

KY COUNCIL ON POSTSECONDARY EDUCATION WORK SESSION

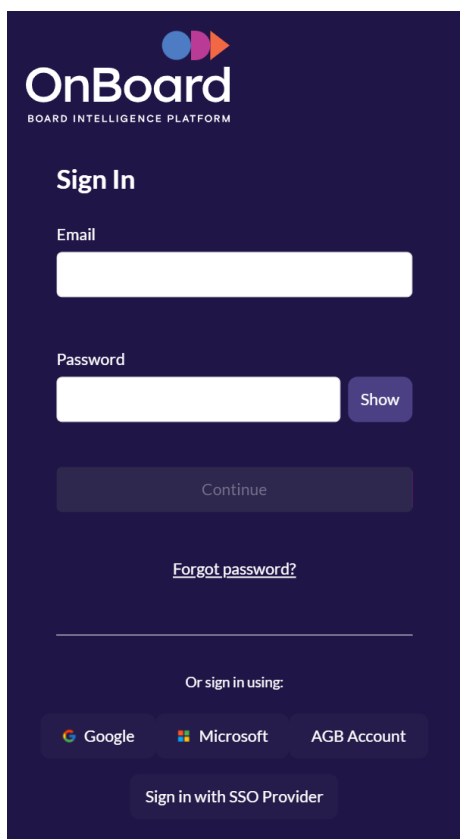


November 18, 2022 – 9:30-12:00 p.m. ET
Council on Postsecondary Education, 100 Airport Road, Frankfort, KY 40601
Conference Room, 2nd Floor

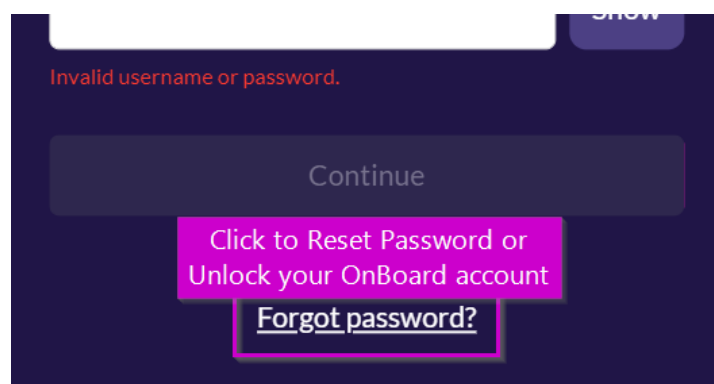
I. Welcome Remarks (9:30-9:35)	
II. OnBoard Refresher (9:35-9:45)	2
III. Strategic Discussions with KY’s Public Campuses	
A. University of Kentucky (9:45-10:15)	7
B. Murray State University (10:15-10:45)	29
Break (10:45-11:00)	
IV. Strategic Discussion: Focus on Finance and Budgeting (11:00-Noon)	54
V. Adjournment (Noon)	
<i>The Council will reconvene at a business meeting at 1:00 p.m. ET</i>	

Log In

- Access via browser: <https://app.onboardmeetings.com>.
- Download the “OnBoard Meetings” application
 - Link to [Apple Store](#)
 - Link to [Google Play Store](#)
- Once you open OnBoard, you'll be presented with the login screen. To log in you'll just enter your OnBoard ID email address, OnBoard password, then click Continue!
- The "Forgot password?" Link can be used to reset your password or unlock your account.



The screenshot shows the OnBoard sign-in interface. At the top is the OnBoard logo with the tagline 'BOARD INTELLIGENCE PLATFORM'. Below the logo is the 'Sign In' heading. There are two input fields: 'Email' and 'Password'. The password field has a 'Show' button to its right. Below the input fields is a 'Continue' button. Underneath the 'Continue' button is a link for 'Forgot password?'. At the bottom, there is a section for 'Or sign in using:' with three options: 'Google', 'Microsoft', and 'AGB Account'. Below these options is a link for 'Sign in with SSO Provider'.



Navigating the Meeting Calendar Page

- The Meeting Roller (Right Panel)** - The scrollable panel along the right side of the screen will have a list of every meeting you've been granted access to view. By default, this will show your most recent meetings at the top of the list, and older ones near the bottom, but this order can be reversed by clicking the SORT button found to the right of the search panel. This list will automatically scroll to the closest meetings to "Today's" date. As you scroll through this list, you can always return to that default scrolling by clicking Today at the top of the panel. Meetings that are in the past will have a greyed-out name, and future meetings will appear in a bolder black font color.
- The Calendar (Top Left Panel)** - Quickly skip through months of meetings to find the exact date you're looking for. The multi-colored dot indicators can help you quickly identify which days have meetings, and which groups they represent. Every group you belong to will have its own color code to make it easy to identify meeting types at a glance. Selecting a date in the calendar will auto-scroll to the meetings closest to that date (if there are any), and if there is a meeting for the day you've selected, it will be outlined in the meeting roller to the right.

The screenshot displays the OnBoard Meeting Calendar interface. On the left, there is a calendar for November 2022. The 14th is highlighted in purple, and the 18th has a multi-colored dot indicator. Below the calendar, a message states "No Meetings on November 14, 2022" with a "Create Meeting" button. Below that, there are "Filter Meetings" options: "Upcoming Meetings" (checked) and "Past Meetings" (unchecked). A search bar for "Filter by Group Name" and an "Uncheck All" button are also present.

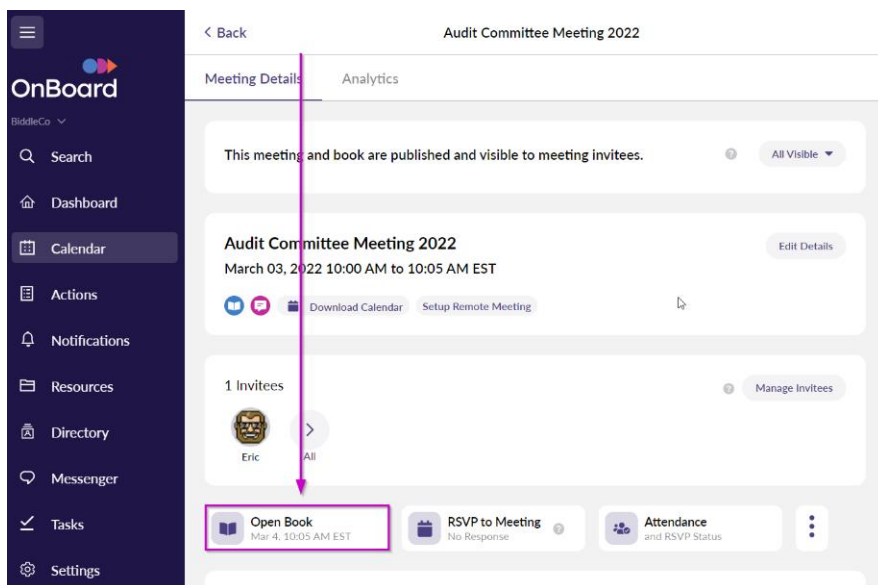
The right panel, titled "Meeting List", shows a search bar for "Filter by Meeting Title" and a "Create Meeting" button. A "Today" button is located at the top right of the list. The list shows two meetings for November 18, 2022:

- 8:30 AM to 9:30 AM EST**
Executive Committee - November 18, 2022 @ 8:30 am ET
 Council Offices, 100 Airport Road, Frankfort, KY 40601 - 2nd floor Boardroom
 Includes "Download Calendar" and "Group" buttons.
- 9:30 AM to 12:00 PM EST**
Council Work Session - November 18, 2022 @ 9:30 am ET
 Council Offices, 100 Airport Road, Frankfort, KY 40601 - Conf Rm AB
 Includes "Download Calendar" and "Groups" buttons.

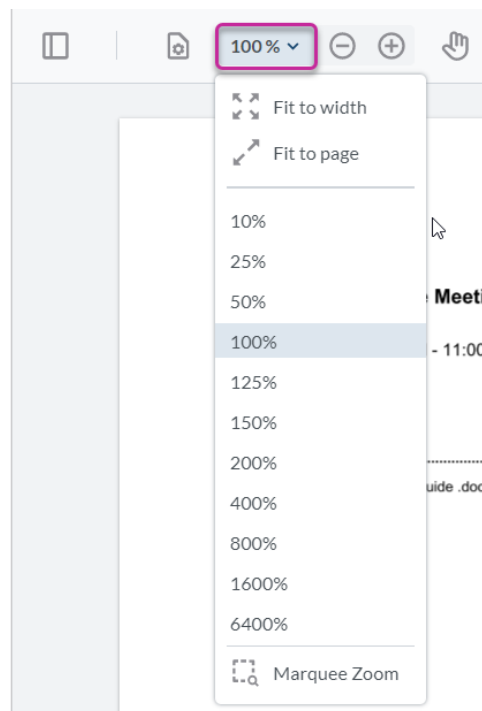
At the bottom of the list, a meeting is partially visible for "1:00 PM to 3:00 PM EST".

Accessing Meetings

- Click the Calendar icon in the left navigation, then click a Meeting in your Meeting list.
- Click Open Book to view the meeting contents.
- There are multiple ways to change your view the Board Book.



- Next to the Page View Controls are the View Percent Controls. Clicking the percent dropdown will allow you to choose a preset zoom level to choose for your view.
- The Zoom-Out and Zoom-In buttons are to the right of the percentage dropdown and will allow you to manually zoom in and out. You can also hold down the CTRL button in Windows (⌘ button in MacOs) and use your mouse's scroll wheel to zoom in and out, using a keyboard you can hold down the CTRL button in Windows (⌘ button in MacOs) and tap your minus (-) and plus(+) keys to zoom in and out.
- The Pan Tool (hand icon) will allow the mouse's cursor mode to click to scroll easily through the book. When active you can click and drag to scroll through the book with granular control.



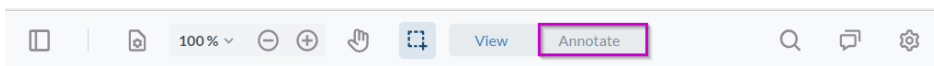
- You can return to your normal mouse mode by clicking on the Select Tool. With the Select Tool active you can click and drag to select any text to bring up a Select Tool Menu. This menu will allow you to copy the selected text, or apply Annotations to the text, such as Highlight, Underline, and Squiggly Underline.
- Navigate by Keyword Searching - Another way to quickly navigate through your pages is to type in a search term in the Search panel. Locate the magnifying icon along the top toolbar and click this. This will open the Search Panel where you can begin typing the term you wish to find in the

Book document. Any matching term will be highlighted in the results, so you can click to jump to that page.

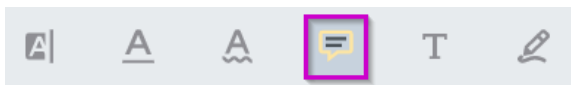
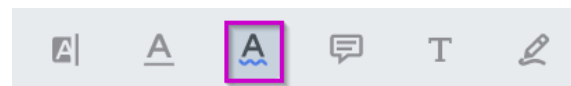
- **Navigate by Annotations** - Your Annotations can be easily accessed by clicking the Comments button at the top right corner of the page. This will bring up the Comments Panel which will display all of the Annotations you've made in this Board Book. Clicking an Annotation will jump to the page that Annotation appears on and will highlight the Annotation item selected.

Making Private Annotations

- Once you've opened a Board Book you can make Annotations that only you can see.
- Click Annotate at the top of the Book View to open that Annotations Menu and begin adding notes, comments, highlights, and freehand drawings.

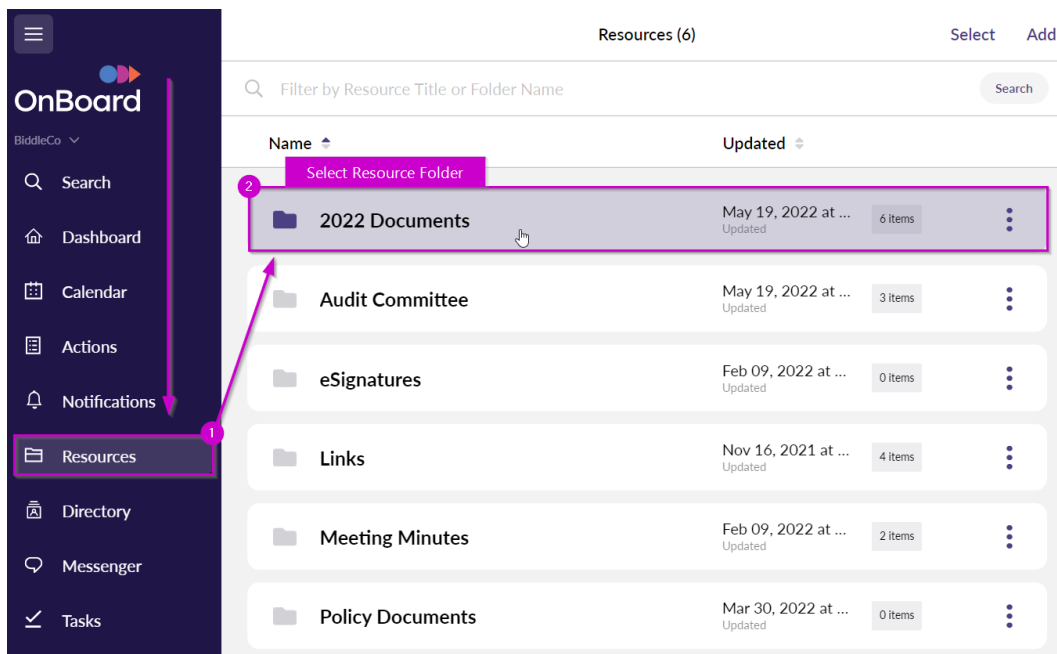


- **Highlighter Tool:** Highlight blocks of texts in many color options.
- **Underline Tool:** Underline text with different color options.
- **Squiggly Underline Tool:** Underline text with a squiggly underline with different color options.
- **Comment Note Tool:** Drop a pin anywhere on your page and type reference notes to the side.
- **Free-Text Block Tool:** Click + Drag a text box and begin typing directly on the page.
- **Free-hand Pen Tool:** Write or draw directly on the page.

