ Public Engagement Activities
- ✓ Mission, Vision, Values Review

# Campus and Stakeholder Involvement



# Survey Internal & External Stakeholders

- ✓ Faculty
- ✓ Staff
- ✓ Students
- ✓ External stakeholders
  - Alumni
  - Business leaders
  - Elected officials
  - Community leaders
  - Educators

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# Open Forums

## ✓ Spring 2013

- Open meetings for faculty and staff
- Open meetings for students

## ✓ Fall 2013

- Open meetings to receive feedback and comments on draft

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# Meetings with External Stakeholders

- ✓ Meeting with variety of groups:
  - Chambers of Commerce
  - Educator group meetings
  - Alumni and donor meetings
- ✓ Meeting with college advisory boards

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# Electronic Communications

- ✓ Strategic planning website
- ✓ Online forum for faculty and staff comments
- ✓ Social media for student comments
- ✓ Reading materials on website

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# Stakeholder Conference

- ✓ Include Planning Committee, Work Group members, Cabinet members, other external constituents
- ✓ Potential meeting topics:
  - Review of mission, vision, values
  - Review of the results of SWOT analyses
  - Exercises to synthesize for common themes

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# Implementation Teams for Subordinate Plans

## Examples:

- ✓ Academic
- ✓ Enrollment Management
- ✓ Financial
- ✓ Facilities
- ✓ Diversity
- ✓ Technology

# Timeline



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# Board of Regents

- ✓ Updates on process in March and May
- ✓ Draft outline for July 17 retreat
- ✓ Draft plan with mission, vision, and core values disseminated in late August
- ✓ Presentation to Board on November 13

# Process Components and Timeline

November 7, 2012	Call for nomination to faculty and staff
January 9, 2013	Announcement of Committee members
Spring 2013	Open Forums
Spring 2013	Committee/work groups perform SWOT analyses
April 2013	Draft revisions of mission, values, & vision
April 2013	Stakeholder conference
July 2013	Outline of strategic plan at Board Retreat
August 2013	Dissemination of draft strategic plan
Aug - Sept 2013	Open Forum meetings/online forums
October 2013	Present to Faculty Senate, Staff Congress & SGA
October 2013	Prepare final draft
November 13, 2013	Presentation for Board approval



# Strategic Planning Committee Members

## **Geoffrey S. Mearns, Chair** President

Mearns became NKU's fifth president on Aug. 1, 2012. Prior to coming to NKU, he served as provost and senior vice president for academic affairs at Cleveland State University and also spent four and a half years as dean and professor of law at CSU's Cleveland-Marshall College of Law.



Prior to joining Cleveland State, Mearns was a practicing lawyer for more than 15 years, including serving as a federal prosecutor in the United States Department of Justice.

He earned a bachelor's degree in English from Yale University in 1981 and a juris doctor from the University of Virginia in 1987. He clerked for the Hon. Boyce F. Martin, Jr., of the U.S. Court of Appeals for the Sixth Circuit in Louisville.



# Strategic Planning Committee Members

## **Richard L. Boyce, Ph.D.**

Professor,  
Department of Biological Sciences

Dr. Boyce received his bachelor's degree from Williams College, his master's from Yale School of Forestry & Environmental Studies and his doctorate from Yale University.



His areas of concentration include general ecology, plant ecology, plant physiology and biometry. His current research interests include factors driving "bark-stripping" in Rocky Mountain bristlecone pine canopy uptake and allocation of nitrogen by conifers; ecophysiology of red cedar; effects of the invasive Amur honeysuckle on forest understory herbs; effects of calcium deficiency on tree ecophysiology; and the development of Fuzzy Set Ordination (FSO) for use with plant community data.



# Strategic Planning Committee Members

## **Charles Brown**

Vice President of Accounting & Finance; Secretary,  
Toyota Motor Engineering & Manufacturing, NA, Inc.

Chuck Brown is vice president of accounting and finance and secretary of Toyota Motor Engineering & Manufacturing, North America, Inc. (TEMA), located in Erlanger, Ky. Brown was named vice president in 1997 and appointed secretary in 2003. He is responsible for all areas of accounting and finance.



Brown was appointed to the NKU Board of Regents in 2000 and reappointed in 2006 for a second 6-year term. He served as board chair from 2004-06.

Brown graduated from Princeton University with a degree in economics. He later earned an MBA from Stanford University. Originally from Youngstown, Ohio, Brown lives in Northern Kentucky and has two adult children, Dominique and Christopher.



# Strategic Planning Committee Members

## **Katie Cox**

Student

Cox is a business management major with a minor in business administration. Her anticipated graduation date is May 2014.



She is active in several student organizations including Theta Phi Alpha, Leadership Mentors, Presidential Ambassadors, Student Government Association and Gamma Chi Sorority.

In September 2012 she was named SGA Senator of the Month.



