### Academic Innovation

**Position career development as an institutional priority, including support for career initiatives for recent graduates and alumni.**

<table>
<thead>
<tr>
<th>Actual Text</th>
<th>Vice President, Academic Affairs and Provost, Vice President, Student Affairs</th>
<th>Defer to a later year</th>
<th>2.3b, 2.3c, 5.4c</th>
</tr>
</thead>
<tbody>
<tr>
<td>145 Identify qualities all NKU graduates should possess upon graduation/completion and integrate within student success programs. Please see all data points</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 2015-16 Progress Narrative

- **145.01** While deferred to another year, preliminary analyses - in collaboration with Data Team - will begin to "identify qualities all NKU graduates should possess upon graduation" based on institutional data.

- **145.02** At a later date, a committee will make recommendations about alignment of programs to enhance the identified qualities.

- **145.03** Assess impact of implemented strategy.

#### Review and revise academic policies and procedures to remove barriers to academic innovation

<table>
<thead>
<tr>
<th>Actual Text</th>
<th>Vice President, Academic Affairs and Provost</th>
<th>Defer to a later year</th>
<th>3.1a, 3.3a, 3.4b</th>
</tr>
</thead>
<tbody>
<tr>
<td>97 Explore and implement alternatives to current academic structures (e.g., summer session, academic year semesters, online, schools, comprehensive first-year experience, student transitions, etc.).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 2015-16 Progress Narrative

- **97.01** Determine priority areas for review and form appropriate workgroups

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**Thursday, July 07, 2016**

**NKU**
Review RPT guidelines when an eye toward strengthening their community engagement components. • Our current RPT guidelines are stronger than the guidelines at many other universities; the central question here is whether they can be improved and if so how? If public engagement definitions are revised, some RPT revisions may be unavoidable.

Vice President, Academic Affairs and Provost
Defer to a later year

2015-16 Progress Narrative
RPT revisions to the Faculty Handbook were approved by the Faculty Senate and the BOR in spring 2016. Those revisions now become part of the 2016-2017 Faculty Handbook. The language continues to support community engagement. As well, colleges and departments completed their own RPT guidelines in 2016-2017 and those all support community/public engagement activities.

Vice President, Academic Affairs and Provost

118.01

133 Remove structural barriers to innovation. Conduct a comprehensive review and revise current academic policies and procedures, as needed. Areas for review shall include, but not be limited to, faculty workload, resource allocation, incentives, awards, course catalogs, curriculum approval process, cluster hiring, RPT, etc.

Vice President, Academic Affairs and Provost
Begin in 2014-15

2015-16 Progress Narrative
Academic structures have been reviewed and improved (i.e. SOTA). Academic policies are being update or created. Colleges have developed differential workload policies; implementation is delayed due to budget reductions. The new incentive-based budget model is being implemented. New curriculum process being implemented through Curriculog. New catalogue process completed using Aculog. RPT processes have been revised and completed.

133.01 Review faculty workload - Charge Deans with establishing differential faculty workload policies

133.02 Review faculty workload - Implement in 2016-17 in conjunction with RCM and Faculty Handbook revisions

133.03 Review RPT process - Establish a workgroup

133.04 Review RPT process - Implement in 2016-17 in conjunction with RCM and Faculty Handbook revisions

133.05 Review budget and resource allocation - Formation of the Budget Process Review and Financial Allocation Task Force

133.06 Review budget and resource allocation - Implement in 2016-17

133.07 Review Faculty Handbook - Establish a workgroup

133.08 Review Faculty Handbook - Implement in 2015-16
133.09 Review Curriculum Process - Establish a workgroup (led by UCC Chair) to explore streamlining and software opportunities

133.10 Review Curriculum Process - Initial recommendations due to the Provost by June 2015

133.11 Review Degree Approval Process - Review CPE and SACS requirements to ensure compliance for degree and certificate approval processes

133.12 Review Degree Approval Process - Approval of revisions by UCC and Faculty Senate (DONE - September 30, 2014)

133.13 Review opportunities to enhance academic support - Phase I: Workgroup to study Writing Center and Math Center

133.14 Review opportunities to enhance academic support - Phase II: Workgroup to study Reading and other high need areas

Create an Institute for Transdisciplinary Innovation

108 Create an Institute for Transdisciplinarity. The Institute will provide a physical focal point on campus with a “conductor” to orchestrate the initiatives and operational aspects. Both faculty and students would be actively involved in the Institute (e.g., teaching, mentoring, research, collaborations, engagement, forums).

