

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION WORK SESSION



March 28, 2024 – 10:00 a.m. ET

CPE Offices, 100 Airport Road, Frankfort, KY 40601, Conference Rm B

- I. **Welcome Remarks**
- II. **Mid-term Review of the 2022-30 Strategic Agenda**
- III. **Strategic Discussion with Eastern Kentucky University 2**
- IV. **Strategic Discussion with Morehead State University 24**
- V. **President Update on Current Initiatives and Work**
- VI. **Adjournment**
The Council will reconvene for a business meeting at 1:00 p.m. ET.



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

Eastern Kentucky
University

March 28, 2024



Affordability



Transitions



Success



Equity



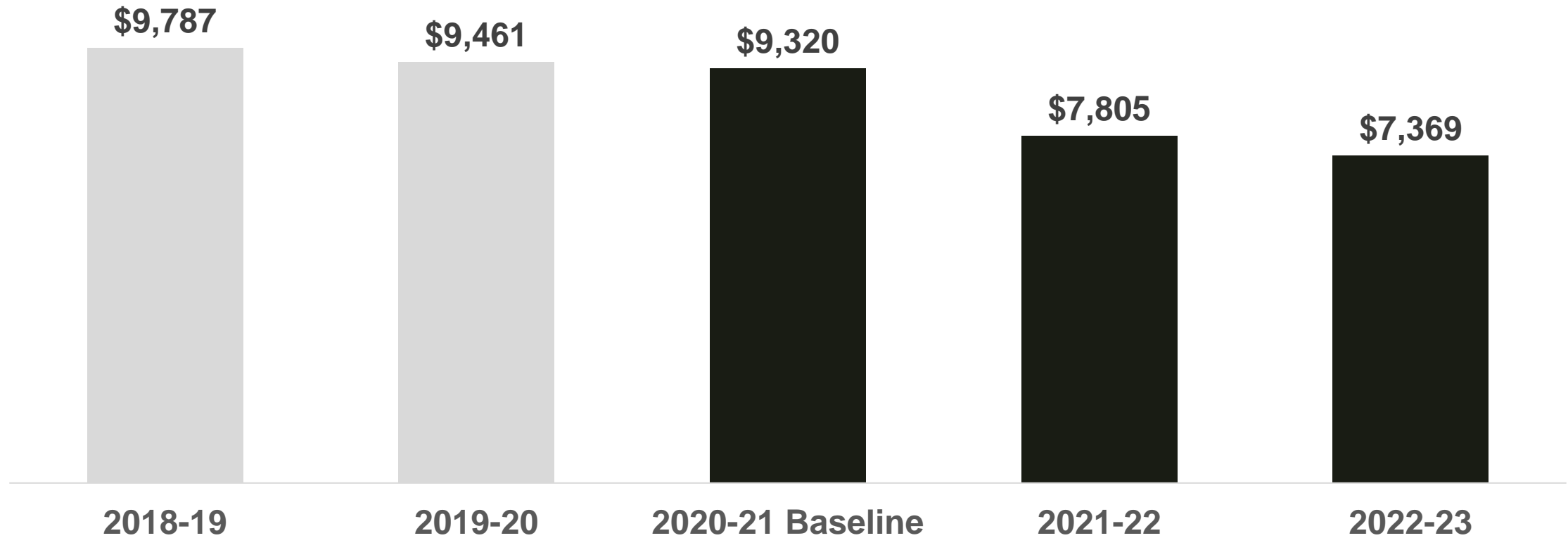
Talent



Value

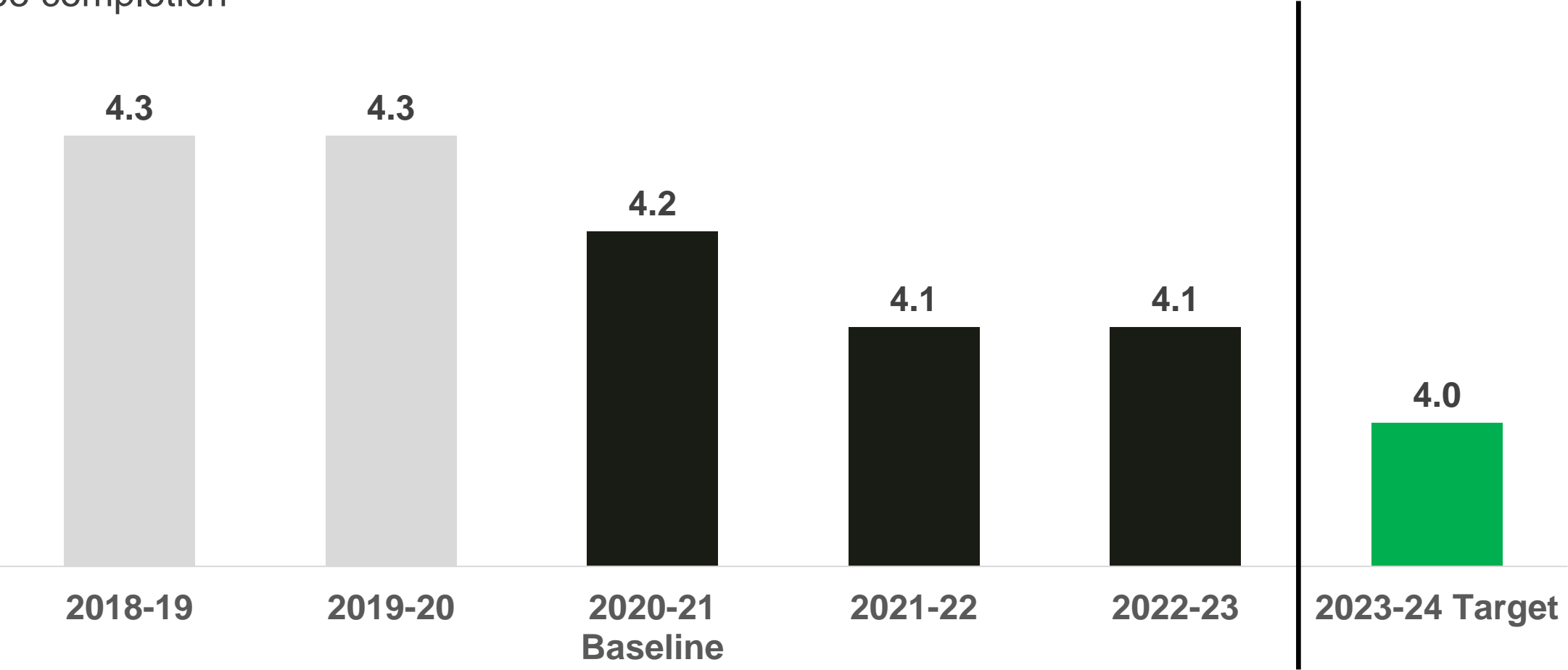
KEY PERFORMANCE INDICATORS -- AFFORDABILITY

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



KEY PERFORMANCE INDICATORS -- AFFORDABILITY

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



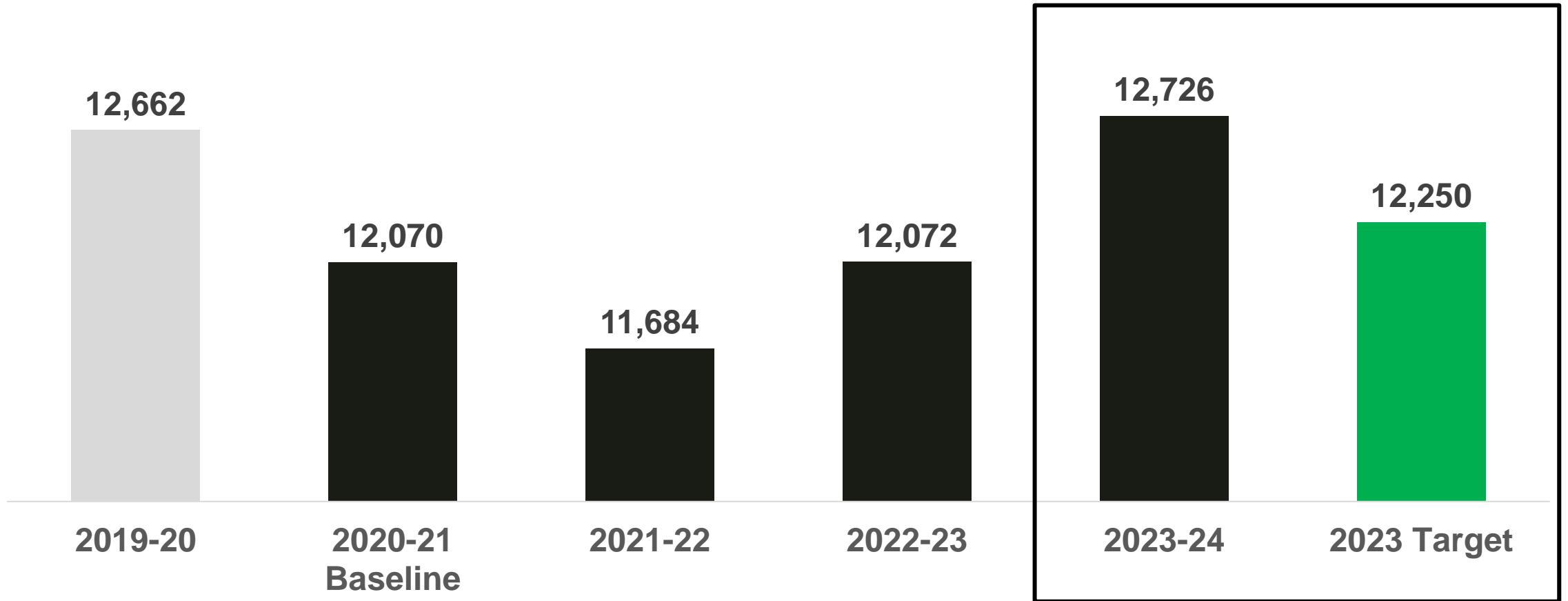
EKU'S KEY STRATEGIES ON AFFORDABILITY



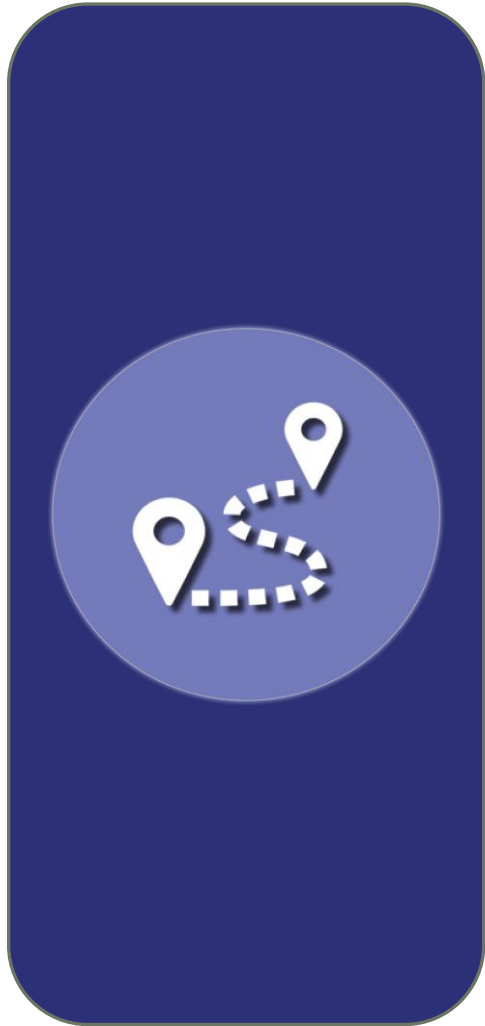
- **Unmet Need has decreased 5.6%** to \$7,369, the lowest amount reported in recent years.
- Of Fall 2023 freshman, **63% earned merit aid**, an increase of 11% since 2019.
- EKU expanded the BookSmart program to graduate students: now **100% of EKU students receive free textbooks**
