Fuel the Flame
Fall
Leadership Meeting

September 12, 2014
## Agenda

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<th>Agenda Item</th>
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<td>President Mearns</td>
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<td>Update on University-wide Initiatives</td>
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<td>NCAA Institutional Performance Program</td>
<td>Ken Bothof</td>
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<td>Health Innovations Center</td>
<td>President Mearns</td>
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<td>Budget Process</td>
<td>Provost Sue Ott Rowlands</td>
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<td>Statewide “RoadToNKU” Tour</td>
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<td>Creating the Sparks that Fuel the Flame</td>
<td>Katie Herschede</td>
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<td>Lunch</td>
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<td>Meet our New Leaders</td>
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<td>Closing Remarks</td>
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2014-15 Fuel the Flame
Fall Leadership Meeting

NCAA Institutional Performance Program Self-Study

September 12, 2014

Presented by Ken Bothof
The IPP process is meant to ensure the NCAA’s fundamental commitment to integrity in intercollegiate athletics.
Set standards, called operating principles, for operation of all NCAA Division I athletics programs.

Establish tough sanctions for failure to conduct a comprehensive self-study or correct problems.

Open up affairs of athletics to university community and public.
Benefits

- Self-awareness.
- Affirmation.
- Opportunities to improve.
Reclassification Update - IPP

Year 3 2014-15
Completion of IPP orientation visit

Year 4 2015-16
Successfully complete an IPP self-study and evaluation visit

Year 5 2016-17
Full membership in NCAA Division I
Championship Eligible
Preparing for the Self-Study

- Steering committee and subcommittee chairs and members have been appointed by President Mearns
  - Steering Committee Chair – Sue Hodges Moore
  - Academic Integrity Subcommittee Chair – Sue Ott Rowlands
  - Governance and Commitment to Rules Subcommittee Chair – Sara Sidebottom
  - Gender/Diversity Issues and Student-Athlete Well-Being Subcommittee Co-Chairs – Peter Gitau and Kathleen Roberts
- Each committee comprised of cross-section of athletics and non-athletics staff, administrators, faculty, and students.
# Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Committee Affiliation</th>
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<tbody>
<tr>
<td>Dr. Sue Hodges Moore</td>
<td>Senior Vice President, Institutional Effectiveness</td>
<td>Committee Chair</td>
</tr>
<tr>
<td>Olivia Birkenhauer</td>
<td>Go Norse Fund Board Member, former student athlete</td>
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<tr>
<td>Ken Bothof</td>
<td>Director of Intercollegiate Athletics</td>
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<tr>
<td>Chris Cole</td>
<td>Director, Marketing and Communications</td>
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<tr>
<td>Leslie Fields</td>
<td>Associate Athletic Director</td>
<td>Senior Woman Administrator and IPP Liaison</td>
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<tr>
<td>Dr. Peter Gitau</td>
<td>Vice President, Student Affairs</td>
<td>Subcommittee Co-Chair</td>
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<tr>
<td>Malika Glover</td>
<td>Student-Athlete, Student-Athlete Advisory Committee</td>
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<td>Elizabeth Hart</td>
<td>Head Coach, Volleyball</td>
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<tr>
<td>Ann James</td>
<td>Associate Dean of Students</td>
<td>Title IX Coordinator</td>
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<tr>
<td>Dr. Mary Kirk</td>
<td>Professor Kinesiology and Health</td>
<td>Faculty Athletics Representative</td>
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<tr>
<td>Geoffrey Mearns</td>
<td>President</td>
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<tr>
<td>Dr. Vickie Natale</td>
<td>Assistant Vice President, Planning and Institutional Research</td>
<td>Writer/Report Coordinator</td>
</tr>
<tr>
<td>Dr. Kathleen Roberts</td>
<td>Senior Advisor for Inclusive Excellence</td>
<td>Subcommittee Co-Chair</td>
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<tr>
<td>Sue Ott Rowlands</td>
<td>Provost and Executive Vice President for Academic Affairs</td>
<td>Subcommittee Chair</td>
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<tr>
<td>Leslie Pierce</td>
<td>Director of Diversity and Employee Relations</td>
<td>EEOO</td>
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<tr>
<td>Ken Ramey</td>
<td>Vice President for Administration and Finance/Treasurer</td>
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<td>Dennis Repenning</td>
<td>Board of Regents, Chair</td>
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<tr>
<td>Sara Sidebottom</td>
<td>General Counsel and Vice President for Legal Affairs</td>
<td>Subcommittee Chair</td>
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<td>Jeffrey Standen</td>
<td>Dean, Chase College of Law</td>
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<td>Dr. Jim Thomas</td>
<td>Professor, Psychological Sciences</td>
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## Governance and Commitment to Rules Subcommittee

