Establish a committee to collect and review cost-savings suggestions and propose policy changes or process improvements and methods to develop effective educational programs for their implementation and dissemination. Promote collaboration on efficiency and resource sharing through an annual summit on cost savings and efficiencies with administrative staff across campus.

2015-16 Progress Narrative

Significant reorganizations, recent budget cuts, and the need to dedicate time and resources to other essential projects have made it difficult to establish a committee. However, work has proceeded on implementing process improvements and methods for cost savings. For example, the College of Arts and Sciences has implemented new processes to effectively identify efficient course offerings that has resulted in combined course sections and elimination of small sections. A presentation was made to the Board of Regents on the implementation of this cost savings measure.

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<th>Objective</th>
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<th>Ongoing</th>
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Implement a university-wide process improvement methodology such as Six Sigma and train all staff and administrators in the methodology. Form a process improvement committee that must approve all major new processes on campus before they are implemented.

2015-16 Progress Narrative

No progress has been made on this objective.

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Support the efforts of the President and Executive Team to successfully execute the Fuel the Flame strategic plan.
Provide planning and assessment support to other divisions and entities.

2015-16 Progress Narrative

The Office of Planning and Performance provided planning and assessment support to other divisions and entities throughout 2015-16. Notices and guidelines were provided to divisions, colleges, and major organizational units for providing progress reports on objectives for each entity. The progress reports for 2014-15 were posted to the secure login website under strategic planning. Notifications were sent to entities with information on timelines for providing assessments for their institutional effectiveness plans, and individualized training and guidance was provided to 32 entity leaders on building assessment plans.

433.01 Establish a process for developing four-year strategic plans for the divisions, colleges, and major organizational units.

433.02 Institute an annual reporting process for division/college/major unit strategic plan implementation.

433.03 Enhance education and training for WEAVE plans and annual assessments of administrative effectiveness.

433.04 Provide assistance and support in the development of the University’s Inclusive Excellence plan and integrate into the overall planning activities of the campus.

433.05 Assist the NKU Foundation with strategic planning efforts during 2014-15.

433.06 Provide the leadership and coordination for the NCAA Institutional Performance Program Process during 2014-15 and 2015-16.

Ensure the alignment of institutional resources with the Fuel the Flame strategic plan, working closely with the President, Provost, and Administration and Finance.

2015-16 Progress Narrative

Work continued on the development of the new budget model that incentivizes revenue generation and ensures alignment of institutional resources with the Fuel the Flame strategic plan. A Central Units Allocation Committee was formed, and processes were developed for the presentation of mission, goals, and objectives for each central unit that supports the mission of the University. Due to financial constraints, there was not a University-wide strategic initiatives fund in 2015-16 to support new initiatives. Reallocations and restructuring took place within individual units to align resources with strategic priorities.

434.01 Provide assistance and leadership in developing a new budget model that incentivizes revenue generation and ensures the alignment of institutional resources with the Fuel the Flame strategic plan.
Coordinate the university-level process for reviewing non-academic programs, services, and operations for quality, relevance, and sustainability.

Collaborate with Budget Office to develop a process for awarding strategic initiative funds for initiatives that support Fuel the Flame.

Enhance the effectiveness of the Executive Team and facilitate collaboration among its members on cross-departmental initiatives.

**2015-16 Progress Narrative**

SVP meets biweekly with President and his staff to review upcoming agenda items and suggest topics that are strategically relevant. The President's Data Team provides cross-departmental presentations to Executive Team on a regular basis, typically once per quarter. The Office of the SVP coordinated the identification and assessment of 20 enterprise-level risks that the University faces across multiple domains, including faculty-staff retention, student access, and emergency preparedness and is collaborating with executive-level risk owners to develop comprehensive risk treatment and response plans.

Oversee and track ongoing strategic initiatives supporting the President’s agenda.

Ensure that the agendas for the Executive Team, Operating Team, and other leadership meetings and retreats focus on strategic plan execution.

Convene meetings and facilitate conversations on strategic initiatives that require cross-departmental collaboration.

