

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION WORK SESSION



January 18, 2024 – 1:30-3:30 p.m. ET

*Virtual meeting: https://www.youtube.com/live/BWJAWobo0xo?si=mxUEKDZ_Y0lpq6vO

I. Welcome Remarks

II. Strategic Discussion with Northern Kentucky University

III. Strategic Discussion with University of Kentucky

IV. Discuss 2024 Legislative Session

V. Adjournment

The Council will reconvene for a joint meeting of the Council, the Presidents, and the Board of Student Body Presidents at 4:00 p.m. ET.

**Location of meeting updated 1/16/24 @ 4pm ET due to impending weather.*



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

Northern Kentucky University

January 18, 2024



Affordability



Transitions



Success



Equity



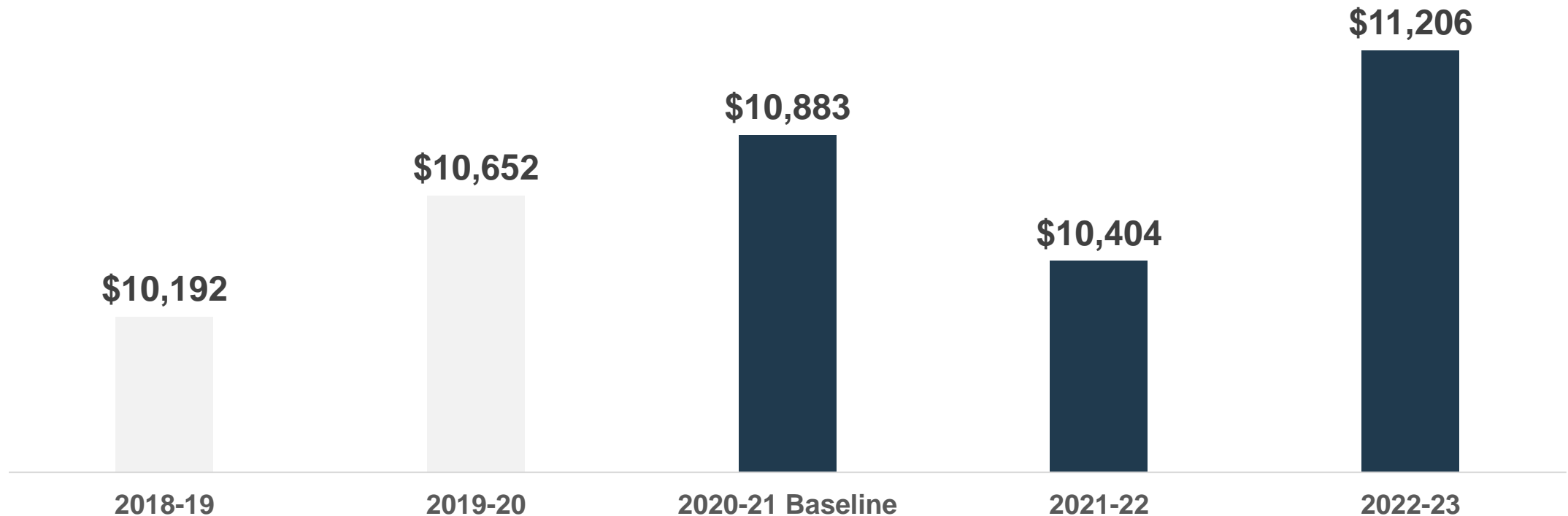
Talent



Value

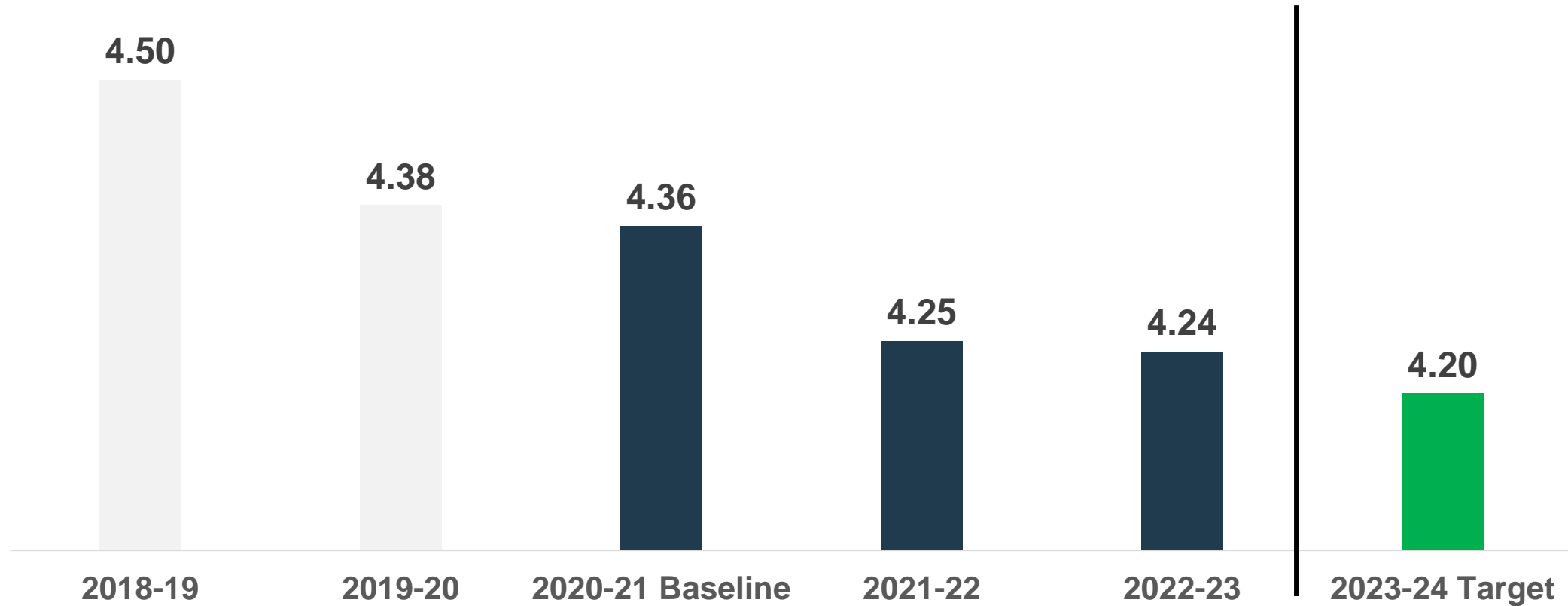
KEY PERFORMANCE INDICATOR -- AFFORDABILITY

Unmet Need: Average amount students must pay out-of-pocket after all financial aid and expected family contributions.



KEY PERFORMANCE INDICATOR -- AFFORDABILITY

Time to Degree: Average number of academic years students are enrolled prior to undergraduate degree completion.



