



*Our Time, Our Plan, Our Future:
Mission, Vision, Values Review*

*2013 NKU Strategic Planning Process
Work Group Report*

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Executive Summary

This report summarizes the results of the work of the Mission, Vision, and Values Review (MVV) work group. The purpose of the group was to assist the Strategic Planning Committee by:

- reviewing and discussing mission, vision, and values statements from other public comprehensive universities;
- formulating questions for a survey to all faculty, staff, and students;
- formulating questions for an open forum discussion on mission, vision, and values; and
- providing recommendations for revisions to the university's mission, vision, and values statements.

The MVV work group presents the following suggested mission, vision, and values statements. We strived to make these statements as concise as possible, while still providing enough detail to uniquely characterize NKU. This report describes the work group's methodology and rationale in arriving at these suggestions.

Suggested Mission Statement

Northern Kentucky University is committed to excellence in

- placing student success at the center of all that we do to instill a commitment to lifelong learning,
- preparing students for specific careers or graduate studies, and
- supporting research, creative activity, and service that contribute to student learning.

As the commonwealth's only regional university located in a major metropolitan area, NKU leverages public engagement and other service and learning opportunities that contribute to developing well-rounded, productive citizens; expanding their perspectives; and transforming lives in ways that benefit the commonwealth, the tri-state region, and the world.

Suggested Vision Statement

By its 50th anniversary in 2018, Northern Kentucky University will be nationally recognized for innovative and effective approaches to student success and personal connections among students, faculty, and staff.

Suggested Core Values

- **Integrity** in teaching, learning, scholarship, and leadership
- **Diversity** in people and ideas in a supportive, inclusive environment
- **Responsibility** and **accountability** that support collegiality, collaboration, and mutual trust
- **Excellence** obtained through high standards for students, faculty, administration, and staff
- **Innovation** and **creativity** that enable students to reach their highest potential
- **Public engagement** that promotes social responsibility and advances the vitality of the region and the commonwealth
- **Wellness-oriented** and **safe** campus environment
- **Meaningful connections** with students in support of their learning



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Introduction

The Mission, Vision, and Values Review work group was tasked with providing assistance to the Strategic Planning Committee by reviewing and discussing mission, vision, and values statements from other public comprehensive universities; formulating questions for a survey to all faculty, staff, and students; formulating questions for an open forum discussion on mission, vision, and values; and providing recommendations for revisions to the university's mission, vision, and values statements.

Methodology

The work group began its work by compiling mission, vision, and values statements for public universities in Kentucky, other area universities, NKU's benchmark institutions, and selected examples from across the nation. Members studied these and analyzed their strengths and weaknesses. Other examples were identified by members and shared with the work group. A list of the example statements reviewed is provided in Appendix A.

The work group divided into two subgroups: one subgroup (Quantitative) to work on formulating quantitative questions for the electronic survey to be distributed to faculty, staff, and students and the second subgroup (Qualitative) to work on qualitative questions to be posed during the open forum focused on mission, vision, and values statements. The subgroups reported back to the entire work group for final decisions on the survey questions and open forum questions.

Faculty, Staff, and Student Surveys

The Quantitative subgroup members reviewed an established survey, the Institutional Goals Inventory, which was developed by the Educational Testing Service. This survey had 90 items, and institutions were allowed to add an additional 20 items of their own. For each item, respondents were asked to rate (on a five-point Likert scale) how important that goal currently is at the institution and how important the goal should be to the institution. Hence, this survey had a potential of 220 answers for respondents to provide.

Since some questions on the original survey were outdated and other, more contemporary, issues were not included, the subgroup identified items that were irrelevant to NKU. They also devised additional items that were important for inclusion, such as current NKU values statements. Members also determined that it was imperative to minimize the number of questions in the survey. After several iterations of review, the survey was piloted among work group members and others they solicited to provide feedback. The majority of reviewers resoundingly commented that the survey was still too long, so work group members collaborated over a weekend to streamline the list even further. The faculty/staff survey was tightened to 36 items, and the student survey included 30 of those 36 items. In addition, two open-ended questions were included, asking respondents to list the top five items of importance and to provide any other feedback they deemed important to be considered.

Open Forum Questions

The Qualitative subgroup discussed the direction of open-ended questions for the forums and questions that could be incorporated into the clicker technology. A series of questions were written, and the work group discussed which items would be good to use as the clicker questions. Work group members agreed that forcing the audience to choose only a limited number of answers on some of the questions would require the respondents to analyze the choices more closely rather than when allowing an “all that apply” response. Consequently, several of the questions were reframed to allow the respondent to choose only up to three answers.

Findings

Open Forum Results

The open forum on mission, vision, and values was held on March 1, 2013, in the Student Union Ballroom. Nearly 100 people were present, and 71 actively participated in answering the clicker questions. The results from the clicker questions and a summary of the comments made at the open forum are included in Appendix B.

Words that were frequently chosen as best describing NKU were *learner-centered teaching*, *access with the opportunity to succeed*, and *public engagement*. Words chosen most frequently to add to the core values were *integrity, accountability, and leadership*. Words chosen most frequently for the mission statement were *lifelong learning, critical thinking, high standards, educate students to succeed, outstanding faculty and state-of-the-art programs*, and *emphasis on active learning*. Respondents gave NKU the highest marks for *placing learners at the center of all that it does, providing support for student success*, and *using public engagement to advance the progress of the region*.

The open forum audience appeared to agree that the word *premier* should be removed from the vision statement. The respondents most agreed that a *focus on excellence and quality in programs and services* should be included in the vision statement.

Key words discussed at the open forum included the following.

“Access” – Many picked this word as important, although some concerns were raised about it. “Access” may reflect the days when NKU was more associated with open admissions. NKU has now become more of an “institution of choice.” Comments from the audience seemed to indicate that maybe a different word should be used to indicate NKU’s further evolution and to better convey the “up close and personal” idea.

“Excellence” – Few in the audience chose this word, but discussion reflected that it was not because they didn’t think we should strive for excellence. Comments were made about how it is impossible to achieve excellence in everything, and by trying to be excellent in everything, nothing might end up being excellent, or things might be called excellent that are actually not, e.g., grade inflation. Comments indicated that perhaps “excellence” could be defined or limited, such as by emphasizing that we “support” or “strive for” excellence.

“Student-centered vs. learner-centered” – An intriguing point was raised concerning the distinction between “students” and “learners.” The current mission and core values mention a “learner focus” and “placing learners and their learning at the center of all that we do.” Questions were raised on whether this was intended to convey that everyone, not just students, can learn and whether there is a stronger way to convey this idea.

“Success in the workplace and in life” – Most seemed to agree that student success should be qualified in some way. Adding “in the workplace and in life” or just “in life” were suggested as possible ways.

“Critical thinking” – Many chose this phrase, but the point was raised that the term might be academic jargon. An alternative suggested was “expand perspectives.”

“Research” – The important point made about this word is that we should center it around research that informs teaching, not just research that involves students. Suggestions were made for phrasing like “research and creative activity that support student learning” or “recognize research as central to student success.”

“Caring” – The audience discussed the potential for the word to connote meanings such as those attached to “daycare” and “caregiver.” Other comments indicated that students like the word “caring” and would want it included. Alternate words were suggested, such as “nurturing,” “coaching,” “supportive,” “challenging,” that would indicate we push towards independence rather than handholding.

“Placing learners” vs. “Placing learning” at the center of all that we do – There seemed to be agreement regarding the suggestion of changing “learners” to “learning.” This distinction also relates to the “caring” idea above and the distinction between “students” and “learners.”

Faculty/Staff and Student Survey Results

Surveys were emailed to all faculty, staff, and students on February 26, 2013, with a note from President Geoffrey Mearns encouraging participation. A second reminder was emailed on February 28 and a third reminder on March 5. After reviewing the preliminary results, the MVV work group made a request that a fourth reminder be sent to the students. That reminder was mailed on March 8, and the survey was closed on March 20.

A total of 990 faculty and staff responded to the survey, yielding a 47% response rate overall. The response rate was 55% for full-time faculty and 57% for full-time staff. A total of 1,877 student surveys were received for a response rate of 14%. Students were well represented from freshmen through graduate and law students, as noted in Table 1.

Table 1. Number of Student Responses by Classification

Student Classification	#
Freshmen	342
Sophomores	268
Juniors	329
Seniors	544
Graduate	247
Law students	64
Unknown/NA	83
Total responses	1,877

Appendix C includes the tables showing the empirical means on each survey item for “is currently important” and “should be important” along with the average gap between the two

responses for all faculty/staff, full-time faculty, full-time staff, all students, and each classification of students. Another table provides a comparison between full-time faculty and full-time staff responses. Also included are the responses given by both groups to the open-ended question asking for the items perceived as the top five in importance.

When rating what “is currently important” at NKU, student means are slightly higher than the faculty/staff means on most items; however, there was agreement on eight of the top 10 items for both students and faculty/staff. All agreed that NKU currently places high importance on the following:

- To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning
- To place learners and their learning at the center of all that we do
- To maintain an “up close and personal” image and small class sizes
- To strengthen NKU’s regional, state, and national reputation as a metropolitan, comprehensive university
- To produce graduates that meet regional business, industry, and government needs
- To provide students with a solid foundation of knowledge through the general education program
- To challenge students to think, read, and write critically
- To provide access to education that holds high expectations for all students and provides support for their success

In addition to the above, faculty/staff included public engagement as the item with the highest mean on “is currently” important, and they also rated the university’s focus on undergraduate rather than graduate education in their “top 10” list of current importance. Responses that rounded out the students’ top 10 list included maintaining the highest standards of excellence and holding students to high standards of intellectual performance.

In general, faculty/staff and students rated nearly all items higher on the level of importance for “should be.” There was agreement between students and faculty/staff for six of the top 10 items on what should be of high importance, as listed here:

- To challenge students to think, read, and write critically
- To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning
- To place learners and their learning at the center of all that we do
- To provide access to education that holds high expectations for all students and provides support for their success

- To hold students to high standards of intellectual performance
- To maintain the highest standards of excellence in every dimension of our work

The other four items that were rated highest on the scale for “should be” important by faculty/staff included items that were not on the student survey: to attract and retain talented and effective faculty and staff; to maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, and staff; to promote a work environment that encourages and rewards innovation and creativity; and to support and sustain transparent and candid communication throughout the university. Coming in as the 11th ranked mean for faculty and staff was maintaining an up close and personal image and small classes, which was another item in the students’ top 10 list for “should be” of high importance.

Students identified advising and career planning as the third highest mean value on “should be” important. The remaining two items in their top 10 list for “should be” important were: to produce graduates that meet regional business, industry, and government needs; and to provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students.

The largest disparity in means among the top 10 items of “should be” importance between students and faculty/staff was for on-demand, flexible scheduling. The student mean response was 4.34 compared to the faculty/staff mean response of 3.91. The full-time faculty response mean on this item was even lower at 3.57, which placed the item in the bottom five for “should be” important among full-time faculty.

Between the full-time faculty and full-time staff, the three items showing the largest disparity in means for “should be” important were: to offer an array of online courses and fully online programs (staff mean = 3.88; faculty mean = 3.18); to focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion (staff mean = 4.31; faculty mean = 3.79); and to produce graduates that meet regional business, industry, and government needs (staff mean = 4.07; faculty mean = 3.57).

Focusing on the similarities in faculty/staff and student responses on the “should be” important ratings, the work group noted a recurring theme for three of the top 10 ranked items. Faculty, staff, and students agree that **high expectations, high standards of excellence, and high standards of intellectual performance** should be among the highest of importance for the future focus of the university. Further, faculty, staff, and students agree that preparing students for careers or graduate studies, placing learners and their learning at the center of all we do, and maintaining an “up close and personal” image resonate as themes of highest importance for NKU.

Recommendations

As a framework for its deliberations, the work group acknowledged the need for a shorter mission statement, as evidenced by the general consensus from the president's summary of listening tour feedback and the open forum comments. This idea was also backed up in recent literature. For example, Hinton (2012) noted that mission statements for higher education institutions historically were "long, exhaustively detailed descriptions," (p. 9) but that the trend is now toward limiting the mission to its primary function. Hinton emphasized that the mission statement should identify in clear, concise language "why the institution exists and what its operations are intended to achieve" (p. 9). Additionally, Özdem (2011) stated that "mission statements should be clear, concise, and intense" and should "serve to differentiate the organization from others" (p. 1889).

The work group also reviewed the purpose of a vision statement. Vision statements are a "look toward the unknown to define the future" and describe "which position [an organization] desires to acquire" (Özdem, 2011, p. 1889). Hinton (2012) described a vision statement as conveying what the institution "intends to become within a certain timeframe" (p. 10). While the work group's analysis showed that some institutions integrate values into their mission and vision statements, Hinton advised that values statements should be separate and serve to explain "how we do our work" (p. 10).

Using the results from the faculty/staff and student surveys and the comments and feedback from the open forums, the MVV work group discussed the rationale for inclusion (or exclusion) of words or phrases for the mission, vision, and core values of NKU. The following points underlie the suggestions that we developed for each of the three statements:

- Jargon, catch-phrases, and multi-hyphenated words should be avoided.
- The importance of excellence and high standards should be emphasized throughout.
- Student success is a primary focus and encapsulates what NKU strives to achieve. The idea of student success is intentionally threaded through all three statements.
- Public engagement is a major distinguishing characteristic of NKU and is mentioned in both the mission and values.
- NKU is differentiated from its competitors by emphasizing active, supported learning.
- NKU's regional, yet global, role is emphasized throughout.

Key rationale specific to each element are identified in the following sections, which provide the work group's suggestions for NKU's mission, vision, and values statements.

Mission Statement

Using the stated rationale and the feedback received from the survey and open forum, the MVV work group offers the following suggestion for NKU's mission statement. In devising a mission statement, in addition to the points outlined above, we also considered the following:

- The mission statement was limited to a brief, focused statement using one or two sentences.
- The phrase from the current mission statement "the commonwealth's only regional university located in a major metropolitan area," was retained, since it uniquely and accurately differentiates NKU.
- It is important to acknowledge that NKU prepares students for careers and graduate studies.

Suggested NKU Mission Statement

Northern Kentucky University is committed to excellence in

- *placing student success at the center of all that we do to instill a commitment to lifelong learning ,*
- *preparing students for specific careers or graduate studies, and*
- *supporting research, creative activity, and service that contribute to student learning.*

As the commonwealth's only regional university located in a major metropolitan area, NKU leverages public engagement and other service and learning opportunities that contribute to developing well-rounded productive citizens, expanding their perspectives, and transforming lives in ways that benefit the commonwealth, the tri-state region, and the world.

While the MVV work group prefers the mission statement provided above, we also offer three additional alternates for the Strategic Planning Committee's consideration that include some of the same themes but have variations in wording.

Mission Statement Alternate #1

Northern Kentucky University is a student-centered, comprehensive public university transforming the lives of its students and producing intellectual capital for the commonwealth and the world. As Kentucky's only regional university located in a major metropolitan area, NKU is committed to meeting the diverse needs of the tri-state region through excellence in instruction, research and creative activity that support student learning, and public engagement.

Mission Statement Alternate #2

Northern Kentucky University is a comprehensive public university committed to student success through excellence in teaching, research and creative activity, and public engagement that leads to active lifelong learning in a global society. As the commonwealth's only regional university located in a major metropolitan area, NKU serves a tri-state area with opportunities in the arts and humanities, business, education, healthcare, humanities, law, and informatics.

Mission Statement Alternate #3

Northern Kentucky University is a student-centered, comprehensive public university dedicated to preparing students for their careers and lives by offering a high-quality education, undergraduate research and creative activity, and public engagement opportunities for the betterment of the commonwealth, the tri-state metropolitan region, and the world.

Vision Statement

In developing a vision statement, the MVV work group based its suggestion on the analyses of vision statements from benchmark and other institutions, on the open forum comments, and on the survey results. The work group suggests that the vision statement be anchored to a particular point in the future, namely the 50th anniversary in 2018. Below are a few other specific points of consideration:

- The word “premier” was eliminated from the vision statement, based on open forum comments.
- If the word “metropolitan” is included in the mission, it is not necessary to repeat it in the vision statement.
- The vision statement’s reference to “personal connections” captures the idea of “up close and personal,” not only for students, but for faculty and staff as well. “Up close” was not used as that might imply a movement away from online learning.

Suggested NKU Vision Statement

By its 50th anniversary in 2018, Northern Kentucky University will be nationally recognized for innovative and effective approaches to student success and personal connections to students, faculty, and staff.

As an alternative, the work group provides the following suggestion for a vision statement that contains a broader array of unique characteristics that will differentiate NKU from other universities.

Vision Statement Alternate

Northern Kentucky University will be internationally known as a model for innovation and excellence in public engagement and student-centered teaching, research, and creative activity. NKU will continue to enhance its position as an institution of choice with distinctive, progressive programs that increasingly attract diverse and talented students.

Core Values

In reviewing the core values of the institution, the MVV work group considered the feedback received from the open forum, the values stated by benchmark and other institutions, and the results from the faculty/staff and student surveys. Below are the core values the work group suggests. Please note the following:

- The idea of student success is woven into the “innovation and creativity” value as well as the value of “excellence obtained through high standards.”
- Integrity, which is not stressed in NKU’s current set of values, is emphasized.
- A value highlighting NKU’s growing commitment to safety and wellness was added.
- Given the strength of survey responses, the work group strongly agreed that the “up close and personal” value should be recognized and represented within our core values statement. However, we have struggled with finding the best phrasing. Rather than “up close and personal,” which appears informal and also might imply a movement away from online instruction (which is, by definition, not up close), we have settled on “meaningful connections with students in support of their learning.”
- Our work group considered the possibility of using an acronym such as PRIDE to make the values memorable (public engagement, responsibility, integrity, diversity, excellence), but whether that is suitable depends in part on which values are ultimately selected and can be determined at a later point.

Suggested NKU Core Values

- ❖ ***Integrity*** in teaching, learning, scholarship, and leadership
- ❖ ***Diversity*** in people and ideas in a supportive, inclusive environment
- ❖ ***Responsibility and accountability*** that support collegiality, collaboration, and mutual trust
- ❖ ***Excellence*** obtained through high standards for students, faculty, administration, and staff
- ❖ ***Innovation and creativity*** that enable students to reach their highest potential

- ❖ **Public engagement** that promotes social responsibility and advances the vitality of the region and the commonwealth
- ❖ **Wellness-oriented and safe** campus environment
- ❖ **Meaningful connections** with students in support of their learning

In discussions held over multiple meetings and through email, the work group considered several other core values. While we are in consensus with the list above, we acknowledge that there are meaningful shades of difference with alternate phrases. Therefore, we provide the following two additional core values to be considered by the Strategic Planning Committee, as they generated significant discussion within our work group.

Additional Core Values Suggestions

- ❖ **Ethical conduct** in all that we do
- ❖ **Sustainability** that shows respect for the environment

The work group believes these items are important to NKU. However, we elected to omit them from the primary list, as ethical conduct seemed to be at least in part contained within the value of “integrity” and the focus on environmental sustainability might not currently permeate NKU’s culture to the extent of an institution-wide core value.

Conclusion

The Mission, Vision, and Values Review work group agreed with the concepts from the literature and the viewpoints expressed during the open forum that NKU’s current mission statement should be shortened for clarity and conciseness. In our deliberations, we agreed that the redundancies currently existing within the mission, vision, and core values should be minimized, and that the new versions of these statements should focus on the key words and concepts that emerged from the open forum and the surveys. A new strategic plan will provide more detail and specific goals that support the mission and that will lead NKU to achieving its 2018 vision.

Overall, we believe that the suggestions our work group has developed will yield a shorter, more focused mission statement, a memorable vision statement, and a set of core values that are unique and important to NKU. We hope that the Strategic Planning Committee finds the ideas contained within this report valuable in its continued work.

References

- Hinton, K. E. (2012). *A practical guide to strategic planning in higher education*. Retrieved from Society for College and University Planning website: www.scup.org
- Özdem, G. (2011). An analysis of the mission and vision statement on the strategic plans of higher education institutions. *Educational Sciences: Theory & Practice*, 11(4), 1887-1894.

Appendix A:
Sample Mission, Vision, and Values Statements

Appendix A
Sample Mission, Vision, and Values Statements

Institution	Mission	Vision	(Core) Values	Link
Northern Kentucky University	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>http://ppb.nku.edu/planacount/univstrategicplan/pointsoffocus/introduction/VisionValues.pdf</p>
Eastern Kentucky University (KY Regional Inst.)	<p>Eastern Kentucky University is a student-centered comprehensive public university dedicated to high-quality instruction, service, and scholarship.</p>		<p>Civic Responsibility and Civility; Diversity, Dignity, and Integrity; Excellence and Innovation; Opportunity and Access; Shared Governance and Collaboration; Student Success</p>	<p>http://www.web.ekuc.edu/sp/designation.php</p>
Morehead State University (KY Regional Inst.)	<p>Morehead State University: As a community of learners committed to individual achievement, our mission is to: Educate students for success in a global environment; Engage in scholarship; Promote diversity of people and ideas; and Serve our communities to improve the quality of life.</p>		<p>We strive to exemplify these core values: PEOPLE come first and are encouraged to achieve their full potential; Commitment to SCHOLARSHIP, LEARNING, SERVICE and COMMUNITY ENGAGEMENT is embraced; EXCELLENCE is achieved through TEAMWORK, LEADERSHIP, INNOVATION, ACCOUNTABILITY and SHARED RESPONSIBILITY; DIVERSITY of people and thought is valued and celebrated and; HONESTY, INTEGRITY and TRUST will direct all that we do.</p>	<p>http://www2.moreheadstate.edu/aspire/index.aspx?id=7130</p>

Appendix A
Sample Mission, Vision, and Values Statements

Institution	Mission	Vision	(Core) Values	Link
Murray State University (KY Regional Inst.)	<p>Murray State University serves as a nationally recognized residential comprehensive university, with a strong extended campus and online presence, offering high-quality associate, baccalaureate, masters, specialist and doctorate degrees. Academic programs are offered in the core areas of arts and sciences, agriculture, business, health and human services, teacher education, communications, engineering and applied technologies, and nursing. Teaching, research, and service excellence are core values and guiding principles that promote economic development and the well-being of the citizens of the Commonwealth of Kentucky and the region.</p> <p>Murray State University places a high premium on academic outreach, collaborative relationships with alumni, the public schools, business and industry, governmental agencies, and other colleges and universities at home and abroad. Murray State University prepares graduates to function in a culturally diverse, technologically oriented society and increasingly interdependent world. The University is committed to international education as an integral dimension of the university experience.</p> <p>Murray State University emphasizes student-centered learning and educational experiences that include first year experience, the honors program, internships, study-abroad programs, service learning, research and creative projects, residential colleges, and student organizations. In sum, Murray State University fosters an exciting and challenging learning environment.</p>			http://www.murraystate.edu/quickfacts.aspx
Western Kentucky University (KY Regional Inst.)	<p>Western Kentucky University prepares students to be productive, engaged, and socially responsible citizen leaders of a global society. It provides research, service and lifelong learning opportunities for its constituents. WKU is responsible for stewarding a high quality of life for those within its reach.</p>	<p>WKU: A Leading American University with International Reach.</p>		https://www.wku.edu/about/index.php
Kentucky State University (KY Inst.)	<p>Kentucky State University, building on its legacy of achievement as a historically black, liberal arts and 1890 land grant university, affords access to and prepares a diverse student population of traditional and non-traditional students to compete in a multifaceted, ever-changing global society by providing student-centered learning while integrating teaching, research and service through high-quality undergraduate and select graduate programs. Kentucky State University is committed to keeping relevant its legacy of service by proactively engaging the community in partnerships on civic projects driven by the objective of positively impacting the quality of life of the citizens of the Commonwealth.</p>	<p>Kentucky State University prepares today's students as global citizens, lifelong learners and problem solvers. To accomplish this, Kentucky State University must challenge itself and its students to be the best. It must recognize its strengths, expand and excel. Notwithstanding, it must also welcome change and quality improvement. By doing so, KSU will gain widespread recognition as one of the region's strongest universities. As a university of distinction, Kentucky State University will create an environment where: Students are first; Diversity is valued, understood and respected; Diverse, motivated and talented students, staff and faculty are actively recruited and retained; An intellectual environment conducive to leadership in teaching, research and community service is encouraged and supported; Effective teaching is promoted both inside and outside the classroom; Students are taught how to obtain, evaluate and use information; Learning is lifelong; Effective and efficient fiscal management by the administration is the norm; Collegiality is the norm, not the exception; Each person is a change agent; Excellence starts with</p>		http://www.kysu.edu/NR/rdonlyres/3B377-5E4B-4B94-95B1-31B5A3FE7881/0/StrategyPlanweb08.pdf

