



Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for
Northern Kentucky University

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Redesign a financial aid model that leverages all aid and scholarship sources to best meet the financial needs of all students, including transfers.
- 1b. Invest in and expand access to pre-college, credit-bearing courses that are offered at a reduced rate, including the School-Based Scholars program, Young Scholars Academy, credit for prior learning, and pre-college summer academic programming. These courses enable students to come to college with credits they earned at a reduced cost.
- 1c. Embed financial health and literacy as a primary component within the holistic coordinated care model, which is designed to train advisors to assist students with any needs they present. Advisors will be trained to support students beyond standard academic advising.
- 1d. Continue to offer competitive tuition rates in both undergraduate and graduate accelerated online programs to increase enrollment.

2. Improve the public's understanding of how to pay for college.

- 2a. Collaborate with regional P-12 partners to promote and provide financial literacy instruction.
- 2b. Increase the frequency of the webinar series "Stronger Together," which provides a financial overview of the costs to attend NKU to incoming students and their families.
- 2c. Redesign, simplify, and streamline communications on the true cost of college on university websites, marketing materials, and other correspondence.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

3a. Implement a redesigned and expanded summer bridge program that provides all incoming first-year students an opportunity to acclimate to college, prepare for the rigors and pressures of academic coursework and earn college credit.

3b. Invest in and expand access to pre-college, credit-bearing courses that are offered at a reduced rate, including the School-Based Scholars program, Young Scholars Academy, credit for prior learning, and pre-college summer academic programming. The Young Scholars Academy allows students to earn college-level credit as they work toward an associate or STEM certificate.

3c. Align career outcomes and major selection within pre-college communications, and create degree maps to share with prospective students and parents that include information on the careers of program alumnae, as well as a list of companies that have hired our students.

4. Increase enrollment in postsecondary education.

4a. Review processes for admissions, financial aid and accounts payable with the goal of streamlining or bolstering processes to make them seamless for students, including communication strategies for each part of the process.

4b. Create innovative and strategic delivery modes for just-in-time and flexible course offerings.

4c. Form partnerships with regional employers and their employees to offer them pathways into degree programs.

4d. Launch and support accelerated online programs at both the graduate and undergraduate levels to serve the needs of adult learners and those balancing work, family and school. As part of this strategy, work with regional GED centers to offer discounted rates for college classes for those utilizing the center.

4e. Using the framework of Degrees When Due, continue to grow the “some college, no degree” population.

1. Focus advising work on degree-mining for 20,000 past NKU students with some college and no degree.
2. Invest in incentives to return, such as waiving fees, book stipends and past-balance forgiveness.



SUCCESS

Objectives, Strategies & Targets

5. Increase persistence in and timely completion of postsecondary programs.

- 5a. Develop degree, co-curricular and career maps that provide students pathways to complete their degrees on time and avoid taking unnecessary classes.
- 5b. Develop and invest in the First-Year Student Success Hub that will centralize a coordinated care approach to academic advising and student support.
- 5c. Reduce registration holds, processes and procedures that hinder students' ability to seamlessly transition toward graduation.
- 5d. Develop a comprehensive first-year experience that transitions into engagement in high-impact practices through a variety of experiential learning opportunities.

6. Maximize transfer of academic and experiential credit.

- 6a. Streamline and simplify pathways from two-year to four-year institutions, to include simplification of the application and on-boarding process for new transfer students.
- 6b. Establish a first-year advising center to support the transition from community college to a four-year college environment. This includes providing a coordinated care model campus-wide where advisors will be trained to support the unique needs of transfer students beyond academic advising.
- 6c. Participate in the Postsecondary Data Partnership (PDP) to support student success, which will provide key data points to better understand the transfer population in our region.
- 6d. Monitor and assess the Gateway2NKU pathway to leverage and promote a seamless transfer experience. NKU also will support its 300 partnerships and pathways with other community colleges.
- 6e. Develop more credit-for-prior learning options to help students get credit for knowledge they acquired outside of the classroom.

7. Ensure academic offerings are high-quality, relevant and inclusive.

- 7a. Work with CPE's KY Graduate Profile to evaluate how essential skills are embedded in NKU programs. NKU will map program outcomes to the essential skills learned in courses and embed them in degree and co-curricular maps.
- 7b. Crosswalk the KY Graduate Profile Essential Skills with our general education program and our QEP Gear Up with Information Literacy to ensure the competencies align.
- 7c. Incorporate the Kentucky Graduate Profile Essential Skills into our High Impact Practices professional development efforts for faculty in the form of summer institutes and faculty learning communities.



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

- 8a. Introduce career readiness programming and initiatives within the First-Year Student Success Hub and redesigned first-year experience with targeted support to undeclared and undecided students.
- 8b. Align standardized career readiness competencies across career services, academic colleges and student success departments.
- 8c. Embed high-impact practices and experiential learning within the curricular and co-curricular experience, including a focus on career opportunities for all degree programs.

9. Increase research and service to support strong communities and economies.

- 9a. Continuously monitor market analyses from our online provider partner, Academic Programs (AP), on programs that are in high demand in our region to assess regional needs, with eye toward developing relevant programs.
- 9b. Continue to seek external grants to address regional needs in healthcare, supply chain/logistics and IT, in collaboration with community partners.
- 9c. Initiate and launch a partnership with Coursera to offer non-credit, just-in-time learning opportunities for existing students, aspiring college students, 60-year-old learners, and community and corporate partners.



VALUE

Objectives, Strategies & Targets

10. Increase public belief in the power of postsecondary education.

10a. Refresh NKU's brand strategy and positioning to promote the value proposition of an NKU education to all student population groups.

10b. Root the refreshed brand market plan in the Success by Design strategic pillars, highlighting our student success efforts.

11. Build support for greater investment in postsecondary education.

11a. Finish the capital campaign and surpass the \$75M goal to increase scholarship and aid available to students, especially first-generation and underrepresented minorities.

11b. Seek external funding from a variety of foundations, including RC Durr and James Graham Brown, to support retention and career and community initiatives.



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.36	4.2
Undergraduate Enrollment	11,672	11,854
Undergraduate Degrees/Credentials	2,223	2,300
Graduate Degrees	1,218	1,300
Retention Rate	70.0%	78.0%
Graduation Rate	49.7%	54.0%

This document is Northern Kentucky University's Campus Action Plan, which details how the institution will carry out the objectives of the statewide strategic agenda, "Higher Education Matters." This plan also includes campus targets for key performance indicators.

March 2022