

KY COUNCIL ON POSTSECONDARY EDUCATION WORK SESSION

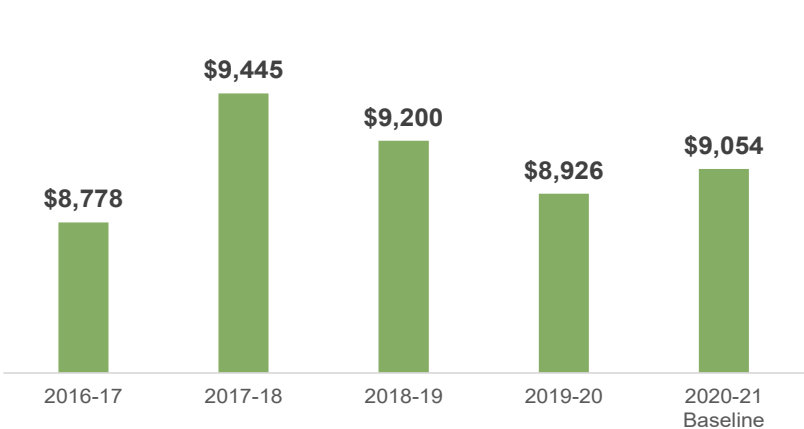


June 17, 2022 – 10:00-Noon ET
Council Offices, 100 Airport Road, 2nd Floor, Frankfort, KY 40601

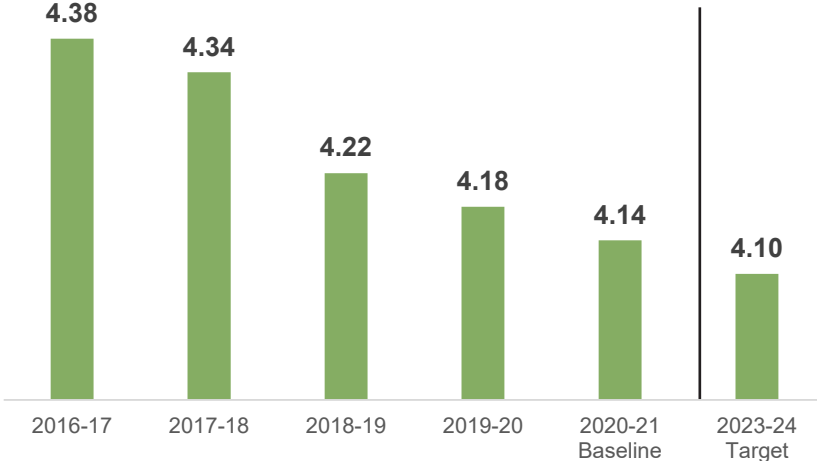
- I. **Welcome Remarks**
- II. **Strategic Discussion with Western Kentucky University**2
- III. **Statewide Strategic Discussions**
 - A. Focus on Talent (Objectives 8-9)33
 - B. Focus on Transitions (Objectives 3-4) → *DID NOT COVER, RAN OUT OF TIME*
- IV. **Adjournment**
The Council will reconvene at a business meeting 1:00 p.m. ET