- Our commitment to students' success extends beyond the classroom through **housing grants** for students in need and those who do not have a safe and/or stable place to stay.
- Since its inception in January 2020, the **Student Assistance Fund for Eastern (SAFE)** offers hope for EKU students facing unforeseen challenges. In four years, SAFE has assisted over 300 students, providing over \$123,000 in much-needed financial aid, as well as funding for a variety needs, from dental care to technology repairs.

KEY PERFORMANCE INDICATORS -- TRANSITIONS

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



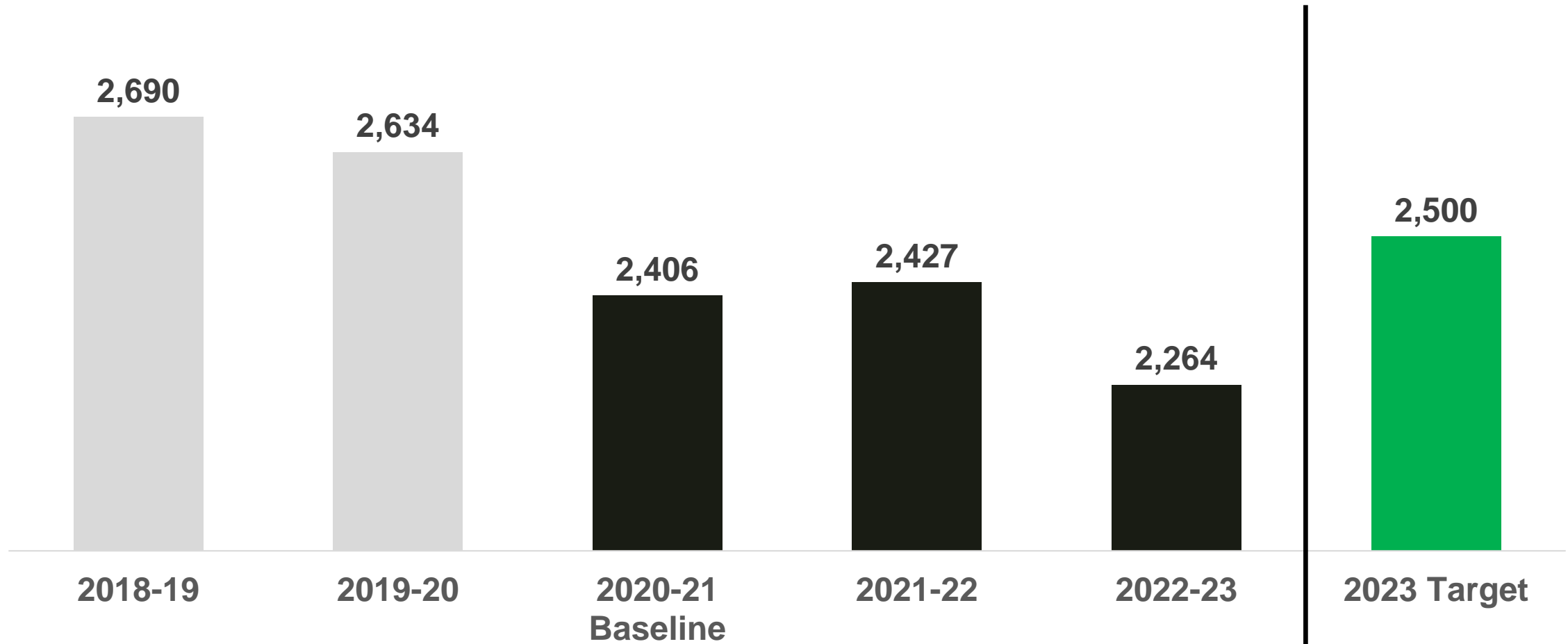
EKU'S KEY STRATEGIES ON TRANSITIONS



- EKU has sustained enrollment **growth in the freshman class**: 9.2% growth from 20-21, 9.0% growth from 21-22, and 1.9% growth from 22-23.
- Total enrollment grew in 22-23 with a **4.8% increase**, including increased accessibility for all populations surpassing the CPE Diversity Target Goal (both undergraduate and graduate).
- Implemented a new process for proactive communications regarding **articulation of transfer credit**. This communication includes just in time communications for recording, articulation, and syllabus needs from students.
- Developed **enhanced recruitment measures** in admitted student days, Senior Spotlight days, College Enrollment Centralization, and Funding High School visits to our campus.

