

Guiding Principles for the Strategic Planning Process

Northern Kentucky University's mission is achieved through collective efforts of our faculty, staff, and administration and through the activities of the university's colleges, programs, and departments. NKU's strategic plan represents the shared vision, values, and goals of the entire university community and is the unifying instrument that optimizes the use of available resources and talent toward the achievement of the mission.

To build on the university's strong foundation, ensure a focused and integrated approach, and encourage stakeholder ownership in the plan's success, NKU will engage in a planning process that is guided by the following principles:

- **Stakeholder Involvement** – The planning process should encourage the active participation of faculty, staff, students, alumni, community leaders, and other constituent groups.
- **Collaborative Effort** – The planning process will involve cross-divisional collaboration to ensure the integration of strategies across functional lines for optimization of results.
- **Communication and Transparency** – Planning deliberations will be communicated regularly with the campus community, and senior leadership will make strategic decisions in a timely, open, and transparent way.
- **Data-supported** – The plan should be based on systematically gathered and analyzed information.
- **Relevance** – The plan should reflect the university's distinctive role in the region and should articulate how the institution adds value for students, the community, the region, and the Commonwealth.
- **Alignment with State Goals** – The plan should align with and support the goals of the Kentucky Postsecondary Education Agenda, *Stronger by Degrees*, and the statewide accountability system.
- **Realistic but Ambitious** – The plan should establish ambitious goals yet keep be developed in consideration of the realities of the university's current fiscal environment and those that are expected to become a reality during the planning horizon.
- **Actionable** – The plan should provide the strategic foundation upon which operational action plans can be developed and executed.
- **Resource Allocation and Alignment** – The final plan should serve as a guide for aligning the university's human, physical, technological, and financial resources with the university's strategic priorities.
- **Accountability** – The plan should incorporate performance metrics that are measureable and that demonstrate the university's progress toward achievement of stated goals. Further, the university will monitor its progress and let that inform future actions as we seek continuous improvement.
- **Respect for Prior Work** – The plan should build upon, but not be bound by, the work already represented by activities and documents such as the Foundations of Excellence; Quality Enhancement Plan; Diversity Plan; Information Technology Plan; Strategic Enrollment Management Plan; Huron report; Executive Dashboard; Physical Facilities Master Plan; and other planning initiatives.

Current NKU Vision, Mission, and Core Values

Vision

Northern Kentucky University will be nationally recognized as a 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.

Mission

The mission of Northern Kentucky University is to educate students to succeed in their chosen life roles; be informed, contributing members of their communities - regionally, nationally and internationally; and pursue satisfying and fulfilling lives. The university will offer a comprehensive array of baccalaureate and master's programs as well as law and other selected doctoral programs that meet regional needs.

The university supports multi-dimensional excellence across the full breadth of its work: teaching and learning, research and creative activity, and outreach and public engagement. Northern Kentucky University fosters a community that values openness, inclusion and respect. The university is committed to intellectual and creative freedom and to the open expression of ideas in ways that support scholarship and advance the learning process. The university embraces its regional stewardship role as reflected in its significant contribution to the intellectual, social, economic, cultural and civic vitality of the region and the commonwealth.

Northern Kentucky University achieves its mission through outstanding faculty, state-of-the-art programs and community partnerships. The university prides itself on its learner focus, entrepreneurial spirit, global perspective, innovative programs, small classes, technology-enhanced academic programs, co-curricular learning opportunities, and emphasis on active learning, including student research, internships, co-op programs and service learning.

Northern Kentucky University is the commonwealth's only regional university located in a major metropolitan area. The university values its role as an integral part of the metropolitan region and recognizes the region as a powerful source of knowledge and experience that can strengthen, enhance and enrich every aspect of the university. Regional stewardship informs every dimension of the university's mission.

Core Values

NKU is committed to:

- Placing learners and their learning at the center of all that we do.
- The highest standards of excellence in every dimension of our work.
- Access to education that holds high expectations for all students and provides support for their success.
- Public engagement that advances the progress of the region and commonwealth.
- Intellectual and creative freedom and the free expression of ideas.
- A culture of openness and inclusion that values diversity in people and ideas.
- A work environment that encourages and rewards innovation and creativity.
- A campus climate that supports collegiality, collaboration and civility.