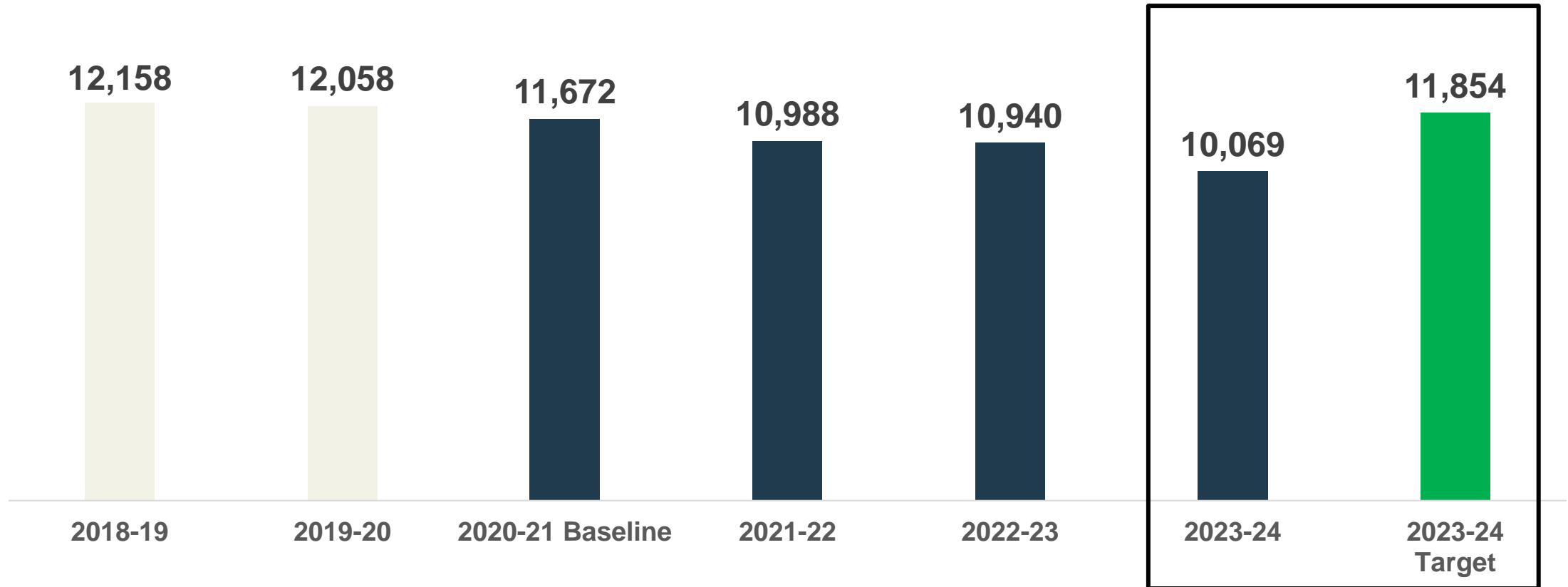
NKU'S KEY STRATEGIES FOR AFFORDABILITY



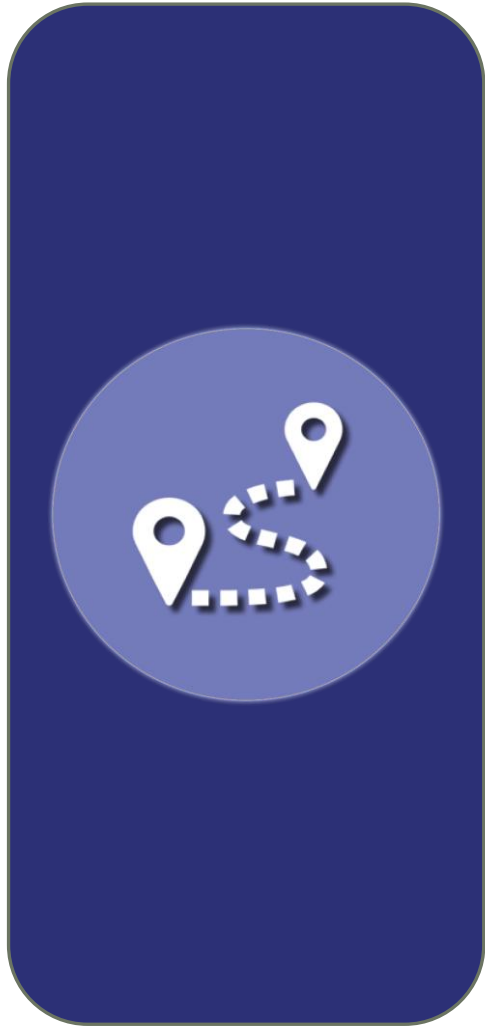
- The Wall Street Journal ranked NKU 40th in the nation for colleges offering the best value, the highest ranked public university in Kentucky and the region
 - Only 14 months to pay off an NKU degree
- NKU continued to be one of the most affordable public institutions in Kentucky and for regional out-of-state students via the EDGE award
 - In the last 10 years, NKU has nearly tripled the amount of merit and need-based aid due to strategic repositioning
- High school students and entering first-years earned college credit at reduced rates through the Young Scholars Academy, School-Based Scholars, and Summer Spark Academy
- Offered a series of Stronger Together webinars around affordability and aid to families and students
- Developed a partnership between NKU and the National Endowment for Financial Education (NEFE) to expand financial literacy in primary and secondary education

KEY PERFORMANCE INDICATOR – TRANSITIONS

Undergraduate Enrollment: Total unduplicated number of students who enroll in an undergraduate program offered by one of Kentucky’s public colleges or universities in an academic year, either full-time or part-time.



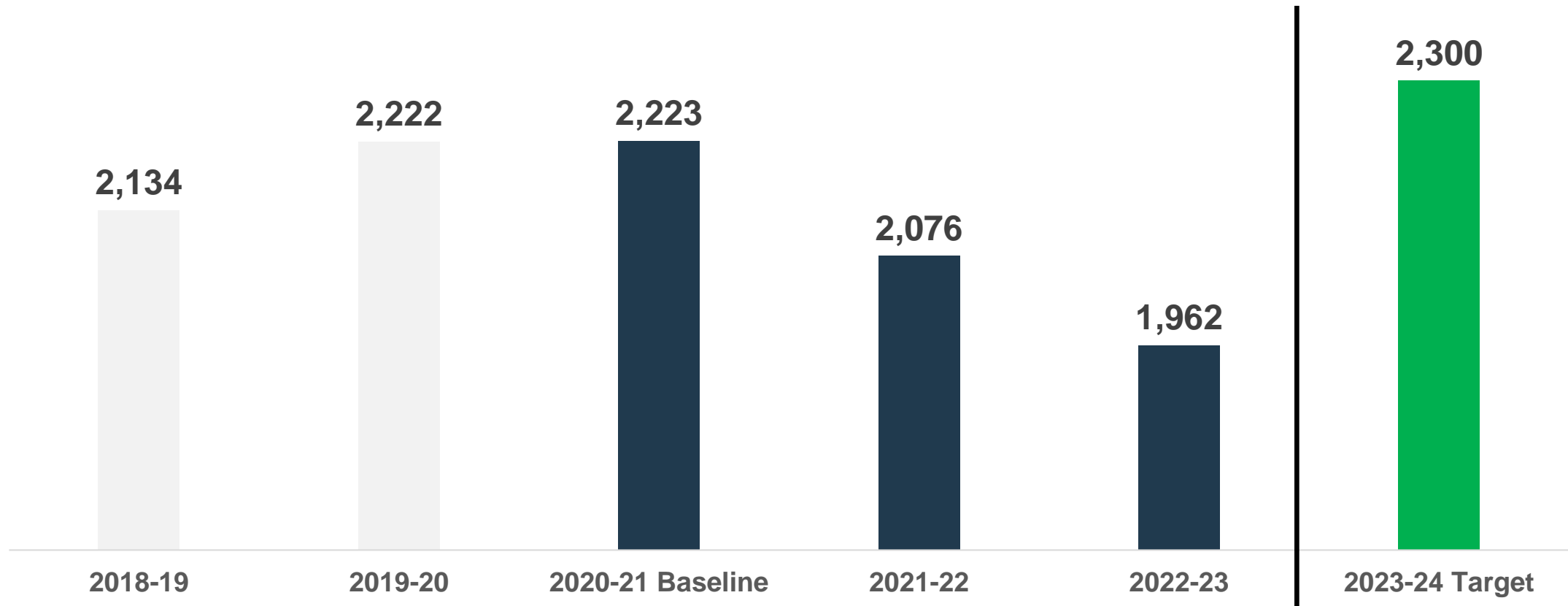
NKU'S KEY STRATEGIES FOR TRANSITIONS



- Created and invested in the Adult and Transfer Center to provide direct admissions and advising support
- Continued to expand access to and enrollment in the Young Scholars Academy, School-Based Scholars, and Summer Spark Academy programs, providing affordable pre-college credit to save time and money
- Kentucky National Guard partnered with NKU's Veterans Resource Station (VRS) to streamline access to educational support
- The First-Year Student Success Hub continued to strengthen partnerships and coordinated care with campus partners