WESTERN KENTUCKY UNIVERSITY HIGHLIGHTS

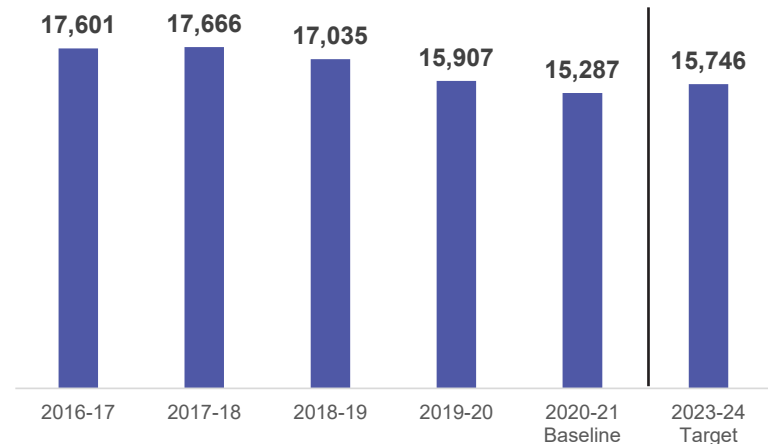
Unmet Need



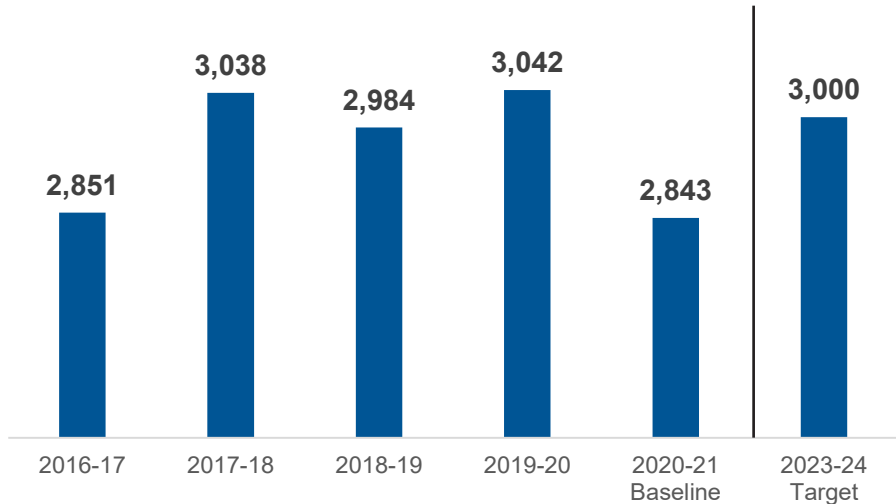
Time to Degree



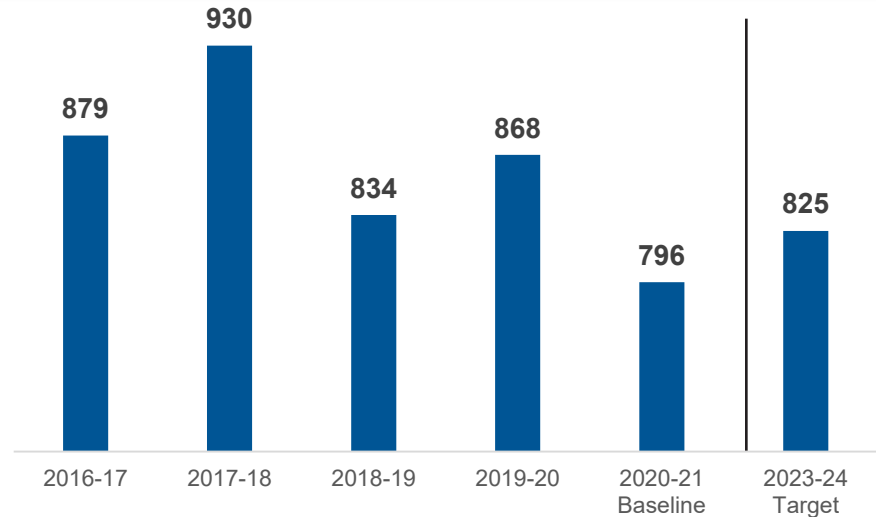
Undergraduate Enrollment



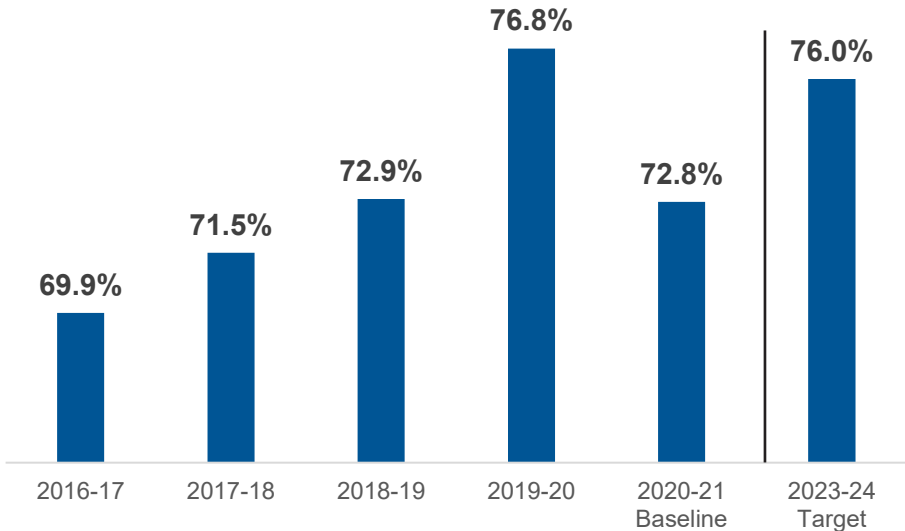
Undergraduate Degrees/Credentials



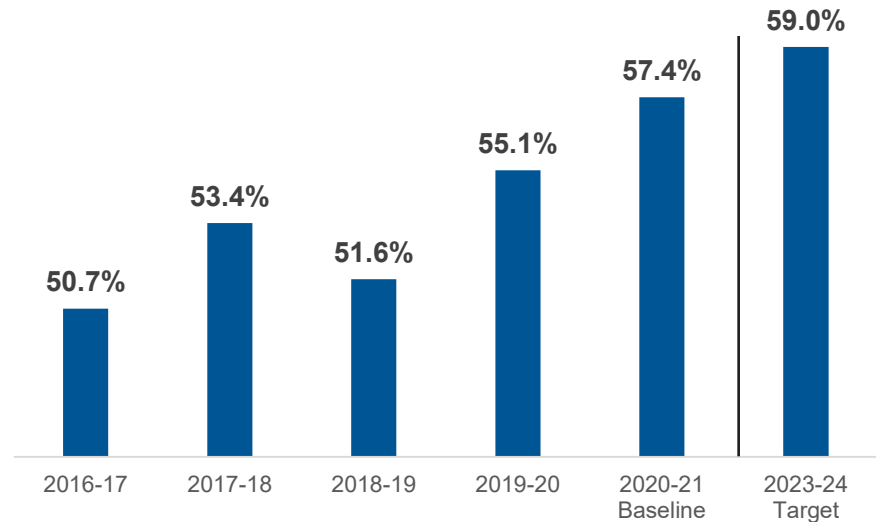
Graduate/Professional Degrees



Retention Rate



6-Year Graduation Rate





Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for
Western Kentucky University

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

1a. Incorporate student need & other factors in financial aid decision-making that include assistance provided but not limited to the following:

- Continue The Hilltopper Guarantee, which provides 100% tuition coverage for any first-time, first-year student from KY who receives Pell Grant assistance and has at least a 3.0 cumulative high school GPA.
- Utilize the WKU Opportunity Fund for short-term financial assistance for students in the form of Emergency Aid Grants, Completion Grants, etc. to promote retention and persistence to graduation.
- Maintain support for the expanded WKU Academic Merit, Transfer, WKU Family, Military, TIP, Border State, and Hilltopper Guarantee programs to maintain affordable access to higher education.
- Provide WKU Educator Discount to assist KY teachers in graduate learning by providing in-state tuition rates for educators from states with reciprocal teaching qualifications with KY.

1b. Moderate tuition and fees increases:

- Institute a 2% increase in FY 22.
- Hold tuition and fee increases to less than 1% in FY23.
- Petition CPE for tuition increase approval processes to be structured so that rates are approved earlier than current practice, allowing students to make informed financial decisions regarding attendance and choice of institution.

1c. Reduce campus expenses and cost increases:

- Allow flexibility in choosing which mode of delivery/location students prefer at WKU that best fits their needs and schedules without concern of additional expense.
- Eliminate distance learning fees.
- Continue to explore means to support promotion of retention and persistence.
- Provide fee waivers and/or reduced fees for WKU admissions applications and assist with FAFSA completion and course selection.



AFFORDABILITY

Objectives, Strategies & Targets

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

2a. Provide informational resources and advising including but not limited to the following:

- Counsel students and their families on financial planning via workshops, one-on-one appointments and other timely interventions (rate of participation among WKU students to exceed 90%).
- Train faculty and staff to assist with providing basic financial assistance to students.
- Provide Spanish versions of basic FAFSA information on the online resource center.

2b. Enhance FAFSA completion:

- Continue WKU SFA staff partnership with KHEAA to provide staff support for 22+ FAFSA completion events in the regional service area.
- Educate the campus community and promote the one-on-one FAFSA completion assistance provided by WKU Educational Opportunity Center (EOC), a TRIO Program.
- Expand outreach regarding the necessity of FAFSA completion for both incoming and returning WKU students.

2c. Improve information flow and quality with college access professionals:

- Enhance relationship with KHEAA, KASFAA, and High School-WKU TRIO programs (Educational Talent Search 1-2-3- and Upward Bound) to bring guidance counselors to campus for 2 events or more per year for training workshops and/or informational luncheons.
- Connect regional recruiters to their area's high schools for in-school workshops there.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

3a. Afford opportunities for high school and high school graduate to prepare for college at WKU:

- Offer high-quality dual credit opportunities.
- Promote the Gatton Academy of Mathematics and Science.
- Operate a Summer Scholars' Bridge Program through CPE Grant support.
- Explore additional means to advance campus and e-learning opportunities.

3b. Facilitate virtual access to WKU for college and career exploration:

- Maintain webpages accessible on a variety of electronic devices.
- Use digital communications for transmitting admission processes and requirements.
- Aided by the Handshake Program, offer online access to career services for students associated with WKU, including dual credit and summer scholars, which incorporates mentoring/tutoring.

3c. Provide regular contact mechanisms with high schools and community colleges:

- Hold information fairs at WKU and in high schools.
- Continue college and university open house events.
- Establish/maintain/expand e-communication pathways.



