

KY COUNCIL ON POSTSECONDARY EDUCATION WORK SESSION



September 19, 2022 – 8:30-10:30 a.m. ET
Hyatt Regency Louisville, 320 W. Jefferson St., Louisville, KY 40202

I. Welcome Remarks (8:30-8:35)

II. Strategic Discussions with KY's Public Campuses

A. University of Louisville (8:35-9:05)

B. Northern Kentucky University (9:10-9:40)

Break (9:40-9:50)

C. Kentucky Community and Technical College System (9:50-10:20)

III. Other Business (10:20-10:30)

IV. Adjournment (10:30)

The Council will reconvene at a business meeting 11:00 a.m. ET



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

University of Louisville

September 19, 2022



Affordability



Transitions



Success



Equity



Talent



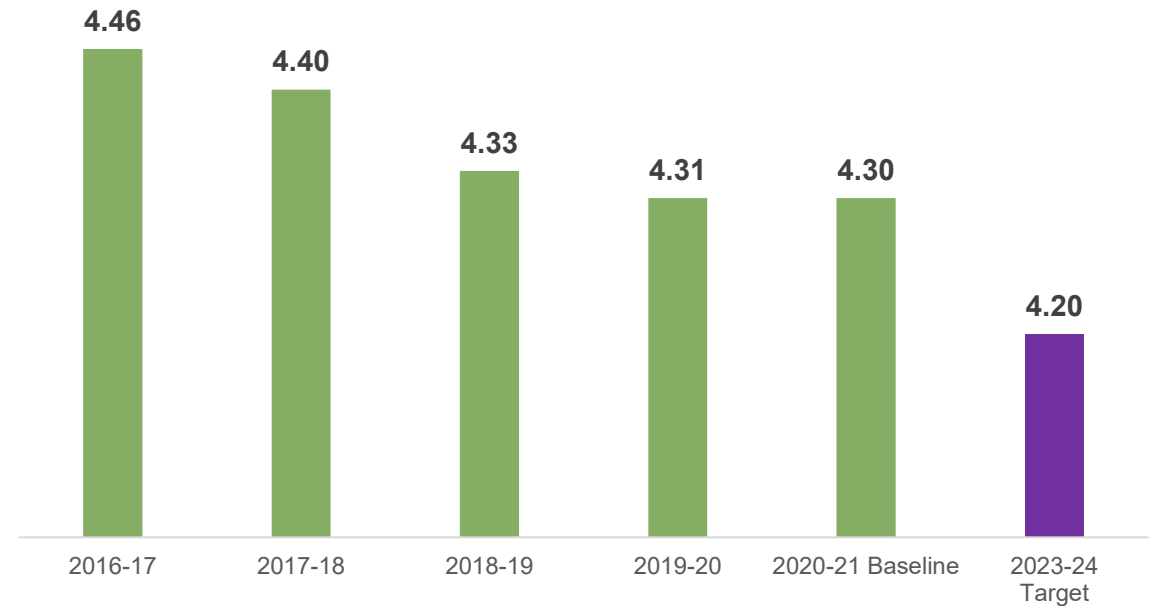
Value

AFFORDABILITY KPIS

Unmet Need



Time to Degree



UofL's KEY STRATEGIES ON AFFORDABILITY



AFFORDABILITY

1. Reduce financial barriers to college enrollment and completion (*LEARN*)

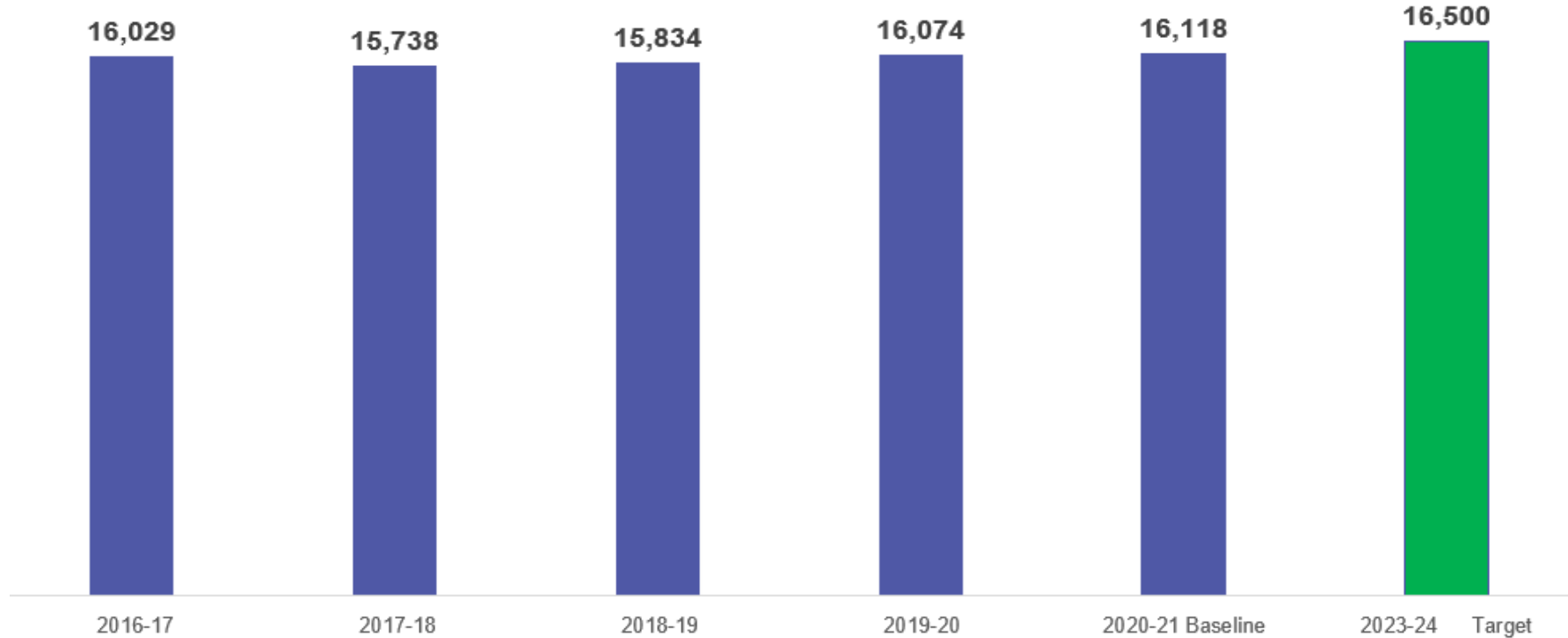
- Cardinal Commitment Grant
- Student Emergency Fund
- Commonwealth Credit Union Cardinal Cupboard
- Online tuition rate adjustment
- New traditional style residence hall

2. Improve the public's understanding of how to pay for college (*LEARN, WORK, CONNECT*)

- Expand partnerships with businesses
- Corporate Partner learning cafes and meetings
- Financial Aid Counseling, training and FAFSA initiatives

TRANSITIONS KPI

Undergraduate Enrollment



UofL's KEY STRATEGIES ON TRANSITIONS



TRANSITIONS

3. Increase students' readiness to enter postsecondary education (*LEARN*)

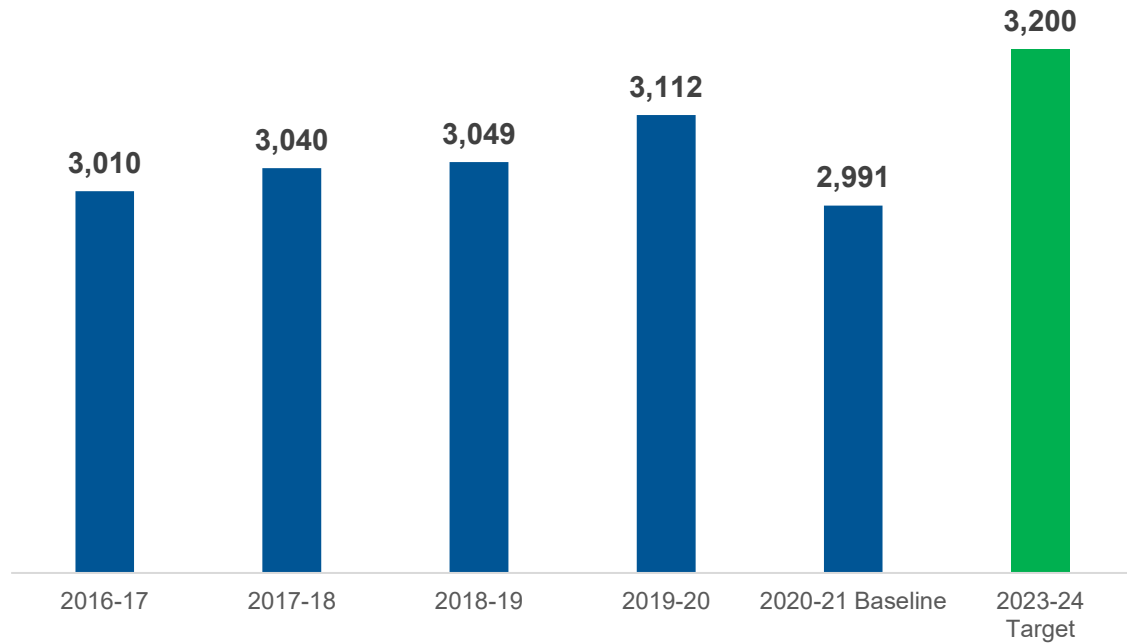
- Increase dual credit offerings and partnerships
- Expand UofL's REACH (Resources for Academic Achievement) capabilities
- Enhance & expand virtual orientations

4. Increase enrollment in postsecondary education (*LEARN, CONNECT*)

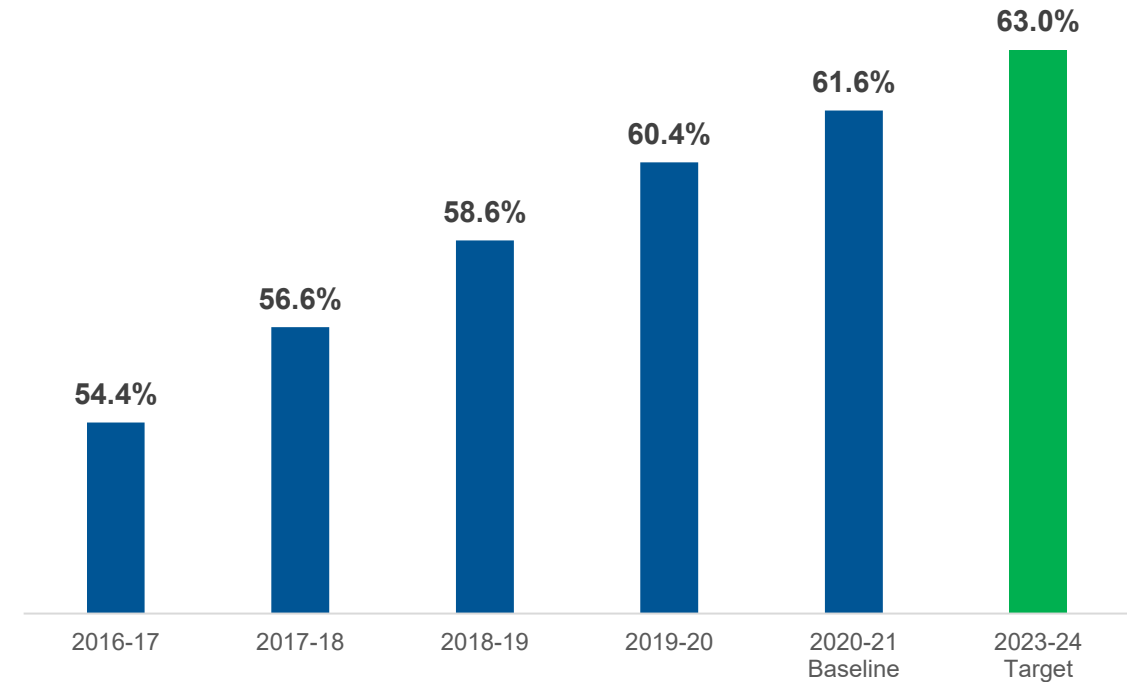
- Expand degree programs
- Expand online degree programs
- Create and expand pathways for teacher and nursing education programs