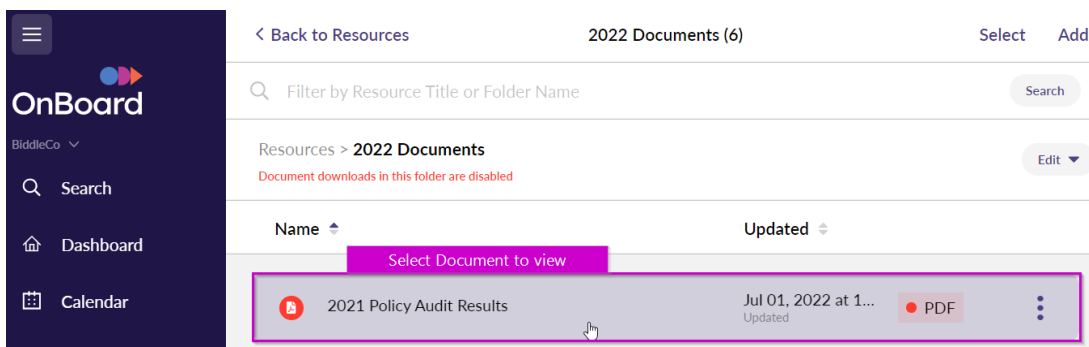


Accessing Resources

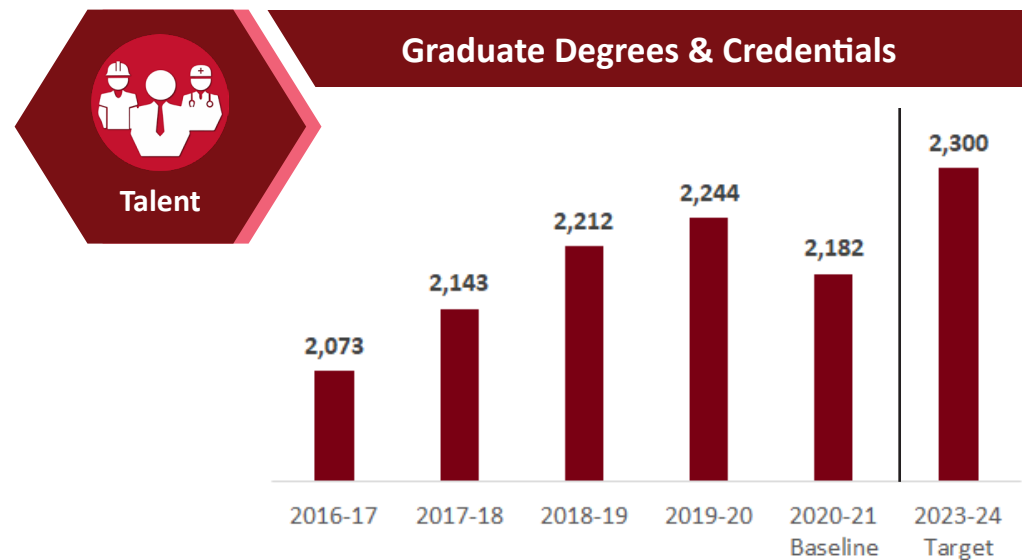
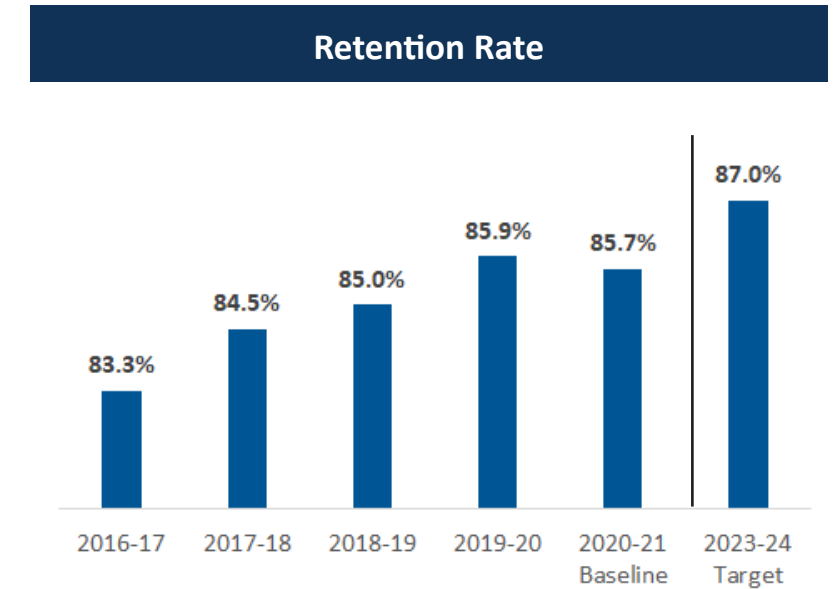
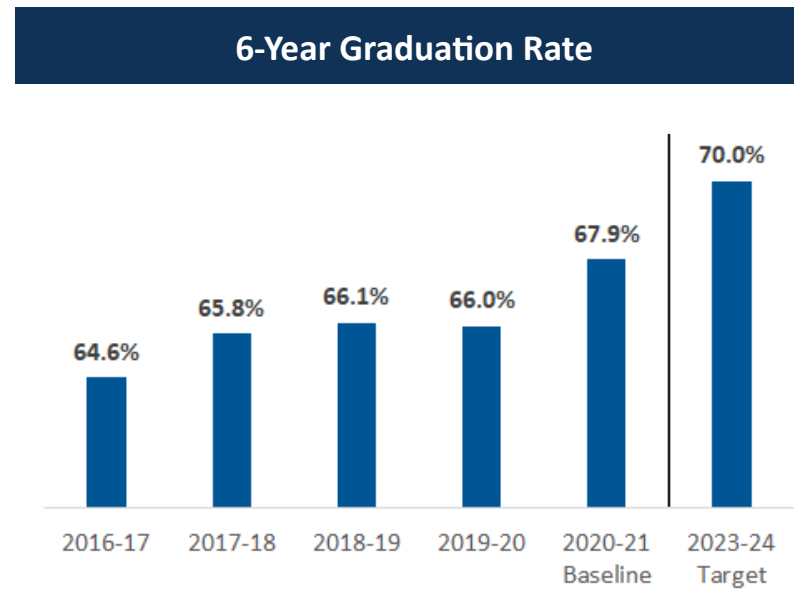
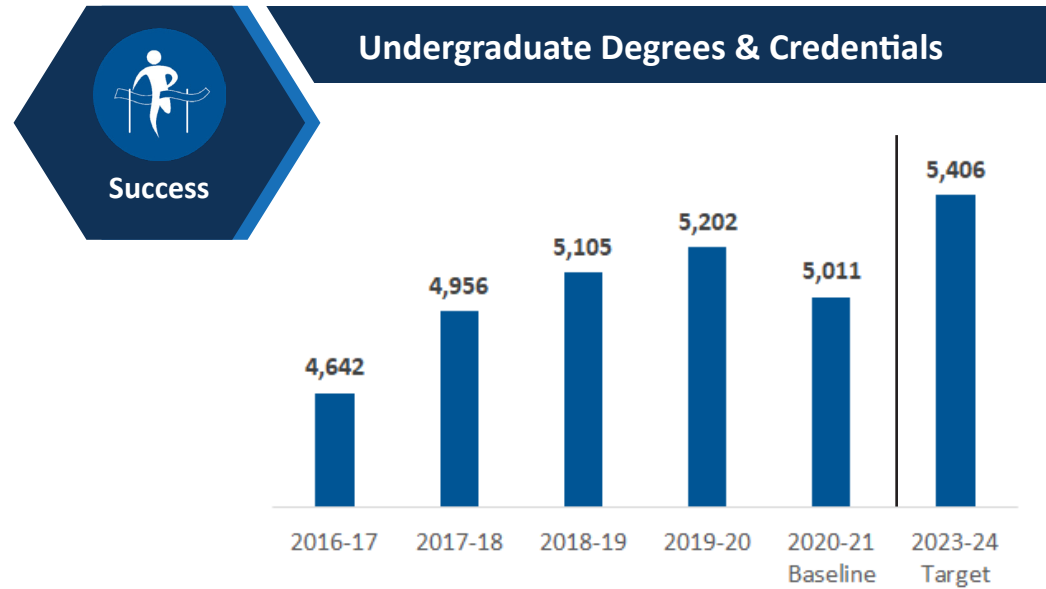
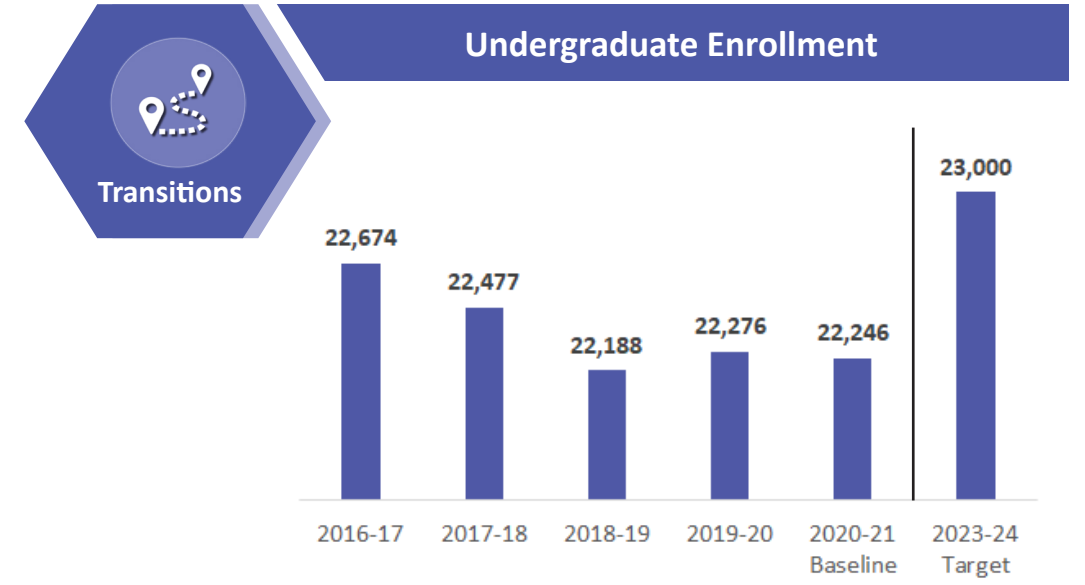
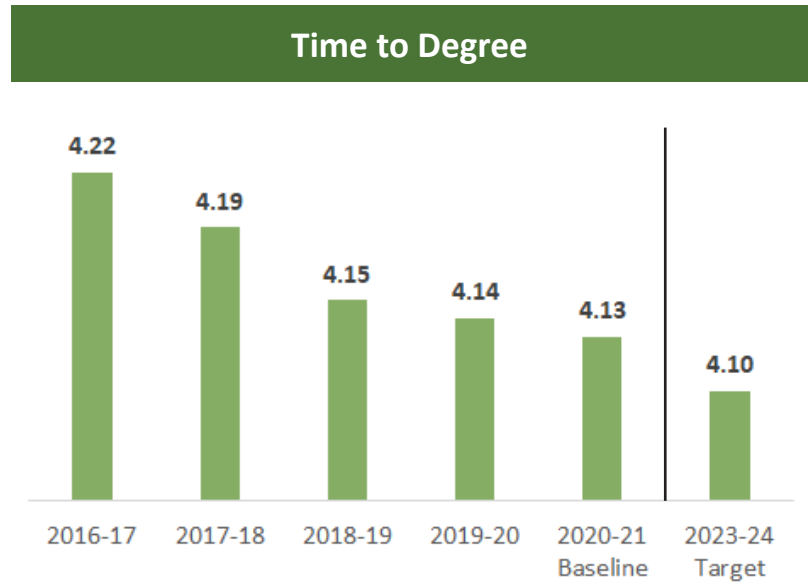
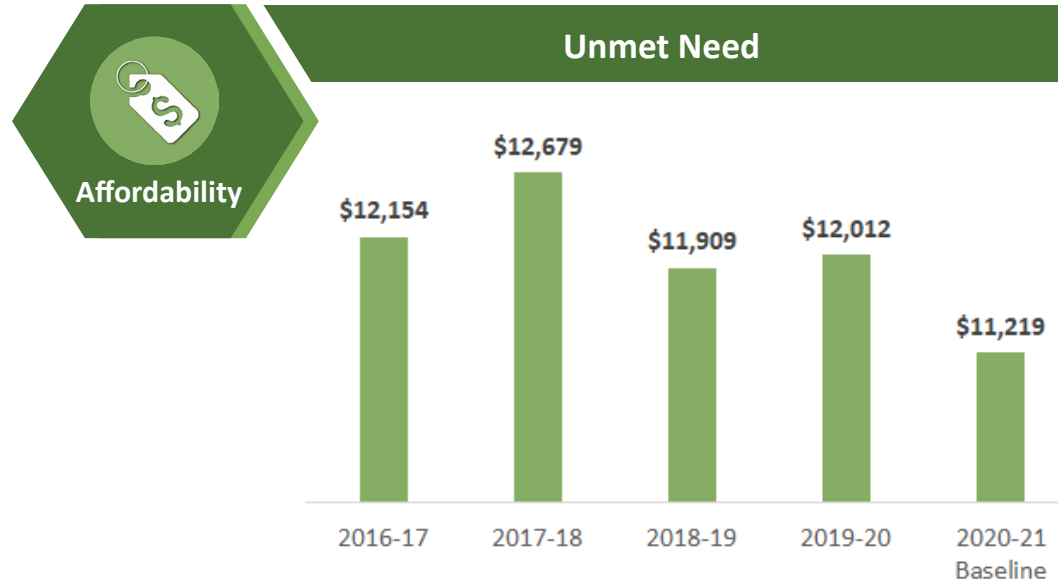
- After logging into OnBoard, click Resources from the left Navigation and select any Resources folder.



- Click Document to view.



UNIVERSITY OF KENTUCKY



INSTITUTION GOALS

KPI	EKU		KSU		MoSU		MuSU		NKU		WKU		UK		UL		State 4-Yr. Public	
	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target
Unmet Need	\$9,320	NT	\$13,266	NT	\$8,902	NT	\$9,419	NT	\$10,883	NT	\$9,054	NT	\$11,219	NT	\$10,889	NT	\$10,212	\$9,702
Time to Degree	4.17	4.00	4.33		4.16	4.00	4.13	4.00	4.36	4.20	4.14	4.10	4.13	4.10	4.30	4.20	4.19	4.10
Undergraduate Enrollment	12,070	12,250	2,148		8,621	8,700	7,939	8,047	11,672	11,854	15,287	15,746	22,246	23,000	16,118	16,500	96,101	98,309
Undergraduate Degrees/Credentials	2,406	2,500	154		1,153	1,200	1,614	1,675	2,223	2,300	2,843	3,000	5,011	5,406	2,991	3,200	18,395	19,447
Graduate/Professional Degrees	827	900	29		237	250	623	680	1,218	1,300	796	825	2,182	2,300	2,077	2,150	7,989	8,455
Retention Rate	73.9%	77%	70.4%		69.8%	75%	74.7%	81%	70%	78%	72.8%	76%	85.7%	87%	76.6%	83%	76.9%	80%
Graduation Rate	52.3%	56%	38.2%		44.7%	48.5%	56%	60%	49.7%	54%	57.4%	59%	67.9%	70%	61.6%	63%	58.2%	60%