TRANSITIONS

Objectives, Strategies & Targets

4. Increase enrollment in postsecondary education.

4a. Create targeted recruitment strategies for type of student and enlist assistance of alumni:

- Develop high school academies.
- Develop second- and third-year holistic experiences akin to the first-year village and LLCs, but tailored for the transfer student.
- Serve adult learners in 10 South Central Kentucky counties through our continued collaboration with the WKU TRIO project-Educational Opportunity Centers.
- Provide adults with orientation to college.
- Strengthen existing and develop new partnerships with businesses and the military to help adults initiate or complete a postsecondary degree.
- Evaluate barriers to higher education for low-income students, in addition to providing financial training and assistance.
- Continue the activities of ISEC, which works with the society of African American Alumni, Divine 9 (historically Black sorority/fraternity alumni associations) the NAACP, churches, and civic groups with an alumni presence to assist with recruitment.

4b. Streamline and simplify admission procedures:

- Explore further conditional acceptance practices during recruitment events.
- Implement Degree Works to improve degree and certificate program planning (DW is software used to facilitate academic advising and degree audits, and it empowers students by providing easy access to their path to graduation and career goals).
- Continue and, as possible, expand WKU TRIO projects that have a large alumni association to assist with PSE, transition and success.
- Pursue “stop out” and re-engagement strategies for students who abandoned their degree program prior to completion.
- Work with the accepted but non-matriculated population to determine why they are not pursuing a college education, and for their next year honor admission and scholarship awards.



SUCCESS

Objectives, Strategies & Targets

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

5a. Enhance and initiate practices to improve retention and graduation:

- Create a Comprehensive Advising Program for all years of college aided by our degree audit system, Degree Works, to provide 1) academic coaching to improve understanding and use of success resources, 2) career counseling for life after graduation and 3) 4-year financial plans to promote “4 to Finish” and overall understanding of long-term educational finances.
- Complement general and faculty advisor activities by continuing faculty advisor training and possibly expanding to a certified advisor program.
- Evaluate barrier courses to college readiness & completion and take progressive action.
- Improve degree and certification program planning, aided by Degree Works, and offer global and common learning experiences to 1) continue our Living and Learning Communities (LLCs), 2) develop opportunities beyond the first year, be they academic, recreational, social, and otherwise, and 3) facilitate global learning including study abroad especially in first two years.

5b. Create procedures to facilitate on-time graduation:

- Establish a comprehensive advising program to enable students to complete college in no more than 8 semesters (depending on the credits with which undergraduate students enter).
- Incorporate winter and summer courses into degree programs as needed to maintain on-time graduation.
- Schedule classes and institute class rotation schedules to facilitate degree progression and on-time graduation.
- Tailor High-Impact Practices (HIPs) to underserved and minoritized students to close opportunity gaps.

5c. Create programs focused on the success of URM and low-income students:

- Establish living and learning communities with a special focus on: 1) supporting and extending the Intercultural Student Engagement Center (ISEC), 2) implementing a first-generation student program to address their unique issues, 3) continuing the ISEC Black Male Initiative (WHY KNOT US), Black Female Initiative (WHY KNOT US TOO) and Hispanic/Latin initiative, each specifically focused on the postsecondary success of targeted populations (academic, social, emotional, financial) and 4) expanding the newly created ISEC Graduate Academy for URM graduate students.
- Grow TRIO programs.
- Explore the expansion of viable work options on campus, targeted scholarships, additional tutoring and supplemental instruction.

5d. Initiate procedures to facilitate the success of adult learners, including active duty and retired military personnel:

- Create appropriate online offerings for degrees/certificates/micro-credentials to fit the needs of adults currently in or planning to enter the workforce.
- Tailor communications and services specific to adults, and differentiate between undergraduate and graduate adult learners.
- Investigate the development of an Adult Learner Outreach & Orientation Multimodal Center.

6. Maximize transfer of academic and experiential credit.

6a. Facilitate transfer of dual credit courses, community college credit, and credit at other universities:

- Stay current with course transfer acceptability within the state.
- Work with community college advisors for 4-year programming.
- Request involvement in community college curriculum development that will affect transferability to WKU in order to articulate better transfer agreements.
- Evaluate credit for prior learning and experience.



SUCCESS

Objectives, Strategies & Targets

6b. Institute advising and fiscal procedures focused on transfer students:

- Update transfer marketing and communication plans.
- Clarify and enhance academic pathways.
- Conduct timely transfer audits.
- Work with departments on transfer credit facilitation by creating academic pathways with KCTCS and community colleges in the surrounding region and extending 2+2 programs.
- Continue to work with advisors at community colleges.
- Reimagine transfer orientation virtually and in-person.
- Reimagine transfer scholarships including GPA requirement level and competitiveness.

6c. Determine means for individuals to complete unfinished degrees through advancing the Degrees When Due project, among others.

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

7a. Ensure academic program standards are maintained:

- Conduct academic program reviews to facilitate continuous improvement of all academic programs.
 - Perform 5-year and annual program sustainability reviews.
 - Continue appropriate assessment of classes and programs.
 - Obtain regular, valid and reliable feedback from stakeholders.
 - Assess practices against aspirational higher education providers.
- Maintain accreditation standards for accredited programs and increase their numbers.
- Review and assess the Colonnade Program (WKU's General Education program), coupled with major degree programs that address the ten essential skills of the Kentucky Graduate Profile.
 - Review teaching methodologies and infrastructure to integrate best practices and incorporate, where possible, high-impact practices (HIPs), immersive learning in diverse cultures, process-learning, collaborative learning and others.
 - Provide training in pedagogy for all those who instruct students.
 - Maintain infrastructure and technology to support instruction.

7b. Establish and promote equity in academic and co-curricular activities:

- Support and enhance the Colonnade Program to:
 - Transform high enrollment courses into more active & inclusive environments.
 - Inspire greater student responsibility for learning.
 - Reimagine courses to expand new pedagogical ideas.
- Integrate best practices related to diversity, equity, and inclusion into teaching methods.
 - Provide training for faculty and staff to support equity in learning.
 - Develop our continued commitment to inclusive teaching.
 - Make pedagogy and assessment more equitable.
- Expand the Holistic Student Approach
- Create means to address unmet financial needs



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

8a. Establish experiential learning opportunities related to the student's prospective career path:

- Assist students with their individualized personal and professional development plan (an aspect of the Comprehensive Advising Program and thereby our Student Success Plan) that will serve as a guide for the pursuit and completion of a four-year degree in preparation for a successful career or entrance into further schooling/training.
- Develop hard and soft skills as well as cultivating global citizens through the Colonnade Program, a student's degree program and the Student Success Plan that will provide common intellectual experiences and high-impact practices.
- Facilitate internships, shadowing, part-time employment and the like in conjunction with the Academic Advising and Career Development Center (ACDC), the Innovation Campus at WKU, Global Learning and International Affairs, creative learning and research conducted by faculty and federal, state, and other public and private establishments.
- Consider the best means to centralize knowledge about and access to these experiential opportunities, such as expanding/developing experts or alumni in residence programs in the colleges.
- Create a modernized, flexible curriculum to allow for experiential learning hours to count toward degree programs.

