KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION
BUSINESS MEETING

November 17, 2023 – 1:00 p.m. ET
Kentucky State University, Cooperative Extension Building, Rm 238AB
Livestream available: https://us02web.zoom.us/j/89129396618

---

*indicates action item

X.   Campus Good News Reports

XI.   Other Business

     A. Committee Appointments

XII.   Adjournment

Next committee meetings: January 16, 2024 via teleconference
Next Council meetings: January 18-19, 2024

Who: Kentucky Council on Postsecondary Education
Meeting Type: Work Session
Date: September 19, 2023
Time: 10:00 a.m. ET
Location: Council offices, 100 Airport Road, Frankfort – Conf Rm AB

WELCOME REMARKS

The Kentucky Council on Postsecondary Education met in a work session on Friday, September 19, 2023, at 10:00 a.m. ET. The meeting occurred in conference room AB at the Council offices in Frankfort, Kentucky. Chair Madison Silvert presided.

ATTENDENCE

Council Members attendance:
- In Person: CB Akins, Jennifer Collins, Kellie Ellis, Eric Farris, Karyn Hoover, Chloe Marstiller, Madison Silvert, and Elaine Walker.
- By teleconference: Meredith Figg, Faith Kemper, LaDonna Rogers, and Connie Smith.
- Did not attend: Muhammad Babar, Jacob Brown, Kevin Weaver, and Commissioner Jason Glass

CPE President Aaron Thompson served as Secretary of the board, per the CPE Bylaws. Ms. Heather Faesy, CPE's board liaison, served as recorder of the meeting minutes.

UPDATE ON SJR 98 STUDY

SJR 98 (2023) directed the Council to complete a comprehensive study of Kentucky postsecondary education by December 1, 2023. The study:
- Seeks to ensure that Kentucky's postsecondary institutions are organized, governed, and located in a manner that all Kentucky citizens and communities benefit from the economic value and the transformative power of higher education.
- Serves as an opportunity to revisit the impact of historic higher education reform legislation adopted in 1997 which strengthened statewide coordination and reorganized the state's community and technical colleges under a single governing board.

Ms. Lee Nimocks, CPE's Sr. Vice President and Chief of Staff, and consultants from Ernest and Young, led a discussion and update on the research and work completed by CPE staff and consultants for the completion of this study. The update included:

- Review of the charge of the resolution.
- Overall progress update and activities completed.
- Remaining tasks and timeline of expected completion.
- Observations and early assumptions made during the research and data analysis phase.
- Stakeholder feedback received through the work conduced by the consultants.
- Key data being analyzed in the development of the recommendation that will be proposed for Council approval at their November Council meeting.

Council members engaged in the discussion by asking questions of clarification. No action was taken during the meeting.

FOLLOW-UP ON COUNCIL RETREAT DISCUSSIONS

The Council met in a board retreat on June 8 and 9, 2023. At the retreat, the Council engaged in a number of conversations on recent legislative actions, shifts in the landscape of higher education over recent years, and CPE's latest successes and continued areas of needed growth and focus. That work culminated in a drafted statement and priorities of focus for the board for the next academic year. At the work session, the Council reviewed the final statement for any necessary updates and engaged in further discussion on branding and communication efforts that can be taken by members of the board.

ADJOURNMENT

The Council adjourned the work session at 12:00 p.m. ET.

MEETING MINUTES
Draft for Approval by the Council on November 17, 2023

Who: Kentucky Council on Postsecondary Education
Meeting Type: Business Meeting
Date: September 19, 2023
Time: 1:00 p.m. ET
Location: Council offices, 100 Airport Road, Frankfort – Conf Rm AB

WELCOME REMARKS

The Kentucky Council on Postsecondary Education met in a business meeting on Friday, September 19, 2023, at 1:00 p.m. ET. The meeting occurred in conference room AB at the Council offices in Frankfort, Kentucky. Chair Madison Silvert presided.

ATTENDENCE

Council Members attendance:
- In Person: CB Akins, Jennifer Collins, Kellie Ellis, Eric Farris, Karyn Hoover, Chloe Marstiller, Madison Silvert, and Elaine Walker.
- By teleconference: Muhammad Babar, Meredith Figg, Faith Kemper (left at 3:00), LaDonna Rogers, and Connie Smith (left at 3:05).
- Did not attend: Jacob Brown, Kevin Weaver, and Commissioner Jason Glass

CPE President Aaron Thompson served as Secretary of the board, per the CPE Bylaws. Ms. Heather Faesy, CPE's board liaison, served as recorder of the meeting minutes.

OATH OF OFFICE

Notary Public, Heather Faesy, administered the oath of office for new Council member Chloe Marstiller from Morehead State University.

PROPOSED COUNCIL RESOLUTIONS

The Council approved resolutions for outgoing Council members Garrison Reed and Commissioner Jason Glass for their support and service to the Council on Postsecondary Education and the Commonwealth of Kentucky.

APPROVAL OF THE MINUTES

The minutes of the June 8 and June 9, 2023, meetings, were approved as presented.

STRATEGIC DISCUSSION WITH MURRAY STATE UNIVERSITY

President Robert Jackson provided the Council with an institutional update on Murray State University (MuSU). The update focused on MuSU's key strategies for each of the strategic priorities of the new statewide agenda as well as the baseline data and 2023-24 targets for the key performance indicators. President Jackson further discussed their record-level freshman enrollment numbers and how they were able to accomplish that through targeted recruitment efforts and personalized communications.

STRATEGIC DISCUSSION WITH THE UNIVERSITY OF KENTUCKY

President Kim Schatzel provided the Council with an institutional update on the University of Louisville (UL). The update focused on UL's key strategies for each of the strategic priorities of the new statewide agenda as well as the baseline data and 2023-24 targets for the key performance indicators. President Schatzel answered questions from the Council regarding their reverse degree program and the general work they are doing to improve transfer. She also discussed the strategies they have taken to increase their retention rates.

CPE PRESIDENT REPORT

President Aaron Thompson provided his written report in the board materials. He provided additional comments regarding the presidential interview process for KCTCS's next president, and the proposed recommendations approved by the 2023 Performance Funding Work Group. He also introduced Dr. Dawn Offutt, CPE's Executive Director for Diversity, Equity, and Inclusion, who discussed and introduced the current cohort of CPE's Academic Leadership Development Institute (ALDI).

KY DEPARTMENT OF EDUCATION COMMISSIONER REPORT

KDE Commissioner Jason Glass provided a written report for inclusion in the agenda materials. No verbal report was given during the meeting

ACADEMIC AND STRATEGIC INITIATIVES COMMITTEE – REPORT & ACTION ITEMS

Committee Chair Karyn Hoover presented the report and recommendations made by the Academic and Strategic Initiatives Committee, which met on September 11, 2023.
The Committee reviewed the following information topics at the meeting:

- Received an update on the work towards increasing the number of adult learners completing postsecondary degrees. While this work is still in its beginning stages, CPE staff highlighted several initiatives making progress in this area including the inclusion of an adult-focused metric in Kentucky's postsecondary performance-based funding model, convening a Credit for Prior Learning Community of Practice, and exploring strategies to limit the use of transcript withholding.

- Received an update on CPE's K-12 unit on the work taking place to bridge the gap between high school and incoming freshman to ease the transition to college and promote postsecondary success. This was the third year CPE was able to award grants for Summer Bridge programs which typically involves providing orientation to college life and resources, academic advising, training in skills necessary for college success, and even some accelerated academic coursework.
- Received an update on the work of the Communications unit since its reorganization in January of 2023. Dr. Smith also introduced Jesse Osbourne, who joined the Council earlier in the month to serve as Director of Strategic Communications and Brand Identity.
- Heard about the first-ever Healthcare Workforce Collaboratory taking place on October 10, 2023, at the Marriott Griffin Gate in Lexington, Kentucky. The in-person only event features sessions and networking opportunities that help bridge the gap between postsecondary institutions and workforce partners.

Ms. Hoover also presented two new academic programs from the University of Kentucky that were reviewed and endorsed by the Committee for approval.

- Bachelor of Science/Bachelor of Arts in Criminal Justice (CIP 43.0100)
- Master of Science in Criminal Justice (CIP 43.0100)

MOTION: The Academic and Strategic Initiatives Committee's recommendation of approval of the two new academic programs served as the motion. A second was not needed.

VOTE: The motion passed.

FINANCE COMMITTEE – REPORT AND ACTION ITEMS

Committee Chair Eric Farris presented the report and recommendations made by the Finance Committee, which met on September 11, 2023. The Committee reviewed the report documenting how Workforce Development Trust Fund appropriations were expended during the 2022-23 fiscal year and how KCTCS used those funds to address workforce supply gaps in targeted industry sectors, as required in the engaged budget (HB 1, 22 RS).

The Committee also reviewed and approved on the following proposed action items:
- 2024-26 Biennial Budget Recommendation for Postsecondary Institutions Operating Funds.
- 2024-26 Biennial Budget Recommendation for Postsecondary Institutions Capital Investment Funds.
- 2024-26 Biennial Budget Recommendation for the CPE Agency.
- Interim Capital Project Request from Kentucky State University (KSU) to upgrade the university's fiber infrastructure, using federal Higher Education Emergency Relief Funds.

MOTION: The Finance Committee's recommendation of approval of the action items served as the motion. A second was not needed.

VOTE: The motion passed.

EXECUTIVE COMMITTEE – REPORT & ACTION ITEMS

Chair Silvert presented the report and recommendations made by the Executive Committee which met on September 19, 2023. The Committee reviewed and approved on the following proposed action items:
- Revised meeting schedule for the Council to incorporate a change of meeting date from October 27, 2023, to November 17, 2023.
- Revisions to the Policy for New Board Member Orientation and Education Program, which were made to clarify program delivery and update timelines.
- Modifications to the KSU Management Improvement Plan in accordance with HB 250 (2022).

MOTION: The Executive Committee's recommendation of approval of the action item served as the motion. A second was not needed.

VOTE: The motion passed.

CAMPUS GOOD NEWS REPORTS

Reports from the institutions were provided in the agenda materials.

OTHER BUSINESS

Chair Silvert appointed Chloe Marstiller to the Finance Committee and the Academic and Strategic Initiatives Committee. He also appointed Jennifer Collins to the Finance Committee.

ADJOURNMENT

The Council adjourned the business meeting at 3:15 p.m. ET.

TITLE: CPE President Report

DESCRIPTION: President Thompson will highlight specific initiatives during his report to the Council. This written report serves as his official report for November 17, 2023.

PRESENTER: Dr. Aaron Thompson, CPE President

We're in a busy final stretch of another busy year at CPE as we prepare for the legislative session in January. Below are some highlighted updates as the year winds down.

Leadership changes among key partners: Some of CPE's key partners have seen leadership changes recently.
- KCTCS presidential search: I was part of the KCTCS search committee that selected Dr. Ryan Quarles, the outgoing Kentucky Commissioner of Agriculture, as its new president. Dr. Quarles earned degrees from Harvard and UK, as well as a doctorate in higher education administration from Vanderbilt.
- Kentucky Commissioner of Education: I appreciate the commitment to education, especially for those in Kentucky who are underrepresented and underserved, by former Kentucky Commissioner of Education Jason Glass. He stepped down in September for a new role as associate vice president of teaching and learning at Western Michigan University. Robin Fields Kinney is the new interim commissioner and has served in multiple roles at KDE, including a previous stint as interim commissioner.

Advocacy/legislative efforts: In October, Jennifer Fraker (our head of government relations) and I visited Washington, D.C. to advocate for education in Kentucky. We spent a lot of time advocating for our low-income students, through FAFSA simplification, expanded aid or support for higher education in general. We visited with SHEEO's Tom Harnisch, Rep. Guthrie, Rep. Comer, Rep. Barr, Rep. Rogers, Sen. Paul and Sen. McConnell. At the state level, we presented our legislative asks for the upcoming session to the budget committee.

CPE events: It's been a busy period for events at CPE.
- We're in the midst of Go!vember, a multi-organization event that promotes college readiness for families and students. Go!vember will feature a Facebook Live event that will provide a deeper understanding of what post-high school education options students have and more.
- In October, we hosted our inaugural Healthcare Workforce Collaboratory at the Lexington Griffin Gate Marriott. More than 200 campus and workforce representatives were present for a day of engaging conversations and opportunities for partnership.

Kentucky Senate President Sen. Robert Stivers, Rep. Ken Fleming and Secretary Eric Friedlander were our first-ever recipients of the Innovative Healthcare Leader awards for their impact on strengthening the healthcare workforce.
- More than 100 campus representatives and students participated in our Summer Bridge convening in Louisville in September. They spent the day learning how to improve summer bridge programs, which help students with transition into college.
- The Kentucky Student Success Collaborative at CPE hosted a Student Basic Needs Convening where more than 75 campus representatives learned from Laura Clark, a national expert on the psychological implications of childhood trauma on student success. Clark also discussed how to better serve low-income, adult and other non-traditional student populations.
- This week we finished our fifth Higher EDquity Symposium, where we focused on student success and workforce readiness of underserved and underrepresented populations. Eastern Kentucky University served as the location for the symposium.

Personal notes: As you can see, it's been an incredibly busy time. CPE staff have my sincere appreciation for coordinating these events and the other work they've produced. Nearly all units are working actively with our campuses and other sectors, which shows our effectiveness as an agency and as a body of thought leadership.
- Thanks and appreciation are also in order for Bruce Brooks, who previously served as my executive assistant and has transitioned to a new role in GEAR UP. Elizabeth Hack, who most recently served at KDE, is my new executive assistant. Please join me in celebrating Bruce and welcoming Elizabeth.
- Congratulations and appreciation are in order for Dr. Rick Smith. After two-and-a-half years with CPE working on workforce, economic development and external relations, Rick recently accepted a position as senior vice president and chief of staff at Simmons College of Kentucky in Louisville. We wish Rick the best and thank for his contributions.

CPE MEDIA REPORT

CPE staff have been busy serving as part of the choir for spreading the higher education matters message. Below are some highlights from September, October and part of November.

Agency-wide speaking engagements: CPE staff have presented or moderated panels on at least 23 occasions since September. Some highlights include:

- Dr. Aaron Thompson and Lee Nimocks, senior vice president and chief of staff, moderated a conversation with Lumina president Jamie Merisotis to launch CPE's Postsecondary Education Trusteeship webinar series.
- Dr. Rick Smith spoke to Leadership Kentucky's latest cohort about how encouraging education beyond college is crucial to the state's economy and workforce.

- Dr. Leslie Sizemore, assistant vice president of workforce initiatives, presented strategies for preparing students with disabilities for careers during the Kentucky Chamber of Commerce's Inclusive Workforce Summit.
- Dr. Thompson, Dr. Sizemore and Carl Wilson, senior fellow of Healthcare Workforce Initiatives, presented and moderated panels at CPE's inaugural Healthcare Workforce Collaboratory.
- Mary Jackson, senior associate for external relations and economic partnerships, provided the keynote address for the Kentucky Association of Colleges and Employers.
- Dr. Thompson was featured on a national stage during the Launch Pathways event in Indianapolis, which later garnered national news coverage in Forbes for Kentucky's work on holistic advising.

Agency-wide media appearances: CPE staff fielded 12 media requests for information or comment from September through November, as well as eight appearances in print, digital or broadcast media. Some highlights include:

- Dr. Thompson was a panelist on KET's Kentucky Tonight "State of Higher Education" episode.
- Travis Powell, vice president and general counsel, spoke to WMKY in Morehead about the Supreme Court ruling on affirmative action and its effects on Kentucky campuses.
- Missy Ross, associate director of communications and outreach for GEAR UP Kentucky, spoke to the Owensboro Messenger-Inquirer about Go!vember and the opportunities it presents for prospective postsecondary students.
- A Forbes story mentioned the Kentucky Advising Academy and KYSTATS in a story about creating pathways to college and Kentucky's effort to provide holistic advising.
- Dr. Beth Collins, associate director of the Kentucky Student Success Collaborative, provided comment for a Somerset Community College news release about improving the transfer experience for Kentucky students.

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: Recommendations of SJR 98 Study

RECOMMENDATION: The Council moves CPE staff submit the final report to the legislature by December 1, 2023 as requested by Senate Joint Resolution 98 (2023) that is consistent with the presented staff recommendations based on the following:

- The CPE staff recommendations are based upon extensive research and stakeholder feedback.
- The CPE recommendations demonstrate changes that are in the best interest of the Commonwealth's public universities and community colleges.
- The CPE staff recommendations present an outcomes-based approach for each question presented by the legislature that the Council believes will provide the best educational outcomes with the least disruptions and with the best benefits for the associated costs.

STAFF CONTACTS: Lee Nimocks, Sr. Vice President and Chief of Staff

---

PROJECT OVERVIEW

Senate Joint Resolution 98 (2023) directed CPE to complete a comprehensive study of Kentucky postsecondary education by December 1, 2023. The study charged the Council to address the following areas:

1. The structure of higher education governance in the Commonwealth, including recommendations on potential changes needed to the state's postsecondary governance structure that would be essential to meet identified needs and result in improved delivery of postsecondary educational services to students.
2. The potential impact and feasibility of establishing a regional, residential, four-year public university in southeastern Kentucky.
3. The feasibility and potential programmatic and fiscal impacts of having KCTCS continue to be responsible for technical education programs but transferring responsibility for traditional academic subjects to the regional universities.

A combination of quantitative and qualitative methods to analyze each of the SJR 98 study areas. The study was conducted by Council staff and consultants from Ernst and Young.

REPORT & RECOMMENDATIONS

Section 2 of the resolution states that the "President of the Council on Postsecondary Education shall report the comprehensive study required by Section 1 of this Joint Resolution with findings and recommendations to the Legislative Research Commission to be distributed to the relevant subject matter committees, including but not limited to the Interim Joint Committee on Economic Development and Workforce Investment and the Interim Joint Committee on Education by December 1, 2023."

EXECUTIVE SUMMARY

PURPOSE OF THIS REPORT

Senate Joint Resolution 98 (SJR 98) directs the Council on Postsecondary Education (CPE) to assess whether Kentucky's current postsecondary system is adequate to meet the state's current and future human capital and workforce needs. More specifically, it charges CPE with determining: 1) the efficacy of Kentucky's current postsecondary governance structure; 2) the feasibility of a new four-year public university in southeastern Kentucky; and 3) the feasibility and impact of narrowing KCTCS's scope to technical education and training only, with the comprehensive (regional) universities assuming responsibility for general education and transfer programs.

Implicit in this task is the assumption that the reforms enacted by the *Kentucky Postsecondary Education Improvement Act of 1997* (HB 1) may not be working as intended or producing the results we need. **In this way, SJR 98 serves as a referendum on House Bill 1, as well as an opportunity to make bold changes that reposition Kentucky for greater economic competitiveness in the next quarter century.**

REPORT METHODOLOGY

Ernst and Young LLP (EY) was hired as a third-party consultant to provide objective insights about the effectiveness of various higher education governance structures across the nation, including Kentucky's. EY conducted interviews with around 135 Kentucky stakeholders and 30 national leaders – including legislators, cabinet secretaries, postsecondary faculty and staff, employers, and students – that informed each of SJR 98's three study areas. Our report leans heavily on EY's observations and research, which are described in detail in a separate report (Appendix A).

CPE contracted with the University of Kentucky's Center for Business and Economic Research (CBER) to examine the potential economic effects a new university might have on southeastern Kentucky, as requested in study area two. Their report estimates the potential direct, indirect, and induced effects on employment and income associated with an increased four-year university presence in the region. Their analysis also explores how shifting university-related spending and enrollment from other areas of the state to southeastern Kentucky could affect Kentucky as a whole. CBER's report is included as Appendix B.

CPE staff took the lead in conducting quantitative research and analysis to inform the report's recommendations. As requested in study area one, CPE conducted a state landscape analysis examining both postsecondary progress and demographic and economic trends. CPE consulted the Kentucky Postsecondary Education Data System (KPEDS), the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS), the Kentucky Center for Statistics (KYSTATS), the U.S. Census Bureau, and other national

and state data and policy organizations in compiling this research. To aid in readability, the report focuses only on the major findings of the landscape analysis. More detailed policy briefs supporting these findings can be found in Appendix C.

The study mandated by SJR 98 is multi-faceted and complex, with many different options and impacts to consider. Given the compressed, eight-month timeline, **CPE advises that further study will be needed to fully determine the feasibility, cost, and impact of some of the report's endorsements and recommendations.**

THE LEGACY OF HB 1

To fully understand the rationale behind Kentucky's current postsecondary governance structure, one must revisit the reforms enacted in 1997. At that time, only a quarter of the workforce had college credentials, making Kentucky ill equipped to capitalize on emerging opportunities in the knowledge-based economy. The jobs poised for growth demanded higher-order analytical and reasoning skills and some form of training beyond high school.

HB 1 dissolved the Council on Higher Education (CHE) and replaced it with the Council on Postsecondary Education, a statewide coordinating board and associated agency with enhanced statutory powers. Each member of the postsecondary system has a distinct role to play.

Kentucky's Current Postsecondary System

- **CPE, the statewide coordinating board and associated state agency**, is charged with setting tuition ceilings; overseeing academic programs; developing a statewide strategic agenda for higher education with related goals; distributing General Fund appropriations through a performance funding model; and submitting a unified budget request. CPE also manages trust funds created by HB 1 to incentivize institutional behavior, although these have not been consistently funded. In carrying out its duties, CPE enforces institutional missions, guards against unnecessary duplication, and ensures institutions are focused on the needs of the state and its people.

- **Two research universities** (UK and UL) are charged with increasing research and development productivity, awarding more doctoral degrees, expanding knowledge and scientific discoveries through cutting-edge research, and enhancing their national reputations by improving the quantity and quality of undergraduate and graduate education. UK and UL are overseen by Boards of Trustees.

- **Six comprehensive universities** (EKU, KSU, Morehead, Murray, NKU, WKU) are charged with providing accessible, affordable undergraduate and graduate degrees; cultivating nationally recognized programs of distinction or applied research programs; and providing continuing education and public service to improve the welfare of their regions. The comprehensive universities are overseen by Boards of Regents.

- **KCTCS, a governing board and associated system office**, is charged with providing workforce education and technical training, as well as broad access to general education courses designed for four-year transfer. KCTCS oversees 16 community and technical colleges, each with Boards of Directors.

STATE LANDSCAPE ANALYSIS

CPE conducted a state landscape analysis to identify strengths, opportunities, and threats to Kentucky's continued advancement and provide context for the report's recommendations. This analysis is in two parts: a postsecondary analysis and a demographic and economic analysis.

Postsecondary Analysis

Over the last 25 years, Kentucky's public higher education system has made substantial progress under its current governance structure. However, there are trends that, if left unchecked, place future educational attainment gains at risk.

Progress

- Since 2000, **Kentucky's improvement in educational attainment is among the best in the nation**, with the percentage of adults (ages 25-64) with an associate degree or higher at 38%. When certificates are factored in, Kentucky's attainment rate is 54.3%, within striking distance of our 2030 goal of 60%.

- **Degree productivity and efficiency have improved significantly**. Despite enrollment declines over the last decade, total credential production has increased 33.5% at KCTCS and 70.4% at public universities since 2011-12. Minority degree production was up a remarkable 92.4% at public universities and 68.7% at KCTCS over the same period. Graduation rates are approaching the national average.

- Before reform, campuses ignored or circumvented CHE's funding formula, appealing directly to the General Assembly for state dollars. **An outcomes-based funding distribution model now exists that incentivizes performance and has credibility** among legislators and postsecondary leadership.

Challenges

- **Kentucky's immediate college-going rate (51.5%) is significantly below the national average of 62.0%.** The college-going rate for low-income students is 12.9 points below the state average.

- **Sizable decreases in low-income undergraduate enrollment** – down 38% at public colleges and universities over the decade - signal college costs are becoming a greater barrier to postsecondary participation.

- The link between state support for campus operations and college affordability cannot be overstated. **Before reform, state General Fund appropriations to campuses accounted for two-thirds of public funding for postsecondary education, and tuition and fee revenue accounted for a third. Now, these shares are reversed**. While Kentucky's students and families are benefitting from higher levels of financial aid, they are shouldering more of the overall cost of higher education.

- Compared to other states, **Kentucky invests a much larger portion of state and local support for higher education to financial aid (22.5% versus 10.7% nationally) and dedicates less to general operations at public institutions (66.3% versus 78.5% nationally).** While the state's commitment to financial aid is critically important, adequate state funding provided directly to campuses for their operations is equally important to ensure access, quality, and affordability.

- **On a per-FTE basis, Kentucky's community and technical colleges are the 6th worst funded in the nation.** Declines in state general fund appropriations between 2008-2020 and the lack of local support are contributing causes. As a result, average tuition for in-state students enrolled at KCTCS is nearly 50% higher than the national average.

Demographic & Economic Analysis

A central premise of HB 1 was that increased educational attainment would bring about a higher standard of living for Kentuckians in terms of per capita income and workforce opportunity. Kentucky has increased its educational attainment rate, but attendant economic gains have fallen short of expectations. Kentucky's per capita personal income remains around 80% of the national average, just as it was in 1997.

What accounts for this phenomenon? The answer lies in stark disparities between Kentucky's urban and rural regions, which are masked by statewide averages. Kentucky's urban areas have higher educational attainment levels (at or above the national average) and higher incomes on average. The economies in these areas tend to be dominated by advanced manufacturing, transportation/logistics, healthcare/social services, and managerial/professional services like insurance and real estate. Kentucky is capitalizing on talent pools in larger cities and along the I-65 corridor, where there is an in-migration of skilled, educated residents.

Although there are exceptions, the state's rural regions tend to be dominated by lower-skill, lower-wage employment opportunities. Geographic isolation and low proximity to interstates are barriers to economic development, as are low rates of educational attainment and workforce participation. While there are strong efforts to revitalize rural economies, the decline of extractive industries in the eastern and far western parts of the state has left a void that has yet to be filled. So long as these conditions persist, it will be difficult to reverse Kentucky's economic fortunes.

In short, educational attainment alone is not a silver bullet for economic prosperity. Higher educational levels are almost always tied to geographic clusters of certain key industries. Raising education levels will not make an appreciable difference if rural residents subsequently leave the area to find better paying jobs. Educators and employers must work together to create the economic conditions and opportunities that will incentivize residents to earn educational credentials that can be put to work in their own regions.

STUDY AREA 1: KENTUCKY'S POSTSECONDARY GOVERNANCE STRUCTURE

In the United States, there are three main types of higher education governance structures: a single coordinating board (21 states), a single governing board (8 states), and no statewide body with some combination of local administrative agencies or system boards (21 states plus D.C.). EY conducted a state comparative analysis to determine if there are variations in governance structures or practices that could prove beneficial to the Commonwealth. Their analysis focused on states with similar higher education enrollment, income levels, and urbanicity.

EY found that a state's higher education governance structure has no discernable effect on postsecondary performance. What matters more is effective leadership, adequate funding, academic quality, and other levers of postsecondary governance. Additionally, even similar state boards or administrative agencies exercise their higher education authorities differently and to varying degrees. Postsecondary oversight can be strengthened or relaxed without a change in governance structure, which creates significant disruption and requires additional time and human/financial resources to implement.

EY's Proposed Governance Options

After extensive analysis, EY identified four potential options for Kentucky.

1. **Maintaining Kentucky's current higher education governance structure with improved execution of authorities:** Kentucky's coordinating board has received national and state acclaim for how well it balances the needs of the state with the needs of autonomous institutions. Nevertheless, there are opportunities to better leverage existing authorities around academic program oversight, fiscal monitoring, and board training. This option is the least disruptive and costly to implement, but it fails to take advantage of opportunities to strengthen institutional transparency and state oversight.

2. **Maintaining the current governance structure but granting additional statutory authorities to CPE:** CPE's coordinating authorities could be strengthened with the addition of new statutory responsibilities. Statutory changes could include reporting requirements around institutions' financial health, CPE involvement in state financial aid policy decisions, and CPE participation in campus presidential searches or in the nomination of potential board members. This option may yield the most benefits in relation to its cost. It increases transparency and oversight but retains institutional autonomy.

3. **Adding a single governing board for public four-year institutions (inclusive or exclusive of the research universities):** In this option, CPE would continue as the coordinating board working closely with two governing boards (the KCTCS board and a new four-year board). This option could achieve greater efficiency and transparency in the long run, but it would cost more to implement and create significant disruption in the higher education ecosystem.

4. **Creating a new "superboard" or single, statewide governing board that oversees both two-year and four-year institutions.** The superboard would gain all the authorities of CPE, institution governing boards, and the KCTCS governing board, though the superboard could choose to delegate powers to local institution advisory boards. This option would be the most costly and disruptive to implement, and it could result in increased focus on institutional operations to the detriment of an independent, statewide perspective.

CPE Recommendations

CPE endorses EY's Option 2, which calls for leaving the postsecondary governance structure as is, but with better execution in some areas and with changes to some statutory responsibilities to strengthen state-level oversight and coordination. Additionally, CPE offers the following suggestions:

- A process should be implemented for CPE to actively monitor and regularly report to the General Assembly and Governor on the **financial health of the state's public colleges and universities**.

- **CPE's role in state financial aid policy and program decisions should be strengthened** to ensure a balanced and aligned approach to higher education financing and college affordability.

- **The General Assembly should increase investment in state-level higher education incentive funds – in addition to direct appropriations to campuses** – to foster innovation, incentivize collaboration, and respond quickly to regional needs.

- **CPE should strengthen review and approval of non-degree academic programs,** including short-term certificates, and more routinely review and terminate programs of limited relevance and quality.

- **CPE's board training responsibilities should be strengthened** to provide a greater focus on fiduciary responsibilities. Lawmakers should consider **involving CPE in the recruitment and review of candidates for postsecondary governing and advisory boards.**

- The **CPE president (or representative) should be consulted during campus presidential evaluations** for public universities and KCTCS and **serve as a voting member on presidential search committees**.

STUDY AREA TWO: FEASIBILITY OF A NEW PUBLIC UNIVERSITY IN SOUTHEAST KENTUCKY

SJR 98 asked CPE to contemplate whether a four-year residential university in Southeast Kentucky would help improve economic opportunity in the region. The three alternatives posed by SJR 98 include building a new public university, creating a new satellite campus of a regional university, or incorporating an existing private university into the public system.

In its analysis, CPE determined that the Kentucky River Area Development District or KY River ADD (comprised of Breathitt, Knott, Lee, Leslie, Letcher, Owsley, Perry, and Wolfe counties) would provide the best location for an increased university presence. The KY River ADD is a postsecondary desert, which means it is a commuting zone without a broad-access, public or private, non-profit university. The KY River ADD also has the most need in terms of baccalaureate degree attainment and poverty. Hazard's central location within the KY River ADD, at the intersection of the Hal Rogers Parkway and KY 15, would offer the greatest accessibility to potential students in the wider region.

However, each of the three alternatives posed by SJR 98 is in some way problematic. Constructing a new comprehensive university would be prohibitively expensive, and its long-term viability (especially in terms of enrollment) would be uncertain. In the last several years, enrollment and degree production at the area's regional satellites have declined precipitously. It seems unlikely a new regional satellite would receive adequate resources and attention, especially since satellite services are often the first target for cuts. The private universities in Southeast Kentucky (Alice Lloyd, Union College, University of the Cumberlands, and University of Pikeville) would not provide sufficient physical access to the KY River ADD, as measured by the optimal 45-minute commute. Acquisition would be a complicated legal process, and the private institutions in the southeast region have expressed little interest in this option.

In its research and analysis, CPE identified additional options worthy of consideration. They involve Hazard Community and Technical College (HCTC), as well as a cooperative entity housed there called the University Center of the Mountains (UCM). UCM is a consortium of four-year universities working with community colleges to bring online bachelor's and master's to the region.

CPE Recommendations

- **HCTC could be allowed to offer select bachelor's programs as a KCTCS institution**. However, it would be difficult to prevent other CTCs from seeking to expand their program offerings, leading to mission creep and intense competition for a limited pool of baccalaureate students.

- HCTC could become a stand-alone college or university offering both sub-baccalaureate technical programs and a few bachelor's programs (in line with area workforce demand). **This is CPE's preferred approach, but CPE cannot provide an unqualified endorsement without greater**

stakeholder engagement, further analysis of the benefits and risks, and a deeper understanding of student demand.

- **If a residential facility is added to HCTC,** CPE estimates the cost of a 48-unit dormitory with 96 beds at $18.2 million. Additional construction would be needed to create a traditional on-campus student experience (a dining facility, student center, etc.). **The legislature might consider a non-traditional housing option** for single parents, veterans, transitioning foster youth, or justice-impacted populations, as traditional students are likely to live at home.

- In either option, **steps could be taken to make UCM more visible and impactful**. This type of arrangement has been successful elsewhere and warrants additional analysis. It should be noted, though, that UCM is not a university. It is a collaborative, mainly online entity designed to expand access to baccalaureate and graduate education in an underserved region. It would be unlikely to produce the kinds of economic impacts a stand-alone institution would, as envisioned in SJR 98.