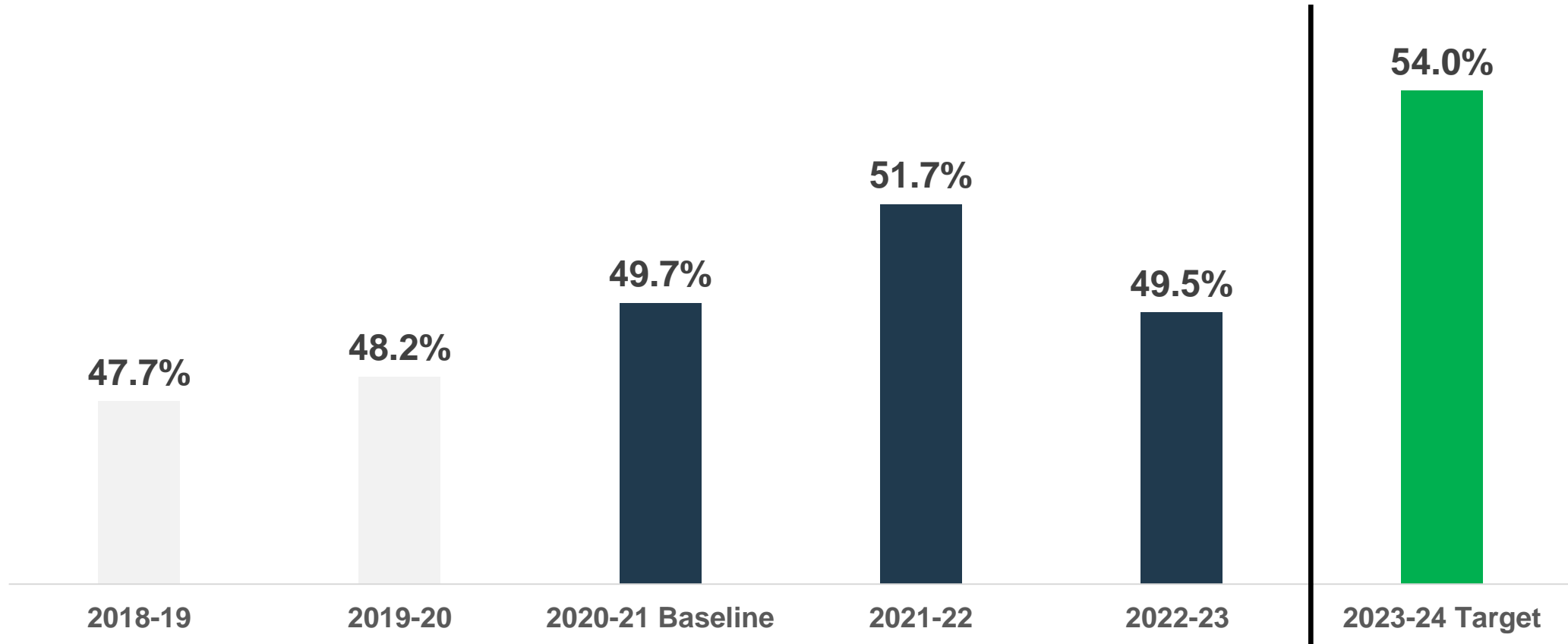
KEY PERFORMANCE INDICATOR – SUCCESS

Undergraduate Degrees & Credentials: Number of undergraduate degrees awarded in an academic year.



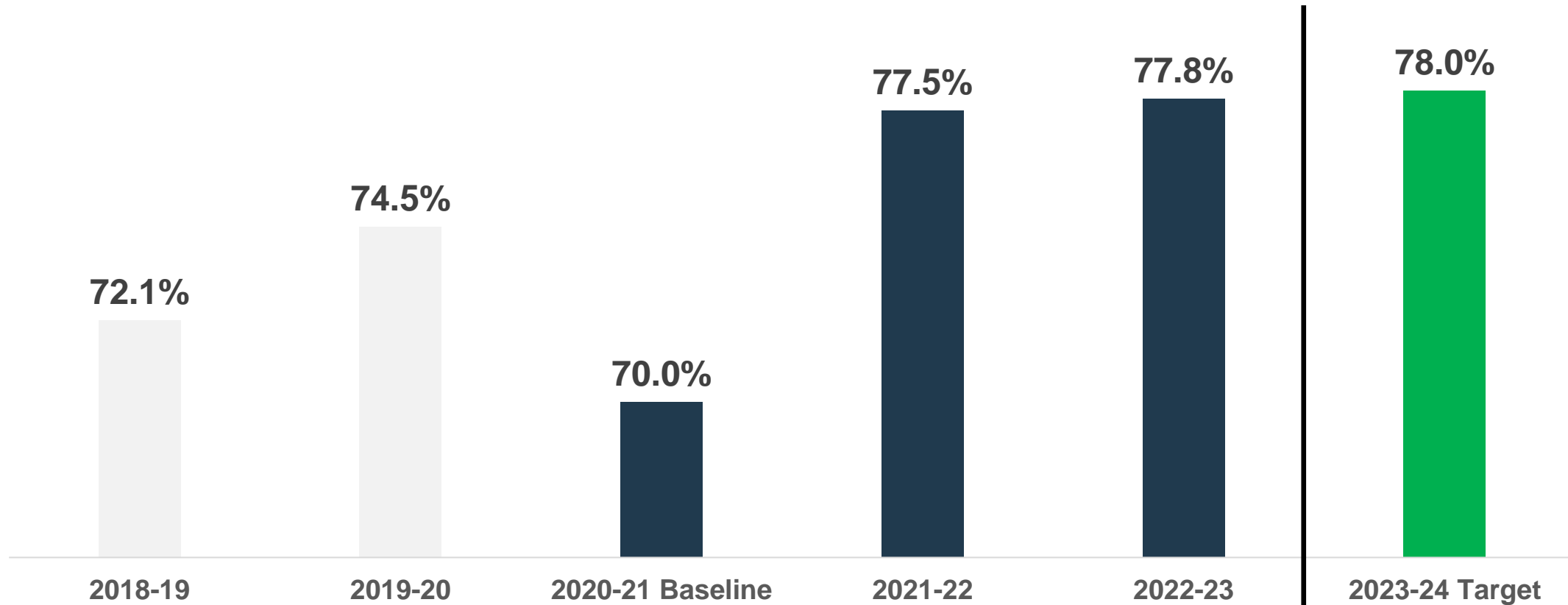
KEY PERFORMANCE INDICATOR – SUCCESS

Graduation Rate: Percentage of first-time, full-time degree-seeking students who receive an undergraduate degree within 6 years



KEY PERFORMANCE INDICATOR – SUCCESS

Retention Rate: Percentage of first-time, degree- or credential-seeking students enrolled in the summer or fall of their first year who are still enrolled at the same institution the following fall.