Vice President, Academic Affairs and Provost

Begin in 2014-15

3.1a, 3.1b, 3.1c, 3.1d

2015-16 Progress Narrative

We have delayed this initiative due to budgetary restraints. Transdisciplinarity continues to grow culturally at NKU through the new budget model, the HIC, emphasis on collaboration, and support in the RPT guidelines for each college.

108.01 Establish a workgroup for comprehensive planning purposes, includes consideration of GenEd.

Vice President, Academic Affairs and Provost

Begin in 2014-15

3.1a, 3.4b

2015-16 Progress Narrative

We will begin a review of the General Education curriculum in 2016-2017. A workgroup of faculty and administrators attended AAC&U conference on general education in summer 2016 and will be implementing a plan for an update to general education this academic year. This is timely and important due to the SACSCOC reaccreditation in 2019. General Education and the assessment of the program will be our new QEP for the next several years.

109 Refine the General Education program to align with the spirit of the university’s strategic plan.

Vice President, Academic Affairs and Provost

Begin in 2014-15

3.1a, 3.4b

2015-16 Progress Narrative

We have delayed this initiative due to budgetary restraints. Transdisciplinarity continues to grow culturally at NKU through the new budget model, the HIC, emphasis on collaboration, and support in the RPT guidelines for each college.

109.01 Pursue discussions in conjunction with the Institute for Transdisciplinarity planning workgroup

Vice President, Academic Affairs and Provost

Begin in 2014-15

3.1a, 3.4b

2015-16 Progress Narrative

We will begin a review of the General Education curriculum in 2016-2017. A workgroup of faculty and administrators attended AAC&U conference on general education in summer 2016 and will be implementing a plan for an update to general education this academic year. This is timely and important due to the SACSCOC reaccreditation in 2019. General Education and the assessment of the program will be our new QEP for the next several years.
Develop curricular initiatives (courses, majors, minors, threads, etc.) to provide an array of transdisciplinary experiences to students.

**2015-16 Progress Narrative**

New programs related to the HIC are interprofessional and transdisciplinary focused. We are pursuing stackable certificates, additional majors and minors and tracks.

110.01 Pursue discussions in conjunction with the Institute for Transdisciplinarity planning workgroup

Engage in an aggressive cluster hiring program for faculty in transdisciplinary areas (e.g., health innovations).

**2015-16 Progress Narrative**

Not started due to budgetary constraints. We may be able to launch one cluster-type hire in fall 2016 for a director of the HIC.

112.01 Pursue discussions in conjunction with the Institute for Transdisciplinarity planning workgroup

Create a Center for Teaching & Learning

Enhance faculty development opportunities. Coordinate existing faculty development efforts to support high quality teaching and learning for all delivery modes (F2F, hybrid, online).

**2015-16 Progress Narrative**

A committee was created in 2015-2016 but their work was temporarily halted due to budget constraints. We may be able to relaunch in 2016-2017, but more likely that this center will be delayed indefinitely.

104.01 Establish a workgroup (January 2015)
104.02 Inventory current activities
104.03 Initial recommendations due April 30, 2015

Establish a teaching and learning center that acts as a comprehensive resource for pedagogy and technology. The center should function as a gathering place for faculty and other members of the University community to meet, share, collaborate and develop new ideas.

**2015-16 Progress Narrative**

See above.