Appendix A
Sample Mission, Vision, and Values Statements

Institution	Mission	Vision	(Core) Values	Link
University of Kentucky (KY Inst.)	The University of Kentucky is a public, land grant university dedicated to improving people's lives through excellence in education, research and creative work, service, and health care. As Kentucky's flagship institution, the University plays a critical leadership role by promoting diversity, inclusion, economic development, and human well-being.	The University of Kentucky will be one of the nation's 20 best public research universities.	The University of Kentucky is guided by its core values: Integrity; Excellence; Mutual respect and human dignity; Diversity and inclusion; Academic freedom Personal and institutional responsibility and accountability; Shared governance; A sense of community; Work-life sensitivity; Civic engagement; Social responsibility	http://www.uky.edu/Provost/strategic_p_lanning/mission.htm
University of Louisville (KY Inst.)	The University of Louisville shall be a premier, nationally recognized metropolitan research university with a commitment to the liberal arts and sciences and to the intellectual, cultural, and economic development of our diverse communities and citizens through the pursuit of excellence in five interrelated strategic areas: (1) Educational Experience, (2) Research, Creative, and Scholarly Activity, (3) Accessibility, Diversity, Equity, and Communication, (4) Partnerships and Collaborations, and (5) Institutional Effectiveness of Programs and Services.			http://louisville.edu/about/mission.html
Boise State University (Benchmark Inst.)	Boise State University exists to educate people. Our goal is to foster an intellectual atmosphere that produces educated, literate people-people knowledgeable of public affairs, committed to life-long learning, and capable of creative problem solving. As a student at Boise State University, you have an opportunity to receive an education that will prepare you not only for employment and career advancement, but also for participation in society as an active, informed citizen. Since its inception, the university has responded to the wide-ranging academic needs of the community, serving Boise and the surrounding area with undergraduate and graduate programs, research, and public service. An urban university, Boise State University reflects the character and spirit of Boise- Idaho's center of business and government. In fact, to ensure that Boise State University's mission takes its cue from the university's urban setting, the Idaho State Board of Education has mandated that we place primary emphasis on education in the following areas: business and economics engineering social sciences public affairs performing arts teacher preparation At the same time, the university places continuing emphasis on the health professions and the physical and biological sciences and education, while maintaining basic strengths in the sciences and liberal arts.			http://www.campuscorner.com/idoaho-colleges/boise-state-university.htm

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California State Polytechnic University-Pomona (Benchmark Inst.)	Cal Poly Pomona's mission is to advance learning and knowledge by linking theory and practice in all disciplines, and to prepare students for lifelong learning, leadership and careers in a changing multicultural world	California State Polytechnic University Pomona will be recognized as a national leader in polytechnic education, where hands-on learning is the foundation of a broad-based educational experience. Our graduates will be distinguished by their understanding of theory, the ability to think critically and the capacity to apply that knowledge in a real-world setting. Cal Poly Pomona will embrace change, through teaching, learning, and scholarship that continually addresses the needs of a diverse culture and a dynamic economy. Cal Poly Pomona will be a model of a learning-centered university in all aspects of campus life. The mission of the university will be rooted in our core values.	<p>Polytechnic Identity - We take great pride in our polytechnic identity, realizing our exclusive role in higher education. Cal Poly Pomona is responsible to its constituents by providing quality instruction in the unique programs that distinguish the university.</p> <p>Academic Quality - We are committed to academic rigor and excellence in our teaching, learning, and scholarship. A Cal Poly Pomona education transforms prepared students into successful alumni.</p> <p>Learn By Doing - We are distinguished by our active, hands-on approach to learning, both in and out of the classroom.</p> <p>Teacher Scholars - We are committed to producing and supporting faculty teacher-scholars. Developing state-of-the-art facilities will allow faculty to collaborate with students so as to generate knowledge and develop real-world solutions.</p> <p>Environmental Sustainability - We recognize our responsibilities to the global community and value the importance of applying and advancing sustainable practices in the classroom and on our campus.</p> <p>Celebration of Diversity - Cal Poly Pomona embraces diversity as a core value, ensuring that the campus community reflects the state and region</p>	http://www.csupomona.edu/mission.php
California State University - Dominguez Hills (Benchmark Inst.)	We provide education, scholarship and service that are, by design, accessible and transformative. We welcome students who seek academic achievement, personal fulfillment, and preparation for the work of today and tomorrow.	<p>A vital educational and economic resource for the South Bay, CSU Dominguez Hills will be recognized as a top-performing Comprehensive Model Urban University in America. By 2015, we will be known as a campus community and gathering place where: Diversity in all its forms is explored, understood, and transformed into knowledge and practice that benefits the world; Technology is embraced and leveraged to transcend educational boundaries as we reach out to students, both locally and globally; Sustainable environmental, social, and economic practices are a way of life; Students from our community who aspire to complete a college degree are provided the pathway and guidance to succeed; Faculty and staff across the University are engaged in serving the dynamic needs of the surrounding communities; Student life is meaningful and vibrant; Our accomplishments and those of our alumni are recognized nationally and internationally; Ultimately, our students graduate with an exemplary academic education, a highly respected degree, and a</p>	<p>The following core values are fundamental to our success:</p> <p>Accountability - We recognize and live up to our responsibility to our students, campus resources and finances, staff, faculty alumni, supporters, and the community at large; Collaboration - All segments of the campus community work together to support our vision as well as our students' success; Continuous Learning - We strive to continually improve teaching, scholarship and service</p> <p>Rigorous Standards - We identify, implement and support excellence in all our practices; Proactive Partnerships - We actively engage with our communities and its members to promote educational opportunities and excellence for our students; Respect - We celebrate and respect diversity in all forms; Responsiveness - We are here to serve the needs of students, this community and society.</p>	http://www3.csudh.edu/practices/strategy/strategic-planning-initiative/mission-and-core-values/default.html

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California State University - Fresno (Benchmark Inst.)	<p>California State University, Fresno powers the New California through learning, scholarship, and engagement. The University faculty, staff, and administrators work together to: Make student success our first priority; Embrace a culture of diversity, internationalization, and inclusion; Advance our established distinction in liberal arts and sciences, professional programs, and community engagement; Produce transformative scholarly research and creative works that target regional issues with global significance; Exemplify the ethical stewardship of capital and human resources; and, Develop institutional, community, and intellectual leaders.</p>	<p>California State University, Fresno will become nationally recognized for education that transforms students and improves the quality of life in the region and beyond; for leadership that drives economic, infrastructure, and human development; and for institutional responsiveness that fosters creativity, generates opportunity for all, and thrives on change. Drawing from the rich human diversity of experiences, values, world views, and cultures that make up the fabric of the Central Valley, we will power the New California through the 21st century.</p>		<p>http://www.fresno.state.edu/president/mission/</p>
Eastern Michigan University (Benchmark Inst.)	<p>Eastern Michigan University is committed to excellence in teaching through traditional and innovative approaches, the extension of knowledge through basic and applied research, and creative and artistic expression. Building on a proud tradition of national leadership in the preparation of teachers, we maximize educational opportunities and personal and professional growth for students from diverse backgrounds through an array of baccalaureate, master's and doctoral programs. We strive to provide a student-focused learning environment that enhances the lives of students and positively impacts the community. We extend our commitment beyond the campus boundaries to the wider community through service initiatives, and public and private partnerships of mutual interest addressing local, regional, national and international opportunities and challenges.</p>		<p>1. Continuous Improvement, Innovation and/or Customer Service: Individual award for contributions in developing new approaches to service delivery; increasing effectiveness and efficiency; providing greater customer satisfaction; using creativity to improve services to EMU's students, faculty, staff and external constituencies. 2. Contributions to the Quality of Student Learning Experiences: Individual award for contributions in providing a positive, supportive environment for student success at EMU (e.g., service as an adviser, plant maintenance, on-campus curricular and co-curricular experiences, involvement in residence hall activities, working with commuter students, mentoring programs, etc.). 3. Diversity, Human Dignity, Multicultural/International Involvement: Individual award for contributions in enhancing understanding, respect and inclusion of diversity among members of the EMU community and all of its constituencies. 4. Public Engagement and Community Service: Individual award for contributions in completing exemplary community service activities and building EMU linkages/partnerships with the local community, the Detroit metropolitan area, southeast Michigan, the State of Michigan and the nation. 5. Support Role in Teaching, Learning, Scholarship, Research, and/or Creative</p>	<p>http://www.emich.edu/divisions/mission/values.pdf</p>

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Indiana State University (Benchmark Inst.)	Indiana State University combines a tradition of strong undergraduate and graduate education with a focus on community and public service. We integrate teaching, research, and creative activity in an engaging, challenging, and supportive learning environment to prepare productive citizens for Indiana and the world.	Inspired by a shared commitment to improving our communities, Indiana State University will be known nationally for academic, cultural, and research opportunities designed to ensure the success of its people and their work.	Integrity - We demonstrate integrity through honesty, civility, and fairness. Scholarship - We value high standards for learning, teaching and inquiry. Transforming - We foster personal growth within an environment in which every individual matters. Responsibility - We uphold the responsibility of university citizenship. Education - We provide a well-rounded education that integrates professional preparation and study in the arts and sciences with co-curricular involvement. Embrace Diversity - We embrace the diversity of individuals, ideas, and expressions. Stewardship - We exercise stewardship of our global community.	http://www.indstate.edu/why/index.htm
Kent State University (Benchmark Inst.)	The mission of Kent State University is to discover, create, apply and share knowledge, as well as to foster ethical and humanitarian values in the service of Ohio and the global community. As an eight-campus educational system, Kent State offers a broad array of academic programs to engage students in diverse learning environments that educate them to think critically and to expand their intellectual horizons while attaining the knowledge and skills necessary for responsible citizenship and productive careers.	Kent State University will change lives by encouraging outstanding teaching and innovative learning opportunities, by cultivating excellence in all we do, and by seeking greater access and affordability for our students. Kent State shall expand its dynamic leadership through recognized scholarship and path-breaking research, through increased levels of external support leading to new discoveries and economic developments, through partnerships with other institutions and organizations in the pursuit of academic excellence. To further these common goals, faculty, staff and students, as well as our alumni and community supporters, shall serve as collaborative partners in advancing Kent State's status as a model for 21st-century public higher education.		http://www.kent.edu/excellence/index.cfm
Missouri State University (Benchmark Inst.)	Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement. The academic experience is grounded in a general education curriculum which draws heavily from the liberal arts and sciences. This foundation provides the basis for mastery of disciplinary and professional studies. It also provides essential forums in which students develop the capacity to make well-informed, independent critical judgments about the cultures, values and institutions in society. The Missouri State University campuses are structured to address the special needs of the urban and rural populations they serve.			http://www.missouristate.edu/misouristate.htm

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Institution	Mission	Vision	(Core) Values	Link
Portland State University (Benchmark Inst.)	Portland State University's mission is to enhance the intellectual, social, cultural and economic qualities of urban life by providing access throughout the life span to a quality liberal education for undergraduates and an appropriate array of professional and graduate programs especially relevant to metropolitan areas. The University conducts research and community service that support a high quality educational environment and reflect issues important to the region. It actively promotes the development of a network of educational institutions to serve the community.	Our vision is to be an internationally recognized urban university known for excellence in student learning, innovative research, and community engagement that contributes to the economic vitality, environmental sustainability, and quality of life in the Portland region and beyond.	The pursuit of our vision rests on our success in transforming undergraduate education, our growing research programs, our strong collaboration with the community, and the core values we hold. These values describe not only what PSU is now, but what it will be in the future: Learning and Discovery, Access to Learning, A Climate of Mutual Respect, Openness and Reflection and Community and Civic Engagement.	http://www.pdx.edu/portland-state-university-mission
San Jose State University (Benchmark Inst.)	In collaboration with nearby industries and communities, SJSU faculty and staff are dedicated to achieving the university's mission as a responsive institution of the state of California: To enrich the lives of its students, to transmit knowledge to its students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship.			http://www.sjsu.edu/about/sjsu-mission/
Southern Illinois University Edwardsville (Benchmark Inst.)	Southern Illinois University Edwardsville is a public comprehensive university dedicated to the communication, expansion and integration of knowledge through excellent undergraduate education as its first priority and complementary excellent graduate and professional academic programs; through the scholarly, creative and research activity of its faculty, staff and students; and through public service and cultural and arts programming in its region.	Southern Illinois University Edwardsville, as a premier Metropolitan University, will be recognized nationally for the excellence of its programs and development of professional and community leaders.	Recognizing public education as the cornerstone of a democracy, SIUE carries out its mission based on certain fundamental, shared values. We value: Citizenship (Social, civic and political responsibility, globally, nationally, locally, and within the University; Active partnerships and a climate of collaboration and cooperation among faculty, staff, students and the larger community; Environmental stewardship); Excellence (High quality student learning; Continuous improvement and innovation; Outstanding scholarship and public service; Standards consonant with the premier status to which we aspire); Integrity (Accountability to those we serve and from whom we receive support; Honesty in our communications and in our actions); Openness (Inclusion of the rich diversity of humankind in all aspects of university life; Respect for individual differences; Intellectual freedom and diversity of thought; Access for all who can benefit from our programs); Wisdom (Creation, preservation, and sharing of knowledge; Application of knowledge in a manner that promotes the common good; Life-long learning)	http://www.siue.edu/about/mission/

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<p>Texas State University-San Marcos (Benchmark Inst.)</p>	<p>Texas State University-San Marcos is a public, student-centered, Emerging Research University dedicated to excellence in serving the educational needs of the diverse population of Texas and the world beyond.</p>		<p>In pursuing our mission, we, the faculty, staff, and students of Texas State University-San Marcos, are guided by a shared collection of values. Specifically, we value: An exceptional undergraduate experience as the heart of what we do; Graduate education as a means of intellectual growth and professional development; A diversity of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community as essential conditions for campus life; The cultivation of character and the modeling of honesty, integrity, compassion, fairness, respect, and ethical behavior, both in the classroom and beyond; Engaged teaching and learning based in dialogue, student involvement, and the free exchange of ideas; Research, scholarship, and creative activity as fundamental sources of new knowledge and as expressions of the human spirit; A commitment to public service as a resource for personal, educational, cultural, and economic development; Thoughtful reflection, collaboration, planning, and evaluation as essential for meeting the changing needs of those we serve.</p>	<p>http://www.txstate.edu/about/mission.html</p>
<p>The University of Tennessee at Chattanooga (Benchmark Inst.)</p>	<p>The University of Tennessee at Chattanooga is an engaged, metropolitan university committed to excellence in teaching, research, and service, and dedicated to meeting the diverse needs of the region through strategic partnerships and community involvement.</p>	<p>The University of Tennessee at Chattanooga will be recognized as a premiere metropolitan university, known for its outstanding undergraduate and graduate academic programs, scholarly and creative achievements, diversity and inclusiveness, and critical partnerships that take advantage of our setting to provide solutions to global concerns.</p>	<p>In fulfilling our mission, we are committed to our core values: Preparing for the Future (The development of ethical and socially responsible leaders, professionals, scholars, and citizens; The creation of opportunities for those who seek truth, knowledge, and higher quality of life) Education and Engagement (Excellence in teaching within a student-focused, supportive, and challenging environment; Achievement and national recognition in research, scholarship, and creative endeavors; Effective partnerships that provide meaningful involvement in educational, economic, and community development) Positive Institutional Environment (A collegial, mutually respectful, and professionally rewarding environment; Broad diversity of people and ideas to strengthen our institution and community; Reasonable and affordable access to quality higher education)</p>	<p>http://www.utcc.edu/About/Mission.php</p>

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The University of Texas at Arlington (Benchmark Inst.)	The University of Texas at Arlington is a comprehensive research, teaching, and public service institution whose mission is the advancement of knowledge and the pursuit of excellence. The University is committed to the promotion of lifelong learning through its academic and continuing education programs and to the formation of good citizenship through its community service learning programs. The diverse student body shares a wide range of cultural values and the University community fosters unity of purpose and cultivates mutual respect.			http://www.uta.edu/about/administration/mision.php
Towson University (Benchmark Inst.)	Towson University, as the state's comprehensive Metropolitan University, offers a broad range of undergraduate and graduate programs in the liberal arts, sciences, arts and applied professional fields that are nationally recognized for quality and value. Towson emphasizes excellence in teaching, scholarship, research and community engagement responsive to the needs of the region and the state. In addition to educating students in the specialized knowledge of defined fields, Towson's academic programs develop students' capacities for effective communication, critical analysis, and flexible thought, and they cultivate an awareness of both difference and commonality necessary for multifaceted work environments and for local and global citizenship and leadership. Towson's core values reflect high standards of integrity, collaboration, and service, contributing to the sustainability and enrichment of the culture, society, economy, and environment of the State of Maryland and beyond			http://www.towson.edu/main/about/outtu/glance/mision.asp
University of Central Oklahoma (Benchmark Inst.)	The University of Central Oklahoma (UCO) exists to help students learn by providing transformative education experiences to students so that they may become productive, creative, ethical and engaged citizens and leaders serving our global community. UCO contributes to the intellectual, cultural, economic and social advancement of the communities and individuals it serves.	UCO will become one of the Top 10 metropolitan universities of our kind in the United States by providing a transformative education as well as development experiences that help learners achieve their highest level of leadership potential.		http://www.uco.edu/about/mision.asp
University of Massachusetts-Boston (Benchmark Inst.)	The University of Massachusetts Boston is a public research university with a dynamic culture of teaching and learning, and a special commitment to urban and global engagement. Our vibrant, multi-cultural educational environment encourages our broadly diverse campus community to thrive and succeed. Our distinguished scholarship, dedicated teaching, and engaged public service are mutually reinforcing, creating new knowledge while serving the public good of our city, our commonwealth, our nation, and our world.		Inquiry, Creativity, and Discovery...Transformation...Diversity and Inclusion...Engagement...Environmental Stewardship and Sustainability...Economic and Cultural Development...An Urban Commitment (see descriptions at link)	http://www.umass.edu/theuniversity/mision

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University of Nebraska at Omaha (Benchmark Inst.)	As Nebraska's metropolitan University, UNO is characterized by its strong academic foundations and creative community relationships that transform and improve the lives of constituents, the region, and the nation.	The University of Nebraska at Omaha will be among the nation's premier metropolitan universities – a university of high distinction with strong academic and scholarly values distinguished by creative relationships with the communities we serve.	The University of Nebraska at Omaha community is a diverse group of individuals sharing core values and working together to accomplish a common mission and vision. That knowledge enriches the lives of all people and is committed to preparing students to face the challenges of living and learning in an ever-changing world; UNO Believes: In an educational partnership characterized by the commitment of: students to learning; faculty to the highest ideals of teaching, research, service; and staff to the highest standards of education and service; In the welfare, talents, and future of our employees and their expanding professional development; In the educational, cultural, and economic strengths of our communities and is committed to enhancing these through teaching, research, service and outreach; In the principles of inclusion, representation, openness and diversity.	http://nebraska.edu/history-and-mission/statements.html
University of North Carolina at Charlotte (Benchmark Inst.)	UNC Charlotte is North Carolina's urban research university. It leverages its location in the state's largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives. UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region.		Accessible and affordable quality education that equips students with intellectual and professional skills, ethical principles, and an international perspective; A strong foundation in liberal arts and opportunities for experiential education to enhance students' personal and professional growth; A robust intellectual environment that values social and cultural diversity, free expression, collegiality, integrity, and mutual respect; A safe, diverse, team-oriented, ethically responsible, and respectful workplace environment that develops the professional capacities of our faculty and staff.	http://administration.unc.edu/university-mission-statement
University of North Carolina at Greensboro (Benchmark Inst.)	UNCG is: A learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship; An institution offering classes on campus, off campus, and online for degree-seeking students and life-long learners; A research university where collaborative scholarship and creative activity enhance quality of life across the life-span; A source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond; and A global university integrating intercultural and international experiences and perspectives into learning, discovery, and service.	The University of North Carolina at Greensboro will redefine the public research university for the 21st century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves.		http://uncgto.morro.uncg.edu/mision/

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University of North Florida (Benchmark Inst.)	The University of North Florida fosters the intellectual and cultural growth and civic awareness of its students, preparing them to make significant contributions to their communities in the region and beyond. At UNF, students and faculty engage together and individually in the discovery and application of knowledge. UNF faculty and staff maintain an unreserved commitment to student success within a diverse, supportive campus culture.	The University of North Florida aspires to be a preeminent public institution of higher learning that will serve the North Florida region at a level of national quality. The institution of choice for a diverse and talented student body, UNF will provide distinctive programs in the arts and sciences and professional fields. UNF faculty will excel in teaching and scholarship, sharing with students their passion for discovery. Students, faculty, staff, alumni, and visitors will enjoy a campus noteworthy for its communal spirit, cultural richness, and environmental beauty.		https://www.unf.edu/president/mission_vision.aspx
University of Southern Maine (Benchmark Inst.)	The University of Southern Maine, northern New England's outstanding public, regional, comprehensive university, is dedicated to providing students with a high-quality, accessible, affordable education. Through its undergraduate, graduate, and professional programs, USM faculty members educate future leaders in the liberal arts and sciences, engineering and technology, health and social services, education, business, law, and public service. Distinguished for their teaching, research, scholarly publication, and creative activity, the faculty are committed to fostering a spirit of critical inquiry and civic participation. USM embraces academic freedom for students, faculty, and staff, and advocates diversity in all aspects of its campus life and academic work. It supports sustainable development, environmental stewardship, and community involvement. As a center for discovery, scholarship, and creativity, USM provides resources for the state, the nation, and the world.			http://www.usm.maine.edu/about/mission-statement
University of Wisconsin-Milwaukee (Benchmark Inst.)	The mission of this system is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities; scientific, professional, and technological expertise; and a sense of purpose. Inherent in this mission are methods of instruction, research, extended education, and public service designed to educate people and improve the human condition. Basic to every purpose of the system is the search for truth.			http://www4.uwm.edu/discover/mission.cfm
Wichita State University (Benchmark Inst.)	Wichita State University is committed to providing comprehensive educational opportunities in an urban setting. Through teaching, scholarship, and public service, the university seeks to equip both students and the larger community with the educational and cultural tools they need to thrive in a complex world, and to achieve both individual responsibility in their own lives and effective citizenship in the local, national, and global community.			http://webs.wichita.edu/?u=pca&p=missionstatement