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<tr>
<td>Sara Sidebottom, CHAIR</td>
<td>General Counsel and Vice President for Legal Affairs</td>
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<tr>
<td>Penny Asalon</td>
<td>Associate Director Student Financial Assistance</td>
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<tr>
<td>Bryan Baldini</td>
<td>Former Student-Athlete</td>
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<tr>
<td>Dawn Bell-Gardiner</td>
<td>Compliance Officer</td>
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<tr>
<td>Jenny Gardner</td>
<td>Lecturer and Director of the Sports Business Program</td>
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<tr>
<td>Dr. Rudy Garns</td>
<td>Professor Sociology, Anthropology, Philosophy</td>
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<tr>
<td>Karmen Graham</td>
<td>Assistant Coach, Women’s Basketball</td>
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<tr>
<td>Laura Hue</td>
<td>Assistant Director of Compliance, Athletic Administration</td>
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<tr>
<td>Russ Kerdolff</td>
<td>Comptroller</td>
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<tr>
<td>Dan McIver</td>
<td>Senior Associate Athletics Director</td>
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<tr>
<td>Dr. Margaret Myers</td>
<td>Associate Professor, Marketing</td>
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<tr>
<td>Garrett Schrantz</td>
<td>Student-Athlete, Baseball</td>
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<td>Kathryn Stewart</td>
<td>Head Coach, Softball</td>
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# Academic Integrity Subcommittee

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<th>Name</th>
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<tr>
<td>Sue Ott Rowlands, CHAIR</td>
<td>Provost and Executive Vice President for Academic Affairs</td>
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<tr>
<td>Dr. David Agard</td>
<td>Professor, Mathematics</td>
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<tr>
<td>Melissa Gorbandt</td>
<td>Director, Undergraduate Admissions</td>
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<tr>
<td>Dr. Kristi Haik</td>
<td>Chair, Biological Sciences</td>
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<tr>
<td>Emily Jasinski</td>
<td>Assistant Registrar for Athletic Certification</td>
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<tr>
<td>John Jose</td>
<td>Student, President of Student Government Association</td>
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<tr>
<td>Debbie Kirch</td>
<td>Advisor, Athletic Administration</td>
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<tr>
<td>Dr. Roger Kollock</td>
<td>Professor, Kinesiology and Health</td>
</tr>
<tr>
<td>Kurt Moeller</td>
<td>Senior Associate Athletic Director</td>
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<tr>
<td>Dr. Ryan Padgett</td>
<td>Assistant Vice President, Student Success &amp; Assessment</td>
</tr>
<tr>
<td>Joel Robinson</td>
<td>Assistant Provost for Special Projects</td>
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<tr>
<td>Bob Sheehan</td>
<td>Head Coach, Women’s Soccer</td>
</tr>
<tr>
<td>Taylor Snyder</td>
<td>Student-Athlete, Volleyball</td>
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<tr>
<td>Anthony Vagnier</td>
<td>Student-Athlete, Baseball</td>
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</table>
# Gender/Diversity and Student-Athlete Well-Being Subcommittee