SUCCESS KPIs

Undergraduate Degrees & Credentials

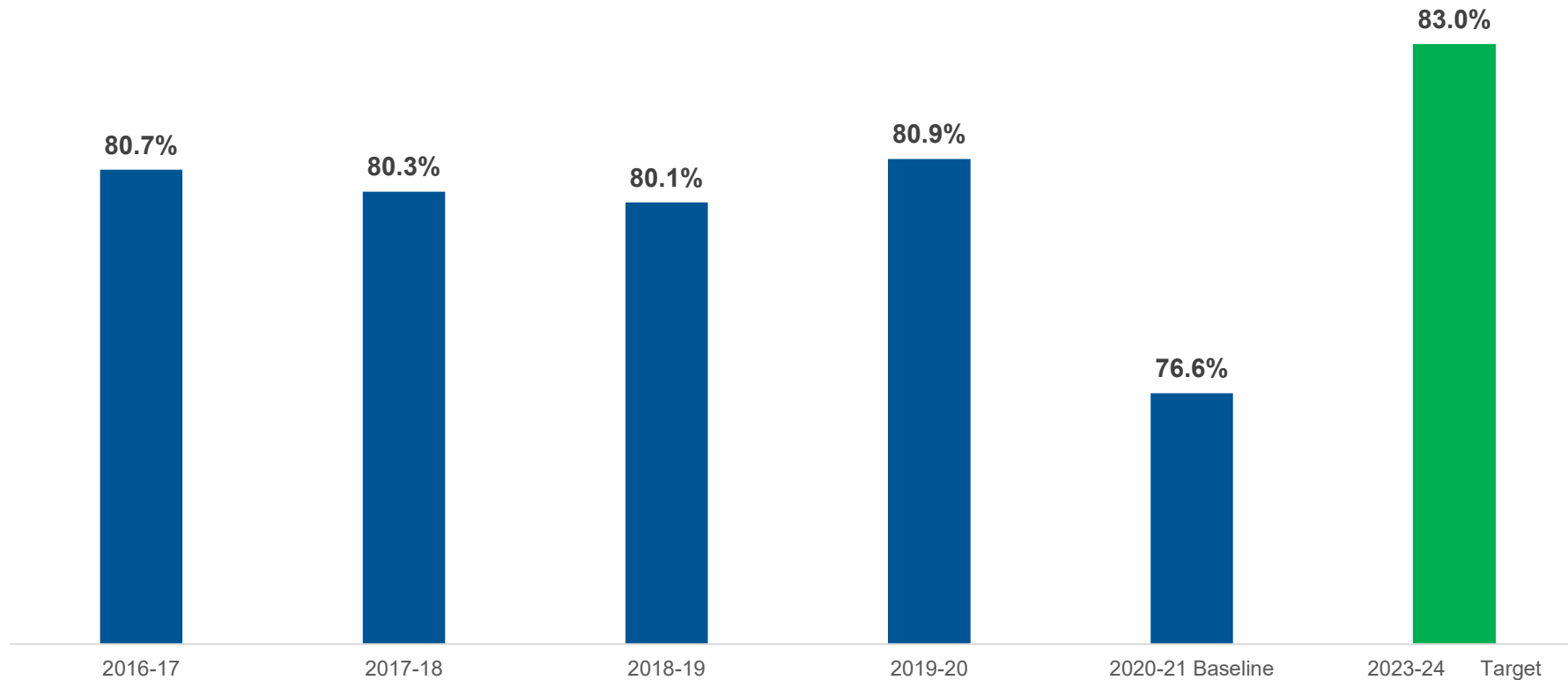


Graduation Rate



SUCCESS KPIs

Retention Rate



UofL's KEY STRATEGIES ON SUCCESS



SUCCESS

5. Increase persistence in and timely completion of post secondary programs (*LEARN*)

- Participation in various Initiatives
 - 1) SACSCOC Insight Data Equity Academy
 - 2) AGB Gardner Institute's Governing Board Equity in Student Success Academy
 - 3) Demographic 2025 – Retention and Progression Committee
 - 4) EAB / Academic Performance Solutions
 - 5) CPE Healthcare Collaborative
 - 6) CPE Student Success Cooperative and others

6. Maximize transfer of academic and experiential credit (*LEARN, CONNECT*)

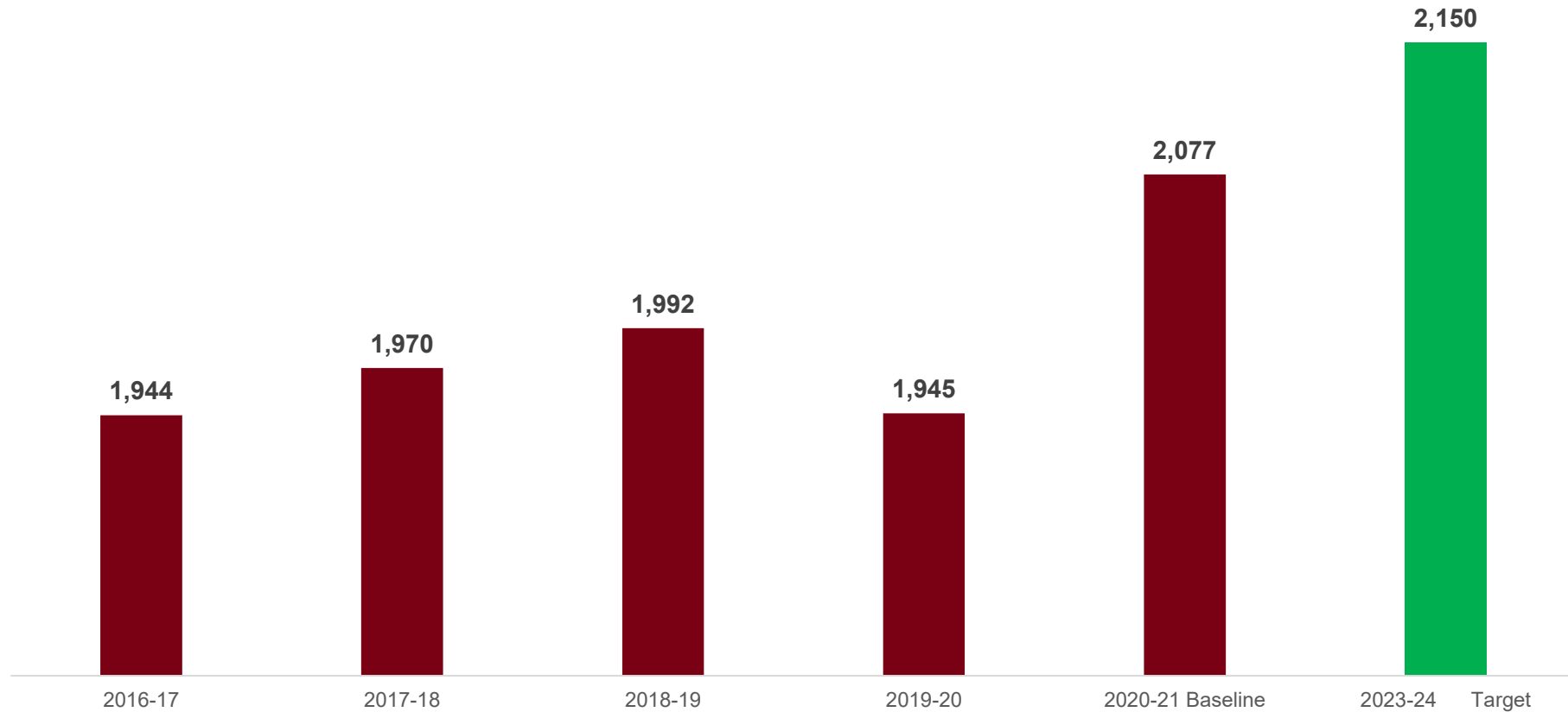
- Maintain \$250/credit for Undergraduate and Graduate students using DoD Tuition Assistance
- Prioritize pathways with KCTCS campuses

7. Ensure academic offerings are high-quality, relevant and inclusive (*LEARN, CONNECT*)

- Implementation of Gray Associates PES+ Platform
- Review of Cardinal Core diversity competency classes

TALENT KPI

Graduate/Professional Degrees



UofL's KEY STRATEGIES ON TALENT



TALENT

8. Improve the career outcomes of postsecondary graduates (*LEARN, CONNECT*)

- Established Center for Engaged Learning
- Maintain CO-OP requirement for engineering students
- Build scholarship programs with employers that include internship component

9. Increase research and service to support strong communities and economies (*LEARN, CONNECT, DISCOVER*)

- Record \$201.5 Million in FY 2021 to support research; \$30M increase
- Maintain Carnegie Classification of R1 and Community Engagement
- Expanding Community Engagement Activities
- Community-Based Learning Course Audit & Service-Learning Programs
- UofL & Sullivan 3+3 PharmD Pathway Agreement

UofL's KEY STRATEGIES ON VALUE



VALUE

10. Increase public belief in the power of postsecondary education (*LEARN, CONNECT*)

- Developed new brand campaign “Here and Beyond”
- UofL 2022 – 2025 Strategic Plan
- UofL’s Grand Challenges:
 - 1) Empowering our Communities
 - 2) Advancing our Health
 - 3) Engineering Our Future Economy

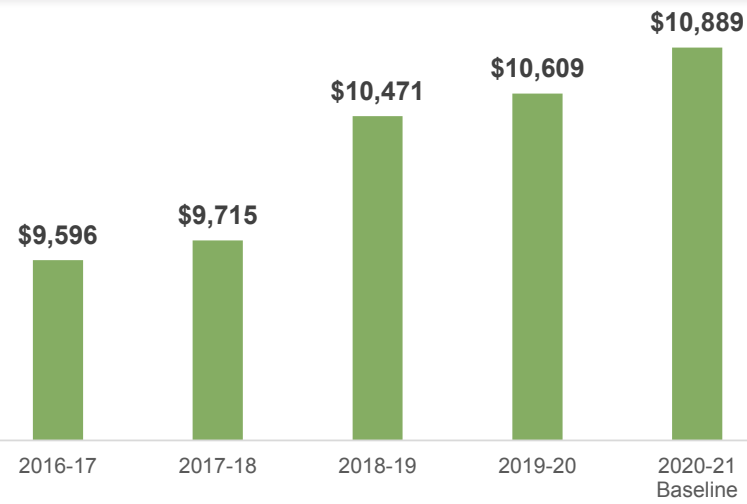
11. Build support for greater investment in postsecondary education (*LEARN, WORK, CONNECT, DISCOVER*)

- UofL Christina Lee Brown Envirome Institute – New Vision of Health Campus - \$47M
- Health Equity Innovation Hub (UofL, Humana, Inc., & Humana Foundation) - \$25M