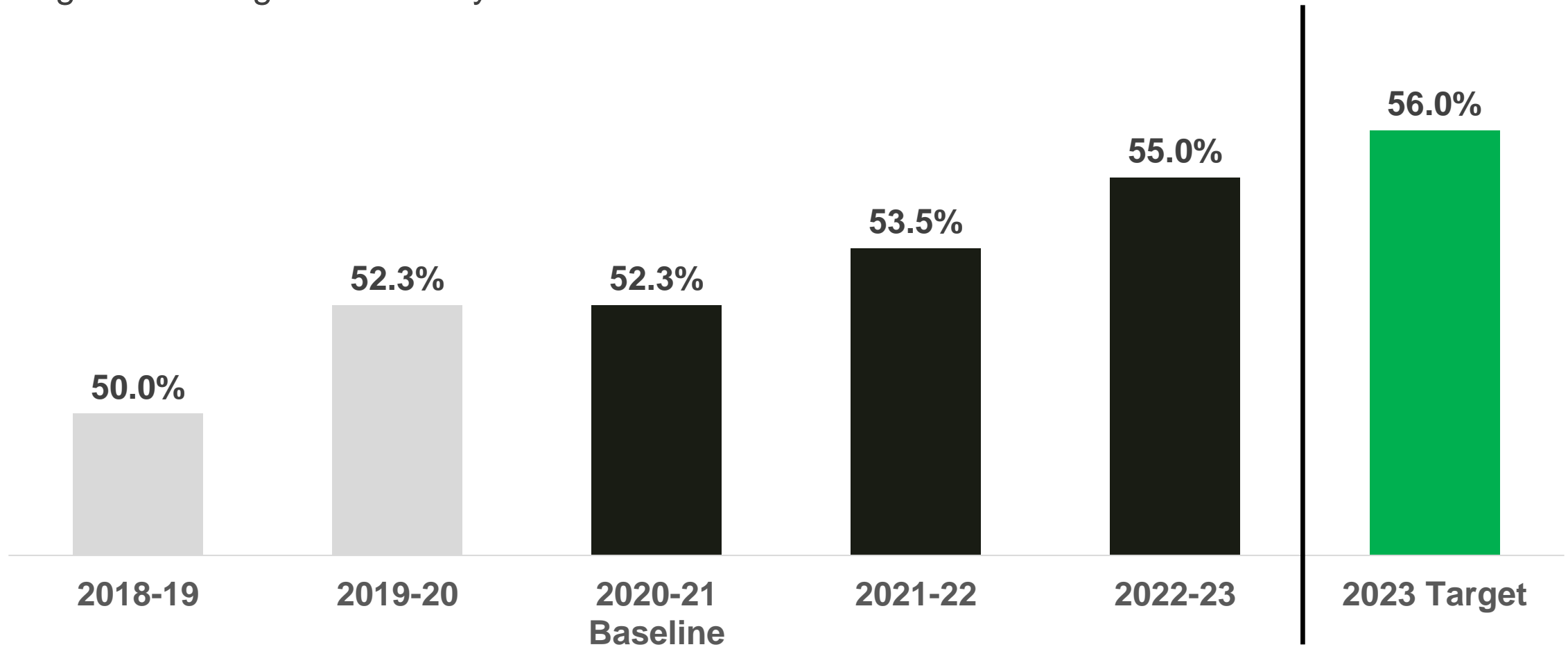
KEY PERFORMANCE INDICATORS -- SUCCESS

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



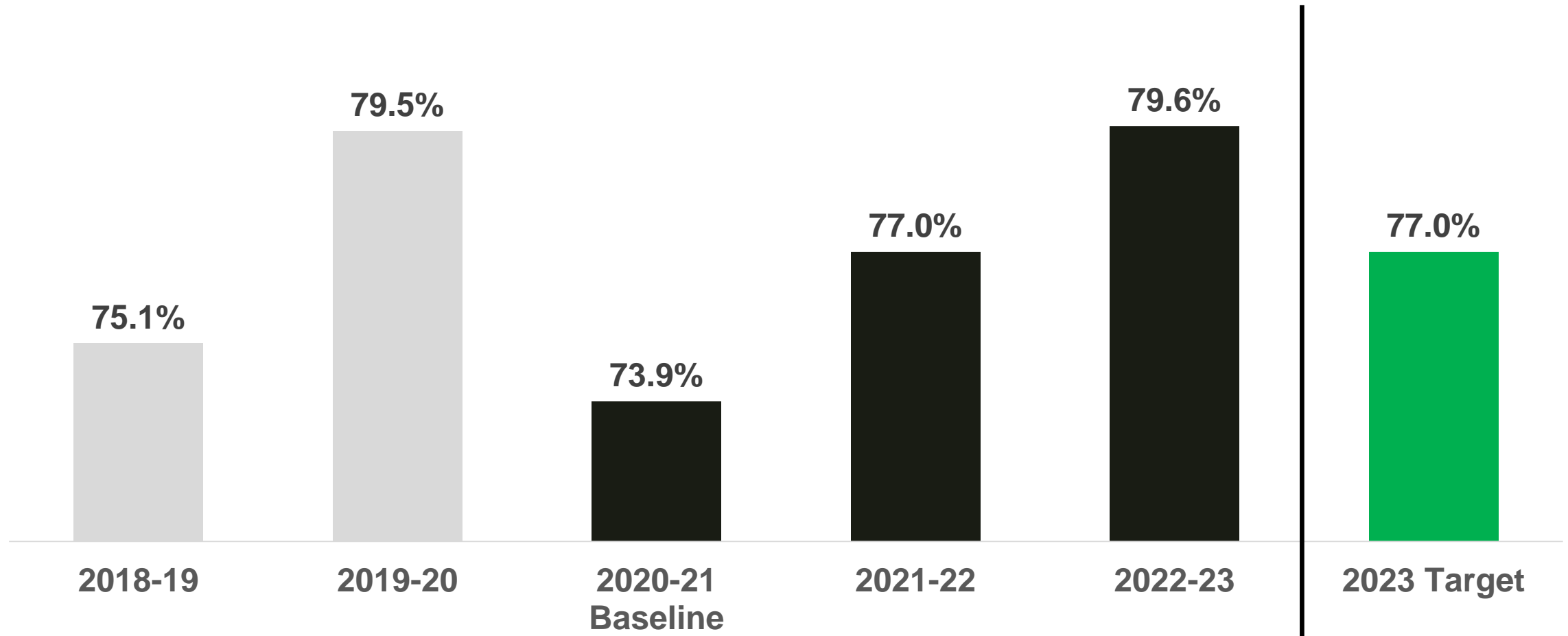
KEY PERFORMANCE INDICATORS -- SUCCESS

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



KEY PERFORMANCE INDICATORS -- SUCCESS

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



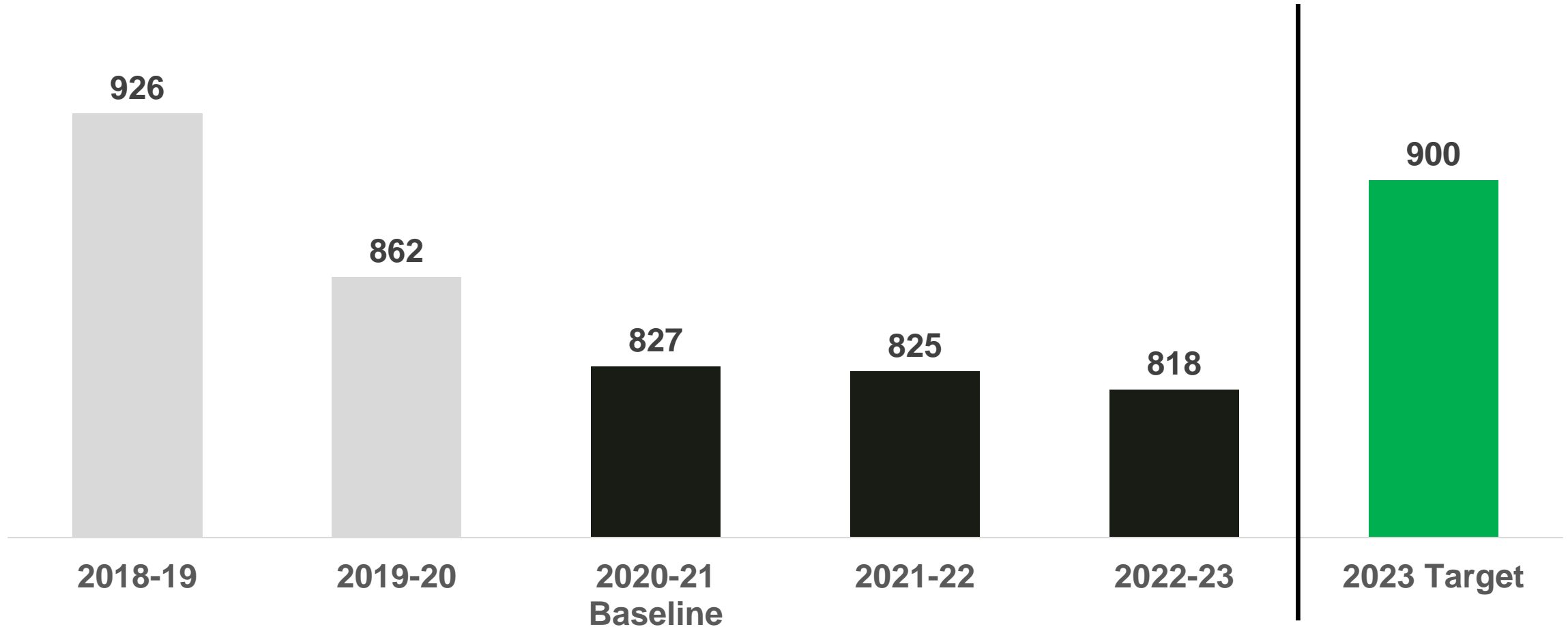
EKU'S KEY STRATEGIES ON SUCCESS



- The 21-22 graduation rate of **55%** is the highest six-year graduation rate reported.
- The current retention rate of **79.5%** achieves the **23-24 target of 77%**. Increased retention is also occurring among under served and low-income students.
- A reorganization of Advising & Career Services, increased collaboration with college advisors, “Advising 360” an upgraded advising portal, and increased outreach through micro-surveys and strategic nudges have contributed to increased retention.