Define, track and grow experiential learning
Define experiential learning and establish a tracking system that captures the volume and nature of opportunities. - Vice President, Academic Affairs and Provost - Begin in 2014-15 - 3.2c, 5.4c

2015-16 Progress Narrative
We continue to track internships/coops, study abroad, undergraduate research, and service learning but have not yet devised a reliable, consistent way to collect and consolidate this data.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.01 Develop a definition and process</td>
<td>Completed</td>
</tr>
<tr>
<td>90.02 Collect baseline data</td>
<td>Under Way</td>
</tr>
</tbody>
</table>

Review staffing needs to enhance experiential learning opportunities for all students (e.g., coordinator positions for each college? centralized support?) - Vice President, Academic Affairs and Provost - Defer to a later year - 3.2c, 5.1b

2015-16 Progress Narrative
We made a plan for a Center for Excellence in Experiential Learning (CEEL) with a director responsible for promoting and tracking experiential learning on campus. Budgetary constraints caused us to table this discussion.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>91.01 Analyze baseline data to determine staffing needs</td>
<td>Completed</td>
</tr>
<tr>
<td>91.02 Establish workgroup (e.g., review governance structure, innovative ideas, etc.)</td>
<td>Under Way</td>
</tr>
</tbody>
</table>

Establish an Undergraduate Research Institute

Establish a university-level undergraduate research institute - Vice President, Academic Affairs and Provost - Begin in 2014-15 - 3.2a

2015-16 Progress Narrative
We decided not to do this but to establish CEEL instead (see above).

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>93.01 Develop job description and conduct national search for a Director</td>
<td>Completed</td>
</tr>
</tbody>
</table>

Develop work/life policies for faculty

Develop a full array of work-life policies to recruit, support and retain faculty. - Vice President, Academic Affairs and Provost - Begin in 2014-15 - 5.1a, 5.1e, 5.1f

2015-16 Progress Narrative
This work has been completed and includes new policies for: Modified Duties, PT Tenure Track Faculty, Clinical Professor and Professor of Practice. These will be included in the 2016-2017 Faculty Handbook.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>94.01 Pursue in conjunction with Faculty Handbook revisions</td>
<td>Completed</td>
</tr>
</tbody>
</table>

Provide professional opportunities for academic affairs personnel
Expand and communicate opportunities that help faculty, staff, and administrators at all levels of the organization develop their leadership skills and abilities.

Human Resources, Vice President, Academic Affairs and Provost

Defer to a later year

<table>
<thead>
<tr>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
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<tbody>
<tr>
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<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

21.01 Inventory current activities in collaboration with HR

✓

95 Intensify mentoring of faculty for promotion to all ranks as well as preparation for future academic leadership roles.

Vice President, Academic Affairs and Provost

Begin in 2014-15

<table>
<thead>
<tr>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

We continue to promote faculty leadership through support for conferences, meetings, etc. A Provost's Fellow program is still under consideration.

21.01 Inventory current activities in collaboration with HR

✓

95.01 Review current status and develop recommendations - provost and deans

✓

95.02 Provost scheduled interactions twice per semester with faculty groups

✓

99 Require all (1) new faculty and (2) new students to complete Blackboard online training (module-based).

Vice President, Academic Affairs and Provost

Begin in 2014-15

<table>
<thead>
<tr>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
</tr>
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<tbody>
<tr>
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<td></td>
<td>✓</td>
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</tbody>
</table>

We continue to promote faculty leadership through support for conferences, meetings, etc. A Provost's Fellow program is still under consideration.

21.01 Inventory current activities in collaboration with HR

95.01 Review current status and develop recommendations - provost and deans

✓

95.02 Provost scheduled interactions twice per semester with faculty groups

✓

99.01 Develop a training module

99.02 Implement fall 2014 (Done)

✓

134 Create pipelines and program(s) for future faculty in order to strengthen our ability to recruit and retain faculty from underrepresented groups.

Vice President, Academic Affairs and Provost

Defer to a later year

<table>
<thead>
<tr>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
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<tbody>
<tr>
<td>✓</td>
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</table>

We have not begun to address this goal yet.