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<p>Youngstown State University (Benchmark Inst.)</p>	<p>Youngstown State University — an urban research university — emphasizes a creative, integrated approach to education, scholarship, and service. The University places students at its center; leads in the discovery, dissemination, and application of knowledge; advances civic, scientific, and technological development; and fosters collaboration to enrich the region and the world.</p> <p>The University: Creates diverse educational experiences that develop ethical, intellectually curious students who are invested in their communities; Provides access to a broad range of undergraduate programs; Offers graduate programs in selected areas of excellence, including those that meet the needs of the region; Supports economic development through applied learning and research; Integrates teaching and learning, scholarship, and civic engagement; and Fosters understanding of diversity, sustainability, and global perspectives and advances the intellectual and cultural life of the city, region, and world.</p>	<p>Youngstown State University will become a national model for university-community engagement that enhances teaching and learning, student and faculty research, and community well-being. The University will expand its regionally focused mission to include national and international emphases, while working with other colleges and universities, business and industry, and the K-12 community to stimulate the economic, technological, and cultural rebirth of Ohio.</p>	<p>We—the faculty, staff, administrators, and students of Youngstown State University—hold the following values essential to achieving the University’s mission: Centrality of Students: (We are a student-centered institution committed to the education, development, well-being, and success of students of all ages and from all walks in life. In concert with our mission to help students grow intellectually, we strive to foster their personal, social, emotional, and career growth, as well as their capacities for lifelong learning, civic responsibility, and leadership.) Excellence and Innovation: (We value excellence and innovation inside the classroom and out. Thus, we strive to integrate curricular and cocurricular activities; to offer outstanding academic programs; to foster intellectual inquiry, exploration, and discovery; to transcend traditional boundaries; to apply and perfect knowledge; to encourage creativity; to provide effective tools, technologies, and facilities for learning; and to excel in research and scholarly activity, including the “scholarship of teaching and learning”— an area of research that explores how individuals teach and learn.) Integrity/Human Dignity: (As a campus community, we expect all conduct to be rooted in integrity, mutual respect, and civility. We value ethical behavior in scholarly and other endeavors; believe in the dignity and worth of all people; strive to foster an appreciation of, and respect for, differences among the human race; and celebrate the diversity that enriches the University and the world.) Collegiality and Public Engagement: (As scholar-citizens of many extended and interconnected communities, we pledge to work collegially and cooperatively to enrich the cultural environment; establish productive partnerships; provide responsible leadership; address community and workforce needs; foster sustainability; and bring about the greater good of the collective whole—be it the University, the city of Youngstown, the state of Ohio, the region, or beyond.)</p>	<p>http://web.yosu.edu/gen/ysu/Mission_and_Core_Values_m45_0.html</p>
<p>Buffalo State (Benchmark Inst.)</p>	<p>Buffalo State is committed to the intellectual, personal, and professional growth of its students, faculty, and staff. The goal of the university is to inspire a lifelong passion for learning, and to empower a diverse population of students to succeed as citizens of a challenging world. Toward this goal, and in order to enhance the quality of life in Buffalo and the larger community, the university is dedicated to excellence in teaching and scholarship, cultural enrichment, and service.</p>	<p>Buffalo State will be a nationally recognized leader in public higher education, known: For the intellectual and creative accomplishments of its faculty, staff, and students; As a caring academic environment where lives are transformed through education and each individual is valued; As an institution that serves to improve our region, our nation, and our world, one student at a time.</p>	<p>We, the Buffalo State community, are committed to: Access to quality public higher education; Quality teaching and learning; Opportunities for individuals to realize their full potential; The rigors, joys, and fulfillment of intellectual discovery; Supportive and collegial relationships; Respect for diversity and individual differences; Service to society.</p>	<p>http://www.buffalostate.edu/mission/mission.xml</p>

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Cleveland State University	<p>Our mission is to encourage excellence, diversity, and engaged learning by providing a contemporary and accessible education in the arts, sciences, humanities and professions, and by conducting research, scholarship, and creative activity across these branches of knowledge. We endeavor to serve and engage the public and prepare our students to lead productive, responsible and satisfying lives in the region and global society.</p>	<p>We will be recognized as a student-focused center of scholarly excellence that provides an accessible, engaged and exceptional education to all. We will be a place of opportunity for those who seek truth, strive toward excellence and seek a better life for themselves and for their fellow citizens. As a leader in innovative collaboration — both internally and externally — with business, industry, government, educational institutions and the community, the University will be a critical force in the region's economic development. We will be at the forefront of moral, ethical, social, artistic and economic leadership for the future and embrace the vitality that comes with risk. We will be the strongest public university in the region and be known for our scholarship and diversity in service to students and to our community.</p>		<p>http://www.csuohio.edu/offices/president/statement/</p>
East Tennessee State	<p>East Tennessee State University prepares students to become productive, enlightened citizens who actively serve their communities and our world. Education is the university's foremost goal. ETSU provides outstanding programs of study, enhanced access to education, distinctive education and research opportunities, and a variety of distance education offerings to attract students from around the region and the world. ETSU affirms that a diverse population is necessary for the intellectual, social, economic, and professional development of our campus and regional communities. Innovation and integration of educational programs, opportunities and scholarly activities enable ETSU to enrich the cultural and intellectual environment, advance economic development, and increase the level of educational attainment of our community and region. Innovation is advanced through entrepreneurial initiatives, interdisciplinary collaboration, and community and international partnerships. The research mission of ETSU advances scholarly and creative activity that enhances the teaching and learning environment and benefits the regional, national, and global communities we serve. ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. The university provides strong, comprehensive educational, research, and service programs in the health sciences that advance the health and wellness of people throughout Tennessee and Southern Appalachia and of rural populations around the world. ETSU affirms the value of a liberal education and life-long learning by providing broadly enriching experiences through opportunities such as honors education, student research and creative activities, international study, community service, internships, and professional development. ETSU also affirms the importance of a total college experience by offering a rich campus life of cultural and artistic programs, diverse student activities, a variety of residential opportunities, and outstanding recreational and intercollegiate athletic programs.</p>	<p>To become the best regional university in the nation.</p>	<p>ETSU pursues its mission through a student-centered community of learning reflecting high standards and promoting a balance of liberal arts and professional preparation, continuous improvement, and based on core values where: PEOPLE come first, are treated with dignity and respect, and are encouraged to achieve their full potential; RELATIONSHIPS are built on honesty, integrity, and trust; DIVERSITY of people and thought is respected; EXCELLENCE is achieved through teamwork, leadership, creativity, and a strong work ethic; EFFICIENCY is achieved through wise use of human and financial resources; and COMMITMENT to intellectual achievement is embraced.</p>	<p>http://www.etsu.edu/president/mission.aspx</p>

Appendix A
Sample Mission, Vision, and Values Statements

Institution	Mission	Vision	(Core) Values	Link
Indiana University Southeast	<p>Indiana University Southeast is the regional campus of Indiana University that serves Southern Indiana and the Greater Louisville metropolitan area. As a public comprehensive university, its mission is to provide high-quality educational programs and services that promote student learning and prepare students for productive citizenship in a diverse society, and to contribute to the intellectual, cultural, and economic development of the region. Its academic programs include a comprehensive array of baccalaureate degrees, a limited number of associate degrees, and a selected set of master's programs.</p> <p>The campus is committed to offering educational programs and services which promote and support diversity in all its aspects. The faculty engage in research and creative activities which strengthen teaching and learning through inquiry into both the content and the pedagogy of the disciplines and create opportunities for students to engage in applied learning. Finally, members of the campus community are committed to using their professional and personal expertise to address the intellectual, cultural, and economic development needs of the campus's service region.</p>			http://www.ius.edu/about/southeast/about-mission-vision-values.html
Ohio State University	<p>A successful strategic plan requires two fundamental components. First, the plan must be designed around a strong, compelling vision that provides context and identifies overall direction and goals. Second, the organization needs strategies to achieve that vision and the capacity and will to execute those strategies.</p> <p>The most meaningful statements of vision are comprised of four elements - a statement of the organization's core purpose; an illumination of a few core values that represent its true essence; a significant overarching goal, which the organization is fully committed to achieving; and finally, a description of what the organization would be like should it succeed in achieving its overarching goal in a way that is consistent with its purpose and values.</p> <p>The vision statement that follows succeeds the original mission-vision statement adopted by the University in 1992, which was intended for review on a decennial basis. The new vision statement was developed initially by a group of Ohio State administrators, deans, and faculty. Subsequently, it was revised based on comments from faculty, staff, and students as well as representatives from the extended Ohio State community. This vision stands today as the underpinning and conceptual framework for the strategies and initiatives outlined in the plan that follows. It also reflects the values and aspirations of a broad cross section of the University community.</p>		<p>Pursue knowledge for its own sake. Ignite in our students a lifelong love of learning. Produce discoveries that make the world a better place. Celebrate and learn from our diversity. Open the world to our students.</p>	http://www.osu.edu/academic/micplan/vision.php
University of Cincinnati	<p>The University of Cincinnati serves the people of Ohio, the nation, and the world as a premier, public, urban research university dedicated to undergraduate, graduate, and professional education, experience-based learning, and research. We are committed to excellence and diversity in our students, faculty, staff, and all of our activities. We provide an inclusive environment where innovation and freedom of intellectual inquiry flourish. Through scholarship, service, partnerships, and leadership, we create opportunity, develop educated and engaged citizens, enhance the economy and enrich our university, city, state and global community.</p>			http://www.uc.edu/about/ucfactsheet.html#mission

Appendix A
Sample Mission, Vision, and Values Statements

Institution	Mission	Vision	(Core) Values	Link
University of Texas at Austin	<p>The mission of The University of Texas at Austin is to achieve excellence in the interrelated areas of undergraduate education, graduate education, research and public service. The university provides superior and comprehensive educational opportunities at the baccalaureate through doctoral and special professional educational levels.</p> <p>The university contributes to the advancement of society through research, creative activity, scholarly inquiry and the development of new knowledge. The university preserves and promotes the arts, benefits the state's economy, serves the citizens through public programs and provides other public service.</p>		<p>Core Purpose To transform lives for the benefit of society.</p> <p>Core Values: Learning - A caring community, all of us students, helping one another grow; Discovery - Expanding knowledge and human understanding; Freedom - To seek the truth and express it; Leadership - The will to excel with integrity and the spirit that nothing is impossible; Individual Opportunity - Many options, diverse people and ideas, one university; Responsibility - To serve as a catalyst for positive change in Texas and beyond.</p>	<p>http://www.utexas.edu/about/mission-core-purposes-e-honor-code</p>
Miami University	<p>Miami University, a student-centered public university founded in 1809, has built its success through an unwavering commitment to liberal arts undergraduate education and the active engagement of its students in both curricular and co-curricular life. It is deeply committed to student success, builds great student and alumni loyalty, and empowers its students, faculty, and staff to become engaged citizens who use their knowledge and skills with integrity and compassion to improve the future of our global society. Miami provides the opportunities of a major university while offering the personalized attention found in the best small colleges. It values teaching and intense engagement of faculty with students through its teacher-scholar model, by inviting students into the excitement of research and discovery. Miami's faculty are nationally prominent scholars and artists who contribute to Miami, their own disciplines and to society by the creation of new knowledge and art. The University supports students in a highly involving residential experience on the Oxford campus and provides access to students, including those who are time and place bound, on its regional campuses. Miami provides a strong foundation in the traditional liberal arts for all students, and it offers nationally recognized majors in arts and sciences, business, education, engineering, and fine arts, as well as select graduate programs of excellence. As an inclusive community, Miami strives to cultivate an environment where diversity and difference are appreciated and respected. Miami instills in its students intellectual depth and curiosity, the importance of personal values as a measure of character, and a commitment to life-long learning. Miami emphasizes critical thinking and independent thought, an appreciation of diverse views, and a sense of responsibility to our global future.</p>		<p>Miami University is a scholarly community whose members believe that a liberal education is grounded in qualities of character as well as of intellect. We respect the dignity of other persons, the rights and property of others, and the right of others to hold and express disparate beliefs. We believe in honesty, integrity, and the importance of moral conduct. We defend the freedom of inquiry that is the heart of learning and combine that freedom with the exercise of judgment and the acceptance of personal responsibility.</p>	<p>http://www.miami.edu/about/office-of-the-president/mission-and-goals.html</p>

Appendix B:
Open Forum Questions and Comments




Our Mission. Our Vision. Our Values.



What concepts should be included in our mission, vision, and values statements?

March 1, 2013

Our time. Our plan. Our future.

Please note the following when viewing  results from this Open Forum

- 71 Active Participants
- Bar chart shows responses from Active Participants

Our time. Our plan. Our future.

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.”

Our time. Our plan. Our future.

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.

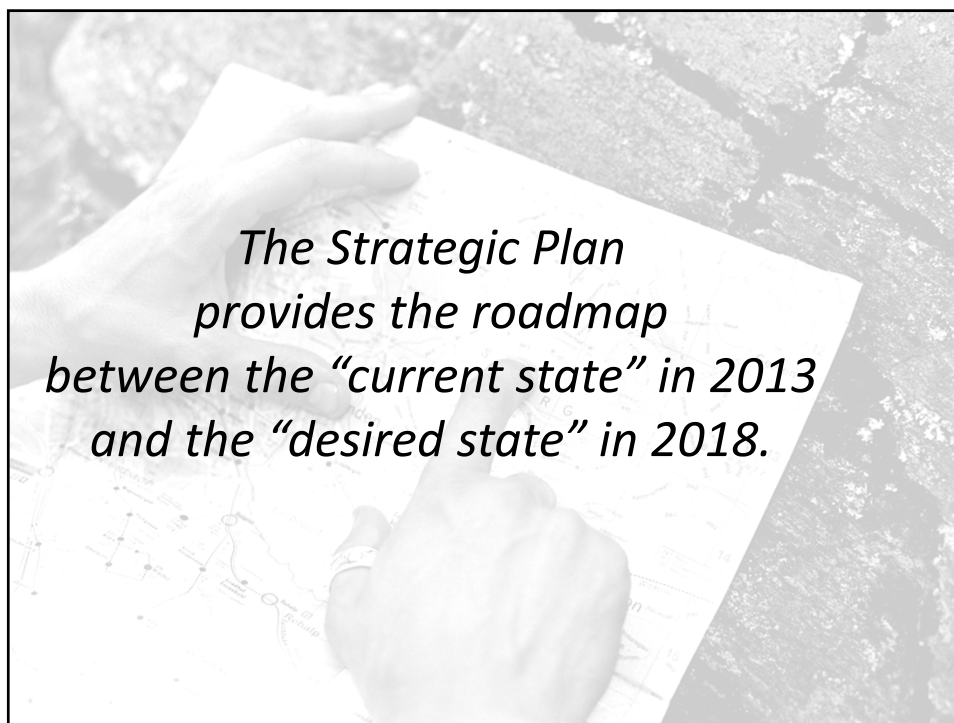
Our time. Our plan. Our future.

Core Values

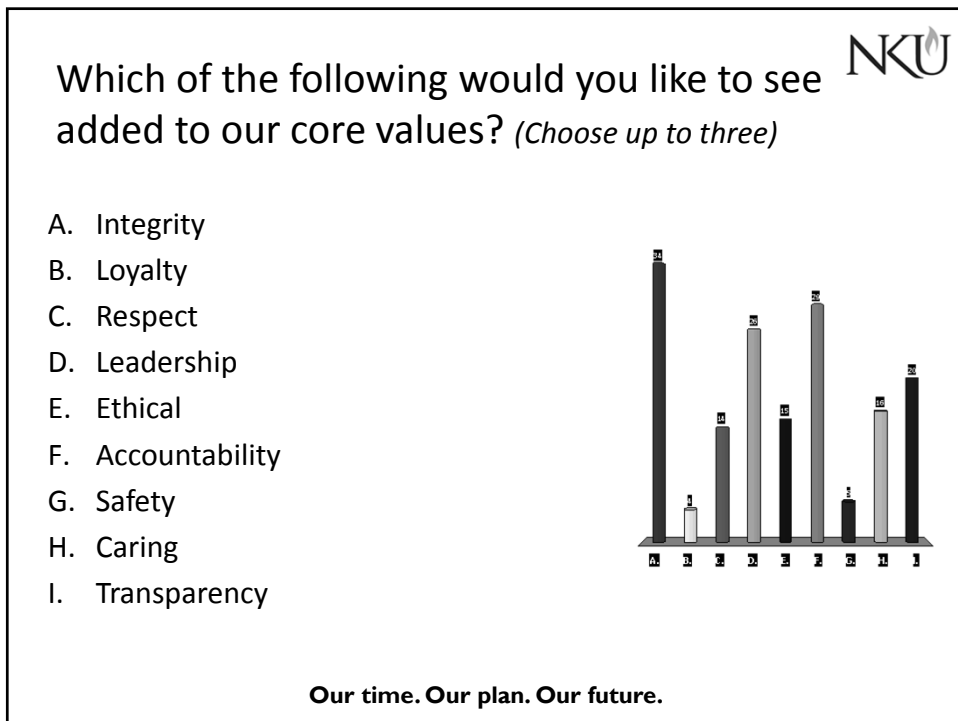


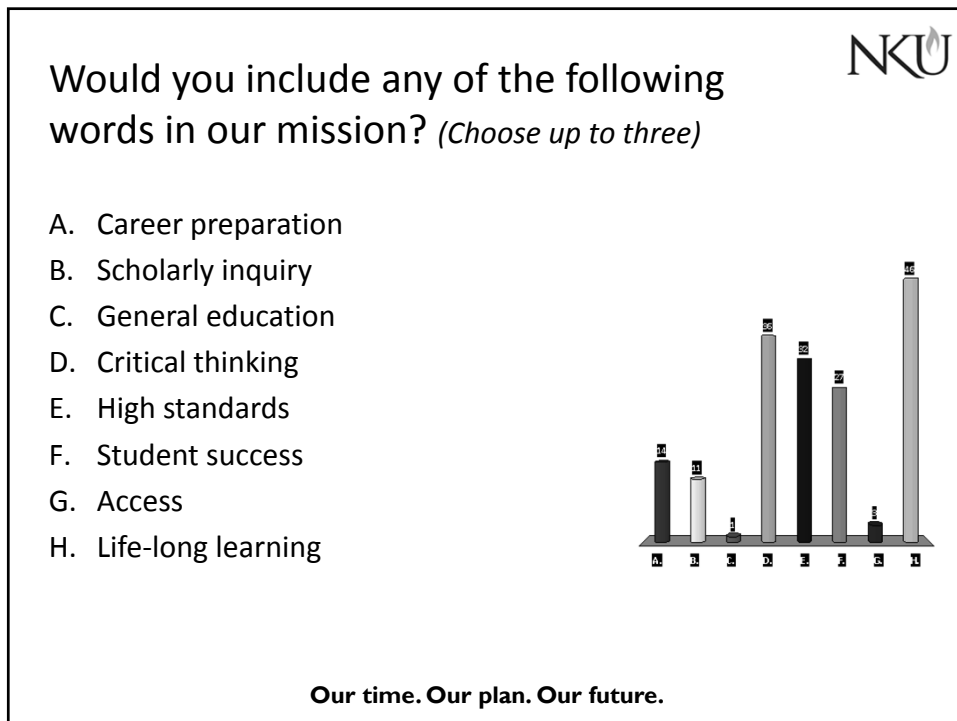
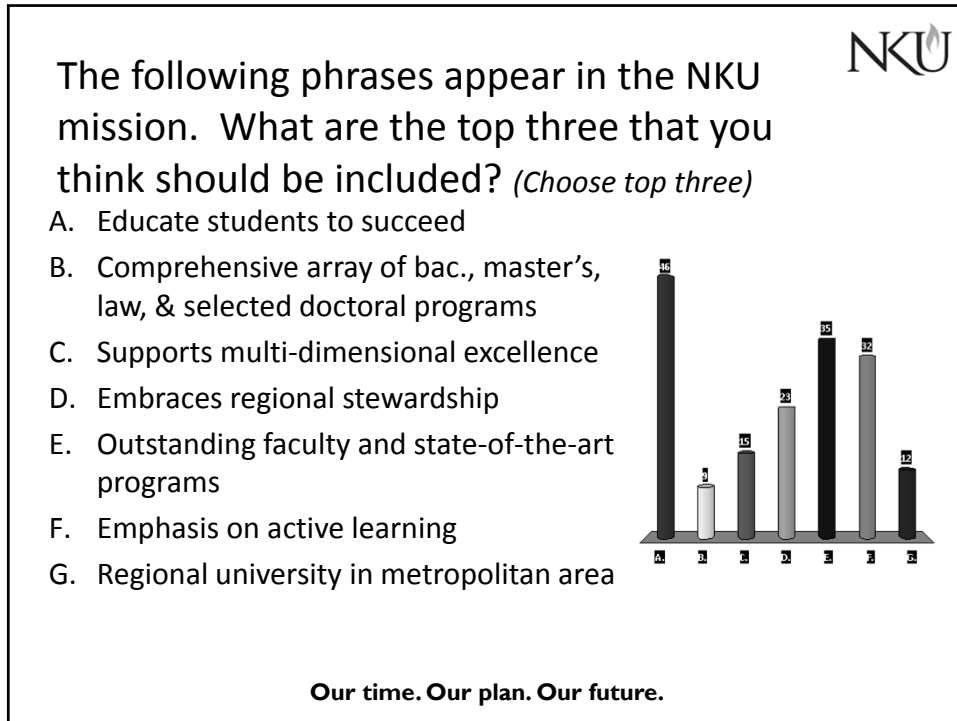
- Values explain what the institution stands for and the way in which it intends to conduct its activities.
- Value statements declare: “These are the characteristics we believe are important in **how** we do our work.”

Our time. Our plan. Our future.



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

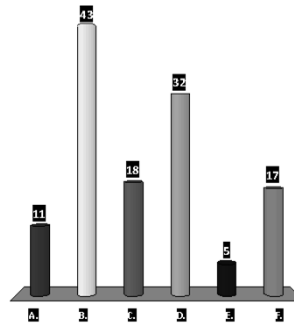






The following words/phrases are in NKU's current vision. Are there any you would remove?
(Choose all that apply.)

- A. Nationally recognized
- B. Premier
- C. Comprehensive
- D. Metropolitan
- E. Prepares students for life and work in a global society
- F. Provides leadership in advancing the cultural and civic vitality of the region and commonwealth

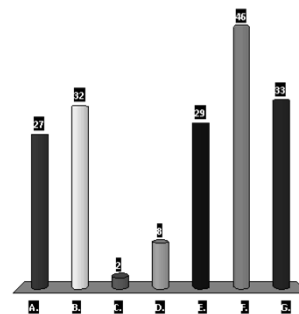


Our time. Our plan. Our future.




Should NKU's vision include the following?
(Choose up to three)

- A. Be recognized as a leader in public engagement
- B. Focus on undergraduate programs
- C. Focus on graduate programs
- D. Increase research capacity
- E. Support student success
- F. Focus on excellence and quality in programs and services
- G. Be recognized as a student-centered, caring environment

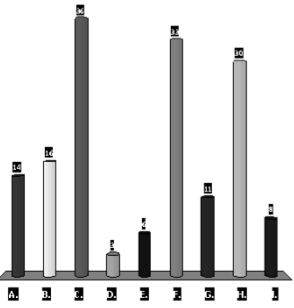


Our time. Our plan. Our future.




Which of the following commitments does NKU best demonstrate? *(Choose up to three)*

- A. Prepares students for life and work in a global society
- B. Provides leadership in advancing the cultural and civic vitality of the region and commonwealth
- C. Places learners at the center of all that it does
- D. Stresses excellence in every dimension of its work
- E. Holds high expectations for all students
- F. Provides support for student success
- G. Fosters a community that values openness, inclusion and respect
- H. Uses public engagement to advance the progress of the region
- I. Promotes an entrepreneurial spirit



Commitment	Percentage
A	10%
B	12%
C	34%
D	28%
E	5%
F	8%
G	18%
H	22%
I	25%


Our time. Our plan. Our future.