- While CPE endorses an increased four-year presence in Southeast Kentucky, it does so with the following strong caveat: **without a comprehensive economic and workforce development strategy, a new university will not yield the desired results for the region.**

STUDY AREA THREE: FEASIBILITY OF THE PROPOSED SPLIT OF KCTCS

As the gateway to postsecondary education and training for many Kentuckians, KCTCS plays an important role within the state's higher education system. KCTCS's open-access institutions provide Kentuckians with the lowest priced postsecondary option in the state. With 16 main campuses, around 70 extended sites, and robust online offerings, a KCTCS program is a short drive or mouse click away. KCTCS serves a different student than our public universities; they tend to be older, less academically prepared, more racially and economically diverse, and more likely to be balancing school with work and caregiving responsibilities. Also, KCTCS is the state's largest provider of high school dual credit, serving over 25,000 high school students at nearly 300 off-campus locations. KCTCS helps ensure these courses are affordable and available to students throughout the Commonwealth.

While KCTCS has been successful in fulfilling many parts of its mission, EY's stakeholder analysis reveals concerns about the system overall. These include the large size of the system office, duplicative services across campuses, the proliferation of short-term certificates of questionable value, ongoing concerns about transfer, lack of clear distinctions between the role and responsibilities of the system board and the campus boards, and tensions between the system office and local institutions. These issues have led some to question whether comprehensive universities would be better equipped to manage KCTCS's academic (transfer) programs, allowing KCTCS campuses to focus on the provision of technical education and training.

CPE examined the feasibility of the proposed split in terms of its potential effects on students, institutions, and the state as a whole. **Without a more comprehensive evaluation and much broader stakeholder engagement, CPE does not endorse this course of action. There are numerous drawbacks to this plan.**

- Forcing AA/AS students to begin at a comprehensive university may deter them from enrolling in college altogether. Physical access would be reduced, costs would increase, and non-traditional, at-risk students may not feel as welcomed or accommodated. Technical students would lose pathways to academic and transfer programs, which can be important to their career advancement.

- Technical programs need general education courses for accreditation purposes. General education also provides students with important employability skills employers need, like critical thinking, teamwork, and the ability to communicate well. Transferring academic programs to comprehensive universities would require technical colleges to either duplicate or outsource general education courses. Technical programs are subsidized by academic offerings, which are less costly to deliver. Without the academic component, technical colleges would need additional funding to operate.

- Comprehensive universities would be unable to offer academic programs as affordably as community and technical colleges due to their higher delivery costs. It is unclear whether AA/AS degree programs would be maintained. Operating and maintaining current KCTCS physical plant assets could be a financial burden to comprehensive universities and to the state, and it is unclear how these assets would be divided. Resulting changes in program delivery and scope would create lengthy and detailed accreditation requirements for campuses.

- Mapping and translating student data would be a significant undertaking. Centrally held KCTCS student records (in Peoplesoft) would need to be translated and integrated by comprehensive universities, which have various student information systems. KCTCS has different pay scales and benefit systems, which would complicate the transfer of personnel.

- Affordable and accessible dual credit is a college readiness strategy that can reduce time-to-degree and postsecondary costs. The proposed split places dual credit access at risk.

- The power of KCTCS as a unified system, including the benefits of shared programs, backroom functions, and a common mission/vision would be diminished.

However, there are opportunities for KCTCS to execute its governing authorities more effectively while retaining the CTC's' responsiveness to local needs. To this end, CPE offers the following recommendations.

CPE Recommendations:

- An **assessment of the role and responsibilities of local CTC boards of directors** should be conducted. Consideration might be given to **transitioning the local boards into multi-campus regional advisory boards** to help drive collaboration and regional development.

- The KCTCS system office should be charged with developing a **comprehensive employer engagement strategy**, a more robust **program review and approval process focused on return on investment**, and more **seamless transfer pathways**.

- Consideration should be given to pursuing **single SACS accreditation for the KCTCS system** to ease administrative burdens for institutions associated with various accreditation processes and increase program alignment among campuses.

- **CPE's financial analyses highlighted KCTCS's need for additional state investment** to ensure a strong, effective, and responsive system of CTCs. However, increased state investment in KCTCS should not come at the expense of the investment in the state's public universities.

SJR 98 Study

Board Meeting

November 17, 2023

SJR 98 Charge

CPE to address the following areas in the study:

1. The structure of higher education governance in the Commonwealth, including recommendations on potential changes needed to the state's postsecondary governance structure that would be essential to meet identified needs and result in improved delivery of postsecondary educational services to students.

2. The potential impact and feasibility of establishing a regional, residential, four-year public university in southeastern Kentucky.

3. The feasibility and potential programmatic and fiscal impacts of having KCTCS continue to be responsible for technical education programs but transferring responsibility for traditional academic subjects to the regional universities.

Introduction and Methodology Overview
CPE used a combination of quantitative and qualitative methods to analyze each of SJR 98 study areas

CPE

- **Study Area 1:** Provided an analysis of the higher education landscape (progress and challenges) in key areas since the higher education reform in 1997 (HB1).

- **Study Areas 2 and 3:** Led quantitative analysis and provided historical background for Study Area 2 (4-year university in SE Kentucky) and Study Area 3 (transfer of KCTCS academic programs).

- **Synthesis and Recommendations:** Synthesized quantitative and qualitative analysis to provide recommendations to state leaders in all three study areas.

Primary Research

- **Study Area 1:** Performed analysis on higher education governance structures nationally and in select states

- **Study Areas 1, 2, and 3:** Analyzed stakeholder engagement to inform all study areas (~135 Kentucky stakeholder and ~30 national education leader interviews)

  - State legislators
  - Cabinet secretaries
  - CPE and KCTCS leadership and staff
  - Campus presidents
  - Faculty and students
  - Southeastern KY local government leaders
  - Southeastern KY K-12 administrators
  - National education researchers
  - Governing and coordinating board leadership in other states

Study Area 1: Higher Education Governance Structure

Postsecondary governing systems vary but often have statewide boards; governing boards have more authority over institutions and systems than coordinating boards

Key elements of effective governance identified by stakeholders

Program oversight	Fiscal oversight	Leadership

Typical coordinating board authorities

▸ Develop state master/strategic plans

▸ Develop and/or oversee accountability or performance measures

▸ Approve, review, and/or terminate academic programs

▸ Compile unified budget request to legislature

▸ Administer student financial aid and/or loans (typically the responsibility of an affiliated agency)

Typical governing board authorities

In addition to authorities of a coordinating board, governing boards also typically…

▸ Appoint and evaluate institution presidents

▸ Approve institution budgets

▸ Set tuition rates and/or caps

▸ Approve capital intensive projects

▸ Set faculty and personnel policies, including compensation

28

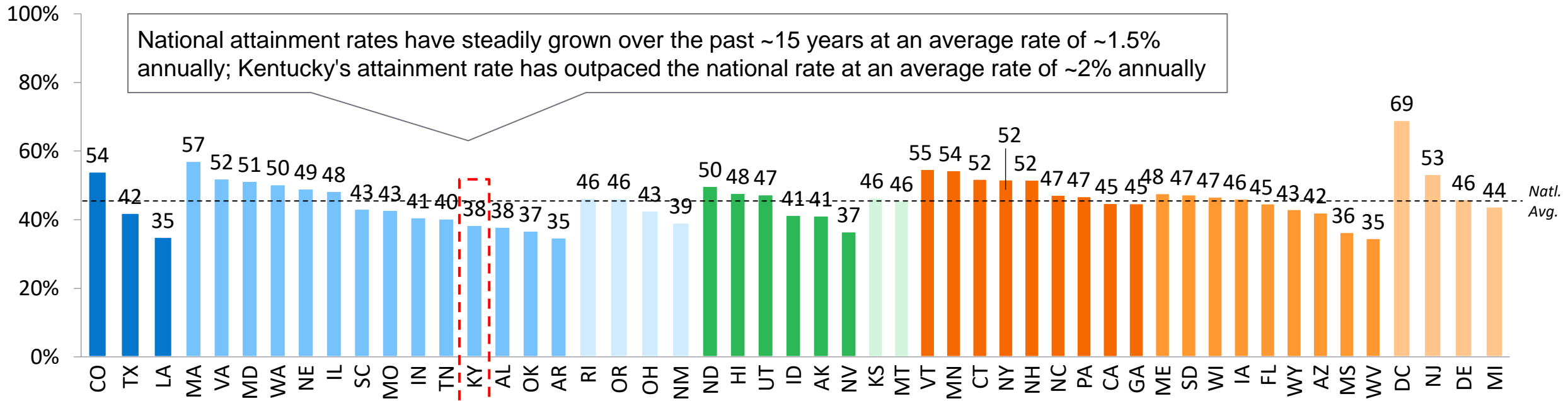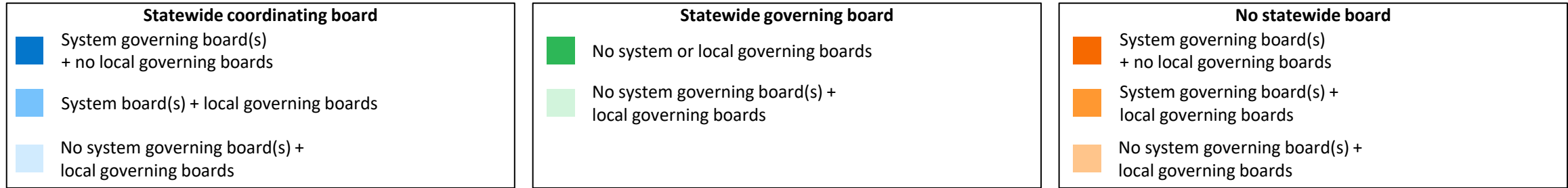# Study Area 1: Higher education governance structure
Whether there is a coordinating board, governing board, or no statewide board, each state falls into one of eight sub-categories of higher education governance

	Kentucky's system	Deep dive states

	Statewide coordinating board (21 states)	**Statewide governing board (8 states)**	**No statewide board (21 states + DC)**
No system or local governing boards	N/A	▸6 states AK HI ID ND NV UT	N/A
System governing board(s) + no local governing boards	▸3 states CO LA TX	N/A	▸9 states CA CT GA MN NC NH NY PA VT
System board(s) + local governing boards	▸14 states AL AR IL IN KY MA MD MO NE OK SC TN VA WA	N/A	▸9 states AZ FL IA ME MS SD WI WV WY
No system governing board + local governing boards	▸4 states NM OH OR RI	▸2 states KS MT ▸local governing boards for 2-year institutions only	▸4 states DC DE MI NJ

Postsecondary outcomes (e.g., college-going rates, completion rates, attainment) vary as much _within_ a single governance structure as _across_ different structures

Attainment rate for ages 25-64, excluding short-term credentials, _2021_

Statewide coordinating board	Statewide governing board	No statewide board
■ System governing board(s) + no local governing boards	■ No system or local governing boards	■ System governing board(s) + no local governing boards
■ System board(s) + local governing boards	■ No system governing board(s) + local governing boards	■ System governing board(s) + local governing boards
■ No system governing board(s) + local governing boards		■ No system governing board(s) + local governing boards

National attainment rates have steadily grown over the past ~15 years at an average rate of ~1.5% annually; Kentucky's attainment rate has outpaced the national rate at an average rate of ~2% annually

Source: Lumina Foundation

30

Study Area 1: Higher education governance structure
There are a variety of factors that influence higher education performance and student outcomes, including governance structure
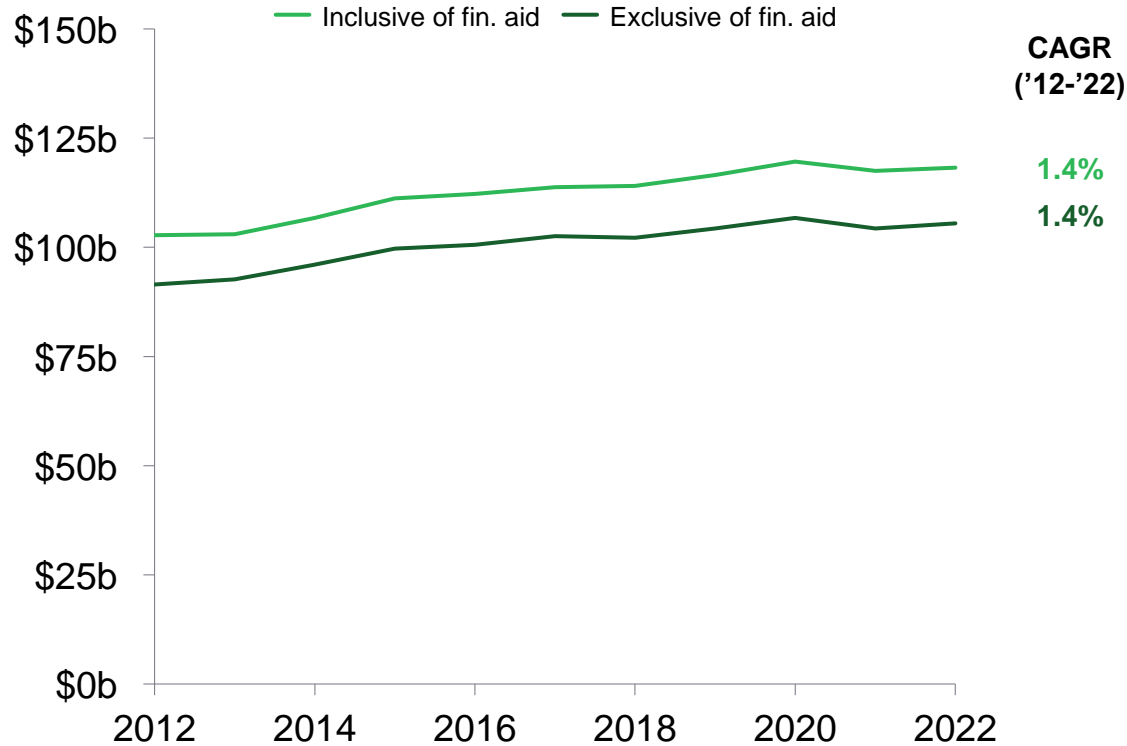
Examples of factors influencing higher education performance

- Level of **public funding** toward education

- Funding **formulas** and types of incentives for institutions

- **Value placed on higher education** by state leadership and communities

- **Perceived value of higher education as a path to prosperity** by students, families, and the public

- Quality and student outcomes of the **K-12 system**

- Availability and quality of **student support services** in postsecondary institutions

- Existence of well-articulated **pathways for students** (e.g., defined at state level and executed through course alignment and transfer agreements)
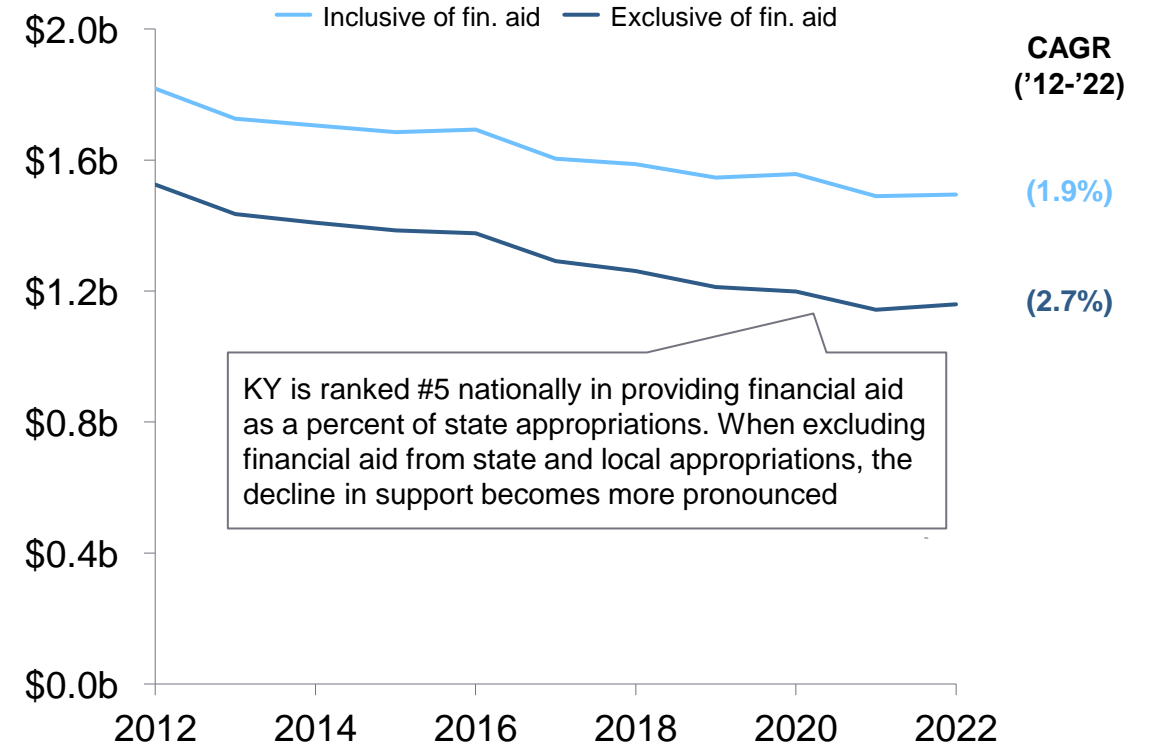
Source: National researcher and stakeholder interviews

While public funding for higher education has declined in Kentucky over the past decade, it experienced a slight uptick in 2022

U.S. total state and local support adjusted for inflation[1], *2012-2022*

Inclusive of fin. aid — Exclusive of fin. aid

CAGR ('12-'22)

1.4%
1.4%

Kentucky total state and local support adjusted for inflation[1,2], *2012-2022*

Inclusive of fin. aid — Exclusive of fin. aid

CAGR ('12-'22)

(1.9%)

(2.7%)

> KY is ranked #5 nationally in providing financial aid as a percent of state appropriations. When excluding financial aid from state and local appropriations, the decline in support becomes more pronounced

Kentucky's state and local support for higher education declined ~2% annually in the past decade, in contrast with the broader U.S. trend of ~1.4% annual increase over the same period

1. Values are inflation-adjusted to 2022 dollars using CPI data
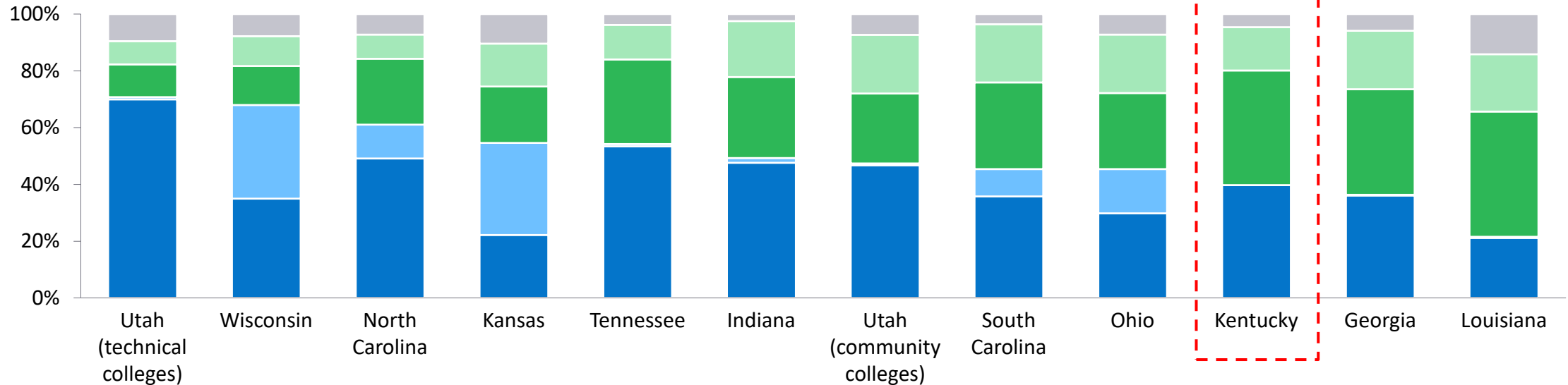2. Kentucky values are cost-of-living adjusted
Source: SHEEO

Study Area 1: Higher education governance structure

Kentucky ranks 38th nationally when considering the proportion of two-year sector revenue that comes from state and local funding

Sources of two-year institution funding, *2021*

Legend: ■ State funds ■ Local funds ■ Federal funds ■ Tuition ■ Other

State and local funding as a percent of total revenue **averages 49% nationally**.

	Utah (technical colleges)	Wisconsin	North Carolina	Kansas	Tennessee	Indiana	Utah (community colleges)	South Carolina	Ohio	Kentucky	Georgia	Louisiana
State and local $ as a % total	71%	68%	61%	55%	54%	49%	47%	45%	45%	40%	36%	22%

Source: IPEDS. "Other" includes sales and service of auxiliary enterprises, sales and service of educational activities, independent operations, other sources – operating, gifts and contributions from affiliates, investment incomes, and other nonoperating income

Study Area 1: Higher education governance structure
In considering the future of higher education governance in Kentucky, four main options exist with varying benefits, risks, and costs to execute
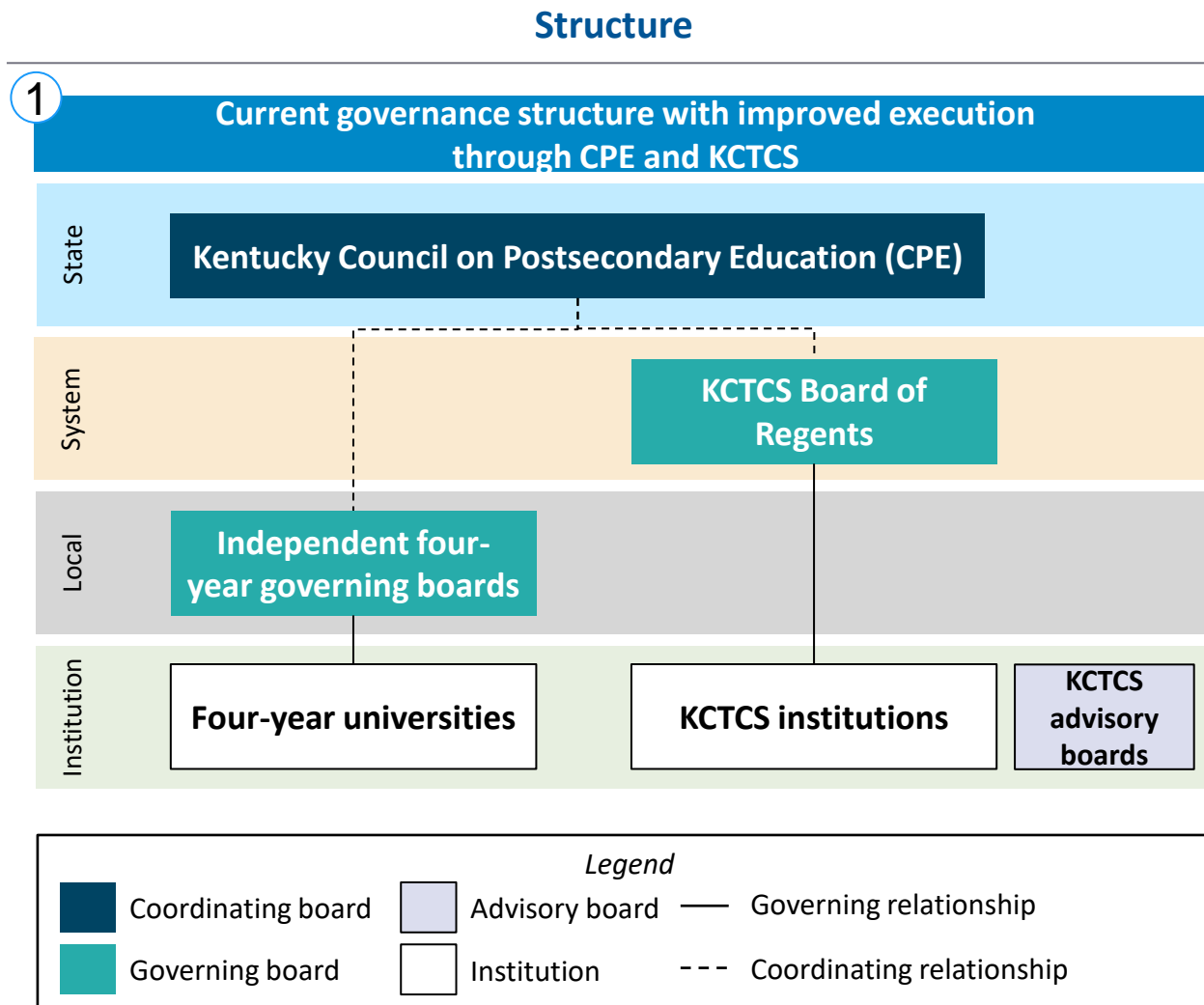
Overview of Options [1]

1	2	3	4
Current governance structure with <u>improved execution</u> through CPE and KCTCS	**Current governance structure with <u>additional authorities granted to</u> CPE and KCTCS**	**New governance structure with <u>addition of a single governing board</u> for four-year institutions [2]**	**New governance structure that creates a <u>"superboard"</u> or single, statewide governing board [2]**
CPE remains	CPE remains	CPE remains	CPE dissolved
KCTCS remains	KCTCS remains	KCTCS remains	KCTCS dissolved
Eight 4-year boards remain	Eight 4-year boards remain	Single 4-year board	Single superboard
Opp 1: Stronger execution of program and fiscal authorities	New authorities (fiscal oversight, leadership appts)	Opp 1 and Opp 2 from Option 1 apply	
Opp 2: Local CTC boards reconstituted	Opp 1 and Opp 2 from Option 1 apply		

1. Additional state funding would be required to successfully execute each option.
2. Variations of options 3 and 4 include maintaining local institutional governing boards for Kentucky's R1 universities, University of Kentucky and University of Louisville.

34

Option 1 would require the least additional funding and time investment, but would not increase state-level transparency or create stronger transfer pathways

Structure

① **Current governance structure with improved execution through CPE and KCTCS**

State

Kentucky Council on Postsecondary Education (CPE)

System

KCTCS Board of Regents

Local

Independent four-year governing boards

Institution

Four-year universities

KCTCS institutions

KCTCS advisory boards

Legend

- ■ Coordinating board
- ■ Governing board
- ☐ Advisory board
- ☐ Institution
- —— Governing relationship
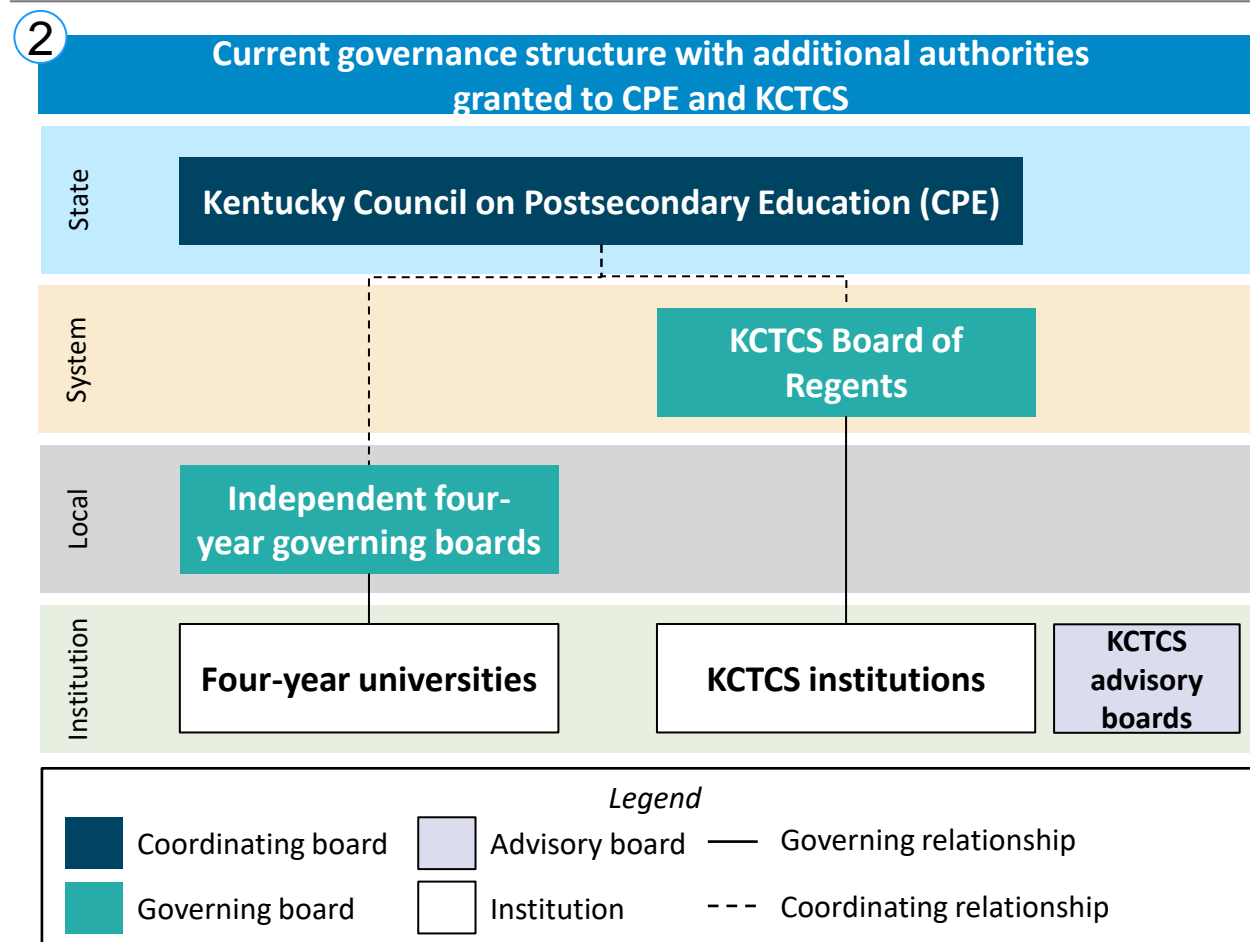- --- Coordinating relationship

Potential changes

- Strategic program oversight:
  - CPE and KCTCS could **conduct more structured and frequent program review**
  - KCTCS could **assess ROI of programs** and the system office drive development of **cohesive employer partnership strategy**
- Institution fiscal oversight:
  - CPE could **analyze institution financial reports** to proactively flag concerns
- The State could consider changes to funding, such as:
  - Incentive funding (e.g., to encourage innovation, regional collaboration)
- CPE could offer **additional training to board members**

Study Area 1: Higher education governance structure
Option 2 would require modest funding and time to implement but could improve state-level control while maintaining local responsiveness and institutional missions

Structure

② Current governance structure with additional authorities granted to CPE and KCTCS

State
- Kentucky Council on Postsecondary Education (CPE)

System
- KCTCS Board of Regents

Local
- Independent four-year governing boards

Institution
- Four-year universities
- KCTCS institutions
- KCTCS advisory boards

Legend
- ▮ Coordinating board
- ▮ Governing board
- ▯ Advisory board
- ▯ Institution
- —— Governing relationship
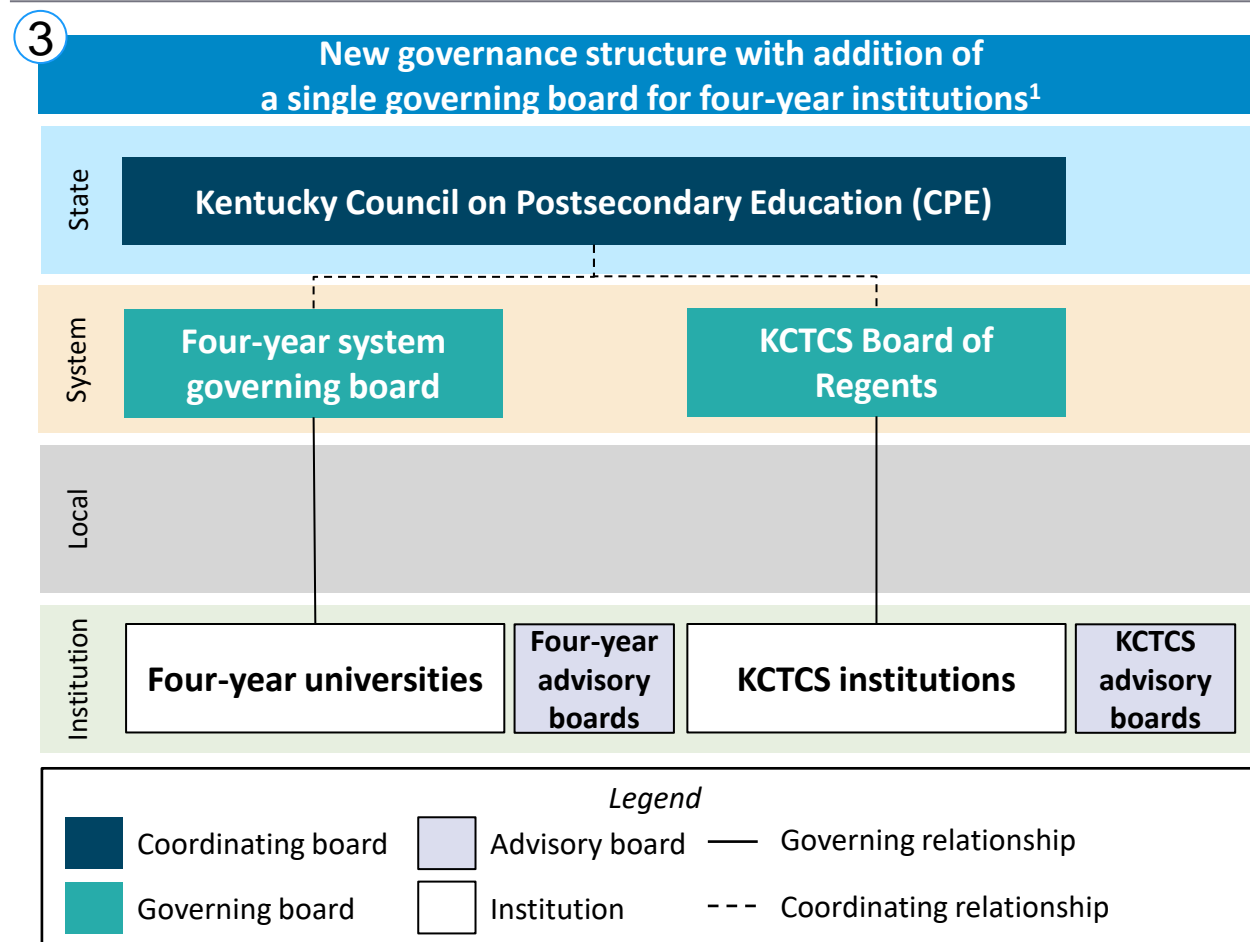- --- Coordinating relationship