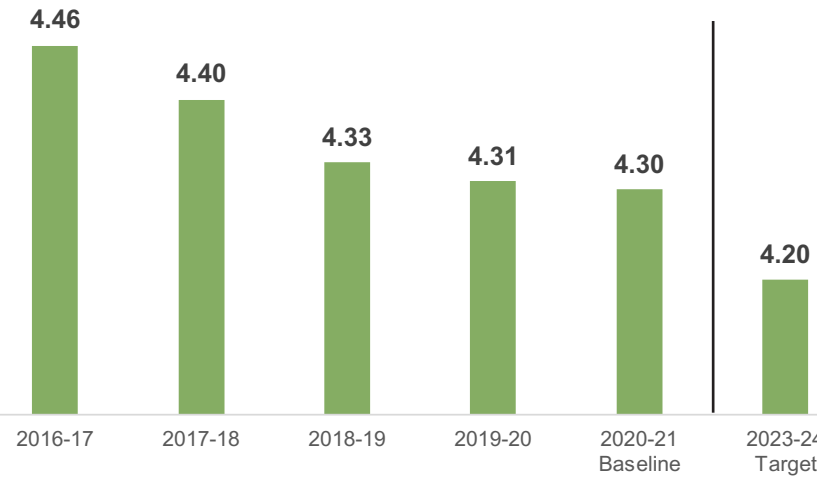


UNIVERSITY OF LOUISVILLE HIGHLIGHTS

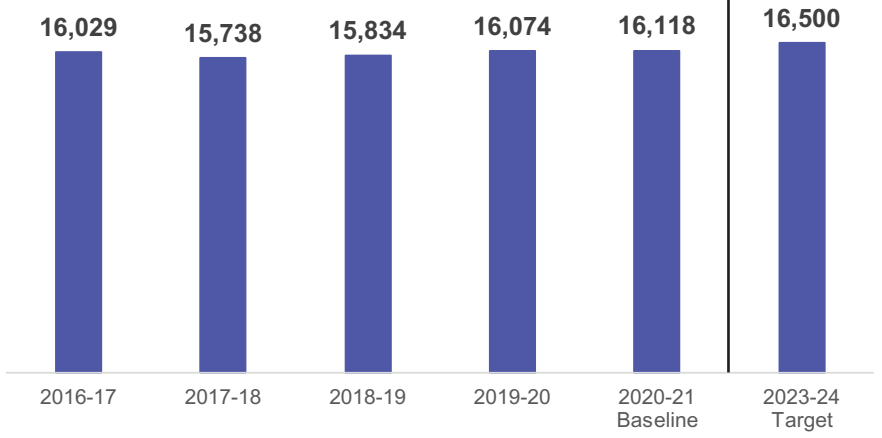
Unmet Need



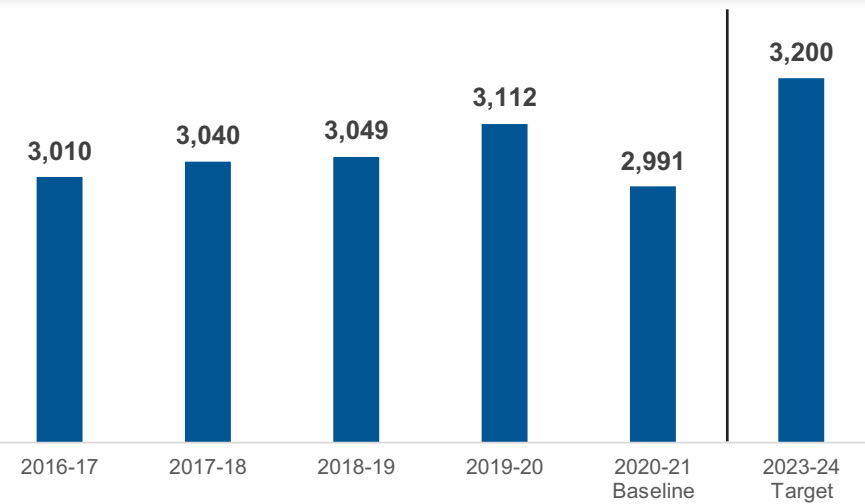
Time to Degree



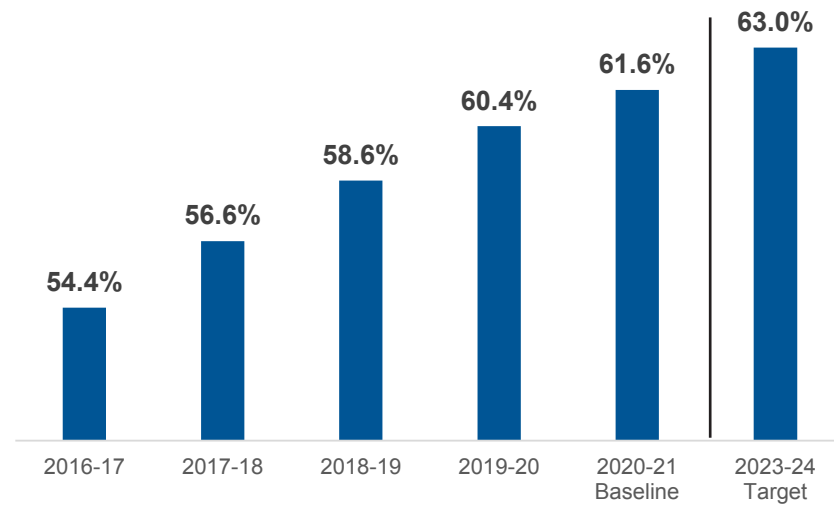
Undergraduate Enrollment



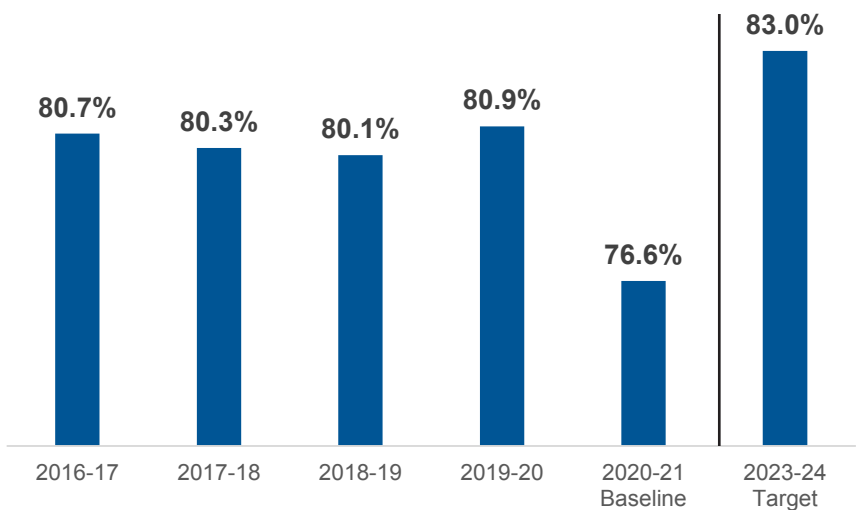
Undergraduate Degrees/Credentials



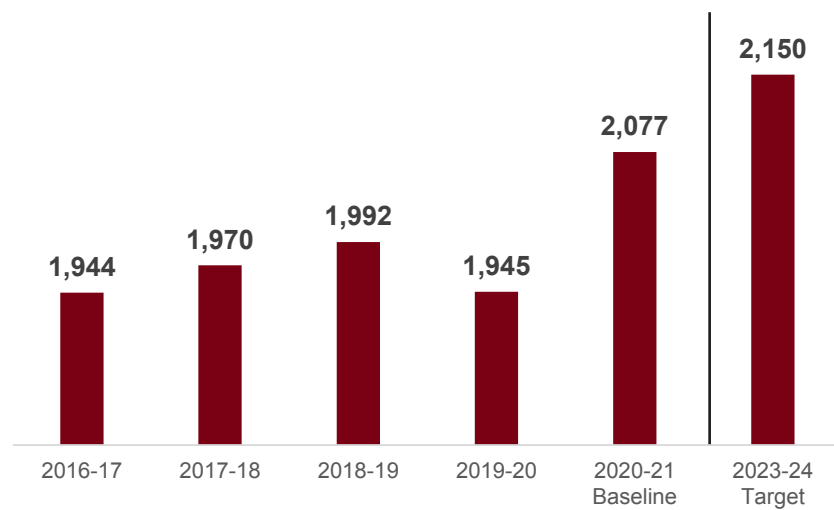
6-Year Graduation Rate



Retention Rate



Graduate/Professional Degrees



INSTITUTION GOALS

KPI	EKU		KSU		MoSU		MuSU		NKU		WKU		UK		UL		State 4-Yr. Public	
	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target
Unmet Need	\$9,320	NT	\$13,266	NT	\$8,902	NT	\$9,419	NT	\$10,883	NT	\$9,054	NT	\$11,219	NT	\$10,889	NT	\$10,212	\$9,702
Time to Degree	4.17	4.00	4.33		4.16	4.00	4.13	4.00	4.36	4.20	4.14	4.10	4.14	4.10	4.30	4.20	4.19	4.10
Undergraduate Enrollment	12,070	12,250	2,148		8,621	8,700	7,939	8,047	11,672	11,854	15,287	15,746	22,246	23,000	16,118	16,500	96,101	98,309
Undergraduate Degrees/Credentials	2,406	2,500	154		1,153	1,200	1,614	1,675	2,223	2,300	2,843	3,000	5,011	5,406	2,991	3,200	18,395	19,447
Graduate/Professional Degrees	827	900	29		237	250	623	680	1,218	1,300	796	825	2,182	2,300	2,077	2,150	7,989	8,455
Retention Rate	73.9%	77%	70.4%		69.8%	75%	74.7%	81%	70%	78%	72.8%	76%	85.7%	87%	76.6%	83%	76.9%	80%
Graduation Rate	52.3%	56%	38.2%		44.7%	48.5%	56%	60%	49.7%	54%	57.4%	59%	67.9%	70%	61.6%	63%	58.2%	60%



Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for
University of Louisville

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Dependent on the availability of additional funding, expand or continue student persistence grants (proposed budget increase from \$350,000 to \$570,000 per year).
- 1b. Fully implement TRIO Student Support Services (SSS) with funding from the U.S. Department of Education to increase retention and graduation rates by offering financial and other related personal support to first-generation and low-income students.
- 1c. Maintain READY mentoring for first-generation and low-income students, with participants receiving up to \$800 in grant support.
- 1d. Maintain the student emergency fund with both institutional and external philanthropic support.
- 1e. Implement a robust, single-entry system that streamlines the process for students applying for grants/scholarships by minimizing application and search barriers and maximizing access to funding from all sources, both internal (campus-wide) and external (vetted).

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

- 2a. Educate students and families about financial aid and other resources to meet college costs through a multi-faceted and targeted approach to resource allocation in support of campus, community and state partners.
- 2b. Implement corporate, partner-focused campus visits and learning cafés to provide resources on funding opportunities and other sources to assist with paying for college.
- 2c. Schedule and organize presentations with community organizations to emphasize the importance of investing in their workforce and demonstrate the impact of this investment on employee retention, morale and development. Employers are strongly encouraged to provide tuition assistance as a benefit, with UofL offering a reciprocal tuition discount benefit to the employees and dependents of corporate partners who provide educational aid.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

- 3a. Grow number of dual credit offerings and partnerships with public and private school districts across the state and begin the process of becoming NACEP accredited (note: no four-year public in KY is currently NACEP accredited).
- 3b. Expand access to the mathematics summer bridge program that addresses college readiness concerns and fosters belongingness (with demonstrated impacts on course pass rates and retention rates from fall to spring).
- 3c. Expand partnership with JB Speed School of Engineering to offer summer bridge programs (Calculus Preview Program and Brown Forman Engineering Academy) to address concerns about mathematics proficiency and student self-confidence within strategic underrepresented populations (e.g., minoritized students and female students in STEM).

4. Increase enrollment in postsecondary education.

- 4a. Centralize adult learner recruitment to ensure all academic and student support staff are conveying the same information and focusing on student success goals.
- 4b. Hire student success coaches experienced in and focused on the unique set of needs, priorities and obstacles adult students face.
- 4c. Partner with the online and instructional design teams within the Delphi Center for Teaching & Learning and the academic units to develop more online degree programs consistent with student and market demand data and explore how stackable certificates might be applied toward degrees.
- 4d. Work with education providers to streamline and simplify postsecondary admission processes.
- 4e. Increase the number and the type of recruitment programming and outreach activities of the Office of Undergraduate Admissions by sponsoring varied workshops and informational tours, as well as making admissions counselors available in person or by virtual appointments: <https://louisville.edu/admissions/visit>



SUCCESS

Objectives, Strategies & Targets

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

- 5a. Actively participate in the CPE Student Success Cooperative, the APLU Powered by Publics Initiative and the SACSCOC Insight Data Equity Academy/Postsecondary Data Partnership/National Student Clearinghouse, all initiatives geared toward effectively using data to address the intersectionality of equity gaps through best practices shared among institutions with similar profiles or concerns. Additionally, engage with the EAB academic consultants through our Global Strategic Research Initiative.
- 5b. With the use of EAB Navigate (CardSmart), enhance on-time completion through targeted outreach to students who fail to register on time. Use mid-semester progress reports to identify students who need extra help by providing students with timely feedback on their progress during the first 5 weeks of class, with ample time to make thoughtful decisions before the last day to withdraw.
- 5c. Continue to address any achievement gaps through targeted programs such as TRIO and the Porter Scholars, as well as a newly renovated cultural center with dedicated counselors and programming committed to creating a welcoming and inclusive space on campus.
- 5d. Identify opportunities to expand REACH robust tutoring, peer assisted learning and academic coaching to support the diverse co-curricular/academic needs of undergraduate students, which has shown statistically significant differences in course grades and GPAs, 3-year retention rates and 4- and 6-year graduation rates for participants.
- 5e. Assign all students a student success coordinator to provide assistance with navigating institutional and personal barriers, as well as peer coaching to guide students through the decision-making process. Student Success Coordinators are trained to understand financial aid and paying for college to help students develop sustainable financial plans while also assisting them with obtaining persistence grants when they encounter unexpected financial barriers.

6. Maximize transfer of academic and experiential credit.

- 6a. Prioritize pathways with KCTCS campuses, especially JCTC, through the ULTra program, including housing UofL advisors on JCTC's campus. Improve effectiveness of UofL Transfer Services on the JCTC campus, particularly as it relates to Evolve502 Opportunity Grant students.
- 6b. Articulate reverse degree opportunities with KCTCS campuses as a stepping-stone to a BA/BFA/BS/BBA.
- 6c. Explore establishing pathways with Ivy Tech.
- 6d. Establish additional completer degree programs that offer maximum credit for transfer credits, prior and experiential learning.
- 6d. Advertise a new "completer" BS degree in General Studies, which includes the possibility of 24 hours earned through PLA.



SUCCESS

Objectives, Strategies & Targets

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

7a. Modify institutional academic program review to include current student demand, market and graduate outcome data provided within the Gray Associates (PES+) platform.

7b. The Sr. Vice Provost, Vice Provost for UG Programs and Director of Career Services will lead a campus team to work with the Graduate Profile Academy through an environmental scan of sites where essential skills already exist in the curriculum. Then, they will design a campus-wide project to crosswalk Cardinal Core (general education) outcomes and essential skills.

7c. Conduct a thorough review of all Cardinal Core diversity competency classes and design a more accurate rubric for assessment.



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

8a. In alignment with the university's "Great Place to Learn" pillar of the strategic plan, provide a coordinated effort around experiential learning and undergraduate research through the new Center for Engaged Learning (launched fall 2021). The center prioritizes underrepresented students and consists of two units: Office of Undergraduate Research and the Office of Experiential Learning.

8b. Within the required first-year experience course, lead students through a series of strength, majors, career and values assessments to help focus their academic and co-curricular choices to support the employability skills needed for their chosen career.

8c. Require all engineering students to complete 3 semesters of full-time employment in a cooperative education program. The new computer science program requires students to complete 2 semesters of full-time employment in an internship program.

8d. Establish scholarship programs with employers that include an internship component such as Metro College and Toyota Scholars.

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

9a. Work with institutional stakeholders to utilize the program market data available in the Gray Associates PES+ platform to identify new academic strategic opportunities.

9b. Continue the university's community engaged scholarship and service foci on signature partnerships in high-need areas (e.g., outreach to west-end schools, outreach to medically and dentally underserved regions such as the Redbird Clinic, Home of the Innocents, etc. through a grant funded by Delta Dental).

9c. Develop new academic partnerships tied to the region, such as the BA in Business, Franchising (with YUM), a 3+3 in Pharmacy with Sullivan University.

9d. Further realize the university's "Three Grand Challenges" from our Strategic Plan: 1) Empowering our Communities; 2) Advancing our Health; and 3) Engineering our Future Economy by focusing our research on our community to foster equity and eliminate gaps in health, educational and economic attainment.