STRATEGIC PLANNING

- Strategic Planning Home
- Meet the Committee
- Committee Charge
- Reading Materials
- Guiding Principles
- Work Groups
- Timeline
- Open Forums
- Communication Archives

- NKU
- Strategic Planning




Strategic Planning 2013

This is an opportune time for Northern Kentucky University to embark upon a strategic planning process as we near the end of our current plan, the *Points of Focus*. NKU will celebrate its 50th anniversary in 2019, and our process this year will result in a five-year plan that will serve as our roadmap toward that defining milestone.

During the Fall semester, I sought advice from the campus community on the timeline, format, and committee composition for a strategic planning process. I had conversations at the Fall planning collaboration retreat, with the college Deans; the department Chairs; the executive committees of Staff Congress, Faculty Senate, and the Student Government Association, as well as our directors and administrators. Based on that feedback, we have put together a strong and nimble strategic planning committee that will be assisted by several work groups this spring. To produce the best plan possible, we will also seek the collective thinking of our entire campus and the community through face-to-face forums, electronic forums, surveys, social media, and written suggestions.

Schedule for Open Forums



The world as we know it is changing rapidly, including the world of higher education. It is becoming an increasingly competitive environment, and substantial challenges confront us. To continue to provide our students with the best education possible, we must seek effective solutions and opportunities that address these challenges.

This new plan will be our roadmap for developing and implementing strategies, programs, and initiatives. The plan will articulate a clear, succinct mission and vision of the university, and it will set strategic priorities that will guide our work and our investments.

strategicplanning.nku.edu

Our time. Our plan. Our future.



Our Mission. Our Vision. Our Values.



*What concepts should be included in our
mission, vision, and values statements?*

March 1, 2013

Our time. Our plan. Our future.

Comments from Open Forum #9: Mission, Vision, Values.

Mission is what we are here to do. Vision is what we intend to become. Core Values are what we stand for, how we do our work. Strategic planning is about making choices. It is important to identify what is distinctive about the institution and determine our strategic position.

What does learning-centered teaching mean to you?

- I teach biology because I want to teach. We teach with some research on the side.
- Our primary function is to teach, not research.
- Everything is about student learning; the goal is learning.
- (GM) Faculty and staff could be seen as “learners” when that word is used. Is this phrase something we like?

“Access” was picked by many. What does that mean to you?

- Access means opportunities for things like co-operative education.
- (GM) Has access become a loaded word? Negative?
- One negative about access: does that mean we are watering down education to get as many through the door as possible? Is the point semester credit hours or is it that we are teaching effectively? It is one of our strengths, but if we don’t give students the attention they need to get through, it is not good.
- I read it differently. I relate it to “up close and personal;” that we are being accessible to our students.
- We are a university of choice, not a last resort.
- We are more available to a range of students. There’s not a tension between having standards versus being a destination institution. Being more proactive is better.
- It means an opportunity to succeed. There’s been an evolution of the core value and expectations. More has been added to that phrase (in the current core values).
- (GM) The marketing people tell me that the word “value” means cheap. We must be very careful with the words we choose.

What does “creative” mean?

- Being imaginative; the investment that we make in our programming; not always predictable; staying current, always improving; trying to be cutting edge.

Anything you would add to core values?

- Parents would be intrigued by safety. It is important. Physical and emotional safety. A safe environment to express themselves without fear of retaliation.

What do we mean by Success?

- We are educating students to succeed.
- Success refers to a lifetime, not just a year afterward.
- We want to produce high-level qualified graduates, future CEOs with high directions for the workplace and they may come back looking for new graduates to hire. It refers to professional success.
- I would prefer to add “successful people” and expand the statement more broadly, not just referring to career.
- I think there are more valuable things to say because this is just a given; it is presumed. “Educate students to success” – what institution wouldn’t do that? We need to say more valuable things.
- (GM) So you would leave it out?
- I would want it to be qualified, but that may take a lot of words.
- Add in “in the workplace and in life”. That’s not a lot of words. We do so much as an institution: public outreach, going to Division 1; but it is important to say that our mission is to educate people.
- Five or six years ago, I heard a person talking who didn’t have a college education, who was retired and who was living around other successful people who went to college; he regretted that he didn't have the knowledge of art, literature, etc., because he had not gone to college. Success means “in life” beyond just the job.

I would suggest a rule that we don’t have 3-hyphenated words in the mission statement 😊.

What do we mean by “state-of-the-art”? What are we trying to communicate?

- Cutting-edge has only one hyphen.
- It is a wonderful Trojan horse. Contemporary is the one word I might choose. Conveying knowledge in a relevant way. It is important to be contemporary and relevant.
- (GM) Relevant now and for future jobs. Can we think of another word?
- Responsive, dynamic, progressive
- (GM) Active learning – are we satisfied with that wording?
- I had an issue with the phrase “selective doctoral programs.”
- There’s a long list and some should be eliminated. I think we should be undergraduate-focused. It’s what the state says we should be.
- (GM) Are we suggesting that we remove any doctoral programs?
- I don’t know enough about them to suggest any should be eliminated.
- High standards, critical thinking, and life-long learning are important.

- Educators like to talk about critical thinking, but it is jargon that others in the world don't talk about. We need to remember that we are not the only audience for the mission statement.
- Through my limited international travels, I'm keen on "perspective." I think a university is a place to expand your perspective.

What about the vision?

- "Premier" and "nationally recognized" are redundant.
- Premier reminds me of the phrase "one of the most" or "some of the most". It's not specific enough.
- Metropolitan does not really take us forward.
- To me, metropolitan means commuter.
- Metropolitan is not appropriate. We are not in the heart of the city, so that's why I would take it out.
- We need to un-stack the words and choose the ones we really want.
- We are already nationally recognized; that's aiming too low since we are already there.
- (GM) What do you think about the word "focus"?
- In this context, it implies that we are going to work on it. I like it because we are selective.
- Other words: achieve, deliver, continue, strive, provide, insist, expect
- (GM) What about "student-centered, caring environment"? Caring sounds like preschool (half-kidding). We want to be supportive, nurturing.
- We have done focus groups with students, and students did not want to see the word "caring" removed from the mission of the program/college (management).
- I'm in a graduate class right now; it is a learning opportunity, and I like "subject-centered." It's where everyone can benefit.
- I think increase in research capacity helps students to achieve because it provides active learning opportunities. We need to provide support for faculty to increase research.
- Items D (increase research capacity) and E (support student success) should be together.
- Do we want to qualify what we say about research? That research supports student learning and creative activity.
- I teach in humanities (British literature); I don't have a lab. I have ideas and write them down. My doing research influences everything that I do in class and can provide opportunities for my students in their projects.
- I read "research" as moving away from students, so if you mention research, it's important that you include the student in some way tied to it.

- There's not a question that research has to be at the center of what we do. Standalone research informs our teaching. Collaborative faculty-student research that is instigated in the classroom is important. So, "research" is an important term.
- (GM) What about, "places learners at the center of all we do"? Should we say "learning" rather than "learners"?
- When I look at these statements, I answered the question based on what I think we are currently doing.
- (GM) What about "provides support for student success"? Do we want to do more than just provide support?
- Everything is relative. I think we have been successful at being entrepreneurial; we are flexible and nimble compared to other universities. Faculty are open to change here, whereas other institutions have difficulty in making change.
- (GM) What about "spirit" v. "culture"? Are they similar or not the same?
- I think "culture" makes it more concrete as an idea.
- Not many in the room selected E (holds high expectations for all students). I find that frightening.
- (GM) Is there a strong consensus that we should hold high expectations for all – students, faculty, and staff?
- D (stresses excellence in every dimension of its work) concerns me. I have gone to all the forums except one, and excellence has popped up like that is what we do. I would like to know why this was low (on this question).
- We need to admit that we are spotty. We don't have high expectations for all classes. The quality of education depends on the individual instructor entirely.
- Excellence and high expectations are issues that require time and support. It is possible to fall into the trap that students have so many other commitments and demands on their times that faculty lower their expectations. My students meet my expectations, but a lot of students get mad at me for it. I can't be excellent at everything; there are not enough hours in the day. We need to talk about how we are going to support excellence. We can't just "stress" it.
- (GM) Due to limited resources, should we tolerate less than excellence or support what we can and divest what we are not good at? At some point you reach diminishing returns on getting more efficient.
- When I say excellence, I would rather say "stresses excellence and integrity" in every dimension of our work. We should model that behavior for students.
- The NSSE report shows us that there are a large number of students who study less than 10 hours per week. Some of that is because they are working, but that's not all of it. Students don't understand what it takes to meet expectations.

- I see a correlation between C (places learners at the center of all that it does) as the highest ranking and E (holds high expectations for all students) as a lower ranking. You can try to help them too much.
- From a parallel viewpoint, there's not a lot of studying in high school or paper writing in the Kentucky schools. They have no idea how to achieve in college.
- We talk a lot about quantitative measures for recruiting, retention, so much, but there are qualitative perspectives. We need to provide the best experience. I would like to study/discuss what it means to provide excellence and quality. I would like to see us champion more challenges for work and support student success. Systematically look at the qualitative stuff we do that leads to retention.
- What I like most is excellent adventurous experiences in the classroom. Northern Kentucky would not be Northern Kentucky without NKU. You have to acknowledge this region and your marketplace.
- (GM) Very few of these vision words have measurements associated with them, specifically. Do we have the courage to be measured by external standards?
- We should be willing to be assessed, but that does not belong in the vision or mission statement.
- Not in the mission or vision, but know what we are going to measure.

Appendix C:
Faculty and Staff Survey Responses
and
Student Survey Responses

Appendix C

Faculty and Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis	Currently of High or Extremely	Should be of High or Extremely
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to	3.78 *	4.55 *	0.78	66.0%	96.3%
2. To provide public engagement that advances the progress of the region and commonwealth	3.79 *	3.96	0.18	67.2%	74.9%
3. To challenge students to think, read, and write critically	3.46 *	4.64 *	1.20 *	46.3%	97.2%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.28	4.32	1.05 *	42.0%	90.5%
5. To develop students' ability to synthesize knowledge from a variety of sources	3.30	4.32	1.03	38.2%	90.9%
6. To place learners and their learning at the center of all that we do	3.69 *	4.51 *	0.84	61.0%	94.2%
7. To regularly assess that the institution is achieving its goals	3.41	4.17	0.77	46.5%	84.1%
8. To hold students to high standards of intellectual performance	3.17	4.43 *	1.28 *	33.6%	95.5%
9. To provide access to education that holds high expectations for all students and provides support for their success	3.44 *	4.44 *	1.01	47.8%	94.5%
10. To provide students with a solid foundation of knowledge through the general education program	3.53 *	4.01	0.49	54.7%	77.8%
11. To provide undergraduates an opportunity to participate in faculty research	3.09	3.62	0.55	30.3%	56.3%
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	3.65	0.75	21.5%	55.7%
13. To place primary focus on undergraduate rather than on graduate education	3.51 *	3.56	0.07	52.6%	54.9%
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students,	3.14	4.39 *	1.27 *	37.3%	91.0%
15. To monitor the accountability and efficiency with which university operations are conducted	3.09	4.22	1.12 *	35.5%	86.8%
16. To maintain the highest standards of excellence in every dimension of our work	3.39	4.38 *	1.01	45.5%	93.4%
17. To support and sustain transparent and candid communication throughout the university	2.86	4.35 *	1.50 *	26.0%	91.2%
18. To make available a diverse array of programs and events to supplement the classroom experience	3.28	3.93	0.66	38.4%	72.4%
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge	3.00	4.19	1.21 *	28.2%	85.7%
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.21	3.76	0.56	36.0%	64.5%
21. To encourage students to participate in diverse domestic and international study programs	3.16	3.72	0.56	31.4%	60.7%
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.27	4.01	0.74	37.5%	76.1%
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working	3.12	3.91	0.80	31.1%	70.1%
24. To produce graduates that meet regional business, industry, and government needs	3.53 *	4.25	0.72	51.3%	84.5%
25. To provide comprehensive student advising and guidance in career planning	3.25	4.27	1.04 *	37.7%	87.2%
26. To encourage leadership development through opportunities for university involvement	3.09	3.78	0.70	26.8%	64.3%
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.01	3.69	0.69	23.1%	58.6%
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to	3.42	4.11	0.70	45.1%	77.7%
29. To offer an array of online courses and fully online programs	3.21	3.62	0.43	32.8%	55.1%
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.32	4.18	0.87	41.1%	83.4%
31. To increase opportunities for undergraduate students to reside on campus	2.94	3.67	0.75	20.7%	58.0%
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.59 *	4.30	0.73	55.7%	85.4%
33. To adopt innovative teaching and active learning practices	3.32	4.15	0.84	39.3%	82.1%
34. To maintain an "up close and personal" image and small class sizes	3.66 *	4.33	0.68	62.2%	86.9%
35. To attract and retain talented and effective faculty and staff	3.25	4.58 *	1.34 *	41.4%	98.5%
36. To promote a work environment that encourages and rewards innovation and creativity	2.84	4.36 *	1.56 *	23.7%	91.7%

Appendix C

Faculty and Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis	Currently of High or Extremely High Importance	Should be of High or Extremely High Importance
2. To provide public engagement that advances the progress of the region and commonwealth	3.79 *	3.96	0.18	67.2%	74.9%
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.78 *	4.55 *	0.78	66.0%	96.3%
6. To place learners and their learning at the center of all that we do	3.69 *	4.51 *	0.84	61.0%	94.2%
34. To maintain an "up close and personal" image and small class sizes	3.66 *	4.33	0.68	62.2%	86.9%
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.59 *	4.30	0.73	55.7%	85.4%
24. To produce graduates that meet regional business, industry, and government needs	3.53 *	4.25	0.72	51.3%	84.5%
10. To provide students with a solid foundation of knowledge through the general education program	3.53 *	4.01	0.49	54.7%	77.8%
13. To place primary focus on undergraduate rather than on graduate education	3.51 *	3.56	0.07	52.6%	54.9%
3. To challenge students to think, read, and write critically	3.46 *	4.64 *	1.20 *	46.3%	97.2%
9. To provide access to education that holds high expectations for all students and provides support for their success	3.44 *	4.44 *	1.01	47.8%	94.5%
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree	3.42	4.11	0.70	45.1%	77.7%
7. To regularly assess that the institution is achieving its goals	3.41	4.17	0.77	46.5%	84.1%
16. To maintain the highest standards of excellence in every dimension of our work	3.39	4.38 *	1.01	45.5%	93.4%
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.32	4.18	0.87	41.1%	83.4%
33. To adopt innovative teaching and active learning practices	3.32	4.15	0.84	39.3%	82.1%
5. To develop students' ability to synthesize knowledge from a variety of sources	3.30	4.32	1.03	38.2%	90.9%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.28	4.32	1.05 *	42.0%	90.5%
18. To make available a diverse array of programs and events to supplement the classroom experience	3.28	3.93	0.66	38.4%	72.4%
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.27	4.01	0.74	37.5%	76.1%
35. To attract and retain talented and effective faculty and staff	3.25	4.58 *	1.34 *	41.4%	98.5%
25. To provide comprehensive student advising and guidance in career planning	3.25	4.27	1.04 *	37.7%	87.2%
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.21	3.76	0.56	36.0%	64.5%
29. To offer an array of online courses and fully online programs	3.21	3.62	0.43	32.8%	55.1%
8. To hold students to high standards of intellectual performance	3.17	4.43 *	1.28 *	33.6%	95.5%
21. To encourage students to participate in diverse domestic and international study programs	3.16	3.72	0.56	31.4%	60.7%
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty,	3.14	4.39 *	1.27 *	37.3%	91.0%
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.12	3.91	0.80	31.1%	70.1%
15. To monitor the accountability and efficiency with which university operations are conducted	3.09	4.22	1.12 *	35.5%	86.8%
26. To encourage leadership development through opportunities for university involvement	3.09	3.78	0.70	26.8%	64.3%
11. To provide undergraduates an opportunity to participate in faculty research	3.09	3.62	0.55	30.3%	56.3%
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.01	3.69	0.69	23.1%	58.6%
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to	3.00	4.19	1.21 *	28.2%	85.7%
31. To increase opportunities for undergraduate students to reside on campus	2.94	3.67	0.75	20.7%	58.0%
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	3.65	0.75	21.5%	55.7%
17. To support and sustain transparent and candid communication throughout the university	2.86	4.35 *	1.50 *	26.0%	91.2%
36. To promote a work environment that encourages and rewards innovation and creativity	2.84	4.36 *	1.56 *	23.7%	91.7%

Appendix C

Faculty and Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis	Currently of High or Extremely High Importance	Should be of High or Extremely High Importance
3. To challenge students to think, read, and write critically	3.46 *	4.64 *	1.20 *	46.3%	97.2%
35. To attract and retain talented and effective faculty and staff	3.25	4.58 *	1.34 *	41.4%	98.5%
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.78 *	4.55 *	0.78	66.0%	96.3%
6. To place learners and their learning at the center of all that we do	3.69 *	4.51 *	0.84	61.0%	94.2%
9. To provide access to education that holds high expectations for all students and provides support for their success	3.44 *	4.44 *	1.01	47.8%	94.5%
8. To hold students to high standards of intellectual performance	3.17	4.43 *	1.28 *	33.6%	95.5%
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	3.14	4.39 *	1.27 *	37.3%	91.0%
16. To maintain the highest standards of excellence in every dimension of our work	3.39	4.38 *	1.01	45.5%	93.4%
36. To promote a work environment that encourages and rewards innovation and creativity	2.84	4.36 *	1.56 *	23.7%	91.7%
17. To support and sustain transparent and candid communication throughout the university	2.86	4.35 *	1.50 *	26.0%	91.2%
34. To maintain an "up close and personal" image and small class sizes	3.66 *	4.33	0.68	62.2%	86.9%
5. To develop students' ability to synthesize knowledge from a variety of sources	3.30	4.32	1.03	38.2%	90.9%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.28	4.32	1.05 *	42.0%	90.5%
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.59 *	4.30	0.73	55.7%	85.4%
25. To provide comprehensive student advising and guidance in career planning	3.25	4.27	1.04 *	37.7%	87.2%
24. To produce graduates that meet regional business, industry, and government needs	3.53 *	4.25	0.72	51.3%	84.5%
15. To monitor the accountability and efficiency with which university operations are conducted	3.09	4.22	1.12 *	35.5%	86.8%
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	3.00	4.19	1.21 *	28.2%	85.7%
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.32	4.18	0.87	41.1%	83.4%
7. To regularly assess that the institution is achieving its goals	3.41	4.17	0.77	46.5%	84.1%
33. To adopt innovative teaching and active learning practices	3.32	4.15	0.84	39.3%	82.1%
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.42	4.11	0.70	45.1%	77.7%
10. To provide students with a solid foundation of knowledge through the general education program	3.53 *	4.01	0.49	54.7%	77.8%
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.27	4.01	0.74	37.5%	76.1%
2. To provide public engagement that advances the progress of the region and commonwealth	3.79 *	3.96	0.18	67.2%	74.9%
18. To make available a diverse array of programs and events to supplement the classroom experience	3.28	3.93	0.66	38.4%	72.4%
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.12	3.91	0.80	31.1%	70.1%
26. To encourage leadership development through opportunities for university involvement	3.09	3.78	0.70	26.8%	64.3%
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.21	3.76	0.56	36.0%	64.5%
21. To encourage students to participate in diverse domestic and international study programs	3.16	3.72	0.56	31.4%	60.7%
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.01	3.69	0.69	23.1%	58.6%
31. To increase opportunities for undergraduate students to reside on campus	2.94	3.67	0.75	20.7%	58.0%
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	3.65	0.75	21.5%	55.7%
29. To offer an array of online courses and fully online programs	3.21	3.62	0.43	32.8%	55.1%
11. To provide undergraduates an opportunity to participate in faculty research	3.09	3.62	0.55	30.3%	56.3%
13. To place primary focus on undergraduate rather than on graduate education	3.51 *	3.56	0.07	52.6%	54.9%

Faculty and Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis	Currently of High or Extremely High Importance	Should be of High or Extremely High Importance
36. To promote a work environment that encourages and rewards innovation and creativity	2.84	4.36 *	1.56 *	23.7%	91.7%
17. To support and sustain transparent and candid communication throughout the university	2.86	4.35 *	1.50 *	26.0%	91.2%
35. To attract and retain talented and effective faculty and staff	3.25	4.58 *	1.34 *	41.4%	98.5%
8. To hold students to high standards of intellectual performance	3.17	4.43 *	1.28 *	33.6%	95.5%
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	3.14	4.39 *	1.27 *	37.3%	91.0%
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	3.00	4.19	1.21 *	28.2%	85.7%
3. To challenge students to think, read, and write critically	3.46 *	4.64 *	1.20 *	46.3%	97.2%
15. To monitor the accountability and efficiency with which university operations are conducted	3.09	4.22	1.12 *	35.5%	86.8%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.28	4.32	1.05 *	42.0%	90.5%
25. To provide comprehensive student advising and guidance in career planning	3.25	4.27	1.04 *	37.7%	87.2%
5. To develop students' ability to synthesize knowledge from a variety of sources	3.30	4.32	1.03	38.2%	90.9%
9. To provide access to education that holds high expectations for all students and provides support for their success	3.44 *	4.44 *	1.01	47.8%	94.5%
16. To maintain the highest standards of excellence in every dimension of our work	3.39	4.38 *	1.01	45.5%	93.4%
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.32	4.18	0.87	41.1%	83.4%
6. To place learners and their learning at the center of all that we do	3.69 *	4.51 *	0.84	61.0%	94.2%
33. To adopt innovative teaching and active learning practices	3.32	4.15	0.84	39.3%	82.1%
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.12	3.91	0.80	31.1%	70.1%
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.78 *	4.55 *	0.78	66.0%	96.3%
7. To regularly assess that the institution is achieving its goals	3.41	4.17	0.77	46.5%	84.1%
31. To increase opportunities for undergraduate students to reside on campus	2.94	3.67	0.75	20.7%	58.0%
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	3.65	0.75	21.5%	55.7%
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.27	4.01	0.74	37.5%	76.1%
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.59 *	4.30	0.73	55.7%	85.4%
24. To produce graduates that meet regional business, industry, and government needs	3.53 *	4.25	0.72	51.3%	84.5%
26. To encourage leadership development through opportunities for university involvement	3.09	3.78	0.70	26.8%	64.3%
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.42	4.11	0.70	45.1%	77.7%
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.01	3.69	0.69	23.1%	58.6%
34. To maintain an "up close and personal" image and small class sizes	3.66 *	4.33	0.68	62.2%	86.9%
18. To make available a diverse array of programs and events to supplement the classroom experience	3.28	3.93	0.66	38.4%	72.4%
21. To encourage students to participate in diverse domestic and international study programs	3.16	3.72	0.56	31.4%	60.7%
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.21	3.76	0.56	36.0%	64.5%
11. To provide undergraduates an opportunity to participate in faculty research	3.09	3.62	0.55	30.3%	56.3%
10. To provide students with a solid foundation of knowledge through the general education program	3.53 *	4.01	0.49	54.7%	77.8%
29. To offer an array of online courses and fully online programs	3.21	3.62	0.43	32.8%	55.1%
2. To provide public engagement that advances the progress of the region and commonwealth	3.79 *	3.96	0.18	67.2%	74.9%
13. To place primary focus on undergraduate rather than on graduate education	3.51 *	3.56	0.07	52.6%	54.9%