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

University of Kentucky

November 18, 2022



Affordability



Transitions



Success



Equity



Talent

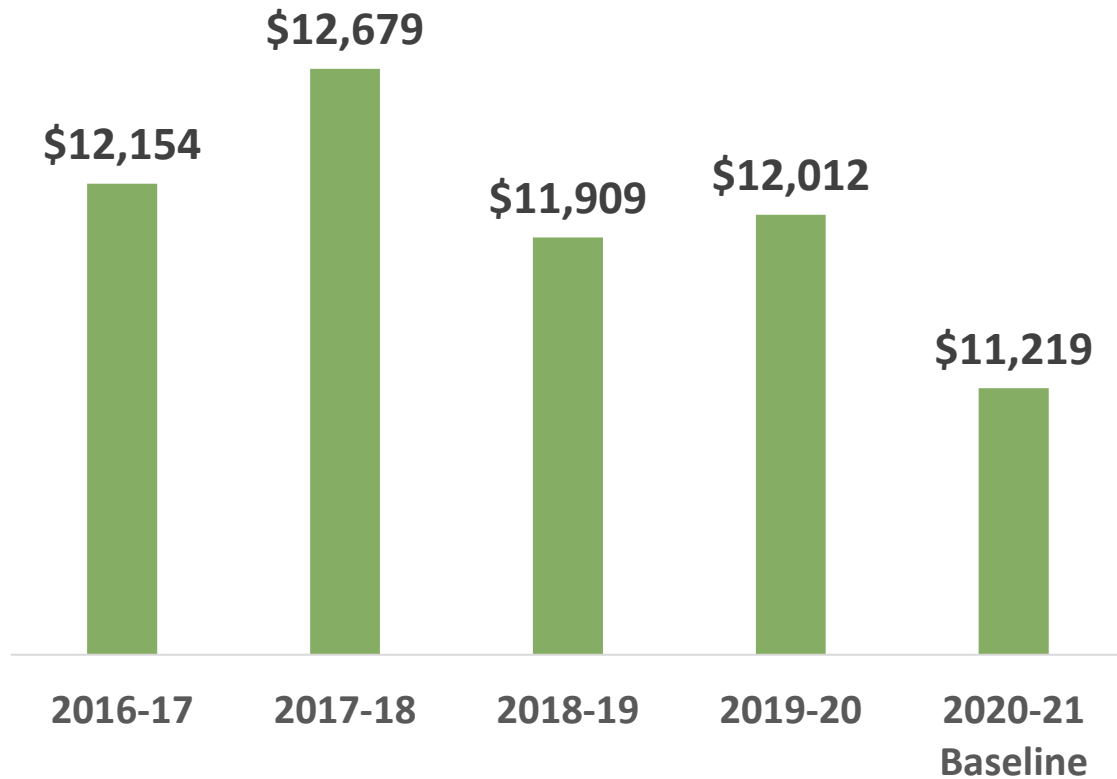


Value

KEY PERFORMANCE INDICATORS – AFFORDABILITY

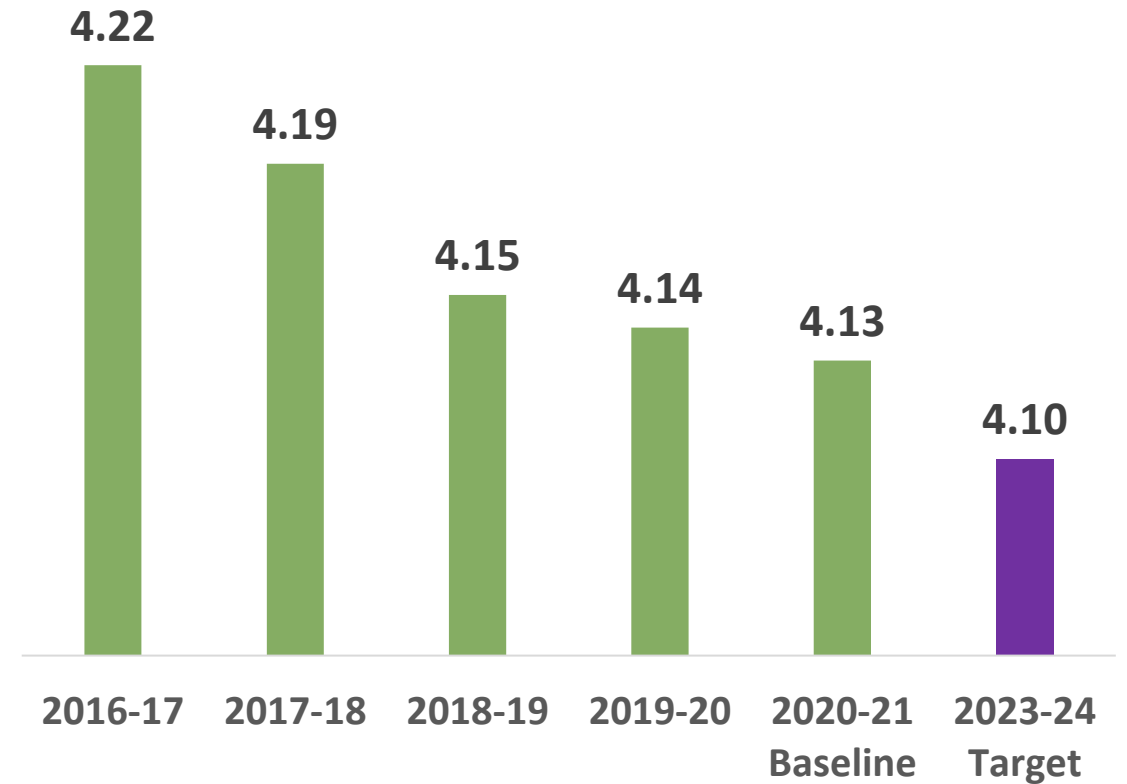
Unmet Need:

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



Time to Degree:

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



UK'S KEY STRATEGIES ON AFFORDABILITY

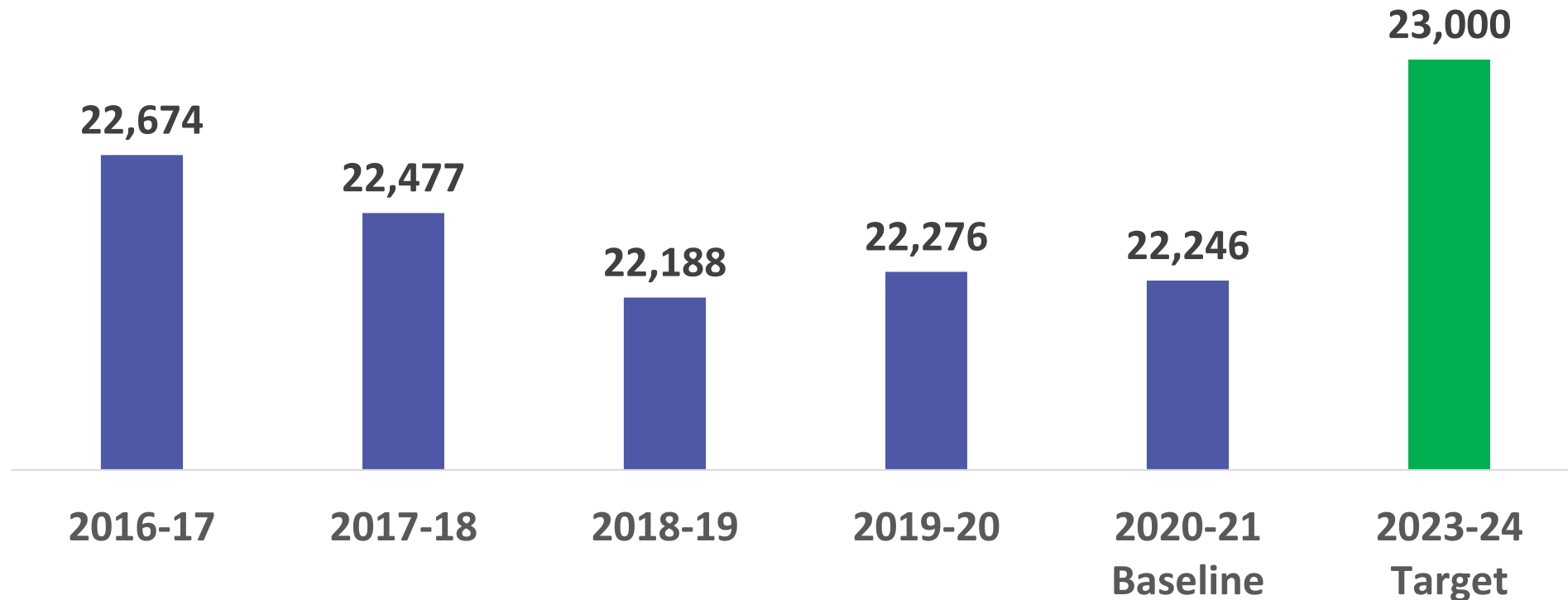


- LEADS: nationally recognized program to target unmet financial need
- Nearly tripling amount of aid that doesn't have to be repaid to more than \$160 million this academic year
- Four-year rolling average tuition and mandatory fee increases of 1.6 percent; continuing trend of lowering rate of increases
- Robust suite of resources around basic needs, availability of emergency funds

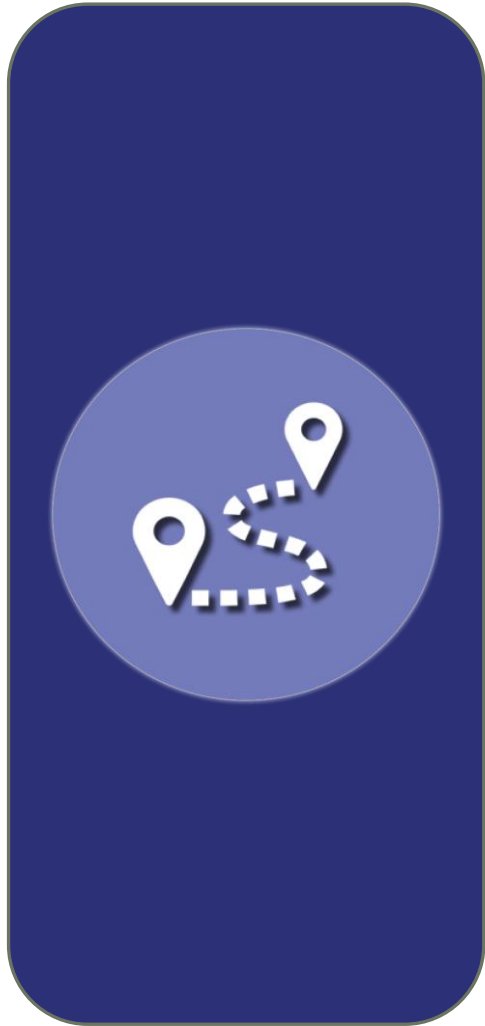
KEY PERFORMANCE INDICATORS – TRANSITIONS

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.



UK'S KEY STRATEGIES ON TRANSITIONS

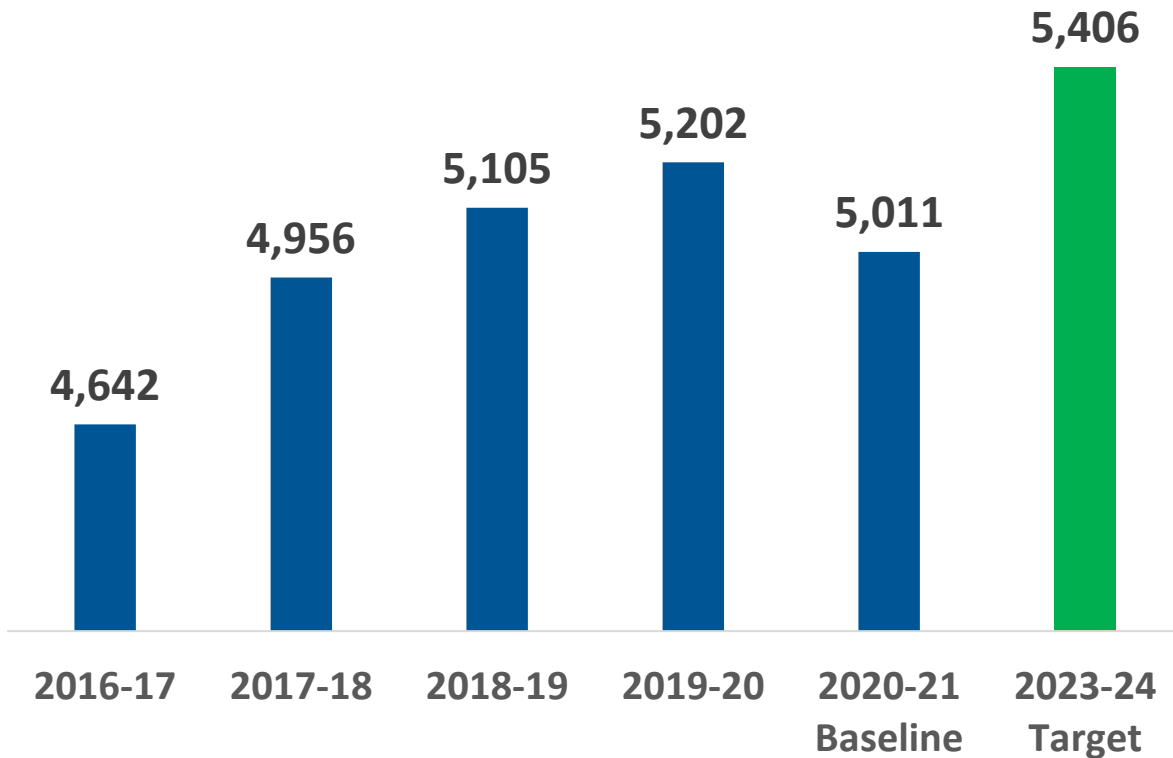


- Admission standards have remained consistent
- Doors open widest to Kentuckians
- Big table approach to address retention
- Focus on analytics and decision support to target issues and address them
- Targeted interventions of at-risk students

KEY PERFORMANCE INDICATORS – SUCCESS

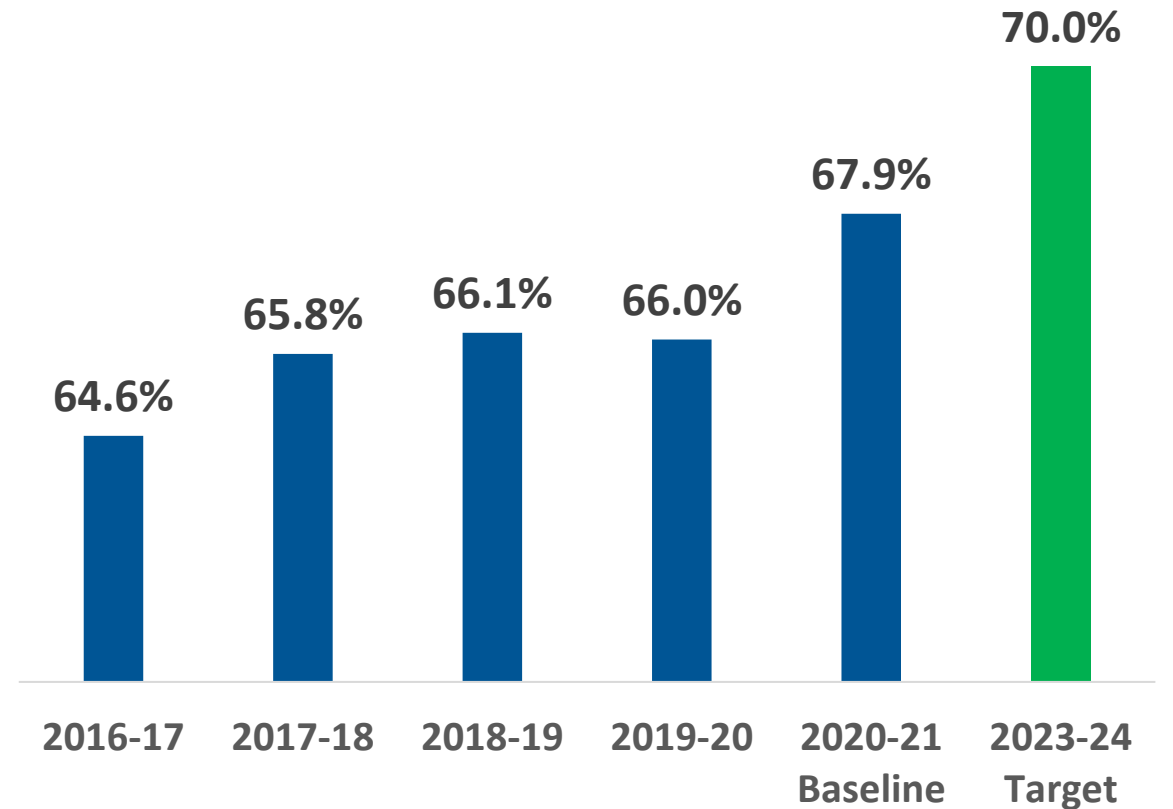
Undergraduate Degrees & Credentials:

Number of bachelor degrees awarded in an academic year



Graduation Rate:

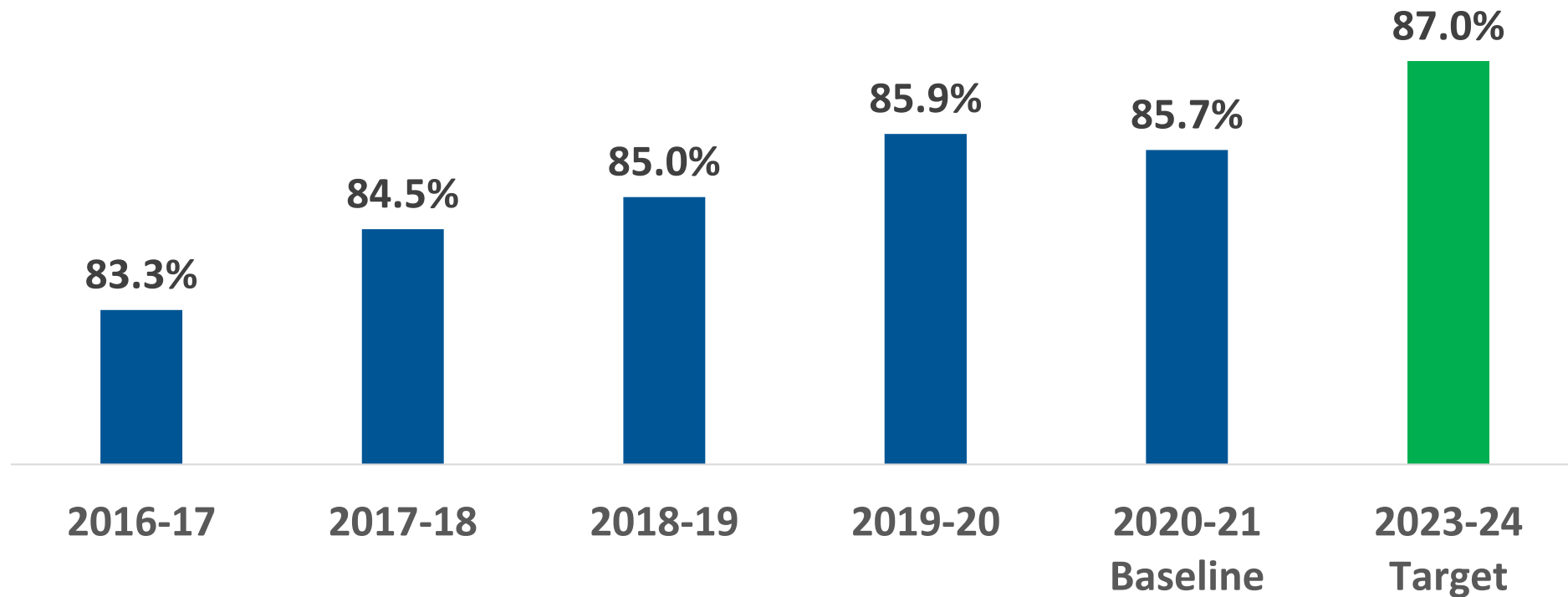
Percentage of first-time, full-time degree-seeking students who receive a bachelor's degree within 6 years



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.



UK'S KEY STRATEGIES ON SUCCESS

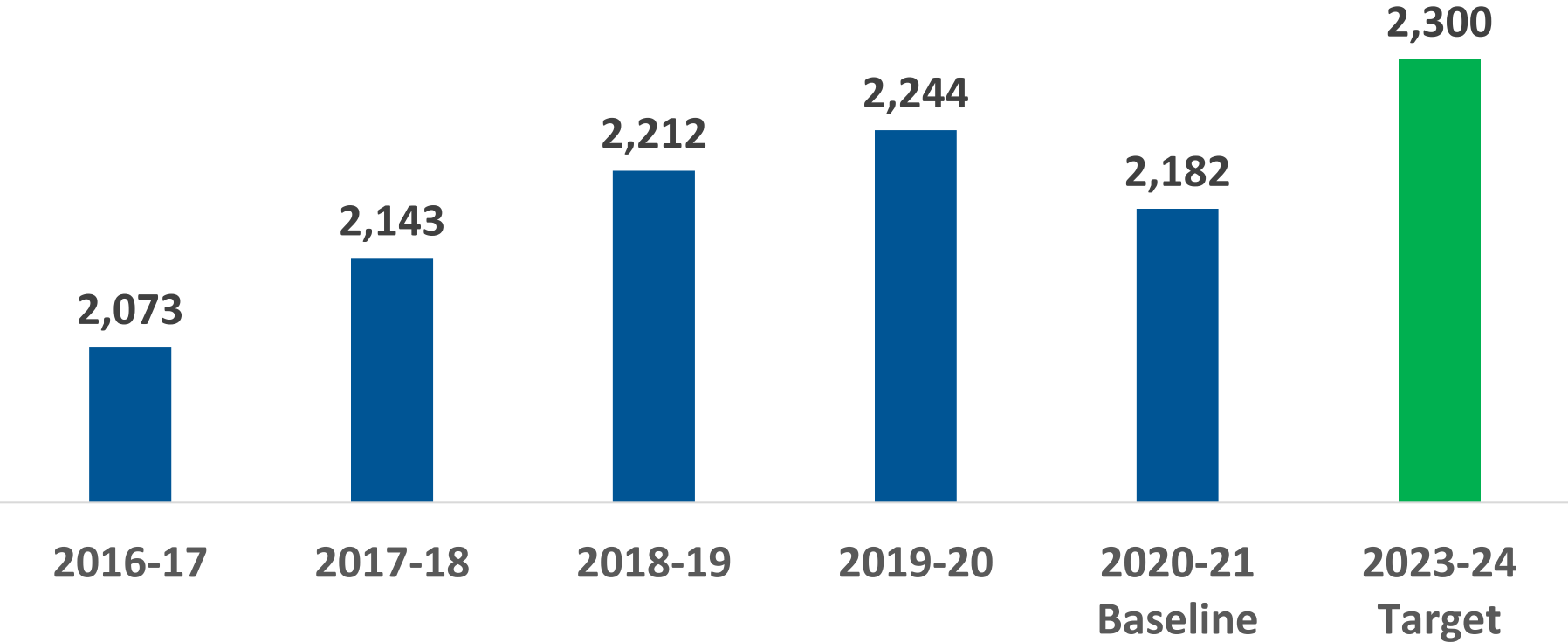


- Our north star: Advancing Kentucky in everything that we do. Everything ladders up to that mission
- Two key principles: Putting students first; inspiring ingenuity
- Two examples of how that plays out:
 - Pilot projects around student success navigators to work with at-risk students
 - More targeted data around degree completion to assist students who have only a few classes left get across the finish line

KEY PERFORMANCE INDICATORS – TALENT

Graduate/Professional Degrees:

Number of graduate degrees awarded in an academic year

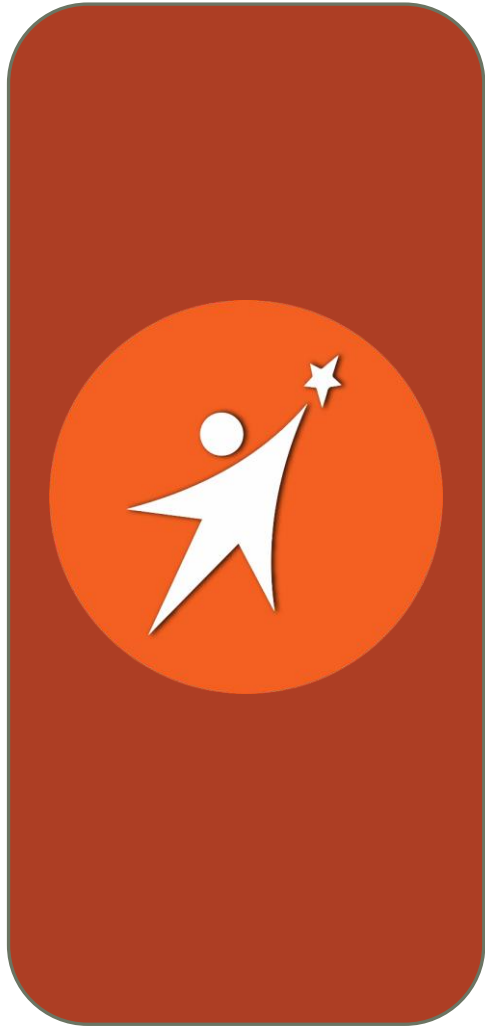


UK'S KEY STRATEGIES ON TALENT



- Expanded online degrees and certificates that address workforce needs:
 - More than 80+ degrees and certificates offered 100% online
- Addressing workforce and health needs:
 - More than 250 SRNAs trained since May; another 250 to be trained over next six months
- Building the talent pipeline through discovery and innovation:
 - For four consecutive years, UK has secured more than \$400 million in research grants and contracts

UK'S KEY STRATEGIES ON VALUE



- Increased efforts to communicate in Kentucky and nationally the value proposition of higher education
 - Regular meetings between UK administrators and state legislators to articulate higher education's value proposition
- Published the results of our First Destination and Career Outcomes survey with career information for recent bachelor degree recipients
- More than \$1.8 billion of \$2.1 billion goal raised as part of our Kentucky Can campaign with focus on scholarships, unmet financial need and creating greater access for more students
- Innovations such as UK Invests to further prepare students for lives of meaning and purpose





Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for the
University of Kentucky

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

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

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

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



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

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

4. Increase enrollment in postsecondary education.

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



SUCCESS

Objectives, Strategies & Targets

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

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

6. Maximize transfer of academic and experiential credit.

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

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

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



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

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

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

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



VALUE

Objectives, Strategies & Targets

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

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

11. Build support for greater investment in postsecondary education.

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



TARGETS

Key Performance Indicators

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

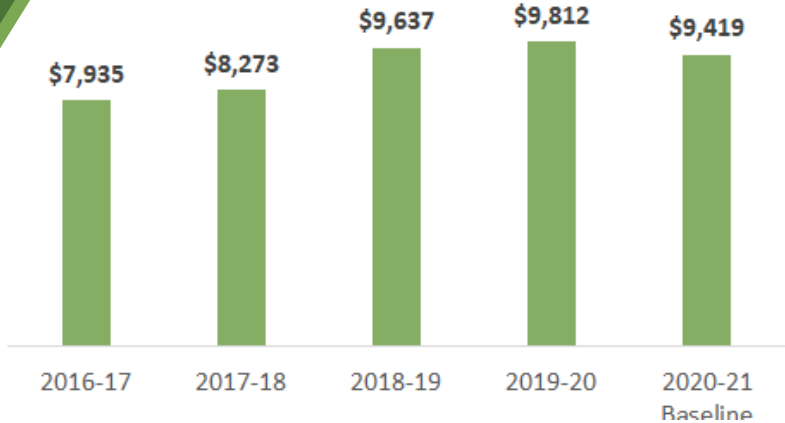
This document is the University of Kentucky's Campus Action Plan, which details how the institution will carry out the objectives of the statewide strategic agenda, "Higher Education Matters." This plan also includes campus targets for key performance indicators.