9e. Continue work to maintain our status as a Carnegie Community Engaged Institution. Next application submission is in 2025.



VALUE

Objectives, Strategies & Targets

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

10a. Deploy the recently launched new branding campaign that stresses how UofL can prepare students for life after graduation through enhancing their success and mobility.

10b. Align strategic priorities to affirm full institutional commitment to the statewide higher education campaign to increase participation in and public perception of higher education.

11. Build support for greater investment in postsecondary education.

11a. Emphasize career exploration and its connections to academic achievement through all FYE experience classes (required for every incoming first-time student).

11b. Maximize several major grant awards from philanthropic organizations to support undergraduate student success. For example, the James Graham Brown Foundation awarded \$2.5 million to enhance student success in STEM pathways classes, while the Gheens Foundation granted UofL \$2 million to support the development of our strategic plan.

11c. Continue to offer the Math Xcelerator summer bridge program with a \$75,000 investment from Canon Printing that will help fund summers 2022-2025.



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.3	4.2
Undergraduate Enrollment	16,118	16,500
Undergraduate Degrees/Credentials	2,991	3,200
Graduate Degrees	2,077	2,150
Retention Rate	76.6%	83.0%
Graduation Rate	61.6%	63.0%

This document is the University of Louisville'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



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

Northern Kentucky University

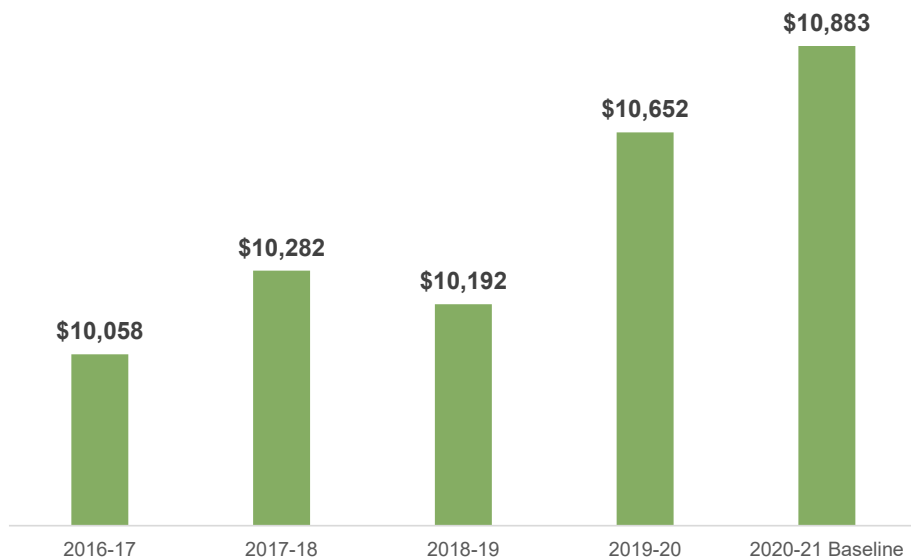
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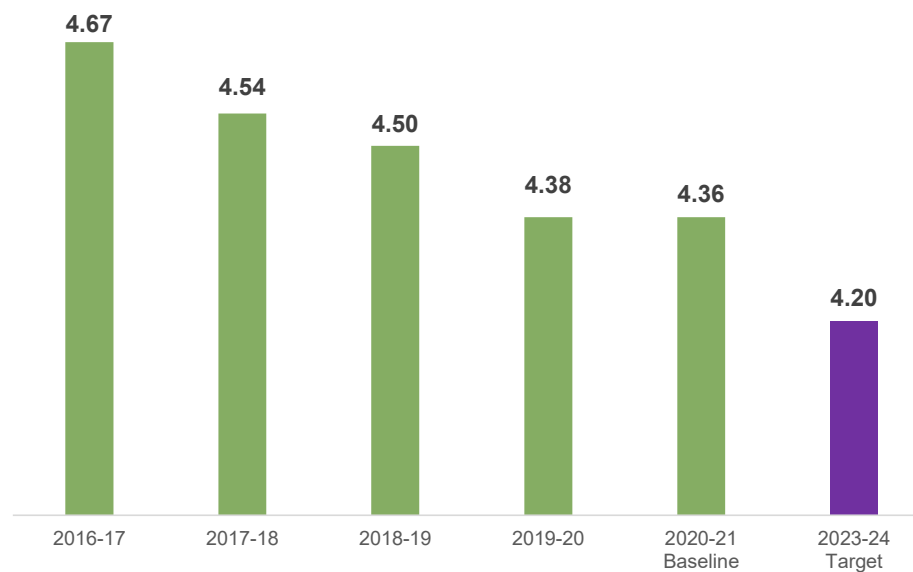


AFFORDABILITY KPIs

Unmet Need



Time to Degree



NKU'S KEY STRATEGIES ON AFFORDABILITY



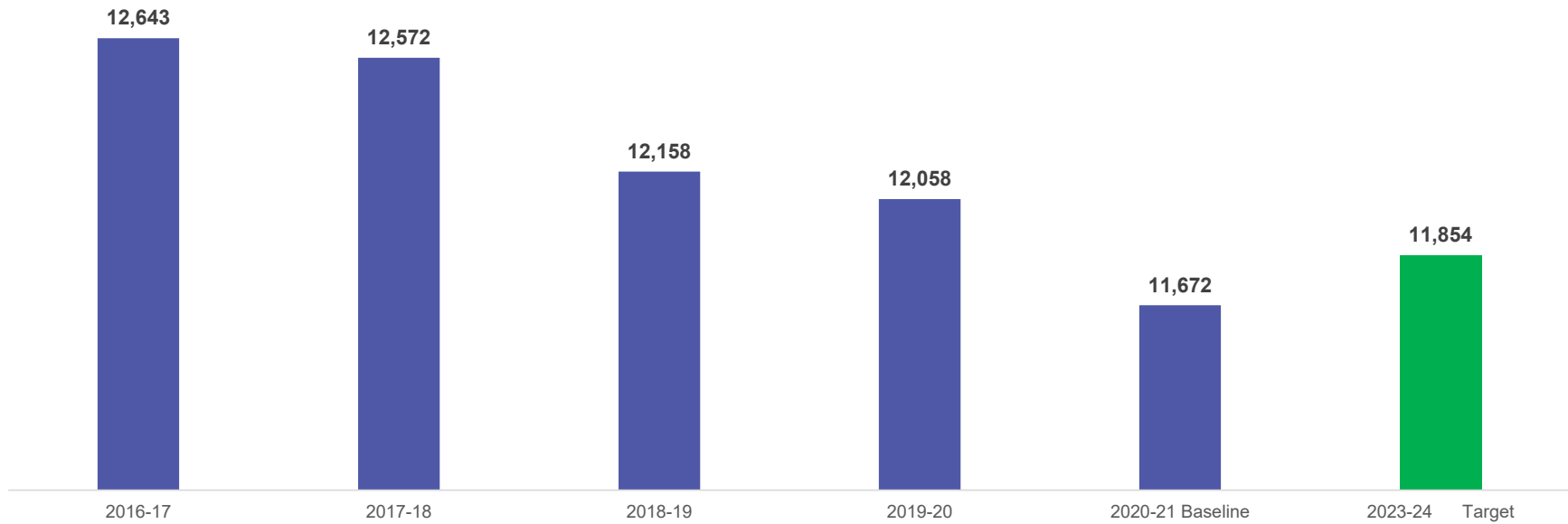
AFFORDABILITY

- **NKU one of the most affordable public institutions in the state.**
- **Re-designing financial aid model to leverage all aid and scholarship sources to best meet the financial need of all students, including affordability for transfer students.**
- **Revised Payment Plan timeline to decrease monthly payment amount for students.**
- **Implemented new financial literacy module included in UNV 101 courses for first year students.**



TRANSITIONS KPI

Undergraduate Enrollment



NKU'S KEY STRATEGIES ON TRANSITIONS



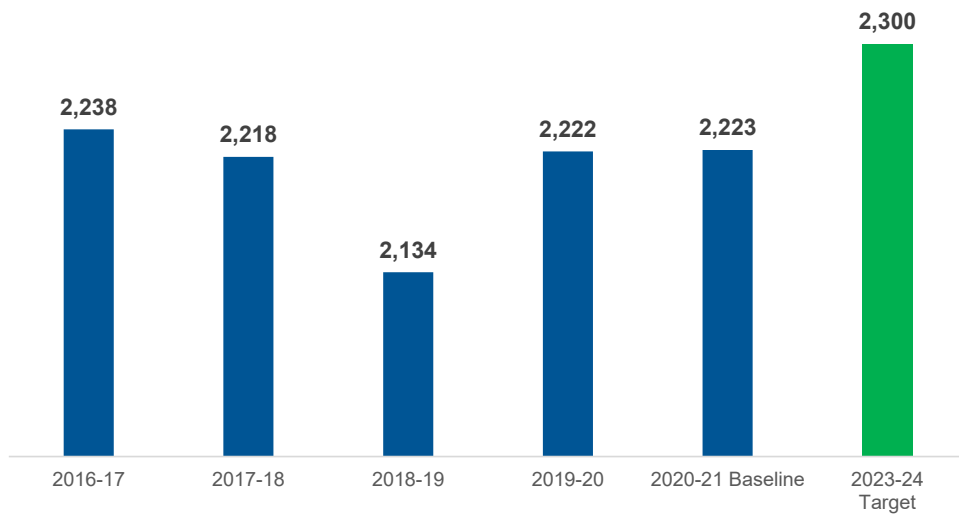
TRANSITIONS

- **NKU announced Young Scholars Academy expansion into eight NKY school districts.**
- **Expanded School Based Scholars which helps students earn college credits while in high school; Students save money.**
- **Implemented a re-designed and expanded summer bridge program.**
- **Opened First Year Student Success Hub to provide holistic advising.**
- **NKU selected by Amazon as Educator of Choice**