Appendix C

Full-time Faculty Responses to NKU Mission, Vision, Values Survey - March 2013

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Is Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.74	4.47	0.75
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	3.82	0.00
3. To challenge students to think, read, and write critically	3.28	4.71	1.44
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.06	4.29	1.23
5. To develop students' ability to synthesize knowledge from a variety of sources	3.10	4.35	1.24
6. To place learners and their learning at the center of all that we do	3.57	4.46	0.88
7. To regularly assess that the institution is achieving its goals	3.33	3.90	0.57
8. To hold students to high standards of intellectual performance	2.86	4.46	1.59
9. To provide access to education that holds high expectations for all students and provides support for their success	3.23	4.39	1.15
10. To provide students with a solid foundation of knowledge through the general education program	3.38	3.95	0.57
11. To provide undergraduates an opportunity to participate in faculty research	3.11	3.46	0.36
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.83	3.50	0.66
13. To place primary focus on undergraduate rather than on graduate education	3.47	3.60	0.13
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty,	2.86	4.37	1.52
15. To monitor the accountability and efficiency with which university operations are conducted	2.94	4.10	1.16
16. To maintain the highest standards of excellence in every dimension of our work	3.24	4.27	1.03
17. To support and sustain transparent and candid communication throughout the university	2.73	4.29	1.55
18. To make available a diverse array of programs and events to supplement the classroom experience	3.19	3.76	0.57
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to	3.07	4.09	1.03
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.09	3.75	0.64
21. To encourage students to participate in diverse domestic and international study programs	3.14	3.75	0.60
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and	3.23	3.75	0.50
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.05	3.57	0.52
24. To produce graduates that meet regional business, industry, and government needs	3.41	3.99	0.57
25. To provide comprehensive student advising and guidance in career planning	3.18	4.04	0.87
26. To encourage leadership development through opportunities for university involvement	2.97	3.52	0.55
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as	2.84	3.69	0.83
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree	3.49	3.79	0.30
29. To offer an array of online courses and fully online programs	3.30	3.18	-0.11
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and	3.18	4.21	1.03
31. To increase opportunities for undergraduate students to reside on campus	2.81	3.57	0.76
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.42	4.22	0.79
33. To adopt innovative teaching and active learning practices	3.26	4.02	0.76
34. To maintain an "up close and personal" image and small class sizes	3.24	4.39	1.14
35. To attract and retain talented and effective faculty and staff	3.12	4.57	1.45
36. To promote a work environment that encourages and rewards innovation and creativity	2.78	4.33	1.55

Appendix C

Full-time Faculty Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	3.82	0.00
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.74	4.47	0.75
6. To place learners and their learning at the center of all that we do	3.57	4.46	0.88
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.49	3.79	0.30
13. To place primary focus on undergraduate rather than on graduate education	3.47	3.60	0.13
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.42	4.22	0.79
24. To produce graduates that meet regional business, industry, and government needs	3.41	3.99	0.57
10. To provide students with a solid foundation of knowledge through the general education program	3.38	3.95	0.57
7. To regularly assess that the institution is achieving its goals	3.33	3.90	0.57
29. To offer an array of online courses and fully online programs	3.30	3.18	-0.11
3. To challenge students to think, read, and write critically	3.28	4.71	1.44
33. To adopt innovative teaching and active learning practices	3.26	4.02	0.76
34. To maintain an "up close and personal" image and small class sizes	3.24	4.39	1.14
16. To maintain the highest standards of excellence in every dimension of our work	3.24	4.27	1.03
9. To provide access to education that holds high expectations for all students and provides support for their success	3.23	4.39	1.15
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.23	3.75	0.50
18. To make available a diverse array of programs and events to supplement the classroom experience	3.19	3.76	0.57
25. To provide comprehensive student advising and guidance in career planning	3.18	4.04	0.87
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.18	4.21	1.03
21. To encourage students to participate in diverse domestic and international study programs	3.14	3.75	0.60
35. To attract and retain talented and effective faculty and staff	3.12	4.57	1.45
11. To provide undergraduates an opportunity to participate in faculty research	3.11	3.46	0.36
5. To develop students' ability to synthesize knowledge from a variety of sources	3.10	4.35	1.24
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.09	3.75	0.64
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	3.07	4.09	1.03
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.06	4.29	1.23
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.05	3.57	0.52
26. To encourage leadership development through opportunities for university involvement	2.97	3.52	0.55
15. To monitor the accountability and efficiency with which university operations are conducted	2.94	4.10	1.16
8. To hold students to high standards of intellectual performance	2.86	4.46	1.59
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	2.86	4.37	1.52
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as	2.84	3.69	0.83
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.83	3.50	0.66
31. To increase opportunities for undergraduate students to reside on campus	2.81	3.57	0.76
36. To promote a work environment that encourages and rewards innovation and creativity	2.78	4.33	1.55
17. To support and sustain transparent and candid communication throughout the university	2.73	4.29	1.55

Appendix C

Full-time Faculty Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis
3. To challenge students to think, read, and write critically	3.28	4.71	1.44
35. To attract and retain talented and effective faculty and staff	3.12	4.57	1.45
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.74	4.47	0.75
6. To place learners and their learning at the center of all that we do	3.57	4.46	0.88
8. To hold students to high standards of intellectual performance	2.86	4.46	1.59
34. To maintain an "up close and personal" image and small class sizes	3.24	4.39	1.14
9. To provide access to education that holds high expectations for all students and provides support for their success	3.23	4.39	1.15
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	2.86	4.37	1.52
5. To develop students' ability to synthesize knowledge from a variety of sources	3.10	4.35	1.24
36. To promote a work environment that encourages and rewards innovation and creativity	2.78	4.33	1.55
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.06	4.29	1.23
17. To support and sustain transparent and candid communication throughout the university	2.73	4.29	1.55
16. To maintain the highest standards of excellence in every dimension of our work	3.24	4.27	1.03
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.42	4.22	0.79
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.18	4.21	1.03
15. To monitor the accountability and efficiency with which university operations are conducted	2.94	4.10	1.16
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	3.07	4.09	1.03
25. To provide comprehensive student advising and guidance in career planning	3.18	4.04	0.87
33. To adopt innovative teaching and active learning practices	3.26	4.02	0.76
24. To produce graduates that meet regional business, industry, and government needs	3.41	3.99	0.57
10. To provide students with a solid foundation of knowledge through the general education program	3.38	3.95	0.57
7. To regularly assess that the institution is achieving its goals	3.33	3.90	0.57
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	3.82	0.00
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.49	3.79	0.30
18. To make available a diverse array of programs and events to supplement the classroom experience	3.19	3.76	0.57
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.09	3.75	0.64
21. To encourage students to participate in diverse domestic and international study programs	3.14	3.75	0.60
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.23	3.75	0.50
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	2.84	3.69	0.83
13. To place primary focus on undergraduate rather than on graduate education	3.47	3.60	0.13
31. To increase opportunities for undergraduate students to reside on campus	2.81	3.57	0.76
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.05	3.57	0.52
26. To encourage leadership development through opportunities for university involvement	2.97	3.52	0.55
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.83	3.50	0.66
11. To provide undergraduates an opportunity to participate in faculty research	3.11	3.46	0.36
29. To offer an array of online courses and fully online programs	3.30	3.18	-0.11

Appendix C

Full-time Faculty Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis
8. To hold students to high standards of intellectual performance	2.86	4.46	1.59
36. To promote a work environment that encourages and rewards innovation and creativity	2.78	4.33	1.55
17. To support and sustain transparent and candid communication throughout the university	2.73	4.29	1.55
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	2.86	4.37	1.52
35. To attract and retain talented and effective faculty and staff	3.12	4.57	1.45
3. To challenge students to think, read, and write critically	3.28	4.71	1.44
5. To develop students' ability to synthesize knowledge from a variety of sources	3.10	4.35	1.24
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.06	4.29	1.23
15. To monitor the accountability and efficiency with which university operations are conducted	2.94	4.10	1.16
9. To provide access to education that holds high expectations for all students and provides support for their success	3.23	4.39	1.15
34. To maintain an "up close and personal" image and small class sizes	3.24	4.39	1.14
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and	3.18	4.21	1.03
16. To maintain the highest standards of excellence in every dimension of our work	3.24	4.27	1.03
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	3.07	4.09	1.03
6. To place learners and their learning at the center of all that we do	3.57	4.46	0.88
25. To provide comprehensive student advising and guidance in career planning	3.18	4.04	0.87
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as	2.84	3.69	0.83
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.42	4.22	0.79
31. To increase opportunities for undergraduate students to reside on campus	2.81	3.57	0.76
33. To adopt innovative teaching and active learning practices	3.26	4.02	0.76
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.74	4.47	0.75
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.83	3.50	0.66
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.09	3.75	0.64
21. To encourage students to participate in diverse domestic and international study programs	3.14	3.75	0.60
24. To produce graduates that meet regional business, industry, and government needs	3.41	3.99	0.57
18. To make available a diverse array of programs and events to supplement the classroom experience	3.19	3.76	0.57
7. To regularly assess that the institution is achieving its goals	3.33	3.90	0.57
10. To provide students with a solid foundation of knowledge through the general education program	3.38	3.95	0.57
26. To encourage leadership development through opportunities for university involvement	2.97	3.52	0.55
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.05	3.57	0.52
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.23	3.75	0.50
11. To provide undergraduates an opportunity to participate in faculty research	3.11	3.46	0.36
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.49	3.79	0.30
13. To place primary focus on undergraduate rather than on graduate education	3.47	3.60	0.13
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	3.82	0.00
29. To offer an array of online courses and fully online programs	3.30	3.18	-0.11

Appendix C

Full-time Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Is Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	4.04	0.23
3. To challenge students to think, read, and write critically	3.55	4.61	1.07
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.39	4.35	0.98
5. To develop students' ability to synthesize knowledge from a variety of sources	3.38	4.32	0.94
6. To place learners and their learning at the center of all that we do	3.75	4.53	0.81
7. To regularly assess that the institution is achieving its goals	3.45	4.30	0.87
8. To hold students to high standards of intellectual performance	3.31	4.43	1.14
9. To provide access to education that holds high expectations for all students and provides support for their success	3.54	4.48	0.95
10. To provide students with a solid foundation of knowledge through the general education program	3.63	4.02	0.41
11. To provide undergraduates an opportunity to participate in faculty research	3.12	3.73	0.62
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.94	3.74	0.83
13. To place primary focus on undergraduate rather than on graduate education	3.53	3.54	0.03
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty,	3.23	4.40	1.20
15. To monitor the accountability and efficiency with which university operations are conducted	3.14	4.29	1.16
16. To maintain the highest standards of excellence in every dimension of our work	3.44	4.44	1.02
17. To support and sustain transparent and candid communication throughout the university	2.91	4.40	1.53
18. To make available a diverse array of programs and events to supplement the classroom experience	3.31	4.01	0.72
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their	2.93	4.26	1.36
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.24	3.78	0.56
21. To encourage students to participate in diverse domestic and international study programs	3.17	3.72	0.56
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and	3.31	4.14	0.85
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.15	4.07	0.94
24. To produce graduates that meet regional business, industry, and government needs	3.58	4.37	0.80
25. To provide comprehensive student advising and guidance in career planning	3.28	4.37	1.11
26. To encourage leadership development through opportunities for university involvement	3.13	3.91	0.79
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as	3.08	3.68	0.62
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree	3.40	4.31	0.92
29. To offer an array of online courses and fully online programs	3.17	3.88	0.72
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and	3.39	4.19	0.82
31. To increase opportunities for undergraduate students to reside on campus	2.99	3.75	0.79
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.68	4.37	0.70
33. To adopt innovative teaching and active learning practices	3.34	4.20	0.88
34. To maintain an "up close and personal" image and small class sizes	3.87	4.30	0.45
35. To attract and retain talented and effective faculty and staff	3.29	4.58	1.32
36. To promote a work environment that encourages and rewards innovation and creativity	2.82	4.35	1.60

Appendix C

Full-time Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis
34. To maintain an “up close and personal” image and small class sizes	3.87	4.30	0.45
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	4.04	0.23
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
6. To place learners and their learning at the center of all that we do	3.75	4.53	0.81
32. To strengthen NKU’s regional, state, and national reputation as a metropolitan, comprehensive university	3.68	4.37	0.70
10. To provide students with a solid foundation of knowledge through the general education program	3.63	4.02	0.41
24. To produce graduates that meet regional business, industry, and government needs	3.58	4.37	0.80
3. To challenge students to think, read, and write critically	3.55	4.61	1.07
9. To provide access to education that holds high expectations for all students and provides support for their success	3.54	4.48	0.95
13. To place primary focus on undergraduate rather than on graduate education	3.53	3.54	0.03
7. To regularly assess that the institution is achieving its goals	3.45	4.30	0.87
16. To maintain the highest standards of excellence in every dimension of our work	3.44	4.44	1.02
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.40	4.31	0.92
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.39	4.35	0.98
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.39	4.19	0.82
5. To develop students' ability to synthesize knowledge from a variety of sources	3.38	4.32	0.94
33. To adopt innovative teaching and active learning practices	3.34	4.20	0.88
8. To hold students to high standards of intellectual performance	3.31	4.43	1.14
22. To encourage students’ appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.31	4.14	0.85
18. To make available a diverse array of programs and events to supplement the classroom experience	3.31	4.01	0.72
35. To attract and retain talented and effective faculty and staff	3.29	4.58	1.32
25. To provide comprehensive student advising and guidance in career planning	3.28	4.37	1.11
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.24	3.78	0.56
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	3.23	4.40	1.20
29. To offer an array of online courses and fully online programs	3.17	3.88	0.72
21. To encourage students to participate in diverse domestic and international study programs	3.17	3.72	0.56
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.15	4.07	0.94
15. To monitor the accountability and efficiency with which university operations are conducted	3.14	4.29	1.16
26. To encourage leadership development through opportunities for university involvement	3.13	3.91	0.79
11. To provide undergraduates an opportunity to participate in faculty research	3.12	3.73	0.62
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.08	3.68	0.62
31. To increase opportunities for undergraduate students to reside on campus	2.99	3.75	0.79
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.94	3.74	0.83
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	2.93	4.26	1.36
17. To support and sustain transparent and candid communication throughout the university	2.91	4.40	1.53
36. To promote a work environment that encourages and rewards innovation and creativity	2.82	4.35	1.60

Appendix C

Full-time Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis
3. To challenge students to think, read, and write critically	3.55	4.61	1.07
35. To attract and retain talented and effective faculty and staff	3.29	4.58	1.32
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
6. To place learners and their learning at the center of all that we do	3.75	4.53	0.81
9. To provide access to education that holds high expectations for all students and provides support for their success	3.54	4.48	0.95
16. To maintain the highest standards of excellence in every dimension of our work	3.44	4.44	1.02
8. To hold students to high standards of intellectual performance	3.31	4.43	1.14
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	3.23	4.40	1.20
17. To support and sustain transparent and candid communication throughout the university	2.91	4.40	1.53
25. To provide comprehensive student advising and guidance in career planning	3.28	4.37	1.11
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.68	4.37	0.70
24. To produce graduates that meet regional business, industry, and government needs	3.58	4.37	0.80
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.39	4.35	0.98
36. To promote a work environment that encourages and rewards innovation and creativity	2.82	4.35	1.60
5. To develop students' ability to synthesize knowledge from a variety of sources	3.38	4.32	0.94
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.40	4.31	0.92
34. To maintain an "up close and personal" image and small class sizes	3.87	4.30	0.45
7. To regularly assess that the institution is achieving its goals	3.45	4.30	0.87
15. To monitor the accountability and efficiency with which university operations are conducted	3.14	4.29	1.16
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	2.93	4.26	1.36
33. To adopt innovative teaching and active learning practices	3.34	4.20	0.88
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.39	4.19	0.82
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and	3.31	4.14	0.85
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.15	4.07	0.94
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	4.04	0.23
10. To provide students with a solid foundation of knowledge through the general education program	3.63	4.02	0.41
18. To make available a diverse array of programs and events to supplement the classroom experience	3.31	4.01	0.72
26. To encourage leadership development through opportunities for university involvement	3.13	3.91	0.79
29. To offer an array of online courses and fully online programs	3.17	3.88	0.72
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.24	3.78	0.56
31. To increase opportunities for undergraduate students to reside on campus	2.99	3.75	0.79
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.94	3.74	0.83
11. To provide undergraduates an opportunity to participate in faculty research	3.12	3.73	0.62
21. To encourage students to participate in diverse domestic and international study programs	3.17	3.72	0.56
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.08	3.68	0.62
13. To place primary focus on undergraduate rather than on graduate education	3.53	3.54	0.03

Appendix C

Full-time Staff Responses to NKU Mission, Vision, Values Survey - March 2013

Sorted by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis
36. To promote a work environment that encourages and rewards innovation and creativity	2.82	4.35	1.60
17. To support and sustain transparent and candid communication throughout the university	2.91	4.40	1.53
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	2.93	4.26	1.36
35. To attract and retain talented and effective faculty and staff	3.29	4.58	1.32
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators	3.23	4.40	1.20
15. To monitor the accountability and efficiency with which university operations are conducted	3.14	4.29	1.16
8. To hold students to high standards of intellectual performance	3.31	4.43	1.14
25. To provide comprehensive student advising and guidance in career planning	3.28	4.37	1.11
3. To challenge students to think, read, and write critically	3.55	4.61	1.07
16. To maintain the highest standards of excellence in every dimension of our work	3.44	4.44	1.02
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.39	4.35	0.98
9. To provide access to education that holds high expectations for all students and provides support for their success	3.54	4.48	0.95
5. To develop students' ability to synthesize knowledge from a variety of sources	3.38	4.32	0.94
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.15	4.07	0.94
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.40	4.31	0.92
33. To adopt innovative teaching and active learning practices	3.34	4.20	0.88
7. To regularly assess that the institution is achieving its goals	3.45	4.30	0.87
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service	3.31	4.14	0.85
12. To help students achieve deeper levels of self-understanding and explore their unique identities	2.94	3.74	0.83
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom	3.39	4.19	0.82
6. To place learners and their learning at the center of all that we do	3.75	4.53	0.81
24. To produce graduates that meet regional business, industry, and government needs	3.58	4.37	0.80
31. To increase opportunities for undergraduate students to reside on campus	2.99	3.75	0.79
26. To encourage leadership development through opportunities for university involvement	3.13	3.91	0.79
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
29. To offer an array of online courses and fully online programs	3.17	3.88	0.72
18. To make available a diverse array of programs and events to supplement the classroom experience	3.31	4.01	0.72
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.68	4.37	0.70
11. To provide undergraduates an opportunity to participate in faculty research	3.12	3.73	0.62
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.08	3.68	0.62
21. To encourage students to participate in diverse domestic and international study programs	3.17	3.72	0.56
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.24	3.78	0.56
34. To maintain an "up close and personal" image and small class sizes	3.87	4.30	0.45
10. To provide students with a solid foundation of knowledge through the general education program	3.63	4.02	0.41
2. To provide public engagement that advances the progress of the region and commonwealth	3.81	4.04	0.23
13. To place primary focus on undergraduate rather than on graduate education	3.53	3.54	0.03

Question Number	Area of Focus	Total
35	To attract and retain talented and effective faculty and staff.	233
28	To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	146
3	To challenge students to think, read, and write critically.	122
19	To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields	104
34	To maintain an "up close and personal" image and small class sizes	101
1	To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning	94
30	To promote a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	88
32	To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	82
22	To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	77
36	To promote a work environment that encourages and rewards innovation and creativity	77
29	To offer an array of online courses and fully online programs	74
8	To hold students to high standards of intellectual performance.	68
14	To maintain a climate of shared governance, including mutual trust, ethical conduct and respect amount student, faculty, staff and administrators	67
2	To provide public engagement that advances the progress of the region and commonwealth	63
37	To expand our graduate school.	61
6	To place learners and their learning at the center of all that we do	60
4	To Cultivate campus climate that promotes collegiality, collaboration, and civility	59
23	To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working	58
25	To provide comprehensive student advising and guidance in career planning	57
17	To support and sustain transparent and candid communication throughout the univeristy	53
24	To produce graduates that meet regional business, industry, and government needs	53
16	To maintain the highest standards of excellence in every dimension of our work	52
9	To provide access to education that holds high expectations for all students and provides support for their success.	48
11	To provide undergraduates an opportunity to participate in faculty research	48
7	To regularly assess that the institution is achieving its goals	42
31	To increase opportunities for undergraduate students to reside on campus.	40
42	Accessibility/Affordability/Scholarship/FA	40
21	To encourage students to participate in diverse domestice and international study programs.	38
5	To develop students' ability to synthesize knowledge from a variety of sources	36
15	To monitor the accountability and efficiency with which university operations are conducted	36
10	To provide students with a solid foundation of knowledge through the general education program	31
39	Facilities; campus beautification, updating current structures.	29
50	Provide quality academic instruction	29
41	Increased admission requirements and recruiting more talented students.	27
38	Appropriate integration of technology in instruction and throughout our work	24
58	Growth, Enrollment and Employee Headcounts	22
20	To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	21
13	To place primary focus on undergraduate rather than graduate education	18
18	To make available a diverse array of programs and events to supplement the classroom experience	18
40	Increase in full-time faculty and rely less on part-time faculty.	17
44	Better marketing of NKU	17
12	To help students achieve deeper levels of self-understanding and explore their unique identities.	16
33	To adopt innovative teaching and active learning practices.	16
48	Student support services (counseling services, etc)	16
55	Administrators' leadership	16
27	To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	15
47	Develop a clear mission, goals, and strategic plan.	15
52	Make available a diverse array of programs	15
46	Funding	12
56	Student Engagement	11
26	To encourage leadership development through opportunities for university involvement.	9
49	Liberal Arts Curriculum Emphasis	9
51	Strengthen and promote our signature programs	8

45	Working with high schools to encourage a standard pre-college curriculum that teaches the same concepts for a course.	7
43	Focus on athletics.	6
53	Sustainability	5
54	Continue to have a reputation of being a very safe campus.	5
57	Focus teachers more towards teaching, less research	5
58	Other	134

2750

Notes:

- 1) Categories in green were newly created based on responses. Recurring themes were noted and grouped together and assigned a number.
- 2) Comments with anything less than five mentions were grouped into the "other category."
- 3) Comments regarding pay, workload, promotion and support of employees were categorized with number "35" as pertaining to retention of employees.