March 2022

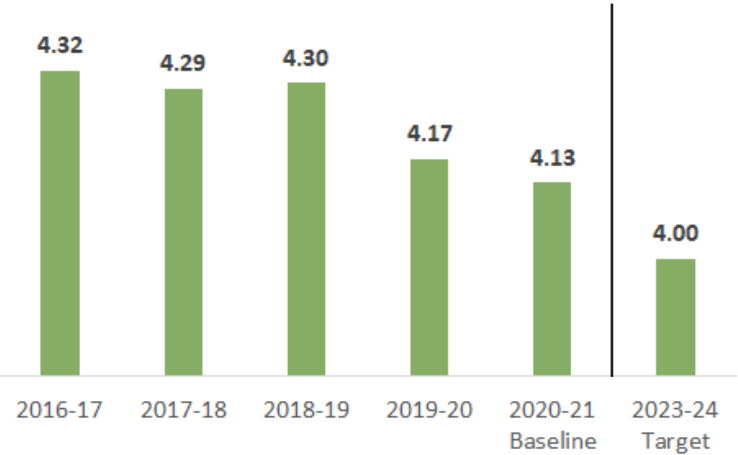
MURRAY STATE UNIVERSITY



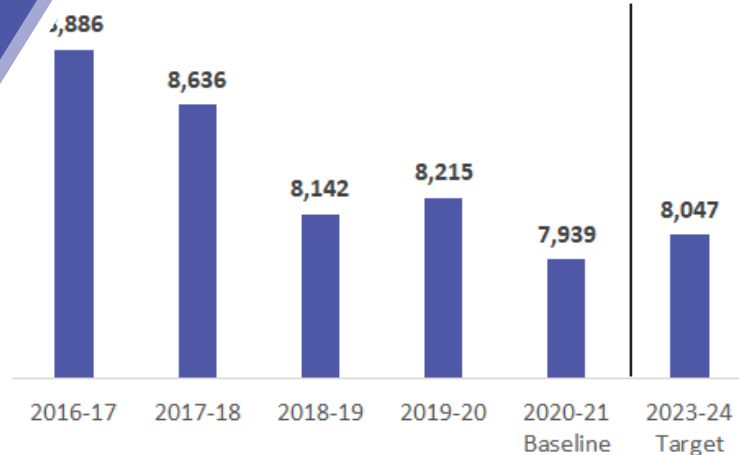
Unmet Need



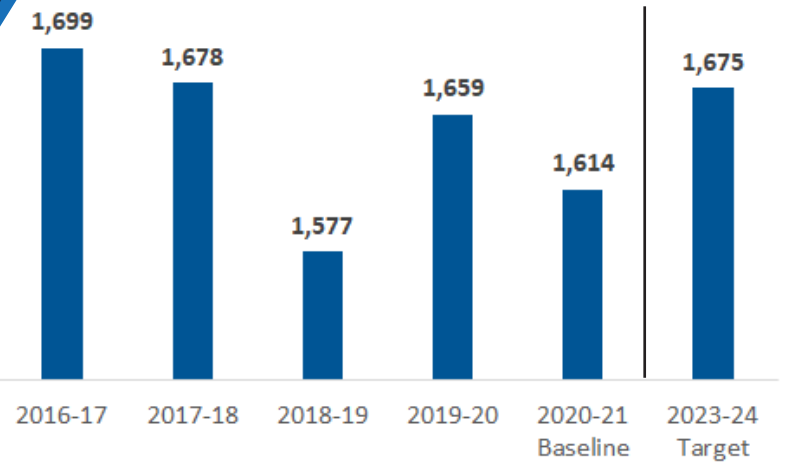
Time to Degree



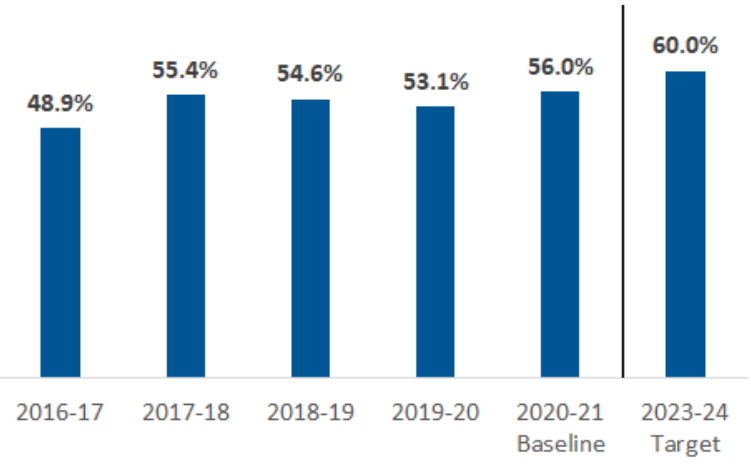
Undergraduate Enrollment



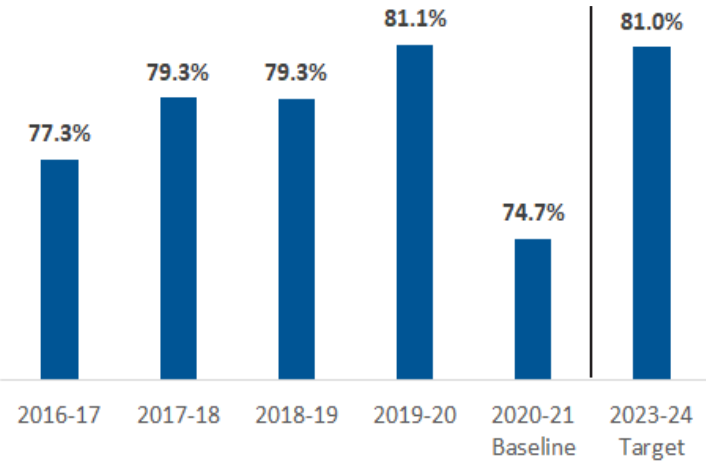
Undergraduate Degrees & Credentials



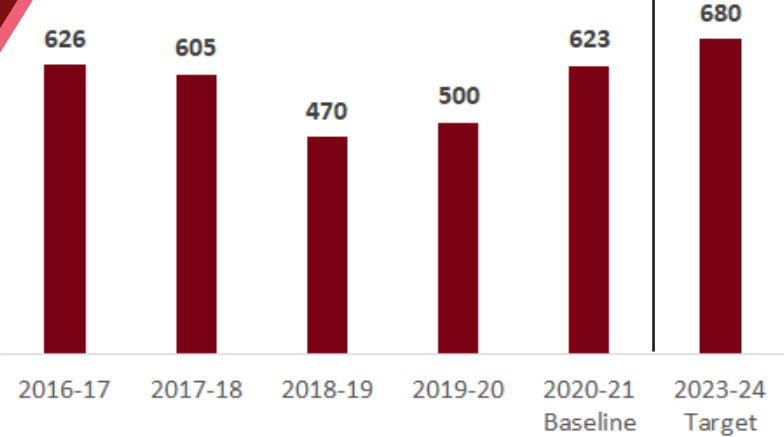
6-Year Graduation Rate



Retention Rate



Graduate Degrees & Credentials



INSTITUTION GOALS

KPI	EKU		KSU		MoSU		MuSU		NKU		WKU		UK		UL		State 4-Yr. Public	
	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target	20-21 Baseline	23-24 Target
Unmet Need	\$9,320	NT	\$13,266	NT	\$8,902	NT	\$9,419	NT	\$10,883	NT	\$9,054	NT	\$11,219	NT	\$10,889	NT	\$10,212	\$9,702
Time to Degree	4.17	4.00	4.33		4.16	4.00	4.13	4.00	4.36	4.20	4.14	4.10	4.13	4.10	4.30	4.20	4.19	4.10
Undergraduate Enrollment	12,070	12,250	2,148		8,621	8,700	7,939	8,047	11,672	11,854	15,287	15,746	22,246	23,000	16,118	16,500	96,101	98,309
Undergraduate Degrees/Credentials	2,406	2,500	154		1,153	1,200	1,614	1,675	2,223	2,300	2,843	3,000	5,011	5,406	2,991	3,200	18,395	19,447
Graduate/Professional Degrees	827	900	29		237	250	623	680	1,218	1,300	796	825	2,182	2,300	2,077	2,150	7,989	8,455
Retention Rate	73.9%	77%	70.4%		69.8%	75%	74.7%	81%	70%	78%	72.8%	76%	85.7%	87%	76.6%	83%	76.9%	80%
Graduation Rate	52.3%	56%	38.2%		44.7%	48.5%	56%	60%	49.7%	54%	57.4%	59%	67.9%	70%	61.6%	63%	58.2%	60%



2022-30 STATEWIDE STRATEGIC AGENDA

INSTITUTIONAL UPDATE

Murray State University

November 18, 2022



Affordability



Transitions



Success



Equity



Talent

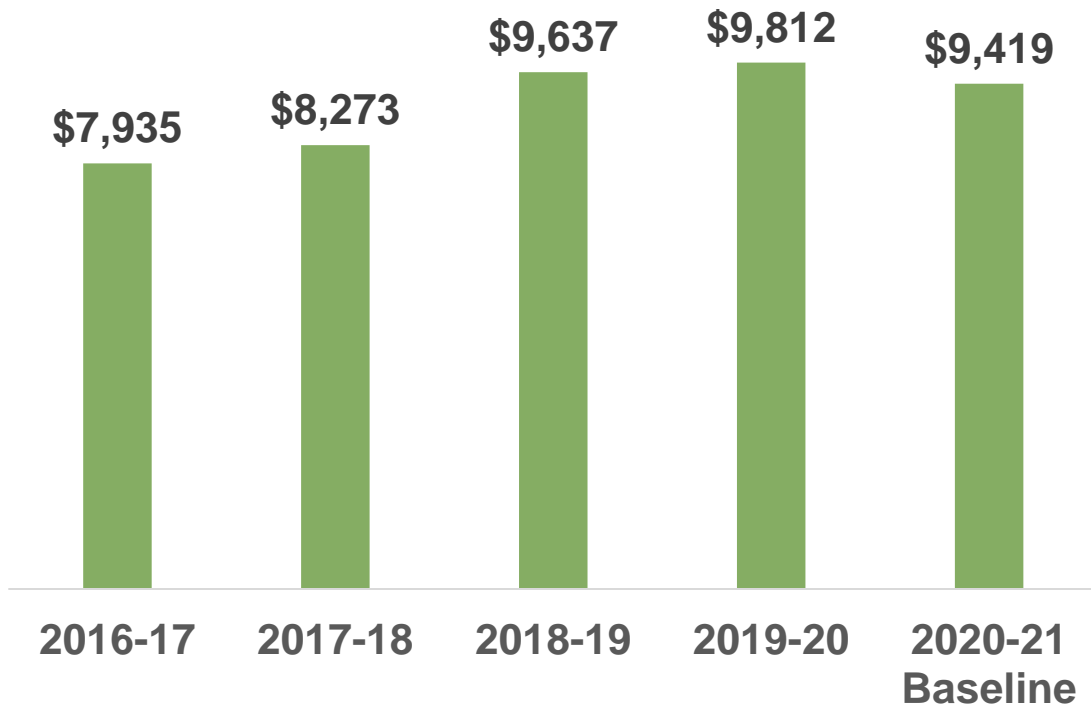


Value

KEY PERFORMANCE INDICATORS -- AFFORDABILITY

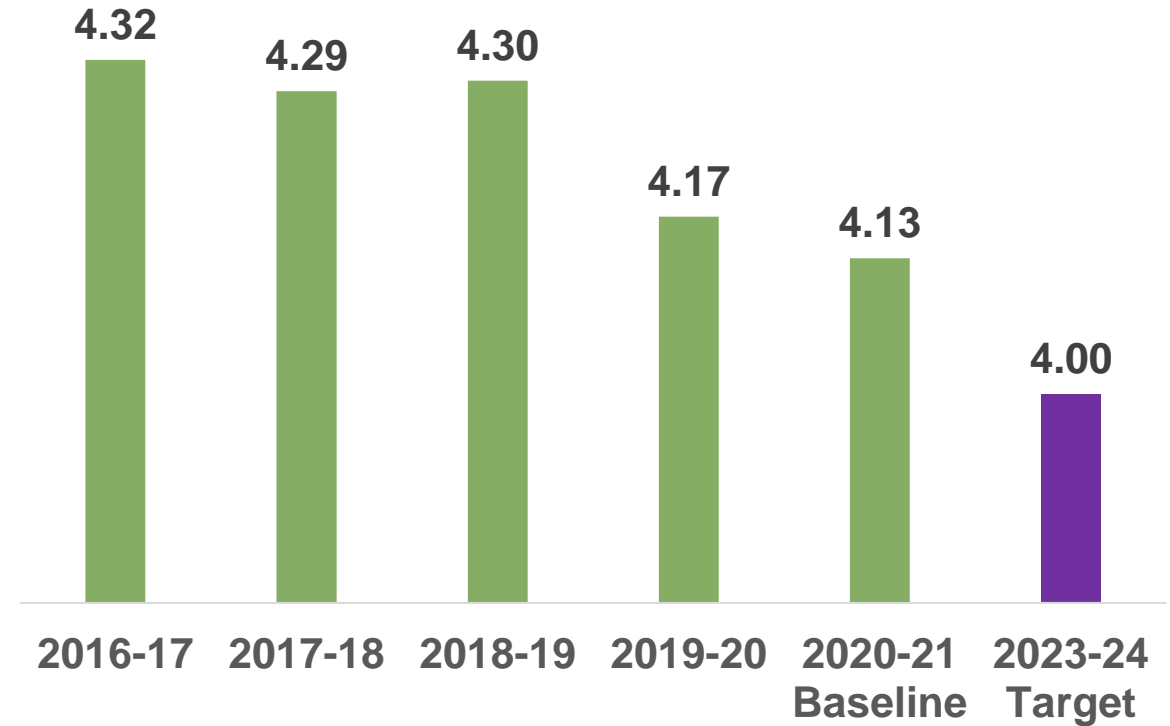
Unmet Need:

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



Time to Degree:

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



Murray State University - KEY STRATEGIES ON AFFORDABILITY



- The unmet need now is below the average statewide target (\$9,702) for 2024
- **Reduction by 4 percent over previous year reported in Unmet need**
 - **Lowest time to degree for the all regional, comprehensives**
 - **Ties for first among all public universities for lowest time to degree**
- Streamline net tuition pricing
 - Created resident and non-resident rates to streamline tuition
- Conduct money management sessions for incoming and enrolled students
 - Provide workshops for families at Orientation, high school day and night events – including **FAFSA and scholarship workshops**
- Provide local resources with our regional campuses – Hopkinsville, Madisonville, Paducah, Henderson and Fort Campbell
- Enhanced advising to reduce cost and time to graduation with a Presidential Commission on Advising
- **FAFSA requirement bill – 2023 Legislative Session**

Murray State University - KEY STRATEGIES ON AFFORDABILITY

30+

CONSECUTIVE YEARS
TOP TIER UNIVERSITY
- U.S. NEWS & WORLD REPORT



2022 BEST COLLEGE
- WALL STREET JOURNAL/TIMES HIGHER EDUCATION



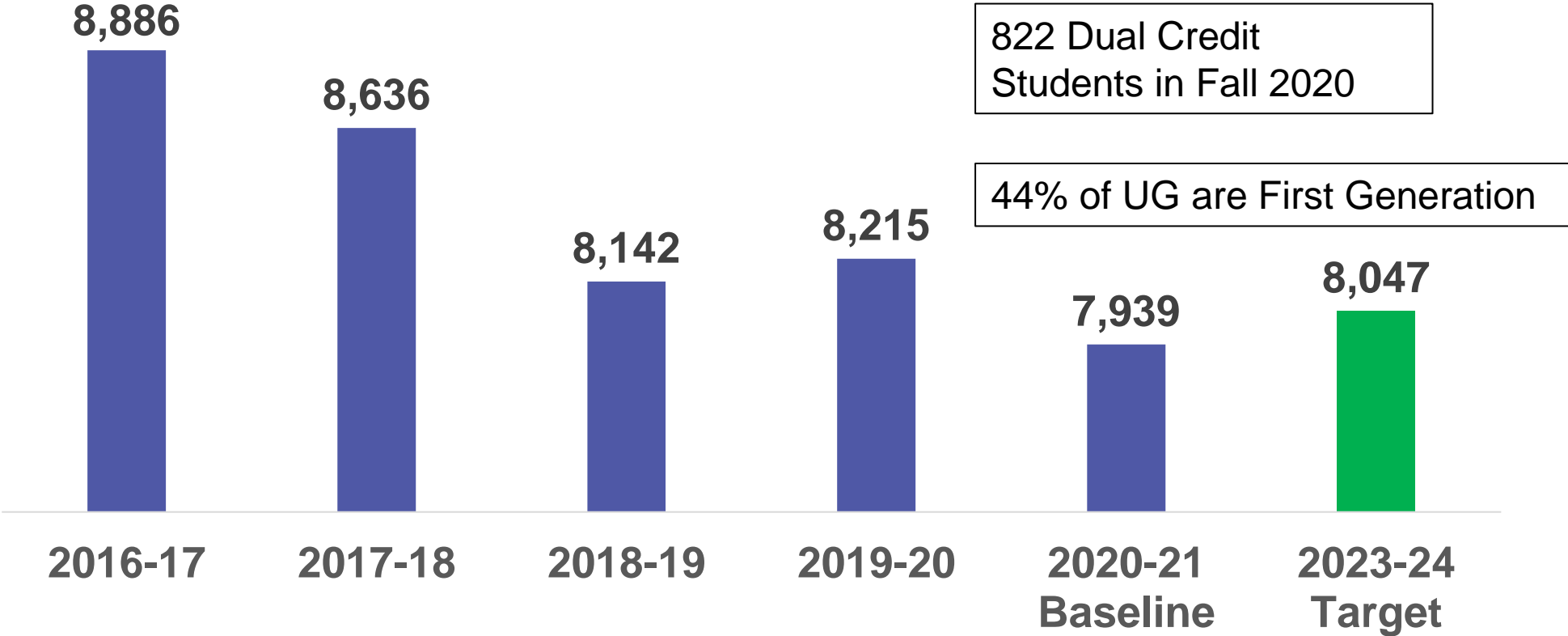
2022
BEST COLLEGE
- MONEY

- **Centennial Campaign - \$100M**
 - 50% - Access/Affordability... Scholarships and Need-Based Aid
 - Karen (Jones) and Jim Squires transformational gift for engineering/engineering technology students – preference to women in engineering programs
- Increase national academic quality rankings to enhance graduate ROI – **Highest rankings ever received**
 - US News & World Report –
 - 8th in Top Public Schools (South)
 - 8th in Best Value Schools (South)
 - 23rd in Best Regional Universities (South)
 - Best Bang for the Buck – Washington Monthly

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.