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Dr. Peter Gitau, CO-CHAIR</td>
<td>Vice President for Student Affairs</td>
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<tr>
<td>Dr. Kathleen Roberts, CO-CHAIR</td>
<td>Senior Advisor for Inclusive Excellence</td>
</tr>
<tr>
<td>Dave Bezold</td>
<td>Head Coach, Men’s Basketball</td>
</tr>
<tr>
<td>Deontae Cole</td>
<td>Student-Athlete, Men’s Basketball</td>
</tr>
<tr>
<td>Leslie Fields</td>
<td>Assoc. Athletic Director &amp; Senior Woman Administrator</td>
</tr>
<tr>
<td>Dr. Augustine Frimpong-Mansoh</td>
<td>Professor of Philosophy</td>
</tr>
<tr>
<td>Malika Glover</td>
<td>Student-Athlete, Women’s Basketball</td>
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<tr>
<td>Dr. Stephanie Hughes</td>
<td>Associate Professor, Management</td>
</tr>
<tr>
<td>Molly Hutson</td>
<td>Assoc. Athletic Director/ Director of Sports Medicine/Risk Mgmt</td>
</tr>
<tr>
<td>Erika Jay</td>
<td>Coordinator, Equal Opportunity Programs</td>
</tr>
<tr>
<td>Kristian Johnson</td>
<td>Student, Student Government Association representative</td>
</tr>
<tr>
<td>Steve Kruse</td>
<td>Head Coach, Cross Country/Track and Field</td>
</tr>
<tr>
<td>Steve Meier</td>
<td>Associate to the Dean of Students</td>
</tr>
<tr>
<td>Bonnie Meyer</td>
<td>Director of LGBTQ Programs and Services</td>
</tr>
<tr>
<td>Randi Raff</td>
<td>Assistant Coach, Volleyball</td>
</tr>
<tr>
<td>Martha Staab</td>
<td>Student-Athlete, Women’s Soccer</td>
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The Self-Study Process

Self-study occurs September 2014 through April 2015

Fall 2014

• Steering committee and subcommittees meet regularly
• Gather and analyze data
• Evaluate findings

Spring 2015

• Information shared with and feedback solicited from campus community.
Timeline

May 2015

• Committee work completed and final written self-study document submitted to NCAA

May – September 2015

• Prepare for peer-review team visit

Fall 2015

• Peer-review team visit

Spring 2016

• IPP decision

• Successful completion – full NCAA Division I membership; championship eligible
2014-15 *Fuel the Flame*
Fall Leadership Meeting

NCAA Institutional Performance Program Self-Study

September 12, 2014

Presented by Ken Bothof
Health Innovations Complex Update

- Significant progress to date
- Broad input and collaboration from the campus community and external community
- On track for Fall 2017 opening – new facility
- Fall 2018 – Founders Hall re-opening
Internal Advisory Committee

Sue Ott Rowlands (Chair)  
Kevin Kirby (Vice Chair)  
Denise Robinson (Vice Chair)  
Shannon Alexander  
Kalyani Ankem  
Bill Attenweiler  
Mark Bardgett  
Rodney D’Souza  
Linda Dynan  
John Farrar  
Cindy Foster  
Katherine Frank  
Kristi Haik

Jan Hillard  
Mary Kishman  
Ken Kline  
Adrianne Lane  
Alar Lipping  
Greg Martin  
Gary Ozanich  
Rebecca Porterfield  
Joel Robinson  
Mary Paula Schuh  
Lori Southwood  
Karen Tapp  
Joe Wind
## External Advisory Committee

### Private

<table>
<thead>
<tr>
<th>Business Benefits</th>
<th>HealthLandscape</th>
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<tbody>
<tr>
<td>C-Forward</td>
<td>HORAN</td>
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<td>CintriFuse</td>
<td>Humana</td>
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<td>Duke Energy</td>
<td>McKesson</td>
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<tr>
<td>Dunnhumby USA</td>
<td>The Little Clinic</td>
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<tr>
<td>Fidelity Investments</td>
<td>P&amp;G</td>
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<tr>
<td>GE Aviation</td>
<td>Tier1 Performance Solutions</td>
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<tr>
<td>HealthBridge/The Health</td>
<td>Toyota</td>
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<tr>
<td>Collaborative</td>
<td>United Health Group</td>
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<td>Viable Synergy</td>
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External Advisory Committee

Public

Children’s Home of Northern Kentucky
Commonwealth of Kentucky
Foundation for a Healthy Kentucky
Interact for Health
Northern Kentucky Health Department
United Way of Greater Cincinnati
Welcome House of Northern Kentucky
External Advisory Committee

Providers

Carespring Health Care
Cincinnati Children’s Hospital
HealthPoint
Mercy Hospital West
St. Elizabeth Healthcare
TriHealth
External Work to Date

• Consultant has completed over 30 interviews
• Catalogued ideas; refining recommendations
• Joint meeting with internal advisory committee to discuss work plans and ideas
• Next steps: Meeting in 6-10 weeks to discuss proposed preliminary program
Programming Process

External assessments

Internal assessments

Strategic vision

Program plans
Strategic partnerships

Functional plan ➔
Space plan

Financial plans

Facility design, etc.
Program
Implementation plans
The strategic vision should...