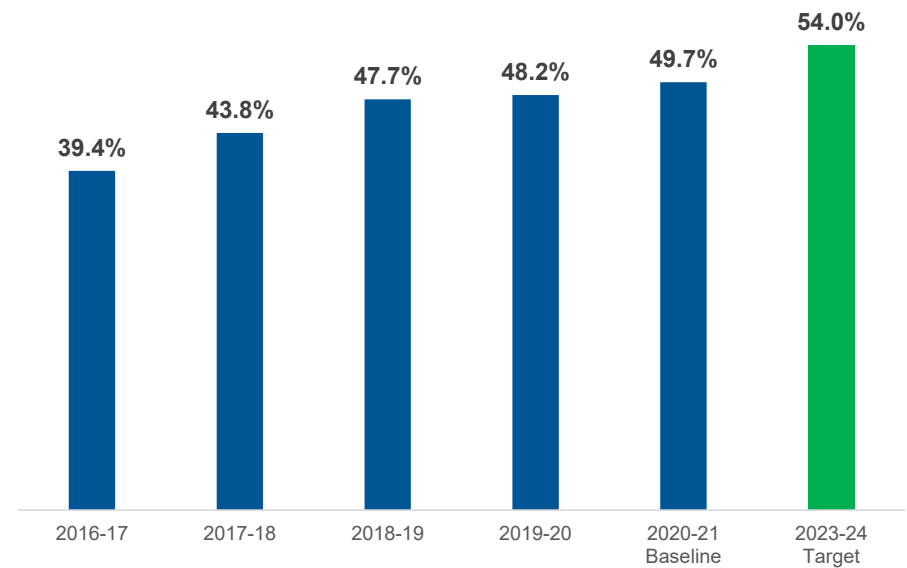


SUCCESS KPIs

Undergraduate Degrees & Credentials



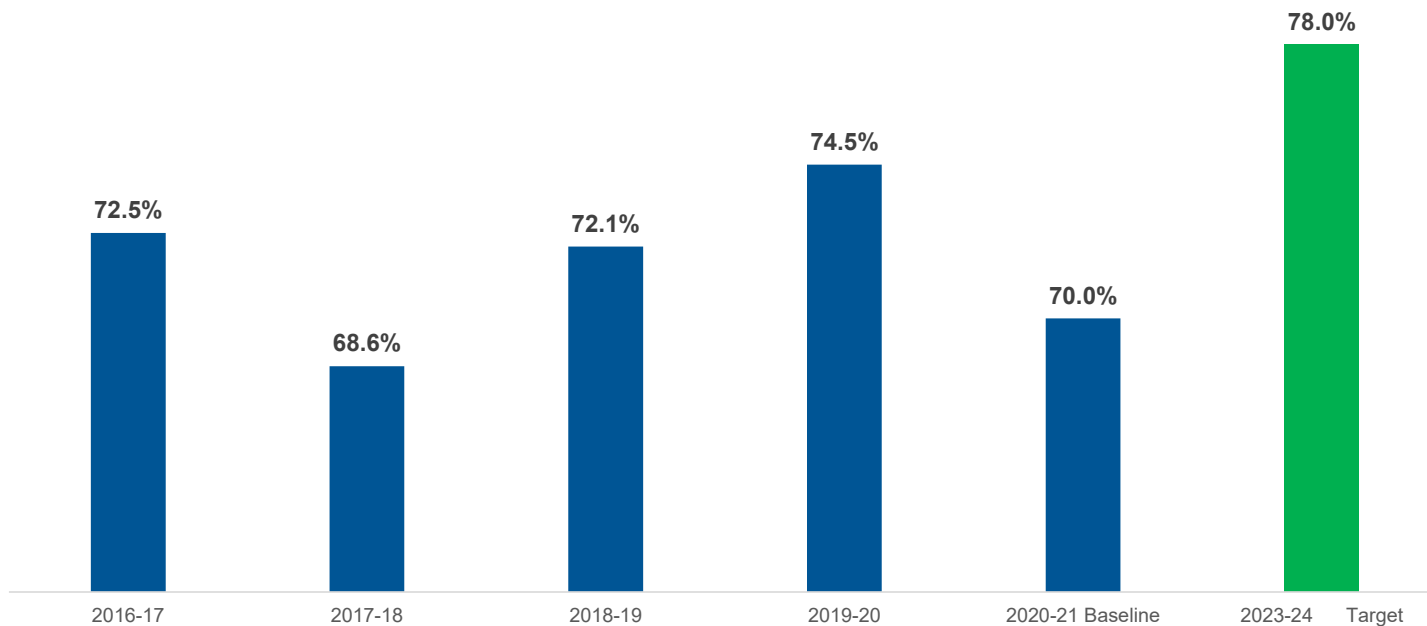
Graduation Rate





SUCCESS KPIs

Retention Rate



NKU'S KEY STRATEGIES ON SUCCESS



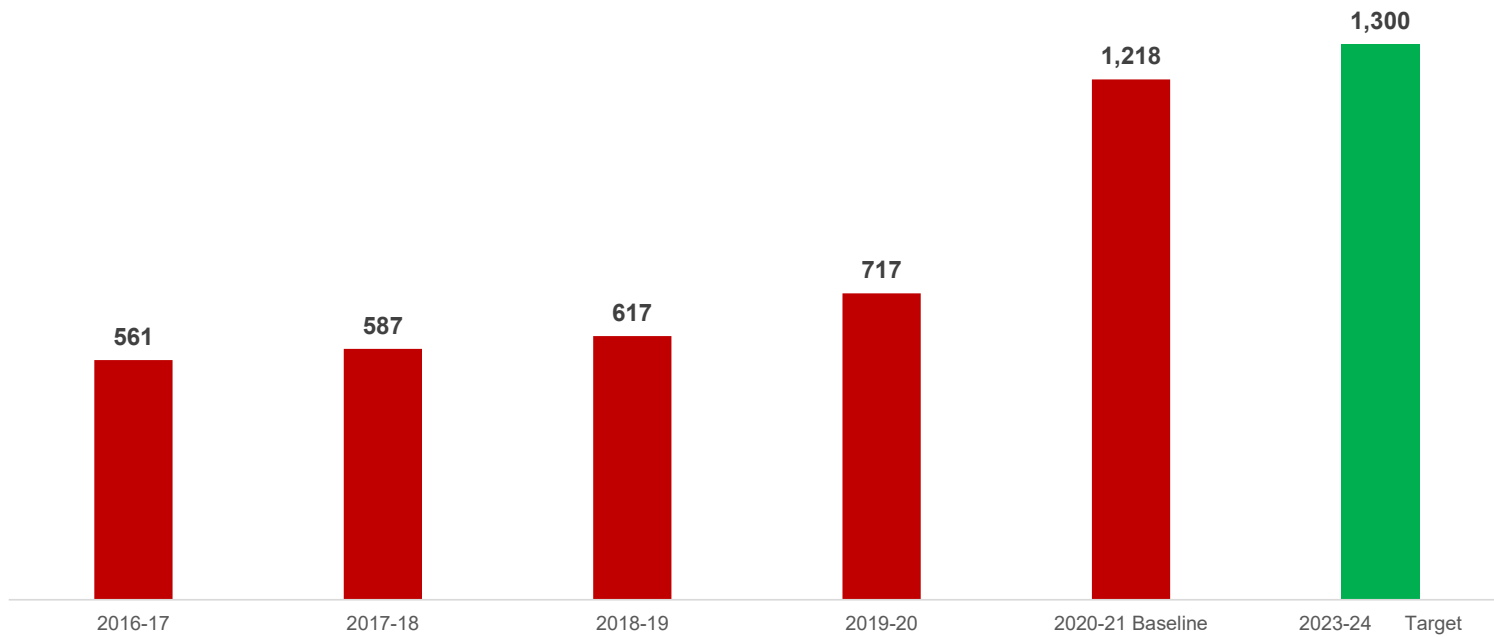
SUCCESS

- **Public policy think tank, Third Way Shows NKU among best Universities for Economic Mobility.**
- **Success by Design framework—entire campus focused on student success**
 - **Tripwires**
 - **First Year Student Success Hub/Holistic Advising**
 - **High Impact Practices embedded in coursework**
 - **Reformatting Degree plan with Co-Curricular and Career activities embedded**



TALENT KPI

Graduate/Professional Degrees



NKU'S KEY STRATEGIES ON TALENT



TALENT

- Developing new online programs in alignment with needs of the region.
- Launched First Year Student Success Hub with Advisors trained on advising students on career early in their matriculation.
- NKU Haile College of Business partners with Verst Group Logistics to open Verst Group Logistics Hub of Supply Chain Excellence.
- NKU awarded grant to launch center for health entrepreneurship and innovation, expand collaborative for economic engagement.

NKU'S KEY STRATEGIES ON VALUE



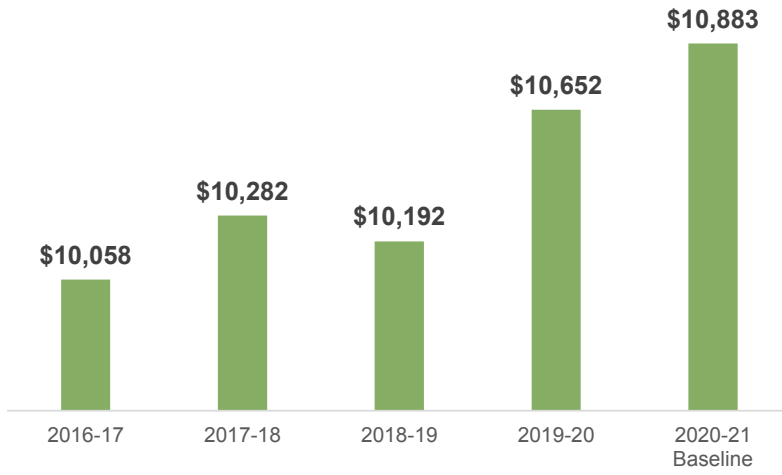
VALUE

- **Launched new NKU Brand Strategy—*Real Ambition, Real Success.***
- **Surpassed NKU Capital Campaign goal of \$75 Million.**
- **Gaining national attention around our Student Success focused Strategic Framework, Success by Design.**
- **NKU ranks among top 100 Most Innovative Universities in the World.**