Facilitate transparent internal and external communications by the President about the University’s strategic direction, investments, accomplishments, and performance.

The president made transparent internal and external communications about the University's strategic plans, accomplishments, and performance during 2015-16, including an annual report released in January, updates at convocation, updates at Board of Regents meetings, postings to the strategic planning website, and postings to the President’s communication website. The President updated the Board on progress toward the Executive Dashboard metrics at their July retreat, and another updated packet was provided at the January meeting. These efforts are ongoing and will continue through the life of the Fuel the Flame strategic plan.

Disseminate information about strategic plan implementation in presentations/comments to the University and the Board and on the strategic planning website.

Present information to the campus community and stakeholders on the University's progress toward meeting the targets set on metrics in the Executive Dashboard.
Collaborate with the University Advancement team to publish an annual report featuring stories and facts that demonstrate the University's progress toward achieving the Fuel the Flame strategic plan.

**Develop a robust data analytics and dashboard system and conduct research that provides actionable insight for University decision-makers as they i**

<table>
<thead>
<tr>
<th>136</th>
<th>Create college and/or unit dashboards to help monitor a variety of operational metrics for internal decision-making.</th>
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<tbody>
<tr>
<td>Vice President, Academic Affairs and Provost, Vice President, Institutional Effectiveness</td>
<td>Begin in 2014-15</td>
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**2015-16 Progress Narrative**

The Academic Snapshot was completed and released to the provost, deans, and campus in September 2015. A presentation of the Academic Snapshot was provided to the Board of Regents in the spring, and the Academic Snapshot was loaded to a secure login website on the provost's pages for the entire campus community. Work has continued throughout 2015-16 on the Management Dashboard, with a release targeted for September 2016. In addition to graphic representation of university and college statistics, the Management Dashboard will provide the ability for academic departments and colleges to drill down on a myriad of variables for 12+ years of enrollment data and semester credit hour data, as well as information on faculty/staff and degrees/certificates awarded.

| 136.01 | Establish a team of Institutional Research and Information Technology professionals to collaborate on design and data sources. |
| 136.02 | Create timeline for subsections to be prototyped during 2014-15 and selected sections available to the campus by summer 2015. |
| 136.03 | Implement processes to extract data for each subsection from the official reporting database, go through rounds of validation, screen format and queries, beta test with power users, and launch to campus users. |

<table>
<thead>
<tr>
<th>437</th>
<th>Oversee the development of a management dashboard to facilitate data mining by colleges and departments for student demographics, student enrollment trends, semester credit hours, and other key indicators.</th>
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<tr>
<td>Vice President, Academic Affairs and Provost, Vice President, Institutional Effectiveness</td>
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**2015-16 Progress Narrative**

The development of the Management Dashboard is underway, with a release targeted for September 2016. The work has entailed considerable collaboration between Institutional Research and Information Technology staff. The Academic Snapshot was released in September 2015, and the IR team is ensuring that the details in the Management Dashboard align with the definitions and output provided in the Academic Snapshot, including the reporting of credit hours by the faculty member teaching the course, as required for the budget model. The Management Dashboard will facilitate data mining for the colleges and departments for student demographics, student enrollment trends, semester credit hours, and a myriad of other key indicators.
Working collaboratively with Information Technology, develop a management dashboard for access by the campus community.

Develop an academic snapshot based upon data within the management dashboard to consolidate key indicators by program, by department, and by college, as defined by the Provost.

**Develop and implement an annual research agenda focused on student success.**

**2015-16 Progress Narrative**

The President's Data Team met biweekly during 2015-16 to strategize on research questions and develop methods to analyze student success. The Data Team focused on an analysis of the retention of merit scholarship recipients and on analyzing the effect of unmet financial aid on student retention. Working with the combination of results from several studies, the Team developed a Freshmen Retention Index that illustrates the strong correlation of retention and pre-college characteristics (HS GPA, ACT composite scores, and students' unmet financial needs). In addition, work continued on the implementation of the EAB Student Success Collaborative which will provide predictive analytics based on course enrollments and patterns.

