

2022-2030 Framework

Statewide Strategic Agenda for Kentucky Postsecondary Education

*****Draft*****

The CPE is directed by KRS 164.020 to develop a statewide strategic agenda for the public postsecondary education system and revise it on a regular cycle. The agenda advances statewide priorities and a vision for long-term economic growth by improving the education and skill levels of Kentucky's workforce. It also sets performance goals for students and institutions that reflect high expectations and standards, emphasize continuous improvement and support technology-based solutions and innovative practices.

VISION: Kentucky will be a national leader in building a strong, sustainable and equitable economy through increased educational attainment and affordable, high-quality postsecondary programs.

MISSION: Kentucky's postsecondary education system drives innovation, enhances public health and well-being, breaks cycles of generational poverty and improves quality of life by preparing students to be lifelong learners and excel in a diverse, knowledge-based economy.

VALUES

- Inclusion, equity and diversity
- Quality and excellence
- Affordability and accessibility
- Innovation
- Business and community partnerships
- Transparency and accountability
- Institutional collaboration
- Comprehensive student support



OVERARCHING GOAL - ATTAINMENT

Increase the percentage of Kentucky's adult population (25-64) with a high-quality postsecondary credential to 60% by 2030.

CROSS-CUTTING PRIORITY - EQUITY

Ensure all students have equitable opportunity and access to higher education and the tools needed to progress in and complete their programs prepared for life and work.

FIVE STRATEGIC PRIORITIES

There are five strategic priorities that will drive the agenda: Affordability, Transitions, Success, Talent, and Value. Each of the priorities have corresponding objectives, state-level strategies, and measurements of progress, as seen below.

#1 - AFFORDABILITY: Ensure postsecondary education is affordable for all Kentuckians.

Objective 1:

Reduce financial barriers to college enrollment and completion.

2022-24 State-level Strategies:

1. Limit increases in tuition and mandatory fees at Kentucky's public colleges and universities.
2. Work with campuses, stakeholders and other state leaders to increase access to grants and scholarships for low- and middle-income students.
3. Increase opportunities for institutional collaboration to reduce campus expenditures and limit increases in college costs.

Objective 2:

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

2022-24 State-level Strategies:

1. Provide informational resources and advising strategies for counselors, teachers and community partners on paying for college.
2. Coordinate and support efforts to increase the number of Kentuckians who complete the Free Application for Federal Student Aid (FAFSA).
3. Establish state-level networks for high school counselors and other college access professionals to share effective practices, build expertise and develop common outreach and messaging for Kentucky students.

Key Performance Indicators

Unmet Financial Need	State & Campus level	The average unmet financial need by academic year. Unmet financial need is the cost of attendance minus the sum of expected family contribution and all federal, state or local government, or institutional funded scholarships or grants received by the students.
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Time to Degree	State & Campus level	Total amount of academic years enrolled before credential completion
FAFSA Completion	State-level	Percent of recent high school graduates who matriculated to a Kentucky public postsecondary institution and completed FAFSA application.

Contextual Metrics

- Direct Cost: tuition and mandatory fees (campus-level)
- Cumulative undergraduate debt (state and campus-level)

#2 - TRANSITIONS: Ensure more students successfully transition to college and are prepared to succeed.

Objective 1:

Increase students' readiness to enter postsecondary education.

2022-24 State-level Strategies:

1. Expand access to high-quality, early postsecondary opportunities.
2. Develop digital resources to help students explore career interests and college options.
3. Partner with public K-12 schools and postsecondary institutions to provide outreach to students to help them prepare and plan for college.

Objective 2:

Increase enrollment in postsecondary education.

2022-24 State-level Strategies:

1. Enhance college recruitment strategies through partnerships with postsecondary institutions and other stakeholders, with attention to underrepresented minority, adult and low-income students.
2. Work with education providers to streamline and simplify postsecondary admission processes.

Key Performance Indicators

Undergraduate Enrollment	State & Campus level	Total unduplicated number of the overall undergraduate enrollment.
College-Going Rate	State level	Percent of recent Kentucky high school graduates who attend any in-state and out-of-state postsecondary institution in the summer, fall or spring after high school graduation.

Contextual Metrics

- Gateway course completion (Campus-level)
- Dual credit hours earned (State-level)
- Percent of HS seniors with early college experience (State-level)

#3 - SUCCESS - Ensure more students earn high-value degrees and credentials.