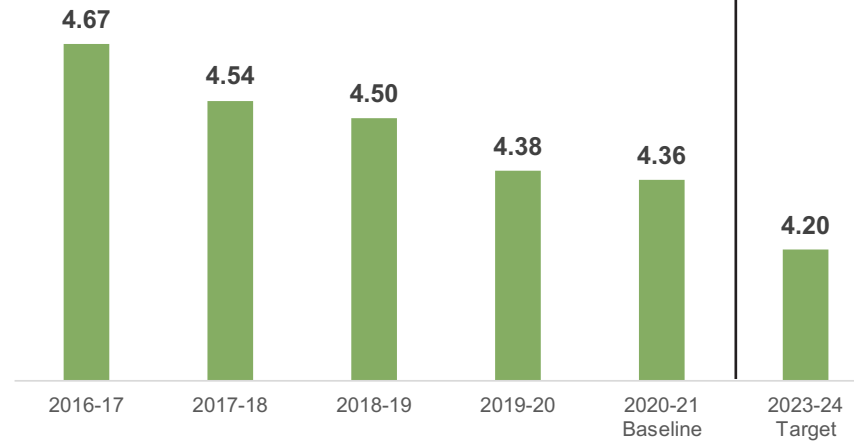


NORTHERN KENTUCKY UNIVERSITY HIGHLIGHTS

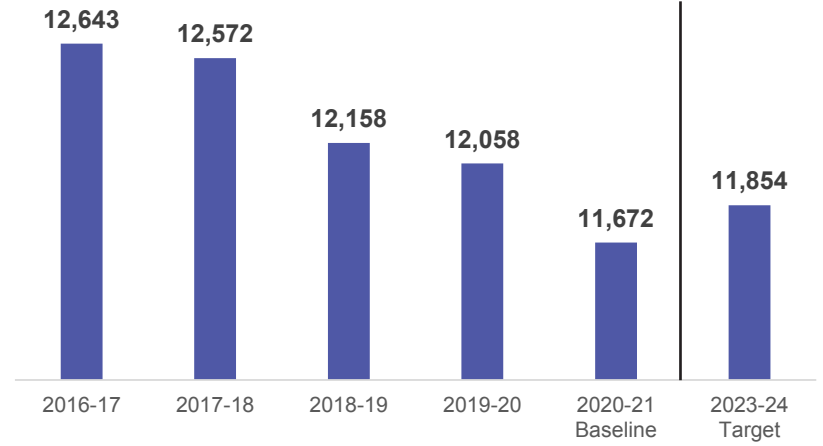
Unmet Need



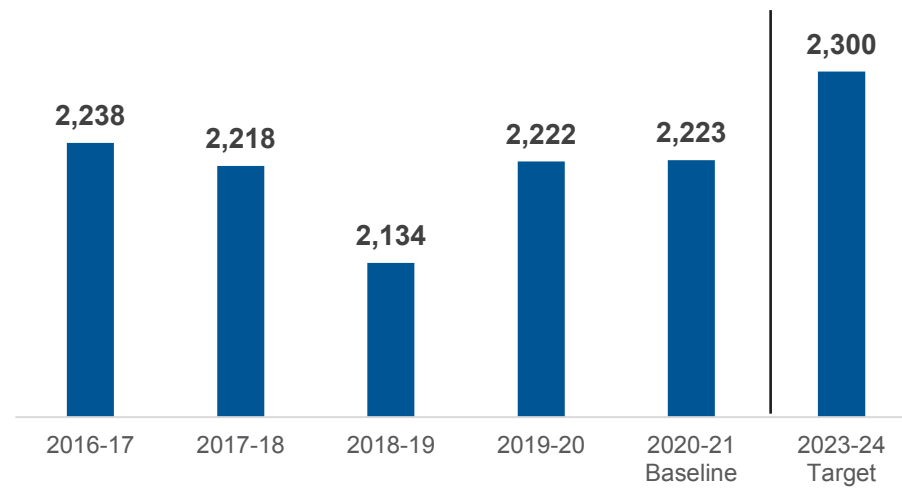
Time to Degree



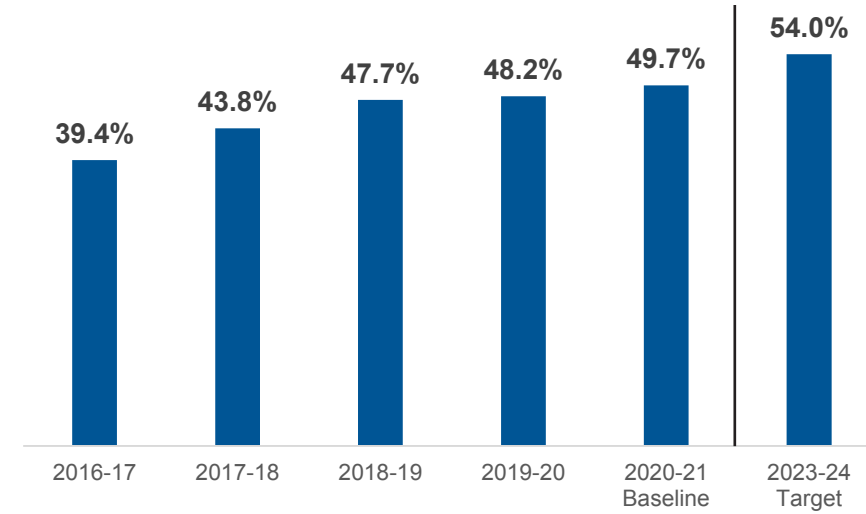
Undergraduate Enrollment



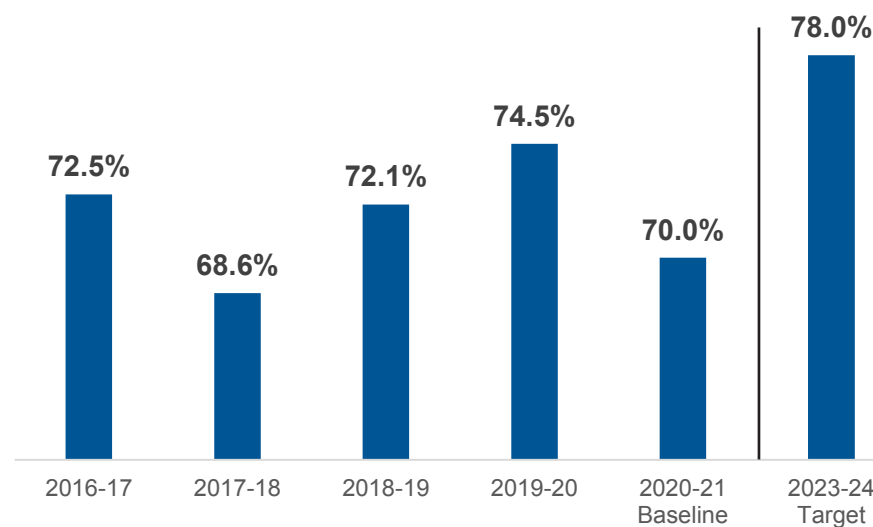
Undergraduate Degrees/Credentials



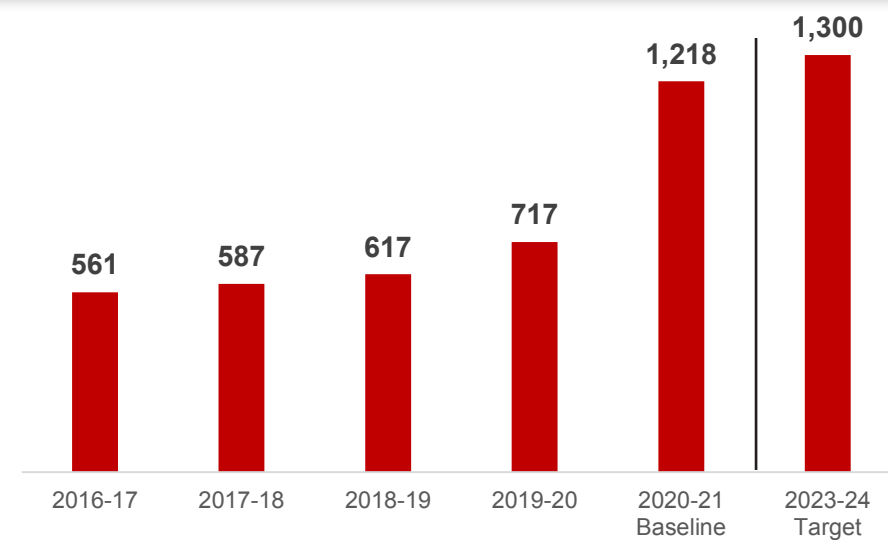
6-Year Graduation Rate



Retention Rate



Graduate/Professional Degrees



INSTITUTION GOALS

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Time to Degree	4.17	4.00	4.38		4.14	4.00	4.13	4.00	4.36	4.20	4.14	4.10	4.13	4.10	4.30	4.20	4.19	4.10
Undergraduate Enrollment	12,070	12,250	2,148		8,621	8,700	7,939	8,047	11,672	11,854	15,287	15,746	22,246	23,000	16,118	16,500	96,101	98,309
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Retention Rate	73.9%	77%	70.4%		69.8%	75%	74.7%	81%	70%	78%	72.8%	76%	85.7%	87%	76.6%	83%	76.9%	80%
Graduation Rate	52.3%	56%	38.2%		44.7%	48.5%	56%	60%	49.7%	54%	57.4%	59%	67.9%	70%	61.6%	63%	58.2%	60%



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



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

Kentucky Community & Technical College System

September 19, 2022



Affordability



Transitions



Success



Equity



Talent

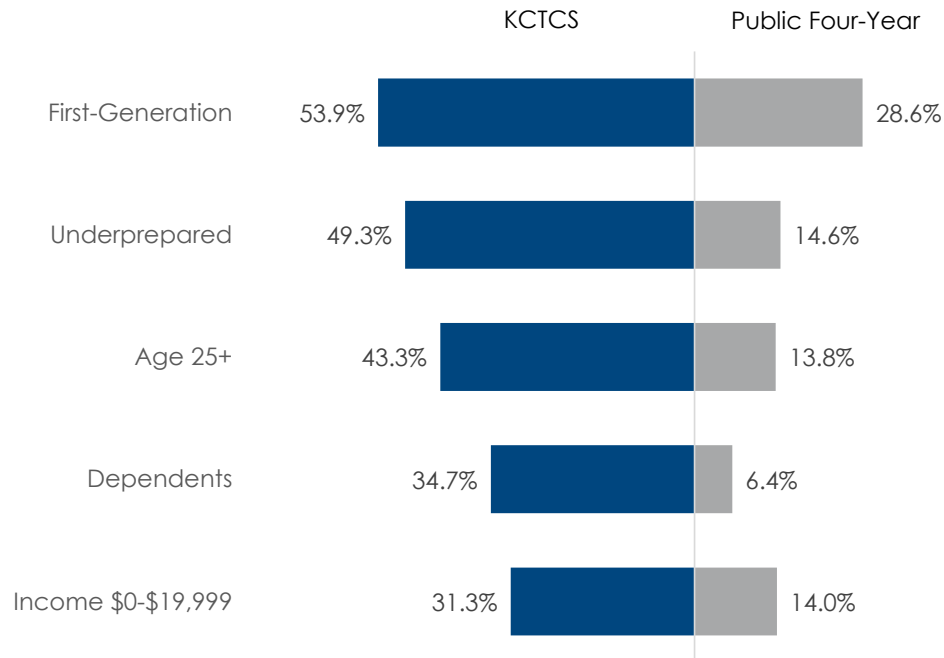


Value



KCTCS Overview

Comparison of Student Characteristics

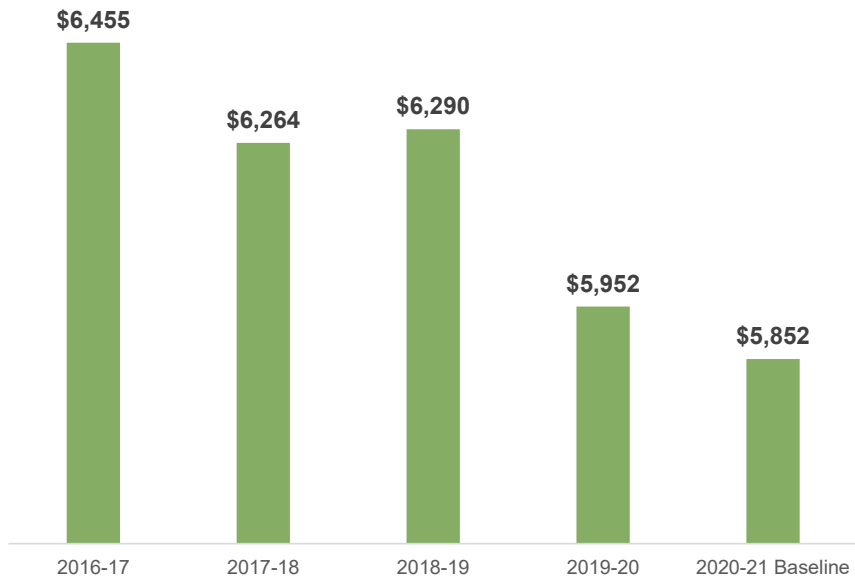


Note: Unknown students were excluded from all calculations.

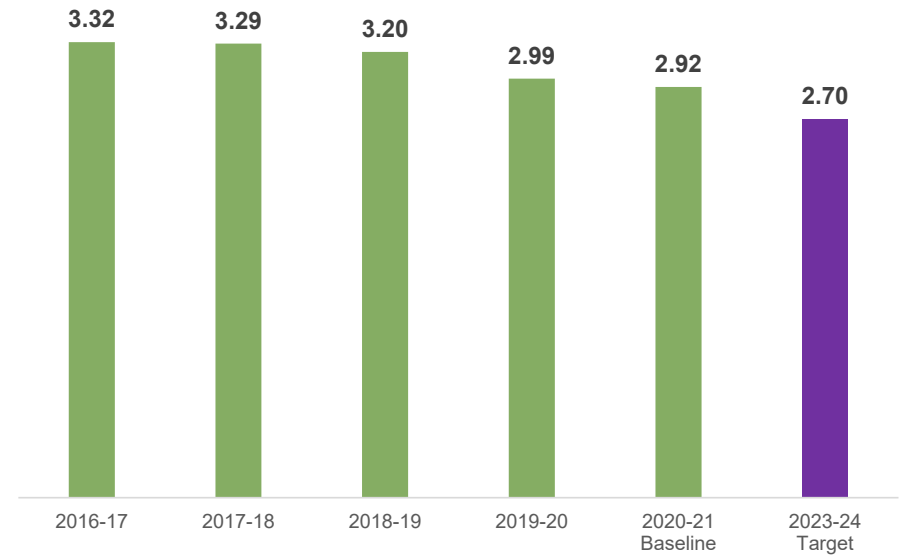


AFFORDABILITY KPIs

Unmet Need



Time to Degree



KCTCS'S KEY STRATEGIES ON AFFORDABILITY



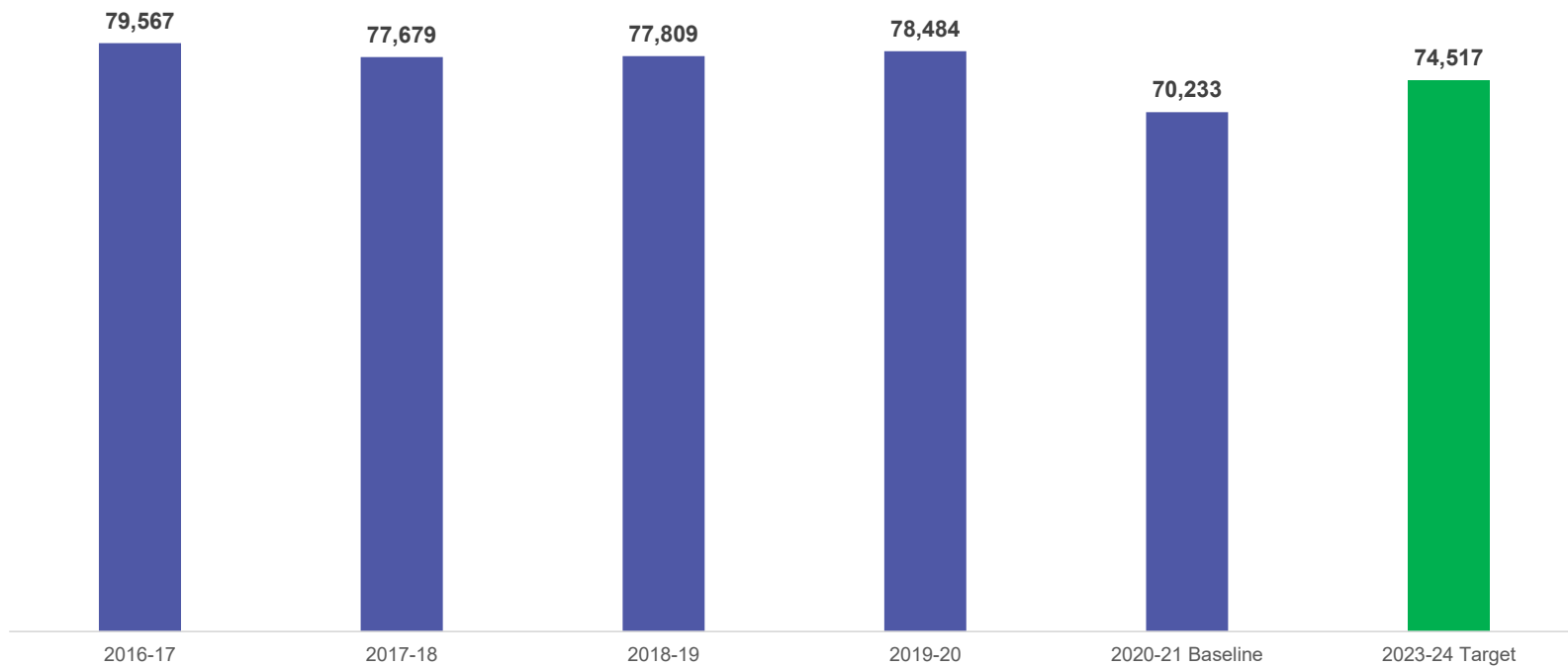
AFFORDABILITY

- Implement effective guided pathways (beginning in high school for dual credit students).
- Expand credit awarded for prior learning to accelerate credential completion.
- Continue to spotlight the Work Ready Kentucky Scholarship to increase public and legislative awareness.
- Increase and ensure equitability of paid work-and-learn opportunities (such as apprenticeships and internships).