Facilitate the work of the President's Data Team, which is tasked with identifying research questions to be investigated each year that supports understanding of leading indicators for student success.

Engage in predictive analytics modeling, and continue to collect and build on the retention database that will be the foundation for a predictive analytics model.

Identify and adopt effective research practices at comprehensive universities similar to NKU.

Work collaboratively with Information Technology to ensure that data policies, processes, and analytics tools are in place to guide the institution.

**2015-16 Progress Narrative**

Institutional Research and Information Technology worked collaboratively during 2015-16 through the Data Governance Committee and the Business Analytics Committee to ensure that data policies, processes, and analytics tools are effectively deployed and utilized by the University campus. Both committees held bimonthly meetings to ensure that implementation and enhancements were moving forward throughout the year. The Data Governance committee released its website with information on definitions and policies. The Committee also provided web-based training to the data stewards, which was deemed mandatory. Several new policies were developed and launched through the Policy website, with the standard notification and review by campus constituents (Information Security Policy, Information Security Incident Response Policy, and Data Governance Policy).
439.01 Enhance Institutional Research and Information Technology collaborative efforts to improve and maintain data quality, to provide data in real-time, user-friendly formats, and other efforts that support data-driven decision-making.

439.02 Provide leadership and guidance for the Data Governance Committee in the development and implementation of a formal data governance program that functions across the enterprise.

439.03 Work collaboratively with Information Technology through the Business Analytics Committee to oversee the use of analytical application projects that align with and support the university’s strategic goals.

Provide leadership for university-wide organizational development and change initiatives.

202 Capitalize on the strengths of our faculty and staff by cultivating an environment that values feedback and input and recognizes innovative ideas and practices that align with the goals and objectives in Fuel the Flame

Vice President, Institutional Effectiveness

Begin in 2014-15

2015-16 Progress Narrative

A variety of events occurred during 2015-16 where faculty, staff, alumni, and students were asked to engage in dialog about the University's ideas and practices that align with the goals and objectives in Fuel the Flame, including the Fall Collaborative leadership meetings, the President's summit with deans, departmental meetings, and open forum presentations about the budget and the generation of cost savings ideas. In addition, the University developed a website to celebrate our accomplishments and show appreciation to our colleagues for their contributions to Fuel the Flame goals. Other activities continue to focus on the VIA survey of character strengths.

202.01 Provide opportunities for faculty and staff to engage in conversations about the University's core values.

202.02 Encourage the adoption of liberating structures that more fully engage the members of the campus community in generating ideas and solutions that improve organizational effectiveness and advance University goals.

202.03 Partner with the Executive Team and Human Resources to help build a values and strength-based culture.

202.04 Ensure that the 2018-2023 strategic planning process is highly participatory.
203 Compile and review an inventory of existing standing and ad hoc committees, and make changes that reduce redundancy, ensure cross-divisional collaboration, improve efficiency, and align with Fuel the Flame

Vice President, Institutional Effectiveness

Begin in 2014-15  5.3b, 5.3c, 5.4f

Not Started Under Way Completed Ongoing

D  ✔   D   D

2015-16 Progress Narrative

The Office of the SVP developed a Committee Inventory review template that was piloted with the Divisions of Administration and Finance and Academic Affairs. The template will be rolled out to all Divisions in 2016-17 to develop a comprehensive committee inventory. This inventory tracks committee membership, rules, charges, and appointment processes. The comprehensive inventory will enable the Office of the SVP to begin work on identifying redundant or overlapping efforts across campus so that efficiencies may be created through cross-committee collaboration.

203.01 Coordinate a process and framework for compiling all existing University standing and ad hoc committees.

D  ✔   D   D

203.02 Develop and manage a process for reviewing viability of existing committees, recommending changes to committee structures, and determining need for new committees.