8b. Continue to develop career-based activities:

- Support real-time and virtual advising and activities of ACDC related to career planning.
- Hold career fairs at the college and University levels involving prospective employers.
- Offer training opportunities through certificates, new market-relevant undergraduate degrees, graduate programs and other avenues.
- Involve the alumni association in enhancing career preparation.
- Provide career counseling in multiple modalities to prepare students for life beyond graduation.

8c. Facilitate business and other community partnerships:

- Develop connections via the Innovation Campus at WKU to facilitate business/faculty/staff/student partnerships.
- Involve the alumni association network to facilitate career connections.
- Use the Small Business Accelerator to aid in business development emanating from WKU research and/or community members.
- Provide continuing education opportunities for community members to enhance their employability and/or business development, including the current program of webinars and presentations by the alumni association and ACDC.



TALENT

Objectives, Strategies & Targets

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

9a. Align relevant academic programs with employment needs:

- Identify programs that specifically address these needs and create new ones to supplement ongoing ones where warranted.
- Create an Office of Undergraduate Research to facilitate experiential learning and coordinate activities with ACDC for internships and other outside WKU experiential learning opportunities.
- Enhance employment preparedness for graduates by strengthening the programs and career-focused opportunities in WKU's Graduate School.
- Support faculty scholarly and creative activities that address these high-need areas.
- Provide continuing education in these high-growth/demand/wage areas.

9b. Expand community engagement, especially in Kentucky's high-need areas:

- Develop/expand signature programs, degrees and credentials to address these areas.
- Align university priorities with communities, business and industry, educational institutions and others to create mutually beneficial cultural, environmental, scientific and social opportunities.
- Transform the WKU Center for Research and Development into a true Innovation Campus that engages corporations in collaborative research; incubates faculty, staff, and student ideas; cultivates and grows local businesses; and provides a hub for entrepreneurial growth and investment (see also 8a & 8c).



VALUE

Objectives, Strategies & Targets

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

10a. Promote WKU as an institution of excellence for higher education and career advancement:

- Develop a comprehensive communication plan.
- Foster and advocate for the WKU Experience.
- Use WKU campuses, colleges and departments for in-person and virtual forums as locations for said promotions.
- Engage alumni and highlight alumni successes, as well as promoting current student, faculty, and staff activities and successes.
- Associate WKU with opportunities for people of the region to be educated, entertained, assisted and inspired outside the classroom.

11. Build support for greater investment in postsecondary education.

11a. Communicate the return on investment of a WKU degree:

- Incorporate ROI information into the comprehensive communication plan.
- Provide summaries of the cost of attendance and benefits of a degree to students.

11b. Invest in the future:

- Examine university-related foundations' structures to determine if there are opportunities for efficiency or simplification that will enhance our ability to attract voluntary support and eliminate confusion.
- Assemble the necessary volunteer structure and involve deans and other senior leadership in support of a comprehensive fundraising campaign to support the University's Strategic Plan "Climbing to Greater Heights."



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.14	4.1
Undergraduate Enrollment	15,287	15,746
Undergraduate Degrees/Credentials	2,843	3,000
Graduate Degrees	796	825
Retention Rate	72.8%	76.0%
Graduation Rate	57.4%	59.0%

This document is Western 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

Western Kentucky University

June 17, 2022



Affordability



Transitions



Success



Equity



Talent



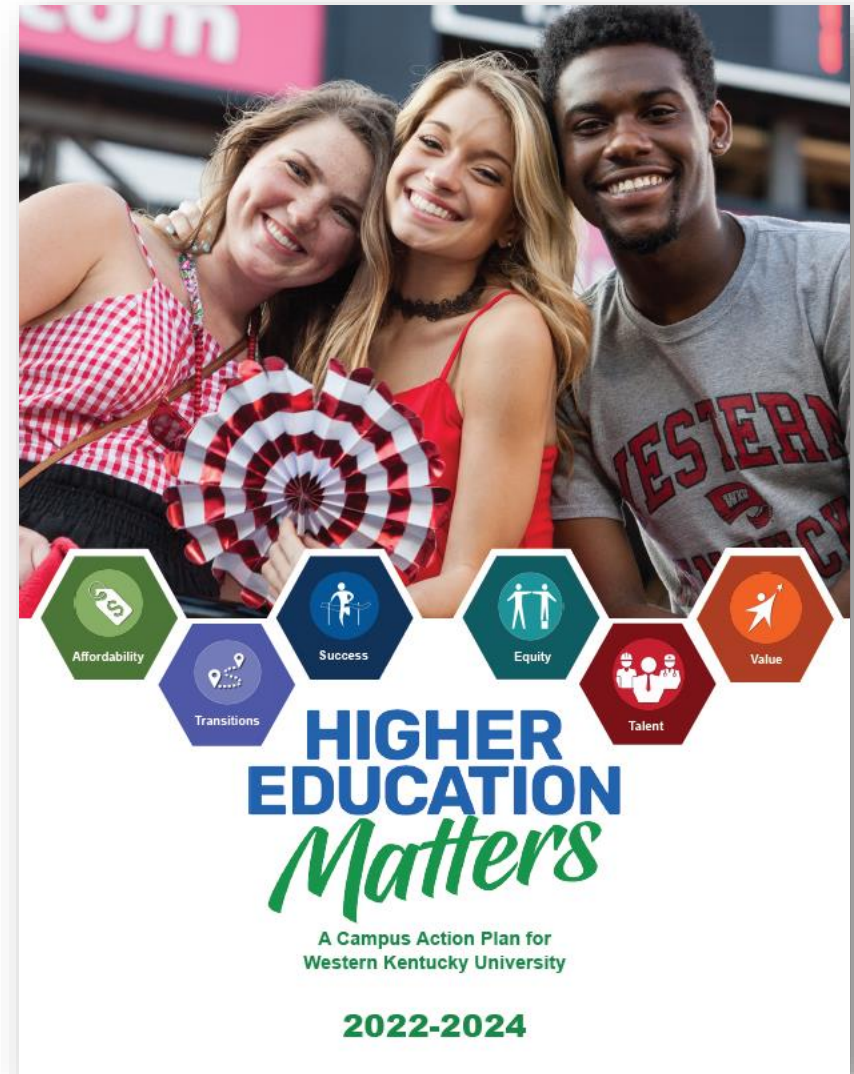
Value

KEY FACTS ABOUT WESTERN KENTUCKY UNIVERSITY

- **Total enrollment fall 2021: 16,750**
 - **14,729** undergraduate; **2,021** graduate
- **2,832 first-time, first-year students fall 2021**
 - **78.6%** KY residents; **17.3%** out-of-state; **4.1%** international
 - **21.1%** underrepresented minority
 - **22.3** average incoming ACT score
 - **3.48** average incoming GPA
 - **125** valedictorians/salutatorians
 - **213** KY high schools represented; **97** KY counties; **33** states; **10** countries
 - **29.6%** 1st generation
- **Retention**
 - **90.9%** of first-time, first-year students who were enrolled in fall 2021 returned in spring 2022, a **4.6** percentage point increase since 2017 and the highest retention rate since WKU began tracking this data in 2010/11.
 - **90.3%** of first-time, first-year URM students who were enrolled in fall 2021 returned in spring 2022, up from **85.7%** the year before.