Appendix C

Full-time Faculty and Staff Responses on NKU Mission, Vision, Values Survey - March 2013

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.
2. To provide public engagement that advances the progress of the region and commonwealth
3. To challenge students to think, read, and write critically
4. To cultivate a campus climate that supports collegiality, collaboration, and civility
5. To develop students' ability to synthesize knowledge from a variety of sources
6. To place learners and their learning at the center of all that we do
7. To regularly assess that the institution is achieving its goals
8. To hold students to high standards of intellectual performance
9. To provide access to education that holds high expectations for all students and provides support for their success
10. To provide students with a solid foundation of knowledge through the general education program
11. To provide undergraduates an opportunity to participate in faculty research
12. To help students achieve deeper levels of self-understanding and explore their unique identities
13. To place primary focus on undergraduate rather than on graduate education
14. To maintain a climate of shared governance, including mutual trust, ethical conduct, and respect among students, faculty, staff, and administrators
15. To monitor the accountability and efficiency with which university operations are conducted
16. To maintain the highest standards of excellence in every dimension of our work
17. To support and sustain transparent and candid communication throughout the university
18. To make available a diverse array of programs and events to supplement the classroom experience
19. To provide professional development activities so that faculty and staff are current in the skills and knowledge relevant to their fields
20. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students
21. To encourage students to participate in diverse domestic and international study programs
22. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs
23. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students
24. To produce graduates that meet regional business, industry, and government needs
25. To provide comprehensive student advising and guidance in career planning
26. To encourage leadership development through opportunities for university involvement
27. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits
28. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion
29. To offer an array of online courses and fully online programs
30. To promote a culture of openness and inclusion that values diversity in people and ideas and that ensure intellectual and creative freedom on campus and in the classroom
31. To increase opportunities for undergraduate students to reside on campus
32. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university
33. To adopt innovative teaching and active learning practices
34. To maintain an "up close and personal" image and small class sizes
35. To attract and retain talented and effective faculty and staff
36. To promote a work environment that encourages and rewards innovation and creativity

	Full-time Staff			Full-time Faculty			Difference on Should Be Mean
	Is Currently Mean	Should Be Mean	Gap Analysis	Is Currently Mean	Should Be Mean	Gap Analysis	
1.	3.81	4.58	0.79	3.74	4.47	0.75	-0.11
2.	3.81	4.04	0.23	3.81	3.82	0.00	-0.22
3.	3.55	4.61	1.07	3.28	4.71	1.44	0.10
4.	3.39	4.35	0.98	3.06	4.29	1.23	-0.06
5.	3.38	4.32	0.94	3.10	4.35	1.24	0.03
6.	3.75	4.53	0.81	3.57	4.46	0.88	-0.07
7.	3.45	4.30	0.87	3.33	3.90	0.57	-0.40
8.	3.31	4.43	1.14	2.86	4.46	1.59	0.03
9.	3.54	4.48	0.95	3.23	4.39	1.15	-0.09
10.	3.63	4.02	0.41	3.38	3.95	0.57	-0.07
11.	3.12	3.73	0.62	3.11	3.46	0.36	-0.27
12.	2.94	3.74	0.83	2.83	3.50	0.66	-0.24
13.	3.53	3.54	0.03	3.47	3.60	0.13	0.05
14.	3.23	4.40	1.20	2.86	4.37	1.52	-0.03
15.	3.14	4.29	1.16	2.94	4.10	1.16	-0.18
16.	3.44	4.44	1.02	3.24	4.27	1.03	-0.18
17.	2.91	4.40	1.53	2.73	4.29	1.55	-0.11
18.	3.31	4.01	0.72	3.19	3.76	0.57	-0.24
19.	2.93	4.26	1.36	3.07	4.09	1.03	-0.16
20.	3.24	3.78	0.56	3.09	3.75	0.64	-0.02
21.	3.17	3.72	0.56	3.14	3.75	0.60	0.03
22.	3.31	4.14	0.85	3.23	3.75	0.50	-0.40
23.	3.15	4.07	0.94	3.05	3.57	0.52	-0.50
24.	3.58	4.37	0.80	3.41	3.99	0.57	-0.38
25.	3.28	4.37	1.11	3.18	4.04	0.87	-0.33
26.	3.13	3.91	0.79	2.97	3.52	0.55	-0.39
27.	3.08	3.68	0.62	2.84	3.69	0.83	0.01
28.	3.40	4.31	0.92	3.49	3.79	0.30	-0.51
29.	3.17	3.88	0.72	3.30	3.18	-0.11	-0.70
30.	3.39	4.19	0.82	3.18	4.21	1.03	0.02
31.	2.99	3.75	0.79	2.81	3.57	0.76	-0.18
32.	3.68	4.37	0.70	3.42	4.22	0.79	-0.15
33.	3.34	4.20	0.88	3.26	4.02	0.76	-0.18
34.	3.87	4.30	0.45	3.24	4.39	1.14	0.08
35.	3.29	4.58	1.32	3.12	4.57	1.45	-0.01
36.	2.82	4.35	1.60	2.78	4.33	1.55	-0.01

Appendix C

All Student Responses on the Mission, Vision, Values Survey

*Presented in order of questions asked.
Top 10 for each column are highlighted in yellow.*

	IS Currently Mean	Should Be Mean	Gap Analysis	Currently of High or Extremely High Importance	Should be of High or Extremely High Importance
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.86 *	4.57 *	0.73 *	68.9%	95.7%
2. To provide public engagement that advances the progress of the region and commonwealth	3.50	3.94	0.46	48.7%	72.8%
3. To challenge students to think, read, and write critically	3.82 *	4.39 *	0.58	66.8%	91.6%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.64	4.17	0.54	57.4%	83.5%
5. To develop students' ability to synthesize knowledge from a variety of sources	3.66	4.17	0.54	58.0%	84.8%
6. To place learners and their learning at the center of all that we do	3.77 *	4.42 *	0.68 *	63.9%	91.6%
7. To hold students to high standards of intellectual performance	3.77 *	4.38 *	0.63	65.7%	92.8%
8. To provide access to education that holds high expectations for all students and provides support for their success	3.84 *	4.41 *	0.60	66.0%	92.2%
9. To provide students with a solid foundation of knowledge through the general education program	3.90 *	3.96	0.08	71.6%	72.9%
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.80	0.65 *	35.9%	63.5%
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.32	3.94	0.65 *	43.4%	72.9%
12. To place primary focus on undergraduate rather than on graduate education	3.45	3.58	0.13	48.1%	55.7%
13. To encourage students to participate in diverse domestic and international study programs	3.30	3.69	0.40	41.4%	58.3%
14. To maintain the highest standards of excellence in every dimension of our work	3.78 *	4.35 *	0.60	63.7%	89.8%
15. To support and sustain transparent and candid communication throughout the university	3.49	4.12	0.66 *	51.9%	81.0%
16. To make available a diverse array of programs and events to supplement the classroom experience	3.52	4.08	0.59	51.5%	78.8%
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.51	3.73	0.23	51.4%	62.7%
To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and					
18. similar community-connected programs	3.57	4.20	0.64 *	53.7%	83.9%
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.53	4.34 *	0.84 *	52.3%	87.5%
20. To produce graduates that meet regional business, industry, and government needs	3.82 *	4.37 *	0.57	65.4%	88.0%
21. To provide comprehensive student advising and guidance in career planning	3.53	4.42 *	0.91 *	53.3%	90.2%
22. To encourage leadership development through opportunities for university involvement	3.60	4.00	0.43	54.8%	74.5%
To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as					
23. lectures, concerts, and art exhibits	3.38	3.76	0.41	44.3%	63.2%
To focus on student success through improvements in retention and graduation rates and a shortening of time to degree					
24. completion	3.35	4.17	0.84 *	45.1%	80.1%
25. To offer an array of online courses and fully online programs	3.30	3.90	0.63 *	40.8%	67.9%
To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and					
26. creative freedom on campus and in the classroom	3.67	4.07	0.42	59.8%	77.1%
27. To increase opportunities for undergraduate students to reside on campus	3.23	3.69	0.48	36.6%	59.9%
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.74 *	4.22	0.49	61.1%	81.6%
29. To adopt innovative teaching and active learning practices	3.60	4.18	0.60	55.0%	82.7%
30. To maintain an "up close and personal" image and small class sizes	3.86 *	4.35 *	0.50	67.6%	86.7%

Appendix C

All Student Responses on the Mission, Vision, Values Survey

Sort by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis	Currently of High or Extremely High Importance	Should be of High or Extremely High Importance
9. To provide students with a solid foundation of knowledge through the general education program	3.90 *	3.96	0.08	71.6%	72.9%
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.86 *	4.57 *	0.73 *	68.9%	95.7%
30. To maintain an “up close and personal” image and small class sizes	3.86 *	4.35 *	0.50	67.6%	86.7%
8. To provide access to education that holds high expectations for all students and provides support for their success	3.84 *	4.41 *	0.60	66.0%	92.2%
3. To challenge students to think, read, and write critically	3.82 *	4.39 *	0.58	66.8%	91.6%
20. To produce graduates that meet regional business, industry, and government needs	3.82 *	4.37 *	0.57	65.4%	88.0%
14. To maintain the highest standards of excellence in every dimension of our work	3.78 *	4.35 *	0.60	63.7%	89.8%
6. To place learners and their learning at the center of all that we do	3.77 *	4.42 *	0.68 *	63.9%	91.6%
7. To hold students to high standards of intellectual performance	3.77 *	4.38 *	0.63	65.7%	92.8%
28. To strengthen NKU’s regional, state, and national reputation as a metropolitan, comprehensive university	3.74 *	4.22	0.49	61.1%	81.6%
To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and					
26. creative freedom on campus and in the classroom	3.67	4.07	0.42	59.8%	77.1%
5. To develop students’ ability to synthesize knowledge from a variety of sources	3.66	4.17	0.54	58.0%	84.8%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.64	4.17	0.54	57.4%	83.5%
22. To encourage leadership development through opportunities for university involvement	3.60	4.00	0.43	54.8%	74.5%
29. To adopt innovative teaching and active learning practices	3.60	4.18	0.60	55.0%	82.7%
To encourage students’ appreciation for public engagement through participation in co-op, internship, service learning, and					
18. similar community-connected programs	3.57	4.20	0.64 *	53.7%	83.9%
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.53	4.34 *	0.84 *	52.3%	87.5%
21. To provide comprehensive student advising and guidance in career planning	3.53	4.42 *	0.91 *	53.3%	90.2%
16. To make available a diverse array of programs and events to supplement the classroom experience	3.52	4.08	0.59	51.5%	78.8%
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.51	3.73	0.23	51.4%	62.7%
2. To provide public engagement that advances the progress of the region and commonwealth	3.50	3.94	0.46	48.7%	72.8%
15. To support and sustain transparent and candid communication throughout the university	3.49	4.12	0.66 *	51.9%	81.0%
12. To place primary focus on undergraduate rather than on graduate education	3.45	3.58	0.13	48.1%	55.7%
To increase students’ sensitivity to and appreciation of various forms of creative and artistic expression via events such as					
23. lectures, concerts, and art exhibits	3.38	3.76	0.41	44.3%	63.2%
To focus on student success through improvements in retention and graduation rates and a shortening of time to degree					
24. completion	3.35	4.17	0.84 *	45.1%	80.1%
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.32	3.94	0.65 *	43.4%	72.9%
13. To encourage students to participate in diverse domestic and international study programs	3.30	3.69	0.40	41.4%	58.3%
25. To offer an array of online courses and fully online programs	3.30	3.90	0.63 *	40.8%	67.9%
27. To increase opportunities for undergraduate students to reside on campus	3.23	3.69	0.48	36.6%	59.9%
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.80	0.65 *	35.9%	63.5%

Appendix C

All Student Responses on the Mission, Vision, Values Survey

Sort by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis	High or Extremely High Importance	High or Extremely High Importance
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.86 *	4.57 *	0.73 *	68.9%	95.7%
6. To place learners and their learning at the center of all that we do	3.77 *	4.42 *	0.68 *	63.9%	91.6%
21. To provide comprehensive student advising and guidance in career planning	3.53	4.42 *	0.91 *	53.3%	90.2%
8. To provide access to education that holds high expectations for all students and provides support for their success	3.84 *	4.41 *	0.60	66.0%	92.2%
3. To challenge students to think, read, and write critically	3.82 *	4.39 *	0.58	66.8%	91.6%
7. To hold students to high standards of intellectual performance	3.77 *	4.38 *	0.63	65.7%	92.8%
20. To produce graduates that meet regional business, industry, and government needs	3.82 *	4.37 *	0.57	65.4%	88.0%
30. To maintain an "up close and personal" image and small class sizes	3.86 *	4.35 *	0.50	67.6%	86.7%
14. To maintain the highest standards of excellence in every dimension of our work	3.78 *	4.35 *	0.60	63.7%	89.8%
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.53	4.34 *	0.84 *	52.3%	87.5%
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.74 *	4.22	0.49	61.1%	81.6%
To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and					
18. similar community-connected programs	3.57	4.20	0.64 *	53.7%	83.9%
29. To adopt innovative teaching and active learning practices	3.60	4.18	0.60	55.0%	82.7%
5. To develop students' ability to synthesize knowledge from a variety of sources	3.66	4.17	0.54	58.0%	84.8%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.64	4.17	0.54	57.4%	83.5%
To focus on student success through improvements in retention and graduation rates and a shortening of time to degree					
24. completion	3.35	4.17	0.84 *	45.1%	80.1%
15. To support and sustain transparent and candid communication throughout the university	3.49	4.12	0.66 *	51.9%	81.0%
16. To make available a diverse array of programs and events to supplement the classroom experience	3.52	4.08	0.59	51.5%	78.8%
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and	3.67	4.07	0.42	59.8%	77.1%
22. To encourage leadership development through opportunities for university involvement	3.60	4.00	0.43	54.8%	74.5%
9. To provide students with a solid foundation of knowledge through the general education program	3.90 *	3.96	0.08	71.6%	72.9%
2. To provide public engagement that advances the progress of the region and commonwealth	3.50	3.94	0.46	48.7%	72.8%
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.32	3.94	0.65 *	43.4%	72.9%
25. To offer an array of online courses and fully online programs	3.30	3.90	0.63 *	40.8%	67.9%
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.80	0.65 *	35.9%	63.5%
To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as					
23. lectures, concerts, and art exhibits	3.38	3.76	0.41	44.3%	63.2%
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.51	3.73	0.23	51.4%	62.7%
13. To encourage students to participate in diverse domestic and international study programs	3.30	3.69	0.40	41.4%	58.3%
27. To increase opportunities for undergraduate students to reside on campus	3.23	3.69	0.48	36.6%	59.9%
12. To place primary focus on undergraduate rather than on graduate education	3.45	3.58	0.13	48.1%	55.7%

Appendix C

All Student Responses on the Mission, Vision, and Values Survey

Sort by **GAP analysis**.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis	Currently of High or Extremely High Importance	Should be or High or Extremely High Importance
21. To provide comprehensive student advising and guidance in career planning	3.53	4.42 *	0.91 *	53.3%	90.2%
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.53	4.34 *	0.84 *	52.3%	87.5%
24. completion	3.35	4.17	0.84 *	45.1%	80.1%
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.86 *	4.57 *	0.73 *	68.9%	95.7%
6. To place learners and their learning at the center of all that we do	3.77 *	4.42 *	0.68 *	63.9%	91.6%
15. To support and sustain transparent and candid communication throughout the university	3.49	4.12	0.66 *	51.9%	81.0%
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.80	0.65 *	35.9%	63.5%
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.32	3.94	0.65 *	43.4%	72.9%
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and	3.57	4.20	0.64 *	53.7%	83.9%
25. To offer an array of online courses and fully online programs	3.30	3.90	0.63 *	40.8%	67.9%
7. To hold students to high standards of intellectual performance	3.77 *	4.38 *	0.63	65.7%	92.8%
29. To adopt innovative teaching and active learning practices	3.60	4.18	0.60	55.0%	82.7%
14. To maintain the highest standards of excellence in every dimension of our work	3.78 *	4.35 *	0.60	63.7%	89.8%
8. To provide access to education that holds high expectations for all students and provides support for their success	3.84 *	4.41 *	0.60	66.0%	92.2%
16. To make available a diverse array of programs and events to supplement the classroom experience	3.52	4.08	0.59	51.5%	78.8%
3. To challenge students to think, read, and write critically	3.82 *	4.39 *	0.58	66.8%	91.6%
20. To produce graduates that meet regional business, industry, and government needs	3.82 *	4.37 *	0.57	65.4%	88.0%
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.64	4.17	0.54	57.4%	83.5%
5. To develop students' ability to synthesize knowledge from a variety of sources	3.66	4.17	0.54	58.0%	84.8%
30. To maintain an "up close and personal" image and small class sizes	3.86 *	4.35 *	0.50	67.6%	86.7%
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.74 *	4.22	0.49	61.1%	81.6%
27. To increase opportunities for undergraduate students to reside on campus	3.23	3.69	0.48	36.6%	59.9%
2. To provide public engagement that advances the progress of the region and commonwealth	3.50	3.94	0.46	48.7%	72.8%
22. To encourage leadership development through opportunities for university involvement To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and	3.60	4.00	0.43	54.8%	74.5%
26. creative freedom on campus and in the classroom To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as	3.67	4.07	0.42	59.8%	77.1%
23. lectures, concerts, and art exhibits	3.38	3.76	0.41	44.3%	63.2%
13. To encourage students to participate in diverse domestic and international study programs	3.30	3.69	0.40	41.4%	58.3%
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.51	3.73	0.23	51.4%	62.7%
12. To place primary focus on undergraduate rather than on graduate education	3.45	3.58	0.13	48.1%	55.7%
9. To provide students with a solid foundation of knowledge through the general education program	3.90 *	3.96	0.08	71.6%	72.9%

Appendix C

Freshmen Responses to NKU Mission, Vision, Values Survey

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	4.04	4.61	0.61
2. To provide public engagement that advances the progress of the region and commonwealth	3.59	3.97	0.43
3. To challenge students to think, read, and write critically	3.95	4.33	0.40
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.76	4.23	0.49
5. To develop students' ability to synthesize knowledge from a variety of sources	3.75	4.17	0.44
6. To place learners and their learning at the center of all that we do	3.97	4.39	0.44
7. To hold students to high standards of intellectual performance	3.97	4.33	0.37
8. To provide access to education that holds high expectations for all students and provides support for their success	4.03	4.41	0.39
9. To provide students with a solid foundation of knowledge through the general education program	4.07	4.08	0.03
10. To provide undergraduates an opportunity to participate in faculty research	3.58	3.97	0.42
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.64	4.16	0.56
12. To place primary focus on undergraduate rather than on graduate education	3.55	3.78	0.25
13. To encourage students to participate in diverse domestic and international study programs	3.52	3.84	0.36
14. To maintain the highest standards of excellence in every dimension of our work	3.97	4.35	0.40
15. To support and sustain transparent and candid communication throughout the university	3.74	4.14	0.42
16. To make available a diverse array of programs and events to supplement the classroom experience	3.74	4.21	0.50
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.81	3.80	0.03
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.77	4.21	0.47
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.83	4.35	0.57
20. To produce graduates that meet regional business, industry, and government needs	3.96	4.34	0.39
21. To provide comprehensive student advising and guidance in career planning	3.88	4.44	0.61
22. To encourage leadership development through opportunities for university involvement	3.89	4.16	0.31
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.60	3.89	0.34
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.69	4.21	0.54
25. To offer an array of online courses and fully online programs	3.51	3.84	0.35
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.84	4.12	0.30
27. To increase opportunities for undergraduate students to reside on campus	3.50	3.99	0.50
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.85	4.27	0.46
29. To adopt innovative teaching and active learning practices	3.79	4.23	0.46
30. To maintain an "up close and personal" image and small class sizes	3.92	4.41	0.53

Appendix C

Freshmen Responses to NKU Mission, Vision, Values Survey

Sort by **IS CURRENTLY Mean**.

Top 10 for each column are highlighted in yellow.

	IS		
	Currently Mean	Should Be Mean	Gap Analysis
9. To provide students with a solid foundation of knowledge through the general education program	4.07	4.08	0.03
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	4.04	4.61	0.61
8. To provide access to education that holds high expectations for all students and provides support for their success	4.03	4.41	0.39
14. To maintain the highest standards of excellence in every dimension of our work	3.97	4.35	0.40
7. To hold students to high standards of intellectual performance	3.97	4.33	0.37
6. To place learners and their learning at the center of all that we do	3.97	4.39	0.44
20. To produce graduates that meet regional business, industry, and government needs	3.96	4.34	0.39
3. To challenge students to think, read, and write critically	3.95	4.33	0.40
30. To maintain an "up close and personal" image and small class sizes	3.92	4.41	0.53
22. To encourage leadership development through opportunities for university involvement	3.89	4.16	0.31
21. To provide comprehensive student advising and guidance in career planning	3.88	4.44	0.61
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.85	4.27	0.46
10. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.84	4.12	0.30
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.83	4.35	0.57
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.81	3.80	0.03
29. To adopt innovative teaching and active learning practices	3.79	4.23	0.46
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.77	4.21	0.47
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.76	4.23	0.49
5. To develop students' ability to synthesize knowledge from a variety of sources	3.75	4.17	0.44
16. To make available a diverse array of programs and events to supplement the classroom experience	3.74	4.21	0.50
15. To support and sustain transparent and candid communication throughout the university	3.74	4.14	0.42
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.69	4.21	0.54
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.64	4.16	0.56
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.60	3.89	0.34
2. To provide public engagement that advances the progress of the region and commonwealth	3.59	3.97	0.43
10. To provide undergraduates an opportunity to participate in faculty research	3.58	3.97	0.42
12. To place primary focus on undergraduate rather than on graduate education	3.55	3.78	0.25
13. To encourage students to participate in diverse domestic and international study programs	3.52	3.84	0.36
25. To offer an array of online courses and fully online programs	3.51	3.84	0.35
27. To increase opportunities for undergraduate students to reside on campus	3.50	3.99	0.50

Appendix C

Freshmen Responses to NKU Mission, Vision, Values Survey

Sort by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	IS		
	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	4.04	4.61	0.61
21. To provide comprehensive student advising and guidance in career planning	3.88	4.44	0.61
30. To maintain an “up close and personal” image and small class sizes	3.92	4.41	0.53
8. To provide access to education that holds high expectations for all students and provides support for their success	4.03	4.41	0.39
6. To place learners and their learning at the center of all that we do	3.97	4.39	0.44
14. To maintain the highest standards of excellence in every dimension of our work	3.97	4.35	0.40
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.83	4.35	0.57
20. To produce graduates that meet regional business, industry, and government needs	3.96	4.34	0.39
3. To challenge students to think, read, and write critically	3.95	4.33	0.40
7. To hold students to high standards of intellectual performance	3.97	4.33	0.37
28. To strengthen NKU’s regional, state, and national reputation as a metropolitan, comprehensive university	3.85	4.27	0.46
29. To adopt innovative teaching and active learning practices	3.79	4.23	0.46
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.76	4.23	0.49
18. To encourage students’ appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.77	4.21	0.47
16. To make available a diverse array of programs and events to supplement the classroom experience	3.74	4.21	0.50
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.69	4.21	0.54
5. To develop students' ability to synthesize knowledge from a variety of sources	3.75	4.17	0.44
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.64	4.16	0.56
22. To encourage leadership development through opportunities for university involvement	3.89	4.16	0.31
15. To support and sustain transparent and candid communication throughout the university	3.74	4.14	0.42
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.84	4.12	0.30
9. To provide students with a solid foundation of knowledge through the general education program	4.07	4.08	0.03
27. To increase opportunities for undergraduate students to reside on campus	3.50	3.99	0.50
10. To provide undergraduates an opportunity to participate in faculty research	3.58	3.97	0.42
2. To provide public engagement that advances the progress of the region and commonwealth	3.59	3.97	0.43
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.60	3.89	0.34
13. To encourage students to participate in diverse domestic and international study programs	3.52	3.84	0.36
25. To offer an array of online courses and fully online programs	3.51	3.84	0.35
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.81	3.80	0.03
12. To place primary focus on undergraduate rather than on graduate education	3.55	3.78	0.25

Appendix C

Freshmen Responses to NKU Mission, Vision, Values Survey

Sort by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

	IS		Gap Analysis
	Currently Mean	Should Be Mean	
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to	4.04	4.61	0.61
21. To provide comprehensive student advising and guidance in career planning	3.88	4.44	0.61
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.83	4.35	0.57
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.64	4.16	0.56
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.69	4.21	0.54
30. To maintain an "up close and personal" image and small class sizes	3.92	4.41	0.53
27. To increase opportunities for undergraduate students to reside on campus	3.50	3.99	0.50
16. To make available a diverse array of programs and events to supplement the classroom experience	3.74	4.21	0.50
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.76	4.23	0.49
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.77	4.21	0.47
29. To adopt innovative teaching and active learning practices	3.79	4.23	0.46
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.85	4.27	0.46
6. To place learners and their learning at the center of all that we do	3.97	4.39	0.44
5. To develop students' ability to synthesize knowledge from a variety of sources	3.75	4.17	0.44
2. To provide public engagement that advances the progress of the region and commonwealth	3.59	3.97	0.43
10. To provide undergraduates an opportunity to participate in faculty research	3.58	3.97	0.42
15. To support and sustain transparent and candid communication throughout the university	3.74	4.14	0.42
3. To challenge students to think, read, and write critically	3.95	4.33	0.40
14. To maintain the highest standards of excellence in every dimension of our work	3.97	4.35	0.40
20. To produce graduates that meet regional business, industry, and government needs	3.96	4.34	0.39
8. To provide access to education that holds high expectations for all students and provides support for their success	4.03	4.41	0.39
7. To hold students to high standards of intellectual performance	3.97	4.33	0.37
13. To encourage students to participate in diverse domestic and international study programs	3.52	3.84	0.36
25. To offer an array of online courses and fully online programs	3.51	3.84	0.35
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.60	3.89	0.34
22. To encourage leadership development through opportunities for university involvement	3.89	4.16	0.31
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.84	4.12	0.30
12. To place primary focus on undergraduate rather than on graduate education	3.55	3.78	0.25
9. To provide students with a solid foundation of knowledge through the general education program	4.07	4.08	0.03
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.81	3.80	0.03