D  ✔   D   D

203.03 Create and maintain an inventory of University committees via a web portal.

D  ✔   D   D

203.04 Clarify and communicate the University’s committee structure to campus constituents.

D  ✔   D   D

2004 Improve university policy administration, update and streamline university policies to be in compliance with federal and state regulations and to eliminate redundancies and conflicts. Improve communication of and accessibility to university policies through development of a centralized policy website.

Compliance and Institutional Ethics, Senior Vice President, Administration and Finance, Vice President, Legal Affairs and General Counsel

Begin in 2014-15  5.4a, 5.4d

Not Started Under Way Completed Ongoing

D  ✔   D   D

2015-16 Progress Narrative

Last year, the Office of the SVP, in collaboration with the Compliance Officer and institutional leaders, developed a university policy website and process designed to enhance shared governance, transparency, and compliance with all laws and regulations. University administrative policies were placed on this website and over time, academic policies will be looped in as well. This year, the Office of the SVP, in collaboration with other campus leaders, will continue to refine the process as academic policy processes are incorporated. Meetings with key academic leaders are scheduled to facilitate the integration of academic policies.

204.01 Redesign and launch the policy website

D  ✔   D   D

204.02 Revise and redesign the policy on policies

D  ✔   D   D

204.03 Design policy toolkit to streamline the policy process and ensure consistency

D  ✔   D   D

204.04 Develop a new policy workflow to streamline the policy process and encourage collaboration

D  ✔   D   D

204.05 Develop and implement university comment period

D  ✔   D   D
| 204.06 | Communicate the changes campus wide | ☑ |
| 204.07 | Collect and analyze feedback from university stakeholders regarding all aspects of the policy process | ☑ |
| 204.08 | Provide individualized support on an ongoing and as-needed basis for all aspects of the policy process | ☑ |
| 204.09 | Identify policies which need to be created, revised, or retired | ☑ |
| 204.10 | Ensure all policies are properly formatted, are organized on the policy website and the policy site is the sole source of information | ☑ |
| 204.11 | Guide the creation and revision of identified policies | ☑ |
| 204.12 | Create and monitor policy review schedule | ☑ |
| 204.13 | Oversee the policy development and revision process and ensure that policy administration is a transparent and streamlined practice. | ☑ |
| 204.14 | Clarify and communicate the University policy framework to campus constituents. Integrate academic policies with the University's policy framework and portal. | ☑ |
| 204.15 | Update and maintain the storage of current and archived University policies as well as the policy portal, which is the official location for all University policies. | ☑ |
| **205** | Sponsor and coordinate the University’s enterprise risk management activities. | Compliance and Institutional Ethics, Senior Vice President, Administration and Finance, Vice President, Legal Affairs and General Counsel | Begin in 2014-15 | 5.4b |

### 2015-16 Progress Narrative

Last year, the Office of the SVP coordinated the identification and assessment of 20 enterprise-level risks that the university faces across multiple domains including faculty-staff retention, student access, and emergency preparedness. In the current year, the Office of the SVP has been collaborating with executive level risk owners to develop comprehensive risk treatment and response plans, all of which are nearly complete.

| 205.01 | In the normal course of business, Legal Affairs, Internal Audit and Compliance and Institutional Ethics will identify and analyze risk | ☑ |
| 205.02 | Communicate the identified risks and assist in managing those risks | ☑ |
| 205.03 | Provide and/or assist in the provision of education and training regarding previously identified risks | ☑ |
| 205.04 | Study emerging best practices in institutional and enterprise-wide risk management efforts in higher education. | ☑ |
205.05 Sponsor institutional level risk management efforts and ensure cross divisional collaboration in identifying, assessing, monitoring, and treating risks.

205.06 Report risk management efforts to campus stakeholders and Board of Regents.

440 In coordination with the Executive Team and Human Resources, establish staff/administrator professional and leadership development programs that improve organizational effectiveness.