LOOKING FORWARD: CAMPUS VISION FOR 2030

- Reimagine the scholarship program to increase access to the WKU Experience
- Provide unparalleled applied learning experiences to prepare graduates to meet Kentucky's evolving workforce demands
- Invest in facilities and infrastructure to provide a start-of-the-art campus environment and student experience



WKU'S KEY STRATEGIES ON AFFORDABILITY



AFFORDABILITY

- **Reduce financial barriers to college enrollment and completion**
 - ❖ Strengthen financial aid decision-making
 - ❖ Moderate tuition and fee increases
 - ❖ Reduce campus expenses and cost increases
- **Improve the public's understanding of how to pay for college**
 - ❖ Provide more informational resources and advising
 - ❖ Enhance FAFSA completion
 - ❖ Improve information flow

WKU'S KEY STRATEGIES ON TRANSITIONS



TRANSITIONS

- **Increase students' readiness to enter postsecondary education**
 - ❖ Offer more preparatory opportunities
 - ❖ Facilitate virtual access to WKU
 - ❖ Provide regular contact mechanisms
- **Increase participation in postsecondary education**
 - ❖ Create targeted recruitment strategies
 - ❖ Streamline and simplify admission procedures

WKU'S KEY STRATEGIES ON SUCCESS



SUCCESS

- **Increase persistence in and timely completion of postsecondary programs**
 - ❖ Enhance and initiate practices to improve retention and graduation
 - ❖ Develop procedures to facilitate on-time graduation
 - ❖ Create programs focused on URM and low-income student success
 - ❖ Initiate procedures to enhance adult learner success

WKU'S KEY STRATEGIES ON SUCCESS



SUCCESS

- **Maximize transfer of academic and experiential credit**
 - ❖ Improve facilitation of transfer credits
 - ❖ Institute advising and fiscal procedures focused on transfers
 - ❖ Determine means for degree completion
- **Ensure academic offerings are high-quality, relevant and inclusive**
 - ❖ Ensure program maintenance
 - ❖ Establish and promote equity

WKU'S KEY STRATEGIES ON TALENT



TALENT

- **Improve the career outcomes of postsecondary graduates**
 - ❖ Establish experiential learning opportunities
 - ❖ Continue to develop career-based activities
 - ❖ Facilitate partnerships
- **Increase research and service to support strong communities and economies**
 - ❖ Align relevant academic programs with employment needs
 - ❖ Expand community engagement

WKU'S KEY STRATEGIES ON VALUE



VALUE

- **Increase public belief in the power of postsecondary education**
 - ❖ Promote WKU
- **Build support for greater investment in postsecondary education**
 - ❖ Communicate WKU degree ROI
 - ❖ Invest in the future

INNOVATION CAMPUS AT WKU

A transformation of existing facilities at the WKU Center for Research and Development

- Gather WKU's intellectual capital
- Build deeper relationships with business and industry
- Engage corporations in collaborative research
- Incubate faculty, staff and student ideas
- Cultivate and grow local businesses
- Provide a hub for entrepreneurial growth and investment



OPPORTUNITY FUND

A focused fundraising campaign to remove barriers for access to education

- Designed to help meet the financial needs of WKU students
- Surpassed initial \$50 million goal in less than four years
- Established a new target in fall 2021 of \$100 million
- \$62 million already raised, supporting students through 182 endowed scholarships



THE COMMONS AT HELM LIBRARY

Renovated facility opened in April 2022

- Reimagines the library as an innovative space in which learning continues beyond the classroom
- Facilitates student engagement with faculty and staff in an atmosphere where ideas can be formed, shaped and shared
- Offers multiple dining options
- Honors the building's history as WKU's first basketball arena



FIRST YEAR VILLAGE

Living Learning Communities key to retention increase

- Regents and Normal halls are cornerstones of First Year Village, which houses many Living Learning Community residents
- In LLCs, students with similar interests live together in an environment that encourages social connection, academic success and increased engagement with faculty, staff and administrators
- Students in an LLC during the fall 2021 semester were retained at a rate of 95.2%, 5.9 percentage points higher than non-LLC participants.



TORNADO RELIEF

When tornadoes hit Bowling Green on December 11, 2021, the WKU community responded

- WKU Meteorology students assisted in damage assessments with the National Weather Service.
- WKU opened its food pantry, Preston Center and Jody Richards Hall Computer Lab to community members who needed food, warm showers and internet.
- WKU Housing opened all available residence hall beds for first responders.
- WKU Restaurant Group partnered with local schools to provide meals and bottled water at various locations.
- The Center for Research and Development served as volunteer headquarters for WKU employees and community members assisting in recovery efforts.



POINTS OF PRIDE

Enrollment (2020/21):

- Highest proportion (since we started measuring) of undergraduate students who were underrepresented minorities: 17.2%
- Highest proportion (since we started measuring) of graduate students who were underrepresented minorities: 17.4%

Institutional Aid (2021/22):

- From AY 18/19 to AY 21/22 we increased institutional aid by 44%, from \$34,604,778 million to \$49,868,093 million.

6-Year Graduation Rates (2020/21) were the highest ever for:

- All students: 57.4%
- URM students: 40.7%
- Low Income Students: 43.2%

Bachelor's Degrees (2020/21):

- Highest number of URM bachelor's degrees awarded since we started tracking in 2010: 388

POINTS OF PRIDE

- WKU Forensics Team won the National Forensics Association National Tournament sweepstakes championship.
- WKU's School of Media finished 4th overall in the 2021-22 Hearst Journalism Awards Program, its 13th consecutive top 5 national ranking.
- WKU's Campus Pride index reached 4.5 out of 5 stars.
- WKU received a National Science Foundation grant to replace the telescope and control system at the Bell Observatory. The new instrument will be the largest optical telescope in Kentucky.
- WKU received a \$2.2 million annual contract to host the new Family Child Care Network of Kentucky.
- U.S. Department of Education announced that WKU TRIO Programs will receive federal Talent Search and Upward Bound grants totaling more than \$7 million to help more low-income and/or first-generation students prepare for and enroll in college.