KEY PERFORMANCE INDICATORS -- TALENT

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

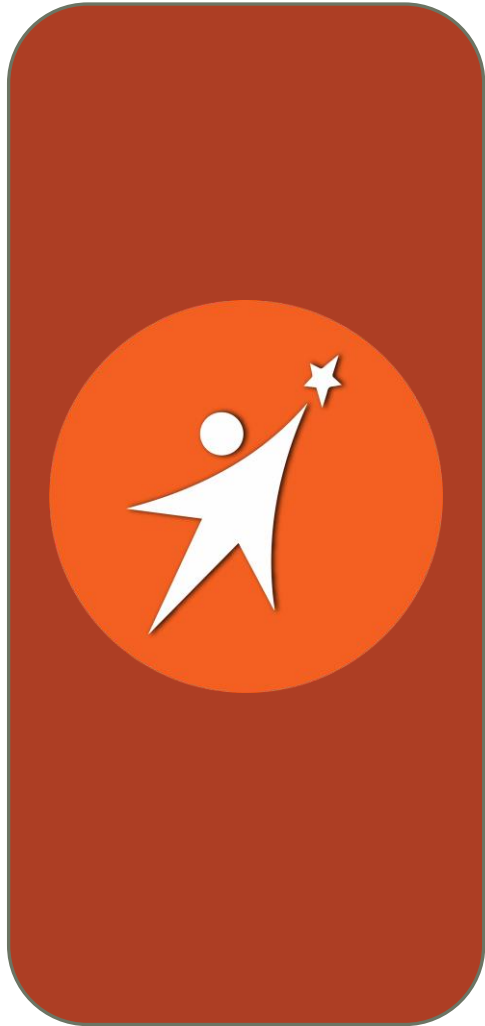


EKU'S KEY STRATEGIES ON TALENT

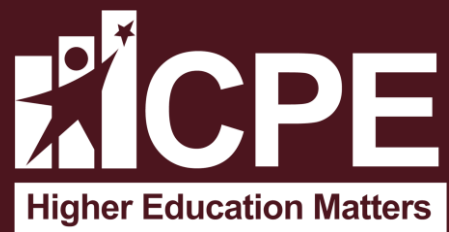


- EKU launched a campuswide initiative to evaluate innovative approaches to increasing online enrollment.
- We are pursuing institutional approval for **competency-based education** programs, and strategically prioritizing resources to support **credit for prior learning**.
- We have **surpassed our goal of having a diverse talent pool** in both Management Occupations (10.4%) and Tenure/Tenure-Track faculty (9.3%).
- Our full-time, tenure/tenure-track faculty retention has **increased to 93.6%**.

EKU'S KEY STRATEGIES ON VALUE



- EKU paid **\$40 million in institutional aid** in 2023-2024, compared to \$36.9 million in 2021-2022.
- We are examining institutional aid models and discount rates to **maximize student value** with university success.
- EKU is improving the curriculum to support post-graduation employability through **skills integration**.
- We are right-sizing **course capacities** and frequency of **course offerings** to optimize resources and enhance student experience.





Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION Matters

A Campus Action Plan for Eastern Kentucky University

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Package financial aid to support the University's mission as a School of Opportunity. (Measure: Annual review of financial aid awards to analyze acceptance rates, class dynamics and adherence to budget priorities.)
- 1b. Implement a strategic budget process aligning with strategic plan priorities. (Measure: Annual review of strategic budget priorities for cost minimalization and resource allocation to support its mission as a School of Opportunity.)
- 1c. Maintain campus infrastructure, evidenced by the execution and completion of work orders, to reduce costs of catastrophic losses and increased emergency maintenance costs. (Measure: Annual review of deferred maintenance program to proactively maintain critical infrastructure pieces to reduce emergency maintenance costs.)
- 1d. Via housing and residence life, continue to offer housing scholarships for identified students that have a financial need preventing them from living on campus. (Measure: Annual review of housing awards.)

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

- 2a. Provide personalized, timely and quality service regarding OSS to university stakeholders via central student services. (Measure: Annual review of customer-service metrics, including email and phone volume, and OSS communications for timeliness, accuracy, and responsiveness.)



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

- 3a. Increase the number of dual credit partners in the region. (Measure: Annual review of the number of dual credit partners as measured by dual credit academic agreements.)
- 3b. Expand opportunities for engaging K-12 learners in college preparation and exploration programs. [Measure: Annual review of K-12 programming (natural areas, summer bridge, summer camps, etc.)]
- 3c. Create a new comprehensive digital presence aimed at supporting student interest and understanding of postsecondary opportunities at EKU. (Measure: Annual review of digital analytics and focus group feedback.)

4. Increase enrollment in postsecondary education.

- 4a. Develop and implement a new strategic enrollment plan. [Measure: Annual review of enrollment metrics and collaborative practices (yield, enrollment, progression, completion, etc.)]
- 4b. EKU's Center for Inclusive Excellence and Global Engagement will collaborate with campus partners to offer programming and provide consultation to recruit students and to increase retention and sense of belonging for historically marginalized students. (Measure: Annual review of URM and low-income student success metrics.)



SUCCESS

Objectives, Strategies & Targets

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

- 5a. Collaborate with university and other institutional partners to identify student needs in Kentucky and experiment with implementation of student success projects. (Measure: Annual review of leading-edge student success projects and collaboration with university and external partners.)
- 5b. Identify and promote efforts to support progression and program completion. (Measure: Annual review of retention, progression, and completion rates.)
- 5c. Provide mental health services that empower students to make and sustain positive life changes that promote lifelong wellness. (Measure: Annual review of CCAPS scores to track change between each clinical contact.)

6. Maximize transfer of academic and experiential credit.

- 6a. Streamline the review of academic credit to support transfer students' timely admission and enrollment and progress towards degree. (Measure: Annual review of transfer of credit metrics.)
- 6b. Support student transfer opportunities by concretizing program pathways. (Measure: Annual review of number of partners and numbers of program pathways.)

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

- 7a. Provide transformative experiences for students through events, activities, support services and engagement opportunities. [Measure: Annual review of student engagement assessment results (via focus groups, surveys, and attendance).]
- 7b. Create dynamic environments for innovation in teaching and learning by delivering programming for faculty that promotes educational excellence. (Measure: Annual review of innovative teaching, learning, and educational development programming for current practices, application and impact.)
- 7c. ECU Outreach and Engagement will modernize facilities infrastructure and diversify program offerings to continue to create safe, welcoming and engaging environments. (Measure: Annual review of training facilities and technology, event infrastructure, and program offerings.)
- 7d. Continue to examine program demand and effectiveness through the existing, rigorous Academic Program Review process. (Measure: Annual review of academic programs and resulting actions driven by economic data.)



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

- 8a. Expand the corporate educational partnership program to more employers and students. (Measure: Annual review of the numbers of partnerships and students.)
- 8b. Strengthen campus-based career advising through professional development of career and academic advisors. (Measure: Annual review of the numbers of advisors participating in professional development and the implementation of new initiatives.)
- 8c. Conduct an evaluation of current career advising programs and activities to identify new directions for work-based learning and career relevant experiences. (Measure: Creation of a comprehensive report of current practices.)

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

- 9a. Pursue innovative community partnerships that jointly advance the needs of the both the University and local community. (Measure: Annual review of established partnerships and outreach metrics with state and federal policymakers.)
- 9b. Identify economic trends and growth opportunities through the adoption of an updated program proposal process. (Measure: Annual review of the number of new proposed programs driven by Kentucky economic indicators.)



VALUE

Objectives, Strategies & Targets

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

10a. Create a new comprehensive digital presence aimed at supporting student interest and understanding of postsecondary opportunities at EKU. (Measure: Annual review of digital analytics and focus group feedback.)

10b. Regularly assess alumni regarding overall satisfaction and recommendations, program experience, continuing education, and employment and career satisfaction. (Measure: Annual review of survey results.)

11. Build support for greater investment in postsecondary education.

11a. EKU Development and Alumni Engagement will implement a new CRM to facilitate fundraising and engagement. (Measure: Conduct an analysis of the previous capital campaign and write fundraising goals based on strategies and initiatives identified by EKU.)