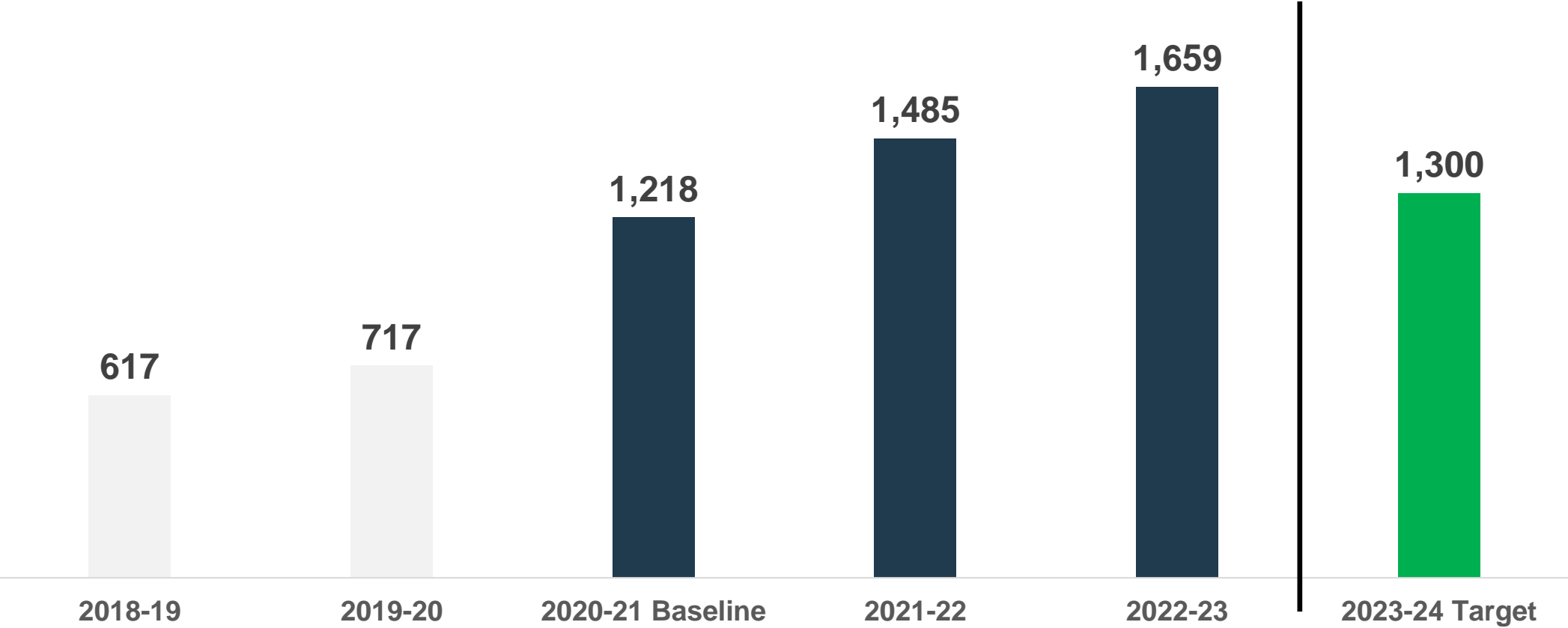
NKU'S KEY STRATEGIES FOR SUCCESS



- Pre-college programs such as Young Scholars Academy and School-Based Scholars accelerate students' timely progression towards a degree
- NKU's Success by Design framework was the blueprint for student success strategy implementation:
 - Removal of unnecessary registration holds
 - Identification and removal of tripwires
 - Creation and simplification of a universal referral process
 - Centralization and access to key student success data for frontline staff
- The First-Year Student Success Hub, Adult and Transfer Center, and Veterans Resource Station provide seamless transition and support for all students

KEY PERFORMANCE INDICATOR -- TALENT

Graduate and Professional Degrees: Total number of graduate/professional degrees awarded in an academic year.

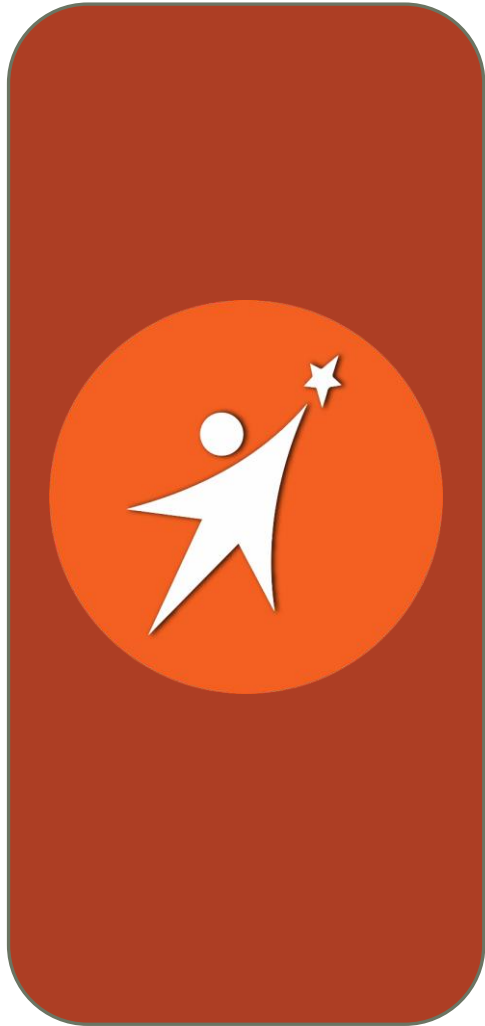


NKU'S KEY STRATEGIES FOR TALENT



- Embedded career readiness into the First-Year Student Success Hub with a focus on exploratory students
- Developed several new online academic programs in alignment with the need and demand of the region
- Expanded on-campus recruitment and career fairs
 - Developed “table talks” bringing companies to campus to meet directly with students
 - Haile College of Business held a reverse career day where companies learned from the students
- ENTERprise NKU developed “career sessions” that brought corporations on campus to prepare students for year one in the workforce

NKU'S KEY STRATEGIES FOR VALUE



- The Wall Street Journal ranked NKU 40th in the nation for colleges offering the best value, the highest ranked public university in Kentucky and the region
 - Only 14 months to pay off an NKU degree
 - Embedded this recognition into brand marketing strategies and awareness campaigns
- 82% of NKU graduates remain within the NKY region
- Completed LIFT Scholarship Matching Challenge, resulting in \$4M in private funds for 23 new endowed scholarships
 - To date, 248 students have been impacted
- Launched EXCELerate Initiative and raised \$1.7M in scholarships