POINTS OF PRIDE

- In 2020-21, the Benjamin A. Gilman International Scholarship awarded \$190,000 to 42 WKU students, an institutional record for one academic year and more than any other public institution in the state. In 2021-22, the Gilman program awarded \$179,000 to 39 WKU students.
- A record 26 Gatton Academy seniors were recognized as semifinalists in the 2022 National Merit Scholarship Competition. Nineteen were later named finalists.
- WKU's Bachelor of Science in Nursing program was ranked the best in Kentucky for 2021 by NursingProcess.org. U.S. News & World Report ranked WKU among the top 35 Best Online Bachelor's Programs in the nation – and No. 1 in Kentucky.
- For the 13th consecutive year, WKU was named a Military Friendly School by Victory Media and earned Gold level status for the 1st time. For the 9th consecutive year, WKU earned national recognition as a "Best for Vets" school by Military Times.
- For the 11th consecutive year, WKU was recognized as one of the nation's most environmentally responsible colleges, according to The Princeton Review®.





Kentucky will increase talent and innovation to support our communities, employers and economy.



TALENT

A Strategic Priority

Statewide Challenges

A primary purpose of postsecondary education is to produce adaptive, highly skilled workers to fuel the economy. In the recent past, a high school education was sufficient to secure gainful employment to support a family. However, automation and outsourcing are rendering these jobs nearly obsolete. As noted by the Georgetown Center on Education and the Workforce, two out of three high-wage jobs created in the U.S. since 2008 demand postsecondary experience.

A 2021 report by the Kentucky Chamber of Commerce estimates that the state has 90,000 to 100,000 job openings in any given month, and 65% to 85% of these vacancies require training, credentialing or degrees beyond high school. Data from the Chamber's Talent Pipeline Management (TPM) program show that only 30% of the state's jobs require a high school diploma or less, corroborating this finding.

At 56.3%, Kentucky currently has one of the lowest workforce participation rates in the nation. Poor health, substance use disorders and childcare shortages are partly to blame, but the lack of requisite skills and credentials is a large and growing part of the problem. The lack of active, skilled workers limits Kentucky's economic growth and expansion, increases spending on entitlement programs and reduces state tax revenues.

Systemwide Responses

Kentucky must expand postsecondary access to undereducated, working-age adults to fill critical work shortages in healthcare, STEM fields, early childhood development and other high-demand areas. Work-based education opportunities, tuition

assistance and public-private partnerships like UPS's Metropolitan College can put adults to work while they gain valuable credentials that move them up the career ladder.

Endless debates pitting technical training against liberal arts education miss the larger point: today's graduates need both. We must ensure liberal arts graduates gain technical and vocational proficiencies, just as students pursuing more technical and vocational credentials gain exposure to the humanities and liberal arts.

CPE's recent partnership with the Quality Assurance Commons put essential employability skills front and center. The Kentucky Graduate Profile identifies career-focused learning outcomes that each graduate should demonstrate as part of their college curriculum. The Kentucky Graduate Academy, which includes representatives from each public campus, will assess the extent to which academic programs equip students with essential employability skills, making adjustments as needed.

Besides talent production, higher education institutions drive economic development through basic and applied research and business services. Innovations originating in laboratories are driven to the marketplace, spawning new companies and creating products and processes that improve our lives. This agenda will focus on strategies to ensure these efforts are aligned with the state's emerging and existing industries.

Finally, Kentucky's postsecondary system will continue its mission of regional stewardship by working with community partners to exchange knowledge and expertise for the mutual benefit of the Commonwealth.

**65% to 85%
of Kentucky
job openings
require training
beyond high
school.**



TALENT

Objectives, Strategies & KPIs

8. Improve the career outcomes of postsecondary graduates.

8a. Work with campuses to include a work-based learning or other career-relevant experience in all undergraduate programs.

8b. Work with colleges and universities to strengthen campus-based career advising and development.

8c. Facilitate meaningful partnerships between employers, community partners and education providers to improve the career outcomes of postsecondary programs.

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

9a. Identify high-growth, high-demand and high-wage industries by region and target postsecondary programs for increased enrollment in those areas.

9b. Encourage targeted research, the development of signature academic programs and expanded community engagement supporting Kentucky's high-need, priority areas.

Key Performance Indicators

Graduates Working or Pursuing More Education (State-Level): Percent of certificate, associate and bachelor's degree graduates working in Kentucky or pursuing additional education one year after graduation.

Graduate and Professional Degrees (State & Campus-Level): Total number of graduate/professional degrees awarded in an academic year.

Statewide Educational Attainment Goal (State-Level): Percent of Kentuckians ages 25-64 with a postsecondary credential (certificate or higher).



2022-30 STATEWIDE STRATEGIC AGENDA

Strategic Priorities TALENT

June 17, 2022



Affordability



Transitions



Success



Equity



Talent



Value

IMPLEMENTATION TIMELINE

Nov 2021 - Council approved 2022-30 Statewide Strategic Agenda

Jan-Mar 2022 - Development of 2022-24 campus strategies & targets, statewide action plans & targets

Apr 2022 & beyond - Regular updates to ASI Committee; Annual campus presentations begin; and focused discussions on each priority



KEY OBJECTIVES

8. Improve the career outcomes of postsecondary education graduates.
9. Increase research and service to support strong communities and economies.



Kentucky will increase talent and innovation to support our communities, employers and economy.

STATE-LEVEL STRATEGIES

Improve the career outcomes of postsecondary education graduates.

- 8a. Work with campuses to include a work-based learning or other career-relevant experience in all undergraduate programs.
- 8b. Strengthen campus-based career advising and development.
- 8c. Facilitate meaningful partnerships between employers, community partners and education providers to improve the career outcomes of postsecondary programs.

Increase research and service to support strong communities and economies

- 9a. Identify high-growth, high-demand, high-wage industries by region and target postsecondary programs for increased enrollment in those areas.
- 9b. Encourage targeted research, the development of signature academic programs and expanded community engagement supporting Kentucky's high-need, priority areas.