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.17	4.0
Undergraduate Enrollment	12,070	12,250
Undergraduate Degrees/Credentials	2,406	2,500
Graduate Degrees	827	900
Retention Rate	73.9%	77.0%
Graduation Rate	52.3%	56.0%

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

March 2022



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL ANNUAL UPDATE

Morehead State University

March 28, 2024



Affordability



Transitions



Success



Equity



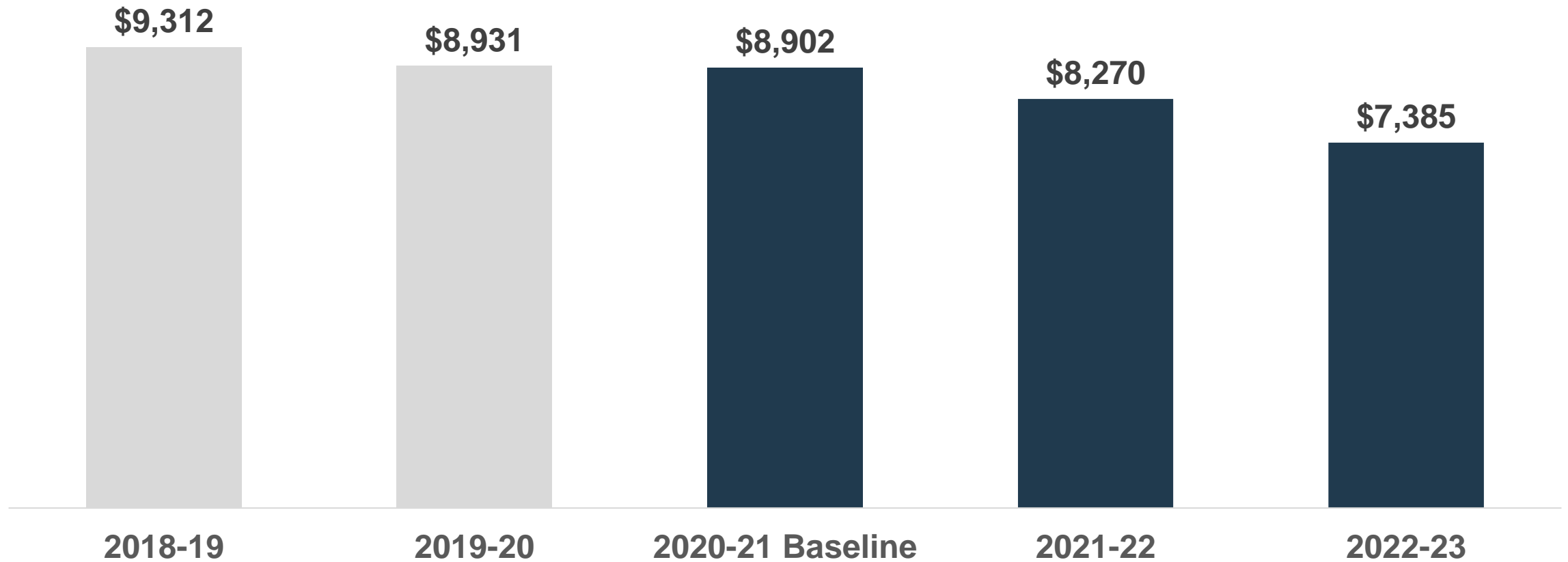
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Value

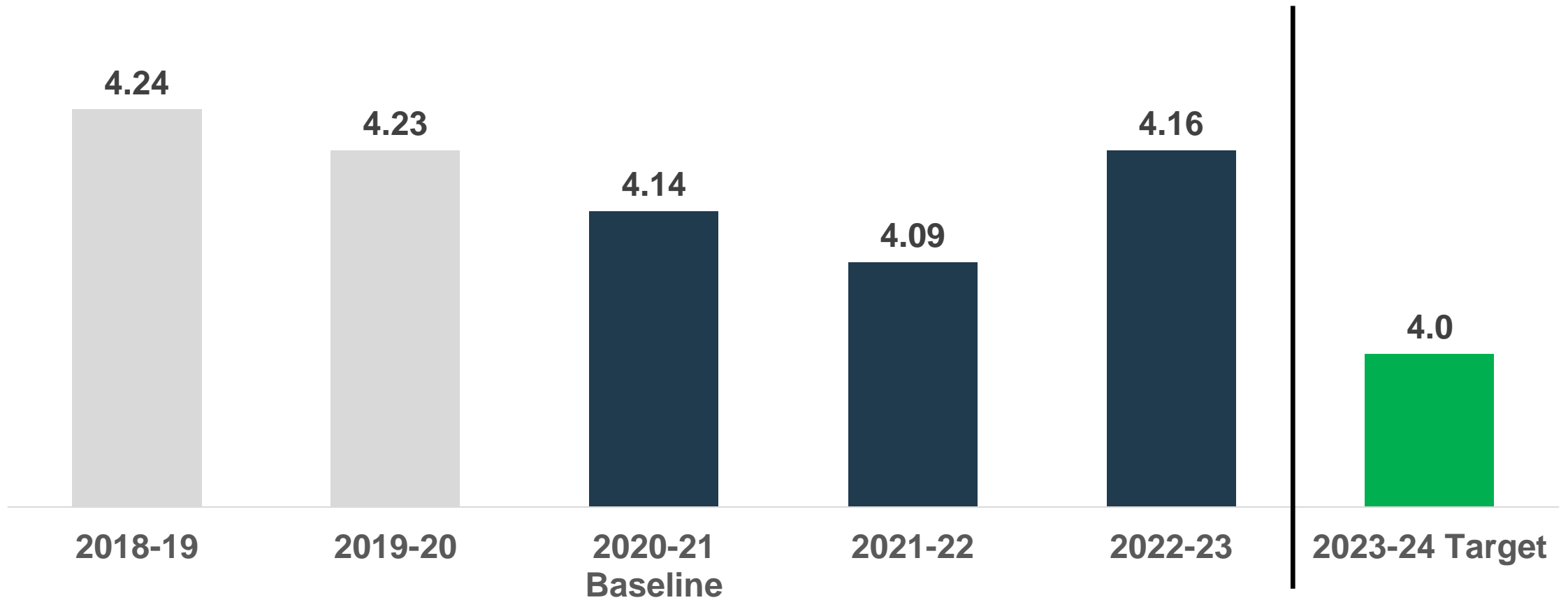
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Unmet Need: Average amount students must pay out-of-pocket after all financial aid and expected family contributions.