Appendix C

Sophomore Responses on the NKU Mission, Vision, Values Survey

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.88	4.56	0.69
2. To provide public engagement that advances the progress of the region and commonwealth	3.43	4.00	0.58
3. To challenge students to think, read, and write critically	3.86	4.35	0.50
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.69	4.18	0.50
5. To develop students' ability to synthesize knowledge from a variety of sources	3.68	4.14	0.48
6. To place learners and their learning at the center of all that we do	3.77	4.43	0.67
7. To hold students to high standards of intellectual performance	3.78	4.33	0.56
8. To provide access to education that holds high expectations for all students and provides support for their success	3.86	4.42	0.57
9. To provide students with a solid foundation of knowledge through the general education program	3.99	3.89	-0.08
10. To provide undergraduates an opportunity to participate in faculty research	3.23	3.83	0.61
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.35	4.05	0.74
12. To place primary focus on undergraduate rather than on graduate education	3.53	3.73	0.20
13. To encourage students to participate in diverse domestic and international study programs	3.48	3.83	0.34
14. To maintain the highest standards of excellence in every dimension of our work	3.82	4.31	0.51
15. To support and sustain transparent and candid communication throughout the university	3.51	4.13	0.63
16. To make available a diverse array of programs and events to supplement the classroom experience	3.59	4.06	0.48
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.56	3.86	0.30
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.66	4.23	0.58
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.53	4.33	0.82
20. To produce graduates that meet regional business, industry, and government needs	3.91	4.32	0.42
21. To provide comprehensive student advising and guidance in career planning	3.70	4.41	0.73
22. To encourage leadership development through opportunities for university involvement	3.68	4.07	0.41
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.39	3.81	0.44
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.46	4.22	0.76
25. To offer an array of online courses and fully online programs	3.27	3.79	0.52
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.78	4.14	0.37
27. To increase opportunities for undergraduate students to reside on campus	3.26	3.76	0.52
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.79	4.10	0.32
29. To adopt innovative teaching and active learning practices	3.69	4.18	0.52
30. To maintain an "up close and personal" image and small class sizes	3.98	4.40	0.43

Appendix C

Sophomore Responses on the NKU Mission, Vision, Values Survey

Sort by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	Should Be Mean	Gap Analysis
9. To provide students with a solid foundation of knowledge through the general education program	3.99	3.89	-0.08
30. To maintain an "up close and personal" image and small class sizes	3.98	4.40	0.43
20. To produce graduates that meet regional business, industry, and government needs	3.91	4.32	0.42
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.88	4.56	0.69
8. To provide access to education that holds high expectations for all students and provides support for their success	3.86	4.42	0.57
3. To challenge students to think, read, and write critically	3.86	4.35	0.50
14. To maintain the highest standards of excellence in every dimension of our work	3.82	4.31	0.51
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.79	4.10	0.32
7. To hold students to high standards of intellectual performance	3.78	4.33	0.56
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.78	4.14	0.37
6. To place learners and their learning at the center of all that we do	3.77	4.43	0.67
21. To provide comprehensive student advising and guidance in career planning	3.70	4.41	0.73
29. To adopt innovative teaching and active learning practices	3.69	4.18	0.52
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.69	4.18	0.50
5. To develop students' ability to synthesize knowledge from a variety of sources	3.68	4.14	0.48
22. To encourage leadership development through opportunities for university involvement	3.68	4.07	0.41
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.66	4.23	0.58
16. To make available a diverse array of programs and events to supplement the classroom experience	3.59	4.06	0.48
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.56	3.86	0.30
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.53	4.33	0.82
12. To place primary focus on undergraduate rather than on graduate education	3.53	3.73	0.20
15. To support and sustain transparent and candid communication throughout the university	3.51	4.13	0.63
13. To encourage students to participate in diverse domestic and international study programs	3.48	3.83	0.34
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.46	4.22	0.76
2. To provide public engagement that advances the progress of the region and commonwealth	3.43	4.00	0.58
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.39	3.81	0.44
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.35	4.05	0.74
25. To offer an array of online courses and fully online programs	3.27	3.79	0.52
27. To increase opportunities for undergraduate students to reside on campus	3.26	3.76	0.52
10. To provide undergraduates an opportunity to participate in faculty research	3.23	3.83	0.61

Appendix C

Sophomore Responses on the NKU Mission, Vision, Values Survey

Sort by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

		IS		
		Currently Mean	Should Be Mean	Gap Analysis
1.	To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.88	4.56	0.69
6.	To place learners and their learning at the center of all that we do	3.77	4.43	0.67
8.	To provide access to education that holds high expectations for all students and provides support for their success	3.86	4.42	0.57
21.	To provide comprehensive student advising and guidance in career planning	3.70	4.41	0.73
30.	To maintain an "up close and personal" image and small class sizes	3.98	4.40	0.43
3.	To challenge students to think, read, and write critically	3.86	4.35	0.50
19.	To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.53	4.33	0.82
7.	To hold students to high standards of intellectual performance	3.78	4.33	0.56
20.	To produce graduates that meet regional business, industry, and government needs	3.91	4.32	0.42
14.	To maintain the highest standards of excellence in every dimension of our work	3.82	4.31	0.51
18.	To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.66	4.23	0.58
24.	To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.46	4.22	0.76
29.	To adopt innovative teaching and active learning practices	3.69	4.18	0.52
4.	To cultivate a campus climate that supports collegiality, collaboration, and civility	3.69	4.18	0.50
5.	To develop students' ability to synthesize knowledge from a variety of sources	3.68	4.14	0.48
26.	To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.78	4.14	0.37
15.	To support and sustain transparent and candid communication throughout the university	3.51	4.13	0.63
28.	To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.79	4.10	0.32
22.	To encourage leadership development through opportunities for university involvement	3.68	4.07	0.41
16.	To make available a diverse array of programs and events to supplement the classroom experience	3.59	4.06	0.48
11.	To help students achieve deeper levels of self-understanding and explore their unique identities	3.35	4.05	0.74
2.	To provide public engagement that advances the progress of the region and commonwealth	3.43	4.00	0.58
9.	To provide students with a solid foundation of knowledge through the general education program	3.99	3.89	-0.08
17.	To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.56	3.86	0.30
10.	To provide undergraduates an opportunity to participate in faculty research	3.23	3.83	0.61
13.	To encourage students to participate in diverse domestic and international study programs	3.48	3.83	0.34
23.	To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.39	3.81	0.44
25.	To offer an array of online courses and fully online programs	3.27	3.79	0.52
27.	To increase opportunities for undergraduate students to reside on campus	3.26	3.76	0.52
12.	To place primary focus on undergraduate rather than on graduate education	3.53	3.73	0.20

Appendix C

Sophomore Responses on the NKU Mission, Vision, Values Survey

Sort by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

		IS		
		Currently Mean	Should Be Mean	Gap Analysis
19.	To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.53	4.33	0.82
24.	To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.46	4.22	0.76
11.	To help students achieve deeper levels of self-understanding and explore their unique identities	3.35	4.05	0.74
21.	To provide comprehensive student advising and guidance in career planning	3.70	4.41	0.73
1.	To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.88	4.56	0.69
6.	To place learners and their learning at the center of all that we do	3.77	4.43	0.67
15.	To support and sustain transparent and candid communication throughout the university	3.51	4.13	0.63
10.	To provide undergraduates an opportunity to participate in faculty research	3.23	3.83	0.61
18.	To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.66	4.23	0.58
2.	To provide public engagement that advances the progress of the region and commonwealth	3.43	4.00	0.58
8.	To provide access to education that holds high expectations for all students and provides support for their success	3.86	4.42	0.57
7.	To hold students to high standards of intellectual performance	3.78	4.33	0.56
29.	To adopt innovative teaching and active learning practices	3.69	4.18	0.52
25.	To offer an array of online courses and fully online programs	3.27	3.79	0.52
27.	To increase opportunities for undergraduate students to reside on campus	3.26	3.76	0.52
14.	To maintain the highest standards of excellence in every dimension of our work	3.82	4.31	0.51
3.	To challenge students to think, read, and write critically	3.86	4.35	0.50
4.	To cultivate a campus climate that supports collegiality, collaboration, and civility	3.69	4.18	0.50
5.	To develop students' ability to synthesize knowledge from a variety of sources	3.68	4.14	0.48
16.	To make available a diverse array of programs and events to supplement the classroom experience	3.59	4.06	0.48
23.	To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.39	3.81	0.44
30.	To maintain an "up close and personal" image and small class sizes	3.98	4.40	0.43
20.	To produce graduates that meet regional business, industry, and government needs	3.91	4.32	0.42
22.	To encourage leadership development through opportunities for university involvement	3.68	4.07	0.41
26.	To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.78	4.14	0.37
13.	To encourage students to participate in diverse domestic and international study programs	3.48	3.83	0.34
28.	To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.79	4.10	0.32
17.	To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.56	3.86	0.30
12.	To place primary focus on undergraduate rather than on graduate education	3.53	3.73	0.20
9.	To provide students with a solid foundation of knowledge through the general education program	3.99	3.89	-0.08

Appendix C

Juniors - Responses on the NKU Mission, Vision, Values Survey

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
2. To provide public engagement that advances the progress of the region and commonwealth	3.47	3.87	0.41
3. To challenge students to think, read, and write critically	3.81	4.38	0.58
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.65	4.19	0.56
5. To develop students' ability to synthesize knowledge from a variety of sources	3.64	4.15	0.52
6. To place learners and their learning at the center of all that we do	3.74	4.44	0.73
7. To hold students to high standards of intellectual performance	3.81	4.35	0.54
8. To provide access to education that holds high expectations for all students and provides support for their success	3.87	4.38	0.52
9. To provide students with a solid foundation of knowledge through the general education program	3.89	3.96	0.06
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.78	0.63
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.40	4.01	0.63
12. To place primary focus on undergraduate rather than on graduate education	3.50	3.75	0.24
13. To encourage students to participate in diverse domestic and international study programs	3.24	3.72	0.49
14. To maintain the highest standards of excellence in every dimension of our work	3.78	4.33	0.55
15. To support and sustain transparent and candid communication throughout the university	3.47	4.13	0.67
16. To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.14	0.70
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.74	0.34
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.57	4.23	0.67
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.42	4.31	0.90
20. To produce graduates that meet regional business, industry, and government needs	3.82	4.39	0.57
21. To provide comprehensive student advising and guidance in career planning	3.50	4.40	0.90
22. To encourage leadership development through opportunities for university involvement	3.62	4.01	0.39
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.40	3.83	0.43
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.23	4.26	1.04
25. To offer an array of online courses and fully online programs	3.24	4.04	0.83
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.59	4.12	0.54
27. To increase opportunities for undergraduate students to reside on campus	3.19	3.67	0.48
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.67	4.15	0.48
29. To adopt innovative teaching and active learning practices	3.57	4.15	0.59
30. To maintain an "up close and personal" image and small class sizes	3.83	4.40	0.58

Appendix C

Juniors - Responses on the NKU Mission, Vision, Values Survey

Sort by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS Currently Mean	SHOULD Be Mean	Gap Analysis
9. To provide students with a solid foundation of knowledge through the general education program	3.89	3.96	0.06
8. To provide access to education that holds high expectations for all students and provides support for their success	3.87	4.38	0.52
30. To maintain an "up close and personal" image and small class sizes	3.83	4.40	0.58
20. To produce graduates that meet regional business, industry, and government needs	3.82	4.39	0.57
3. To challenge students to think, read, and write critically	3.81	4.38	0.58
7. To hold students to high standards of intellectual performance	3.81	4.35	0.54
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
14. To maintain the highest standards of excellence in every dimension of our work	3.78	4.33	0.55
6. To place learners and their learning at the center of all that we do	3.74	4.44	0.73
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.67	4.15	0.48
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.65	4.19	0.56
5. To develop students' ability to synthesize knowledge from a variety of sources	3.64	4.15	0.52
22. To encourage leadership development through opportunities for university involvement	3.62	4.01	0.39
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.59	4.12	0.54
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.57	4.23	0.67
29. To adopt innovative teaching and active learning practices	3.57	4.15	0.59
21. To provide comprehensive student advising and guidance in career planning	3.50	4.40	0.90
12. To place primary focus on undergraduate rather than on graduate education	3.50	3.75	0.24
2. To provide public engagement that advances the progress of the region and commonwealth	3.47	3.87	0.41
15. To support and sustain transparent and candid communication throughout the university	3.47	4.13	0.67
16. To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.14	0.70
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.42	4.31	0.90
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.40	3.83	0.43
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.40	4.01	0.63
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.74	0.34
25. To offer an array of online courses and fully online programs	3.24	4.04	0.83
13. To encourage students to participate in diverse domestic and international study programs	3.24	3.72	0.49
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.23	4.26	1.04
27. To increase opportunities for undergraduate students to reside on campus	3.19	3.67	0.48
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.78	0.63

Appendix C

Juniors - Responses on the NKU Mission, Vision, Values Survey

Sort by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
6. To place learners and their learning at the center of all that we do	3.74	4.44	0.73
30. To maintain an "up close and personal" image and small class sizes	3.83	4.40	0.58
21. To provide comprehensive student advising and guidance in career planning	3.50	4.40	0.90
20. To produce graduates that meet regional business, industry, and government needs	3.82	4.39	0.57
3. To challenge students to think, read, and write critically	3.81	4.38	0.58
8. To provide access to education that holds high expectations for all students and provides support for their success	3.87	4.38	0.52
7. To hold students to high standards of intellectual performance	3.81	4.35	0.54
14. To maintain the highest standards of excellence in every dimension of our work	3.78	4.33	0.55
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.42	4.31	0.90
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.23	4.26	1.04
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.57	4.23	0.67
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.65	4.19	0.56
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.67	4.15	0.48
5. To develop students' ability to synthesize knowledge from a variety of sources	3.64	4.15	0.52
29. To adopt innovative teaching and active learning practices	3.57	4.15	0.59
16. To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.14	0.70
15. To support and sustain transparent and candid communication throughout the university	3.47	4.13	0.67
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.59	4.12	0.54
25. To offer an array of online courses and fully online programs	3.24	4.04	0.83
22. To encourage leadership development through opportunities for university involvement	3.62	4.01	0.39
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.40	4.01	0.63
9. To provide students with a solid foundation of knowledge through the general education program	3.89	3.96	0.06
2. To provide public engagement that advances the progress of the region and commonwealth	3.47	3.87	0.41
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.40	3.83	0.43
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.78	0.63
12. To place primary focus on undergraduate rather than on graduate education	3.50	3.75	0.24
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.74	0.34
13. To encourage students to participate in diverse domestic and international study programs	3.24	3.72	0.49
27. To increase opportunities for undergraduate students to reside on campus	3.19	3.67	0.48

Appendix C

Juniors - Responses on the NKU Mission, Vision, Values Survey

Sort by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

	IS		Gap Analysis
	Currently Mean	Should Be Mean	
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.23	4.26	1.04
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.42	4.31	0.90
21. To provide comprehensive student advising and guidance in career planning	3.50	4.40	0.90
25. To offer an array of online courses and tully online programs	3.24	4.04	0.83
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.81	4.58	0.79
6. To place learners and their learning at the center of all that we do	3.74	4.44	0.73
16. To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.14	0.70
15. To support and sustain transparent and candid communication throughout the university	3.47	4.13	0.67
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.57	4.23	0.67
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.40	4.01	0.63
10. To provide undergraduates an opportunity to participate in faculty research	3.18	3.78	0.63
29. To adopt innovative teaching and active learning practices	3.57	4.15	0.59
3. To challenge students to think, read, and write critically	3.81	4.38	0.58
30. To maintain an "up close and personal" image and small class sizes	3.83	4.40	0.58
20. To produce graduates that meet regional business, industry, and government needs	3.82	4.39	0.57
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.65	4.19	0.56
14. To maintain the highest standards of excellence in every dimension of our work	3.78	4.33	0.55
7. To hold students to high standards of intellectual performance	3.81	4.35	0.54
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.59	4.12	0.54
5. To develop students' ability to synthesize knowledge from a variety of sources	3.64	4.15	0.52
8. To provide access to education that holds high expectations for all students and provides support for their success	3.87	4.38	0.52
13. To encourage students to participate in diverse domestic and international study programs	3.24	3.72	0.49
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.67	4.15	0.48
27. To increase opportunities for undergraduate students to reside on campus	3.19	3.67	0.48
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.40	3.83	0.43
2. To provide public engagement that advances the progress of the region and commonwealth	3.47	3.87	0.41
22. To encourage leadership development through opportunities for university involvement	3.62	4.01	0.39
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.74	0.34
12. To place primary focus on undergraduate rather than on graduate education	3.50	3.75	0.24
9. To provide students with a solid foundation of knowledge through the general education program	3.89	3.96	0.06

Appendix C

Seniors - Responses to NKU Mission, Vision, Values Survey

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.79	4.54	0.78
2. To provide public engagement that advances the progress of the region and commonwealth	3.46	3.95	0.51
3. To challenge students to think, read, and write critically	3.77	4.38	0.65
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.56	4.14	0.60
5. To develop students' ability to synthesize knowledge from a variety of sources	3.65	4.17	0.54
6. To place learners and their learning at the center of all that we do	3.71	4.45	0.78
7. To hold students to high standards of intellectual performance	3.77	4.43	0.69
8. To provide access to education that holds high expectations for all students and provides support for their success	3.80	4.47	0.69
9. To provide students with a solid foundation of knowledge through the general education program	3.83	3.89	0.07
10. To provide undergraduates an opportunity to participate in faculty research	3.02	3.75	0.77
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.15	3.90	0.79
12. To place primary focus on undergraduate rather than on graduate education	3.42	3.62	0.22
13. To encourage students to participate in diverse domestic and international study programs	3.25	3.64	0.42
14. To maintain the highest standards of excellence in every dimension of our work	3.74	4.36	0.65
15. To support and sustain transparent and candid communication throughout the university	3.39	4.08	0.72
16. To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.07	0.68
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.46	3.68	0.23
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.50	4.18	0.72
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.39	4.35	1.00
20. To produce graduates that meet regional business, industry, and government needs	3.76	4.36	0.64
21. To provide comprehensive student advising and guidance in career planning	3.33	4.48	1.19
22. To encourage leadership development through opportunities for university involvement	3.48	3.99	0.55
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.29	3.70	0.43
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.19	4.19	1.04
25. To offer an array of online courses and fully online programs	3.19	4.00	0.83
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.60	4.02	0.45
27. To increase opportunities for undergraduate students to reside on campus	3.11	3.57	0.48
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.69	4.23	0.54
29. To adopt innovative teaching and active learning practices	3.53	4.21	0.70
30. To maintain an "up close and personal" image and small class sizes	3.87	4.36	0.51

Appendix C

Seniors - Responses to NKU Mission, Vision, Values Survey

Sort by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS		
	Currently Mean	Should Be Mean	Gap Analysis
30. To maintain an “up close and personal” image and small class sizes	3.87	4.36	0.51
9. To provide students with a solid foundation of knowledge through the general education program	3.83	3.89	0.07
8. To provide access to education that holds high expectations for all students and provides support for their success	3.80	4.47	0.69
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.79	4.54	0.78
3. To challenge students to think, read, and write critically	3.77	4.38	0.65
7. To hold students to high standards of intellectual performance	3.77	4.43	0.69
20. To produce graduates that meet regional business, industry, and government needs	3.76	4.36	0.64
14. To maintain the highest standards of excellence in every dimension of our work	3.74	4.36	0.65
6. To place learners and their learning at the center of all that we do	3.71	4.45	0.78
28. To strengthen NKU’s regional, state, and national reputation as a metropolitan, comprehensive university	3.69	4.23	0.54
5. To develop students' ability to synthesize knowledge from a variety of sources	3.65	4.17	0.54
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.60	4.02	0.45
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.56	4.14	0.60
29. To adopt innovative teaching and active learning practices	3.53	4.21	0.70
18. To encourage students’ appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.50	4.18	0.72
22. To encourage leadership development through opportunities for university involvement	3.48	3.99	0.55
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.46	3.68	0.23
2. To provide public engagement that advances the progress of the region and commonwealth	3.46	3.95	0.51
16. To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.07	0.68
12. To place primary focus on undergraduate rather than on graduate education	3.42	3.62	0.22
15. To support and sustain transparent and candid communication throughout the university	3.39	4.08	0.72
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.39	4.35	1.00
21. To provide comprehensive student advising and guidance in career planning	3.33	4.48	1.19
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.29	3.70	0.43
13. To encourage students to participate in diverse domestic and international study programs	3.25	3.64	0.42
25. To offer an array of online courses and fully online programs	3.19	4.00	0.83
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.19	4.19	1.04
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.15	3.90	0.79
27. To increase opportunities for undergraduate students to reside on campus	3.11	3.57	0.48
10. To provide undergraduates an opportunity to participate in faculty research	3.02	3.75	0.77

Appendix C

Seniors - Responses to NKU Mission, Vision, Values Survey

Sort by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

		IS		
		Currently Mean	Should Be Mean	Gap Analysis
1.	To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.79	4.54	0.78
21.	To provide comprehensive student advising and guidance in career planning	3.33	4.48	1.19
8.	To provide access to education that holds high expectations for all students and provides support for their success	3.80	4.47	0.69
6.	To place learners and their learning at the center of all that we do	3.71	4.45	0.78
7.	To hold students to high standards of intellectual performance	3.77	4.43	0.69
3.	To challenge students to think, read, and write critically	3.77	4.38	0.65
14.	To maintain the highest standards of excellence in every dimension of our work	3.74	4.36	0.65
20.	To produce graduates that meet regional business, industry, and government needs	3.76	4.36	0.64
30.	To maintain an "up close and personal" image and small class sizes	3.87	4.36	0.51
19.	To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.39	4.35	1.00
28.	To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.69	4.23	0.54
29.	To adopt innovative teaching and active learning practices	3.53	4.21	0.70
24.	To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.19	4.19	1.04
18.	To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.50	4.18	0.72
5.	To develop students' ability to synthesize knowledge from a variety of sources	3.65	4.17	0.54
4.	To cultivate a campus climate that supports collegiality, collaboration, and civility	3.56	4.14	0.60
15.	To support and sustain transparent and candid communication throughout the university	3.39	4.08	0.72
16.	To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.07	0.68
26.	To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.60	4.02	0.45
25.	To offer an array of online courses and fully online programs	3.19	4.00	0.83
22.	To encourage leadership development through opportunities for university involvement	3.48	3.99	0.55
2.	To provide public engagement that advances the progress of the region and commonwealth	3.46	3.95	0.51
11.	To help students achieve deeper levels of self-understanding and explore their unique identities	3.15	3.90	0.79
9.	To provide students with a solid foundation of knowledge through the general education program	3.83	3.89	0.07
10.	To provide undergraduates an opportunity to participate in faculty research	3.02	3.75	0.77
23.	To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.29	3.70	0.43
17.	To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.46	3.68	0.23
13.	To encourage students to participate in diverse domestic and international study programs	3.25	3.64	0.42
12.	To place primary focus on undergraduate rather than on graduate education	3.42	3.62	0.22
27.	To increase opportunities for undergraduate students to reside on campus	3.11	3.57	0.48