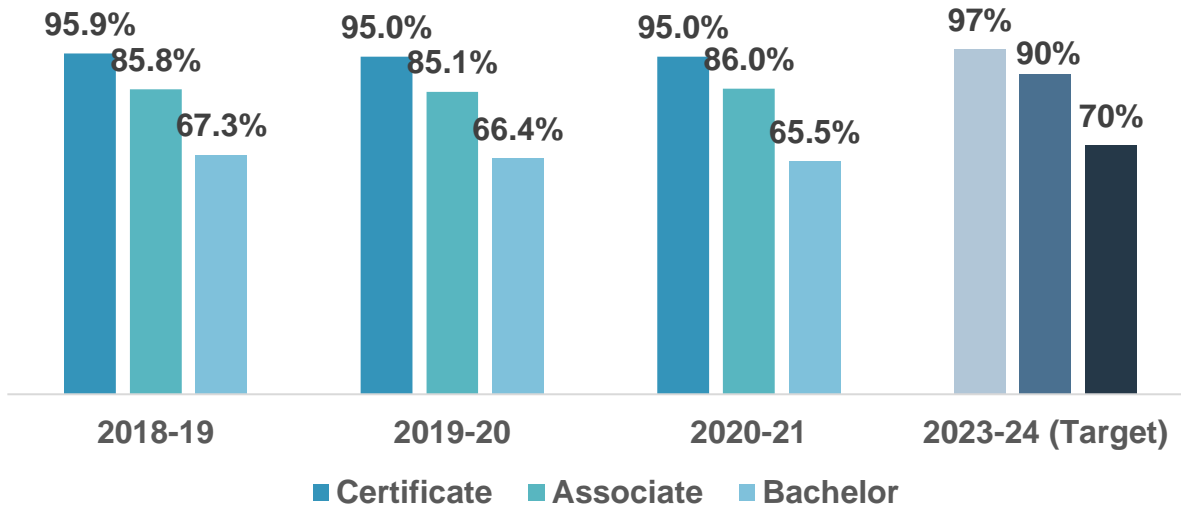
MEASURING OUR PROGRESS

Key Performance
Indicators and
Context Metrics



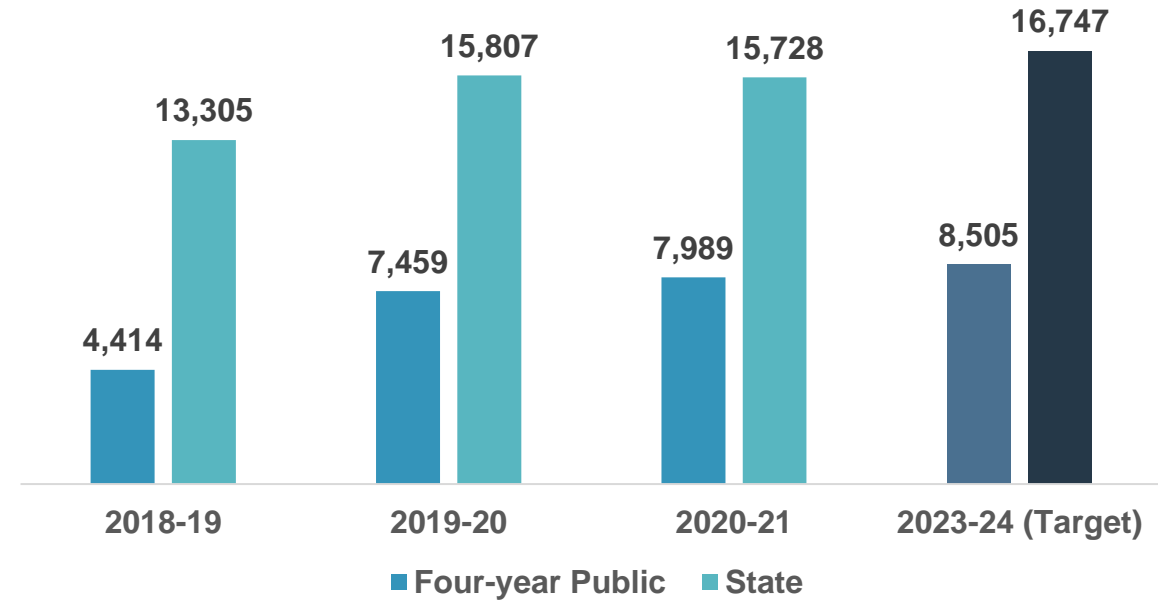
TALENT KPIs

Graduates Working or Pursuing More Education



Statewide Targets = 97%, 90%, 70%

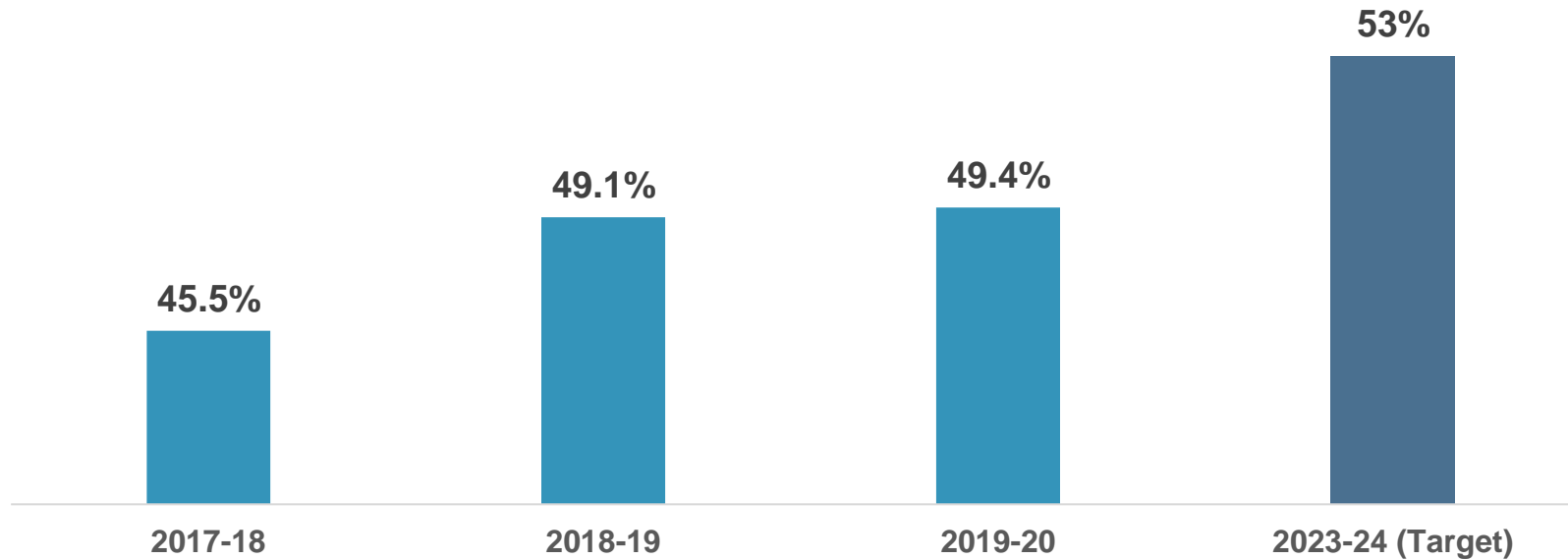
Graduate/Professional Degrees



Statewide Target = Increase by 6.5%

TALENT KPIs

KY Educational Attainment Rate



Statewide Target = 53%



The Workforce Shortage.