TRANSITIONS KPI

Undergraduate Fall Enrollment



KCTCS'S KEY STRATEGIES ON TRANSITIONS



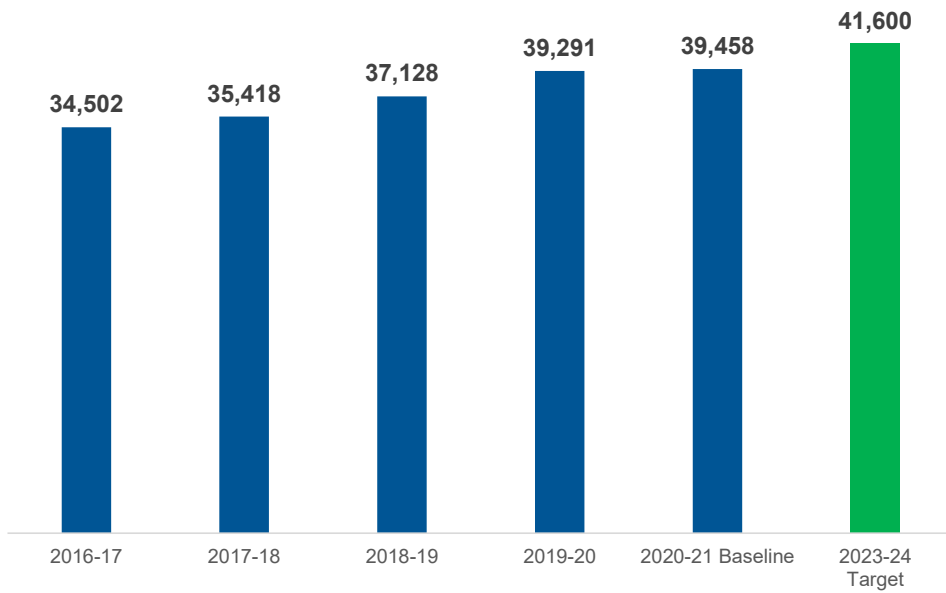
TRANSITIONS

- Enhance recruitment and simplify admissions and enrollment processes.
- Increase dual credit offerings and expand opportunities, market the dual credit scholarship, and implement summer bridge programs.
- Utilize the new KCTCS Healthcare Careers Taskforce to develop and scale effective practices.
- Support nontraditional and underprepared students participating in adult education.

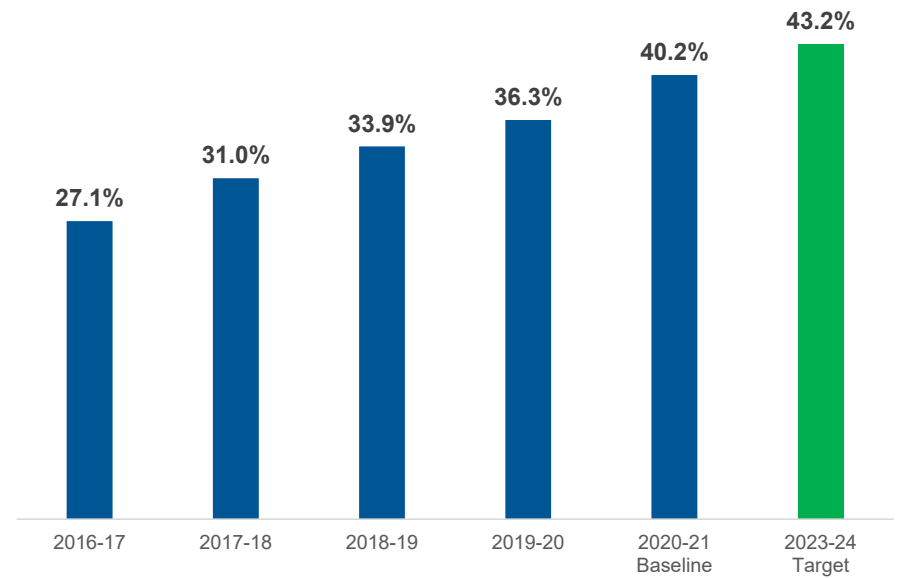


SUCCESS KPIs

Undergraduate Degrees & Credentials



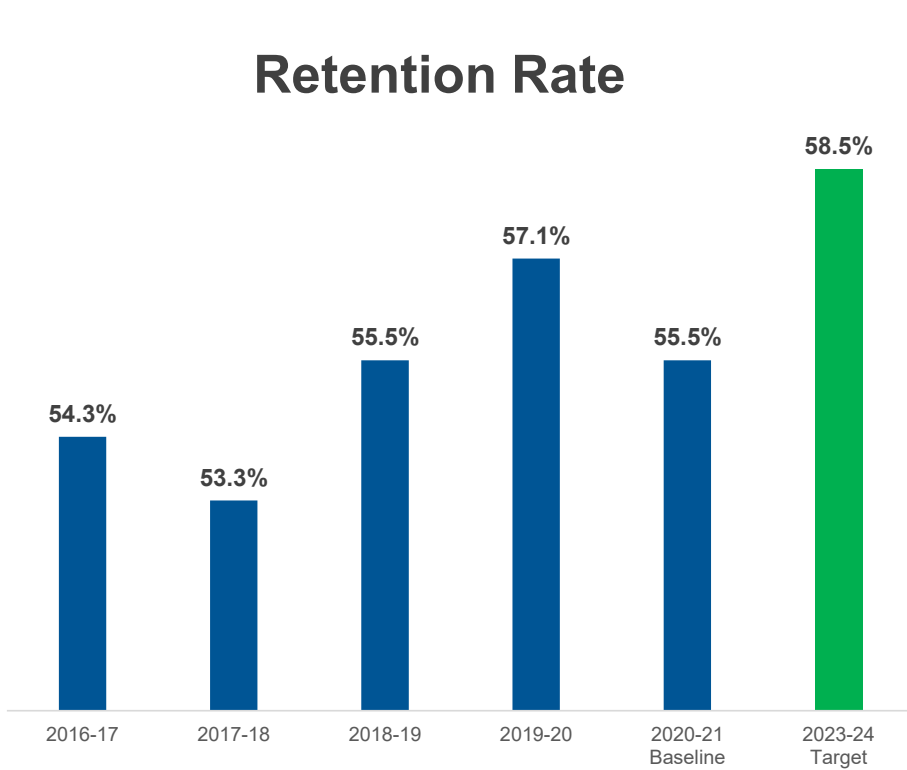
Graduation Rate



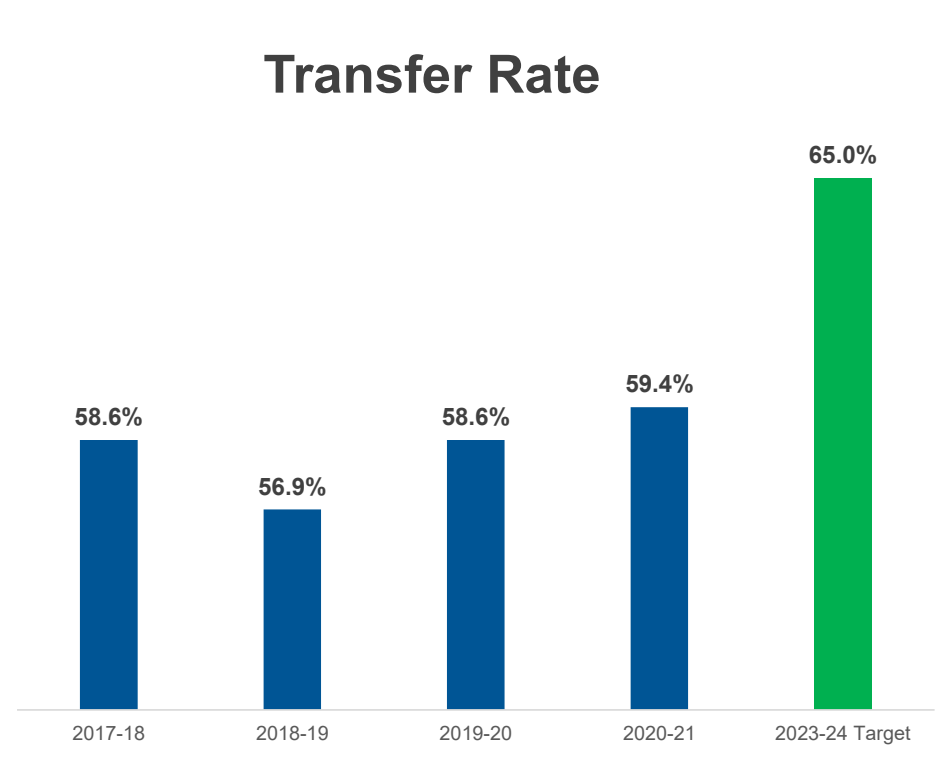


SUCCESS KPIs

Retention Rate



Transfer Rate



KCTCS'S KEY STRATEGIES ON SUCCESS



SUCCESS

- Enhance advising and career counseling, including early career exploration, to speed time to work.
- Establish dual admission advising pathways with four-year institutions to promote seamless transfer.
- Implement services and supports to assist students to overcome nonacademic barriers to success.
- Continually review program offerings to ensure alignment with high-demand or high-need occupations that provide a living wage.
- Pilot faculty-driven competency-based education.

KCTCS'S KEY STRATEGIES ON TALENT



TALENT

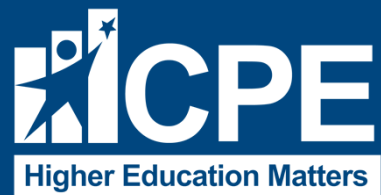
- Increase usage of TRAINS dollars (Legislative funds to support business and industry trainings).
- Utilize Handshake to provide a systemwide clearinghouse for work-based learning and employment opportunities.
- Develop work-based learning opportunities (short- and long-term) for each technical program of study to include apprenticeships, internships, and clinicals.

KCTCS'S KEY STRATEGIES ON VALUE



VALUE

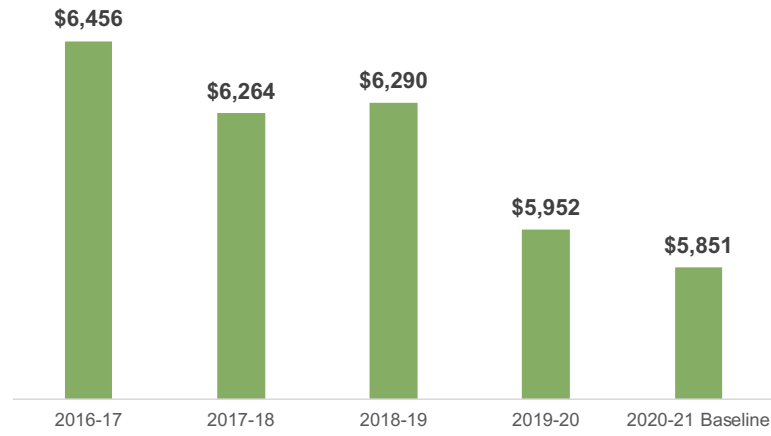
- Work with the KDE to better engage teachers, counselors, parents, and students about the value and opportunities to obtain an affordable KCTCS education that leads to sustainable employment.
- Pursue additional grant opportunities to enable KCTCS to advance student success initiatives.
- Create a systemwide employer engagement asset map to inform the development of engaging influencers to support KCTCS.