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



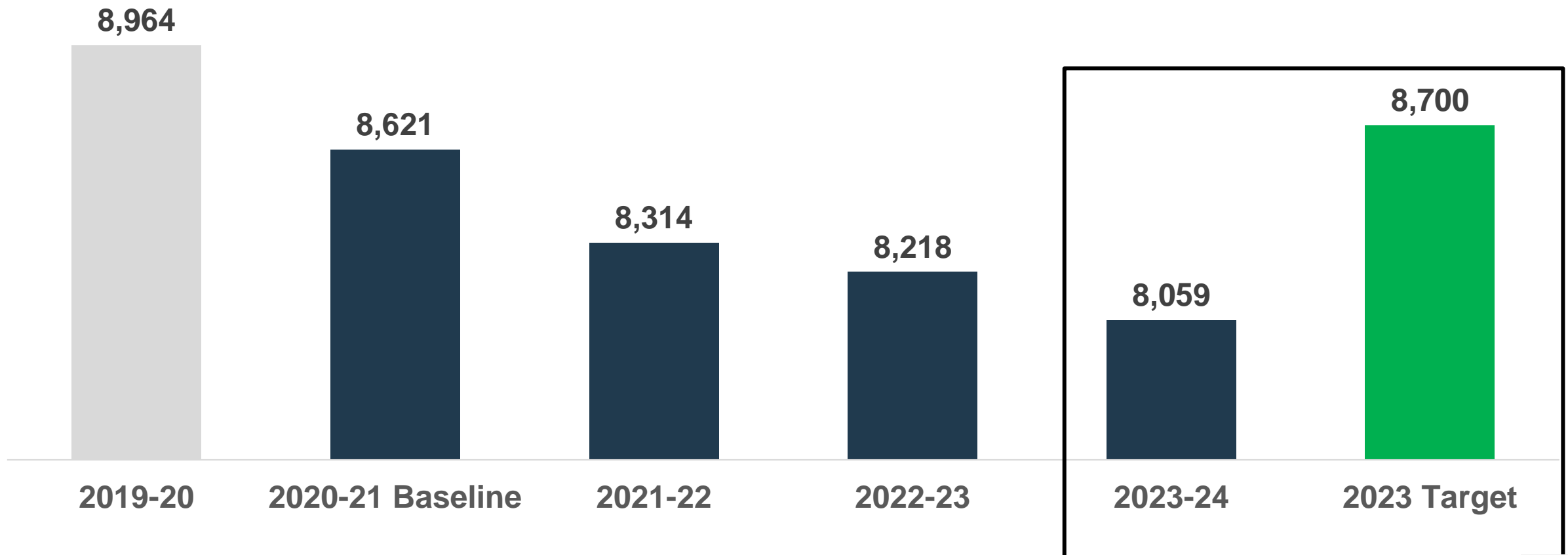
MSU'S KEY STRATEGIES ON AFFORDABILITY



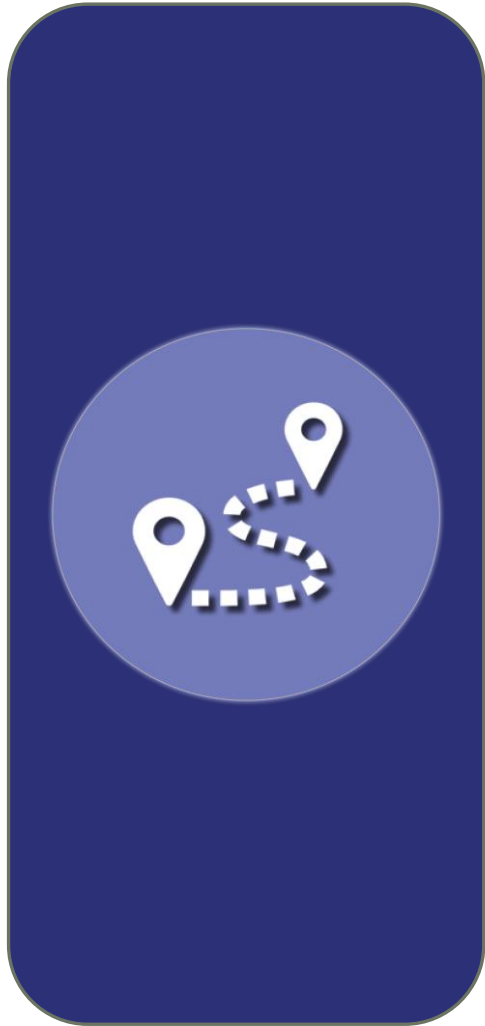
- Continue to maximize **MSU Foundation and private scholarship opportunities** for gifted high school program participants, specifically targeting those students who have attended programs at MSU.
 - Continue to expand **dual credit opportunities** in strategic areas.
 - Identify and address the educational needs of our service region through **regional education and outreach programs** including TRIO, Upward Bound, Talent Search and the Educational Opportunities Center. These programs engage community partners to provide numerous services, including information on how to pay for college.
-
- ***Lowest Tuition among KY 4-year institutions (with exception of KSU)***
 - ***In 2022-23, 49% of full-time, first-time degree-seeking UG students earned pell aid; 75% earned merit aid***
 - ***Continuing to use Eagle Assistance Fund for last dollar scholarships***

KEY PERFORMANCE INDICATORS -- TRANSITIONS

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



MSU'S KEY STRATEGIES ON TRANSITIONS



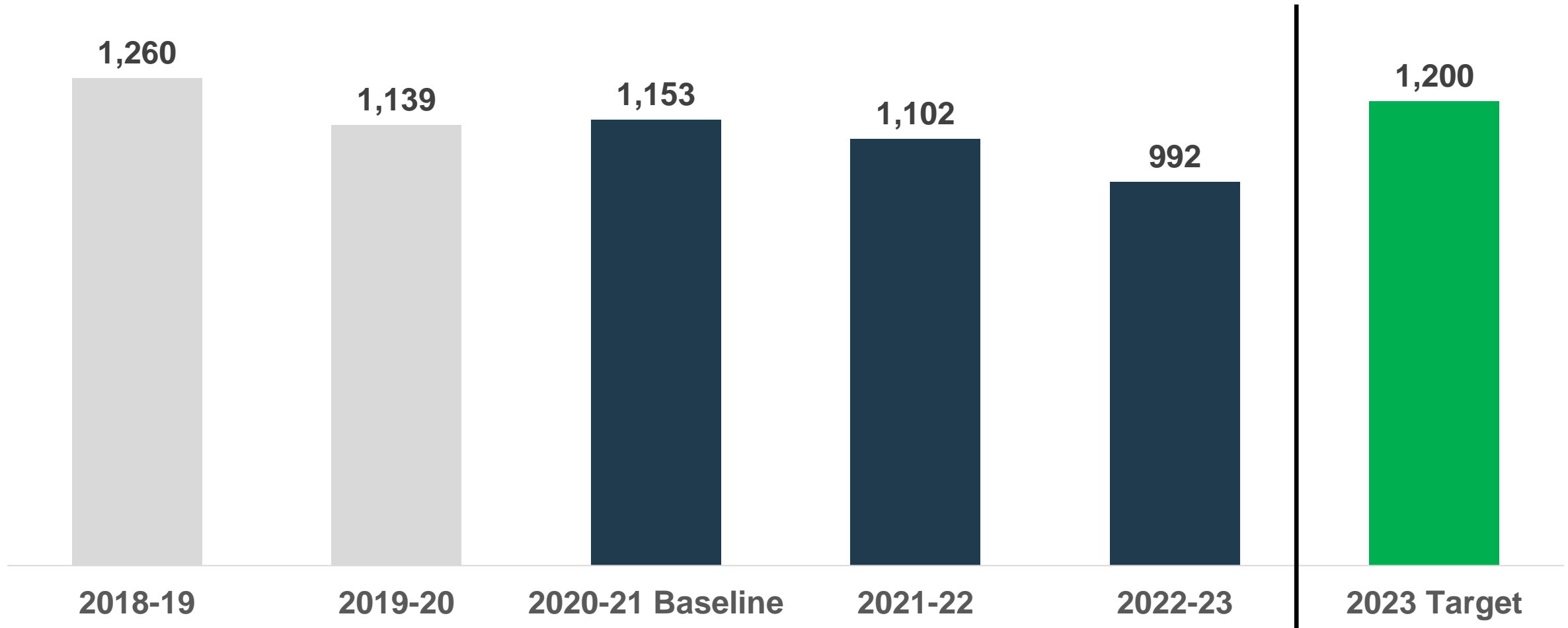
- Continue to refine and update **transfer agreements** with 2-yr partners.
- Identify/address the educational needs of our service region through regional education and outreach programs. These programs engage community partners to provide numerous services, including information on how to pay for college.
- Optimize the university's **student scholarship program** to enhance enrollment, including that of out-of-state and international students.



- ***Undergraduate URM enrollment*** continued to increase reaching 9.3% of total enrollment and **exceeding target**; ***UG Hispanic student enrollment*** also continued to increase reaching 3.1% and **exceeding target**.
- The ***Eagle Scholars Dual Credit program*** continues to grow and included partnerships with **48 high schools** in 2022-23.