Murray State University - KEY STRATEGIES ON TRANSITIONS

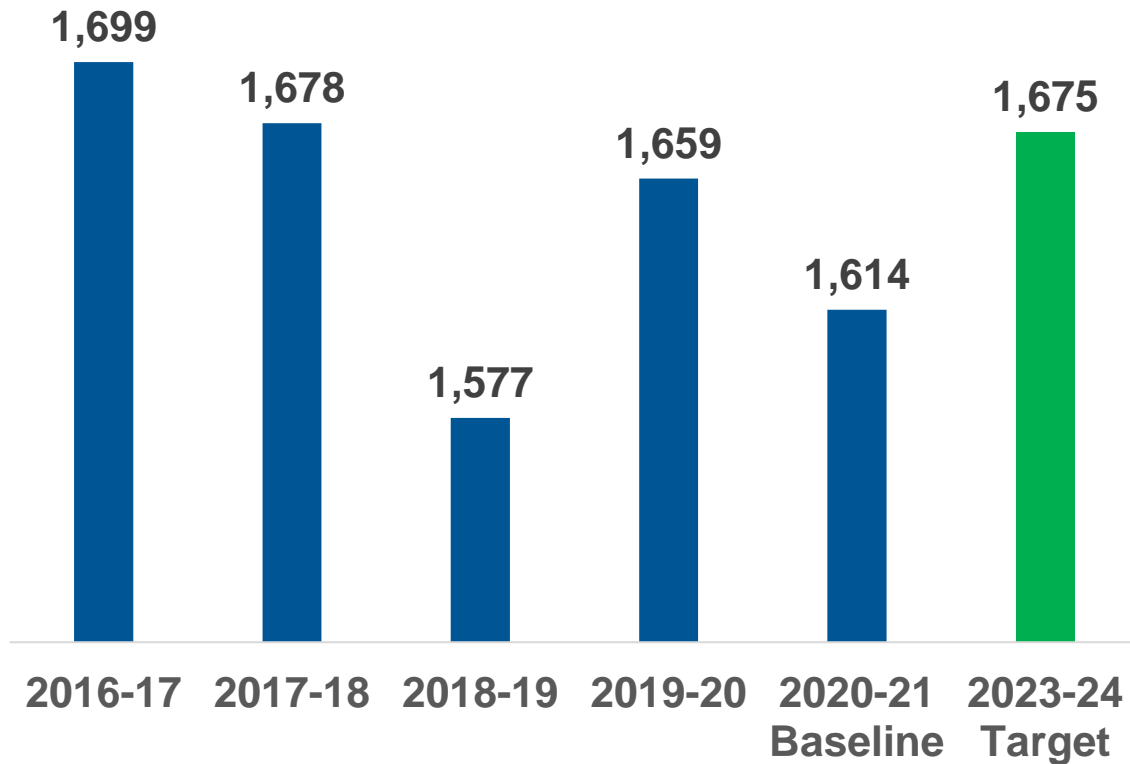


- **“Road Scholars”** program with engagement of faculty and staff visiting high schools for recruitment
- **Bus transportation for prospective students** to attend information sessions, cultural events and athletic competitions
- **Residential Colleges** - living and learning communities with faculty head and student leaders to smooth transition from high school to college (Began in 1996)
- Invested in dual credit initiatives and **created postsecondary pathways with a credential** (“Degree Tracks” leading into specific majors to reduce cost and time to degree)
- Updated test optional admissions with Board approval in June 2022
 - Majority of our scholarships are **GPA-focused**.
- **Fall 2022** - ~1% increase in undergraduate enrollment

KEY PERFORMANCE INDICATORS -- SUCCESS

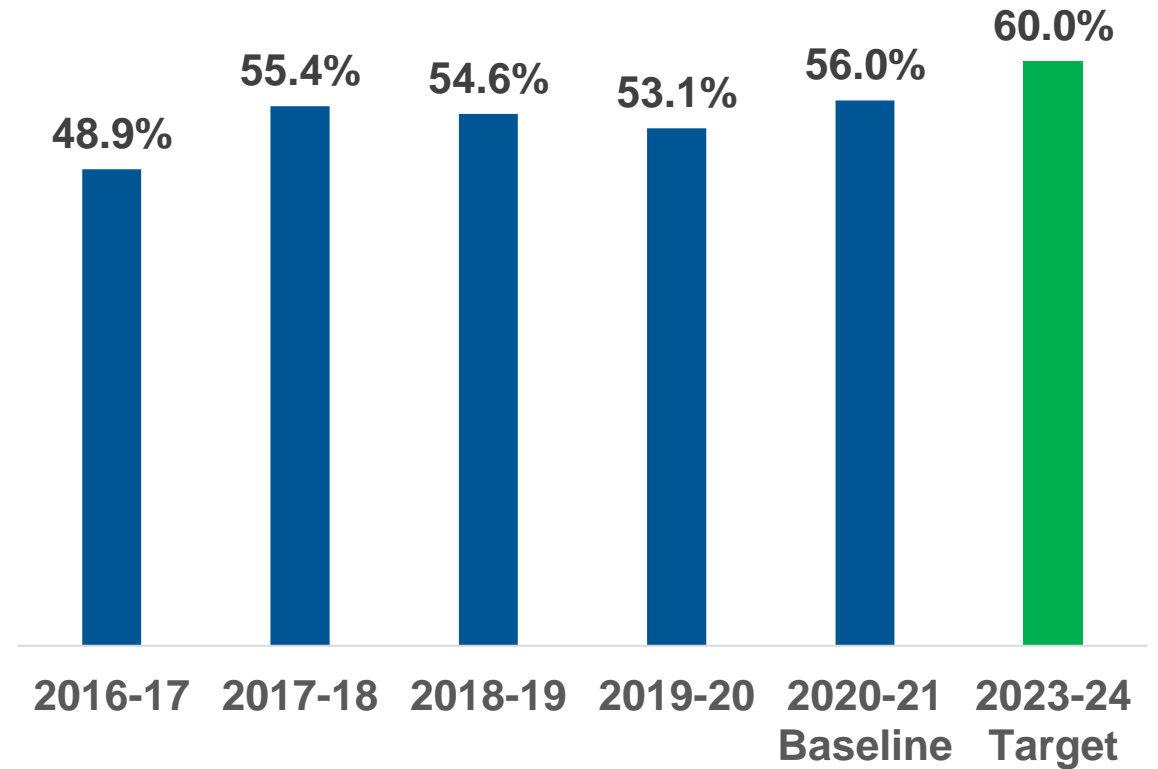
Undergraduate Degrees & Credentials:

Number of bachelor degrees awarded in an academic year



Graduation Rate:

Percentage of first-time, full-time degree-seeking students who receive a bachelor's degree within 6 years



Murray State University - KEY STRATEGIES ON SUCCESS

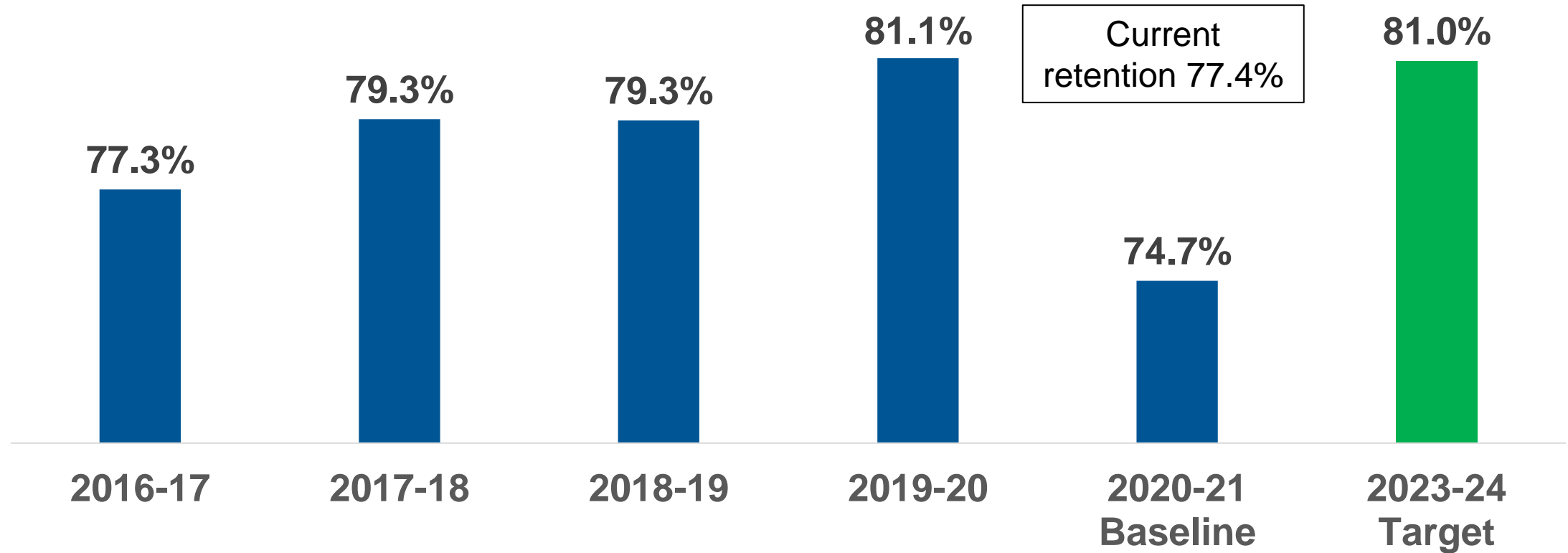
- Increase 6-year graduation rates through enhanced academic advising, mentoring and coaching
 - *Presidential Commission on Advising*
 - URM - up 6.5%
 - LI – up 1%
 - Overall up 3%
 - Second highest among public, comprehensives
- Ensure at least one program in each college/school receives QA Commons certification
 - **(9 programs with at least one in each college/school – tops in the country!)**



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.



Murray State University - KEY STRATEGIES ON SUCCESS

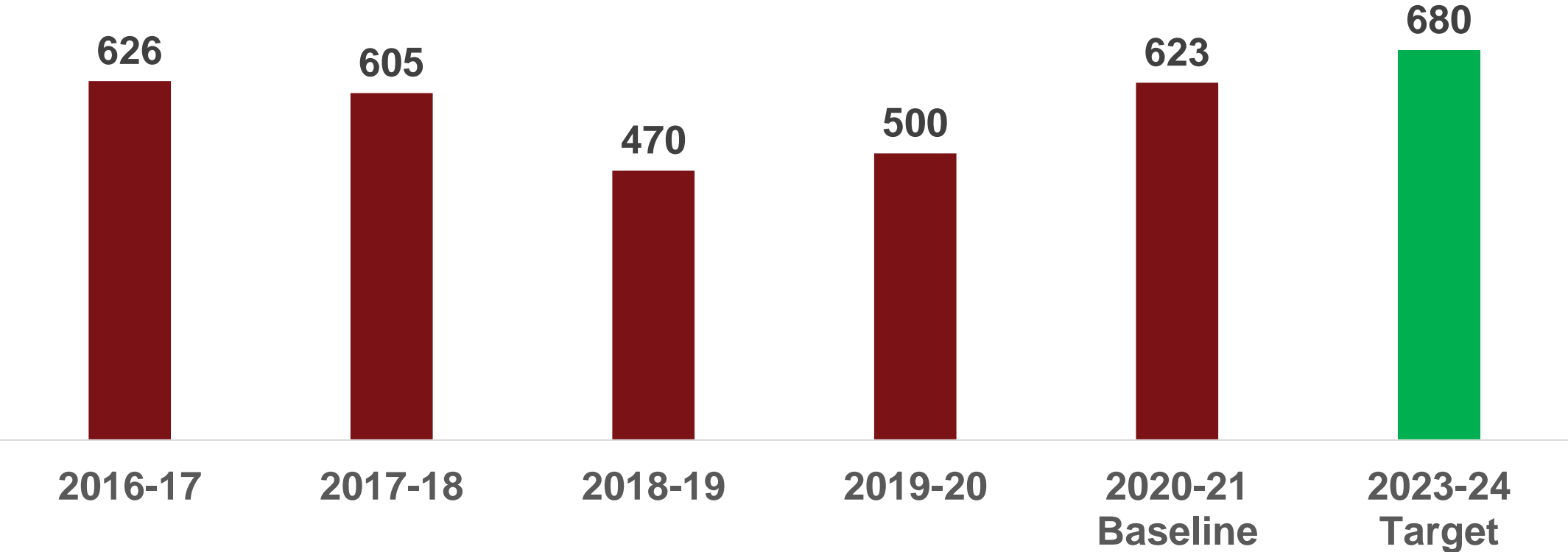


- Increase first-to-second year retention rates with a collaborative model to close gaps!
 - URM - increased from 60% to 71%
 - LI - increased from 67% to 68%
 - Initiatives from *Presidential Commission on Advising* has enhanced these efforts
 - Overall Retention - increased from 74.7% to 77.4% - **Highest for all public, comprehensives in state**
- Summer Bridge program funded by CPE – 30 students with peer mentors, additional advising and tutoring – continued into fall and spring

KEY PERFORMANCE INDICATORS -- TALENT

Graduate/Professional Degrees:

Number of graduate degrees awarded in an academic year



Murray State University - KEY STRATEGIES ON TALENT



- Increase of 25% for number of graduate degrees
- Increase university/industry partnerships to strengthen connection between school and work
 - Record attendance at Career Fairs
 - Enhanced partnerships in Nursing, Engineering, Business, Education, Agriculture, among others
- Increase external grant submissions to guide recruitment strategies
 - Over \$11M in grants to support faculty, staff and student research initiatives for FY22 – **record amount (18% ↑)**
- Launching 5 graduate online certificate programs

Murray State University - KEY STRATEGIES ON VALUE

30+
CONSECUTIVE YEARS
TOP TIER UNIVERSITY
- U.S. NEWS & WORLD REPORT

- Past 4 years - record amounts awarded in Scholarships and Financial Aid - \$115 M
- Increase fundraising through a new comprehensive campaign – **largest year**
 - **Launched \$100 million Centennial Campaign in October!**
- \$776,582 awarded for need-based funding in FY22
- We are one of only two publics in the state – most affordable for Pell Grant students (National College Attainment Network)
- 50% of students graduate with no known debt (Common Dataset) – **best among the public, comprehensives**
 - *Of those graduating with known debt, they graduate owing less than other public, comprehensives.*
- Maximize Murray State University’s messaging for prospective families/students emphasizing the VALUE of higher education
 - Enhanced marketing campaigns about FAFSA – **required for Murray State scholarships**
- One of the lowest Kentucky resident gross tuition



Murray State University - KEY STRATEGIES ON VALUE



- Murray State Promise – Gap scholarship
- Transfer Scholarships – Enhanced for Fall 2023; Racers Give
- Centennial Scholarships – First-time Freshmen for Fall 2022
- Murray State Foundation Assets – \$158 million as of 6/30/2022
- One of two public universities signing a state transfer agreement with KCTCS
- 36 semesters of average GPA of 3.0 or higher for student athletes and athletic mentorship to move students to graduation
- Building new School of Nursing and Health Professions – state funded
- *Second in the state for regional comprehensives for median earnings for students 10 years after they matriculated (US DOE College Scorecard)*





Affordability



Transitions



Success



Equity



Talent



Value

HIGHER EDUCATION *Matters*

A Campus Action Plan for
Murray State University

2022-2024



AFFORDABILITY

Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

- 1a. Streamline net tuition pricing, which will simplify tuition and fee rates and provide more competitive rates.
- 1b. Monitor and minimize duplicate programs to save costs, which can be passed on to students.
- 1c. Provide students with timely and accurate advising information by establishing a President's Task Force on Advising. Enhanced advising should quicken time-to-graduation and thereby reduce the cost of college.

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

- 2a. Conduct money management sessions for incoming and enrolled students.
- 2b. Work with our regional Campus Advisory Councils and our campuses in Hopkinsville, Madisonville, Paducah and Henderson to offer financial aid workshops and informational sessions on college costs to prospective students and their families.



TRANSITIONS

Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

- 3a. Through the Road Scholars program, send faculty and professional staff into regional high schools to increase college readiness and recruitment, with special attention to diversity, equity and inclusion.
- 3b. Enhance and expand TRIO initiatives to improve college readiness with a focus on diversity, access and inclusion.
- 3c. Work with CPE to expand summer bridge programming.

4. Increase enrollment in postsecondary education.

- 4a. Use predictive analytics to guide recruitment activities.
- 4b. Provide timely answers to students' and families' foundational questions within and outside of business hours.
- 4c. Collaborate with Admissions, Student Financial Services, Academic Affairs and others to review test optional admissions to promote equity and increase enrollment.
- 4d. Streamline automated admission for populations currently taking courses at the university.
- 4e. With our regional P-12 partners, further invest in high school dual credit initiatives (through the Racer Academy) and create postsecondary pathways to increase yield rates.