Potential changes

- CPE could **monitor key financial risk metrics** of institutions through statutory changes that specify reporting metrics and accountability measures
- CPE could have a role in **the nomination of governing board members and the search for and evaluation of institution presidents**
- CPE could have a **more strategic alignment with state financial aid, at the policy level**
- KCTCS could designate a CTC advisory board to serve more than one college (e.g., by region)
- KCTCS could shift authority to approve institution strategic plans back to the KCTCS Board of Regents from institution advisory boards
- *All improvement changes from Option 1 could also apply here*

Option 3 would require substantial funding and potentially decrease local responsiveness but would improve state-level transparency and transfer pathways
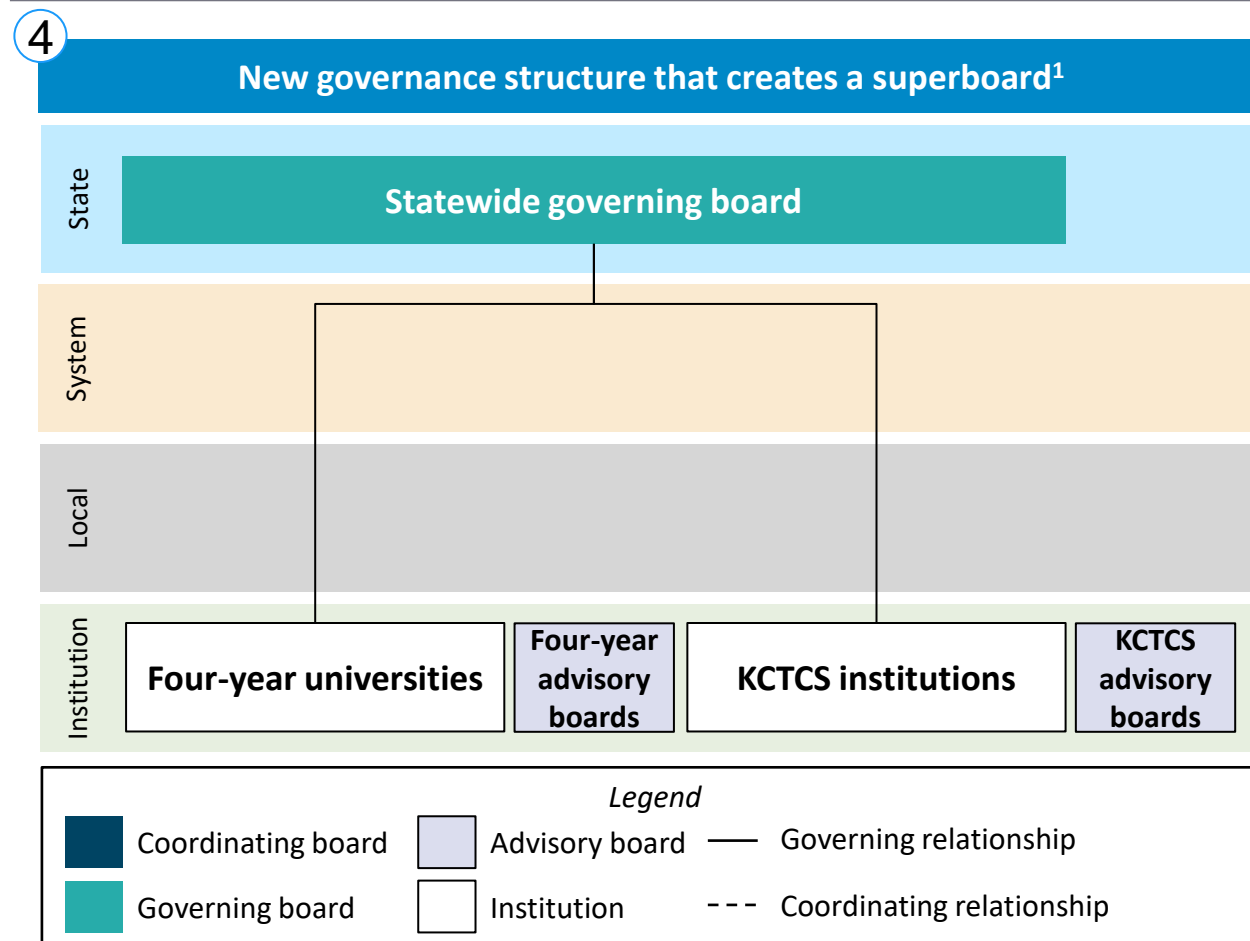
Structure

③ **New governance structure with addition of a single governing board for four-year institutions[1]**

State

Kentucky Council on Postsecondary Education (CPE)

System

Four-year system governing board

KCTCS Board of Regents

Local

Institution

Four-year universities

Four-year advisory boards

KCTCS institutions

KCTCS advisory boards

Legend

■ Coordinating board	■ Advisory board	—— Governing relationship
■ Governing board	□ Institution	- - - Coordinating relationship

Potential changes

- **New four-year governing board** would adopt all authorities of local four-year governing boards

- Examples of these authorities may include:
  - Appointing executives
  - Fundraising
  - Overseeing performance measures
  - Setting faculty and personnel policies
  - Etc.

- Creation of a **four-year board would require a system office** to manage board functions

- *All improvement changes from Option 1 could also apply here*

1. Alternatively, the University of Kentucky and University of Louisville could remain independently governed

Source: National researcher and stakeholder interviews

37

Study Area 1: Higher education governance structure

Option 4 would require substantial funding and time to implement and may risk local responsiveness, but it would provide the most state-level transparency

Structure

4

New governance structure that creates a superboard[1]

- State: **Statewide governing board**
- System
- Local
- Institution: **Four-year universities** | **Four-year advisory boards** | **KCTCS institutions** | **KCTCS advisory boards**

Legend

■ Coordinating board	■ Advisory board	— Governing relationship
■ Governing board	□ Institution	--- Coordinating relationship

Potential changes

- Superboard would **adopt all authorities of CPE, institution governing boards, and KCTCS governing board**
- Superboard could still delegate responsibilities to institution advisory boards
- Creation of a system office would accompany the superboard

1. Alternatively, the statewide governing board could coordinate over the University of Kentucky and University of Louisville, which could remain independently governed

Source: National researcher and stakeholder interviews

38

15

Study Area 1: Higher education governance structure
Key considerations present potential tradeoffs, as each of the four main governance options carries its own benefits and risks

Considerations[1]	① Current governance structure with improved execution	② Additional authorities granted to CPE	③ Addition of a single governing board for four-year institutions	④ Superboard
Disruption / time to transition	🟢	🟩	🔴	🔴
Near-term cost to change	🟢	⚪	🔴	🔴
State-level transparency and control	🟥	🟩	🟩	🟢
Local responsiveness	🟩	🟩	🟥	🟥
Stronger pathways / transferability	⚪	⚪	🟩	🟢
Prioritization of distinct missions	🟩	🟩	⚪	🔴

🟢 🟩 ⚪ 🟥 🔴

Most attractive … Least attractive

1. Ratings informed by interviews with peer states that made recent governance structures changes and determined by CPE leadership

39

CPE Staff – Findings/Recommendations

CPE endorses Option 2 which calls for leaving the postsecondary governance structure as is but with better execution in some areas and changes to some statutory responsibilities to strengthen state-level oversight and coordination. Specifically, consideration should be given to:

1. Implementing a process for CPE to actively monitor and regularly report to the General Assembly and Governor on the **financial health of the state's public colleges and universities**.

2. **Strengthening CPE's engagement/role in state financial aid policy and program decisions** to help ensure a balanced and aligned approach to higher education financing and college affordability.

3. **Providing greater investment in state-level higher education incentive funds – in addition to direct appropriations to campuses** – to foster innovation, incentivize collaboration, and respond quickly to regional needs.

4. **Strengthening the review and approval of non-degree academic programs by CPE**, including short-term certificates, as well as more routinely reviewing and terminating programs of limited relevance and quality.

5. Expanding CPE's board training responsibilities and requiring greater involvement from CPE during the recruitment and review process for **candidates for postsecondary governing and advisory boards.**

6. Requiring that the **CPE president (or a representative) be consulted during presidential evaluations** for the state's public universities and the KCTCS system and serve as a voting member on presidential search committees.

Kentucky could also leverage several strategies to address concerns about KCTCS implied in SJR 98 and mentioned frequently by Kentucky stakeholders in interviews

System "bloat" and inefficiency	Workforce alignment and ROI of 2-year degrees and certificates	Academic pathway effectiveness / transferability
• Evaluation of the **scope of services provided by the system office versus colleges / campuses** • **Opportunities for greater efficiency across the system,** both on the administrative (e.g., shared services) and academic side. *KCTCS has identified opportunities and has begun implementation* • Refocused **Board of Directors (BoD) to be regional in nature** by designating advisory boards to serve multiple colleges by geography • **Responsibility for budget review, strategic plans, and presidential searches shifted back** to system office and Board of Regents from local BoDs	• **More stringent program review** (i.e., assessment of the ROI of programs to the local communities visible to students, colleges, and communities) • **More strategic approach to establishing and nurturing employer partnerships** (e.g., system office could act as enabler and supply/demand aggregator) • **Clear articulation of roles of Board of Regents vs. local Boards of Directors** (e.g., BoDs could focus on providing industry and community input)	• **Single accreditation** to ease administrative burden to institutions and increase program alignment • **Stronger pathway and transfer strategy and process,** facilitated by CPE

These strategies may require a reorganization of the existing KCTCS system office. The ultimate goal would be to reduce bureaucracy and create a strong yet nimble infrastructure that is responsive to campus and community needs through effective prioritization of programs and initiatives and efficient execution.

41

Study Area 1: Higher education governance structure (relating to KCTCS)
CPE Staff - Findings/Recommendations

Based on research findings and analysis, CPE recognizes and supports the need to better align responsibilities and expectations between CPE, the KCTCS central office and the individual CTCs.

- Specifically, **CPE recommends an assessment of the role and responsibilities of local CTC boards of directors.** Consideration might be given to transitioning the local boards into multi-campus regional advisory boards to help drive collaboration and regional development.

- Research highlights several opportunities to strengthen the role and effectiveness of the central office, which CPE supports, including **building out a comprehensive employer engagement strategy,** developing a **more robust program review and approval process** focused on ROI of degrees and certificates, and **strengthening transfer pathways**.

- CPE also recommends that **consideration be given to KCTCS pursuing a single SACS accreditation** to ease administrative burden to institutions and increase program alignment among campuses.

- Finally, research findings highlight that Kentucky CTCs are among the worst funded in the nation in terms of state and local operating appropriations per FTE. **CPE recommends additional state investment in KCTCS (without diminishing the state's investment in the public universities) to ensure a strong, effective, and affordable system of CTCs.**

Study Area 2: Four-Year Institution in Southeast Kentucky

Study Area 2: Four-year institution in Southeastern Kentucky
The Kentucky River ADD has emerged as CPE's area of focus for expanding access to public 4-year postsecondary offerings in southeast Kentucky

- The **KY River ADD is among the most distressed areas** in the state and has among the highest educational need:

  - among the highest proportions of working-age adults with a **high school diploma or less**.

  - **among the poorest counties in the nation** based on median household income.

  - the highest proportion of **individuals living in poverty**.

- The KY River ADD has a **higher concentration of young people** (ages 17 and under) compared to neighboring area development districts.

- The KY River ADD has **no public four-year institutions** (main campus or satellite) located in the region and only one non-sectarian private institution, which is selective and has a small enrollment.

- The infrastructure near **Hazard (Perry County) offers the best accessibility** for potential students in the region at the intersection of KY-80 and KY-15.

Source: KYStats; CPE geographic analysis

44
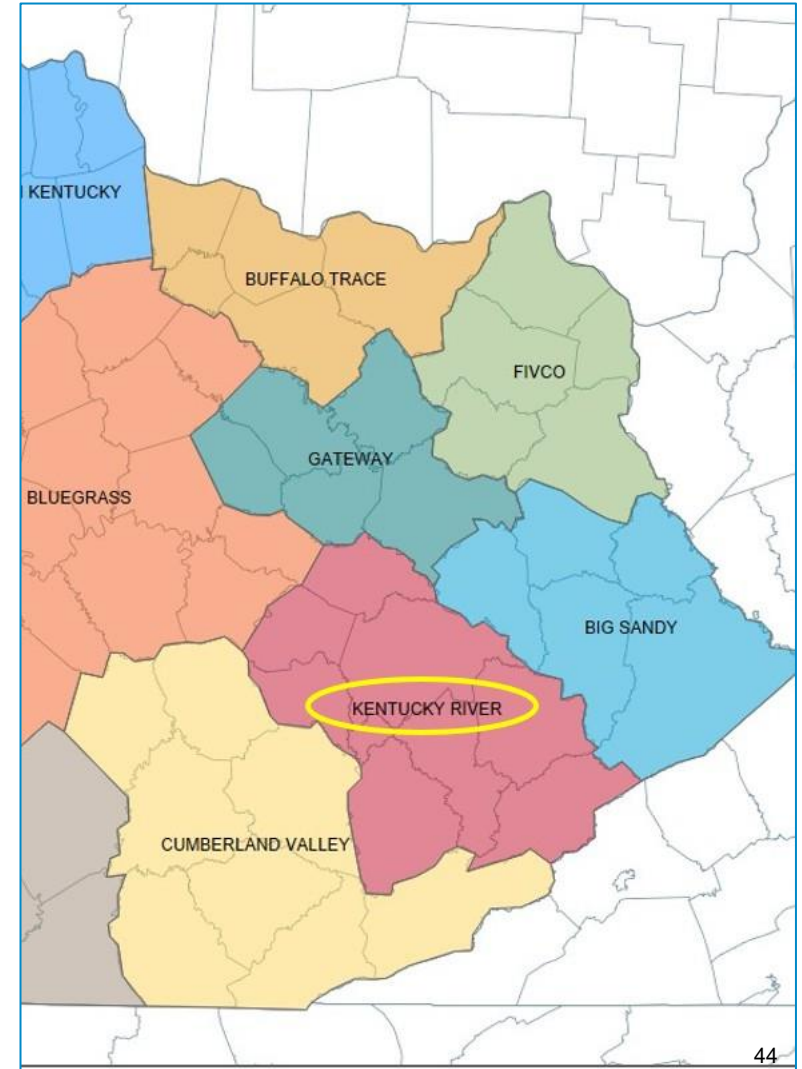
Study Area 2: Four-year institution in Southeastern Kentucky
SJR 98 put forward three options for consideration. Stakeholder engagement surfaced two additional options

Seen as less viable based on stakeholder input[1] and data analysis

Stakeholder input[1]:

	SJR 98 options
1	Constructing a new university
2	Acquiring a private university
3	Satellite of an existing regional university

	Additional options based on data analysis and stakeholder feedback
4	Expansion of an existing Community and Technical College
5	Expansion of University Center of the Mountains

Seen as more viable based on stakeholder input[1] and data analysis

While postsecondary education and training opportunities are critical to strengthen the region's economy, an investment in higher education in Southeastern KY may not yield the desired results without a comprehensive economic and workforce development strategy for the region.

1. Feedback is based on perspectives from Kentucky stakeholder interviews (e.g., postsecondary institution presidents, policy makers and government officials, faculty, governance leadership, and employers)

Study Area 2: Four-year institution in Southeastern Kentucky
Option 1 – Constructing an entirely new university

Seen as less viable based on stakeholder input[1] and data analysis

1. Constructing a new university
2. Acquiring a private university
3. Satellite of an existing regional university
4. Expansion of a Community and Technical College
5. Expansion of University Center of the Mountains
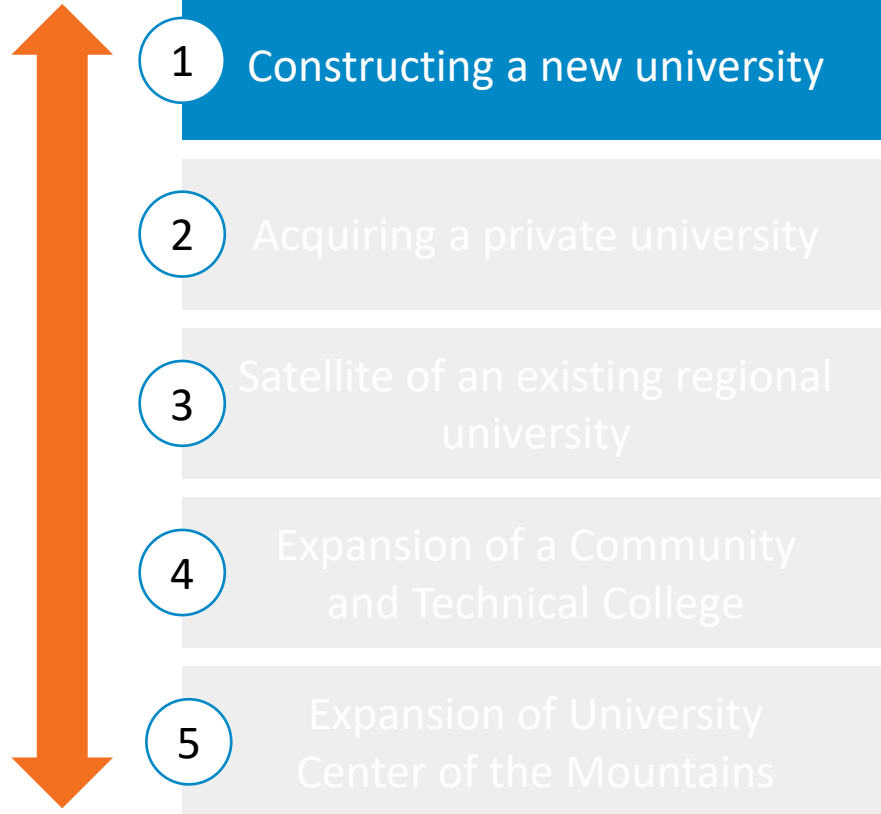
Seen as more viable based on stakeholder input[1] and data analysis

- Stakeholders agreed that **option 1 (entirely new, comprehensive university) would be costly** to the state and **could have a negative impact on funding available to existing institutions**

- The population in the KY River ADD is projected to decline -9.2% by 2030 and -27.6% by 2050[2], suggesting an entirely new university may not be fiscally prudent;

- **CPE reviewed post relatively recent "from scratch" universities builds in other states and found there is no precedent for establishing an entirely new university in a region or period of declining population.**

Study Area 2: Four-year institution in Southeastern Kentucky
Option 2: Acquiring a private college or university

1. Constructing a new university

2. Acquiring a private university

3. Satellite of an existing regional university

4. Expansion of a Community and Technical College

5. Expansion of University Center of the Mountains

- **Private institution leaders did not express interest in acquisition** because either their institution is not in financial distress, would earn less tuition revenue as a public university, or has a unique mission maintained as a private institution.

- CPE's analysis showed locations of **existing SE KY private universities provide limited or no coverage in the KY River ADD**; thus, an acquisition would not eliminate geographic barriers to access

- Prior analysis (2011) of a potential private university acquisition highlighted **numerous legal, cultural and financial challenges**. [2]

1. Feedback is based on perspectives from Kentucky stakeholder interviews (e.g., postsecondary institution presidents, policy makers and government officials, faculty, governance leadership, and employers)
2. "Report on the Advisability and Feasibility of Moving the University of Pikeville into the State University System", NCHEMS, 2012

Study Area 2: Four-year institution in Southeastern Kentucky
Option 3: Satellite of an existing regional university

Seen as less viable based on stakeholder input[1] and data analysis

1. Constructing a new university

2. Acquiring a private university

3. Satellite of an existing regional university

4. Expansion of a Community and Technical College

5. Expansion of University Center of the Mountains

Seen as more viable based on stakeholder input[1] and data analysis

- While stakeholders acknowledged this option would likely be less costly than others, stakeholders **perceive satellite campuses as lacking the local community ties** necessary to succeed in Southeastern Kentucky

- Stakeholders expressed concern that if a regional university faces financial distress in the future, a **satellite campus in rural Southeastern Kentucky could potentially be one of the first cuts in the budget**

- CPE evaluated student success outcomes at the existing satellite campuses in the KY River ADD and found that in the past 10 years:
  - **Fall undergraduate headcount enrollment dropped** for all three campuses – 83% at EKU Corbin, and 68.6% at MoSU Prestonsburg, and 66.2% at EKU Manchester[2].
  - **Degree production declined** for students taking at least one course by 54.5% at MoSU Prestonsburg, 43% at EKU Corbin, and 21.9% at EKU Manchester[2].

Study Area 2: Four-year institution in Southeastern Kentucky
Option 4 – Expansion of Hazard CTC

Seen as less viable based on stakeholder input[1] and data analysis

1. Constructing a new university

2. Acquiring a private university

3. Satellite of an existing regional university

4. **Expansion of a Community and Technical College**

5. Expansion of University Center of the Mountains

Seen as more viable based on stakeholder input[1] and data analysis

- Option 4 emerged during interviews when **stakeholders expressed interest in expanding Hazard CTC** to offer bachelor's programs aligned to specific current and future workforce needs in the region.

- **Stakeholders identified additional questions to explore** regarding the governance of an expanded CTC as a four-year or two-year institution, risk of continued blurred missions between sectors, the cost to deliver courses, the impact on other campuses, the challenge of attracting faculty, and the impact of projected population declines in the region.

- **CPE's financial modeling and cost benefit analyses assumed** an expansion of HCTC into stand-alone college/university that offers both technical programs and targeted bachelor's programs.

- **CPE also analyzed recent construction cost data to estimate the cost of a small apartment style dormitory.** Non-traditional housing (scholar houses) might also be considered.
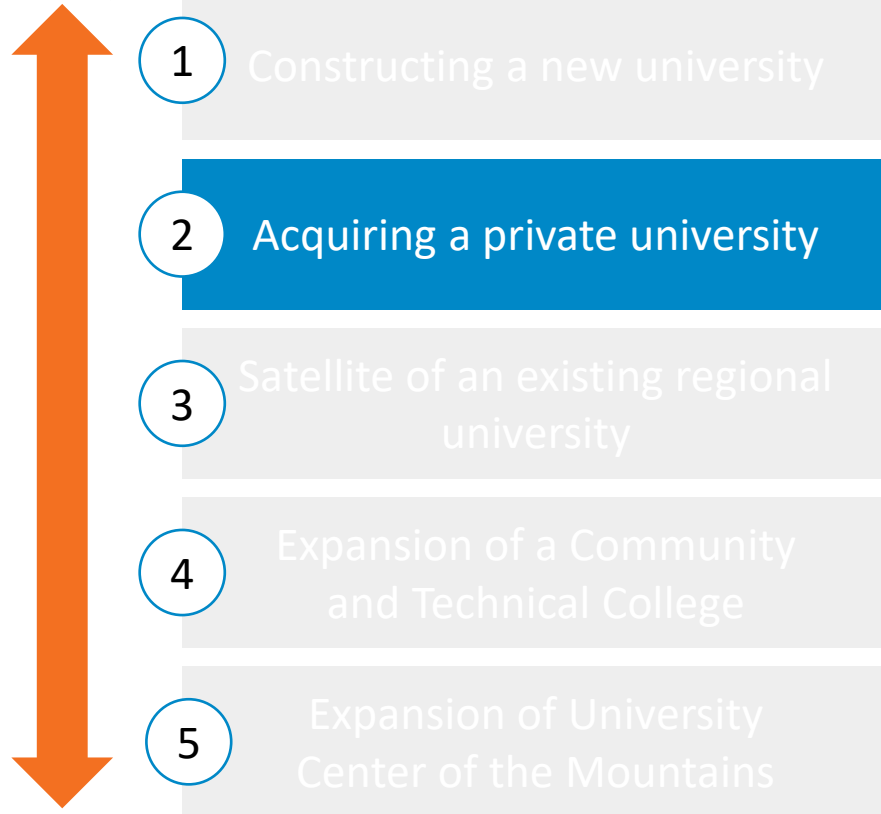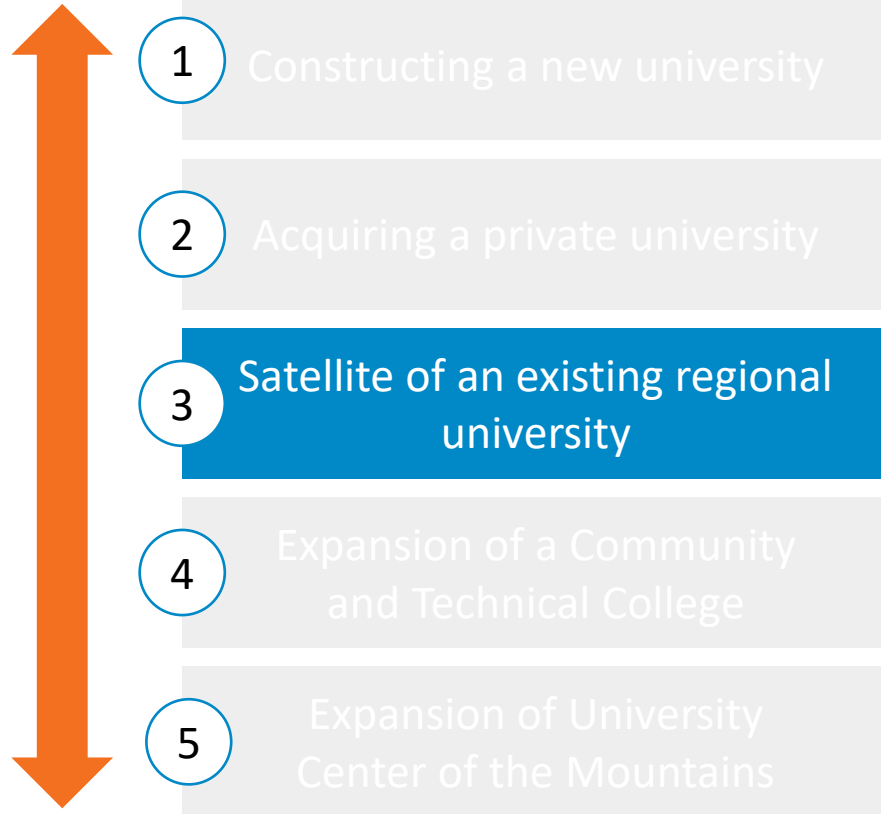
49

1. Feedback is based on perspectives from Kentucky stakeholder interviews (e.g., postsecondary institution presidents, policy makers and government officials, faculty, governance leadership, and employers)

Study Area 2: Four-year institution in Southeast Kentucky
Option 5 – Expansion of University Center of the Mountains

Seen as less viable based on stakeholder input[1] and data analysis

1. Constructing a new university

2. Acquiring a private university

3. Satellite of an existing regional university

4. Expansion of a Community and Technical College

5. Expansion of University Center of the Mountains
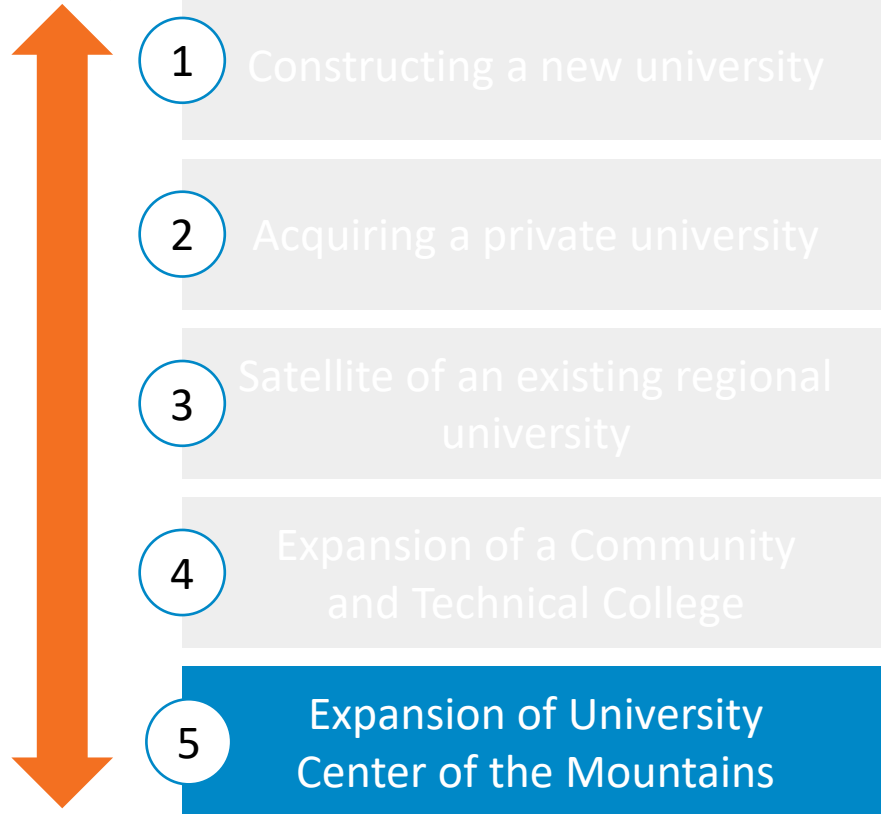
Seen as more viable based on stakeholder input[1] and data analysis

- While overall awareness remained low, **stakeholders familiar with the University Center of the Mountains** (UCM) model **expressed interest in** expanding this model as option 5, though more data and research is needed to understand the model's existing outcomes

- While **UCM helps expand access to bachelor's and graduate programs** in the region, it is not a university. It helps aggregate and facilitate transfer of credit and enrollment in programs offered by other universities.

- UCM could be a promising model for expansion and improvement, but **there is no dedicated budget for the collaborative**, it lacks a data system to monitor student progress, and the lack of "on-the-ground" faculty limits its direct economic impact on the community and region.

- **Collaborative postsecondary centers in other states provide potential models to strengthen UCM** to ensure strong program alignment with local workforce needs, hybrid and in-person programs, and ongoing assessments of impact and performance.
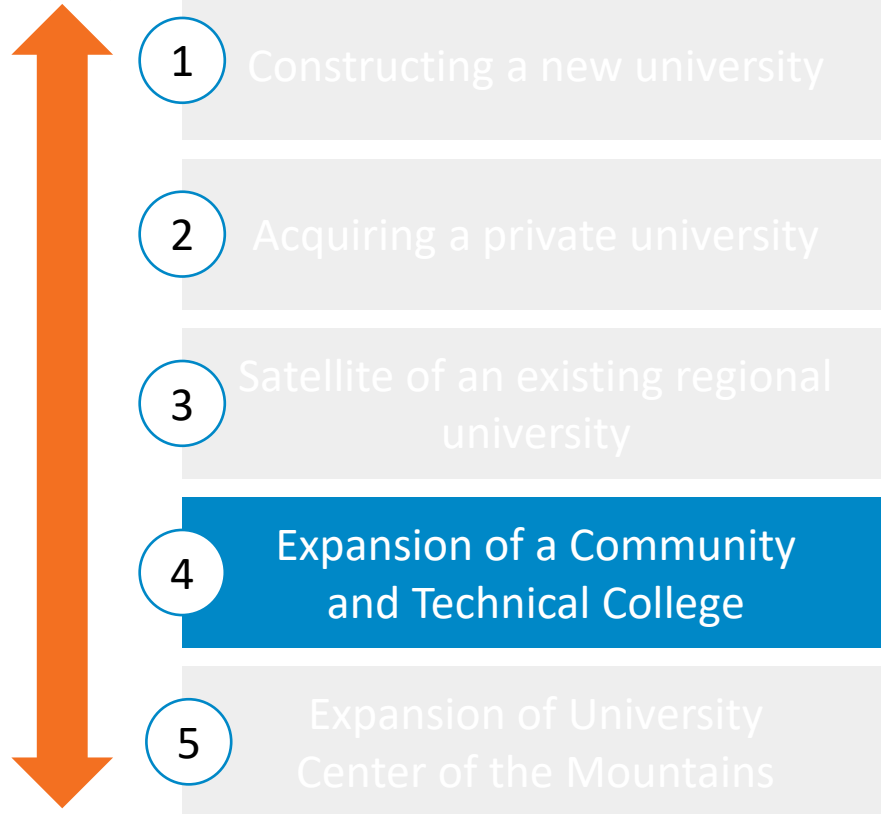
1. Feedback is based on perspectives from Kentucky stakeholder interviews (e.g., postsecondary institution presidents, policy makers and government officials, faculty, governance leadership, and employers)

50

27

Study Area 2: Four-year institution in Southeastern Kentucky
CPE Staff – Findings/Recommendations

1. CPE's analysis points to the **need for improved access to targeted bachelor's level programs in the SE region** due to the high level of economic and educational need.