Appendix C

Seniors - Responses to NKU Mission, Vision, Values Survey

Sort by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

		IS		
		Currently Mean	Should Be Mean	Gap Analysis
21.	To provide comprehensive student advising and guidance in career planning	3.33	4.48	1.19
24.	To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.19	4.19	1.04
19.	To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.39	4.35	1.00
25.	To offer an array of online courses and tully online programs	3.19	4.00	0.83
11.	To help students achieve deeper levels of self-understanding and explore their unique identities	3.15	3.90	0.79
6.	To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.79	4.54	0.78
1.	To place learners and their learning at the center of all that we do	3.71	4.45	0.78
10.	To provide undergraduates an opportunity to participate in faculty research	3.02	3.75	0.77
15.	To support and sustain transparent and candid communication throughout the university	3.39	4.08	0.72
18.	To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.50	4.18	0.72
29.	To adopt innovative teaching and active learning practices	3.53	4.21	0.70
7.	To hold students to high standards of intellectual performance	3.77	4.43	0.69
8.	To provide access to education that holds high expectations for all students and provides support for their success	3.80	4.47	0.69
16.	To make available a diverse array of programs and events to supplement the classroom experience	3.44	4.07	0.68
14.	To maintain the highest standards of excellence in every dimension of our work	3.74	4.36	0.65
3.	To challenge students to think, read, and write critically	3.77	4.38	0.65
20.	To produce graduates that meet regional business, industry, and government needs	3.76	4.36	0.64
4.	To cultivate a campus climate that supports collegiality, collaboration, and civility	3.56	4.14	0.60
22.	To encourage leadership development through opportunities for university involvement	3.48	3.99	0.55
28.	To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.69	4.23	0.54
5.	To develop students' ability to synthesize knowledge from a variety of sources	3.65	4.17	0.54
2.	To provide public engagement that advances the progress of the region and commonwealth	3.46	3.95	0.51
30.	To maintain an "up close and personal" image and small class sizes	3.87	4.36	0.51
27.	To increase opportunities for undergraduate students to reside on campus	3.11	3.57	0.48
26.	To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.60	4.02	0.45
23.	To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.29	3.70	0.43
13.	To encourage students to participate in diverse domestic and international study programs	3.25	3.64	0.42
17.	To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.46	3.68	0.23
12.	To place primary focus on undergraduate rather than on graduate education	3.42	3.62	0.22
9.	To provide students with a solid foundation of knowledge through the general education program	3.83	3.89	0.07

Appendix C

Graduate Student Responses on the NKU Mission, Vision, Values Survey

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.94	4.59	0.67
2. To provide public engagement that advances the progress of the region and commonwealth	3.62	3.91	0.30
3. To challenge students to think, read, and write critically	3.86	4.46	0.60
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.72	4.20	0.50
5. To develop students' ability to synthesize knowledge from a variety of sources	3.71	4.30	0.61
6. To place learners and their learning at the center of all that we do	3.83	4.44	0.63
7. To hold students to high standards of intellectual performance	3.69	4.42	0.74
8. To provide access to education that holds high expectations for all students and provides support for their success	3.75	4.47	0.73
9. To provide students with a solid foundation of knowledge through the general education program	3.84	4.14	0.29
10. To provide undergraduates an opportunity to participate in faculty research	3.02	3.72	0.72
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.22	3.76	0.56
12. To place primary focus on undergraduate rather than on graduate education	3.33	3.06	-0.28
13. To encourage students to participate in diverse domestic and international study programs	3.12	3.50	0.40
14. To maintain the highest standards of excellence in every dimension of our work	3.70	4.44	0.76
15. To support and sustain transparent and candid communication throughout the university	3.54	4.23	0.69
16. To make available a diverse array of programs and events to supplement the classroom experience	3.54	4.00	0.48
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.71	0.28
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.53	4.12	0.58
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.73	4.44	0.72
20. To produce graduates that meet regional business, industry, and government needs	3.81	4.45	0.65
21. To provide comprehensive student advising and guidance in career planning	3.49	4.36	0.87
22. To encourage leadership development through opportunities for university involvement	3.48	3.86	0.37
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.31	3.64	0.34
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.38	4.01	0.63
25. To offer an array of online courses and fully online programs	3.52	3.98	0.48
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.64	4.05	0.41
27. To increase opportunities for undergraduate students to reside on campus	3.24	3.59	0.33
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.89	4.34	0.46
29. To adopt innovative teaching and active learning practices	3.61	4.24	0.63
30. To maintain an "up close and personal" image and small class sizes	3.91	4.34	0.42

Appendix C

Graduate Student Responses on the NKU Mission, Vision, Values Survey

Sort by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS		
	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.94	4.59	0.67
30. To maintain an “up close and personal” image and small class sizes	3.91	4.34	0.42
28. To strengthen NKU’s regional, state, and national reputation as a metropolitan, comprehensive university	3.89	4.34	0.46
3. To challenge students to think, read, and write critically	3.86	4.46	0.60
9. To provide students with a solid foundation of knowledge through the general education program	3.84	4.14	0.29
6. To place learners and their learning at the center of all that we do	3.83	4.44	0.63
20. To produce graduates that meet regional business, industry, and government needs	3.81	4.45	0.65
8. To provide access to education that holds high expectations for all students and provides support for their success	3.75	4.47	0.73
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.73	4.44	0.72
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.72	4.20	0.50
5. To develop students’ ability to synthesize knowledge from a variety of sources	3.71	4.30	0.61
14. To maintain the highest standards of excellence in every dimension of our work	3.70	4.44	0.76
7. To hold students to high standards of intellectual performance	3.69	4.42	0.74
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.64	4.05	0.41
2. To provide public engagement that advances the progress of the region and commonwealth	3.62	3.91	0.30
29. To adopt innovative teaching and active learning practices	3.61	4.24	0.63
15. To support and sustain transparent and candid communication throughout the university	3.54	4.23	0.69
16. To make available a diverse array of programs and events to supplement the classroom experience	3.54	4.00	0.48
18. To encourage students’ appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.53	4.12	0.58
25. To offer an array of online courses and tully online programs	3.52	3.98	0.48
21. To provide comprehensive student advising and guidance in career planning	3.49	4.36	0.87
22. To encourage leadership development through opportunities for university involvement	3.48	3.86	0.37
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.71	0.28
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.38	4.01	0.63
12. To place primary focus on undergraduate rather than on graduate education	3.33	3.06	-0.28
23. To increase students’ sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.31	3.64	0.34
27. To increase opportunities for undergraduate students to reside on campus	3.24	3.59	0.33
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.22	3.76	0.56
13. To encourage students to participate in diverse domestic and international study programs	3.12	3.50	0.40
10. To provide undergraduates an opportunity to participate in faculty research	3.02	3.72	0.72

Appendix C

Graduate Student Responses on the NKU Mission, Vision, Values Survey

Sort by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	IS		
	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.94	4.59	0.67
8. To provide access to education that holds high expectations for all students and provides support for their success	3.75	4.47	0.73
3. To challenge students to think, read, and write critically	3.86	4.46	0.60
20. To produce graduates that meet regional business, industry, and government needs	3.81	4.45	0.65
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.73	4.44	0.72
14. To maintain the highest standards of excellence in every dimension of our work	3.70	4.44	0.76
6. To place learners and their learning at the center of all that we do	3.83	4.44	0.63
7. To hold students to high standards of intellectual performance	3.69	4.42	0.74
21. To provide comprehensive student advising and guidance in career planning	3.49	4.36	0.87
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.89	4.34	0.46
30. To maintain an "up close and personal" image and small class sizes	3.91	4.34	0.42
5. To develop students' ability to synthesize knowledge from a variety of sources	3.71	4.30	0.61
29. To adopt innovative teaching and active learning practices	3.61	4.24	0.63
15. To support and sustain transparent and candid communication throughout the university	3.54	4.23	0.69
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.72	4.20	0.50
9. To provide students with a solid foundation of knowledge through the general education program	3.84	4.14	0.29
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.53	4.12	0.58
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.64	4.05	0.41
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.38	4.01	0.63
16. To make available a diverse array of programs and events to supplement the classroom experience	3.54	4.00	0.48
25. To offer an array of online courses and tully online programs	3.52	3.98	0.48
2. To provide public engagement that advances the progress of the region and commonwealth	3.62	3.91	0.30
22. To encourage leadership development through opportunities for university involvement	3.48	3.86	0.37
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.22	3.76	0.56
10. To provide undergraduates an opportunity to participate in faculty research	3.02	3.72	0.72
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.71	0.28
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.31	3.64	0.34
27. To increase opportunities for undergraduate students to reside on campus	3.24	3.59	0.33
13. To encourage students to participate in diverse domestic and international study programs	3.12	3.50	0.40
12. To place primary focus on undergraduate rather than on graduate education	3.33	3.06	-0.28

Appendix C

Graduate Student Responses on the NKU Mission, Vision, Values Survey

Sort by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

	IS		Gap
	Currently Mean	Should Be Mean	
21. To provide comprehensive student advising and guidance in career planning	3.49	4.36	0.87
14. To maintain the highest standards of excellence in every dimension of our work	3.70	4.44	0.76
7. To hold students to high standards of intellectual performance	3.69	4.42	0.74
8. To provide access to education that holds high expectations for all students and provides support for their success	3.75	4.47	0.73
10. To provide undergraduates an opportunity to participate in faculty research	3.02	3.72	0.72
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.73	4.44	0.72
15. To support and sustain transparent and candid communication throughout the university	3.54	4.23	0.69
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.94	4.59	0.67
20. To produce graduates that meet regional business, industry, and government needs	3.81	4.45	0.65
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	3.38	4.01	0.63
29. To adopt innovative teaching and active learning practices	3.61	4.24	0.63
6. To place learners and their learning at the center of all that we do	3.83	4.44	0.63
5. To develop students' ability to synthesize knowledge from a variety of sources	3.71	4.30	0.61
3. To challenge students to think, read, and write critically	3.86	4.46	0.60
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.53	4.12	0.58
11. To help students achieve deeper levels of self-understanding and explore their unique identities	3.22	3.76	0.56
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.72	4.20	0.50
16. To make available a diverse array of programs and events to supplement the classroom experience	3.54	4.00	0.48
25. To offer an array of online courses and fully online programs	3.52	3.98	0.48
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.89	4.34	0.46
30. To maintain an "up close and personal" image and small class sizes	3.91	4.34	0.42
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.64	4.05	0.41
13. To encourage students to participate in diverse domestic and international study programs	3.12	3.50	0.40
22. To encourage leadership development through opportunities for university involvement	3.48	3.86	0.37
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.31	3.64	0.34
27. To increase opportunities for undergraduate students to reside on campus	3.24	3.59	0.33
2. To provide public engagement that advances the progress of the region and commonwealth	3.62	3.91	0.30
9. To provide students with a solid foundation of knowledge through the general education program	3.84	4.14	0.29
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.39	3.71	0.28
12. To place primary focus on undergraduate rather than on graduate education	3.33	3.06	-0.28

Appendix C

Law Student Responses to NKU Mission, Vision, Values Survey

Presented in order of questions asked.

Top 10 for each column are highlighted in yellow.

	Currently Mean	Should Be Mean	Gap Analysis
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.50	4.42	0.94
2. To provide public engagement that advances the progress of the region and commonwealth	3.48	3.98	0.55
3. To challenge students to think, read, and write critically	3.49	4.50	1.02
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.29	3.82	0.58
5. To develop students' ability to synthesize knowledge from a variety of sources	3.22	4.10	0.90
6. To place learners and their learning at the center of all that we do	3.25	4.18	0.98
7. To hold students to high standards of intellectual performance	3.27	4.42	1.18
8. To provide access to education that holds high expectations for all students and provides support for their success	3.21	4.10	0.92
9. To provide students with a solid foundation of knowledge through the general education program	3.50	3.64	0.15
10. To provide undergraduates an opportunity to participate in faculty research	2.88	3.41	0.57
11. To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	2.93	0.02
12. To place primary focus on undergraduate rather than on graduate education	3.18	2.44	-0.79
13. To encourage students to participate in diverse domestic and international study programs	2.84	3.05	0.26
14. To maintain the highest standards of excellence in every dimension of our work	3.20	4.19	1.02
15. To support and sustain transparent and candid communication throughout the university	2.91	4.05	1.16
16. To make available a diverse array of programs and events to supplement the classroom experience	3.18	3.83	0.69
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.35	3.22	-0.10
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.20	4.12	0.95
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.36	4.16	0.86
20. To produce graduates that meet regional business, industry, and government needs	3.53	4.49	1.00
21. To provide comprehensive student advising and guidance in career planning	3.05	4.29	1.31
22. To encourage leadership development through opportunities for university involvement	3.14	3.54	0.45
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.05	3.17	0.20
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	2.98	3.78	0.85
25. To offer an array of online courses and fully online programs	2.74	2.98	0.28
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.33	3.56	0.29
27. To increase opportunities for undergraduate students to reside on campus	2.83	3.28	0.51
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.49	4.37	0.90
29. To adopt innovative teaching and active learning practices	3.00	3.78	0.85
30. To maintain an "up close and personal" image and small class sizes	3.30	3.73	0.49

Appendix C

Law Student Responses to NKU Mission, Vision, Values Survey

Sort by **IS CURRENTLY** Mean.

Top 10 for each column are highlighted in yellow.

	IS		
	Currently Mean	Should Be Mean	Gap Analysis
20. To produce graduates that meet regional business, industry, and government needs	3.53	4.49	1.00
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.50	4.42	0.94
9. To provide students with a solid foundation of knowledge through the general education program	3.50	3.64	0.15
3. To challenge students to think, read, and write critically	3.49	4.50	1.02
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.49	4.37	0.90
2. To provide public engagement that advances the progress of the region and commonwealth	3.48	3.98	0.55
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.36	4.16	0.86
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.35	3.22	-0.10
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.33	3.56	0.29
30. To maintain an "up close and personal" image and small class sizes	3.30	3.73	0.49
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.29	3.82	0.58
7. To hold students to high standards of intellectual performance	3.27	4.42	1.18
6. To place learners and their learning at the center of all that we do	3.25	4.18	0.98
5. To develop students' ability to synthesize knowledge from a variety of sources	3.22	4.10	0.90
8. To provide access to education that holds high expectations for all students and provides support for their success	3.21	4.10	0.92
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.20	4.12	0.95
14. To maintain the highest standards of excellence in every dimension of our work	3.20	4.19	1.02
16. To make available a diverse array of programs and events to supplement the classroom experience	3.18	3.83	0.69
12. To place primary focus on undergraduate rather than on graduate education	3.18	2.44	-0.79
22. To encourage leadership development through opportunities for university involvement	3.14	3.54	0.45
21. To provide comprehensive student advising and guidance in career planning	3.05	4.29	1.31
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.05	3.17	0.20
29. To adopt innovative teaching and active learning practices	3.00	3.78	0.85
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	2.98	3.78	0.85
15. To support and sustain transparent and candid communication throughout the university	2.91	4.05	1.16
11. To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	2.93	0.02
10. To provide undergraduates an opportunity to participate in faculty research	2.88	3.41	0.57
13. To encourage students to participate in diverse domestic and international study programs	2.84	3.05	0.26
27. To increase opportunities for undergraduate students to reside on campus	2.83	3.28	0.51
25. To offer an array of online courses and fully online programs	2.74	2.98	0.28

Appendix C

Law Student Responses to NKU Mission, Vision, Values Survey

Sort by **SHOULD BE** Mean.

Top 10 for each column are highlighted in yellow.

	IS		
	Currently Mean	Should Be Mean	Gap Analysis
3. To challenge students to think, read, and write critically	3.49	4.50	1.02
20. To produce graduates that meet regional business, industry, and government needs	3.53	4.49	1.00
1. To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.50	4.42	0.94
7. To hold students to high standards of intellectual performance	3.27	4.42	1.18
28. To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.49	4.37	0.90
21. To provide comprehensive student advising and guidance in career planning	3.05	4.29	1.31
14. To maintain the highest standards of excellence in every dimension of our work	3.20	4.19	1.02
6. To place learners and their learning at the center of all that we do	3.25	4.18	0.98
19. To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.36	4.16	0.86
18. To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.20	4.12	0.95
5. To develop students' ability to synthesize knowledge from a variety of sources	3.22	4.10	0.90
8. To provide access to education that holds high expectations for all students and provides support for their success	3.21	4.10	0.92
15. To support and sustain transparent and candid communication throughout the university	2.91	4.05	1.16
2. To provide public engagement that advances the progress of the region and commonwealth	3.48	3.98	0.55
16. To make available a diverse array of programs and events to supplement the classroom experience	3.18	3.83	0.69
4. To cultivate a campus climate that supports collegiality, collaboration, and civility	3.29	3.82	0.58
29. To adopt innovative teaching and active learning practices	3.00	3.78	0.85
24. To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	2.98	3.78	0.85
30. To maintain an "up close and personal" image and small class sizes	3.30	3.73	0.49
9. To provide students with a solid foundation of knowledge through the general education program	3.50	3.64	0.15
26. To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.33	3.56	0.29
22. To encourage leadership development through opportunities for university involvement	3.14	3.54	0.45
10. To provide undergraduates an opportunity to participate in faculty research	2.88	3.41	0.57
27. To increase opportunities for undergraduate students to reside on campus	2.83	3.28	0.51
17. To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.35	3.22	-0.10
23. To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.05	3.17	0.20
13. To encourage students to participate in diverse domestic and international study programs	2.84	3.05	0.26
25. To offer an array of online courses and fully online programs	2.74	2.98	0.28
11. To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	2.93	0.02
12. To place primary focus on undergraduate rather than on graduate education	3.18	2.44	-0.79

Appendix C

Law Student Responses to NKU Mission, Vision, Values Survey

Sort by **Gap analysis**.

Top 10 for each column are highlighted in yellow.

		IS		
		Currently Mean	Should Be Mean	Gap Analysis
21.	To provide comprehensive student advising and guidance in career planning	3.05	4.29	1.31
7.	To hold students to high standards of intellectual performance	3.27	4.42	1.18
15.	To support and sustain transparent and candid communication throughout the university	2.91	4.05	1.16
14.	To maintain the highest standards of excellence in every dimension of our work	3.20	4.19	1.02
3.	To challenge students to think, read, and write critically	3.49	4.50	1.02
20.	To produce graduates that meet regional business, industry, and government needs	3.53	4.49	1.00
6.	To place learners and their learning at the center of all that we do	3.25	4.18	0.98
18.	To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	3.20	4.12	0.95
1.	To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	3.50	4.42	0.94
8.	To provide access to education that holds high expectations for all students and provides support for their success	3.21	4.10	0.92
28.	To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	3.49	4.37	0.90
5.	To develop students' ability to synthesize knowledge from a variety of sources	3.22	4.10	0.90
19.	To provide on-demand learning, flexible scheduling, and other services tailored to post-traditional-age/working students	3.36	4.16	0.86
29.	To adopt innovative teaching and active learning practices	3.00	3.78	0.85
24.	To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	2.98	3.78	0.85
16.	To make available a diverse array of programs and events to supplement the classroom experience	3.18	3.83	0.69
4.	To cultivate a campus climate that supports collegiality, collaboration, and civility	3.29	3.82	0.58
10.	To provide undergraduates an opportunity to participate in faculty research	2.88	3.41	0.57
2.	To provide public engagement that advances the progress of the region and commonwealth	3.48	3.98	0.55
27.	To increase opportunities for undergraduate students to reside on campus	2.83	3.28	0.51
30.	To maintain an "up close and personal" image and small class sizes	3.30	3.73	0.49
22.	To encourage leadership development through opportunities for university involvement	3.14	3.54	0.45
26.	To provide a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	3.33	3.56	0.29
25.	To offer an array of online courses and fully online programs	2.74	2.98	0.28
13.	To encourage students to participate in diverse domestic and international study programs	2.84	3.05	0.26
23.	To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	3.05	3.17	0.20
9.	To provide students with a solid foundation of knowledge through the general education program	3.50	3.64	0.15
11.	To help students achieve deeper levels of self-understanding and explore their unique identities	2.91	2.93	0.02
17.	To offer services and opportunities for diverse (e.g., minority and LGBTQ) students	3.35	3.22	-0.10
12.	To place primary focus on undergraduate rather than on graduate education	3.18	2.44	-0.79

Appendix C
 Student Responses to Open-Ended Question for "Top Five" Items
 on NKU Mission, Vision, and Values Survey - March 2013

Question Number	Area of Focus	Count
19	To provide on-demand learning, flexible scheduling, and other services tailored to post- traditional-age/working students	288
30	To maintain an "up close and personal" image and small class sizes	258
21	To provide comprehensive student advising and guidance in career planning	226
33	Affordability/Accessibility (e.g., tuition, cost of books, cost of parking, access to college)	201
25	To offer an array of online courses and fully online programs	196
1	To prepare students for specific careers or graduate studies and to instill within them a lifelong commitment to learning.	195
24	To focus on student success through improvements in retention and graduation rates and a shortening of time to degree completion	167
26	To promote a culture of openness and inclusion that values diversity in people and ideas and that ensures intellectual and creative freedom on campus and in the classroom	136
28	To strengthen NKU's regional, state, and national reputation as a metropolitan, comprehensive university	135
18	To encourage students' appreciation for public engagement through participation in co-op, internship, service learning, and similar community-connected programs	132
3	To challenge students to think , read, and write critically	126
37	School spirit/student involvement	109
29	To adopt innovative teaching and active learning practices	103
7	To hold students to high standards of intellectual performance	98
27	To increase opportunities for undergraduate students to reside on campus	95
31	More focus on graduate students and programs	94
6	To place learners and their learning at the center of all that we do	90
35	Facilities/Campus Beautification	82
8	To provide a ccess to education that holds high expectations for all students and provides support for their success	78
20	To produce graduates that meet regional business, industry, and government needs	77
9	To provide students with a solid foundation of knowledge through the general education program	63
41	Parking/Traffic	62
43	Quality faculty/staff	61
10	To provide undergraduates an opportunity to participate in faculty research	60
2	To provide public engagement that advances the progress of the region and commonwealth	59
11	To help students achieve deeper levels of self-understanding and explore their unique identities	57
13	To encourage students to participate in diverse domestic and international study programs	52
4	To cultivate a campus climate that supports collegiality, collaboration , and civility	49
16	To make available a diverse array of programs and events to supplement the classroom experience	48
14	To maintain the highest standards of excellence in every dimension of our work	45
42	Student Support (Tutoring, Services, Faculty Support)	45
15	To support and sustain transparent and candid communication throughout the university.	39
12	To place primary focus on undergraduate rather than on graduate education	35
23	To increase students' sensitivity to and appreciation of various forms of creative and artistic expression via events such as lectures, concerts, and art exhibits	34
34	Addition of new programs (all levels)	34
22	To encourage leadership development through opportunities for university involvement	32
17	To offer services and opportunities for diverse students (e.g., minority and LGBTQ)	31
32	Focus on growth and development of athletics.	30
47	Technology (increase in use of, availability of)	30
39	Campus Dining Options	29
5	To develop students' ability to synthesize knowledge from a variety of sources	28
44	Accountability of professors	20
36	Marketing and branding of NKU	18
40	Growth of NKU (Enrollment, Programs)	16
38	Sustainability/Green Practices	15
45	Increased admission standards	15
46	Reduce/Eliminate General Education Courses	12
49	Funding advocacy	8
48	Smoke free campus	7
99	Other	239

Notes:

- 1) Categories in green were newly created based on responses. Recurring themes were noted and grouped together and assigned a number.
- 2) Comments with anything less than five mentions were grouped into the "other category."