• Advance NKU’s overall mission, vision, values, and aspirations
• Build on NKU’s distinctive core competencies
• Distinguish the University locally, regionally & nationally from its peers
• Provide a sustainable source of competitive advantage that will grow over time
Institutional Core Competencies

- Preparing students to be productive members of society
  - Promoting inter-professional collaboration and transdisciplinary learning
  - Using research projects as an educational tool
  - Producing “job-ready” graduates
- Generating useful knowledge via careful applied research
- Continually upgrading the quality and reputation of its academic programs
- Collaborating with community leaders to enhance the University’s academic programs and advance their organizations and missions
- Engaging with the community to promote economic, civic, and social vitality across the region
- Encouraging innovation in education, research, and community service
Emerging Vision

NKU’s Health Innovation Center will position NKU as the leading academic center in the region focused on improving population health and making care more affordable. To achieve this goal, the HIC could:

• **Expand health education** by:
  – Developing new undergraduate and post-graduate degree programs
  – Strengthening and growing existing degree programs
  – Building continuing education and certification programs
  – Creating new undergraduates courses to help all NKU students become better healthcare consumers and make more informed choices about their own health and the health of those they love

• **Expand research** in consumer behavior, population health, clinical processes and outcomes, quality of care, and the impact of health policies

• **Establish a “Center for Consumer & Population Health”** to advance the science of consumer decision-making, clinical informatics, and population health, educate future analysts, developers, and decision-makers, and support innovation, entrepreneurship, and regional economic development

• **Offer targeted services** to regional employers, public agencies, and private foundations to advance their goals and keep the HIC on the leading edge of change

• **Build a regional health policy institute** that functions as a trusted neutral convener and leader in regional health planning and problem-solving
Design Firm RFP

- Design Firm RFP issued on August 1
- Membership of selection committee:
  - Geoff Mearns
  - Sue Ott Rowlands
  - Kevin Kirby
  - Denise Robinson
  - Larry Blake
  - Steve Nienaber
  - Marilyn Heflin
- 21 submissions; narrowed to 5 finalists
- Interviews of finalists next week
- Announce selection of design firm by 10/1
Next Steps

• Prioritize, refine HIC programs
• Develop program plans for priority programs
• Develop functional requirements for facility additions
BUDGET PROCESS REVIEW
AND
FINANCIAL ALLOCATION TASK FORCE

9.12.14
Current Budget Process

- Budget Letter and Calendar (w/ planning parameters)
- Fixed Cost Projections
- Revenue Projections (central and accessible)
- Fees and Service Charge Process (excludes tuition)
- One Pager
Current Budget Process - Continued

- Reallocation Process
  - Process by which Divisions request permanent budget changes
    - Moving funds from one unit to another (the total for the Division is Zero)
    - Moving funds within a unit from personnel to operating, etc. (the total for the unit is Zero)
  - Budget hearings are held and the President has final approval
  - If the President and Executive Team determine that a central budget rescission will be implemented, it is included as part of this process (the total for the Division is negative)

- Considerations
  - Changes in cost drivers such as price, enrollment, quantity, etc.
  - Unit alignment plans and findings
  - Mission centrality and necessity
  - Other available sources of funds such as carry forward, fee revenues, revenue sharing, IDC, private

BPR & FAM 9.12.14
Current Budget Process - Continued

- **Operating Pool Alignment Process**
  - Process by which units can align expenditures with their desired commitment items within their 550,000 Operating Pool
  - Optional since budget checking for the operating pool is by pool rather than individual commitment item

- **Investment Pool Allocation Process**
  - Process used if funds are available after fixed costs and essential expenditures are funded to provide central budget allocations
  - Varies by year at the discretion of Exec. Team / President
External Factors