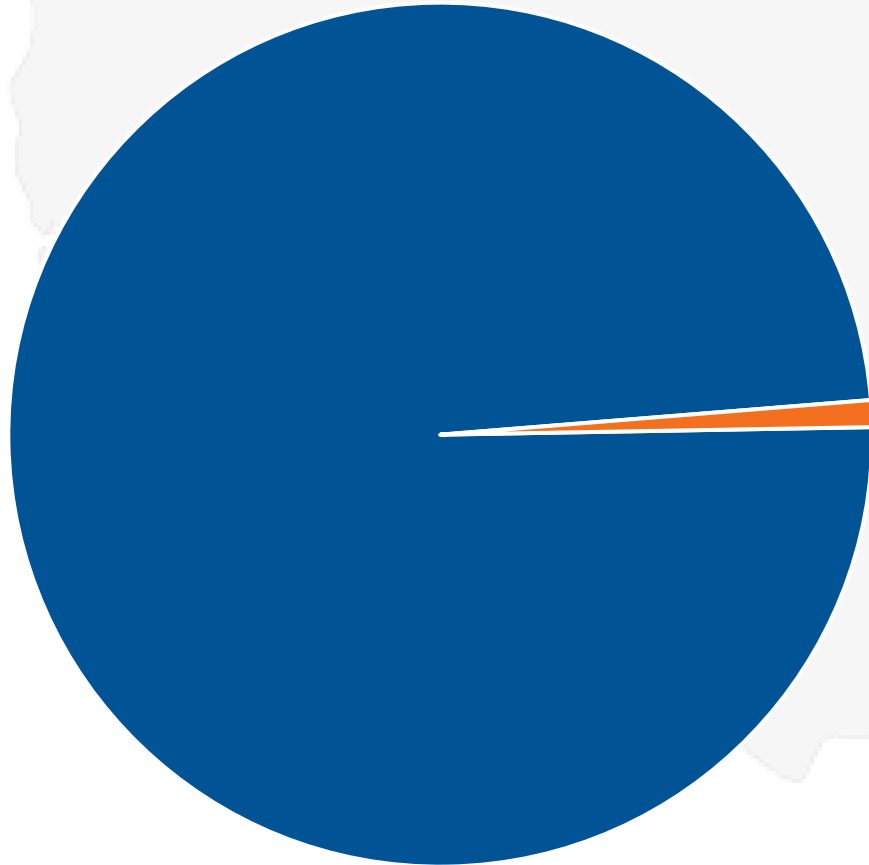
There are approximately 52 unemployed persons for every 100 job openings

Source: Bureau of Labor Statistics, Job Openings and Labor Turnover Survey; Local Area Unemployment Statistics.



Most jobs require a college education

Jobs Created Since the Recession



99%

of new jobs (11.5 million)
went to workers with at least some
college education



The Healthcare Workforce Collaborative

Goal: To grow the pipeline of healthcare workers in Kentucky into a robust and diverse collective of competent and fulfilled practitioners

Historical Perspective

- The vision
- Legislative Concerns.
 - Senate Bill 10
 - House Bill 1



Grants to Campuses

Focus is to support and grow programs that train healthcare providers in **high demand disciplines** that lead to professional certification and/or licensure



HWC Advisory Group

- The HWC is the first step for CPE's Workforce and Economic Development Team. We will duplicate this process for other aspects of Kentucky's workforce (ex: educators).





Blue Oval City

**Ford-BlueOval SK Partnership
Bringing 5000 Jobs In Elizabethtown**





Kentucky Healthcare Workforce Collaborative (HWC)

What is the Kentucky Healthcare Workforce Collaborative?

HB 1 (2022) appropriates \$10 million to the Council on Postsecondary Education (CPE) to support the Healthcare Workforce Collaborative (HWC), a program designed to help address the critical healthcare workforce crisis facing the state. The HWC will focus on growing and strengthening the education and training pipeline for future nurses, allied health professionals, primary care and other healthcare providers. The program is focused in two areas:

- 1) **Grants to Campuses:** A dedicated pool of grant funds administered by CPE and directed to Kentucky's public universities and community/technical colleges to support and grow programs that train healthcare providers in high demand disciplines leading to professional certification and/or licensure.

- 2) **HWC Advisory Group:** The president of the Council on Postsecondary Education shall chair the HWC Advisory Group and appoint members. The group will be administered by CPE and comprised of representatives from universities and colleges, state leaders and members of the healthcare sector to establish a long-term plan as well as rapid response strategies to strengthen the healthcare workforce pipeline. The advisory group will review program guidelines, monitor outcomes, design and implement state-level programs, and recommend future actions.

How will the HWC help grow the education and training pipeline for healthcare workers?

The HWC will help grow the pipeline of healthcare workers in Kentucky in several ways. CPE will serve as a convener, bringing postsecondary institutions and healthcare organizations together to collaboratively design programs to address the greatest needs and shortages in the healthcare workforce.

In addition to direct support to campuses to strengthen and grow programs aligned with healthcare workforce demands, the HWC will facilitate partnerships between higher education and healthcare organizations to support individuals who want to pursue health professions and to build career ladders for current employees. Representatives from hospitals and other healthcare providers will be represented on the HWC Advisory Group and provide regular feedback and guidance on the use of funds. They also will help structure and implement state-level initiatives to grow the healthcare workforce.

The HWC also will engage K-12 representatives to help strengthen partnerships between elementary, middle, and secondary and postsecondary providers to create a more seamless pathway for K-12 students interested in healthcare careers. HWC funds may be used to promote and encourage awareness of healthcare occupations, provide mentoring, provide work-based learning opportunities, and support programs that increase interest, scholarship, and engagement of K-12 students into the field of healthcare.

What are the critical challenges for postsecondary education?

There are significant challenges that colleges and universities face when attempting to address the gaps in the healthcare talent pipeline, including:

- A shortage of nursing and other healthcare faculty due to a lack of competitive pay.
- Limited access to clinical sites for students.
- A need for modern training equipment and supplies.
- The need for greater academic and social/emotional supports for students in these highly competitive programs.

Healthcare programs often are limited admission with demanding curricula. There are strict faculty-to-student ratios, and they require the completion of a rigorous course of study that includes required clinical hours in a hospital or other facility. Graduates are then required to sit for state or national licensing exams before entering the workforce. These are expensive, time-consuming programs that demand an unceasing effort from students, faculty, and campuses to ensure Kentucky's healthcare workforce pipeline remains viable and functioning, particularly in times of crisis like we have experienced over the past two years.

How will the grant funds be used?

Possible uses of grants include:

- Strategies to attract and retain talent.
- Developing and expanding more flexible programming (including virtual, accelerated, and competency-based options) to meet the changing needs of students.
- Strengthening career pathways and transitions between K-12 CTE and postsecondary healthcare programs.
- Expanding apprenticeships, internships, additional clinical experiences, and other work-based learning opportunities.
- Development and delivery of professional development opportunities so that faculty can learn new and innovative teaching technologies.
- Purchase of simulators and other healthcare training equipment and supplies.
- Increased student advising, tutoring, and support services to help retain students in these demanding programs and encourage program completion.

How will the funding be distributed?

Funds will be used to expand and strengthening nursing, allied health and other high demand healthcare programs offered by Kentucky's public colleges and universities through direct grants to campuses. A portion of the HWC fund will be reserved to support the work of HWC Advisory Group, including program administration, research, consulting, planning and analysis. Funds also will be used to support state-level, collaborative efforts to raise awareness of and interest in healthcare occupations, improve career pathways between K-12 and postsecondary education in healthcare fields, and help healthcare organizations support career growth and development for their employees.

CPE shall provide a comprehensive report on the work of the HWC Advisory Group and of receipts and expenditures of the HWC Fund to the Governor and LRC by December 1 of each year. The fund may receive state appropriations, grants, gifts, federal funds, or any other public or private funds.