134.1

292 Develop a Faculty Fellow Program in the Provost's Office

Vice President, Academic Affairs and Provost

Begin in 2014-15

<table>
<thead>
<tr>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

Still under consideration

292.01 Develop criteria/expectations

✓

292.02 Hire faculty fellow for 2015-16

Review structure of the Honors Program
107  Review the current structure of Honors with the goal of raising the visibility and leveraging strengths of the program. (e.g., Honors College? Other?)

**Vice President, Academic Affairs and Provost**

**Begin in 2014-15**

**3.4b**

### 2015-16 Progress Narrative


107.01  Review viability of a Honors College (Done)

107.02  Begin planning phase for movement to a Honors College

107.03  Hire new director 2016-17

---

### Increase support for Steely Library

**96  Develop a sustainable funding stream for the university libraries.**

**Vice President, Academic Affairs and Provost**

**Begin in 2014-15**

**5.3b**

### 2015-16 Progress Narrative

- The library dean and provost continue to discuss ways to do this but have not chosen to put forward any recommendations to date.

96.01  Establish a small workgroup

---

**138  Evaluate Steely Library to incorporate concepts of “learning commons.”**

**Vice President, Academic Affairs and Provost**

**Begin in 2014-15**

**5.7a**

### 2015-16 Progress Narrative

- This initiative is underway and ongoing. Moving CITE and the online components of Educational Outreach to Steely Library, reporting to the dean of the library, furthers this goal.

138.01  Pursue in conjunction with discussions pertaining to a Teaching and Learning Center.

---

**293  Develop an alternative to traditional 'stacks'**

**Vice President, Academic Affairs and Provost**

**Begin in 2014-15**

### 2015-16 Progress Narrative

- Traditional stacks continue to be necessary for certain disciplines. An appropriate balance between traditional stacks and online materials is an ongoing process.

293.1  Review best practice

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### Institute a sustainable instructional equipment funding plan

**135  Create an academic/instructional equipment sustainability plan**

**Vice President, Academic Affairs and Provost**

**Begin in 2014-15**

**5.3b**

### 2015-16 Progress Narrative

- In light of the new budget model, this strategy is no longer applicable and should be removed.
**Strengthen planning, reporting and assessment efforts throughout Academic Affairs**

| 105 | Strengthen assessment efforts across the breadth of the mission. Align and streamline processes that will help to inform decision-making and to promote continuous improvement (e.g., teaching, student learning, administrative, program review, etc.). | Vice President, Academic Affairs and Provost | Begin in 2014-15 | 3.4b, 5.4c |

**2015-16 Progress Narrative**

- Assessment has been the focus of the colleges this past year and will continue to be the focus as we move toward the SACSCOC reaccreditation year. Workshops have been held, the fall faculty program (MGGI) was dedicated to assessment, faculty have attended conferences, etc.

<table>
<thead>
<tr>
<th>105.01</th>
<th>Restructure similar assessment efforts to report to one office</th>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>105.02</td>
<td>Streamline processes</td>
<td>Not Started</td>
<td>Under Way</td>
<td>Completed</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Expand Online Offerings**

| 98 | Develop a strategic approach to online growth. | Vice President, Academic Affairs and Provost | Begin in 2014-15 | 3.3a, 3.4a, 3.4b |

**2015-16 Progress Narrative**

- Completed with the recommendations from the Online Education Strategic Planning Task Force in spring 2016.

<table>
<thead>
<tr>
<th>98.01</th>
<th>Discussion in conjunction with Teaching/Learning Center and online education (Work Group - January 2015)</th>
<th>Not Started</th>
<th>Under Way</th>
<th>Completed</th>
<th>Ongoing</th>
</tr>
</thead>
</table>

| 100 | Utilize standardized guidelines for design of online, hybrid and face-to-face courses that use supplemental technology-enhanced learning. (Reference: Quality Matters) | Vice President, Academic Affairs and Provost | Defer to a later year | 3.4b |

**2015-16 Progress Narrative**

- The second online task force completed its work in spring 2016 and recommended that NKU pursue an external partner to expand and support our online initiatives. The RFP will be sent out in August 2016. Programs that have been housed under Educational Outreach will be moved to CITE (for online course support) and Undergraduate Academic Affairs (for PACE and completer programs), effective fall 2016. All of these strategies are designed to upgrade our content delivery in the online space.

| 100.01 | | Not Started | Under Way | Completed | Ongoing |
Ensure that all online, hybrid and face-to-face courses with supplemental technology-enhanced learning follow the most recent ADA guidelines for accessibility reflecting universal design principles and providing students with multiple modes of learning.