Begin in 2014-15

2015-16 Progress Narrative
The Office of the SVP, in collaboration with Human Resources and the NKU Strong Committee, organized 40 campus leaders to participate in the VIA Strengths Workshop to identify and leverage character strengths in the workplace as first steps to developing a strengths-based culture at NKU. Nearly half of the 40 participants in this year’s workshop became certified VIA Strengths Facilitators, allowing for integration of strengths-based initiatives at all levels of the university. We are developing a partnership with the Mayerson Academy and the Mayerson Foundation as a way to broaden these efforts and will have a faculty member dedicated to this effort on a pilot basis.

440.01 Institute a staff professional development day.
440.02 Establish a university-wide leadership development program.

441 Ensure that NKU capitalizes on the best practice research, toolkits, and services provided by the Education Advisory Board.

Begin in 2014-15

2015-16 Progress Narrative
NKU is a member of EAB’s forums for: Academic Affairs, Business Affairs, Advancement, Student Affairs, Technology, Online Education, Enrollment Management, and Facilities Management. NKU is participating in the EAB Student Success Collaborative, which is an extensive model for analyzing student enrollment behaviors to predict individual student success, as well as providing predictive analytics at the course level. NKU leadership attend webinars sponsored by EAB and monitor the daily newsletters from EAB featuring best practices, toolkits, and other services. The SVP and the Provost collaborate to ensure resources are being used most efficiently and effectively.

441.01 Serve as University liaison with the EAB.
441.02 Monitor resources provided by EAB, such as research reports, toolkits, and webinars, and communicate the availability of resources to Executive Team.
441.03 Make use of resources provided by EAB in institutional effectiveness, University planning, institutional research, and organizational development initiatives.

Interface with the Council on Postsecondary Education and the staff on statewide policy initiatives impacting the University.
Help ensure that the CPE's funding model is outcomes-based and addresses funding disparities among the comprehensive universities.

2015-16 Progress Narrative

NKU President Mearns successfully influenced the KY Governor and legislature to address the fund disparity to NKU, based on the comparative per-student funding data for the comprehensive universities. The NKU Foundation contributed to this success by creating a website with comparative data and encouraging faculty, staff, students, alumni, and other interested community partners to send letters of support to their legislators. The KY Governor acknowledge the funding disparity at his budget address and pledged to provide 50% of NKU's funding disparity during the next biennium and the remaining funding disparity during the following biennium. The Governor has also called for an outcomes-based funding model to be developed by December 2016 and implemented for the following biennium.

442.01 Maintain strong working relationships with the CPE staff.
442.02 Convene the budget, finance, institutional research, and government relations liaisons to ensure that all parties are working together toward a common goal.
442.03 Provide policy advice to the President.

443 Improve internal communications among University administrators in order to keep the President apprised of CPE-related activities and initiatives and ensure that deliberations with CPE are well coordinated and reflect NKU's official position.

2015-16 Progress Narrative

Periodic meetings were held with NKU leaders serving on CPE committees and task forces. The President was informed about the CPE development of proposed metrics for the statewide Strategic Agenda. That process included a great deal of work internally to develop proposed targets for NKU on each metric; however, the work was aborted in January when new directions on outcomes-based funding was led by the Governor and the KY legislature. Since then, the SVP and CFO have worked closely with the President and Adam Caswell on CPE's Performance Funding Work Group that is developing implementation of the outcomes-based funding model.

443.01 Maintain a data base of all NKU faculty and staff serving on CPE committees and task forces.
443.02 Establish an internal communications protocol.
443.03 Keep the President informed of high profile issues.
Represent the University on committees charged with developing the new system-wide strategic agenda and accountability system. (2015)

2015-16 Progress Narrative

The Senior Vice President for Administration and Finance and the AVP for Planning and Institutional Research represented the University on statewide committees charged with developing a new Kentucky strategic agenda and accountability system. An internal ad hoc committee was formed to evaluate the baseline data on newly proposed statewide metrics and to provide viable institutional targets. Although the committee completed its work, the process was aborted when the KY Governor and legislature called for a new process for outcomes-based funding that will be developed by December 2016.