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

University of Kentucky

January 18, 2024



Affordability



Transitions



Success



Equity



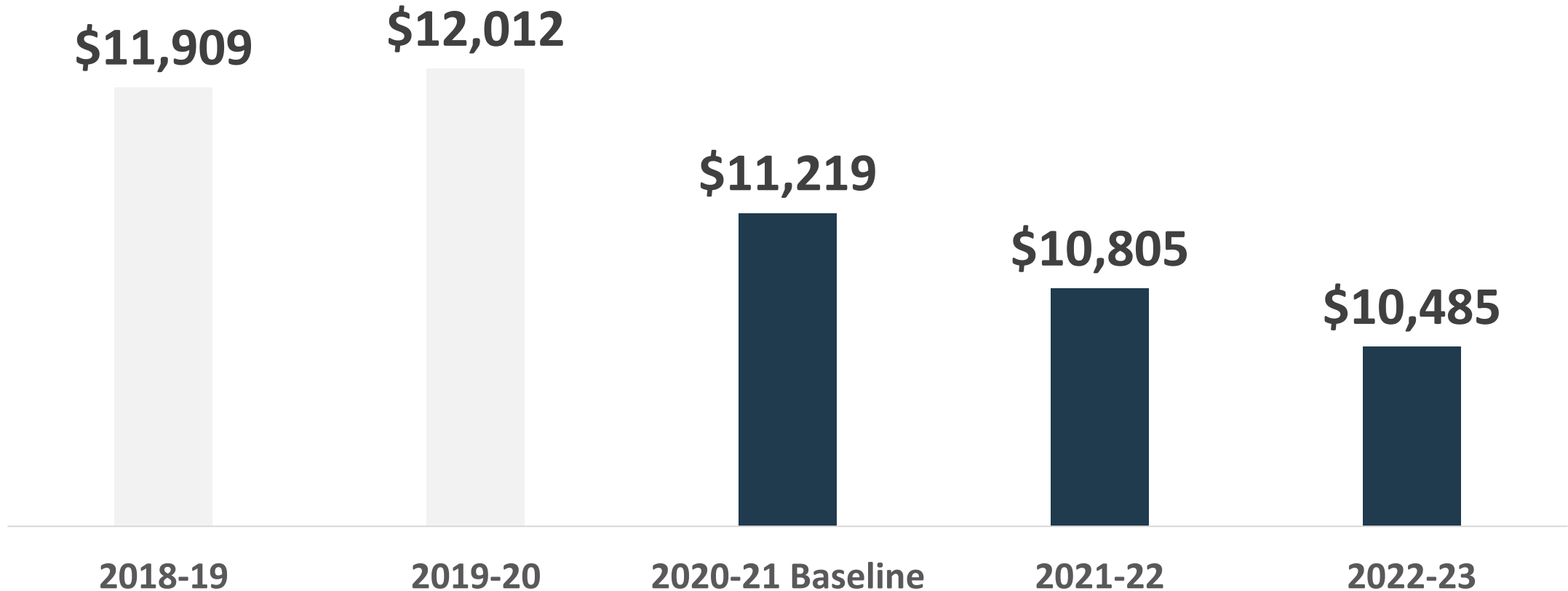
Talent



Value

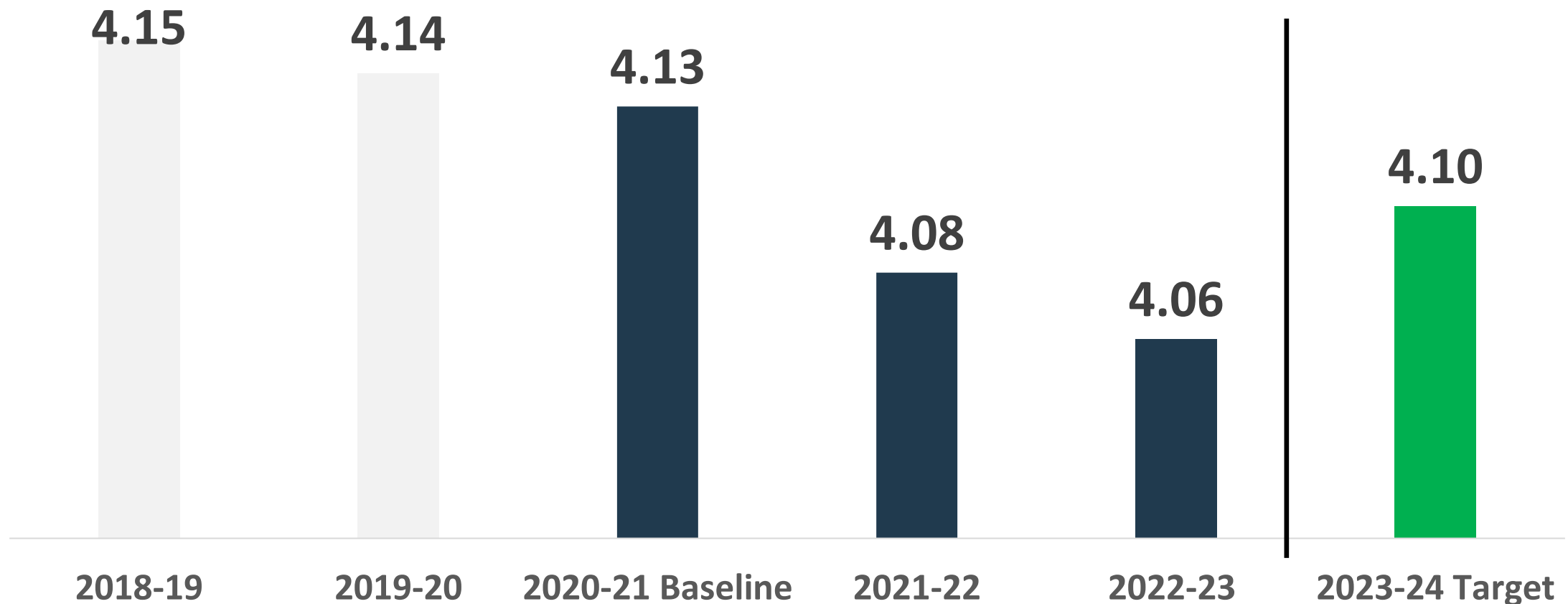
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Unmet Need: Average amount students must pay out-of-pocket after all financial aid and expected family contributions.



KEY PERFORMANCE INDICATOR — AFFORDABILITY

Time to Degree: Average number of academic years students are enrolled prior to undergraduate degree completion.