SUCCESS

Objectives, Strategies & Targets

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

- 5a. Deploy internal analytics to increase student progression metrics (at 60 and 90 hours).
- 5b. Enhance discussions and partnerships among and between academic colleges to increase degrees awarded in high need areas.
- 5c. Through enhanced collaboration between the divisions of Student Affairs and Academic Affairs, increase first-to-second year student retention rates via a new retention model with new resources.
- 5d. Promote the benefits of Residential Colleges with living and learning communities to increase student satisfaction, which could lead to enhanced retention.
- 5e. Increase six-year graduation rates through mentoring and coaching, with special attention to diversity, access, and inclusion.

6. Maximize transfer of academic and experiential credit.

- 6a. Increase the number of stackable credentials and programs offered with a focus on adult learners.
- 6b. Working with KCTCS, increase the number of transfer agreements that smooth the transition from two-year to four-year programs.

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

- 7a. Work with each college/school to ensure at least one of its programs receives certification from the Quality Assurance Commons.
- 7b. Further develop certificates and micro-credentials offered by each of Murray's six academic colleges/schools and the Center for Adult and Regional Education to enhance academic and workforce relevance.
- 7c. Enhance the overall internationalization of campus with faculty involvement in high quality programs in niche markets like Shandong Business and Technology University in China, where over 500 students are enrolled.
- 7d. Continue to focus on STEM+H programs to meet needs of the Commonwealth.
- 7e. Enhance our current academic program inventory of 24 programmatic-accredited offerings, which is the gold-standard for program accreditations across all colleges and schools.
- 7f. Maintain or increase national academic quality rankings, which could enhance graduates' return on investment.



TALENT

Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

8a. Advance Murray State Athletics' plan to maximize achievement in "The Racer Way," which teaches student athletes leadership, perseverance, grit and successful life skills.

8b. Increase university/industry partnerships and advisory committees to strengthen the connection between school and work.

8c. Increase internship applications in our Career Services office through Handshake with regional and national companies.

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

9a. Enhance support, particularly in the School of Engineering, to better address new industries in the Commonwealth (e.g., the new Ford electric battery plant in Glendale, KY).

9b. Increase external grant submissions to guide recruitment strategies and help local communities.

9c. Support our region in rebuilding efforts from the devastating tornadoes of December 2021.



VALUE

Objectives, Strategies & Targets

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

10a. Enhance Murray State University's brand awareness.

10b. Maximize Murray State University's messages to prospective students and families and track press releases and other communications.

10c. Continue to affirm, communicate and amplify CPE's Higher Education Matters campaign with messages about higher education's return on investment.

11. Build support for greater investment in postsecondary education.

11a. Continue to serve as the cultural hub of the region with regard to the visual and performing arts.

11b. Increase fundraising from private sources through a new comprehensive campaign as Murray State University celebrates our Centennial.

11c. Support further regional economic development initiatives through our Center for Economic and Entrepreneurial Development.



TARGETS

Key Performance Indicators

Key Performance Indicator	Baseline	Target
Time to Degree	4.13	4.0
Undergraduate Enrollment	7,939	8,047
Undergraduate Degrees/Credentials	1,614	1,670
Graduate Degrees	623	680
Retention Rate	74.7%	81.0%
Graduation Rate	56.0%	60.0%

This document is Murray 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 campus targets for key performance indicators.

March 2022



How Council Actions Impact Kentucky Postsecondary Institution Budgets

Council Work Session
November 18, 2022

Overview

Campus Operating Budgets

- What are major sources of revenue? How have they changed over time?
- What are standard categories of spending? How have they changed?
- What does it cost to educate students? What are the primary sources of revenue used to pay that cost?
- How do Council actions impact campus budgets?

Biennial Budget Development

- What process is used to develop a biennial budget request for postsecondary education? What is the timeframe for development?
- What funding components are typically included?

Overview (Cont'd)

Biennial Budget Development (Cont'd)

- What did the Council recommend for the 2022-24 biennium?
- What are the main components of the postsecondary institution operating appropriation?
- What portion of these funds can be used to educate students? How has state funding for educating students changed over time?

Tuition Setting

- What process is used to develop tuition parameters for postsecondary institutions? What is the timeframe for development?
- What key issues and other data are considered during tuition setting?

Overview (Cont'd)

Tuition Setting (Cont'd)

- What parameters were adopted by the Council in 2022 and 2023?
- Why is a dollar of tuition revenue worth less than a dollar?
- What share of educational costs is paid by the state? What share is paid by students and families?
- How do Council tuition decisions impact campus budgets?

Student Financial Aid

- What are the main sources of student financial aid? How has student aid funding changed over time?



Campus Operating Budgets

Campus Operating Budgets

Sources of Revenue

- **Net Tuition and Fees** - Revenue from all tuition and fees assessed to students for educational purposes, net of refunds and discounts and allowances
- **State and Local Appropriations** - Revenue received from state or local legislative organizations (except grants, contracts, and capital appropriations)
- **Gifts, Endowment Income, and Investment Returns** – Private gifts include revenue received from private donors or private contracts for specific goods or services provided by the institution that are directly related to instruction, research, public service, or other institutional purposes. Investment revenue is comprised of interest income, dividend income, rental income, or royalty income. Endowment income is generally income from trusts held by others and income from endowments and similar funds.
- **State and Local Grants and Contracts** - Revenue from state or local government agencies for training programs or similar activities that are either received or are reimbursable under a grant or contract

Campus Operating Budgets

Sources of Revenue (Cont'd)

- **Federal Appropriations, Government Grants and Contracts** – The total amount of revenue coming from federal appropriations, grants, and contracts.
- **Auxiliary Enterprises** – Revenue generated by or collected from auxiliary enterprise operations of the institution (net of discounts and allowances) that furnish a service to students, faculty, or staff and that charge a fee related to the cost of service (e.g., residence halls, food services, student health services, intercollegiate athletics, student unions, and college stores)

Campus Operating Budgets

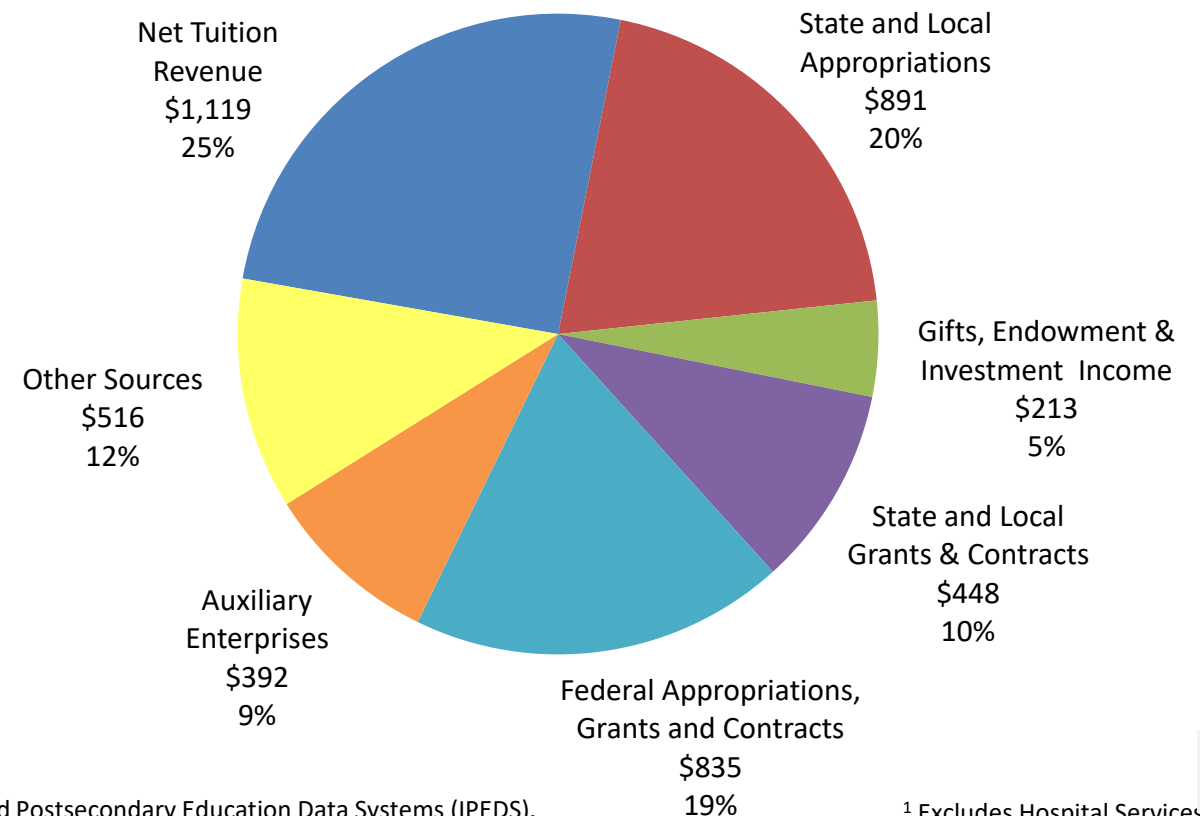
Major Sources of Revenue (2019-20)

What are major sources of revenue?

- In 2020, the institutions generated \$4.4 B in revenue, excluding hospitals
- The largest shares of revenue came from net tuition, state appropriations, and federal grants and contracts that combined represent 64% of the total
- Net tuition revenue is defined as all tuition and fees assessed to students net of discounts and allowances
- Federal grants and contracts includes Pell and other federal grants

Kentucky Public Postsecondary Institution
Revenue by Source ¹
Fiscal Year 2019-20

Total = \$4,414 Million



Source: Integrated Postsecondary Education Data Systems (IPEDS).

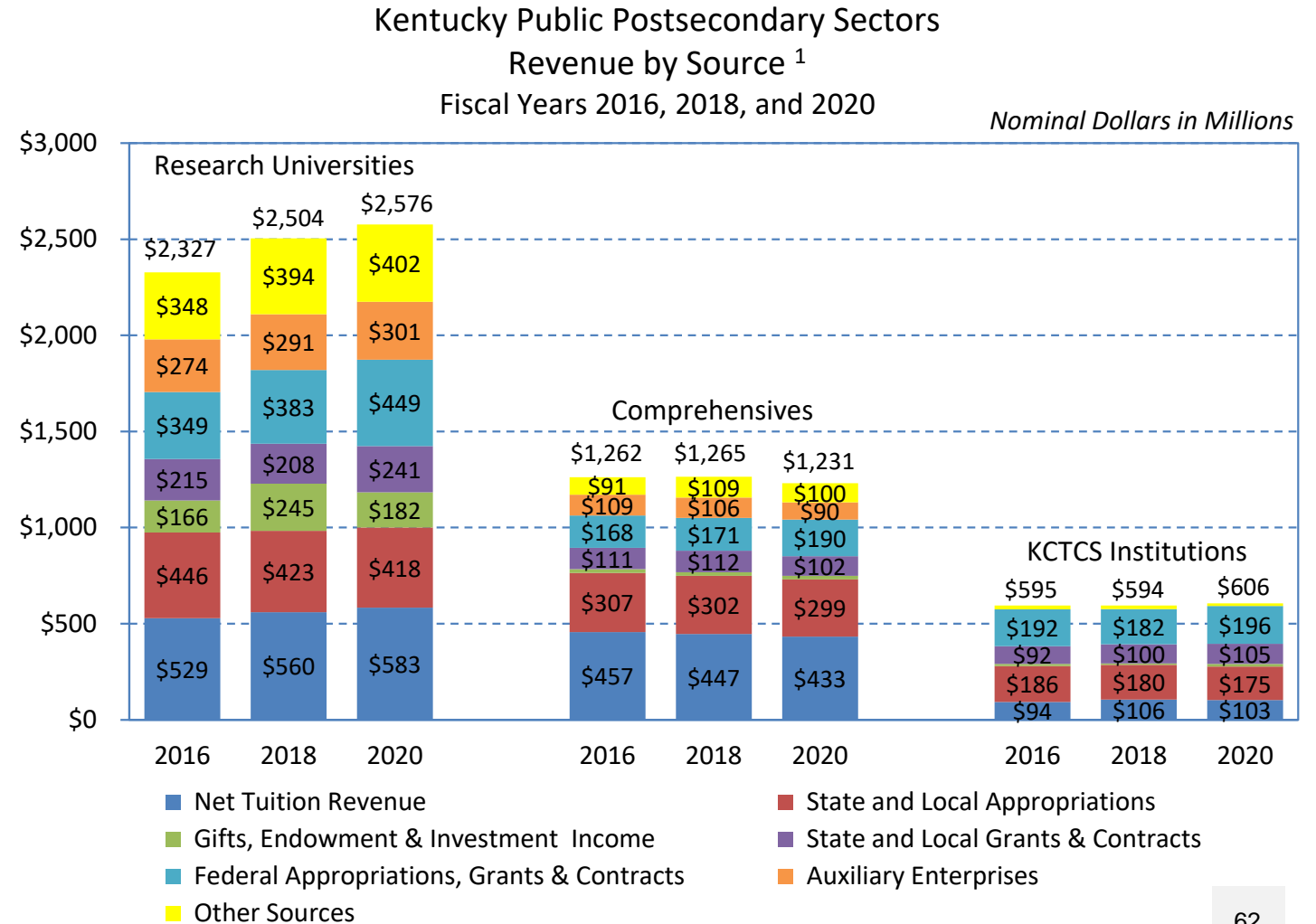
¹ Excludes Hospital Services

Campus Operating Budgets

Change in Revenue (2016 Through 2020)

How has revenue changed over time?

- Between 2016 and 2020, total revenue at research universities increased by \$249 million or 11%
- Revenue at the comprehensive institutions decreased by \$31 million or -3%
- KCTCS revenue grew by \$11 million or 2%
- State support decreased in all three sectors (-6% in research sector, -3% at comprehensives, and -6% KCTCS)



Source: Integrated Postsecondary Education Data System (IPEDS).