- **State Budget Process**
  - Biennial
  - CPE request to Governor in November
  - Governor’s budget in January
  - House / Senate budgets in March
  - Final House / Senate budget in April
  - End of session / veto period in mid-April

- **Tuition Setting Process**
  - Tuition setting committee Jan / February
  - CPE adopted 2 year tuition cap in April
  - BOR in May
  - CPE approval of 14-15 rates in June
  - 15-16 rates to CPE in November (?)
Budget Process Options
Budget Options

- **Formula Budgeting**
  - Procedure for estimating resource requirements based on the relationship between program demand and program costs (e.g. mathematical formulas and/or ratios), or other calculated distribution of resources.

- **Incremental Budgeting**
  - Each program’s or activity’s budget increases / decreases by a specific percentage.

- **Responsibility Center Budgeting (RCM)**
  - Classifies individual programs and units as either revenue or cost centers. Revenue centers control the revenues they generate and are responsible for financing both direct and indirect costs. Cost centers are funded from central resources and contributions from revenue centers.

- **Zero Based Budgeting**
  - Assumes no budgets from prior years; instead each year’s budget begins a base of zero.

- **Initiative-based Budgeting**
  - Structured approach to distributing resources for new initiatives that support priorities.

BPR & FAM 9.12.14
Budget Options- continued

- **Performance-based Budgeting**
  - Involves allocating resources based on a program’s success on achievement of specific established targets. It focuses on outputs and outcomes.

- **Traditional Budgeting (missing from documentation)**
  - Units propose and justify budget requests at various levels and a budget is assembled based on these requests.

**Factors to keep in mind:**

- Nearly all budget models are hybrids; all budget models have limitations.
- Budgets don’t make decisions, people make decisions.
- A budget process defines who makes which budgetary decisions and what information is available to them when they make decisions.
  - In some cases, such as RCM, the decisions are made on the front end with the development of formulas and agreements.
  - Issues with a budget development process may be a result of an absence of good information to decision makers, deficiencies with budget development tools, poor decision making, a lack of sufficient communication, and/or flaws in the budget development process.

BPR & FAM 9.12.14
Financial Allocation Model

- A financial allocation model will allow decision makers to view functions / departments by direct revenues and expenses and allocated revenues and expenses
- This tool will provide an improved understanding of the the finances of the university and allow for better decision-making
- Education is needed
  - Cost accounting not well understood (e.g., cutting a function does not necessarily save indirect expenses)
  - Financial information provided is only one of many factors that should be used in decision making
Timeline
Milestones

- **May - June 2014**: Task Force formed
- **July 11, 2014**: Kickoff meeting
- **July 2014 - December 2014**: Education, research, and recommendations on assumptions
- **December 2014 - January 2015**: Acceptance on assumptions
- **February 2015 - July 2015**: Calculate cost allocations / implement system
- **August 2015 - September 2015**: Pros / cons / gaps in current budget development process
- **October 2015 - November 2015**: Recommendations for budget development process
ROAD TO NKU
Distribution of NKU Associated People in KY Zip Code Zones

Legend
- Counties
- Student Count
- 0 or no data
- 1 - 50
- 51 - 150
- 151 - 250
- 251 - 350
- 351 - 600
- 601 - 1,500
- 1,501 - 3,000
- 3,001 - 5,100

By Dr. Hongmei Wang
NKU GIS Professor
#RoadToNKU Tour Stops

- **Somerset**, September 29-30
- **Pikeville**, October 9-10
- **Bowling Green**, October 27-30
- **Owensboro**, October 27-30
- **Paducah**, October 27-30
- **Ashland**, November 6-7
- **Louisville**, November 18-19
- **Lexington**, December 4-5
Key Meetings

- Superintendents
- Prospective students
- Project Graduate students (stop outs)
- Business leaders
- Civic Leaders
- CPE Council Members
- Legislative Leadership
THERE'S SOMETHING SPECIAL AT NKU...

And we want you to be a part of it. We're taking our story across the Commonwealth! Join prospective students, parents, alumni, friends, and leaders from your community for the 2014 #RoadToNKU Commonwealth Tour and meet President Geoffrey Mearns and other NKU leaders!