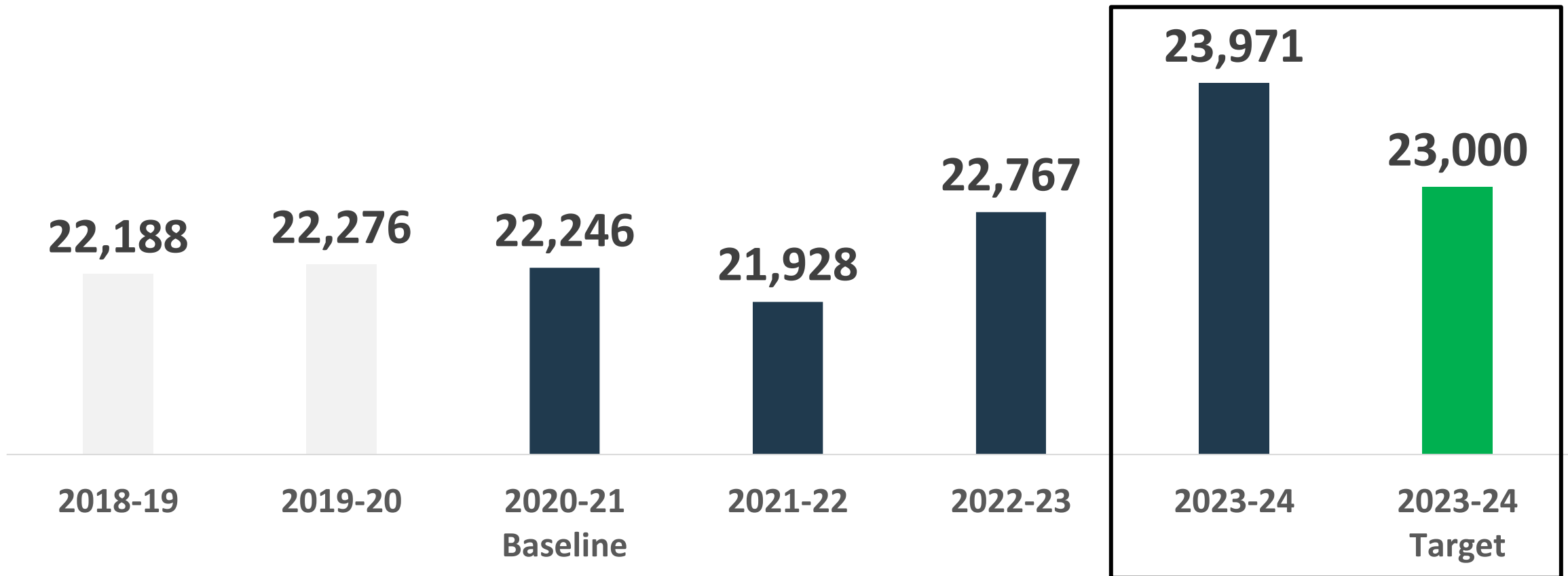
UK'S KEY STRATEGIES FOR AFFORDABILITY



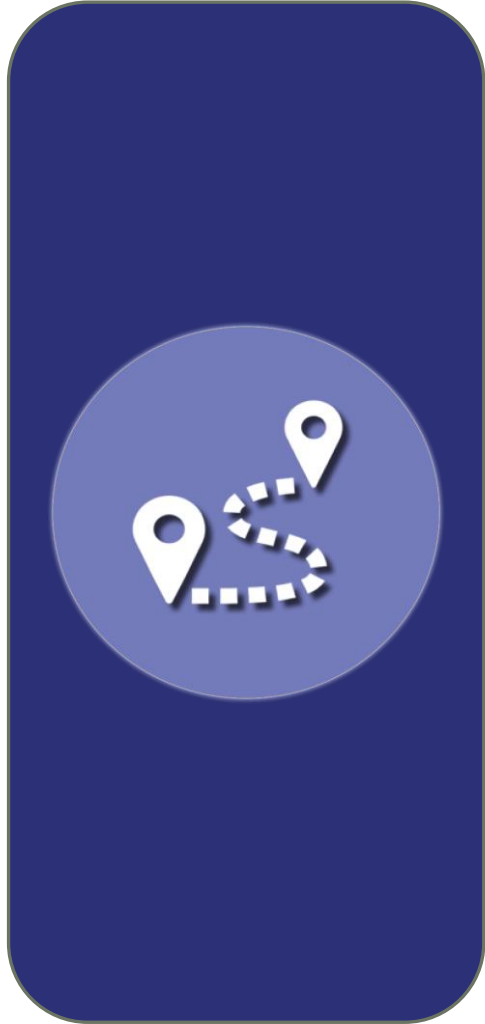
- LEADS: Nationally recognized program to target unmet financial need.
- More than doubling financial aid that does not have to be repaid over last decade.
- Four-year rolling average for tuition and mandatory fee increases is below two percent.
- First-of-its-kind initiative — UK Invests — provides low-risk investment accounts for students to manage, while incentivizing financial learning and literacy.
- Continued investments in resources — from basic needs to financial counseling — to support students, meeting them where they are.

KEY PERFORMANCE INDICATOR — TRANSITIONS

Undergraduate Enrollment: Total unduplicated number of students who enroll in an undergraduate program offered by one of Kentucky's public colleges or universities in an academic year, either full-time or part-time.



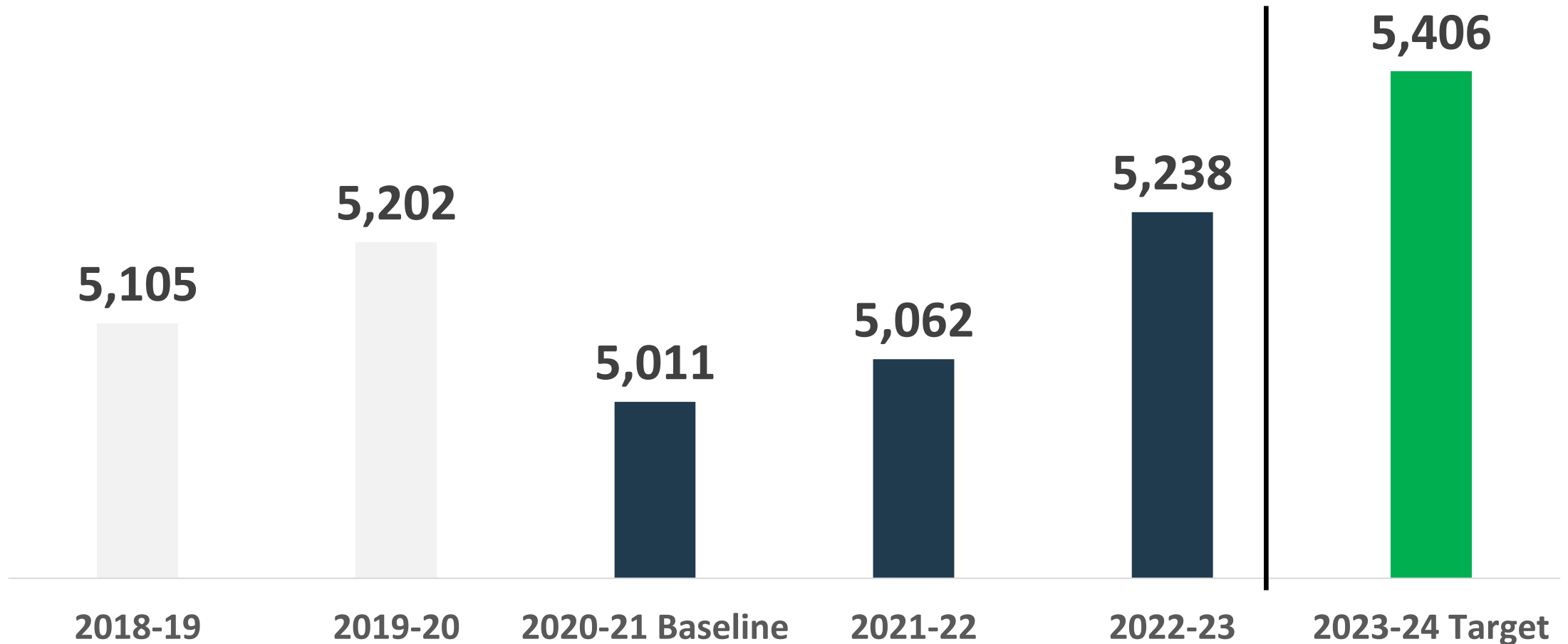
UK'S KEY STRATEGIES FOR TRANSITIONS



- Consistent admission standards
- Test optional approach
- Doors open widest to Kentuckians
- Data-informed decisions to target areas of concern and opportunity students