2. However, **staff does not recommend any of the three options identified in SJR 98** (brand new university, satellite campus of a comprehensive university, or acquiring a private university) for reasons discussed earlier.

3. **Option 4, the expansion of HCTC into a stand-alone college/university** offering both technical programs and targeted bachelor's programs, is a promising model for the region. However, staff cannot provide an unqualified recommendation without greater stakeholder engagement, further analysis of the benefits and risks, and a deeper understanding of student demand.

4. **CPE staff endorses a more visible and impactful UCM**, perhaps in tandem with the option above.

5. While staff supports an increased four-year presence in Southeast Kentucky, it does so with the following strong caveat: **without a comprehensive economic and workforce development strategy, a new university will not yield the desired results for the region.**

Study Area 3: Responsibility for Technical & Academic Programs

Study Area 3: Responsibility for technical and academic programs
Perceived Impact on Students[1]

Potential Benefits	Potential Risks
• Completing academic courses at comprehensive universities may make the transition to and completion of 4-year programs easier for some students by eliminating the administrative challenges of transferring credit.	• CTCs currently offer 100 and 200 level courses at lower tuition rates than 4-year institutions. A change to university **tuition rates may be cost-prohibitive** for many students. Access to dual credit courses may be similarly impacted. • **Physical access to programs may be reduced** – particularly for place-and time-bound students – if associate-level courses and programs are transferred to comprehensive universities. • **Some students in transfer programs have greater opportunities for success at CTCs as an entry point** into postsecondary education due to the location, the smaller size, and specialized support systems which might be lost in a transfer of programs. • Students in KCTCS technical programs (certificates and AAS programs) benefit from **access to academic and transfer pathways that would be unavailable (or would have to be duplicated) should the system be separated.**

Study Area 3: Responsibility for technical and academic programs
Perceived Impact on Institutions[1]

Potential Benefits	Potential Risks
• Comprehensive universities would likely experience increases in enrollment. • Comprehensive universities would likely have an increase in revenue, assuming tuition for transferred programs would be set at university levels.	• The change in student mix for comprehensive universities would **require expanded student services** to target more high-need, underprepared students. • **CTCs could potentially see their overall enrollment and revenues decline.** • **Four-year campuses might experience financial pressure** if tuition for academic courses were offered at the same rate as CTCs (due to their higher delivery costs). • **Operating and maintaining current KCTCS physical plant assets** could be a financial burden to comprehensive universities and to the state. • **Mapping and translating student data** would be a significant undertaking. Centrally held KCTCS student records (Peoplesoft) would need to be translated and integrated by regional comprehensives (with various SIS). • Maintaining technical programs at their current level **would require additional state resources** because technical programs have a higher cost to deliver than AA/AS programs. • **Both two-year and four-year institutions** would need to respond to detailed SACSCOC requirements.

Study Area 3: Responsibility for technical and academic programs
Perceived Impact on the Commonwealth[1]

Potential Benefits	Potential Risks
• The proposed change may lead to higher transfer and completion rates for students in AA/AS programs due to a tighter alignment with university programs. • A more singular focus by KCTCS on technical programs may strengthen alignment with workforce demands.	• The increase in AA/AS students at comprehensives, but not R1s, would require **changes to the state's performance funding model**. • Likewise, a new funding system (and more funding) will most likely be **required to support technical colleges**. • UofL and UK are not included in the proposed restructuring, which may complicate **higher education environments in Louisville and Lexington** where many partnerships exist with JCTC and BCTC. • **AAS (technical) programs require core general education (GE) courses**. The unified KCTCS allows shared programming, services and faculty to meet these GE needs, which would require duplication if a split occurs (and therefore higher cost to the state). • The proposed separation of technical and academic programs could result in **heightened stigma** associated with enrolling in technical programs (a highlighted problem in the 1997 reforms) and negatively impact enrollment. • The **power of KCTCS as a unified system**, including the benefits of shared programs, backroom functions, and a common mission/vision, would be diminished.

1. Feedback is based on perspectives from Kentucky stakeholder interviews (e.g., postsecondary institution presidents, policy makers and government officials, faculty, governance leadership, and employers)

Study Area 3: Responsibility for technical and academic programs
More in-depth analysis is needed to better understand the impact of transferring KCTCS academic programs to the comprehensive universities

Financial Impact

- How would **existing debt at KCTCS colleges be shared with the comprehensive universities?**

- What are the **potential costs for comprehensive universities** in terms of additional student support services, faculty, and administration, mapping and translating student data, etc.?

- What **compensation** will the comprehensive universities offer new faculty/instructors needed to offer additional introductory level coursework?

- How will institutions balance this cost with **the need to keep student tuition affordable** (i.e., close to KCTCS tuition rates)?

Operations

- Do students that currently enroll in transfer programs at KCTCS want to enroll in introductory coursework at regional comprehensives instead? **Will enrollment levels be maintained?**

- **How would the existing infrastructure be divided or shared** among technical programs and comprehensive universities?

- Would comprehensive universities continue to **operate current facilities?** What role would technical colleges play in maintaining or renting existing infrastructure?

- How will this change **affect the metropolitan areas of Louisville and Lexington?** What is the role of the R1's under the proposed split?

Programs

- Since technical programs have **general education requirements**, how would these requirements be met?

- How will students **move between four-year institutions**? How would the split impact current transfer behaviors?

Study Area 3: Responsibility for technical and academic programs
CPE Staff, Findings/Recommendations

- **Without a deeper evaluation and much broader stakeholder engagement, CPE does not endorse dissolving KCTCS and transferring the system's academic offerings to the comprehensive universities.**

- As the gateway into postsecondary education and training for many Kentuckians, KCTCS holds a significant mission within the higher education landscape in the Commonwealth in the areas of access, workforce training, and transfer programming.

- Before considering the radical step of dismantling the KCTCS system and moving its academic programs to the state's public comprehensive universities, a deeper analysis is required to assess the impact on Kentucky students, campuses and the Commonwealth.

- Additionally, comprehensive strategies must be developed to manage the many potential risks, and substantial and sustained involvement from key stakeholders will be critical in making this important decision.

SJR 98 Study

Board Meeting

November 17, 2023

TITLE: Proposed New Academic Programs for Review & Recommendation

RECOMMENDATION: The Academic and Strategic Initiatives Committee recommends the Council approve the proposed New Academic Programs from the University of Kentucky

STAFF CONTACT: Melissa Bell, Ph.D., CPE's Vice President of Academic Excellence and Student Success

---

COMMITTEE REVIEW & APPROVAL

The ASI Committee reviewed and approved the proposed new academic programs from the University of Kentucky at its October 23, 2023, meeting.

PROGRAMS PROPOSED FOR APPROVAL

The following proposed programs are recommended for approval. Proposal summaries for each are attached, and include the program description, estimated student demand, employment demand, and projected revenue and expenses related to the proposed program.

> University of Kentucky
> - B.A., Sports Leadership (CIP 31.0508)
> - B.S., Statistics and Data Science (CIP 27.0501)

SUPPORTING INFORMATION

KRS 164.020 (15) empowers the Council on Postsecondary Education to define and approve the offering of all postsecondary education technical, associate, baccalaureate, graduate, and professional degree, certificate, or diploma programs in the public postsecondary education institutions.

Council staff has reviewed the proposed programs and recommends approval by the board. The university-submitted documentation has been included in your agenda packets for review.

PROPOSED PROGRAM SUMMARY

Institution: University of Kentucky
Program Name: Sports Leadership
Degree Destination: Bachelor of Arts

CIP Code: 31.0508
Credit Hours: 120
Implementation Date: 1/16/2024

<u>**Program Description**</u>
The proposed program will focus on leadership across sport and fitness industries through a blend of sport psychology and sport management/leadership. Students will also understand sociocultural issues in sports, kinesiology, and health promotion in sport management. It will be a transdisciplinary degree across colleges and departments in both the College of Education and the College or Communication and Information that allow students to specialize in specific areas of sport related to communications and socio-cultural issues while also providing a foundation of sport skills as recommended by the Commission on Sport Management Accreditation

The program is designed to expand on the university's existing foundation of a focused, intentional, purpose-driven curricular and co/extra-curricular experience with state-wide and global relevance, led and fostered by faculty and staff excellence. Currently one of the university's programs offers degree tracks in teacher education, health promotion, and exercise science. Not all students are interested in these tracks but do have a general interest in sport & fitness. This proposed degree option would give learners the opportunity to gain hands-on experience in the various sport & fitness industries.

This degree program would afford learners an option of experiential learning or research application. Coursework associated with the seminar and practicum of the degree can be customized to better fit the needs of the graduates. This will be attractive to students interested in applied sport and fitness concepts or those interested in sport & fitness research.

As a result of this programs, students will be able to:
- identify the bodily systems involved with sport and fitness concepts.
- demonstrate management/leadership characteristics in sport and fitness environments.
- identify the mental aspects of sport and fitness participants.
- plan, execute, and evaluate programs in sport and fitness.
- minimize risk in sport and fitness.
- create sociocultural programs to address current issues in sport and society.

A unique attribute of this proposed program is the sociology and psychology that will be intertwined in the curriculum to help address issues in diversity, equity, and inclusion, as well as mental health.

<u>**Connection to Other Programs**</u>
While Eastern Kentucky University, Morehead State University, and the University of Louisville have programs in a similar CIP code (31.0504 - Sports and Fitness Administration/Management), Western Kentucky University is the only one with a program in the proposed CIP code (31.0508 – Sport Studies). Representatives from UK and WKU discussed potential collaborations, including:
- cross-faculty guest lecture series, fostering knowledge exchange between UK and WKU.
- study abroad opportunities.
- research forum involving UK, WKU, and other entities.
- promotion of service learning opportunities
- joint career and graduate program information dissemination.

Student Demand

Based on feedback from a student questionnaire and communication with prospective students, a sports leadership program is highly desired. The transdisciplinary approach of the proposed program will allow students the opportunity to concentrate in areas related to communications, e-sports, and entrepreneurship, giving them the flexibility to prepare for a variety of careers. Additionally, the proposed program will be offered in three modalities – hybrid, online, and in-person. The goal of the proposed program is to grow the student market with the online option.

Initial estimates of enrollment are:
Year 1 – 50
Year 2 – 92
Year 3 – 133
Year 4 – 200
Year 5 – 210

Employment Demand

The program will prepare students to pursue a wide range of careers, such as a coach, athletic trainer, exercise trainer, sports official, and sports management. Students will also be prepared to continue to graduate school for degrees in sports psychology, athletics training, kinesiology, and other related areas. Data from the Bureau of Labor and Statistics shows that careers in this area are expected to grow in the next 10 years, and the median wages expected in these careers are above Kentucky's annual median wage.

Budget

By collaborating with multiple departments and colleges, the projected expenses of the program will be shared. Current faculty are in place to begin the program and additional faculty will be hired based on projected program growth in enrollment.

Projected Revenue over Next Five Years ($): $4,529,647.00
Projected Expenses over Next Five Years ($): $2,717,788.00

PROPOSED PROGRAM SUMMARY

Institution: University of Kentucky
Program Name: Statistics and Data Science
Degree Destination: Bachelor of Science

CIP Code: 27.0501
Credit Hours: 120
Implementation Date: 1/15/2024

Program Description

The proposed program will equip students to execute all stages of data analysis, from data acquisition and exploration to application of statistics and machine learning methods for the creation of data products. Graduates will be prepared to enter the workforce directly or to continue on to graduate-level programs in statistics.

Through this program, students will:
- Develop fundamental statistical knowledge by:
  - formulating problems using the language of probability o represent and quantify error and uncertainty using formal mathematical language
  - evaluating the strength of evidence for empirical claims using statistical inferential theory and methods
  - understanding the differences when analyzing data from observational studies and well-designed experiments ·
- Explore real data modeling questions by:
  - building and assessing quantitative models that solve real world problems in diverse contexts
  - undertaking all stages of a data analysis pipeline – including data wrangling, model exploration, algorithmic modeling, and the creation of insightful data products
  - creating visual summaries of data patterns that are visually compelling, information-rich, accessible, and honest representations of the underlying data and methods
- Build computational fluency through:
  - effectively using professional-level technology tools to create reproducible, comprehensive records of a data analysis pipeline
  - understanding the core components of programming with data, with detailed knowledge of the statistical programming language, R
  - demonstrating the ability to learn emerging programming languages o differentiate between probabilistic and deterministic algorithms
  - understanding how mathematical models are translated as computational algorithms.

- Discuss data outcomes from a statistical perspective by:
  - presenting key statistical ideas both orally and in writing, especially for non-experts o articulate choices within the data analysis pipeline, including in the context of limitations of the data and/or modelling assumptions
  - translating between the context of a real-world problem and data-based considerations
  - constructing captivating deliverables that summarize a data analysis workflow, using fully reproducible methods.

Connection to Other Programs

Both Eastern Kentucky University and Northern Kentucky University offer undergraduate programs in statistics and related fields, with EKU focusing on data science and statistics and NKU offering traditional statistics and data science programs. EKU's Data Science and Statistics program offers several different program options with the statistics combination being most like the proposed program. This program

option requires three to four credit hours of programming and roughly 35 credit hours in math and statistics.

NKU's statistics program emphasizes methods and regression sequences, requiring 43 credits and offering a wide range of elective courses in math and statistics. NKU does not provide machine learning or data science courses within its statistics program. However, NKU also offers a separate data science degree within its School of Computing and Analytics, requiring 6-9 hours of programming, 15 hours in computer science, 16 hours in data science, and 18 hours in Math and Stats. Statistics students can pursue a minor in data sciences.

The University of Kentucky's proposed program is most like EKU's program and offers more data science courses than NKU's statistics program and more mathematical statistics than NKU's data science program. UK's program also allows for specializations and flexibility to pursue double majors and the university scholar program.

The University of Kentucky's program has strong faculty expertise, significant grant funding through its Predictive Analytics and Data Science Hub, and an established record of constructive collaboration with other units and other universities. Potential areas of collaboration with partner universities, recognizing their geographical proximity in the state, include offering data science workshops for all our combined students, and coordinating capstone/consulting experiences to create more and diverse options.

Student Demand
Initial estimates of enrollment are:
Year 1 – 5
Year 2 – 10
Year 3 – 30
Year 4 – 40
Year 5 – 50

Employment Demand
Based on criteria such as future growth, salary, and work-life balance, Data Scientist/Statistician is ranked as one of the best jobs by multiple career guidance websites. Current rankings for the occupation of data scientist are close behind and will likely exceed the demand for statisticians in the near future. In its 2020 Emerging Jobs Report, the professional networking and employment platform LinkedIn ranked data scientist third among 15 in a list of emerging jobs in the United States. Hiring of individuals for such roles increased by 46 percent since 2019 and an annual growth rate of new employment opportunities in the field is projected to be 37% annually. The Bureau of Labor Statistics (BLS) and the O*NET Program provide projections for new jobs in statistics and data science that are overwhelmingly positive. Both occupations are identified as having a "Bright Outlook" nationally and for Kentucky over the next 10 years. Much of this projected growth will result from businesses collecting an increasing amount of data from an ever-widening number of sources. In order to analyze and interpret this data, businesses and organizations will need to hire more people specifically trained in such analysis.

Budget
The program will be funded based on financial allocation models adopted by UK, and funds generated from these allocations will be reinvested into the program. The proposed program is expected to continue to bring new students to the institutions and has been deemed financially viable by the university.

Projected Revenue over Next Five Years ($): $948,827
Projected Expenses over Next Five Years ($): $890,100

TITLE: Preliminary Enrollment for Fall 2023

DESCRIPTION: The Academic and Strategic Initiatives Committee received the preliminary enrollment numbers for Kentucky's public institutions for the fall of 2023.

STAFF CONTACTS: Travis Muncie, Executive Director, Data and Advanced Analytics
Blake Nantz, Senior Associate, Data and Advanced Analytics

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information update at their October 23, 2023, meeting. It will not be covered or presented in detail at the November 17 board meeting; however, staff will be available for questions. A copy of the slides presented are included in your materials.

SUPPORTING INFORMATION

Preliminary enrollment data for the fall of 2023 shows impressive year-to-date growth in undergraduate enrollment at public institutions. Total undergraduate enrollment at 4-year publics has increased 3.1% after slow but steady declines over the last decade. KCTCS is up 3.6% overall and experienced a 14.9% increase in dual credit enrollment.

It looks to be another very large first-time class for our 4-year publics. The 4-year publics as a system are up 3.3%. All institutions are up except for NKU and KSU, and Murray leads the way with a 21.7% increase in their first-time undergraduate students. KCTCS appears to also be up big with an increase of 5.8% in their first-time student count.

Enrollment of underrepresented minority students continues to remain strong with total undergraduate enrollment up 6.7% at the 4-year publics and 8.7% at KCTCS.

Staff will provide a full update on the preliminary enrollment numbers at the meeting, and final report will release in November.

Fall 2023 Preliminary Enrollment

Travis Muncie
Executive Director, DRAA
Kentucky Council on Postsecondary Education

Blake Nantz
Senior Associate, DRAA
Kentucky Council on Postsecondary Education

1

Total Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
150,019		141,081	-6.0%	135,363	-4.1%	134,853	-0.4%	139,296	3.3%

150,019	141,081	135,363	134,853	139,296
Fall 2019	Fall 2020 (Prelim)	Fall 2021 (Prelim)	Fall 2022 (Prelim)	Fall 2023 (Prelim)
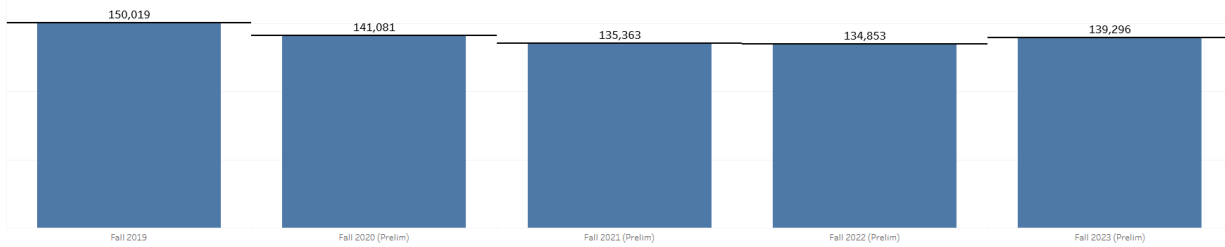
Kentucky Council on Postsecondary Education

2

2

Total Graduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
25,294		26,911	6.4%	28,595	6.3%	28,233	-1.3%	28,210	-0.1%
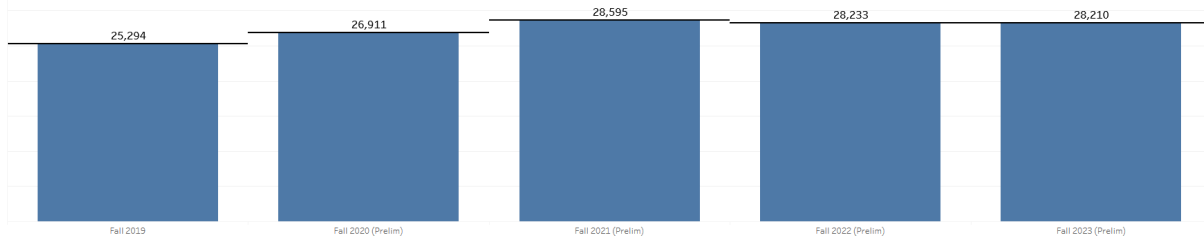
3

3

Four-Year Publics

4

4

Total Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
98,185		93,715	-4.6%	91,030	-2.9%	90,588	-0.5%	93,420	3.1%
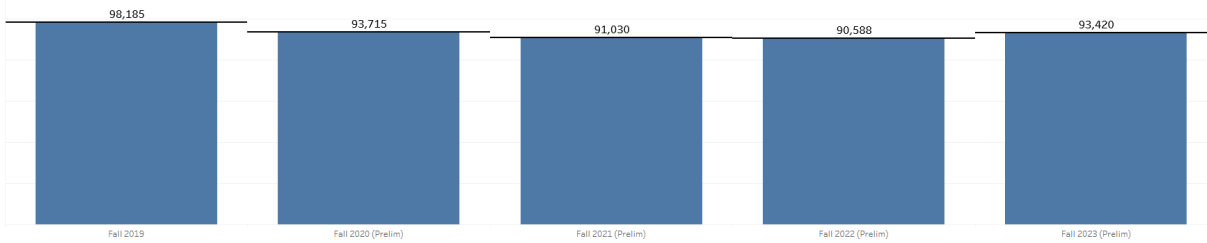
5

First-Time Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
18,417		18,393	-0.1%	17,523	-4.7%	19,113	9.1%	19,738	3.3%
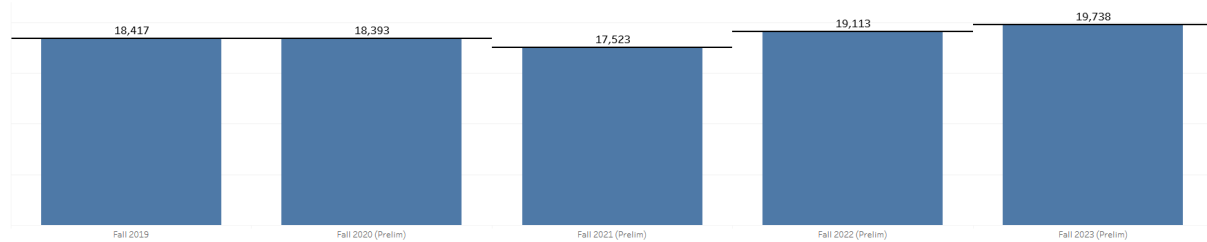
6

Underrepresented Minority (URM) Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
15,998		16,330	2.1%	16,365	0.2%	16,613	1.5%	17,731	6.7%
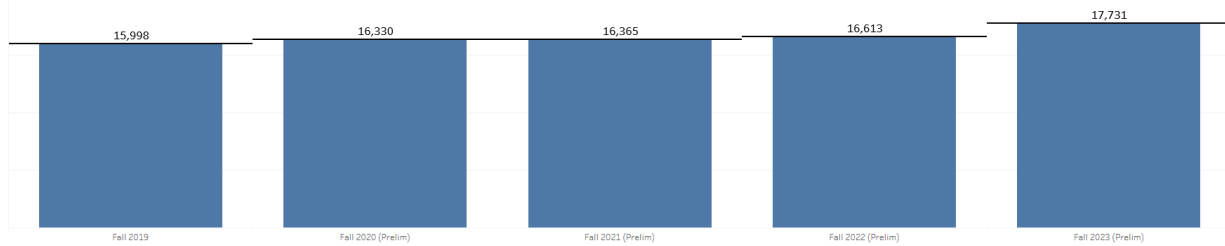
7

Adult (Ages 25-64) Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
11,995		11,322	-5.6%	10,428	-7.9%	10,567	1.3%	10,352	-2.0%
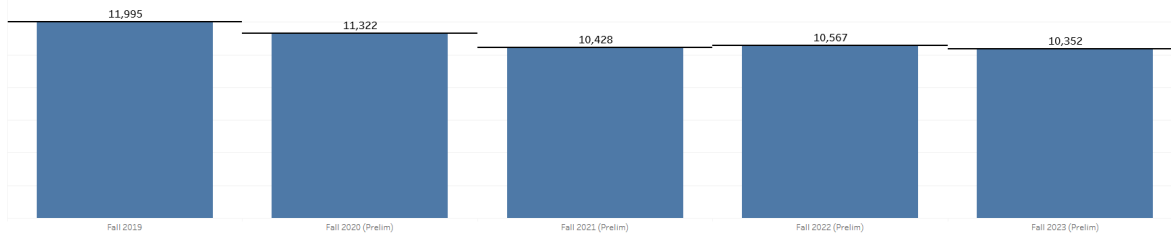
8

Dual Credit

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
11,374		8,428	-25.9%	7,883	-6.5%	8,207	4.1%	10,060	22.6%
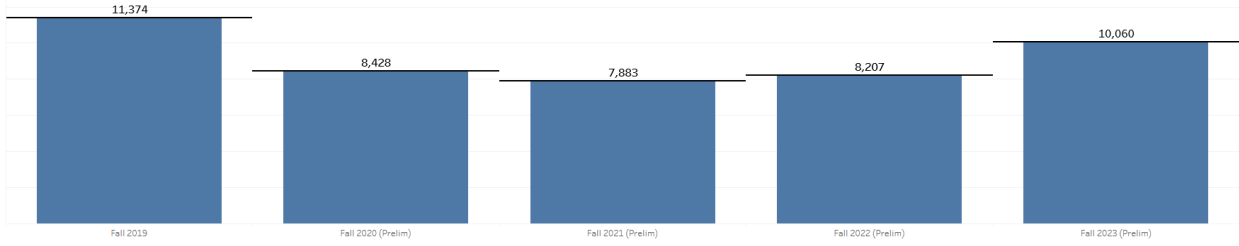
9

2-Year Publics

10

Total Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
51,834		47,366	-8.6%	44,333	-6.4%	44,265	-0.2%	45,876	3.6%
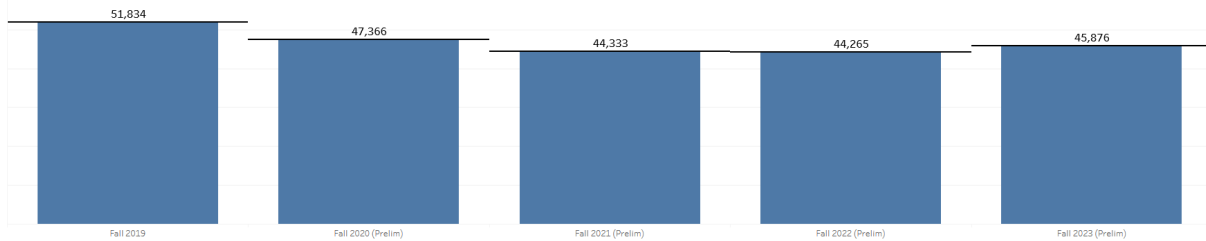
11

First-Time Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
12,600		9,139	-27.5%	13,694	49.8%	14,390	5.1%	15,221	5.8%
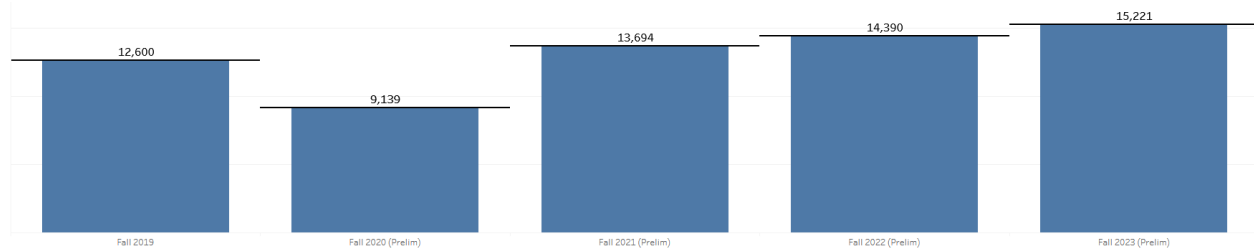
12

Underrepresented Minority (URM) Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
9,853		9,249	-6.1%	9,066	-2.0%	9,487	4.6%	10,311	8.7%
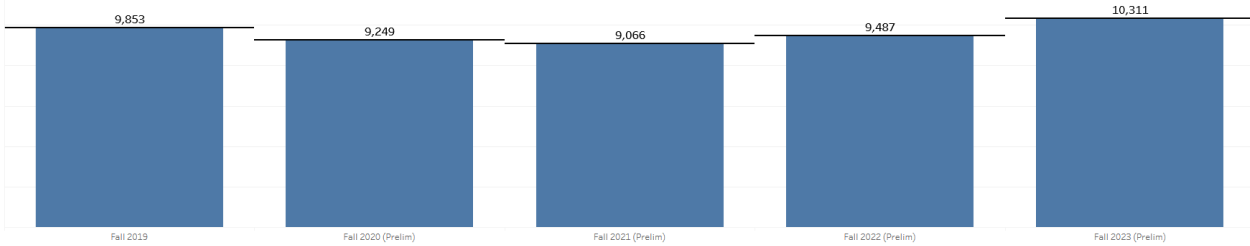
13

Adults (Ages 25-64) Undergraduate

Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
20,424		18,432	-9.8%	17,511	-5.0%	17,330	-1.0%	18,063	4.2%
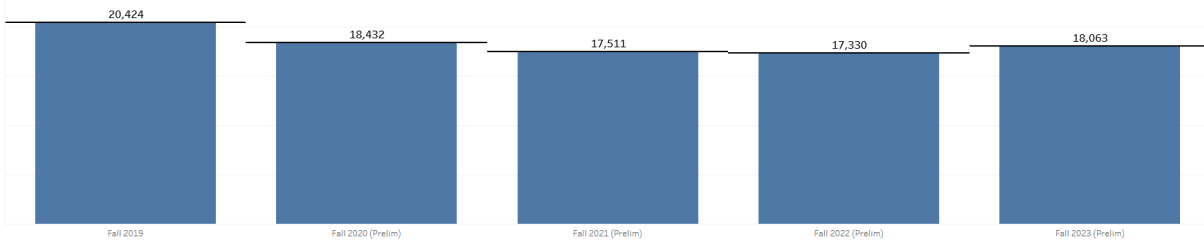
14

Dual Credit

Fall 2020		Fall 2021		Fall 2022		Fall 2023	
Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change	Enrollment Count	% Change
12,266		15,136	23.4%	17,989	18.9%	20,674	14.9%

15

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION
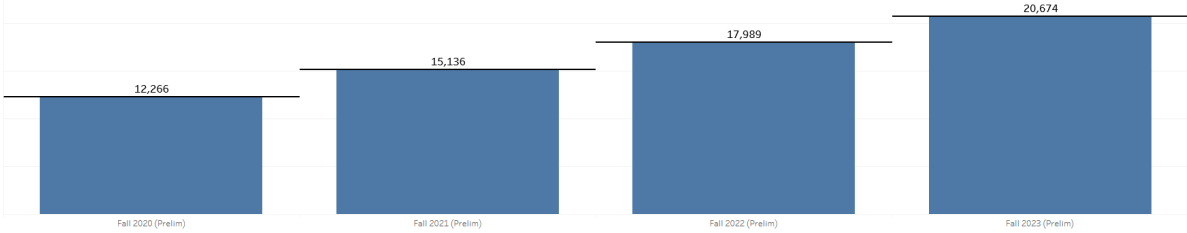
TITLE: CPE's kynector partnership with CHFS

DESCRIPTION: The Academic and Strategic Initiatives Committee received an update on CPE's new partnership with CHFS to ensure basic student needs are met, thus allowing them to persist through graduation.

STAFF CONTACT: Lilly Massa-McKinley, Executive Director, Kentucky Student Success Collaborative

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information update at their October 23, 2023, meeting. It will not be covered or presented in detail at the November 17 board meeting; however, staff will be available for questions.

SUPPORTING INFORMATION

CPE's Kentucky Student Success Collaborative (KYSSC) convened the Student Basic Needs Action Network (SBNAN) in the spring 2023 to develop a statewide strategy to address basic insecurity. The strategy focused on two objectives: 1) to increase access to basic needs support for postsecondary students, and 2) to increase access to postsecondary education for individuals receiving state support.

The SBNAN was comprised of over 50 stakeholders from the governor's office, state agencies, community colleges, universities, nonprofit partners, and workforce organizations. The SBNAN released a report in July 2023 outlining the current state of basic needs insecurity as well as eight recommendations to increase educational attainment and financial stability of Kentuckians.

The Cabinet for Health and Family Services (CHFS) was a highly engaged partner throughout the project. CPE provided a briefing to Secretary Friedlander on the emerging barriers and recommendations, and he proposed a partnership to place "kynectors" – CHFS employees who provide benefit eligibility screening, application assistance, and referrals to community-based organizations for basic needs support – at each of the KCTCS colleges and Kentucky universities.

To date, CPE is excited to share that 16 kynectors have been hired to add capacity to KCTCS colleges in support of students from low-income backgrounds and students who struggle with basic needs security. The kynectors will serve full-time at the college and lead outreach to students; promote benefit programs including SNAP (food assistance), CCAP (childcare

assistance), KTAP (cash assistance), and Medicaid (healthcare assistance); and serve as a point of contact for all basic needs issues. Many of the kynectors are still in training, but four started this week and all colleges will have kynectors by Thanksgiving.

CPE will be tracking the monthly impact of the kynectors including: # of students receiving outreach, # of students they screen for benefits eligibility, # of students they assist with benefit applications, # of new students enrolled in a benefit program (including SNAP, CCAP, KTAP, Medicaid). Connecting students to benefits such as SNAP ultimately reduces unmet financial need by approximately $3,000 per year. The impact of benefit participation on retention, completion, and employment/earnings within one year of graduation will also be tracked.