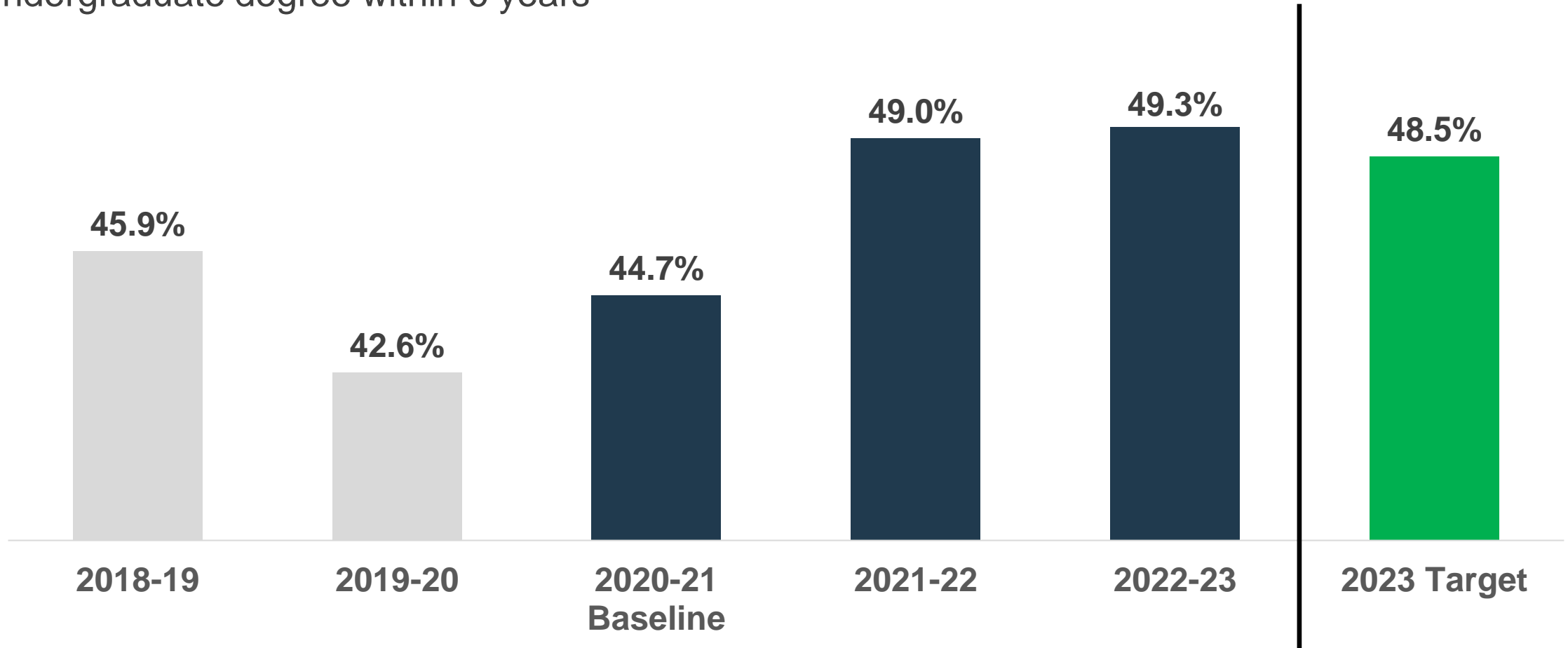
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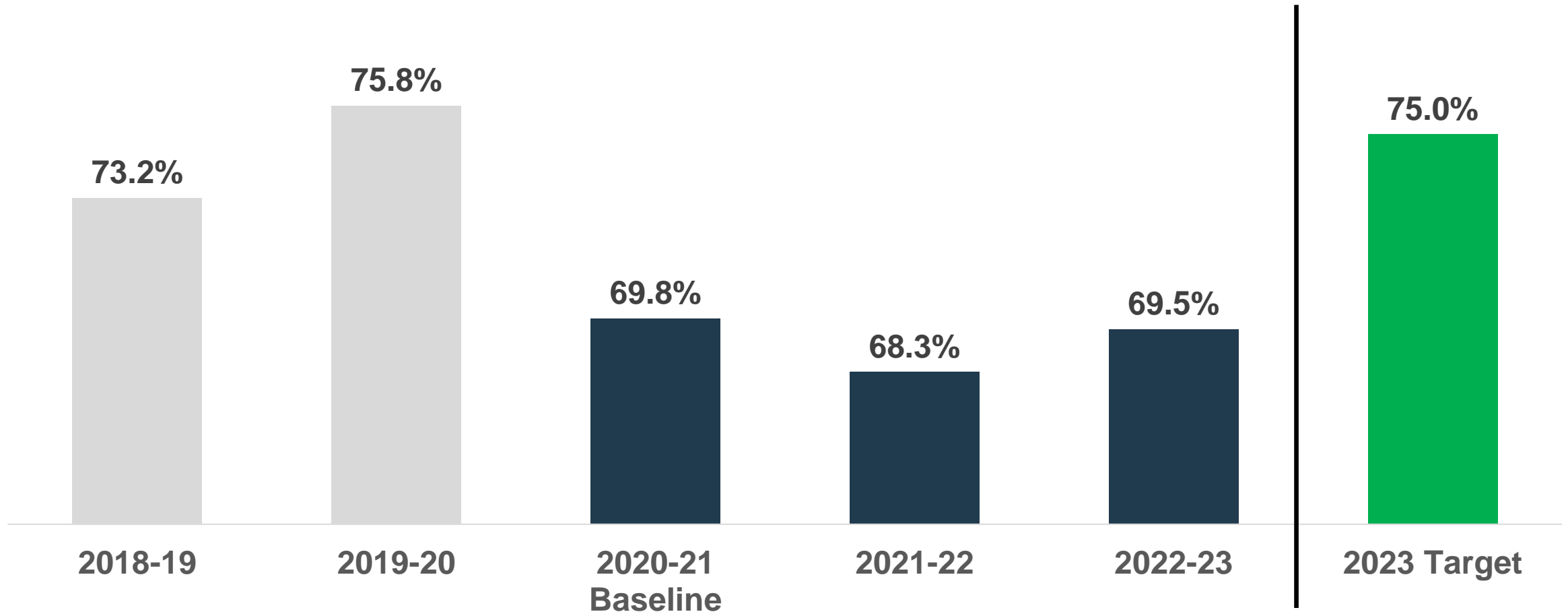
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Graduation Rate: Percentage of first-time, full-time degree-seeking students who receive a undergraduate degree within 6 years



KEY PERFORMANCE INDICATORS -- SUCCESS

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



MSU'S KEY STRATEGIES ON SUCCESS

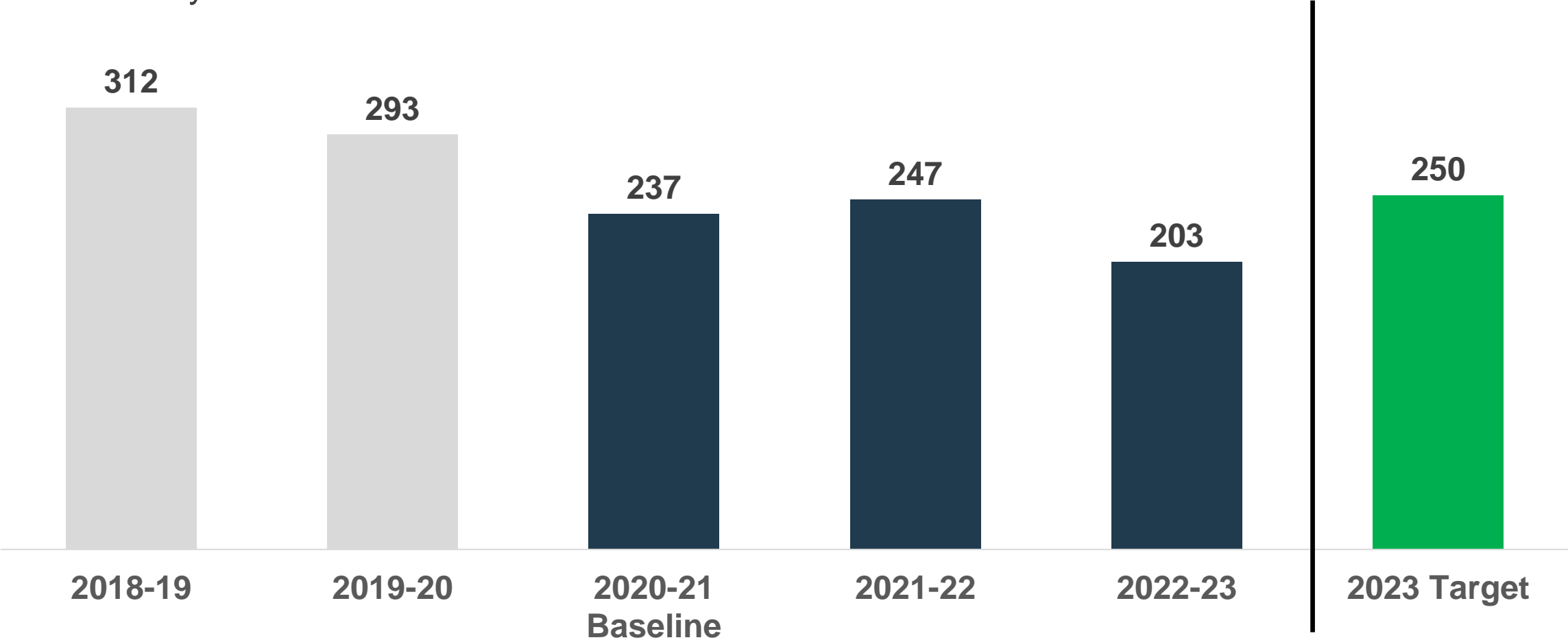


- Implement high-impact learning practices (e.g., internships, practicums, clinical experiences, student research projects, study abroad, service learning, mentorships), with a goal for ensuring all undergraduate students to participate in at least one high-impact activity.
- Continue to provide a strong first-year seminar and expand tutoring opportunities.
- Continue to improve University housing & encourage students to live on campus.
- Support the overall success/retention of a diverse student body by via a sophomore experience.

