



# SUCCESS BY DESIGN

NKU'S 2019–2022 STRATEGIC FRAMEWORK

## MISSION *why we exist – our purpose*

Northern Kentucky University delivers innovative, **student-centered education** and engages in impactful scholarly and creative endeavors, all of which empower our graduates to have fulfilling careers and meaningful lives, while contributing to the economic, civic, and social vitality of the region.

## VISION *what we aspire to be*

NKU will be nationally recognized for being a **student-ready, regionally-engaged university** that empowers **diverse learners for economic and social mobility**.

## VALUES *what we stand for*

### **excellence**

We will promote a culture that fosters and celebrates excellence in all that we do.

### **integrity**

We will engage in honest, fair, and ethical behavior, with integrity at the heart of every decision and action.

### **belonging**

We will foster a community of belonging by embracing equity, diversity, and inclusiveness.

### **innovation**

We will approach our work—how we teach, engage, and serve—with creativity and innovation.

### **collegiality**

We will maintain a climate of collegiality built on respect and characterized by open communication and shared responsibility.

# STUDENT SUCCESS PILLARS, STRATEGIC GOALS, AND MEASURABLE OBJECTIVES

*what we will achieve & the broad initiatives that will drive results*

Every stakeholder at NKU will actively connect their work to student success through student-readiness and regional engagement.

**PILLARS:**  
*provide strategic  
direction & intent*



**ACCESS**



**COMPLETION**



**CAREER & COMMUNITY  
ENGAGEMENT**

## STRATEGIC GOALS

*broad, primary  
outcomes*

NKU will expand programs, services, and delivery options to increase access and become a preferred destination for learners across the Commonwealth of Kentucky, the nation, and the world.

NKU will align the institution so more learners, particularly first-generation, post-traditional, low-income, and underrepresented individuals, earn highly-valued degrees, certificates, and credentials.

NKU will increase its contributions to the economic, social, and civic prosperity of the region through talent development, research and innovation, and the stewardship of place.

## MEASURABLE OBJECTIVES

*actions to achieve our  
goals*

- Reduce barriers and simplify processes so diverse learners can **successfully apply, be admitted, and enrolled** for NKU educational opportunities.
- Implement innovations to **improve affordability** of an NKU education.
- Expand outreach and partnerships with P-12 schools, community colleges, non-profits, and business and industry to **increase educational opportunities** that serve the needs of both students and the community.
- Increase the number of **first-generation, post-traditional, international, and underrepresented students** at NKU, particularly in fields where their underrepresentation is most significant.
- Design a **welcoming and desirable NKU experience** to create a **sense of belonging** for all students.
- Enhance the **culture of service-orientation** that respects the realities of our students' lives and provides consistent, responsive care, and support across all areas with special emphasis on wellness, advising, financial aid, and career preparation.
- Increase flexible, experiential, and modular learning pathways that allow students to **earn credentials along the way to their degree**, and implement components of competency-based education in majors where possible.
- Implement innovative instructional and curricular approaches to **reduce time-to-degree**.
- Significantly **improve retention, persistence, and graduation rates** with special emphasis on **closing the achievement gap** through meaningful use of predictive analytics and technology-based student success tools.
- Align the institution's policies, procedures, resources, rewards, and incentives to **encourage scholarship, creativity, collaboration, and innovations** that advance student success.
- Build **experiential and co-curricular learning into all majors** at NKU to enhance students' career readiness and lifelong learning.
- Ensure that **creativity, global awareness, cultural competence, and literacy in technology and data are hallmarks** of NKU's undergraduate education.
- Expand public-private partnerships to **accelerate innovation and entrepreneurship** across the university.
- **Strengthen engagement** among alumni, business, and other external organizations with NKU students, faculty and staff.
- Improve post-graduation outcomes to **enhance graduates' economic and social mobility**.