The Cabinet is also committed to supporting kynectors at Kentucky's universities. Currently, kynectors will dedicate two days per month on university campuses to do outreach and support benefit screening and application assistance. CPE is just beginning to explore data sharing agreements and other ways to increase the impact of kynector outreach to students.

Kynectors will play a vital role in the overall student basic needs strategy. CPE is thankful for the support from the Cabinet for Health and Family Services and look forward to building on this great partnership.

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: CLIMB Health Initiative

DESCRIPTION: The Academic and Strategic Initiatives Committee received an overview of the CLIMB Health initiative and how its work will be conducted over the next year.

STAFF CONTACT: Leslie Sizemore, Assistant Vice President, Workforce Initiatives

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information update at their October 23, 2023, meeting. It will not be covered or presented in detail at the November 17 board meeting; however, staff will be available for questions. A copy of the slides presented are included in your materials.

SUPPORTING INFORMATION

The CLIMB Health initiative, funded by the Cabinet for Health and Family Services, establishes career ladders in mental and behavioral health for individuals with lived experience in addiction recovery. It promotes higher education led opportunities for workforce re-entry and encourages healing for the Kentucky communities most affected by the effects of drug abuse and addiction.

CLIMB Health focuses on three key components: recovery/re-entry directed pathways, facilitation of relationships between specialty courts and participating campuses, and dedicated infrastructure for distinct educational opportunities available exclusively from CLIMB campuses. The program invites individuals, who have been previously excluded from workforce participation, to capitalize on educational opportunities designed for workforce re-entry into mental and behavioral health professions.

Program Objectives - CLIMB Health will improve career outcomes through access to educational opportunities that take advantage of lived experience in addiction recovery. Specific objectives include:

- Providing participating campuses with a system wide curriculum and pathway structure beginning with peer support specialist certification.
- Expansion of educational opportunities to allow participants to build on their achievements through completion of an AAS degree in Human Services and eventual seamless transition to partnering four-year institutions for degree completion in social work.

- Assistance with implementation and management of the CLIMB Health initiative through financial support and training of a specialized staff.
- Breaking down social barriers to allow participating individuals to gain the benefits of meaningful workforce participation.
- Expansion of peer support certification training availability through KY Career and Technical College System (KCTCS) campuses.
- Promotion of collaborative partnerships which will expose previously underutilized talent pools to achieve healthcare workforce development efforts in the fields of mental and behavioral health.
- Establish credential-based/multi-degree career ladders integrating behavioral healthcare occupations.

Program Activities - Some of the strategies provided through CLIMB Health include:

- Coordination of partnerships with four-year universities, drug courts, job developers/re-entry or recovery employment specialists, and mental and behavioral health providers.
- Implementation of CLIMB Health career pathways on select KCTCS campuses within the contract year.
- Improvements to the existing adult peer support specialist certification and development of a new certification course of instruction for youth and family peer support specialists, compliant with state regulatory requirements.
- Expansion of at least one peer support specialist certification course at all participating campuses by the end of the first contract year.
- Coordination of a community of practice for participating campuses for the purposes of providing professional support, best practices, and professional development experiences.
- Participation in a statewide convening to showcase program successes and create interest in new behavioral health partnerships and programs.
- Development of a communications and marketing plan targeting recruitment of minoritized and marginalized populations.
- Identification of performance metrics including program and student outcomes, and use of data for continuous quality improvement efforts.

Resource Allocation - The CLIMB Health initiative will allocate the necessary budget, personnel, technology, and infrastructure to support program activities. Funding will be specific to the development needs of the participating community and technical colleges but will cap at $165,000 per campus.

Communication and Reporting - Participating campuses will be required to maintain regular communication with the Kentucky Council on Postsecondary Education (CPE) and as needed to the Cabinet for Health and Family Services (CHFS) representative(s). Quarterly data reports reporting program metrics must be submitted to CPE. Funds will be accessed through invoiced expenses.

CLIMB Program Requirements Review

CLIMB Quarterly Review Outcomes

The Council on Postsecondary Education (CPE) has concluded its first quarterly CLIMB review with the Department of Behavioral Health, Disabilities, and Intellectual Disabilities (DBHDID.) As a result of initiating CLIMB KCTCS activities effective September 15, 2023, CPE has defined the scope of the CLIMB initiative and desired outcomes, reporting processes, and other contractual details and requirements. This document will serve to delineate those program activities and related conditions.

Scope of Work

Each CLIMB college will provide ongoing activities supporting CLIMB program outcomes in three areas: Adult Peer Support Specialist (APSS) Certification program, Lived Experience Career Pathways, and CLIMB Collaborative support and participation.

Adult Peer Support Specialists (APSS) Course Development – as part of the CLIMB program, each CLIMB campus will deliver at least one (1) APSS certification course by the end of the contract period. This course, offered live on-campus or virtually with a live instructor, will be delivered to seven of the nine CLIMB colleges (Southeast Community & Technical College and Big Sandy Community & Technical College currently have active and approved APSS courses).

Each of the seven remaining CLIMB colleges can request to immediately receive their APSS course using one of the approved DBHDID APSS courses (Big Sandy's course will be offered to each college for immediate implantation). Each CLIMB college will receive the complete course curriculum and associated documentation to begin offering its own APSS course.   The only action required by colleges wishing to use this course is to:

- Complete the DBHDID Training Provider application (CPE will assist with this function)
- Assign course instructors and training assistants who meet DBHDID requirements.

A TEAM meeting for all interested CLIMB colleges will be scheduled to overview and detail the entire APSS course training provider process by CPE.

Upgraded Adult Peer Support Specialists (APSS) Course Development –CPE will deliver an updated APSS course for all CLIMB colleges to implement, as desired, before the end of this contract.   This approved DBHDID APSS course will feature updates and improvements to the current APSS course used by CLIMB colleges. Colleges can continue to use their current APSS courses or implement the new APSS course as desired. CPE will again assist with all documentation required to gain DBHDID approval for implementing this upgraded course.

Youth and Family Peer Worker Course Development – these development courses are currently on hold based on DBHDID comments received during our first quarterly review meeting. Accordingly, any efforts associated with these outcomes are not authorized until further notice. These tasks were assigned to Big Sandy Community & Technical College only.

IMPORTANT NOTE: Each college has until June 30, 2024, to complete this outcome.

CLIMB Program Requirements Review

Lived Experience Career Pathway Development

Lived Experience pathways are career pathways for individuals in recovery/re-entry associated with mental and behavioral healthcare. This process will begin with the APSS course student transitioning to academic pathways designated into either the Recovery Coach or Psychiatric Mental Health Technician certificates within the A.A.S. Human Services degree program. Pathways will take CLIMB participants from these certification programs into the A.A.S. Human Services degree program and upwards into university/college KCTCS partners with BSW degrees (most with concentrations or minors in substance abuse areas).

As part of the CLIMB program, each CLIMB campus will develop at least one (1) complete Lived Experience career pathway for each CLIMB Human Services certification by the end of the contract period. CPE will designate university/college BSW programs for each CLIMB college to integrate their pathways to complete the 2+4 college pathway. CLIMB colleges will only be responsible for developing integrated courses at the A.A.S. Human Services degree and below level; all upper-level university/college pathway activities will be addressed at CPE. Again, CPE will conduct Lived Experience Pathway training and resources for all CLIMB colleges.

IMPORTANT NOTE: Each college has until June 30, 2024, to complete this outcome.

CLIMB Collaborative Development

The CLIMB collaborative will develop directed relationships with each CLIMB college and the following workforce regional partners:

- Specialty Court – this partner will be the county drug courts within each enrollment cluster county.
- Recovery/Re-entry – these partners will comprise job development partners specializing in recovery/re-entry areas.
- Mental and Behavioral Healthcare Employers – these partners will comprise local mental and behavioral healthcare employers and providers.

Each CLIMB college will be part of a regional workforce CLIMB collaborative with all introductions provided by CPE with participating partners. CPE will conduct these joint sessions and provide resources to continue and sustain these partnerships.

IMPORTANT NOTE: Each college has until June 30, 2024, to complete this outcome.

Reporting Requirements

Each CLIMB college will provide an ongoing documentation process for assessing program progress, validating program outcomes, and financial/expenditure reporting. The following is a summary of the anticipated progress and metrics reporting documents:

1. Semi-Annual Progress Reports:

Each CLIMB KCTCS institution shall submit a semi-annual progress report on all projects/evaluations no later than January 15, 2024.

CLIMB Program Requirements Review

2 Annual Progress Reports:

Each CLIMB KCTCS institution shall submit an annual progress report on all projects/evaluations no later than thirty days (30) following the end of the fiscal year.

3 Performance Metrics:

Each CLIMB KCTCS institution shall design, collect, manage, and monitor a set of agreed-upon performance metrics and include an analysis of performance metrics in progress reports. There will be a discussion with all participating CLIMB colleges to finalize the following set of reporting metrics:

- Number of students enrolled in A.A.S. Human Services degree certifications for Recovery Coach and Psychiatric Mental Health Technician per semester.
- Number of students enrolled in the A.A.S. Human Services degree program per semester.
- Number of students enrolled in Adult Peer Support Specialist (APSS) training course per quarter.
- Number of Adult Peer Support Specialist (APSS) courses conducted per quarter.
- Number of CLIMB APSS course students enrolling into the A.A.S. Human Services degree program or associated certification programs by semester.
- Number of Recovery Coach and Psychiatric Mental Health Technician students transitioning into A.A.S. Human Services degree program by semester.
- Number of A.A.S. Human Services degree program students transferring to university/college BSW programs by semester.
- Number of Employer, Specialty Court, Job Developer, and Community Advocacy partnerships by quarter.
- Number of CLIMB students participating in the Kentucky Work Ready Scholarship program by quarter.
- Number of established 'Lived Experience" pathways developed by quarter.
- Number of CLIMB students gaining employment with mental and behavioral healthcare providers by quarter.

Record Retention

It is anticipated that each CLIMB college will adhere to the following requirements as it pertains to the program documentation and data:

- Each CLIMB KCTCS institution shall retain all program data and documentation and produce upon request in the event of an audit of the Second Party. Records shall be held for five (5) years following the contract expiration.

Documentation may exist on various data source media and collection systems as determined by each CLIMB college.

Quarterly Meetings

Each CLIMB KCTCS institution shall meet quarterly with the CPE representative(s) to review data reports and discuss other program needs. The following is provided as a tentative meeting schedule:

- Quarter 1 – tentatively scheduled via TEAMS on November 1, 2023,
- Quarter 2 - tentatively scheduled via TEAMS on January 11, 2024,
- Quarter 3 – tentatively scheduled via TEAMS on March 1, 2024,
- Quarter 4 - tentatively scheduled at CLIMB convening on May 15, 2024.

Individual CLIMB college CAOs/Provosts and Workforce personnel may assign intermediaries to attend if unavailable for these scheduled meetings.

Presentations and Reports:

Each CLIMB KCTCS institution shall prepare and provide upon-request presentations and reports to CPE, CHFS, and others, as authorized by the CPE, on data owned or acquired by CPE as part of this contract.

Monitoring Requirements

Off-Site and On-Site Reviews:

Each CLIMB KCTCS institution shall be subject to monitoring consisting of an off-site review of data and documentation and may include semi-annual on-site inspections of operations and documentation at each established site. A summary report from any on-site assessments will be provided, and it may require submitting a corrective action plan.

Pricing/Invoicing

Quarterly Expenditure Reports

Each CLIMB KCTCS institution shall prepare and provide a detailed quarterly expenditure report by activity, which shall be submitted within 30 days of the end of each quarter. The following scheduled quarterly invoice reports are as follows:

- Quarter 1 –scheduled not later than November 12, 2023,
- Quarter 2 - scheduled not later than January 5, 2024,
- Quarter 3 – - scheduled not later than March 1, 2024,
- Quarter 4 - - scheduled not later than June 16, 2024,

Additional Invoices

Additional invoices may be submitted with the third and fourth quarter reports for expenses not exceeding the contract amount. All invoices must be submitted before June 30, 2024, for reimbursement.

Eligible Expenses

Expenses eligible for reimbursement shall be determined with the understanding that individual line items within the budget are subject to change, as appropriate, but not to exceed the total contract amount of $1,000,000 and budgeted amounts allocated to each CLIMB college.

CLIMB Program Requirements Review

Within the scope of the CLIMB program, each CLIMB KCTCS institution shall be authorized to expend funding on any support of the CLIMB program except the purchase of hardware and related capital materials or projects. Labor, travel expenses, marketing and materials, and other related CLIMB outreach and partnership activities are approved under this program. Each CLIMB college can request alternative efforts in support of CLIMB that more precisely mirror the college's capabilities and academic programs by seeking prior approval with CPE directly.

Submission of Invoices and Reports (KCTCS SYSTEM OFFICE ONLY)

Any budget modification request may be made upon written approval from CPE. The contractor shall submit an invoice to CPE monthly for services rendered and by the budget provided by the Contractor. Invoices shall be itemized and shall show actual expenses incurred by the Contractor. A ledger or equivalent financial documentation shall be included with the invoice to substantiate the requested reimbursement amount. Unexpended funds shall be returned to CPE by July 15, 2024. The final invoice is due to CPE by July 15, 2024. CPE will issue payment within 30 working days of receipt of an undisputed invoice. Expenses occurring before the contract's effective date will not be paid. Invoices shall be submitted to **CPEAccounting@ky.gov**.

Accompanying quarterly expenditure reports shall be submitted electronically directly to **CarlD.Wilson@ky.gov**. Expenditure reports must be submitted no later than thirty (30) calendar days after the completion of the service period or as otherwise delineated herein. Unexpended funds shall be returned by August 15, 2024.
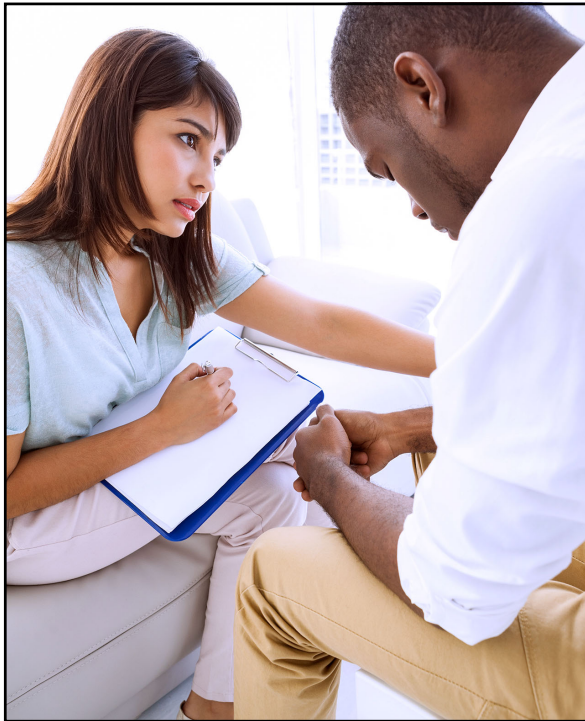
1

The Healthcare Workforce Initiative (HWI) Continued

HWI serves as the organizational foundation for the following CPE initiatives:

Mental and Behavioral Health (CLIMB-Health) – an innovative workforce development initiative to establish career ladders in behavioral health for individuals in recovery/re-entry. This effort is designed to increase opportunities for individuals in recovery/re-entry to participate in Kentucky's growing mental and behavioral healthcare workforce.

CLIMB, funded by the Cabinet for Health and Family Services (CHFS), is a 12-month program that will create nine KCTCS colleges with features for lived experience pathways, peer worker certification training, and workforce collaboratives partnering with Kentucky Specialty Courts, job developers, and mental and behavioral healthcare treatment providers.

2

2

KCTCS Enrollment Clusters with Mortality Rates

Drug Overdose Death Estimates and Rates by KCTCS Enrollment Cluster

Enrollment Cluster	2021 Overdoes Deaths Estimate	Population	Mortality Rate	
Hazard	82	83,724	90.8	Above Average
Ashland	121	133,631	86.2	
Maysville	156	201,734	82.4	
Southeast	70	101,184	70.1	
Bluegrass	455	777,294	63.5	
Gateway	218	439,808	61.2	
State Average	**2,408**	**4,509,394**	**56.8**	
Big Sandy	86	137,858	54.1	Below Average
West Kentucky	55	214,561	53.5	
Jefferson	689	1,052,973	51.4	
Somerset	143	318,758	48.5	
Elizabethtown	137	320,362	42.2	
Owensboro	36	144,915	37.9	
Hopkinsville	36	98,834	37.3	
Southcentral	89	315,669	33.7	
Madisonville	25	110,216	32.4	
Henderson	10	57,873	24.1	

Note: National Average = 34.3 deaths per 100,000 population. Source: CDC National Vital Statistics Program

3

CLIMB Workforce Outlook

All CLIMB Jobs (State-Level)

Occupational Title	SOC Code	2020 Estimated Employment	2030 Estimated Employment	Predicted Percent Change
Social and Community Service Managers	11-9151	1,697	1,894	11.6%
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	21-1018	4,102	5,164	25.9%
Mental Health and Substance Abuse Social Workers	21-1023	1,690	1,938	14.7%
Social and Human Service Assistants	21-1093	7,379	1,217	16.5%
Psychiatric Technicians	29-2053	504	563	11.7%
Psychiatric Aides	31-1133	138	146	5.8%
Total Jobs		15,510	18,301	18.0%

All CLIMB Jobs Regional Breakdown (Local Workforce Areas)

LWA	2020 Estimated Employment	2030 Estimated Employment	Percent Change
Bluegrass	2,483	2,926	17.8%
Cumberlands	1,168	1,375	17.7%
EKCEP	1,467	1,666	13.6%
Green River	442	551	24.7%
Kentuckiana Works	2,949	3,456	17.2%
Lincoln Trail	624	702	12.5%
Northern Kentucky	689	849	23.2%
South Central	680	798	17.4%
TENCO	701	778	11.0%
West Kentucky	638	746	16.9%
Total	11,841	13,847	16.9%

Note: Regional totals may not sum to state level due to missing data.

4

CLIMB's Innovative Design

The CLIMB-Health initiative will create a program that features these innovative approaches and concepts:

- **Recovery/Reentry Directed Pathways**

  1. 'Lived Experience' pathways
  2. In-demand behavioral healthcare occupations

- **Directed Working Relationships**

  1. Connect organizations in recovery/reentry
  2. Sustaining directed job placement

- **CLIMB Campuses**

  1. Expand behavioral healthcare workforce training
  2. Establish academic pathway programs

Employer Occupational Certification Career Pathways

Aging Services	Client Services Coordinator	Direct Support Work	Psychiatric Mental Health Technician	Recovery Coach
Aging Services Certification (4400003049) 18 credit hours	Client Services Coordinator Certification (4400003079) 24 credit hours	Direct Support Work Certification (4400003039) 15 credit hours	Psychiatric Mental Health Technician Certification (4400003069) 27 credit hours	Recovery Coach Certification (4400003089) 24 credit hours
Employer Occupation	**Employer Occupation**	**Employer Occupation**	**Employer Occupation**	**Employer Occupation**
Entry Level: **Certificate Level:** **Advanced Level:**	**Entry Level:** **Certificate Level:** **Advanced Level:**	**Entry Level:** **Certificate Level:** **Advanced Level:**	**Entry Level:** TBD **Certificate Level:** TBD **Advanced Level:** TBD	**Entry Level:** Peer Specialist **Certificate Level:** Recovery Coach **Advanced Level:** Certified Alcohol & Drug Counselor (CADC)

Certified Alcohol and Drug Counselor (CADC) Pathway

Previous Credit	Certificate	Additional Certificates	Associate Degree	Bachelors Degree
• Adult Peer Support Specialist (APSS) 30-Hours • Youth Peer Support Specialist (YPSS) 30-Hours • Family Peer Support Specialist (FPSS) 30-Hours	Recovery Coach Certification (44000030089) 24 credit hours *DOL Registered apprenticeships applied to any certification.	Psychiatric Mental Health Technician Certification (4400003069) 27 credit hours Client Services Coordinator Certification (4400003079) 24 credit hours	Associates in Applied Science (A.A.S) Degree*: Human Services (4400007000)	Bachelor of Social Work (BSW*) – Chemical Dependency Counseling Concentration *Fulfills requirements for Certified Alcohol and Drug Counselor (CADC) 270 hr. state licensing.

7

How Success is Measured

Career Pathway Development.

– Increase 'lived experience' pathways and enrollment in Human Services career pathways, and transitional college/university degrees programs

Peer Support Certification Training.

– Increase Peer Specialists trained, and mental and behavioral healthcare programs offered

Mental and Behavioral Healthcare Collaborative.

– Established, sustained, and expand CLIMB collaboratives

Mental and Behavioral Healthcare Job Placement and Employment.

– Increase employment opportunities and outcomes for individuals in recovery/reentry.

8

Questions? Contact Us

Healthcare Workforce Initiative

Leslie M. Sizemore, PhD, EdS, OTR/L
leslie.sizemore@ky.gov
mobile: (606) 813-3212

Carl D. Wilson
CarlD.Wilson@ky.gov
mobile: (606) 434-1103

Twitter: CPENews and CPEPres   Websites: http://cpe.ky.gov and http://kyhigheredmatters.org   Facebook: KYCPE

9

TITLE: Commonwealth Education Continuum Update

DESCRIPTION: The Academic and Strategic Initiatives Committee received its annual update on the work and initiatives of the Commonwealth Education Continuum.

STAFF CONTACTS: Amanda Ellis, Vice President of K-12 Policies and Programs
Robin Hebert, Senior Fellow, K-12 Policies and Programs
Kelli Norman, Senior Fellow, K-12 Policies and Programs

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information update at their October 23, 2023, meeting. It will not be covered or presented in detail at the November 17 board meeting; however, staff will be available for questions. A copy of the slides presented are included in your materials.

SUPPORTING INFORMATION

The Commonwealth Education Continuum (CEC), a P-20 council, exists to strengthen Kentucky's education pipeline. Its work addresses the moral imperative for all students to have access and opportunity to earn degrees and credentials that lead to sustainable, competitive-wage careers. This collaborative effort will help Kentucky meet the 60 X 30 goal.

Established in 2021, the Continuum is co-chaired by Kentucky Lt. Governor Jacqueline Coleman, Kentucky Council on Postsecondary Education (CPE) President Dr. Aaron Thompson, and Kentucky Commissioner of Education. It consists of members whose expertise ranges from early childhood to the workforce.

Over the last year, the CEC has continued to seek stakeholder input and use data to address barriers and identify ways to increase transition to postsecondary. Due to the work of the CEC and leadership of CPE, the agency also received a [Launch grant from Education Strategies Group](). Launch focuses on providing equitable and accelerated pathways for all students.

At the meeting, CPE staff will provide an update on the work of the CEC and Launch grant.

Commonwealth Education Continuum Update

Dr. Amanda Ellis, Vice President, K12 Policies and Programs
Robin Hebert, Senior Fellow, K12 Policies and Programs
Kelli Norman, Senior Fellow, K12 Policies and Programs

CPE
Higher Education Matters

1

Commonwealth Education Continuum (CEC)

Formed out of the moral imperative to strengthen the education pipeline, the CEC is co-chaired by Lt. Gov. Coleman, Pres. Thompson and the Commissioner, and consists of 28 members ranging from early childhood to the workforce.

- **Purpose:** The CEC seeks to improve actions to ensure students can equitably earn the necessary degrees and credentials to enter the workforce successfully.

- **Annual Objective**: Develop and execute a specific plan to activate the biggest levers for increasing successful student transitions into postsecondary.

2

National Recognition for the CEC
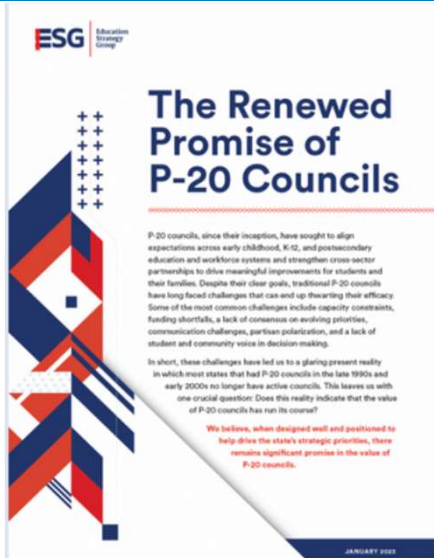
As state leaders undoubtedly continue to seek strategies to drive improvement in their state's educational and economic realities, enhanced P-20 collaboration cannot be overlooked as a primary vehicle for improving educational attainment and economic mobility for all.

3

Removing Silos and Strengthening the Education Pipeline

Through collaborative efforts, the CEC has helped to influence change in the following areas:

- Dual Credit
- Summer Bridge Programs
- FAFSA completion
- College and Career Advising
- First year postsecondary success: Academic and Basic Needs
- Educator Recruitment and Retention
- Transition to the workforce and work-based learning opportunities

4

Kentucky Launch: Equitable and Accelerated Career Pathways for All

Overview

Launch: Equitable & Accelerated Pathways for All is a national college and career pathways initiative that strives for every learner to have access to and succeed in high-quality and equitable pathways.

We will do so by:

- Driving a national agenda for college and career pathways

- Working with state and local partnerships to advance equitable growth and scaling of pathways by tackling entrenched inequities in education and workforce systems

- Advancing pathways policies and strategies that help achieve greater scale and sustainability

- Seeding and growing next-generation models that will transform career pathways systems and dismantle entrenched barriers that perpetuate inequities in economic advancement

The case for building equitable pathways

When done right, college and career pathways:

- Provide intentional, career-aligned courses that span secondary and postsecondary education;
- Embed meaningful work-based learning experiences; and
- Lead to credentials of value.

The challenge:

- Gaps in access, quality and outcomes for learner groups - particularly Black and Latinx learners and learners experiencing poverty - persist
- Too few learners are earning credentials of value
- Too many learners do not finish their pathways and take on hard-to-pay debt

6

7

The Plain Vision

Every young person deserves:
- a high school diploma,
- a postsecondary credential with labor market value, and
- to be engaged in full time employment or continuing training toward

A   family- sustaining   career   in an economically strong community.

8

The Launch Network

The Cohorts

Launch is supporting two distinct cohorts, each comprised of state and regional partners from across 11 states:

- State education and workforce agencies
- K-12 districts
- Postsecondary institutions
- Intermediary partners

Working to elevate the levers that drive systems change – **data, policy, funding, partnerships, and equity** – and help state and local sites create **equitable, sustainable systems** that are built to last.

Impact Cohort Site   Innovation Cohort Site   Dual Cohort Site
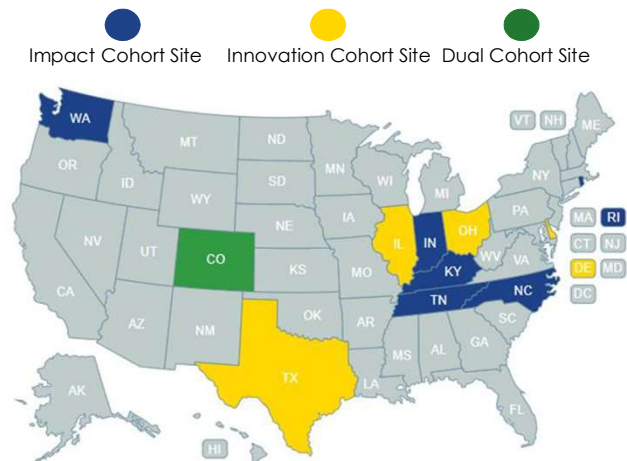
Impact Cohort

Seven geographically diverse teams selected because of their:

- Foundational work in creating pathways and enabling conditions that have built connections between K-12 schools, postsecondary institutions, and employers
- Shared commitment to ensuring every learner will earn the credentials needed to be fully employed and engaged in their communities

Impact Cohort Sites will:

- Undertake a three-month needs assessment
- Perform an equity scan
- Participate in four content-specific academies
- Develop a state-specific strategic action plan
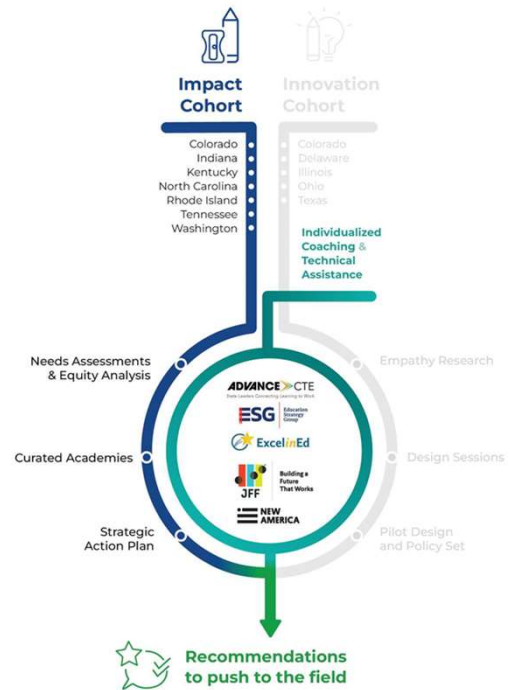
11

Kentucky's
Scope & Timeline

12

Impact Cohort Structure

Needs Assessment & Equity Analysis → Curated Academy Content, Individualized Coaching & Technical Assistance → Strategic Action Plan

20

13

Impact Cohort: Organizing Framework

Equity

Pathways Systems: Build the Path

Alignment to Credentials of Value

Seamless Transitions between K - 12, PS, Workforce (Acceleration & Articulation)

Support Systems: Support the Student

Individual Advising & Student Supports

Next Generation Work- Based Learning Experiences

Funding/ Resources

Policy & Programming

Data

Partnerships

19

14
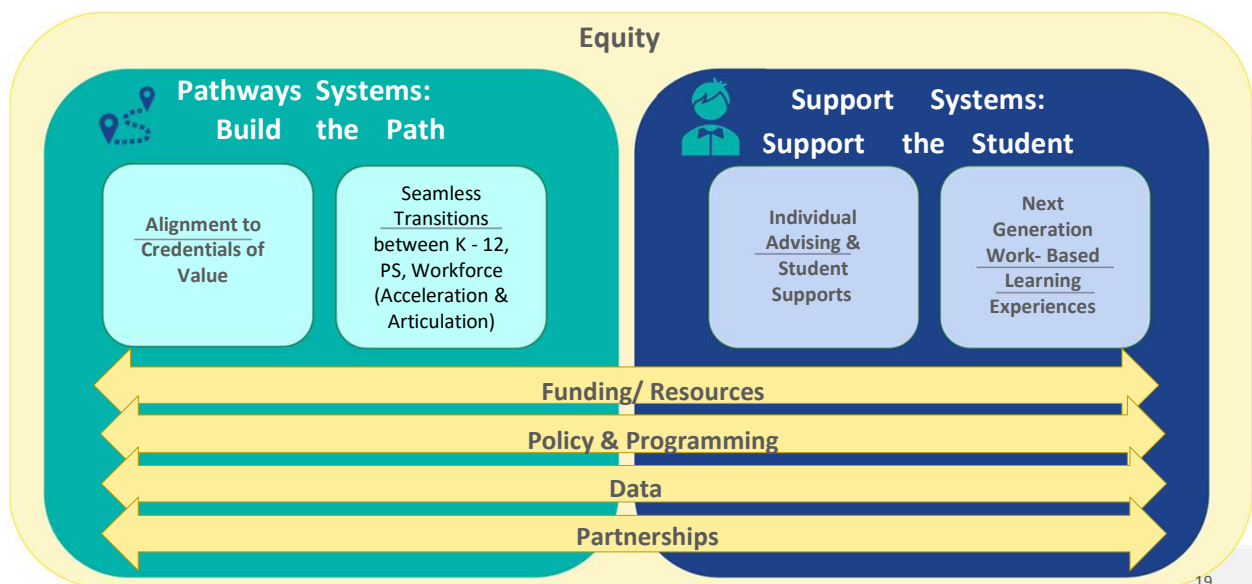
94

Kentucky's Launch Work Groups

Alignment to Credentials of Value
Deputy Secretary Beth Brinly, Chair
KY Education and Labor Cabinet

Seamless Transitions Between K12, Postsecondary and Workforce
Tom Thompson, Chair
KY Department of Education

Individualized Advising and Career Navigation Supports
Mitzi Holland, Chair
KY Council on Postsecondary Education

Next Generation Work-Based Learning Experiences
Regan Satterwhite, Chair
KY Department of Education

Key Levers

Policy & Programming

Partnerships

Funding & Resources
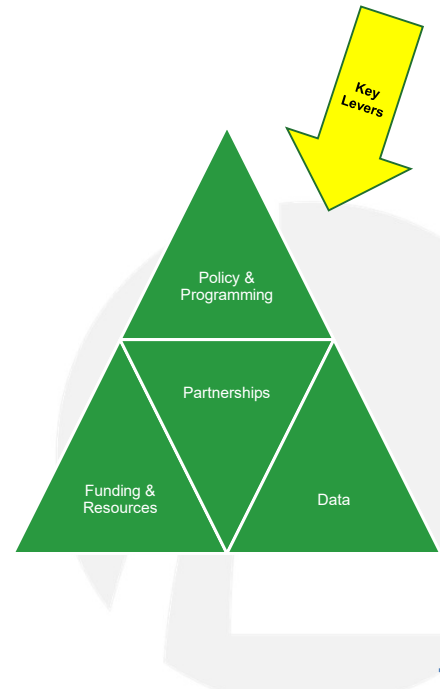
Data

15

Suggested Scope and Sequence for Work Groups

Equity

- Session 2: Data
- Session 3: Policy
- Session 4: Funding
- Session 5: Partnerships
- Session 6: Recommendations

16

School District Profiles

Beau Johnston, Lead
Jefferson County Public Schools

Amanda Wickersham, Lead
Fayette County Public Schools

Steve Coleman, Lead
Shelby County Public Schools

17

Kentucky Scope and Sequence Fall 2023

August	September	October	November	December
State Core Team Meeting	State Core Team Meeting	National Convening (State Core Team)	State Core Team Meeting	State Core Team Meeting in person
Work Groups Meeting 3 (Policy)	Work Groups Meeting 4 (Funding)	Work Groups Meeting 5 (Partnerships)	Work Groups Meeting 6 (Recommendations)	State Core Team continues to revise strategic plan based on work group recommendations and cross state feedback
Academy Session 5 (Partnerships)	Academy Session 6 (Strategic Planning)	State Core Team begins forming a skeleton outline of a strategic plan for COV and Seamless Transitions	State Core Team continues to revise strategic plan based on work group recommendations	
		Strategic Plan Draft due to National Launch	Strategic Plan analyzed by cross state partners and feedback received	

18

Kentucky Scope and Sequence Spring 2024
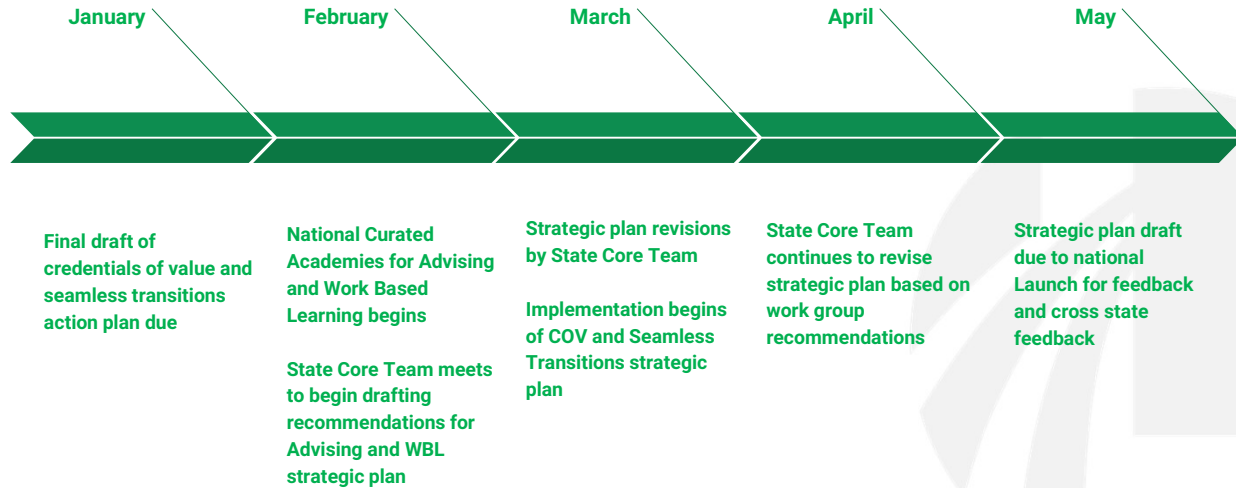
January	February	March	April	May

Final draft of credentials of value and seamless transitions action plan due

National Curated Academies for Advising and Work Based Learning begins

State Core Team meets to begin drafting recommendations for Advising and WBL strategic plan

Strategic plan revisions by State Core Team

Implementation begins of COV and Seamless Transitions strategic plan

State Core Team continues to revise strategic plan based on work group recommendations

Strategic plan draft due to national Launch for feedback and cross state feedback

19

LAUNCH   Initiative   Sites   Partners   Funders   News   Resources   Q Enter your search

IMPACT
Kentucky State Profile

Site Partners

Educational and Workforce Landscape

20

Questions?