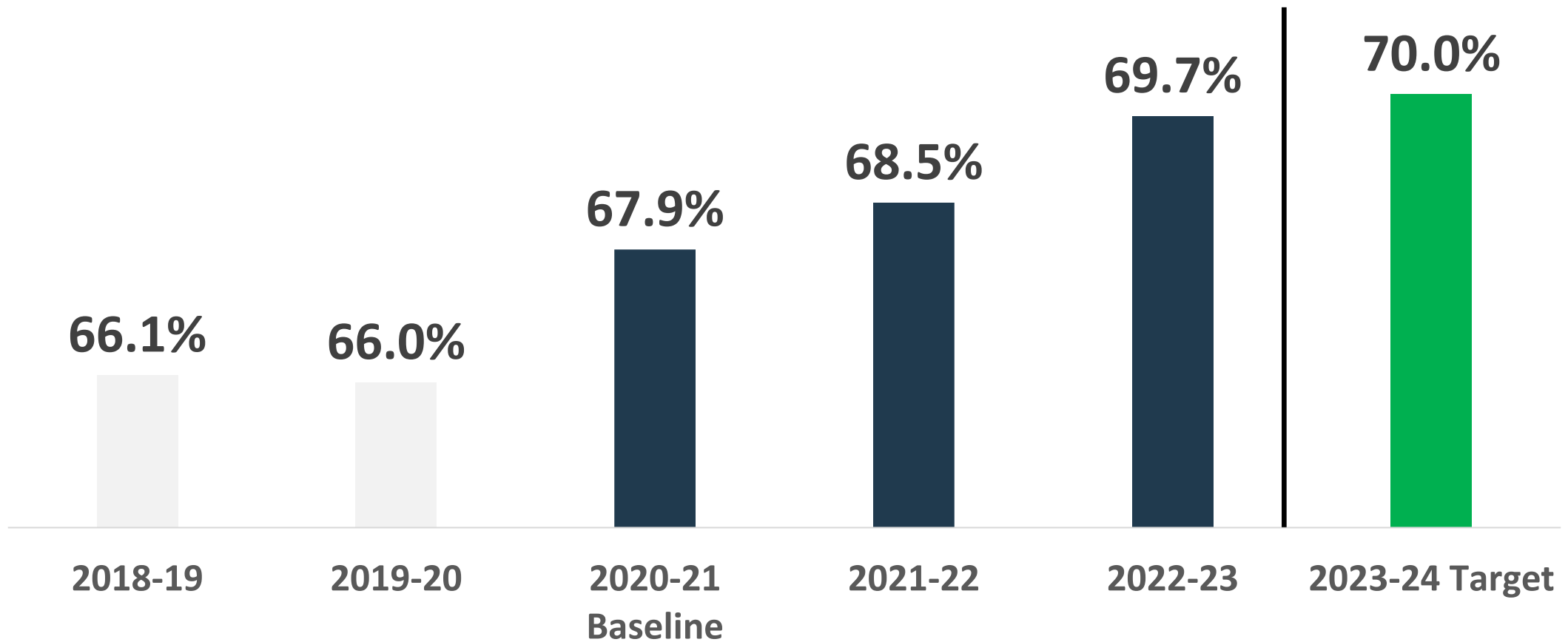
KEY PERFORMANCE INDICATOR – SUCCESS

Undergraduate Degrees and Credentials: Number of undergraduate degrees awarded in an academic year.



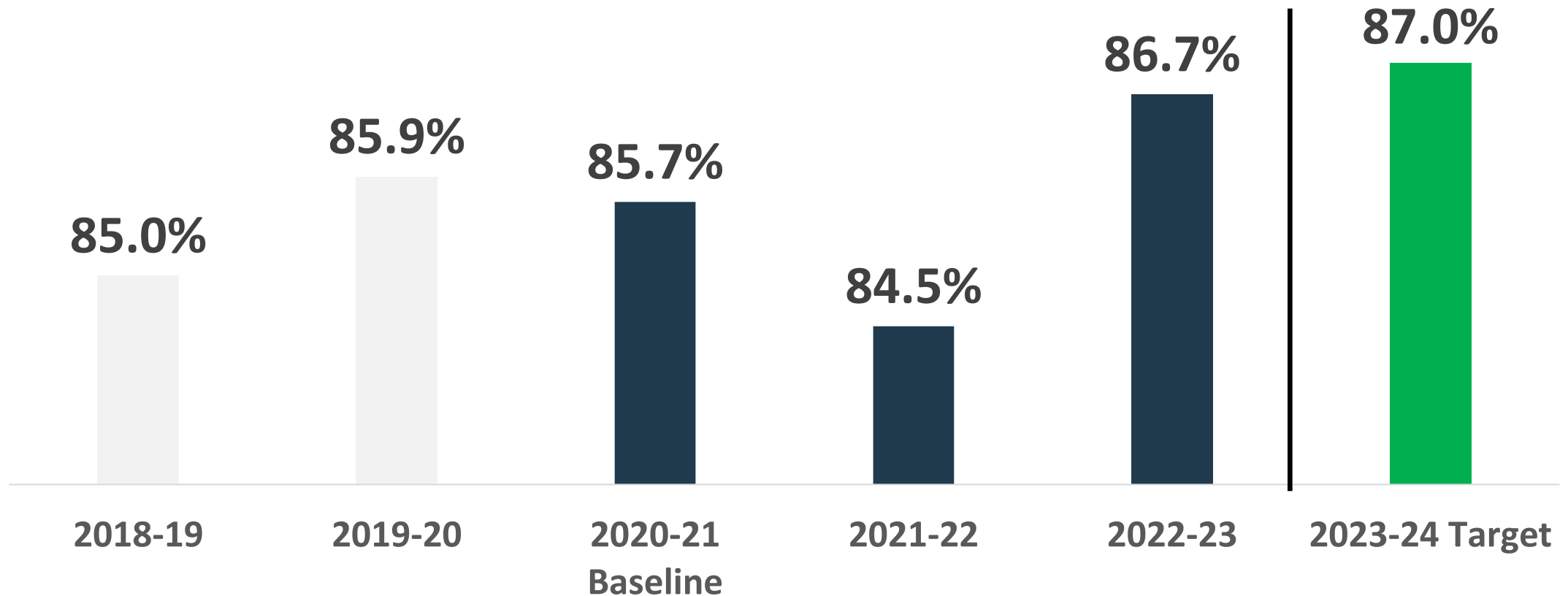
KEY PERFORMANCE INDICATOR – SUCCESS

Graduation Rate: Percentage of first-time, full-time degree-seeking students who earn an undergraduate degree within six years.



KEY PERFORMANCE INDICATOR – SUCCESS

Retention Rate: Percentage of first-time, degree- or credential-seeking students enrolled in the summer or fall of their first year who are still enrolled at the same institution the following fall.



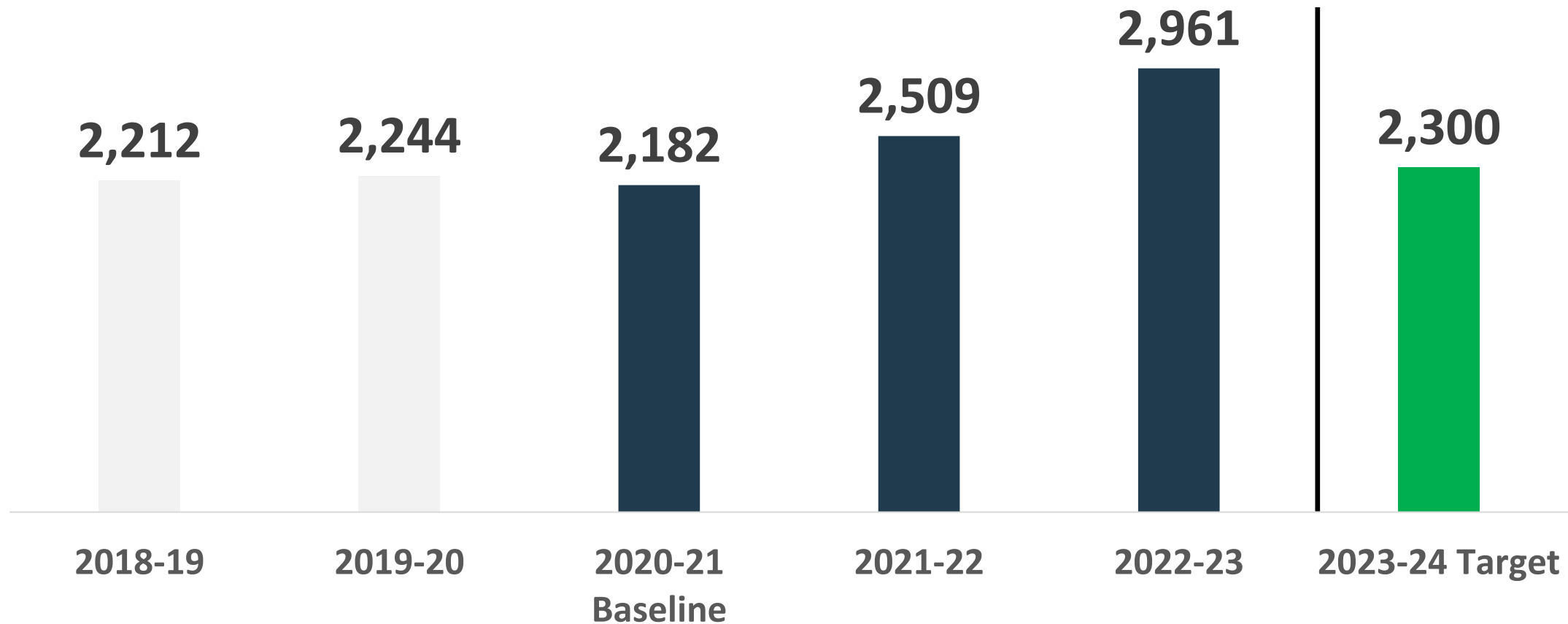
UK'S KEY STRATEGIES FOR SUCCESS



- The first principle of UK-PURPOSE is Putting Students First. Everything we do — in service to our mission to advance Kentucky — ladders up to the principles in our plan.
- Another strategic principle is Inspiring Ingenuity across our campus.
- Examples:
 - Utilization of targeted data around degree completion to assist students with only a handful of hours left to complete a degree.
 - Use of student success navigators to work with at-risk students.
 - Innovative initiatives: UK LEADS, UK Invests, TEK.