<p><u>Objective 1:</u> Increase persistence in and timely completion of postsecondary programs.</p>	<p><u>2022-24 State-level Strategies:</u></p> <ol style="list-style-type: none"> 1. Share, implement and evaluate emerging, promising and proven practices supporting student success and college completion. 2. Identify and promote efforts to ensure “on-time” program completion. 3. Work with campuses and other state and national partners to close opportunity and success gaps for historically underserved students of color and students from low-income backgrounds. 4. Work with education providers to limit barriers to enrollment and completion for adult learners and other students balancing the competing demands of work, life, family and school.
<p><u>Objective 2:</u> Maximize transfer of academic and experiential credit.</p>	<p><u>2022-24 State-level Strategies:</u></p> <ol style="list-style-type: none"> 1. Work with Kentucky colleges and universities to promote transfer opportunities and program pathways. 2. Work with campuses to reduce barriers that prevent the seamless transfer of credit.
<p><u>Objective 3:</u> Ensure academic offerings are high-quality, relevant and inclusive.</p>	<p><u>2022-24 State-level Strategies:</u></p> <ol style="list-style-type: none"> 1. Support campuses in evaluating programs to ensure they are clear, coherent and include the competencies required for workplace success. 2. Work with campuses to ensure academic and co-curricular offerings are equity-focused and inclusive.

Key Performance Indicators

Undergraduate degrees conferred	State & Campus level	<p>Four-year institutions: total number of degrees or credentials awarded during an academic year</p> <p>KCTCS: total number of credentials awarded during an academic year</p>
Graduation rates	State & Campus level	<p>Four-year institutions: percent of first-time, full-time undergraduate degree-seeking students who receive a bachelor’s degree within six years.</p> <p>KCTCS: percent of first-time, full-time, associate or credential seeking students entering in the fall semester (or entering in the summer and continuing in the fall) who graduate with an associate degree or credential within three years from their institution of entry.</p>

KCTCS to four-year transfer	Campus level	Percent of first-time, full-time, associate or credential seeking students entering in the fall semester who transfer to any four-year public postsecondary institution in Kentucky within three years of entry.
Second-year Persistence rate	State level	Percent of first-time, degree- or credential-seeking students enrolled in the previous summer or fall who are still enrolled the following fall at any postsecondary institution in Kentucky or, in the case of KCTCS students, have successfully completed a postsecondary credential.

Contextual Metrics

- Credit completion ratio
- Retention rates
- Experiential learning
- Completion rate
- Four-year to four-year transfer
- Accumulative credit hours registered at the first semester
- Persistence rate (3rd and 4th year)

#4 - TALENT - Increase talent and innovation to support Kentucky's communities, employers and economy.

Objective 1:

Improve the career outcomes of postsecondary graduates.

2022-24 State-level Strategies:

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

Objective 2:

Increase research and service to support strong communities and economies.

2022-24 State-level Strategies:

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

Key Performance Indicators

Graduates working or pursuing more education	State level	Percent of certificate, associate and bachelor's degree graduates working in Kentucky or pursuing additional education one year after graduation
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Graduate/ professional degrees conferred	State & Campus level	Total number of graduate/ professional degrees awarded in the academic year.
Educational Attainment	State level	Percent of Kentuckians 25-64 who hold a postsecondary credential (certificate or higher).

Contextual Metrics

- Graduates working or pursuing more education (campus level)
- Graduate/ professional enrollment (state and campus level)
- Extramural research (in high demand/high need areas)
- High-wage, high-demand degrees
- Spin off/start-up activity
- KCTCS workforce solutions

#5 - VALUE - Improve public understanding that postsecondary education is key to greater opportunity and economic growth.

Objective 1:

Increase public belief in the power of postsecondary education.

2022-24 State-level Strategies:

1. Conduct a public awareness campaign and develop communications strategies to promote college-going and elevate the importance of higher education to Kentucky's residents and economy.

Objective 2:

Build support for greater investment in postsecondary education.

2022-24 State-level Strategies:

1. Communicate higher education's return on investment and the need for increased state and federal support.
2. Seek funding from foundations and other external sources to support Strategic Agenda priorities.

Key Performance Indicators

Percent change in state general fund appropriations	State level	Net general fund appropriations for full-time equivalent students, excluding state financial aid or state monies for debt service
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Contextual Metrics

- Survey (employers, alumni, prospective students)
- Median annual earnings by credential level (recent graduates)