# Strategic Planning Committee Members

## **Dana (Baynard) Harley, Ph.D., MSW, LISW-S**

Assistant Professor,

Department of Counseling, Social Work and Leadership



Dr. Dana Harley is a second-year assistant professor in the Department of Counseling, Social Work and Leadership.

She specializes in child and adolescent mental health and developmental issues. Dr. Harley was recently awarded a University Community Partnership Grant to explore barriers impeding graduation among students in Kenton County Schools. She is an expert in participatory action research methods.

Dr. Harley completed her Ph.D. at The Ohio State University in 2011. She is a licensed independent social worker-supervisor and has over 10 years of clinical social work practice experience.



# Strategic Planning Committee Members

## **Zachary Hart, Ph.D.**

Interim Chair, Associate Professor of Public Relations,  
Department of Communication

Dr. Hart currently serves as interim chair of the communication department. He teaches undergraduate and graduate courses in public relations and communication studies and also served as interim chair from 2010-11.



He previously taught at Concordia University in River Forest, Ill., and worked for the public relations/marketing department of the Chicago Symphony Orchestra.

Dr. Hart received his Ph.D. in Organizational Communication from Michigan State University, his M.S. in Journalism from the University of Illinois at Urbana-Champaign and his B.A. in Mass Communication from Western Illinois University.



# Strategic Planning Committee Members

## **Stephanie Hughes, Ph.D.**

Associate Professor of Management,  
Haile/US Bank College of Business



Prior to her teaching position at NKU, Dr. Hughes served as chief executive officer for ABX Central, a leading electronic purchasing community for institutional athletic buyers. Her professional career in international economic analysis began with a two-year assignment as a foreign service officer in Washington, D.C.

Dr. Hughes received her B.S. in Marketing and an MBA in International Business from St. Joseph's University. She received her Ph.D. in International Business/Strategic Management at Temple University.



# Strategic Planning Committee Members

## **Denise Robinson Ph.D., R.N., F.N.P.**

Dean and Regents Professor,  
College of Health Professions

Dr. Denise Robinson is the founding dean of NKU's College of Health Professions and a Regents Professor of nursing. Under her guidance, the college began offering a fully online Doctor of Nursing Practice.



Robinson has held a variety of positions at NKU, including serving as director of the Master of Science in Nursing program. She also serves as medical director for the Nursing Advocacy Center for the Underserved.

Robinson received a B.S. and Master of Science in Nursing from the University of South Carolina. She earned her Ph.D. from the University of Texas at Austin and her Family Nurse Practitioner from the University of Kentucky.



# Strategic Planning Committee Members

## **Mary Paula Schuh**

Director,  
Campus and Space Planning

A long-time NKU employee with considerable institutional memory for the physical environment and the history of the university, Schuh has been involved in planning and design of every building constructed since 1979. Schuh is responsible for space management, capital planning and budgeting, master planning, programming and campus sustainability. She is passionate about education and the physical environment's ability to enhance daily activities of faculty, staff and students.



Schuh has a Bachelor of Arts in Architecture from the University of Kentucky. While at UK, she participated in the summer design workshop in Italy. She is very involved in the northern Kentucky community, currently serving as chair of the Villa Madonna Academy Board of Directors.

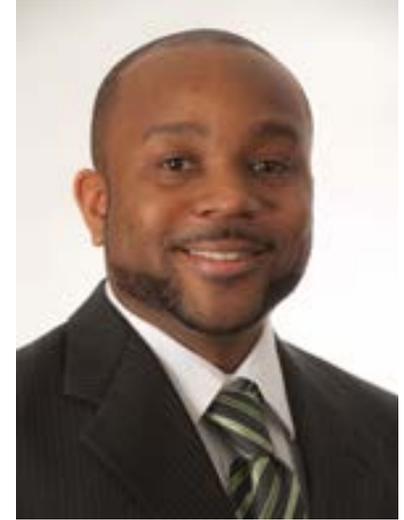


# Strategic Planning Committee Members

## **Arnie Slaughter**

Director,  
University Housing

Slaughter joined the Office of University Housing in 2003. In 2010 he became associate director of housing operations, providing oversight and supervision for the housing operations team. He was named director of university housing in August 2012 after serving in an interim capacity for one year.



In addition to his role in University Housing, Slaughter also teaches a University 101 course and serves as a summer instructor for Project Aspire and the Whitney Young Program serving middle and high school students respectively.

Slaughter earned both his bachelor's degree in psychology and master's degree in family and child studies from Miami University.



# Strategic Planning Committee Members

**Diane Sticklen-Jordan, SPHR, CC,  
HRC, Inc.**

Diane Sticklen-Jordan is a consultant and coach of business leaders and HR professionals with over 25 years of experience. She assists organizations in developing and enhancing strategies, HR processes and systems and leadership. She has facilitated strategic plans for over 35 organizations.



Sticklen-Jordan regularly consults with many types of organizations, from small local non-profit firms to Fortune 100 organizations. She worked in HR management/Vice President positions in corporations prior to HRC.

She received a degree in business with an emphasis in psychology from NKU.