Tour events are free and refreshments will be provided.

Follow @PresidentMearns and @nkuedu on Twitter or NKU on Facebook.

#ROADTONKU Dates:
- Somerset: Mon, Sept 29
- Pikeville: Thurs, Oct 2
- Bowling Green: Mon, Oct 27
- Owensboro: Tues, Oct 28
- Paducah: Thurs, Oct 30
- Ashland: Thurs, Nov 6
- Louisville: Tues, Nov 18
- Lexington: Thurs, Dec 4
Follow Along!

#RoadToNKU

@PresidentMearns
Q & A
Creating the Sparks that Fuel the Flame
What do you think are the most promising alternative revenue sources for us to pursue?
NKU Jeopardy

Getting to Know Our New Leaders
<table>
<thead>
<tr>
<th>Frankly Speaking</th>
<th>That’s What She Said</th>
<th>Where in the World?</th>
<th>Bet You Didn’t Know This!</th>
<th>myNKU</th>
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**Final Jeopardy**
Dr. Frank has been to this number of continents.

What is Four?
Dr. Frank has competed in this number of marathons and proudly holds a PR (personal record) of this time.

What is 10 and 3:19?

Dr. Frank has also run in 2 Boston Marathons, ran the Pikes Peak Ascent (13.1 miles from Manitou Springs, CO to the top of Pikes Peak at 14,115 feet – an elevation gain of about 8,000 feet), and most recently rode the Ride Across Indiana – 164 miles from Terre Haute to Richmond in one day.
This is one of Dr. Frank’s guilty gastronomical pleasures.

What is Buttercream Frosting (not the whipped cream stuff) – without the cake?

However, she didn’t say if she eats this frosting while watching Project Runway or Downton Abbey, two other guilty pleasures she has admitted to.
This is the title of Dr. Frank’s favorite book, written by her favorite author.

What is Villette, written by Charlotte Bronte? Her other favorite authors are Anne and Emily Bronte, George Gissing, George Eliot, Charles Dickens...notice a Victorianist trend...?
Her motto is, “Think big and trust our inherent basic goodness.”

Who is Dr. Roberts?
“Seriously” is her most overused phrase.

Who is Dr. Porterfield?
“Seriously?!” is her most overused phrase.

Who is Dr. Frank?
Her motto is, “Don’t just think outside the box, think as though there is no box.”

Who is Dr. Reed?
Her dream vacation is an ocean experience combined with hiking the Utah Canyonlands.

Who is Dr. Roberts?
If she could live anywhere in the world it would be in New Zealand.

Who is Dr. Porterfield?
Her favorite vacation ever was staying in a castle in Tuscany and using it as her base while exploring Cinque Terre to Venice (and many points in between) by car.

Who is Dr. Reed?
She yoga-trekked to the base camp of Mt. Everest on her 50th birthday.

Who is Dr. Roberts?
Her best-ever concert The Who’s Tommy concert!

Who is Dr. Reed?
She was born just a ways up the road in Marion, Ohio.

Who is Dr. Porterfield?
After operating a dance studio in Colorado, she was a crew chief on a floating processor in the Bering Sea.

Who is Dr. Roberts?
She played the trombone for nine years.

Who is Dr. Porterfield?
She has found northern KY to be, without a doubt, the most welcoming place she’s ever been!

Who is Dr. Reed?
How everyone cares for one another is something she has found to be special at NKU.

Who is Dr. Porterfield?
The major thing that attracted her to NKU was the provost's discipline in the performing arts and her orange hair.

Who is Dr. Roberts?

Well...that, along with the dynamic and entrepreneurial quality of our vision.
If she could have one wish for NKU that could be granted immediately, it would be that her college-level strategic planning process and implementation planning was complete.

Who is Dr. Reed?
The people and the commitment to the university, the community, and our students...the people and the community...the people and the entrepreneurial spirit...the warm welcome...there seems to be a true sense of community at NKU.

What did Dr. Frank, Dr. Porterfield, Dr. Reed, and Dr. Roberts all say about their initial attraction to and what they have learned about NKU?
Fuel the Flame
Fall
Leadership Meeting
September 12, 2014

NKU
NORTHERN KENTUCKY UNIVERSITY