444.01 Attend state meetings and represent NKU’s perspective.
444.02 Communicate proposals and drafts to the NKU leadership and incorporate input in the recommendations made on behalf of NKU.
444.03 Create baseline data for newly proposed statewide metrics to evaluate the impact of proposals and to provide a basis for viable institutional targets.

Engage in practices that support division effectiveness and staff development.

Provide internal or external professional development and training opportunities for all team members to improve job competencies, leadership skills, work productivity, and overall quality.

2015-16 Progress Narrative

Defer to 2016-17.

445.01 Create staff development plans to document and identify areas and opportunities for improving skills.
445.02 Create opportunities to cross train and share expertise within the division or other areas of the university.
445.03 Develop an annual report on professional development and training of the Institutional Effectiveness staff.
Adopt best practices at other universities that have mature institutional effectiveness functions.

2015-16 Progress Narrative

NKU continues to seek improvements in institutional effectiveness functions. Some recent activities include: the extensive research conducted by the Data Team; the development of data analytics tools, such as the Academic Snapshot, the Executive Dashboard, and the Management Dashboard; the formalization of Data Governance and Business Analytics; the professional development focused on VIA strength characteristics; the improved reporting of Senior Survey and Destination Survey responses to be used for assessment of institutional effectiveness throughout the campus. In addition, based on best practices presented at an annual conference, the University has recently invested in a graphical software used by many universities to enhance their campuses' understanding of trends and other data that can be incorporated into assessment reports.

446.01 Capitalize on existing, and build new, networks and relationships with other institutional effectiveness professionals at other institutions.

446.02 Regularly communicate the University’s institutional effectiveness initiatives to the campus community.

Heighten awareness of the division’s roles and responsibilities, particularly information and services that are available to other campus entities.

2015-16 Progress Narrative

The division has provided presentations with updates on a variety of topics throughout the year to the Academic Council, Chairs Council, Staff Congress, SGA, and Faculty Senate. Presentations have included: retention of merit scholarships; relationship of retention and unmet financial aid; current enrollment updates; CPE proposed metrics and targets; NSSE results; development of the Academic Snapshot; budget model updates; and more. Regular emails have been sent to notify about enhancements to the IR retention database and reminders concerning assessment of institutional effectiveness efforts. In addition, the Administration and Finance division has recently designed and launched a newsletter to the campus featuring the division's roles and responsibilities, as well as recent accomplishments.

447.01 Broaden the planning newsletter to cover institutional research and effectiveness topics.

447.02 Ensure the Institutional Effectiveness website has up-to-date information about the roles and responsibilities of the division and services offered.

447.03 Meet periodically with the Academic Council, Council of Chairs, and Faculty Senate and Staff Congress leadership.
Manage projects and tasks in a manner that promotes efficiency and professionalism.

2015-16 Progress Narrative

Direct reports individually meet with the SVP on a regular basis (pre-arranged standings) to discuss and/or update her with the status of or issues with projects and tasks. SVP office staff uses an Excel template to log this information. SVP and her assistant routinely work together to keep the SVP’s action item list merged and up-to-date with these items, in addition to new action items originated during the week from meetings attended. We are continuing to research other solutions that may be more efficient and effective.

448.01 Adopt software or practices that support project and task management appropriate for the project scope.

448.02 Document details of recurring projects to eliminate duplication of efforts and ensure consistent methodology and results.

Academic Innovation

Create dashboard metric reports for colleges and departments

Implement the Business Analytics and Reporting Strategy (ex. Executive Dashboard, prioritization of analytical work, tools) as determined by the Business Analytics Committee. (See Appendix G for Business Analytics Committee charter.)

2015-16 Progress Narrative

The Executive Dashboard has been operational for two years. Information Technology has continued working on deployment of the Business Objects tool, with the Management Dashboard as the next layer to be launched. In addition, work has been done for a Chairs Dashboard. The Business Analytics Committee continues to oversee the deployment of Business Objects, its operational improvements, and prioritization of initiatives.

148.01 Implement Business Objects

148.02 Review institutional needs and prioritize initiatives