-
- *URM graduation rate (41.0%) and retention rate (58.9%) trends experienced positive trends overall.*
 - *LI graduation rate (41.9%) and retention rate (66.1%) also increased.*
 - *MSU's overall 6-yr **graduation rate has increased 7.6%** over the past 6 years and has **exceeded target for all students, URM, and LI students.***

KEY PERFORMANCE INDICATORS -- TALENT

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

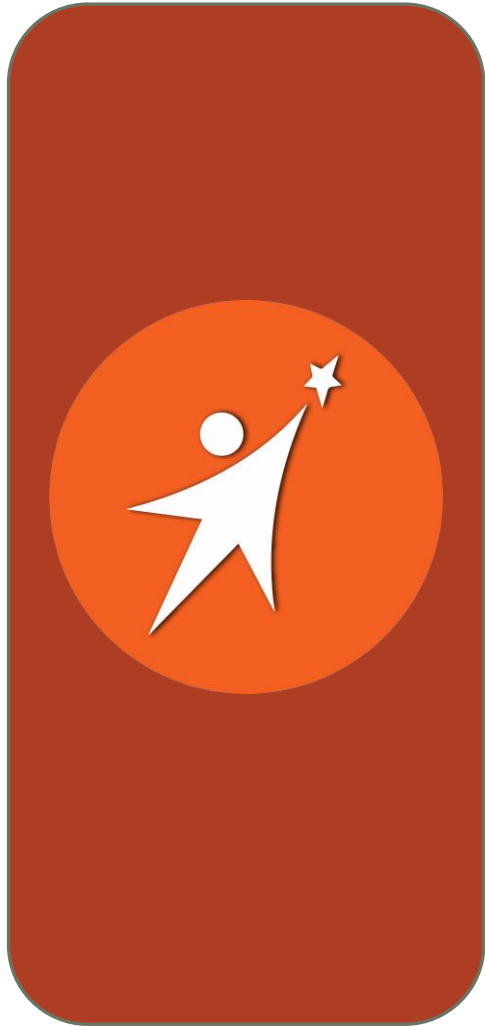


MSU'S KEY STRATEGIES ON TALENT



- Student Talent: Implement high-impact learning practices with goal for ensuring all UG students participate in at least one HIP activity.
 - Student Talent: Evaluate and improve student employment experiences via career services to ensure meaningful work experiences.
 - Employee Talent: Continue to increase employee salaries to retain and attract quality employees.
-
- *MSU has **surpassed targets** set for faculty and management diversity.*
 - *MSU has **significantly closed gap on compensation as compared to peers.***
 - *MSU is **actively advancing goal** of having **all students complete a HIP before graduation.***

MSU'S KEY STRATEGIES ON VALUE



- Continue to promote the combination of affordability, small class sizes and student success available at MSU.
 - Continue to increase MSU's reputation (internally and among peer institutions) in academic excellence and student success (e.g. US News & World Report).
 - Clearly identify and communicate MSU's distinctive attributes to attract students, donors, faculty, staff, and education and industry partners.
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- *MSU has **consistently maintained** institutional aid for student scholarships.*
 - ***Small class sizes (1-14)***
 - ***MSU ranks in US News & World Report's Top 20 in Public Regional Universities in the South, also at #6 in Undergraduate Teaching.***





Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for
Morehead State University

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Improve the process for identifying students with financial need near degree completion and distribute funds to them and monitor their progress more effectively.
- 1b. Optimize the University's student scholarship program to enhance enrollment including that of out-of-state and international students. This includes both merit and need-based scholarships like the Eagle Assurance scholarship.
- 1c. Increase investment in merit-based scholarships for deserving Craft Academy, Governor's Scholars, Governors School for the Arts, Governors School for Entrepreneurs and other gifted student high school program participants, specifically targeting those students who have attended programs at MSU.
- 1d. Competitively position the University among regional comprehensive universities with respect to cost of attendance. Our goal is to remain among the lowest priced universities in the state.
- 1e. Evaluate and develop alternatives to effectively manage the University's rising pension costs. Savings would be passed on to students via stabilizing tuition and fees costs.
- 1f. Conduct a comprehensive campaign focused on raising funds for student scholarships.

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

- 2a. Increase the matriculation of students participating in the Eagle Scholars program (high school dual credit) through more frequent and planned contact with MSU faculty/staff, including faculty/staff visits to each program or school, as well as high school students touring the MSU campus each year. Eagle Scholars participants have access to the same MSU services as residential students, including academic advising, early orientation, early scholarship awards and access to financial aid counselors.
- 2b. Identify and address the educational needs of our service region through regional education and outreach programs including TRIO, Upward Bound, Talent Search and the Educational Opportunity Center. These programs engage community partners to provide numerous services, including information on how to pay for college.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

- 3a. Identify and address the educational needs of our service region through regional education and outreach programs, including TRIO, Upward Bound, Talent Search, and the Educational Opportunity Center. These programs work with community partners to provide numerous services, including preparing students for postsecondary work.
- 3b. Ensure Morehead's teacher preparation programs are producing an adequate number of high-quality, effective educators.
- 3c. Provide high school students in our region with opportunities for career exploration and college planning, with a means to illustrate their academic and leadership experiences throughout their educational career.

4. Increase enrollment in postsecondary education.

- 4a. Expand recruitment pipelines and strengthen connections to under-represented minority populations by visiting high schools with higher URM populations, increasing minority scholarship funding, developing stronger relationships with Black Achievers programs in larger cities and developing a new multi-cultural showcase on campus.
- 4b. Use predictive analytics to identify and guide student recruitment practices.
- 4c. Increase the matriculation of students participating in the Eagle Scholars program (high school dual credit) through more frequent and planned contact with university faculty/staff.
- 4d. Optimize the university's student scholarship program to enhance enrollment, including that of out-of-state and international students. Morehead has implemented new recruitment strategies in the bordering states of West Virginia and Tennessee to increase our enrollment.



SUCCESS

Objectives, Strategies & Targets

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

5a. Support the overall success and retention of a diverse student body by creating and implementing a sophomore experience and creating a communication plan that incorporates campus-wide usage of an interactive calendar. This increases student responsiveness and involvement and leads to increased retention/completion.

5b. Use predictive analytics to proactively identify “at risk” students to aid in retention.

5c. Allocate adequate resources, both financial and personnel, to provide co-curricular experiences outside of the classroom including campus life, the arts and diversity/multicultural events. Research shows that students involved in campus life are more successful academically, thus leading to increased retention/completion.

6. Maximize transfer of academic and experiential credit.

6a. Increase the number of KCTCS transfer students by expanding articulation/transfer agreements.

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

7a. Offer courses that are of high quality, grounded in theory, and delivered with excellent pedagogy.

7b. Evaluate current academic program offerings and maintain programs that are consistent with MSU’s mission, grow high-quality programs and develop new programs that produce successful graduates.

7c. Increase tenured and tenure-track faculty diversity through intentional recruiting approaches/practices.

7d. Recruit, retain and reward well-qualified faculty and staff with inclusive and diverse mindsets in thought and practice with a strong affinity for interacting with students. Provide diversity, equity, and inclusion training to faculty and staff. Actively engage with nationally based affinity groups when recruiting new faculty and staff.



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

- 8a. Implement high-impact learning practices (e.g., internships/practicums, clinical experiences, student research projects, study abroad, service learning, mentorships), with a goal for all undergraduate students to participate in at least one high-impact activity.
- 8b. Provide opportunities for career exploration and planning, with the means for students to illustrate academic, engagement and leadership experiences throughout their educational careers.
- 8c. Evaluate and improve student employment experiences via career services to ensure meaningful work experiences.

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

- 9a. Provide strategic engagement and service to address regional needs through strengthened and expanded partnerships.
- 9b. Coordinate and focus initiatives to support regional outreach.
- 9c. Identify and support economic development opportunities to improve the standard of living in Eastern Kentucky.
- 9d. Identify and address the educational needs of our service region via the regional education and outreach program, Small Business Development, which helps small businesses learn the basics of owning and running a business.



VALUE

Objectives, Strategies & Targets

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

10a. Enhance the promotion of MSU as a highly respected university for learning and working, and continue to cultivate our reputation of excellence.

10b. Allocate support and resources to promote MSU's reputation (internally and among peer institutions) in academic excellence and student success.

10c. Help promote CPE's Higher Education Matters statewide campaign.

11. Build support for greater investment in postsecondary education.

11a. Strengthen student success by cultivating increased private financial support for scholarships, experiential education, learning spaces, awards and fellowships.

11b. Clearly identify and communicate MSU's distinctive attributes to attract students, donors, faculty, staff, and education and industry partners.



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.14	4.0
Undergraduate Enrollment	8,621	8,700
Undergraduate Degrees/Credentials	1,153	1,200
Graduate Degrees	237	250
Retention Rate	69.8%	75.0%
Graduation Rate	44.7%	48.5%

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

**March 2022
Correction made March 2024**