Twitter: CPENews and CPEPres

Website: http://cpe.ky.gov

Facebook: KYCPE

CPE
Higher Education Matters

21

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: Interim Capital Project Requests – KCTCS

RECOMMENDATION: Staff recommends that the Finance Committee approve the five proposed interim capital projects from KCTCS and request final approval by the Council at its November 17, 2023, meeting.

STAFF CONTACT: Shaun McKiernan, Executive Director of Finance and Budget, CPE

COMMITTEE REVIEW & APPROVAL

The Finance Committee reviewed and approved the interim capital project requests from the Kentucky State University during its October 23, 2023, meeting.

SUPPORTING INFORMATION

On October 5, 2023, KCTCS officials requested CPE approve five interim capital projects. These projects were reviewed and approved by the KCTCS Board of Regents on September 22, 2023.

1. **Big Sandy CTC - Pikeville Nursing Renovation - $1,500,000**.
   This federal funded project will upgrade facilities for the Pikeville Regional Technology Center nursing program. The project will allow Big Sandy CTC to renovate classrooms and labs that will house the college's Nursing Education Program after its relocation from the Summit Building at Pikeville Medical Center. The renovation will also improve and expand the Emergency Management Technical/Paramedic and Nurse Aid training programs' capacity from 30 to 75 students.

2. **Southcentral CTC - Franklin Simpson Center Roof Replacement - $1,200,000**.
   This project will replace 41,300 square feet of roofing and will be funded with agency restricted funds.

3. **Southcentral CTC - Signage - $1,200,000**.
   This agency restricted fund project will construct a main campus sign to contain lettering and video boards. The project will include removal of the existing sign, site development, a decorative fence element, lighting, and landscaping.

4. **Owensboro CTC - Mobile Healthcare Labs - $2,000,000.**
   This project will be funded with federal grant funds and will purchase two mobile healthcare labs. The mobile healthcare simulation labs are a vital part of the

Commonwealth West Healthcare Workforce Innovation Center Initiative. The mobile labs will service sixteen counties in western Kentucky, providing access to education for students who may not choose to attend college due to location or life challenges. The mobile unit will maximize healthcare education training and recruitment opportunities for the following KCTCS institutions: Elizabethtown, Henderson, Hopkinsville, Madisonville, and Owensboro.

5. **Bluegrass CTC - Property Acquisition - $4,000,000**.
   This agency restricted funds project will allow the purchase of an existing 80,040 gross square foot building on 15.42 acres (804 parking spaces) that is near the BCTC Winchester campus. The nursing program on this campus is in need of expansion, and this project will allow the current faculty to teach more students. In addition, BCTC has plans in the near future to expand Dual Credit, Workforce Training, and Commercial Driver's Training in the Clark/Estill County Area, and this project will facilitate these expansions.

APPROVAL PROCESS

House Bill 592 (2018) created a new provision in KRS 164A.575, which allows public postsecondary institutions to authorize capital projects not specifically listed in the state budget as long as the projects are funded with non-general fund appropriations, do not jeopardize funding for existing programs, and are reported by the institution to the Capital Projects and Bond Oversight Committee. The pertinent section of KRS 164A.575 is provided below:

(15) Notwithstanding KRS 45.760, the governing board may authorize a capital construction project or a major item of equipment even though it is not specifically listed in any branch budget bill, subject to the following conditions and procedures:
   (a) The full cost shall be funded solely by non-general fund appropriations;
   (b) Moneys specifically budgeted and appropriated by the General Assembly for another purpose shall not be allotted or re-allotted for expenditure on the project or major item of equipment. Moneys utilized shall not jeopardize any existing program and shall not require the use of any current general funds specifically dedicated to existing programs; and
   (c) The institution's president, or designee, shall submit the project or major item of equipment to the Capital Projects and Bond Oversight Committee for review as provided by KRS 45.800.

The approval process for a capital project that exceeds $1,000,000 is as follows:
- The project must be submitted to the Council on Postsecondary Education for review and action;
- If approved by the Council, projects at KCTCS and KSU are submitted to the Secretary of the Finance and Administration Cabinet for review and action, and subsequently submitted by the Secretary to the Capital Projects and Bond Oversight Committee for review;

- If approved by the Council, projects at EKU, MoSU, MuSU, NKU, UK, UofL, and WKU are submitted by the requesting institution to the Capital Projects and Bond Oversight Committee for review, and a copy is provided to the Finance and Administration Cabinet as information; and
- Following review and action by the appropriate agencies, the project may be initiated by the requesting institution.

Because these projects were not previously approved by the Council and were not authorized in the enacted 2022-24 budget, Council approval is now required to authorize these projects. KCTCS will not be debt financing any portion of these projects; therefore, provisions of KRS 45.763 do not apply.

NEXT STEPS

Following Council action, staff will notify the president of KCTCS, the Secretary of the Finance and Administration Cabinet, and the Capital Projects and Bond Oversight Committee of the Council's recommendation concerning these projects.

KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

October 5, 2023

Mr. Aaron Thompson, President
Council on Postsecondary Education
1024 Capital Center Drive, Suite 320
Frankfort, KY. 40601

Re: Interim Authorization Request – KCTCS Capital Projects

Dear President Thompson:

In accordance with KRS 164A.575, Kentucky Community and Technical College System (KCTCS) respectfully requests interim authorization for five projects that are being funded with agency restricted funds and federal funds.

The first project is Big Sandy Community and Technical College Pikeville Nursing Renovation. Big Sandy CTC is seeking a grant for $1,500,000 to upgrade the Pikeville Regional Technology Center. This project will renovate classrooms and labs that will house the college's Nursing Education Program after its relocation from the Summit Building at Pikeville Medical Center. The renovation will also improve and expand the Emergency Management Technical/Paramedic and Nurse Aid training programs' capacity.

The second project is Southcentral Community and Technical College Franklin Roof Replacement. The total budget is $1,200,000 and is being funded with agency restricted funds. This project will replace the roof at the Franklin Simpson Center.

The third project is Southcentral Community and Technical College Signage. This project will construct a main campus sign to contain lettering and video boards. The total budget is $1,200,000 and is being funded with agency restricted funds. The project will include removal of the existing sign, site development, a decorative fence element, lighting, and landscaping.

The fourth project is for Owensboro Community and Technical College Mobile Healthcare Labs. This project is being funded with grant funds. The total budget is $2,000,000 to purchase two mobile labs. The mobile healthcare simulation lab is a vital part of the Commonwealth West Healthcare Workforce Innovation Center Initiative. The mobile lab will service sixteen counties in western Kentucky providing access to education for students who may not choose to attend college due to location or life challenges. The mobile unit will maximize healthcare education training and recruitment opportunities for the following KCTCS institutions: Elizabethtown, Henderson, Hopkinsville, Madisonville, and Owensboro.

The fifth project is for Bluegrass Community and Technical College (BCTC) to acquire property for $4,000,000. This project is being funded with agency restricted funds. BCTC is interested in purchasing an existing 80,040 gross square feet building, with 15.42 acres and 804 parking spaces. This facility is in close proximity to the BCTC Winchester Campus. BCTC has the need for an expanded Nursing Program at this campus. The intent is to increase student capacity significantly in this new facility and without needing to hire additional faculty. Additionally, BCTC has near future needs to expand Dual Credit, Workforce Training, and Commercial Driver's Training in the Clark/Estill County Area.

The design and construction of the projects will be implemented through the Finance and Administration Cabinet as capital projects. KCTCS' Board of Regents approved these projects on September 22, 2023.

Should you have any questions, please feel free to contact Andy Casebier at 859-256-3287.

Sincerely,

Buddy Combs
Acting Vice President

cc: Interim President Ferguson
        Carla Wright
        Shaun McKiernan
        Andy Casebier
        Sandy Adkins

Recommendation

The KCTCS Board of Regents approve three interim capital projects. Big Sandy Community and Technical College Pikeville Nursing Program Renovation, Southcentral Kentucky Community and Technical College Franklin Roof Replacement, and Southcentral Kentucky Community and Technical College Signage.

Rationale

- In accordance with KRS 164A.575, interim project authorization for a capital construction project with a scope greater than $1,000,000 be approved by the KCTCS Board of Regents and reported to the Capital Projects and Bond Oversight Committee.

Background

- The current estimated budget for the three restricted funds projects is $3,900,000. The Big Sandy CTC Pikeville Nursing Program project is being funded with grant funds. The Southcentral KY CTC projects are being funded with agency funds.

Project Title and Description	Project Scope	State Bond Funds	Agency Restricted Funds
Restricted Funds Capital Projects			
Big Sandy CTC - Pikeville Nursing Program Renovation Big Sandy CTC is seeking a grant to upgrade the Pikeville Regional Technology Center. This project will renovate classrooms and labs that will house the college's Nursing Education Program after its relocation from the Summit Building at Pikeville Medical Center. The renovation will also improve and expand the Emergency Management Technical/Paramedic and Nurse Aid training programs' capacity.	$1,500,000	$0	$1,500,000
Southcentral KY CTC Franklin Roof Replacement Replace the roof at the Franklin Simpson Center at Southcentral KY CTC.	$1,200,000	$0	$1,200,000
Southcentral KY CTC Signage Construct a Main Campus sign to contain lettering and video boards. The project will include removal of the existing sign, site development, a decorative fence element, lighting and landscaping.	$1,200,000	$0	$1,200,000
Total	$3,900,000	$0	$3,900,000

Recommendation

The KCTCS Board of Regents approve two interim capital projects. Owensboro CTC Mobile Healthcare Labs for $2,000,000 and Somerset CC 3D printers for $1,000,000.

Rationale

- In accordance with KRS 164A.575, interim project authorization for a capital equipment project with a scope greater than $200,000 be approved by the KCTCS Board of Regents and reported to the Capital Projects and Bond Oversight Committee.

Background

- The first project is for Owensboro CTC for Mobile Healthcare Labs. This project is being funded with grant funds. The total budget is $2,000,000 to purchase two mobile labs.

  The mobile healthcare simulation lab is a vital part of the Commonwealth West Healthcare Workforce Innovation Center Initiative.   The mobile lab will service 16 counties in western Kentucky providing access to education for students who may not choose to attend college due to location or life challenges. The mobile unit will maximize healthcare education training and recruitment opportunities for the following KCTCS institutions: Elizabethtown, Henderson, Hopkinsville, Madisonville and Owensboro.

- The second project is for Somerset CC to purchase two 3D printers. The total budget is $1,000,000 and is funded with grant funds. The 3D printers will be used at the Additive Manufacturing Center at the Somerset Community College Valley Oak Campus. The printer equipment will be used to manufacture various concrete products such as culverts, bridges, agricultural products, architectural furnishings, manholes and park benches.

Recommendation

The KCTCS Board of Regents approve the interim project of $4,000,000 for Bluegrass Community and Technical College (BCTC) to acquire property in Winchester, KY.

Rationale

- In accordance with KRS 164A.575, interim project authorization for a capital construction project with a scope greater than $1,000,000 be approved by the KCTCS Board of Regents and reported to the Capital Projects and Bond Oversight Committee.

- The funding for the BCTC Property Acquisition is $4,000,000 which is being funded from KCTCS Agency funds.

Background

BCTC is interested in purchasing an existing 80,040 gross square feet building, with 15.42 acres and 804 parking spaces. This facility is in close proximity to the BCTC Winchester Campus. The current owners of the proposed facility are willing to take a significant loss on the sell. BCTC is proposing a purchase price that average approximately $49.98 cost per square foot. If the same facility were to be built, it would cost approximately $32 million.

BCTC has the need for an expanded Nursing Program at this campus. The intent is to increase student capacity significantly in this new facility and without needing to hire additional faculty. Additionally, BCTC has near future needs to expand Dual Credit, Workforce Training, and Commercial Driver's Training in the Clark/Estill County Area.

KCTCS Resource and Program Optimization
Space Utilization Assessment, Academic Programming Optimization, Financial & Organizational Assessment

KCTCS leadership engaged Huron Consulting Group to perform an assessment of the system's physical resources, programs, and administrative support structures to identify opportunities to improve business operations, cross-campus collaboration, and overall efficiency in alignment with the system's strategic plan.

The list below outlines the opportunities the Board of Regents is voting on to determine what moves forward in the next calendar year. The President's Leadership Team was engaged in discussion in advance of the vote. The Compensation & Equity Study opportunities will be delivered and prioritized Fall 2023.

#	Opportunity	Description
Space Utilization Assessment Workstream		
1	Capital Construction Process	Potentially opt out of state-managed capital construction project process and invest in resources in-house (as noted in KRS 164A.580). A shift in-house can result in an accelerated and nimble capital project process as it limits competition with state agencies and allows for KCTCS to make decisions based on its goals and needs.
2	External Lease Agreements	Reevaluate leased space from external partners and consider leveraging any existing, underutilized internal space instead.
3	Sub-Standard Space Management	Identify buildings that stand to gain the most in redevelopment and potentially establish P3 (public-private-partnership) agreements.
Academic Programming Optimization		
4	Faculty Credit Hour Production	Develop KCTCS-wide expectations for faculty position responsibilities to ensure transparency and consistency. Identify nuances to consider (e.g., technical and transfer program differences).
5	Program Offerings and Enrollment	Review current academic offerings to determine where to invest in, refine, or sunset. A review of current academic offerings will take into consideration several components, including but not limited to cost of education, mission alignment, and job opportunities for students.

1

#	Opportunity	Description
6	Program Inventory Management	Refine the program creation and suspension processes to ensure comprehensive understanding of the processes as well as alignment amongst academic offerings and organization-wide and market trends.
7	Section Enrollments	Review – and potentially consolidate or close – low-enrolled sections to maximize and redeploy faculty effort towards other initiatives.
Financial & Organizational Assessment		
8	Spans and Layers	Reallocate managerial capacity at the System Office and the 16 colleges to expand a supervisor's management experience and capabilities, allow for greater focus on strategic decisions, and limit duplication of effort.
9	Strategic Sourcing	Increase centrally guided procurement activities, including leveraging buying power by aggregating volume, consolidating vendors, monitoring P-card usage, and increasing establishment and utilization of contracts.
10	Administrative Effort Assessment	Review administrative effort managed at the System Office and the 16 colleges to determine how to best provide administrative services to employees, students, and the broader community as well as the optimal split of responsibilities between the colleges and System Office.
Additional Considerations		
11	Data Strategy	Increase the cleanliness, consistency, and utilization of data cross the colleges and System Office. Managing data that is central to the organization's strategic planning will allow for greater proactive, flexible, and data-driven decision-making practices.
12	Project Management Office	Establish a Project Management Office (PMO) to oversee the design and implementation of organization-wide initiatives. The PMO will hold projects accountable to outputs, coordinate communication and technology enablement, and escalate risks to leadership.

2

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: KCTCS Study on Resource and Program Optimization

DESCRIPTION: Representatives from the Kentucky Community and Technical College System presented to the Finance Committee on the results of a study conducted by Huron Consulting Group.

CONTACTS: Dr. Larry Ferguson, Interim President, KCTCS
Buddy Combs, Acting Vice President of Financial Support Services, KCTCS
Dr. Alicia Crouch, Vice Chancellor of Research and Policy Analysis, KCTCS

COMMITTEE'S REVIEW

The Finance Committee received this information update at their October 23, 2023, meeting. It will not be covered or presented in detail at the November 17 board meeting; however, staff will be available for questions.

SUPPORTING INFORMATION

KCTCS leadership engaged Huron Consulting Group to perform an assessment of the system's physical resources, programs, and administrative support structures to identify opportunities to improve business operations, cross-campus collaboration, and overall efficiency in alignment with the system's strategic plan. The study was conducted with the engagement of over 2,300 members of the KCTCS organization, including interviews with 70+ System Office and college employees, hosting 21 focus groups with 250+ participants, and facilitating 17 townhalls with approximately 2,000 attendees. Huron also gathered and analyzed institutional data and collected market and peer data to gain insight on additional opportunities.

The results of that assessment were presented to the KCTCS Board of Regents in June 2023. It resulted in a menu of 47 academic, space, and financial and organizational opportunities for KCTCS to consider, prioritize, and pursue. Compensation and Equity will be covered in a future report.

An executive summary of the recommendations has been included in your packet.

You can see the full report presented to the KCTCS board at
https://systemoffice.kctcs.edu/about/open-access-to-information/Huron-report-June-23/Huron%20Report%20and%20Board%20Motion%2006-16-23.pdf

KCTCS officials will provide more details regarding the study and its outcomes at the Finance Committee meeting.

KCTCS – Resource & Program Optimization

Legislative Education Committee

huronconsultinggroup.com

Agenda

1. Project Overview

2. Opportunity Identification and Prioritization Process

3. Opportunities Overview

4. Next Steps

Project Overview

KCTCS leadership engaged Huron Consulting Group to assess physical resources, academic programs, and administrative support structures to identify opportunities for enhancement.

Key Activities:

KCTCS leadership engaged Huron to **assess the current state operations organization-wide**, with a focus on identifying opportunities for resource and program optimization.

Huron **engaged with over 2,300 members of the KCTCS organization** by conducting **interviews with 70+** System Office and college employees, hosting **21 focus groups** with 250+ participants, and facilitating **17 townhalls** with ~2,000 attendees to **ensure broad information gathering was achieved.**

Huron **gathered and analyzed institutional data**, ultimately receiving and cataloging 100+ unique sets of data. In addition, Huron collected **market and peer data** to gain insight on additional opportunities.

Outcomes:

The Resource and Program Optimization Assessment resulted in a menu of **47 academic, space, and financial and organizational opportunities** for KCTCS to consider, prioritize, and pursue.

Huron's analysis helped quantify the opportunities, **totaling $18.9M – $43.1M in total financial opportunity** that includes a mix of revenue generation and cost savings opportunities as well as additional strategic considerations.

113

Project Objectives

KCTCS engaged Huron to identify opportunities to better and more efficiently serve the community. To meet this goal, Huron focused on the following objectives and impacts.

Objectives

	Resource utilization that promotes optimization and long-term sustainable growth
	Efficiencies that lead to improvement of services for students
	Operational alignment that supports the strategic plan
	Organizational model that supports student development and employee advancement

Impacts

Huron identified **efficiencies to support and align** with KCTCS's **strategic mission**, and that can impact operations, finances, and more. These include:

- Financial Opportunity
- Perceived Service Impact
- Productivity Impact
- Risk Mitigation, including:
  - Legal Compliance
  - Reaction by Internal Stakeholders
  - Public Relations
  - Impact to Academic Reputation
- Anticipated Recognition of Benefits
- Cultural Impact

114

Project Approach - Workstreams

This engagement addressed space utilization, academic programming, financial spend and organizational structure, and compensation.

Space Utilization Assessment	Academic Programming Optimization	Financial and Organizational Assessment
• Performed a comprehensive **utilization study** • Performed a **benchmarking** and **best-practice** analysis • Identified **opportunities**	• Conducted a targeted **academic cost management** analysis • Created **cost-to-educate** model • Conducted study of current **market position** • Identified **opportunities**	• Conducted stakeholder **interviews** • Mapped KCTCS's **org. structure and staffing** • Analyzed core **financial data** • Identified **opportunities**

KCTCS Engagement

Throughout the 20-week assessment, Huron collaborated with various employees across KCTCS to gather organization-specific context and opportunities.

	Executive Sponsors	Developed over 20 status reports in addition to 15 check-ins
	Advisory Committee	Hosted 5 Advisory Committee meetings
	Workstream Leads	Hosted 40+ check-ins with the project's 25 workstream leads
	Town Halls	Hosted 17 System Office and college town halls with ~2,000 attendees
	Focus Groups	Hosted 20+ virtual focus groups with Peer Teams with 250+ staff, faculty, and students
	Interviews	Hosted 40+ interviews with System Office and college leadership
	Emails	Received 90+ emails from employees across KCTCS
	Data Collection	Received and catalogued 100+ unique data sets

116

Opportunity Process

Huron and KCTCS finalized the assessment phase in July 2023. Design and Implementation of the prioritized opportunities began in August 2023.

Assessment

Phase One

Assessment

Huron collected **quantitative and qualitative** data and engaged with **KCTCS** to identify strengths and areas of opportunity.

Identification

KCTCS and Huron **reviewed** all optimization opportunities. Opportunities were focused **organization-level**.

Prioritization

KCTCS **ranked opportunities** for further discussion. Huron developed **implementation roadmaps**.

Design

KCTCS and Huron will design the **future state** of the prioritized opportunities.

Implementation

KCTCS and Huron will execute the future state design and engage in continuous **change management**.

117

Opportunity Identification

Huron leveraged a variety of resources to identify a robust list of opportunities that are most promising for KCTCS.

Project Inputs & Results

Interviews   KCTCS Data   Benchmarking   Huron Expertise

Stakeholder interviews Focus Groups

Higher Education Leading Practices

Benchmarking

Supporting Analytics

List of Opportunities
(Opportunities can include course utilization, instructional capacity, process clarification, transactional support teams, space scheduling / reporting capabilities, etc.)

Project Resources & Tools

Interview Tracker

Data Analysis

Benchmarking

118

All Opportunities: Overview

Space Utilization	Academic Programming	Financial and Organizational	Additional Considerations
Master Plan Expectations	Cost to Educate	Spans and Layers	System Accreditation
Office Use Practices	Market Positioning	Supervisory Titles w/o Direct Reports	Data Strategy
Community Engagement with Space	Program Offerings and Enrollment	Vacancy Assessment	Project Management Office
Academic Space Scheduling Process	Program Sharing	Consolidation of Admin Support	
Space Request Process	Program Inventory Management	System Office Staffing	
Capital Construction Process	Technical and Transfer Programs	System Office Leadership Structure	
Space Governance Structure	Tuition Differential / Course Charges	Service Delivery Considerations	
Space Prioritization & Decision-Making	Faculty Credit Hour Production	Realign Transactional Support Staff	
Data Management	Section Enrollments	Outsource Functions or Activities	
Space Scheduling Systems	Dual Credit	SLAs and Recharge Simplification	
Space Data Requirements & Reporting	Transfer Pathways	Budget Reserves	
Multipurpose Spaces	Online Courses	Performance-Based Funding	
Community Event Reservations	Out-of-State Enrollment	Strategic Sourcing	
External Lease Agreements	Baccalaureate Degree Offerings	Library Subscriptions	
Sub-Standard Space Assessment		Motor Pool Spend	

Opportunity is highlighted in green if there is a financial impact.

Total Financial Opportunity: $18.9M – $43.1M

119

Prioritized Opportunities

The Board of Regents and PLT prioritized the following opportunities for design and implementation.

Opportunity
Space Utilization: Reevaluate leased space from external partners and consider leveraging any existing, underutilized space. Also, identify building that stand to gain the most in redevelopment and potentially establish P3 agreements.
Capital Construction Process: Potentially opt out of state-managed capital construction project process and invest in resources in-house. A shift in-house can result in an accelerated and nimble capital project process.
Academic Programming: Review current academic offerings to determine where to invest in, refine, or sunset. A review of current academic offerings will consider impact on other areas, such as faculty credit hour production and section enrollments.
Org. Structure and Services: Review administrative effort managed at the System Office and the 16 colleges to determine how to best structure and provide administrative services to employees, students, and the broader community.
Strategic Sourcing: Increasing centrally guided procurement activities, including leveraging buying power by aggregating volume, consolidating vendors, monitoring P-card usage, and increasing establishment and utilization of contracts.
Data Strategy: Increase the cleanliness, consistency, and utilization of data cross the colleges and System Office. Managing data that is central to the organization's strategic planning will allow for greater proactive, flexible, and data-driven decision-making.
Project Management Office (PMO): Establish a PMO to oversee the design and implementation of organization-wide initiatives. The PMO will hold projects accountable to outputs, coordinate communication, and escalate risks to leadership.

120

Next Steps

Academic Programming Deep-Dives

- KCTCS Chief Academic Officers to leverage **college-level data** and identify **recommendations** around program offerings
- KCTCS Chief Academic Officers to provide **feedback** on current academic processes

Organizational Structure & Service Design

- KCTCS to estimate individual and combined **administrative effort**
- KCTCS to discuss various **options for future-state organizational structures**, including reporting structures and a division of responsibilities

Project Management Office

- KCTCS to determine **governance** structure
- KCTCS to identify and track **key milestones**
- KCTCS to create and manage a **communications and community engagement** plan

Project Timeline

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April
Phase One						**Phase Two**			
Project Management Support *									
Organize	▓	▓							
Mobilize		▓	▓	▓	▓	▓	▓		
Transition							▓		
Org. Structure and Services Design									
Huron Administrative Effort Assessment (HAAS)	▓	▓	▓						
Organizational Structures Options Planning			▓	▓					
Future-State Detailed Design						▓	▓	▓	
Pre-Implementation Planning								▓	▓
Acad. Programming Deep-Dives									
Academic Deep-Dives	▓	▓	▓	▓	▓				
Resource Impact and Next Steps					▓	▓	▓		

* Note timeline may shift depending on KCTCS identifying internal resources to support this effort

Questions?

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: Update on Student Debt in Kentucky

DESCRIPTION: The Finance Committee received a preview of a study completed on student debt levels after graduation from one of Kentucky's public institutions.

STAFF CONTACTS: Travis Muncie, Executive Director, Data and Advanced Analytics
Dr. Chris Ledford, Associate Director, Data and Advanced Analytics

COMMITTEE'S REVIEW

The Finance Committee received this information update at their October 23, 2023, meeting. It will not be covered or presented in detail at the November 17 board meeting; however, staff will be available for questions.

SUPPORTING INFORMATION

Earlier this year, CPE staff conducted a study on graduate debt levels and how Kentucky's efforts around tuition caps, improving financial literacy, and increasing grant aid have impacted those levels. The study investigated debt trends over the past five academic years among graduates of Kentucky's public institutions. (Debt at graduation was defined as the total debt a student has taken on through the end of the academic year in which they earned their highest credential on record.)

The findings show that average debt levels for postsecondary graduates in Kentucky are declining. Moderating debt load of Kentucky's college students has been a key focus of campuses across the state, as well as CPE and state leaders. Specifically,

- Average debt for all graduates (including those graduating with and without debt) dropped 26.4% between 2017-18 and 2021-22.
- At four-year public universities, average graduate debt declined by 11.7% and 4.3% among only graduates with debt. The proportion of graduates with debt declined from 63.7% to 58.8%.
- At KCTCS, average graduate debt declined over the past 5 years by 33.7% and 8.4% among only graduates with debt. The proportion of graduates with debt declined from 48.8% to 35.2%.

CPE staff will present the draft findings of this report, which is set to release in the spring of 2024.

Statewide Initiatives Decreasing Debt Among Undergraduate Completers at Kentucky Public Institutions

Travis Muncie
Chris Ledford

Data and Advanced Analytics
Kentucky Council on Postsecondary Education

1

**Balancing Student Debt:
Accessibility vs. Management**

Your Name
Job Title
Kentucky Council on Postsecondary Education

2

Balancing Student Debt

- Student loans provide **access to higher education** and the **potential to increased economic mobility.**

- Federal loans provide **reasonable borrowing options** to students such that they can earn a degree and the ROI needed to achieve upward mobility.

- Absent federal student loans, the **private market is unlikely to provide affordable terms** if any terms at all.

    – Experimental research suggests that students who enroll at institutions not opted into federal loan programs earn fewer credits per term and are less likely to complete.

Sources: American Enterprise Institute

Student Debt Initiatives

- However, student debt loads can swell, impacting enrollment and completion, if not well managed.

- It is important that campuses and states collaborate to **balance postsecondary access with the long-term financial benefits of a credential.**

- In Kentucky, campuses, CPE, and state leaders collaborate to **increase access to financial aid, resources, and counseling, and suppress college costs.**

    – Students' Right to Know

    – FAFSA Days

    – Annual tuition increase limits

Impact

- Contrary to public discourse about growing levels of student debt, **average debt at graduation is declining for students enrolled at Kentucky public institutions.**

- Importantly, we also expect that declining low-income enrollment is part of the story. Collaborative effort to boost enrollment and completion of low-income students will be critical if Kentucky is to reach its 60x30 goal.

    - Strategic agenda

    - Campus efforts

    - Performance-based funding premiums

5

Methodology

6

Measuring Graduate Debt

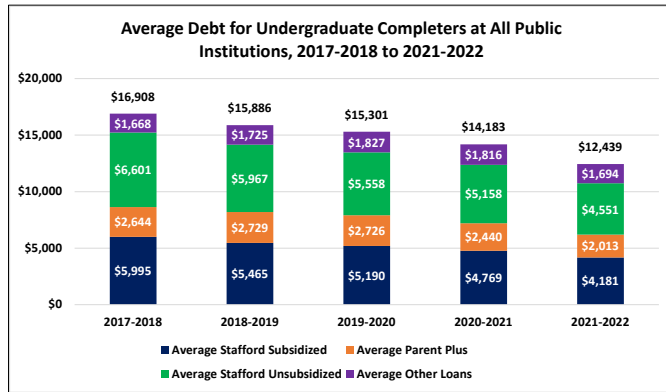- We measure graduate debt for each student as the total debt accumulated from first enrollment through the end of the academic year in which they earned their **highest credential on record**.