**Create degree pipeline process**

<table>
<thead>
<tr>
<th>48</th>
<th>Identify new program opportunities</th>
<th>Graduate Programs, Vice President, Academic Affairs and Provost</th>
<th>Begin in 2014-15</th>
<th>2.3a, 2.3b, 2.3c, 3.4a, 3.4b, 3.4c, 3.4d, 3.5a, 3.5b</th>
</tr>
</thead>
</table>

A degree pipeline process was created in the spring of 2015 for both undergraduate and graduate degrees. We have used these pipelines to track new program development and in planning for the HIC. Implementation of the work item is complete.

- **48.01** Utilize HIC workgroups to identify for new grad programs
- **48.02** Future recommendations in consultation with others (Vice Provost GERO - 2015-16)

**Develop a preparatory program for students interested in graduate school (general and departmental). 8**

Marketing to our undergraduate students and creating pathways for them into NKU graduate programs has been strengthened. The law school introduced a 3+3 program.

**Develop NKU research strengths and strategies for promoting these areas**
### 120 Continuing to attract new faculty who have experience and interest in pursuing grant funds.

**2015-16 Progress Narrative**

This is an ongoing process and part of faculty recruitment.

<table>
<thead>
<tr>
<th>120.01 Establish workgroup to review after hire of new Vice Provost GERO</th>
</tr>
</thead>
</table>

### 121 Providing clear encouragement and support internally for faculty to pursue funding; explore possible release time and recognition for grant submissions during promotion and tenure.

**2015-16 Progress Narrative**

Much work has been done in this area during 2015-2016. The Office of RCG has a new director, policies have been updated and streamlined, the new VPGERO is working with faculty to understand and remove barriers. RPT guidelines support grant writing. A new Research Council has been established.

<table>
<thead>
<tr>
<th>121.01 Pursue in conjunction with discussions pertaining to RPT and/or Faculty Handbook revisions</th>
</tr>
</thead>
</table>

### 122 Strategically identify existing or potential areas of NKU strength in which to pursue significant grant funding.

**2015-16 Progress Narrative**

We initiated the new Strategic and Emerging Research Grants program in 2015-2016 and identified the first strategic investment research group to receive funding. The 'seed' funding is intended to increase external funding in the area of addiction science. Also, a faculty member was identified and appointed Associate Director of the HIC with the directive of pursuing health-related external funding. The new Vice Provost for Graduate Education, Research and Outreach has been active this year in increasing our grant funding capacity.

<table>
<thead>
<tr>
<th>122.1 Increase grant activity and external funding efforts by enhancing institutional support/structure to facilitate greater grant activity (e.g., ensure sufficient staff support available).</th>
</tr>
</thead>
</table>

| 137 Establish workgroup to review after hire of new Vice Provost GERO |

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Thursday, July 07, 2016
Pursue in conjunction with discussions pertaining to a Teaching and Learning Center

Automate/enhance business processes

119 Develop and implement a framework to support, encourage, and evaluate entrepreneurial activity that generates additional revenue for NKU including: Identify all university hard assets and evaluate their effectiveness and potential as revenue generators

Vice President, Academic Affairs and Provost

Defer to a later year

5.2d, 5.3b

2015-16 Progress Narrative

The online task force recommendations address this strategy. Strengthening the Office of Research, Grants and Contracts and the CAI also serves to generate additional revenue. The planning of the HIC continues to consider revenue-production as a desired outcome.