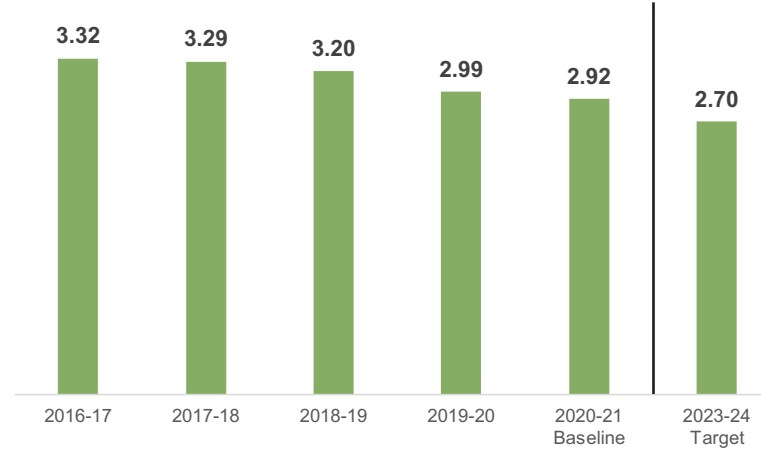
KENTUCKY
COMMUNITY & TECHNICAL
COLLEGE SYSTEM

KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM HIGHLIGHTS

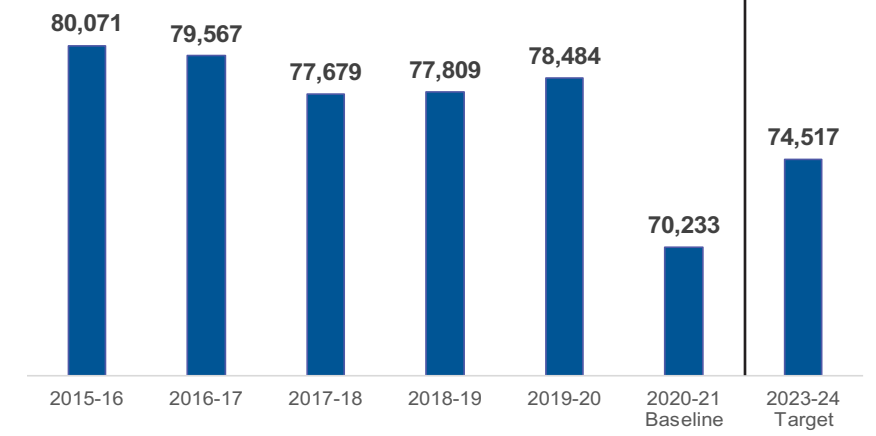
Unmet Need



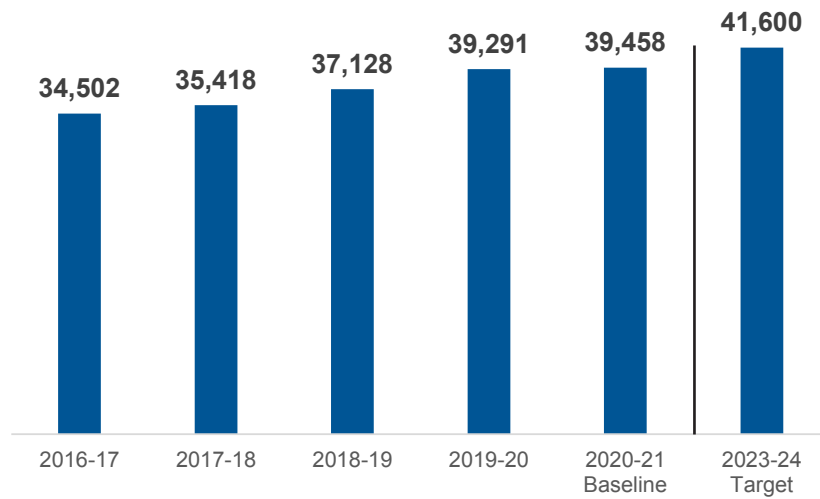
Time to Degree



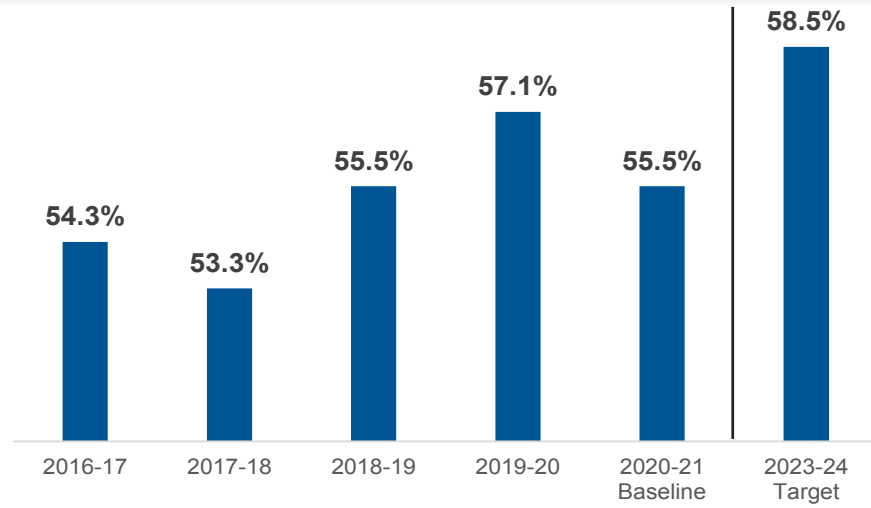
Fall Undergraduate Enrollment



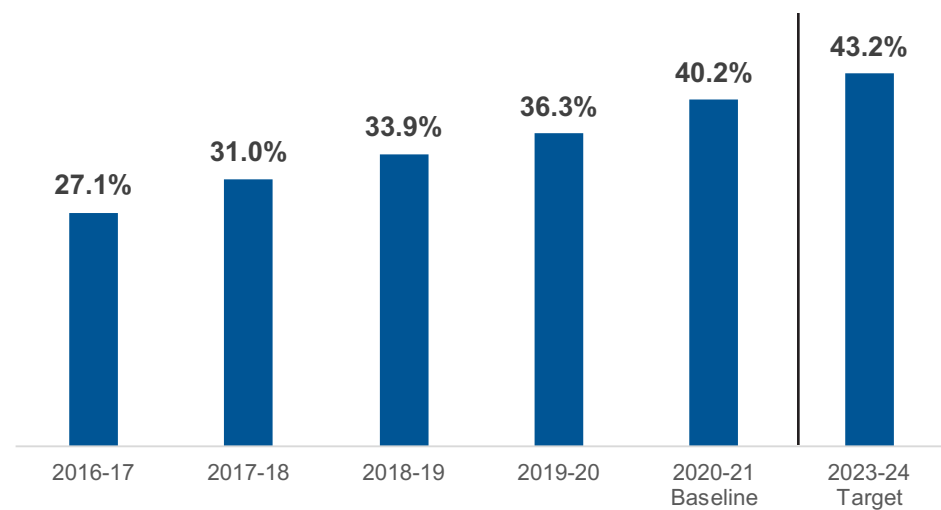
Undergraduate Degrees/Credentials



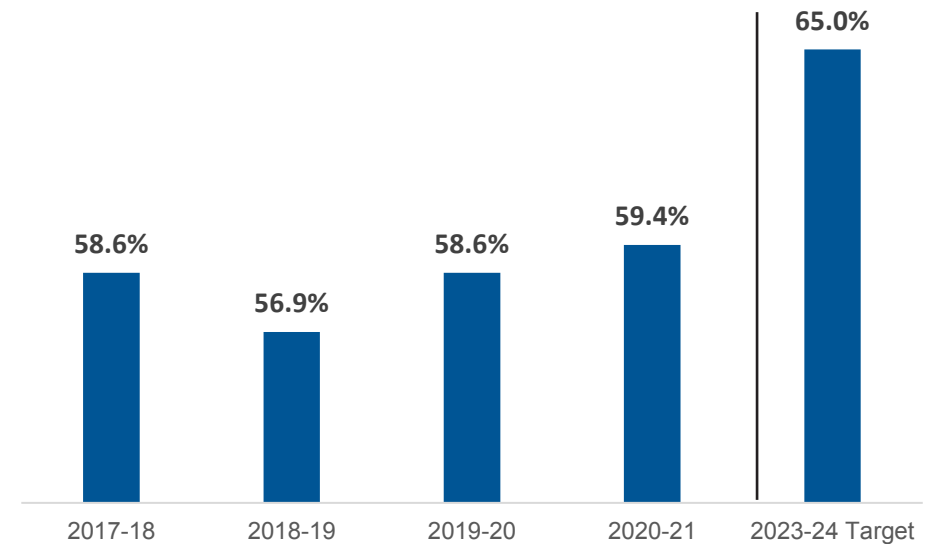
Retention Rate



3-Year Graduation Rate



Transfer Rate



INSTITUTION GOALS

KPI	EKU		KSU		MoSU		MuSU		NKU		WKU		UK		UL		State 4-Yr. Public	
	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target
Unmet Need	\$9,320	NT	\$13,266	NT	\$8,902	NT	\$9,419	NT	\$10,883	NT	\$9,054	NT	\$11,219	NT	\$10,889	NT	\$10,212	\$9,702
Time to Degree	4.17	4.00	4.38		4.14	4.00	4.13	4.00	4.36	4.20	4.14	4.10	4.13	4.10	4.30	4.20	4.19	4.10
Undergraduate Enrollment	12,070	12,250	2,148		8,621	8,700	7,939	8,047	11,672	11,854	15,287	15,746	22,246	23,000	16,118	16,500	96,101	98,309
Undergraduate Degrees/Credentials	2,406	2,500	154		1,153	1,200	1,614	1,675	2,223	2,300	2,843	3,000	5,011	5,406	2,991	3,200	18,395	19,447
Graduate/Professional Degrees	827	900	29		237	250	623	680	1,218	1,300	796	825	2,182	2,300	2,077	2,150	7,989	8,455
Retention Rate	73.9%	77%	70.4%		69.8%	75%	74.7%	81%	70%	78%	72.8%	76%	85.7%	87%	76.6%	83%	76.9%	80%
Graduation Rate	52.3%	56%	38.2%		44.7%	48.5%	56%	60%	49.7%	54%	57.4%	59%	67.9%	70%	61.6%	63%	58.2%	60%



Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION Matters

A Campus Action Plan for Kentucky Community & Technical College System

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Through enhanced advocacy and fundraising, engage in efforts to increase state appropriations and alternative revenue streams and reduce reliance on tuition revenue.
- 1b. Reduce financial barriers and time to degree by implementing effective guided pathways (beginning in high school for dual credit students) and ensuring faculty, staff and students understand and follow federal program applicability guidelines for financial aid purposes.
- 1c. Leverage and expand credit awarded for prior learning to accelerate credential completion and enhance the affordability of KCTCS.

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

- 2a. Increase public awareness of the affordability of KCTCS through marketing the Work Ready Kentucky and Dual Credit Scholarships, with a special focus on adult and underrepresented populations.
- 2b. Enhance connections between students and employers that offer flexible scheduling, living wages and employer-paid tuition benefits to increase the number of students able to engage in high-quality, work-and-learn opportunities.
- 2c. Improve information dissemination and resources for current and prospective students to enhance their understanding of financial aid processes and awards.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

- 3a. Enhance dual credit offerings and career/program pathways to increase the number of students participating in early postsecondary opportunities and earning entry-level postsecondary credits aligned to their career goals.
- 3b. Leverage funding from the Council on Postsecondary Education to deliver summer bridge programs to improve college preparation and retention for recent high school graduates.
- 3c. As an open access institution, better support entering students through first-year experience and co-requisite courses to help them become college ready, equip them with tools to meet the demands of higher education and guide them to their desired credential pathway.
- 3d. Support nontraditional and underprepared students participating in adult education to increase the number of adults becoming college ready and entering a postsecondary program.

4. Increase enrollment in postsecondary education.

- 4a. Enhance recruitment and simplify admissions and enrollment processes to make higher education more accessible, with a special focus on adult and underrepresented populations.
- 4b. Partner with the Kentucky Department of Education to implement statewide articulation for high school career and technical completers to increase postsecondary enrollment and ensure the acceptance of entry-level college courses.
- 4c. Utilize the new KCTCS Healthcare Careers Taskforce to develop and scale effective practices to increase enrollment and success in healthcare programs to quickly meet employer needs for critical care employees.
- 4d. Promote employer-sponsored apprenticeships and strategies to increase use of employer education benefits to drive incumbent worker enrollment in academic pathways.



SUCCESS

Objectives, Strategies & Targets

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

- 5a. Develop high-quality, flexible program delivery models, online and face-to-face, that are relevant and scalable to increase program recruitment, retention and completion.
- 5b. Leverage proven guided pathways (recruitment to completion) to provide wrap-around learner services focused on successful transfer and/or employment.
- 5c. Enhance advising and career counseling, including earlier career exploration, to improve student persistence and success.
- 5d. Implement services and supports to assist more students in overcoming nonacademic barriers to student success.

6. Maximize transfer of academic and experiential credit.

- 6a. Implement fair, equitable and streamlined processes for awarding credit for prior learning through work with curriculum committees, employers and other stakeholders.
- 6b. Increase transfer and reverse transfer with four-year institutions through enhanced data sharing, collaborative advising across institutions and policy review to ensure credits awarded to KCTCS students for prior learning are accepted by and transfer to Kentucky universities.
- 6c. Review, evaluate and revise (as appropriate) general and technical education programs to create stronger transfer pathways for students.

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

- 7a. Review/revise all general education and technical program/course of study competencies to ensure relevancy and alignment with transfer and workforce requirements.
- 7b. Continually review and revise programs and pathways to ensure education and training offerings are aligned with high-demand or high-need occupations that provide a living wage.
- 7c. Provide professional development for, and promote the use of, proven practices to ensure high-quality and inclusive learning experiences.



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

- 8a. Develop work-based learning opportunities (short- and long-term) for each technical program of study to include apprenticeships, FAME-like models, internships and clinicals.
- 8b. Utilize Handshake to provide a systemwide clearinghouse for work-based learning and employment opportunities for KCTCS students and alumni to enhance training opportunities and increase job placement rates.
- 8c. Support and provide leadership to the statewide Collaborative Business Outreach Team to better engage and assist companies with talent development.
- 8d. Increase the employability of students with significant financial need through the promotion of work study opportunities that allow for the attainment of work experience while completing an educational program.

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

- 9a. Increase KCTCS Workforce Solutions market penetration/expansion and business portfolio.
- 9b. Market and provide training for KCTCS' new Kentucky Education to Workforce GIS Application to enhance understanding of education and workforce alignment across the state and in local communities.
- 9c. Provide talent development services and financial resources (when applicable) via TRAINS funding to new and/or expanding Kentucky businesses.



VALUE

Objectives, Strategies & Targets

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

10a. Where applicable, support and execute the goals, priorities and strategies contained in the new 2022-2030 Statewide Strategic Agenda, “Higher Education Matters,” and amplify CPE’s messaging on the value of postsecondary education.

10b. Work with the Kentucky Department of Education to enhance equity, recruitment and marketing efforts to better engage K-12 teachers, counselors, parents and students about the value and opportunities KCTCS provides to obtain an affordable education that leads to employment in high-wage, high-demand occupations.

10c. Engage in marketing activities to increase public awareness of the value and affordability of KCTCS.

11. Build support for greater investment in postsecondary education.

11a. Create and implement a continual and planned program for engaging influencers (legislators and business leaders) in supporting KCTCS through strategic and recurring investments.

11b. Seek funding from foundations, alumni, communities and other external sources to support the goals and objectives in the 2022-2026 KCTCS Strategic Plan.



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	2.92	2.7
Undergraduate Enrollment	70,233	74,517
Undergraduate Degrees/Credentials	39,548	41,600
Retention Rate	55.5%	58.5%
Graduation Rate	40.4%	43.2%
AA/AS Transfers	59.4%	65%

This document is KCTCS's Campus Action Plan, which details how the system office and its campuses will carry out the objectives of the statewide strategic agenda, "Higher Education Matters." This plan also includes targets for key performance indicators.

March 2022