- Using this methodology, we find conclusive evidence that, over the last five years, **average debt at graduation** and the **proportion of graduates with debt have declined across sector.**

7

All Public Sector Completers

8

All Public Institutions

Average Debt for Undergraduate Completers at All Public Institutions, 2017-2018 to 2021-2022

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Total	$16,908	$15,886	$15,301	$14,183	$12,439
Average Other Loans	$1,668	$1,725	$1,827	$1,816	$1,694
Average Stafford Unsubsidized	$6,601	$5,967	$5,558	$5,158	$4,551
Average Parent Plus	$2,644	$2,729	$2,726	$2,440	$2,013
Average Stafford Subsidized	$5,995	$5,465	$5,190	$4,769	$4,181

- Among all graduates, average debt declined from **$16,908 to $12,439**, a decrease of **$4,469 or 26.4%.**

- Among graduates with debt, average debt declined from **$29,008 to $26,368**, a decrease of **$2,640 or 9.1%** (not pictured).
  - **$3,531 or 10.7%** for URM students
  - **$2,914 or 10.7%** for low-income students

9

KCTCS Completers

10

All KCTCS Completers

Average Debt for Completers at All KCTCS Institutions, 2017-2018 to 2021-2022
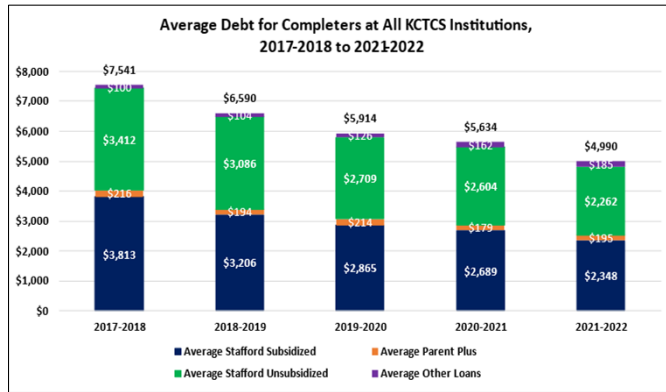
- Among all graduates, average debt declined from **$7,541 to $4,990**, a decrease of **$2,551 or 33.8%.**

- The proportion of graduates with debt declined from **48.8% to 35.2%.**

- Among graduates with debt, average debt declined from **$15,466 to $14,178**, a decrease of **$1,288 or 8.3%** (not pictured).
    - **$2,609 or 15.0%** for URM students
    - **$1,406 or 8.8%** for LI students

11

Four-Year Undergraduate Completers

12

Four-Year Undergraduate Completers

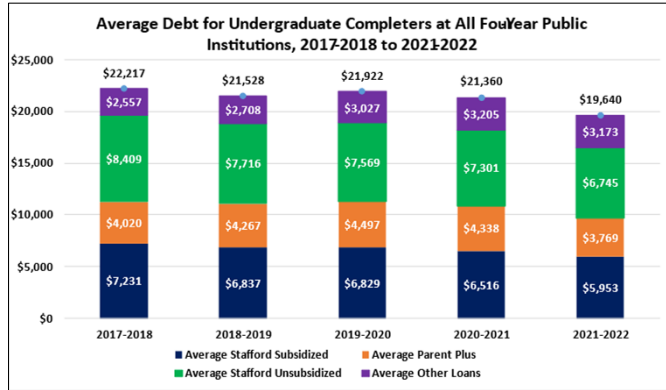Average Debt for Undergraduate Completers at All Four-Year Public Institutions, 2017-2018 to 2021-2022

- Among all graduates, average debt declined from **$22,217 to $19,640**, a decrease of **$2,577 or 11.6%.**

- The proportion of graduates with debt declined from **63.7 to 58.8%.**

- Among graduates with debt, average debt declined from **$34,885 to $33,427**, a decrease of **$1,458 or 4.2%** (not pictured).
  - **$1,616 or 4.3%** for URM students
  - **$1,923 or 5.7%** for LI students

13

Opportunity and Future Research

14

Opportunity and Future Research

- The population of non-dual credit low-income undergraduates has decreased **29.3%** at four-year publics and **20.4%** at KCTCS over the past five years.

- CPE and state leaders are considering premium adjustments to the state performance funding model to reengage this population of students.

- In the future, we would find value in conducting a national scan that investigates how population-based premiums in performance-based funding impact enrollment and success of low-income learners.

15

15

Thank You

16

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: Remaining 2024 CPE Board Meeting Dates

DESCRIPTION: The Executive Committee will provide a recommendation to the Council on the proposed meeting dates for September and November 2024.

STAFF CONTACTS: Lee Nimocks, Sr. Vice President and Chief of Staff
Heather Faesy, Board Liaison

COMMITTEE REVIEW AND RECOMMENDATION

The Executive Committee will consider the proposed recommendation during its November 17 morning meeting. If approved by the Committee, they will request the Council take final approval action.

SUPPORTING INFORMATION

Per KRS 164.011(9), the Council is required to meet quarterly, but may meet more upon the call of the chair. In order to conduct its business efficiently, the Council typically meets five times per year and standing committees meet prior to each Council meeting.

PROPOSED DATES

The Council approved the revised 2023-24 meeting schedule at its September 19, 2023, meeting. To plan out the rest of the calendar year's events and approval items, staff recommend the Committee review and approve the September and November 2024 meeting dates. The 2025 meeting dates would be proposed mid-year of 2024.

PROPOSED DATES	MEETING TYPE
Sept 9, 2024 (Mon)	ASI Committee – 10am Finance Committee – 1pm
Sept 16-17, 2024 (Mon-Tues)	CPE Work Session & Business Meeting 2024 Postsecondary Education Trusteeship Conference
Nov 11, 2024 (Thurs)	ASI Committee – 10am Finance Committee – 1pm
Nov 21-22, 2024 (Thurs-Fri)	Work session and business meeting

*The Executive Committee meetings will be scheduled/requested by the Chair.

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: Kentucky State University Management Improvement Plan Revision

RECOMMENDATION: The Executive Committee will provide a recommendation to the Council on the request to allow $100,000 in incentive funding for completed mental health related deliverable completed in FY 2023 to be used for interim assistance in financial aid processing.

STAFF CONTACT: Travis Powell, Vice President and General Counsel

---

COMMITTEE REVIEW AND RECOMMENDATION

The Executive Committee will consider the proposed recommendation during its November 17 morning meeting. If approved by the Committee, they will request the Council take final approval action.

BACKGROUND INFORMATION

On March 31, 2023, the Council approved several modifications to the Kentucky State University (KSU) Management Improvement Plan (MIP), including the following objective:

Objective: Improve support for student mental health
Deliverable: Participate in the Jed Foundation Program and provide Mental Health First Aid training.
The **rationale** upon which this was approved was as follows: CPE's Kentucky Student Success Collaborative is facilitating a partnership between Kentucky public college and university campuses and the JED Foundation. JED Campus is a nationwide initiative of The Jed Foundation (JED) designed to guide schools through a collaborative process of comprehensive systems, program, and policy development with customized support to build upon existing student mental health, substance use, and suicide prevention efforts. JED Campus schools embark on a strategic partnership with JED that assesses and enhances existing work and helps to create positive, lasting, systemic change in the campus community. In light of recent events, it is timely and necessary. Moreover, the remaining funding will be used to provide Mental Health First Aid (MHFA) training for campus staff, faculty, administrators, and student leaders.

REASON FOR REQUESTED REVISION

KSU completed this approved Deliverable and the funds were transferred to be used to supplement the remaining costs of the JED campus project and the institution-wide

implementation of Timely MD. However, the Kentucky Student Success Collaborative covered the remaining cost of the JED campus project. As for the Mental Health First Aid training, Timely MD provides 24/7 access to physical and behavioral health practitioners for KSU students. KSU is currently participating in this program and plans to continue with the Timely MD contract for the foreseeable future. Considering the continuing nature of this engagement, KSU determined it was best to use federal Title III grant funds, which are allocated on a recurring basis, to cover the cost of the Timely MD contract. As such, the $100,000 in incentive funding awarded is no longer needed for this purpose.

RATIONALE FOR REVISION

KSU has indicated that it plans to use the funds to provide interim support for financial aid services. Within six weeks of the start of the semester, the financial aid office went from four full-time staff members to zero. With medical leaves and unexpected separations, the University was left with no choice but to explore hiring interim staff as several student aid packages remained to be processed and disbursed. Financial aid is a very niche function requiring special skill to comprehend and adhere to federal and state guidelines. Compliance is critical. As such, KSU engaged with Blue Icon advisors to provide necessary staffing until the office can be fully staffed. Permanent hires in the financial aid office have now been made and individuals will begin working soon. Other hires are in process.

TITLE: Report from the Committee on Equal Opportunities

DESCRIPTION: The following is a summary of the Committee's meeting held on October 23, 2023.

PRESENTERS: Elaine Walker, Chair of the Committee on Equal Opportunities

---

The Committee on Equal Opportunities met on October 23, 2023. Below is a summary of their work.

- Received presentations on opportunity, success, and impact strategies at Bluegrass Community and Technical College.

- Received an update on the biennial budget request from Travis Powell. He also provided updates on the Senate Joint Resolution 98 study that assesses the overall governance structure of higher education, the prospect of adding a 4-year university to Southeast Kentucky, and the impact of splitting KCTCS system from its current focus on both technical and academic education.

- Received performance improvement plans from the three institutions that did not meet the minimum required score to be automatically eligible to apply for new degree programs. Additionally, The Committee received strategy revisions for Kentucky State University.
    - The Committee voted and approved the performance improvement plans for Big Sandy Community and Technical College, Henderson Community College, and Kentucky State University.
    - The Committee voted and approved the strategy revisions for Kentucky State University.

The Committee's next meeting is scheduled for January 22, 2024.

CPE REPORT

Eastern Kentucky University News for the Council on Postsecondary Education

EKU EASES TRANSITION FOR NEW AND RETURNING STUDENTS WITH ON-CAMPUS RESOURCES

Eastern Kentucky University is bustling with activities as faculty and staff welcomed the largest freshman class in several years and returning students to the Campus Beautiful for the 2023-24 academic year. Along with the excitement of the school year come challenges with managing a full course load, developing a social network and for many, being away from home for the first time. To help students adjust to college life, EKU provides free on-campus resources from tutoring to workshops to mental health counseling.

According to the American College Health Association, a study conducted in 2022 showed 77% of college students experienced moderate or severe psychological distress. Recognizing an increased need and desire for mental health services among college students, EKU is leveraging a collaborative effort between its Counseling Center, Psychology Clinic and Student Health Services to provide more support for students.

Last year, the Counseling Center and Psychology Clinic provided mental health services for more than 1,000 clients within the EKU community.

EKU's Counseling Center provides confidential psychotherapy, educational events, and individual, couple or group therapy sessions. Workshops can help students learn coping strategies, how to manage stress and how to increase focus. The Counseling Center has a relaxation room—open to anyone in the EKU community—equipped with massage chairs, Oculus systems for meditation and a library of mental health resources. The Counseling Center also operates an after-hours urgent support and crisis line for students 24/7.

Extended mental health services—such as therapy, testing, support groups, outreach and telepsychology—are also offered through EKU's Psychology Clinic. Additionally, EKU's Student Health Services has three psychiatric nurse practitioners on staff to help students who need mental health medication services. Both the Psychology Clinic and Student Health Services facilities have recently been renovated and updated.

Mental health services from the Counseling Center and Student Health Services are free to currently enrolled EKU students.

EKU RANKS AMONG 2024 BEST COLLEGES BY U.S. NEWS AND WORLD REPORT

Eastern Kentucky University was once again listed among the 2024 Best Colleges by U.S. News and World Report. EKU ranked in the following categories: Nursing, National Universities, Top Public Schools and Top Performers on Social Mobility.

EKU moved up 23 spots from last year in the Best Bachelor of Science in Nursing ranking, tying with California State University-San Bernandino at #183 for 2024. EKU's #184 ranking for Top Performers on Social Mobility places first among public institutions in Kentucky.

"Ranking first among Kentucky's public institutions for social mobility reinforces our commitment as a School of Opportunity. Helping students who, otherwise, might not be able to attend college, and then supporting them through graduation and beyond is what we do best at EKU," said EKU President David McFaddin.

EKU has experienced a nearly 30% increase in freshman enrollment since 2020 during a period of national enrollment decline. The university's enrollment is around 15,000 and retention is at an all-time high at nearly 80%. The U.S. News and World Report 2024 Best Colleges rankings add to a growing list of national accolades, including America's Best Employers by Forbes, the 2023 Transfer Honor Roll by Phi Theta Kappa Honor Society and No. 3 ranking in the Military Friendly® Schools review.

EKU LAUNCHES $1.5-MILLION SCHOLARSHIP INITIATIVE TO SUPPORT EKU MANCHESTER CAMPUS STUDENTS

Eastern Kentucky University launched a $1.5-million fundraising initiative to establish a scholarship for students attending the EKU Manchester Regional Campus in Manchester, Kentucky. The fundraising goal, along with a $100,000 gift from East Kentucky Power and its 16 Owner Member Cooperatives, was announced in September at the EKU Manchester Regional Campus.

In the 1980s, Clay County community leaders dreamed of what would become the EKU Manchester Regional Campus. There was a clear need in the community to provide a college education without requiring students to leave the region. This vision was realized in 2009 with a state-of-the-art facility and academic programming. The Manchester Campus Endowed Scholarship Fund is a continuation of that vision.

"Any business knows you must invest in your people to be successful. By the same token, a community has to invest in its people to experience a similar, successful outcome," said Senate President Robert Stivers, R-Manchester, District 25. "I'm thrilled to be at this pivotal turning point for Manchester and the surrounding region, partnering with EKU and other businesses who value this community, the community I love, and remain committed to seeing flourish."

Dr. Aaron Thompson, president of the Council on Postsecondary Education, said, "People are willing to coalesce around us to create scholarships and processes for young people and not-so-young people to be educated here and stay here," said Thompson. "To become a part of that industry, that helps Clay County build itself out economically. If you can educate people here, businesses will come and then we are going to create a better economic output for the mountains."

The EKU Manchester Regional Campus has led to more than 7,000 students beginning their education at EKU—2,700 of those being first-generation college students. Academic offerings range from general education requirements to programs in high-demand fields such as K-12 education, healthcare and criminal justice.

138

KCTCS GOOD NEWS REPORT

Points of **Pride**

KCTCS 25 — BETTERING LIVES FOR 25 YEARS

ENROLLMENT

1. KCTCS is the largest provider of postsecondary education in the state, with an annual enrollment of over 101,000 students and 44% of the state's public higher education undergraduate students.
2. KCTCS has one of the state's highest underrepresented minority (URM) enrollment rates, with nearly 20,000 URM students enrolled in 2022-23 (19.4% of total enrollment).
3. Since its creation, KCTCS has bettered the lives of over 1.2 million Kentuckians.
4. KCTCS educates 63% of Kentucky high school students who enroll in dual credit.
5. Over 32,000 high school students enrolled in KCTCS classes in 2022-23.
6. KCTCS is the largest provider of online learning in Kentucky, with 63% of students taking at least one online class and 36% of students enrolling exclusively online.

COMPLETION/GRADUATION

7. KCTCS is #7 in the nation in credentials awarded by public, two-year institutions and #1 in the nation in credentials awarded per capita by public, two-year institutions.
8. Since its creation, KCTCS has awarded over 600,000 credentials and has graduated over 250,000 students.
9. Since its creation, KCTCS has awarded over 65,000 credentials to students identifying as underrepresented minorities.
10. KCTCS ranks 2nd in the nation for increasing six-year completion rates, with an increase of 3 percentage points over the prior year.
11. KCTCS has increased its three-year graduation rate every year since 2012-13.
12. Over 60% of credentials awarded in Kentucky to individuals from low-income households are awarded by KCTCS; more than one-third of Kentucky's total credentials awarded to underrepresented minorities are awarded by KCTCS.

KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

KCTCS 25
BETTERING LIVES
FOR 25 YEARS

WORKFORCE

13. KCTCS is the number one provider of workforce training in the state and the first stop for all workforce needs.

14. KCTCS provides workforce solutions to 5,300 companies each year.

15. In 2022-23, 81.4% of KCTCS credentials awarded were in programs aligned to the state's top five Targeted Industry Sectors – Advanced Manufacturing, Business/IT, Construction/ Skilled Trades, Healthcare, and Transportation/Logistics.

16. In 2022-23, 93.7% of KCTCS credentials awarded were in programs aligned to the state's top five Targeted Industry Sectors or designed to transfer to a four-year university.

17. KCTCS awards 62% of Kentucky's nursing and allied health credentials, and it awards 88% of Kentucky's associate degrees in Nursing and Allied Health earned by students at public institutions.

18. 93% of students seeking a skilled trade career select a KCTCS college.

19. KCTCS awards 96% of all short-term certificates in the state, some of which can be completed in as little as four months and lead to jobs in high-demand fields.

20. KCTCS offers a total of 114 academic programs, including 5 transfer degrees, 3 general education certificates, and 106 technical programs.

AFFORDABILITY

21. KCTCS has the lowest tuition of any higher education institution in Kentucky, with students paying less than half the rate of what they'd pay at most four-year universities.

22. 78.5% of KCTCS students receive financial aid and only 12.4% need student loans to finance their education.

23. In 2022-23, KCTCS awarded nearly $12 million in Work Ready Kentucky Scholarships to over 4,200 students for training programs aligned to the state's Targeted Industry Sectors.

TRANSFER

24. Each year around 14,000 KCTCS students transfer to a four-year college or university.

25. KCTCS achieved its highest transfer rate on record in 2021-22, with 58.3% of Associate of Arts and Associate of Science graduates enrolling at four-year institutions by the following year.

KENTUCKY
COMMUNITY & TECHNICAL
COLLEGE SYSTEM

GOOD NEWS

NOVEMBER 2023

Kentucky State University Forges Transfer Agreement Partnership with KCTCS

Kentucky State University (KSU) announced a collaboration with the Kentucky Community and Technical College Systems (KCTCS). Officially signed on Thursday, October 26, 2023, the transfer agreement is poised to bring numerous benefits to students and the community, as well as to revolutionize the educational landscape in the Commonwealth.

A standing-room only crowd comprised of elected officials, members of the KSU Board of Regents, KSU staff, alumni, and students, KCTCS staff, community members, and media representatives were in attendance to witness the signing of the transfer agreement.

Dr. Koffi C. Akakpo, the 19th President of Kentucky State University, expressed his enthusiasm for the collaboration. "This partnership is a testament of our commitment to providing quality education and workforce development opportunities for the people of Kentucky. It reflects our dedication to enhancing the future of our students and the prosperity of our citizens. Our vision for this innovative alliance is to bolster partnerships across the Commonwealth's educational landscape and create a seamless transition for students seeking to transfer to KSU and attain their four-year degrees."

These pathways ensure a smooth journey for community college students looking to complete their baccalaureate degrees.

"Part of our statutory mission is transfer," says Interim KCTCS President, Dr. Larry Ferguson. "Roughly 50% of our students transfer on to a university such as KSU to extend their educational journey and complete their baccalaureate, master's, or doctoral degrees." Ferguson continued, "we are very eager and pleased to be able to work even more in-depth with Dr. Akakpo and his team at Kentucky State University."

"The intentionality of partnerships like this are by design," noted Kentucky Council on Postsecondary Education President, Dr. Aaron Thompson. "This intentionality is in place to address the needs of Kentucky's workforce and provide opportunities to our citizens."

Key highlights of this partnership include enhancing educational access, streamlining transfers, offering industry-relevant curricula, providing scholarships and financial aid, offering comprehensive support services for students, impacting the community, and driving innovation and research.

Dr. Akakpo announced the first eleven pathway transfer credit programs set go in full effect in time for the spring 2024 semester. Additional pathway programs are in development.

Kentucky State University and the Kentucky Community and Technical College Systems are dedicated to creating a brighter future for all and shaping the future of education in Kentucky.

To learn more, visit kysu.edu/apply.

Small-Scale Farm Grant funded for an additional $1.3 million

Kentucky State University's Small-Scale Farm Grant was granted up to $1,359,000 over the next two years by the Kentucky Agricultural Development Board.

From the Small-Scale Farm Grant's inception in December 2012 through August 2023, more than $4 million has been awarded to 1,105 successful applicants in 113 counties across Kentucky.

"I am so proud to have been part of this project for the past 10 years, and I'm very excited about the upcoming changes that will benefit even more small, limited-resource, minority farmers in the state," said Joni Nelson, Manager of the Center for Sustainability of Farms and Families at Kentucky State University.

Nelson said it is rewarding to see how far a "small" grant can go for Kentucky farmers.

"It is not a 'small' grant to them. It is a life-changing event," Nelson said.

The Small-Scale Farm Grant frequently helps farmers sustain their business or venture in directions they otherwise could not have.

Jim Embry, an agrarian intellectual activist in Madison County, has received two Small-Scale Farm Grants, which have funded

necessary equipment and helped him purchase hives and beekeeping tools.

"I became a beekeeper thanks to KSU," Embry said.

The Kentucky Agricultural Development Board approved more than $3.3 million for agricultural diversification and rural development projects at its October board meeting.

KSU Professor Honored with Freedom Scholar Award

KSU history professor, Dr. Takeia Anthony, received the Freedom Scholar Award from the Association for the Study of African American Life and History (ASALH) at that organization's Annual Meeting held September 19-24 in Jacksonville, Florida.

Anthony is a native of Bowling Green, Kentucky and an alumna of Howard University and North Carolina Central University. At KSU, in addition to teaching history and Africana Studies, Dr. Anthony has held leadership positions with the Whitney Young Honors Collegium and the Center of Excellence for the Study of Kentucky African Americans.

The ASALH website notes that, "The Freedom Scholar Award recognizes the contributions of an early career academic whose scholarship focuses on the empowerment of the African American community….. ASALH has initiated the Freedom Scholar award to honor early scholars of any discipline who can demonstrate that their field of study is having a direct positive impact on the life of African Americans."

The ASALH, founded in 1915, is the oldest and largest African American historical society. It counts among its founders Carter Godwin Woodson, the father of Black History Month.

KSU Professor Receives Black Storyteller Fellowship

KSU adjunct history professor, Rev. Andrew Baskin, was one of the six artists selected by the National Association of Black Storytellers (NABS) as a 2023 Black Appalachian Storyteller Fellow. Rev. Baskin will receive a cash award of $5,000 to support his practice as a Black Appalachian storyteller and culture bearer with opportunities to examine, research, develop and perform, and/or document the Black Appalachian storytelling tradition.

Additionally, he will receive funds for travel and lodging to the 41st Annual National "In the Tradition…" Black Storytelling Festival and Conference being held in Salt Lake City, Utah, November 8-12. Baskin will perform or present during the festival and conference.

The NABS Black Appalachian Storytellers Fellowship is a juried award recognizing artistic excellence in representation of folk art and cultural heritage. In addition to his work at KSU, Rev. Baskin is an emeritus professor at Berea College and lives in Madison County, Kentucky.

MOREHEAD STATE UNIVERSITY

NOVEMBER 2023

MSU Soars as a Top 20 Public University Again

Morehead State University has now spent two decades as one of the top public universities in the South, according to U.S. News & World Report, including the past few years as a Top 20 public regional school.

For 2024, MSU once again made the rankings of U.S. News & World Report as one of the Top 20 public regional universities in the South. This is the 8th consecutive year MSU has made the Top 25 (highest rank was #15 in 2023 and marks Morehead State's 20th consecutive year as a top-ranked institution.

MSU's overall ranking comes from a consistent commitment to academic excellence, a welcoming campus atmosphere, beneficial learning experiences inside and outside the classroom, and student support.

The rankings emphasize outcomes such as graduation and retention rates, faculty quality, student demographics, and other university performance metrics.

"We are committed as a campus to excellence, and we are demonstrating that excellence in our rankings and through other ways," said MSU President Dr. Jay Morgan. "We continue to look for ways to improve for our students."

Morehead State is an environment where first-generation college students can thrive from their first day on campus until graduation. Class size and personal attention remain strengths for MSU, with a 14:1 student-faculty ratio and an average class size of 16, allowing for more significant one-on-one time with the University's experienced and dedicated faculty and staff.

Morehead State joins JED Campus for student mental health support

Morehead State University has joined The Jed Foundation (JED) as a JED Campus to support student mental health and wellbeing.

JED Campus is a nationwide initiative of JED, a nonprofit that protects emotional health and prevents suicide for our nation's teens and young adults. The goal is to help schools evaluate and strengthen their mental health, substance misuse, and suicide prevention programs and systems. This will ensure schools have the most effective mental health safety nets possible.

"We're excited to partner with the Jed Foundation to support this important initiative. Student mental health has emerged as a growing concern nationwide, and our institution is not an exception to this trend," said Max Ammons, MSU's dean of students.

Lacefield creates first endowed scholarship for space science

Eugene Lacefield hopes to support other young minds interested in the field by creating a new scholarship endowment at MSU: The Eugene Lacefield Space Studies Endowment. Thanks to his generous $100,000 contribution, future generations of MSU students will continue to shoot for the stars.

Lacefield's contribution created the first endowed scholarship for space systems engineering students. The Eugene Lacefield Space Studies Endowment will provide annual scholarship awards to junior and senior students enrolled full-time in the Bachelor of Science in Space Systems Engineering program or graduate students enrolled in the Master of Science in Space Systems Engineering program.

Morehead State joins College Completion Accelerator program

Morehead State University has joined the Complete College Accelerator (CCA), a nationwide initiative to improve and close college access and completion gaps. MSU is one of approximately 80 higher education institutions from 11 states to join.

Complete College Accelerator is a nonprofit organization attempting to raise the ability to attain a college education as part of Complete College America. With funding from the Bill & Melinda Gates Foundation's Intermediaries for Scale (IFS) initiative, Complete College America will work with 11 state agencies, including the Kentucky Council on Postsecondary Education (CPE), over the next four years. The collaboration will implement research-based practices designed to increase college completion statewide.

Morehead State to offer vascular sonography degree concentration

Morehead State's Diagnostic Medical Sonography (DMS) program will provide a new vascular sonography concentration beginning in the fall 2024 semester.

DMS students who choose the concentration will learn how to perform a vascular sonographic examination and can sit for the vascular sonography board examination. Vascular sonography is a noninvasive test healthcare providers use to determine how blood flows in arteries and veins in your arms, neck, and legs to diagnose blood clots, narrowed blood vessels, and other vascular health conditions.

Murray State University names task force members to examine development of School of Veterinary Medicine

The Murray State University Board of Regents adopted a resolution of support at its Aug. 25 meeting to create a task force and begin a feasibility study to examine the statewide shortage of veterinarians and work toward the development of a School of Veterinary Medicine at Murray State University.

The state of Kentucky currently does not have a School of Veterinary Medicine, and approximately 70 students from Kentucky are accepted each year to out-of-state veterinary schools. In the United States, there are only 32 veterinary colleges accredited by the American Veterinary Medical Association (AVMA).

The members of the School of Veterinary Medicine task force include:

- Mr. David Beck, President and CEO, Kentucky Venues
- Mr. Jeremy Buchanan, Executive Director, Purchase Area Development District
- Dr. Johanna Choate, Assistant Professor, Hutson School of Agriculture, Murray State University
- Mr. Seth Clark, Pre-Veterinarian Student, Hutson School of Agriculture, Murray State University
- Ms. Sarah Coleman, Executive Director, Kentucky Horse Council
- Ms. Niki Ellis, Executive Director, Kentucky Pork Producers Association
- Dr. Renee Fister, Associate Provost, Murray State University
- Dr. Claire Fuller, Dean, Jones College of Science, Engineering and Technology, Murray State University
- Ms. Sharon Furches, Second Vice President, Kentucky Farm Bureau
- Mr. Jerry Gilliam, Christian County Judge Executive
- Mr. Jamie Guffey, Executive Director, Kentucky Poultry Federation
- Mr. Daniel Hayden, Program Coordinator, Kentucky Cattlemen's Association
- Representative Richard Heath, Chairman, House Agriculture Committee
- Ms. Yesenia Hernandez, Pre-Veterinarian Student, Hutson School of Agriculture, Murray State University
- Dr. Laura Ken Hoffman, Associate Professor, Hutson School of Agriculture, Murray State University
- Senator Jason Howell, Chairman, Senate Agriculture Committee
- Mr. Stan Humphries, Trigg County Judge Executive
- Ms. Tara Joiner, Licensed Veterinary Technologist, Hutson School of Agriculture, Murray State University
- Mr. Nathaniel Keith, Production Manager, Cal Maine Foods
- Dr. Brittany Kirby, Assistant Professor, Hutson School of Agriculture, Murray State University
- Dr. John Laster, Veterinarian and Executive Board, Kentucky Veterinary Medical Association
- Mr. Doug Lawson, President/COO, Field and Main Bank
- Dr. Brent Mayabb, Global Chief Medical Officer, Royal Canin
- Ms. Theresa Nichol, Garnett Farms
- Dr. Shea Porr, Associate Dean, Hutson School of Agriculture, Murray State University
- Mr. Ronny Pryor, Representative, Tyson Foods
- Dr. Debbie Reed, Director, Breathitt Veterinary Center, Murray State University
- Representative Steven Rudy, House Majority Floor Leader
- Ms. Joanna Shake, Executive Director, Green River Area Development District
- Ms. Krista Stewart, Agriculture Coordinator, Hopkinsville Community College, KCTCS
- Dr. Jared Tapp, Veterinarian, Pennyrile Animal Clinic
- Mr. Jason Vincent, Executive Director, Pennyrile Area Development District

Co-Chairs:

- Dr. Brian Parr, Dean, Hutson School of Agriculture, Murray State University
- Mr. Jordan Smith, Executive Director of Governmental and Institutional Relations, Murray State University

Ex-Officio:

- Dr. Robert L Jackson, President, Murray State University
- Dr. Tim Todd, Provost and Vice President of Academic Affairs, Murray State University
- Ms. Jackie Dudley, Senior Vice President of Finance and Administrative Services, Murray State University

"I am very pleased to appoint this important task force of leading agricultural professionals as we study the many critical needs in this area and advance a School of Veterinary Medicine in Kentucky at Murray State University," said Murray State University President Dr. Bob Jackson. "We have a growing shortage of veterinarians in Kentucky and we are excited to advance the important work of addressing this need. We are extremely grateful to the members of this group for their assistance and wise counsel as we move forward."

Murray State's Hutson School of Agriculture has the largest estimated pre-veterinary medicine/veterinary technology enrollment of any university in Kentucky, and is just one of three programs in Kentucky that is fully accredited by the AVMA.

Psychology professor recognized nationally by Research.com

Murray State University psychology professor Dr. Dan Wann was recently noted in the 2023 edition of the ranking of top scientists in the field of psychology by Research.com.

The report contains the list of leading scholars and is intended to offer the academic community more visibility and exposure to the influential research contributions made by those at the forefront of psychology.

Wann, a nationally-recognized sports psychology expert, has been interviewed by numerous news organizations throughout the world including ESPN, The New York Times, The Huffington Post, HBO's Real Sports news magazine and others.

School of Nursing and Health Professions receives $1.5 million grant

Murray State University's School of Nursing and Health Professions has received a significant grant for the development of a Nurse Education, Practice, Quality and Retention Simulation Education Training Program in partnership with Baptist Health Paducah.

The grant includes approximately $500,000 in funding for 2023-24, with recommendations by the Health Resources and Services Administration for future support with similar funding in 2024-25 and 2025-26, potentially totaling nearly $1.5 million.

Funding from the grant will be used to purchase simulation equipment for a dedicated collaborative educational unit in conjunction with Baptist Health Paducah and provide clinical practice opportunities for Murray State nursing students.

The project has four objectives:

- Expand simulation technology in nursing education to address critical skill gaps to improve patient outcomes
- Recruit and retain nursing students from rural and underserved populations
- Create experiential learning opportunities through an academic clinical partnership with Baptist Health Paducah
- Develop and implement a sustainability plan for ongoing clinical experiences for student nurses from Murray State

Murray State is expected to break ground soon on the construction of a new School of Nursing and Health Professions building on the Murray campus. The new facility will include expansive spaces for clinical learning, classrooms and offices, and will assist with addressing a projected shortage in nurses and other health profession needs in Kentucky.

Statewide Program of Distinction in Cybersecurity and Network Management reports record freshmen enrollment

Murray State University's statewide Program of Distinction in Cybersecurity and Network Management has welcomed its largest freshman class in program history and reports a 30% increase in overall program enrollment from last fall.

In 1997, Kentucky House Bill 1 created Programs of Distinction through the Kentucky Council on Postsecondary Education at public postsecondary institutions, including Murray State University's cybersecurity program. Murray State offers a bachelor's degree in Cybersecurity and Network Management, along with an accelerated master's degree (available online) in Cybersecurity Management that can be completed in 12-18 months and certificates at both the undergraduate and graduate levels.

Murray State has a Cyber Education and Research Center that provides education, research, development and outreach support for the University's cyber-related programs.

Graduates join a global network of alumni who are employed at Google, Microsoft and Amazon Web Services, among others.

Additional information is available at **murraystate.edu/cyber**.