KEY PERFORMANCE INDICATOR – TALENT

Graduate and Professional Degrees: Total number of graduate/professional degrees awarded in an academic year.

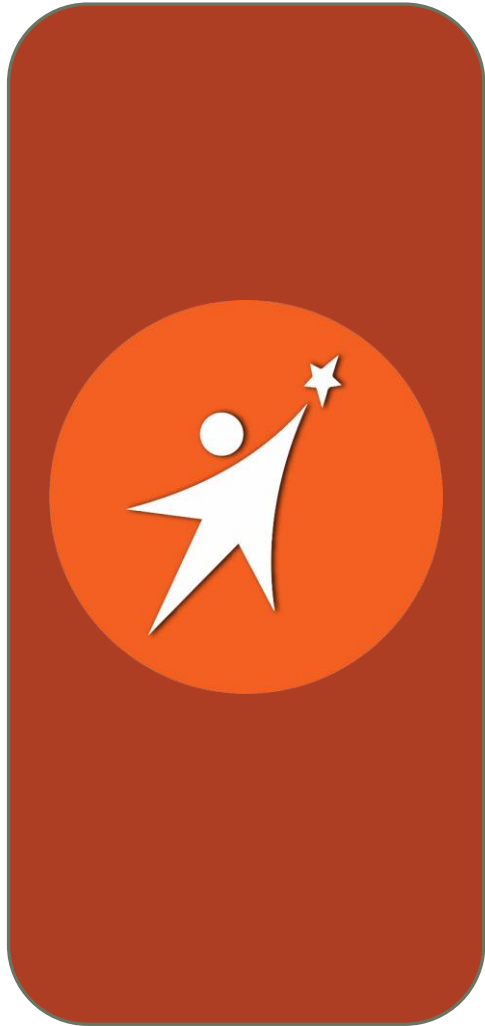


UK'S KEY STRATEGIES FOR TALENT



- Health Education Building to expand health professionals serving Kentucky
- Growing research enterprise that provides opportunities for graduate students

UK'S KEY STRATEGIES FOR VALUE



- Completion of capital campaign, prioritizing student success
- Telling our story to policymakers
- Aligning our efforts to respond to Kentucky's most pressing needs and challenges





Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION Matters

A Campus Action Plan for the University of Kentucky

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Remove barriers to students' access to financial grants and scholarships to support college enrollment and completion.
- 1b. Increase dual credit opportunities to reduce tuition costs for students.
- 1c. Continue to utilize UK LEADS and other grant programs to reduce financial barriers and assist in retention and completion for current students.

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

- 2a. Work with CPE, KDE and public institutions to collaborate on programming and communications targeted at prospective students, their parent(s) and families, and their high school counselors to increase awareness of postsecondary options in Kentucky and how to finance them.
- 2b. Enhance communication and outreach to younger high school students and their parents/families to share messages about financing college, as well as providing timelines to help set expectations and ensure that students position themselves in a way to increase access and funding opportunities to pay for college.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

- 3a. Increase dual credit opportunities to enhance college going rates for high school partners, increase student readiness to enter postsecondary education and prepare high school students for college-level work.
- 3b. Enhance the college readiness of all entering students (both first-time and transfer) through summer preparatory programs, strengthening partnerships with high schools and community colleges and applying other innovative and data-informed strategies.

4. Increase enrollment in postsecondary education.

- 4a. Support the ongoing implementation of a comprehensive, sustainable and detailed enrollment plan, including partnerships with corporate sponsors, to address the economic growth, workforce and societal needs in the Commonwealth, and leverage the strength of a comprehensive campus.
- 4b. Expand traditional in-person and online curricular offerings and leverage opportunities to develop transdisciplinary programs/majors/certificates to attract new enrollment, particularly working and non-traditional students.



SUCCESS

Objectives, Strategies & Targets

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

- 5a. Expand access to and participation in high-impact practices (which have been proven to increase persistence and completion of postsecondary programs) within and beyond the traditional classroom, while maintaining academic and programmatic rigor and accreditation requirements.
- 5b. Enhance the success of our increasingly diverse student body by closing achievements gaps to help ensure timely degree completion through student-centered support systems.
- 5c. Continue/enhance tracking and reporting of all enrollment data, recruitment and retention strategies (including international students) for the university and units (annually) to ensure the success and matriculation of all students.

6. Maximize transfer of academic and experiential credit.

- 6a. Continue work with KCTCS and other institutional partners to build out 2 + 2 and other pathway programs.
- 6b. Support the ongoing Implementation of a comprehensive, sustainable, and detailed enrollment plan that increases knowledge about transferability of coursework and time to degree of transfer students.
- 6c. Continue work with senate and college stakeholders to increase and add flexibility for academic and experiential credit.

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

- 7a. Expand access to and participation in high-impact practices within and beyond the traditional classroom, while maintaining academic and programmatic rigor and accreditation requirements.
- 7b. Further define and ensure core skills such as critical thinking and communications and competencies necessary for student success in both their chosen career paths and as citizens.



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

- 8a. Improve workforce training by weaving opportunities for undergraduate research and internships, collaborative externships and non-traditional student training into existing institutional experiences.
- 8b. Continue to strengthen career advising by utilizing a personalized advising model and technology platforms to connect students to employers.
- 8c. Develop relationships with corporate sponsors to help upskill their current workforce.

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

- 9a. Improve workforce training by weaving opportunities for undergraduate research and internships, collaborative externships and non-traditional student training into existing institutional research priority areas and new domains of research.
- 9b. Utilize UK's Innovation Connect to incentivize innovation and commercialization of research, international research and industry and private sector partnerships through deliberate investment in an innovation infrastructure.



VALUE

Objectives, Strategies & Targets

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

- 10a. Support CPE's campaign to raise awareness of the importance of postsecondary education by providing content that can be shared as part of the campaign and, in turn, by sharing campaign content on institutional platforms.
- 10b. Increase creation and distribution of content around the importance of enrolling and graduating first-generation students; lowering unmet financial need; and creating a more diverse and inclusive campus through increasing enrollment.
- 10c. Create a content hub for stories that extol the importance of higher education and the success of students who graduate from UK.

11. Build support for greater investment in postsecondary education.

- 11a. Actively support legislation that seeks to expand the numbers of health care professionals, specifically nurses, in support of UK's efforts to expand the numbers of nursing students it will enroll and educate in coming years.
- 11b. Focus fundraising efforts as part of the capital campaign "Kentucky Can: The 21st Century" on scholarships, particularly for first-generation students who often have more financial need and come from diverse backgrounds, and UK LEADS grants and scholarships, which specifically address unmet financial need.



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.13	4.1
Undergraduate Enrollment	22,246	23,000
Undergraduate Degrees/Credentials	5,011	5,406
Graduate Degrees	2,182	2,300
Retention Rate	85.7%	87.0%
Graduation Rate	67.9%	70.0%

This document is the University of Kentucky'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