Murray State University recognized nationally by *U.S. News & World Report* for 33rd consecutive year

Murray State University has again been recognized by *U.S. News & World Report* as one of the top universities in the country in multiple categories, marking the institution's 33rd consecutive year of top-tier rankings by the national college guide.

Murray State ranks first in the state of Kentucky among public, comprehensive universities in the South in categories including Regional Universities, Top Public Schools, Best Value Schools and Best Colleges for Veterans.

Specifically, Murray State ranks in the South region as follows:

- 31st - Regional Universities
- 13th - Top Public Schools
- 9th - Best Value Schools
- 11th - Best Colleges for Veterans
- Top 150 Performers on Social Mobility

Murray State has also been recognized as a top university in undergraduate academic programs of business, computer science and nursing, with a specific mention of engineering and an increase in rank by 9%.

"We are very pleased to be recognized by *U.S. News & World Report* for the 33rd consecutive year across multiple categories, particularly attributes of the quality, value and accessibility of a Murray State education," said Murray State President Dr. Bob Jackson. "We continue to see enrollment growth, including this fall's largest freshman class in the history of Murray State University. Over the past five years, we have awarded a record amount in scholarships and financial aid while continuing to enhance our academic programs and campus resources to support our students. This is an exciting time to be a Murray State Racer."

The University was highlighted within the past month as a best value for students seeking a college degree by *Washington Monthly* in its "Best Bang for the Buck" rankings, as well as spotlighted nationally for both quality and value by *Forbes*.

GO FIGURE

8.9% (LAST 5 YEARS)
Retention rate increase

2.2% (LAST 5 YEARS)
Equity gap decrease for URM students

7.9% (LAST 5 YEARS)
Graduation rate increase

COLLEGE CORNER

Chase College of Law presented the inaugural lectureship of its newly launched David and Nancy Wolf Program in Ethics and Professional Identity. The lecture by Los Angeles lawyer E. Randol Schoenberg offered a lawyer's account of recovering artwork stolen during the Holocaust in the days before World War II.

The event on Sept. 27 at the Cincinnati Museum Center was presented in conjunction with the Nancy & David Wolf Holocaust & Humanity Center, located at the museum center.

NKU NAMES DR. CADY SHORT-THOMPSON AS UNIVERSITY'S SEVENTH PRESIDENT

Cady Short-Thompson, Ph.D., began her term as the seventh president of Northern Kentucky University on Oct. 2, 2023. The university's Board of Regents, in a unanimous vote, made the appointment on Sept. 13.

Dr. Short-Thompson brings a wealth of experience and a visionary leadership approach to NKU. Before returning to NKU, she served as CEO and executive director of Breakthrough Cincinnati, a non-profit focused on educational equity that provides rigorous college preparatory programs for high-need and high-potential middle and high school students and inspires and trains college students as the next generation of teachers.

Dr. Short-Thompson spent 25 years in higher education prior to joining Breakthrough Cincinnati, most recently serving as provost and professor at Hope College, and dean of the University of Cincinnati Blue Ash College. She is also no stranger to NKU, having spent 14 years as an award-winning professor of communication and department chair from 1996-2010.

"I am ecstatic to return home to NKU, where my professional journey began, and to give back to the people and place that invested so fully in me," expressed Short-Thompson about her joy and gratitude for this tremendous opportunity. "NKU's values of excellence, engagement, student-centeredness, and belonging are deep in me and I am eager to serve alongside NKU's talented faculty, staff, students and alumni to lead this great institution forward. I love NKU and believe that it is entirely fitting that my first and final positions will be here."

Board Chair Rich Boehne said Dr. Short-Thompson's combination of passion, skills and experience set her apart from a field of strong candidates. "Cady's experience in leading organizational transformation during times of dramatic external change make her a great choice for NKU in 2023 and the years to come. It's also a huge added advantage that she knows well our campus community and the region, and she in fact credits mission-driven NKU for building the foundation of her career in higher-ed leadership."

LEARN MORE: https://tinyurl.com/cfcn6apf

LEARN MORE: https://tinyurl.com/479jh5wm

REAL AMBITION REAL SUCCESS

WALL STREET JOURNAL: NKU TOP UNIVERSITY FOR EXCEPTIONAL VALUE

The Wall Street Journal has recognized Northern Kentucky University as one of the top universities in the country for exceptional value and putting graduates on the path to lucrative careers. NKU ranks 40th of out 400 universities around the country when it comes to best value. The study looked at how quickly a degree from NKU pays for its cost through the salary earned by students after graduation. According to the study, it takes NKU graduates an average of one year and two months to pay off the net price of a degree. **NKU is the only public university in the region and the Commonwealth that made *The Wall Street Journal's* top 100 rankings.**

"NKU is an engine for social mobility and this report just confirms that the hard work we are doing to remain affordable while simultaneously providing a high-quality education for students in our region, is working," remarked then-Interim President Bonita Brown. "We have been successful at preparing students for their desired career paths and will continue to do so while keeping affordability and ROI as top priorities." In the last five years, NKU's graduation rates have increased, with the time to degree has decreased. NKU students are graduating sooner and spending less. Brent Cooper, president and CEO of the Northern Kentucky Chamber of Commerce states, "NKU's commitment to providing high-quality education at an affordable cost only serves to further strengthen our region's workforce and economy. This accolade reflects NKU's dedication to excellence and affordability. NKU continues to be an invaluable asset for the northern Kentucky metro region." **LEARN MORE:** https://tinyurl.com/7pjfbf3k

THE SCOREBOARD

NKU is introducing six new sports teams to the roster. NKU's Board of Regents voted to add women's stunt, men's and women's swimming, men's volleyball, and men's and women's triathlon teams. In addition, the Norse recently expanded the men's and women's track and field and spirit programs.

Men's and women's swimming, men's and women's triathlon, women's stunt, and expanded track and field will join the Norse lineup as varsity sports for 2024-25. Men's volleyball will be added as a varsity sport beginning in 2025-26.

LEARN MORE: https://tinyurl.com/2v26zj7k

FACULTY FOCUS

Dr. David Childs, director of the Black History program at NKU, joined additional professors and graduate students to present their research on slavery and religion in the regionat a conference at the Smithsonian Institute in Washington, D.C. on Oct. 18. The paper, titled "Jordan River I'm Bound to Cross: Researching Slavery and Religion in Northern Kentucky and Ohio," explores the significant role the Ohio River played in enslavement as the last hurdle to freedom for slaves. The paper also showcases incredible research done by the Black Studies program and the Master of Public History program in learning about and exploring historical sites tied to freedom and religion, including research conducted at an historically Black church, an all-African American school, and several Underground Railroad sites throughout the region.
LEARN MORE: : https://tinyurl.com/r4n2cs4n

BRIEFS

STUDENTS' AI ARTWORK FEATURED IN LOCAL EXHIBIT

Artwork generated by artificial intelligence (AI) is featured in a new exhibit at the Campbell County Public Library.

The exhibit features 25 AI-generated images from the book, "The Legacy of Southgate Street School – Preserving a Landmark of the Black History of Newport, Kentucky." The book was developed by an NKU Honors class to tell the story of Southgate Street School, which was the only school open for Black students during segregation in Campbell County, Kentucky.

LEARN MORE: https://tinyurl.com/yc45rnvm

NKU SIGNS COLLABORATION AGREEMENT WITH KENTUCKY NATIONAL GUARD

Kentucky National Guard members will now have streamlined access to educational support through NKU's Veterans Resource Station (VRS). The Kentucky National Guard and NKU signed a memorandum of understanding (MOU) to create a partnership allowing the university to work with citizen soldiers to fit their unique needs on the path to graduation.

According to the Kentucky National Guard, such collaborations serve the dual purpose of facilitating their members' personal growth while also equipping them with skills and knowledge beneficial to their roles in the Guard.

LEARN MORE: https://tinyurl.com/ydm97rxm

NKU SAVES MORE THAN 3,000 POUNDS OF FOOD WASTE THROUGH COMPOSTING

In just one year, FUEL NKU and NKU Sustainability have saved more than 3,000 pounds of food waste from landfills! Composting became part of FUEL's daily operations last summer when NKU partnered with GoZero Services to further our sustainability efforts.

To date, NKU has diverted 3,286 pounds of waste, a huge number considering that nearly 40 percent of all food produced goes to waste and 30 percent ends up in landfills.

LEARN MORE: https://tinyurl.com/ywsv555d

NKU TO HOST FRENCH FILM FESTIVAL IN 2024

NKU has received a grant from the Villa Albertine, a new French institution for arts and ideas in the United States, to host the Albertine Cinémathèque Film Festival on NKU's campus throughout the spring 2024 semester.

During the film festival, a slate of films will be shown, followed by a discussion of the film, moderated by an NKU professor from the departments of World Languages and Literatures and English.

A full schedule of films and discussion moderators will be released later.

LEARN MORE: https://tinyurl.com/4ja5bbaf

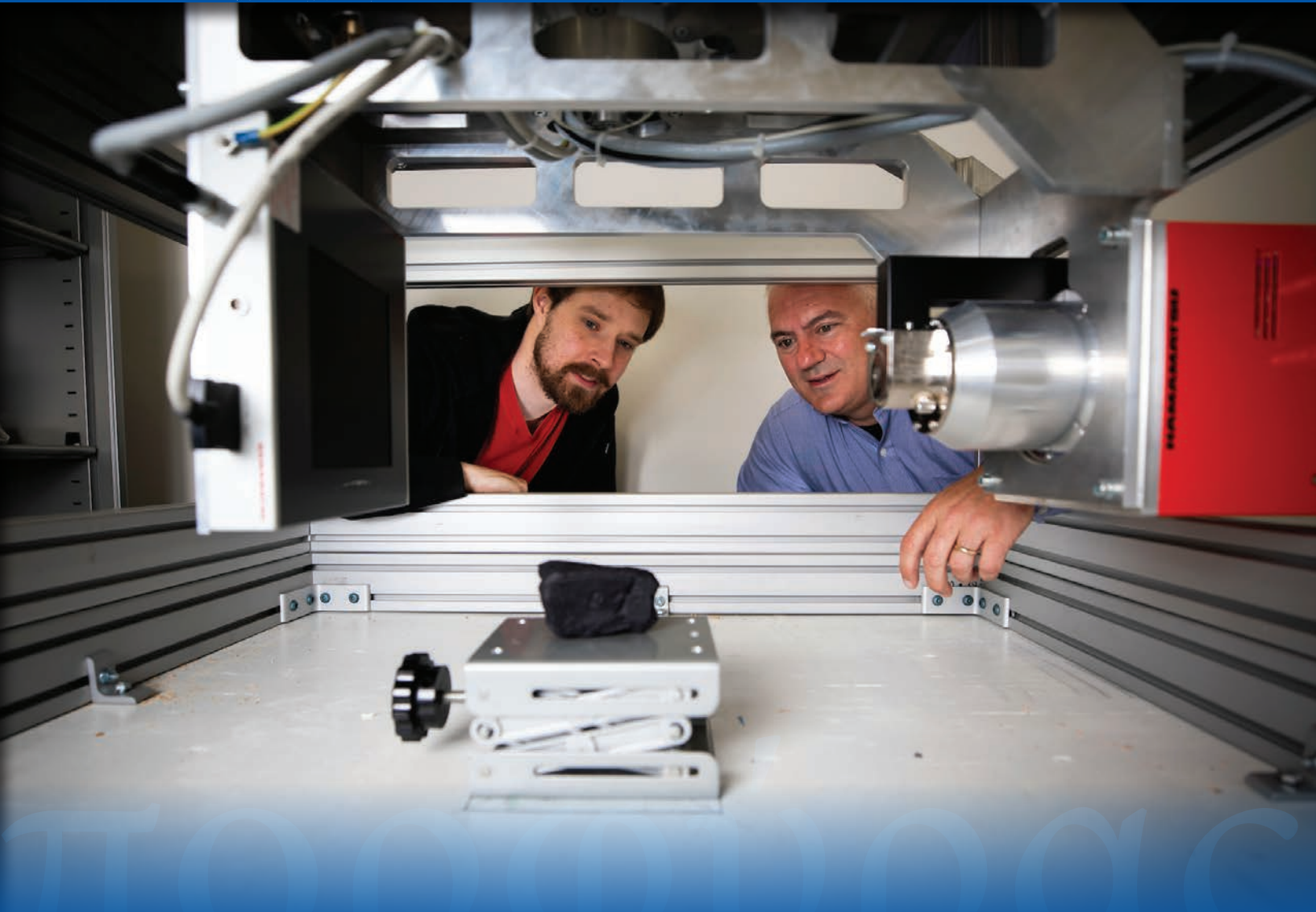## ALUMNI NEWS

NEXT STOP: FRUIT LAND

Juggling classwork and her small business, recent NKU graduate Paloma Villasana created the after-school hangout spot she once dreamed of. Thus, Fruit Land was born in 2021–two years before Villasana would graduate with a bachelor's degree in business information systems.

LEARN MORE: https://tinyurl.com/muky2m95

TECHNOLOGY DEVELOPED AT THE UNIVERSITY OF KENTUCKY HAS LED TO A BREAKTHROUGH IN THE VESUVIUS CHALLENGE.

In a remarkable breakthrough, with technology developed by researchers at the University of Kentucky, researchers have uncovered an entire word from one of the enigmatic Herculaneum scrolls, which have remained unreadable for more than 2,000 years since the eruption of Mt. Vesuvius in 79 CE. With the help of artificial intelligence, the team unveiled the word πορφύρας translating to "purple dye" or "clothes of purple."

The breakthrough is part of the Vesuvius Challenge, offering a prize fund of $1 million to inspire scholars to join the effort in decoding these enigmatic texts. With the aim of reading the entire collection of more than 600 sealed scrolls, this discovery is a major step in further uncovering the information and wisdom preserved within these ancient manuscripts, making it a momentous advancement in the field of historical scholarship.

INAUGURAL FIRST-GEN STUDY ABROAD PROGRAM EXPANDS ACCESS TO THE WORLD.

UK has provided an extraordinary opportunity for first-generation college students to expand their horizons through the "Explore First: Careers, Cultures, and Connections" program. Designed to empower and equip these students for international experiences, the program sent four cohorts of 15 students to London, England, and Dublin, Ireland this past summer. The initiative aimed to enhance their career readiness, equip them with vital life skills and inspire confidence in navigating unfamiliar territories. Many of these students returned to campus with a newfound sense of capability, having embraced the opportunity to study abroad and expand their horizons.

Explore First underscores the importance of pushing boundaries and embracing the unknown, as traveling the world can be life-changing for both the students and their families. The program empowered these students to dream big and embark on journeys they may not have previously imagined, providing them with a new sense of self-assuredness and a greater capacity to tackle the unfamiliar.

UK BREAKS GROUND ON SITE OF NEW HEALTH EDUCATION BUILDING.

On Oct. 27, UK broke ground on the site of the future Health Education Building. This world-class medical education facility, covering an impressive 450,000 square feet, will promote interprofessional education among the colleges of Medicine, Nursing, Health Sciences and Public Health, led by the Center for Interprofessional and Community Health Education.

In Kentucky and across the country, physician shortages affect patient care and access. This $380 million dollar project was initially approved by the Board of Trustees in 2021 and aims to be completed by 2026. The new space will help UK better prepare and train the next generation of health leaders to serve the unique demands of the Commonwealth and beyond.

Dear Friends,

The University of Louisville creates and applies knowledge that improves lives. That is indeed a bold statement, but it is one that we reaffirm through UofL's designation as a Carnegie Foundation Research 1 (R1) and Community Engaged University.

The Carnegie Classification of Institutions of Higher Education is the nation's leading framework for categorizing colleges and universities. To be included among only a handful of institutions with both the R1 and Community Engaged designations is certainly a point of pride for UofL.

The R1 designation notes UofL's ability to award at least 20 doctoral degrees per year or at least 30 professional practice doctoral degrees, such as the JD and MD. Further, it reflects UofL's ongoing high volume of research activity.

As a research and innovation powerhouse, our university addresses and solves grand challenges that impact humanity, such as advancing human health, harnessing technological advancements, getting research breakthroughs to market quickly and so much more. A service mindset guides our work in the classroom, in the laboratory and in the community.

Further, UofL is a premier metropolitan university – one that shares strong connections with our local and global community. Through our community engagement initiatives with public and private sectors, we enrich scholarship, research and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

The University of Louisville constantly strives to create thriving futures for not only our students, but for our community and society as well.

Kim Schatzel, PhD

President, University of Louisville

UofL gets $16 million to increase supply of primary care doctors in underserved areas

The UofL School of Medicine has received $16 million from the Health Resources and Services Administration to increase Kentuckians' access to health care, particularly in underserved rural and urban areas.

Kentucky has a severe shortage of health care providers, with at least some portion of 113 of the state's 120 counties designated as Health Professional Shortage Areas.

To attract and train medical students with an interest in practicing primary care in medically underserved communities, the School of Medicine will enhance existing programs that train students in the underserved rural environments, assist individuals from other careers who want to prepare for medical school, create a new program to train medical students in an urban environment and provide scholarships to support students financially in all of these programs.

The grant focuses on three programs: the Trover Rural Track, the development of an urban training program and enhancement of the Postbaccalaureate Premedical Program. Students in each of the three programs will receive academic and financial support with coaching and scholarships to help ensure their success in applying to and completing medical school.

UofL medical students participate in a Compassion Clinic at Redeemer Lutheran Church in West Louisville.

UofL-led research shows immune response may come down to genetics

New research led by the University of Louisville, using recently acquired state-of-the-art sequencing technology, shows that differences in our DNA can drastically impact our bodies' immune response, revealing an underappreciated connection between genetics and our antibodies.

"For a long time, we've assumed vaccines could be designed using a one-size-fits-all approach," said Melissa Smith, director of the UofL Sequencing Technology Center and lead author of the study. "This research shows that genetics predisposes us to qualitatively and quantitatively different antibody responses. If this information could be used to understand when individuals will or won't respond to a given vaccine or treatment, that could be hugely impactful."

The research also revealed that antibody differences could be linked to broader patterns of genetic diversity across human populations. This stresses the need to increase the sampling of understudied groups, which is one of the driving forces behind research being conducted by this team.

Melissa Smith, left, director of the UofL Sequencing Technology Center, was a lead author on research published in Nature Communications that reveals an underappreciated connection between genetics and our antibodies.

Grant awarded to law professor will fund climate adaptation project

The Resilience Justice Project at UofL's Brandeis School of Law has been awarded a one-year multi-institutional grant to evaluate how climate adaptation planning can be more equitable for low-income communities in eight U.S. coastal areas. The $75,000 award from the National Sea Grant Law Center, through NOAA's National Coastal Resilience Fund, will be used to examine coastal urban adaptation in Boston, Cleveland, Miami, New Orleans, San Diego, Savannah, Seattle and Tampa.

"We will assess plans, policies and laws affecting climate adaptation in these eight coastal urban areas with an eye toward addressing the vulnerabilities of low-income neighborhoods of color," said principal investigator Tony Arnold, chair in property and land use at Brandeis. "We'll then use our assessments to produce a guidebook of best practices and a series of webinars so that any city can use the information to make their climate adaptation planning equitable for all neighborhoods."

UofL Brandeis Law Professor Tony Arnold, fourth from left, will lead the project. Resilience Justice Project Fellows will assist. Pictured with Arnold are the fellows, from left to right, Laken Wadsworth, Rebecca Wells-Gonzalez, Ralph Banchstubbs, Arnold, Carcyle Barrett, Irie Ewers, Jake Mace and Colin Sheehan.

UofL, partners awarded $12 million to advance biomedical innovation and entrepreneurship

The University of Louisville and partners have been awarded $12 million to launch the Mid-South Research Evaluation and Commercialization Hub (REACH), aimed at accelerating real-world impact of biomedical innovations through education, mentorship and financial support for aspiring entrepreneurs. This latest hub under REACH spans a four-state network of Kentucky, Mississippi, Tennessee and Virginia, and is backed by a four-year grant from the National Institutes of Health.

The program focuses on bringing basic science discoveries to market by providing entrepreneurial training for innovators. UofL's role in the hub is to leverage already strong partnerships with regional institutions and transform academic discoveries into real-world products that advance human health by training personnel and funding new technologies.

"UofL is a top-tier, Carnegie Research 1 University," said Kevin Gardner, executive vice president for research and innovation, "and we are proud of our strong track record as a driver of health innovation and entrepreneurship."

28th-annual Research!Louisville showcases practical application and positive impact

The 28th-annual Research!Louisville (R!L) symposium, sponsored by UofL School of Medicine, the Office of the Executive Vice President for Research and Innovation and Norton Healthcare, took place the week of Oct. 2-6. The symposium helps research scholars improve presentation skills, gain experience, meet scholarship requirements for faculty ranking and promotion, build peer networks and receive feedback from scientists in a wide range of disciplines.

This year, R!L presented 365 abstracts. The event featured seminars, presentations and lectures on subjects including nursing research, environmental health sciences, anti-racism research, IRB protocol and more. Richard Woychik, director of the National Institute of Environmental Science and the National Toxicology Program, delivered the keynote address, "Looking to the Future of Environmental Health Sciences."

Also featured was a Q&A forum with renowned medical ethicist and author Harriett Washington; a panel discussion, "The Past is Present: Slavery & Medicine in Louisville History;" and a seminar at the Kentucky Science Center for seventh- through 12th-grade students with a biomedical focus.

Student Leshaia Davis-Johnson presented her research to judges Faye Jones and Ryan Simpson.

UNIVERSITY OF LOUISVILLE®

WKU unveils plans for Hilltopper Fieldhouse and Press Box

Western Kentucky University unveiled plans on Friday, October 20 for a new **state-of-the-art fieldhouse and press box**.

The 120,000-square-foot Hilltopper Fieldhouse will be home to the WKU Forensics and E-Sports programs, as well as provide practice and training space for the Big Red Marching Band and Hilltopper Athletics. The facility will be built upon the land that currently is home to the football practice field, in between Houchens Industries-L.T. Smith Stadium and Nick Denes Field.

The 15,300-square-foot press box will serve as a first-class home for media coverage of Hilltopper Football games. Situated above the existing Harbaugh Club, the press box will house the television broadcast, radio booths, coaches' booths, working press and game operations. Premium suites will also be in the new facility.

"The Hilltopper Fieldhouse will position our student-athletes for additional success," President Timothy C. Caboni said. "But more than an athletics facility, the Fieldhouse also will provide unparalleled, technology-rich, indoor practice spaces for our Big Red Marching Band, our E-Sports teams, and our Forensics team."

"The Hilltopper Fieldhouse will be an incredible complex for our student-athletes to utilize, as well as serving as the home to our Hilltopper Baseball program," Athletic Director Todd Stewart said. "Situated between Houchens Industries-L.T. Smith Stadium and Nick Denes Field, this state-of-the-art facility will enhance every one of our sport programs. The indoor space will allow for year-round, climate-controlled training for all 16 of our programs and puts us in the best position, from a facilities standpoint, we have ever been in the history of WKU Athletics once it is completed!"

WKU selected K. Norman Berry Associates Architects in association with HKS Architects for the project.

A groundbreaking celebration will take place on Friday, Nov. 10, at 10 a.m. Construction on Hilltopper Fieldhouse is expected to officially begin later this fall with project completion late in 2025. The press box construction will begin in December and is expected to be ready for kickoff in 2024.

The new Hilltopper Fieldhouse will:

- Serve as the permanent home to the WKU Forensics program and provide the program with modern classroom, practice, office, and competition space to allow it to continue its run of excellence as the most dominant collegiate speech and debate organization in the country.

- House the WKU E-Sports programs and teams and equip them with state-of-the-art competition space, practice pods and offices.

- Become the new base for the Big Red Marching Band program with dedicated storage/support space for the band as well as a venue for year-round, all-weather practice.

- Include a new Baseball Clubhouse with Locker Room, Weight Room, Team Room and Coaches' Offices.

- House a new baseball hitting facility with four batting cages and flexible multi-purpose space.

- Incorporate an 87,000 square foot indoor training facility for use by the WKU Marching Band, WKU Athletics, Intramurals and the greater WKU community.

- Serve to better equip WKU students for their endeavors in the classroom and in their competitions.

- Serve as a place of learning and collaboration for the various programs that will call it home.

- Celebrate the great success of the programs that will continue to grow and succeed from within this new facility.

- Encourage and provide the tools for innovation, learning, collaboration and success.

The new Press Box will:

- Be constructed within the existing Smith West stadium, as a new floor level built above the existing Harbaugh Club.

- Include modern media and press facilities to enable the media to better broadcast the continued success of the WKU programs.

- Provide state-of-the-art coaches facilities to better equip coaches and staff to guide the student-athletes of the University.

- House several suites for additional premium seating and viewing options.

A Steering Committee comprised of WKU faculty and staff worked with KNBA Architects & HKS Architects to design the new facilities.

WKU Big Red Marching Band receives invitation to perform in London

The WKU Big Red Marching Band has received an invitation to perform in the 2025 London New Year's Day Parade (LNYDP).

The LNYDP is equivalent to the renowned Macy's Thanksgiving Day parade with over 500,000 people in attendance annually. The parade is also televised on PBS to over 500 million people, reaching approximately 82% of U.S. television markets.

On Monday, September 18, an official entourage consisting of former Lord Mayor for the city of Westminster and founding patron of LNYDP, Roger Bramble, the Senior Patron and President of the London Mayors Association, the Chairman of the LNYDP, his aide-de-camp, and Senior Director of International Participation for LNYDP, Bill Northen, arrived at the Houchens Industries-L.T. Smith Stadium to present Dr. Gary Schallert, Dr. Matthew McCurry, and members of the WKU Big Red Marching Band with the official performance invitation.

"We are so excited for our students and our band to be presented with this amazing opportunity to travel and take the name of Western Kentucky University and the WKU Big Red Marching Band to a whole new level," says Dr. Matthew McCurry, Director of Athletic Bands and Associate Director of Bands. "We have worked really hard to put the Big Red Marching Band in the spotlight on a national stage and have our students be recognized for the fantastic work that they do."

This invitation coincides with a landmark year for the WKU Big Red Marching Band. 2025 marks the 100th anniversary of the WKU Band program.

WKU Student Publications business groups receive national awards

Cherry Creative and Student Publications Advertising received multiple awards in the 2023 College Media Business & Advertising Managers annual contest.

WKU Student Publications received recognition in the following categories:

- First place, Best Living Guide for the 2023 Housing Guide

- Second place, Best Sales Strategy for a Special Section for the advertising staff's approach to sell Best of the Hill.

- Second place, Best Sponsored Content or Native Advertising for a downtown Homecoming map designed by Evansville senior Bailey Brush.

- Third place, Best Sales Promotional Materials for 2022-2023 sales fliers designed by Georgetown senior Amelia Curry.

- Third Place, Best Rate Card/Media Kit for the 2022-2023 media kit designed by Curry

- Honorable mention, Best Paid Design Product for the A Table for Y'all dining guide produced in partnership with the Bowling Green Convention & Visitors Bureau

Cherry Creative is a branded content studio housed within WKU Student Publications.

The awards were presented during the CMBAM conference Oct. 12-14 in Minneapolis. The conference, held at the University of Minnesota, brought together students and advisers working on the business operations of student media across the country. Representing WKU at the conference were two student sales representatives, Troy, Illinois, senior Abby Loftus and Mount Washington junior Keelin Davis along with Student Publications Assistant Director Sam Oldenburg. Oldenburg also volunteers on the CMBAM board of directors as the organization's communications director.

A Message From Mason

Mason Dyer
AIKCU President

On Feb. 1, I celebrated both my 18th anniversary at AIKCU and my first official day as president.

Stepping into this role is a great honor, and I thank our board of 18 member presidents for the confidence they've placed in me and our talented staff.

AIKCU is nonprofit, nonpartisan, and working every day to support our member institutions through advocacy and policy work, information sharing, convenings, cost-saving initiatives, and collaborative programs.

I remain invested in this work because I believe deeply in the transformative power of independent colleges. That belief is partly rooted in my own experiences with AIKCU institutions: as an undergrad Pell Grant recipient from a rural Kentucky high school, as an adult graduate student with a full-time job and a very full-time family, and now as a parent of children attending independent colleges.

That belief also comes from knowing the significant role AIKCU members play in Kentucky's education ecosphere, like producing one in five bachelor's degrees awarded in the state. It comes from working with campus staff and observing how, despite challenges, they remain focused on student success. And it comes from hearing students and graduates reflect on the life-changing opportunities our members provide.

Our private colleges are changing the trajectory of individuals, families, and communities. AIKCU is proud to support those efforts.

AIKCU president talks higher ed with CPE president, state legislators, university presidents on 'Kentucky Tonight'

AIKCU President Mason Dyer joined other guests to discuss the state of higher education on KET's "Kentucky Tonight" Sept. 18.

Host Renee Shaw asked the panel to focus on what is and isn't working 25 years after higher ed reform in Kentucky, including a look at enrollment, cost, state education funding, COVID's impact on colleges, and the end of race-based admissions.

The panel also included Council on Postsecondary Education President Aaron Thompson; Sen. David P. Givens (R), president pro tempore; Sen. Gerald A. Neal (D), minority floor leader; Eastern Kentucky University President David T. McFaddin; and Murray State University President Robert L. "Bob" Jackson.

Dyer said that while Kentucky's independent, private colleges face challenges, there is positive news.

"Enrollment nationally is a challenge for independent colleges," Dyer said. "The perception of cost is a real stumbling block for a lot of folks. What people need to understand is that there is a lot of student aid out there and available once you fill out the FAFSA and go through the process."

He said there are also some challenges in attracting a qualified workforce, particularly on campuses located in rural parts of the state that are doing really good work but might find it hard to draw candidates to fill key roles.

"But overall, our members are strong," Dyer said. "I think overall our freshman enrollment is up about 3%. My presidents tell me that there's a lot of energy on campus, and things are much more normal, even more than they were last year."

Watch at ket.org/program/kentucky-tonight/higher-education-in-kentucky/.

AIKCU FAST FACTS: Lottery & Institutional Aid

1 **$88 million** in Kentucky Lottery-funded aid was distributed to AIKCU students in Fiscal Year 2022-23.

2 **$400 million** in institutional aid was distributed to AIKCU students in Fiscal Year 2021-22.

Brescia's SGA president to represent AIKCU students on statewide board

Emilee Clark, president of the Brescia University Student Government Association, has been appointed to the 2023-24 Kentucky Board of Student Body Presidents. Clark will represent the Association of Independent Kentucky Colleges and Universities as she works to build and convene a network of independent college student leaders.

"I am honored and excited to serve as the AIKCU representative for this school year, and I am proud to be the representative selected from Brescia University," Clark said. "I look forward to working with my fellow Student Body Presidents of Kentucky, as well as the AIKCU organization."

Clark, a senior from Owensboro, Ky., is a student-athlete studying pre-law and political science at Brescia University. In addition to being SGA president, she is also a member of the Student Athlete Advisory Committee and the golf team.

She previously served as SGA parliamentarian and a student ambassador, and was a Disney College Program Participant. She received the 2023 Founder's Day Athletic Leadership Award and was the 2020 Kenergy Washington Youth Tour Recipient.

She contributes to her local community by crocheting blankets for residents in an assisted-living facility and donating to a nonprofit as a member of Impact100 NextGen Owensboro.

"Emilee's concern for the well-being of her student body and involvement in her community demonstrate her empathy and focus on helping others," AIKCU President Mason Dyer said. "Her enthusiasm and leadership skills will serve her well as she represents independent college students at the state level and builds connections among our AIKCU student leaders."

Clark is the second Brescia student to serve on the KBSBP. Previous AIKCU appointees have also come from Bellarmine University, Centre College, Lindsey Wilson College, Spalding University and Transylvania University.

ABOUT THE KBSBP

The Kentucky Board of Student Body Presidents was established by state statute in 2013. It includes the student government leader from each of Kentucky's eight public universities, two student leaders from the Kentucky Community & Technical College System, and one student leader from an AIKCU member institution.

The KBSBP advises the legislative and executive branches, the Kentucky Council on Postsecondary Education, and Kentucky's university presidents on postsecondary education issues and the concerns of college students.

Kentucky's private colleges represented at NAICU Fall Leadership Conference

Midway University President and AIKCU Board Chair John P. Marsden, Campbellsville University President Joseph Hopkins, and AIKCU President Mason Dyer represented Kentucky's private colleges at the 2023 Fall Leadership Conference in Washington, D.C.

The event was hosted by the National Association of Independent Colleges and Universities and took place Oct. 18-20.

The conference gave NAICU board members, members of the NAICU State Executives, and NAICU Policy Committee members the opportunity to discuss in depth the issues facing independent higher education.

President Marsden serves on the NAICU Tax Policy Committee, while President Hopkins and President Dyer were recently appointed to NAICU's Policy Analysis Committee and Public Relations Committee.

University of Pikeville President Burton J. Webb serves on the NAICU Board of Directors.

Policy update to be focus of December AIKCU member event

AIKCU will host a Winter Meeting on State & Federal Affairs for members on Wednesday, Dec. 13, at Midway University.

AIKCU members will be briefed by policymakers on a range of state and federal issues.

In addition, the following AIKCU groups will meet to dig into the specifics of some of these issues:

- AIKCU Presidents
- Business Officers
- Chief Academic Officers
- Financial Aid Officers
- Human Resources Officers