¹ Excludes Hospital Services

Campus Operating Budgets

Spending Categories

- **Instruction** - all activities that are part of an institution's instructional program. Included are credit and noncredit courses
- **Research** - all activities specifically organized and separately budgeted to produce research outcomes, whether commissioned by an agency external to the institution or separately by organizational unit within the institution
- **Public Service** - activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution
- **Academic Support** - support services for instruction, research, and public service (e.g., libraries, academic computing)
- **Student Services** - includes admissions and registrar offices and activities whose primary purpose is to contribute to emotional and physical well-being of students outside of the formal instructional program (e.g., counseling and career guidance, financial aid administration, student admissions, student records, and student health services)

Campus Operating Budgets

Spending Categories (Cont'd)

- **Institutional Support** – Includes central executive-level activities concerned with management and long-range planning of the institution, such as the governing board, planning and programming, and legal services (e.g., executive management, fiscal operations, administrative computing, public relations, development)
- **Maintenance and Operations** - Includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the institution's physical plant. This category does not include interest expense on capital-related debt
- **Scholarships and Fellowships** - Includes expenses for scholarships and fellowships – from restricted or unrestricted funds – in the form of grants to students, resulting from selection by the institution or from an entitlement program. Also includes aid in the form of tuition or fee remissions
- **Auxiliary Enterprises** - Entities that exist to furnish goods or services to students, faculty, or staff, and that charge a fee directly related to, although not necessarily equal to, the cost of the goods or services provided

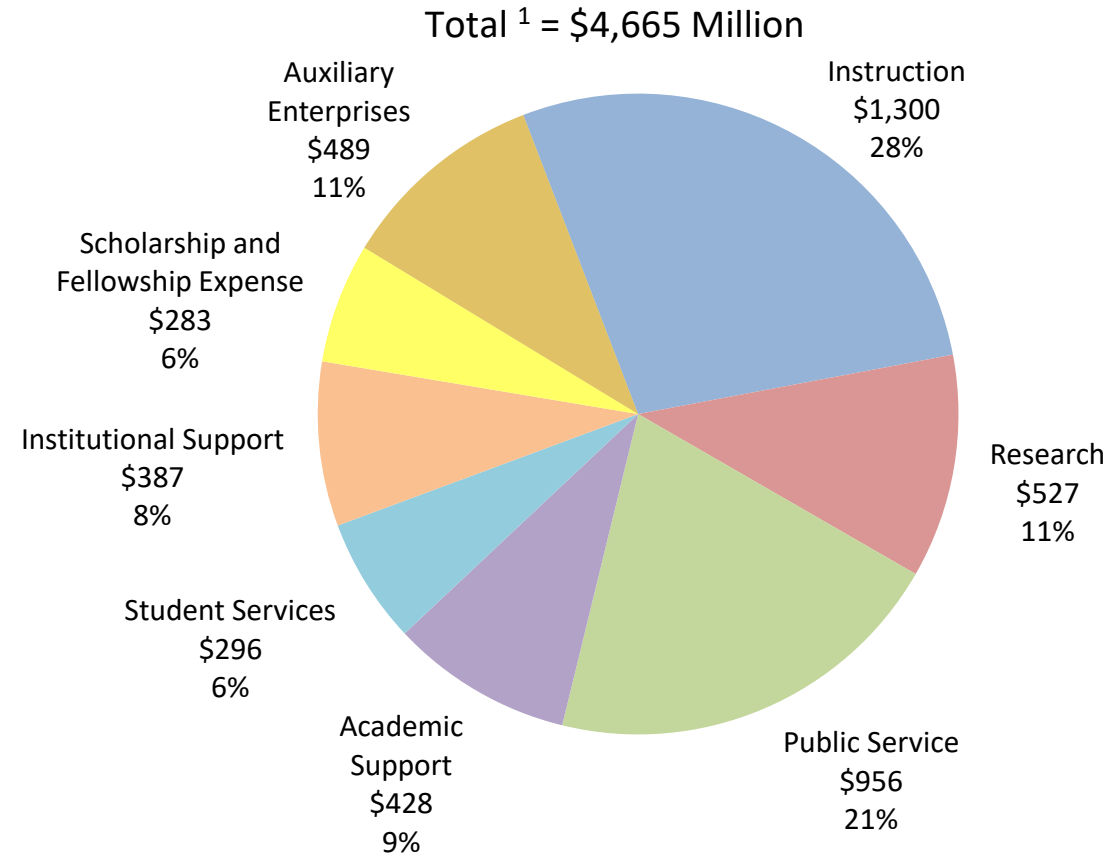
Campus Operating Budgets

Spending Categories (2019-20)

What are standard categories of spending?

- In 2020, institutions spent \$4.7 B, excluding hospital services and other expenses
- Instruction was the largest category of expenditure (+\$1.3 B), followed by public service (+\$956 M) and research (+\$527 M)
- These three categories accounted for 60% of total spending
- IPEDS allocates M&O expense (not shown) to other spending categories

Kentucky Public Postsecondary Institution
Expenditures by Functional Category ¹
Fiscal Year 2019-20



Campus Operating Budgets

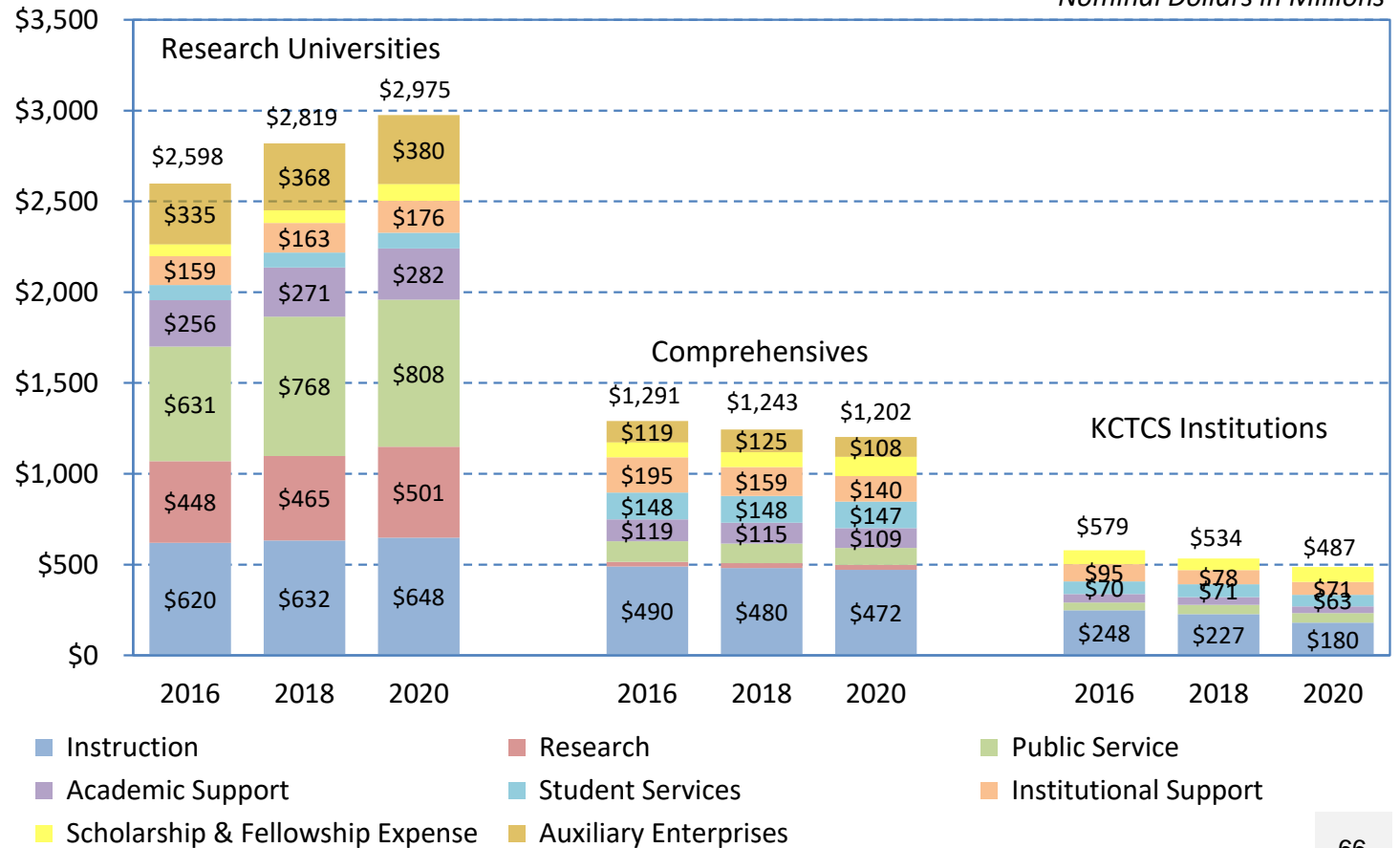
Change in Spending (2016 Through 2020)

How has spending changed over time?

- Total spending grew by \$377 M or 15% in the research sector
- It decreased by \$89 M or -7% at comprehensive institutions and by \$92 M or -16% at KCTCS
- In research sector, public service (+\$177 M) and research (+\$53 M) had the largest dollar increases
- While spending on instruction grew by \$28 M in research sector, it decreased at comprehensives and KCTCS by \$18 M and \$68 M

Kentucky Public Postsecondary Sectors Expenditures by Functional Category ¹
Fiscal Years 2016, 2018, and 2020

Nominal Dollars in Millions



Source: Integrated Postsecondary Education Data System (IPEDS).

¹ Excludes Hospital Services and Other Expenses

Campus Operating Budgets

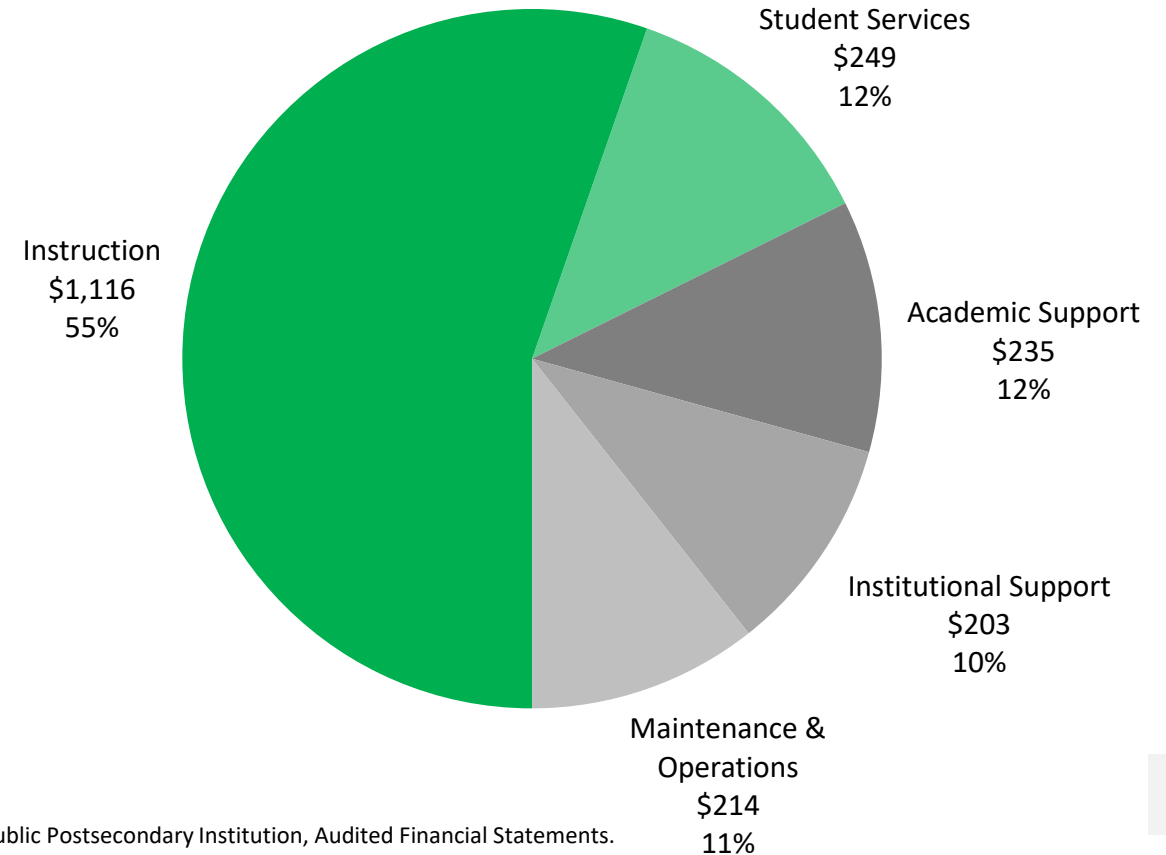
Cost to Educate Students (2019-20)

What does it cost to educate students?

- In 2020, the institutions spent about \$2.0 B on educating students
- Direct costs were \$1.3 B or 67% of that total (\$1.1 B of instruction + \$249 M of student services)
- Indirect costs (allocated overhead) were \$652 M or 33% of the total
- The primary revenue sources for educating students are state appropriations and net tuition and fee revenue

Kentucky Public Postsecondary System
Education and Related Spending by Component
Fiscal Year 2019-20

Total = \$2,016 Million



Sources: Kentucky Public Postsecondary Institution, Audited Financial Statements.

Campus Operating Budgets

Council Actions That Impact Campus Budgets

What Council actions or policies impact state appropriations and net tuition and fee revenue?

- Biennial Budget Development
 - Performance Funding
 - Mandated Programs
 - Endowment Match Program
 - Workforce Development

Every other year, the Council approves a biennial budget recommendation that is submitted to the Governor and General Assembly
- Tuition Setting
 - Resident Undergraduate Ceilings
 - Nonresident Tuition Policy
 - Graduate and Online Rates

Every year, the Council sets tuition ceilings and approves campus rate proposals

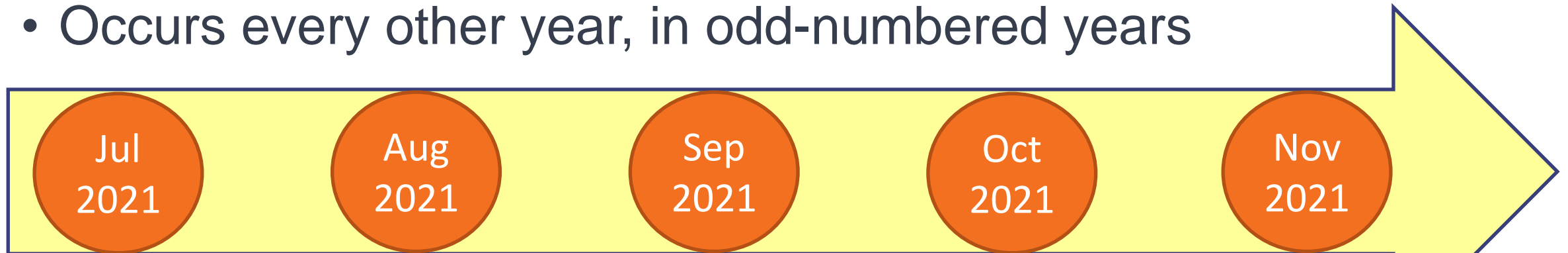


Biennial Budget Development

Biennial Budget Development

Process and Timeline (2022-2024)

- Collaborative process involving CPE staff, campus presidents and chief budget officers, and Council members
- Occurs every other year, in odd-numbered years



- Review funding components from previous biennium
- Share preliminary timeline

- Discuss funding components for 2022-24
- Finalize budget development timeline

- Continue to discuss funding request components
- Update Council members regarding progress

- Finalize request based on input from presidents
- Finance Committee endorses 2022-24 budget request

- Council approves 2022-24 biennial budget request
- CPE staff submits budget to OSBD and LRC staffs

Biennial Budget Development

Funding Components

What funding components are typically included in the biennial budget request?

- **Operating Funds** – Appropriations for campus operations that support the instruction, research, and public service missions of Kentucky public postsecondary institutions
- **Trust Funds** – Strategic funding that supports programs and provides incentives for Kentucky colleges and universities to pursue state goals for postsecondary education
- **Capital Investment** – Funding that addresses new construction, asset preservation, and information technology needs at the public institutions
- **Agency Operating Funds** – Funding that supports CPE’s statewide coordinating board function and strategic programs, such as the Education Continuum and Healthcare Collaborative

Biennial Budget Development

Council Recommendation (2022-2024)

Funding Component	Fiscal 2022-23	Fiscal 2023-24	Biennial Total
Operating Funds			
• Performance Funding	\$67,500,000	\$90,000,000	\$157,500,000
• Pension Relief Funds	2,209,900	4,419,800	6,629,700
Capital Investment			
• Asset Preservation	\$350,000,000	\$350,000,000	\$700,000,000
Trust Funds			
• Bucks for Brains	\$30,000,000	\$30,000,000	\$60,000,000
• Competitive Workforce Initiative	2,225,000	4,450,000	6,675,000
CPE Agency Budget			
• Expanded Duties and Responsibilities	\$1,032,500	\$1,383,400	\$2,415,900
• Education Continuum	1,280,500	3,280,500	4,561,000
• Healthcare Collaborative	20,000,000	20,000,000	40,000,000

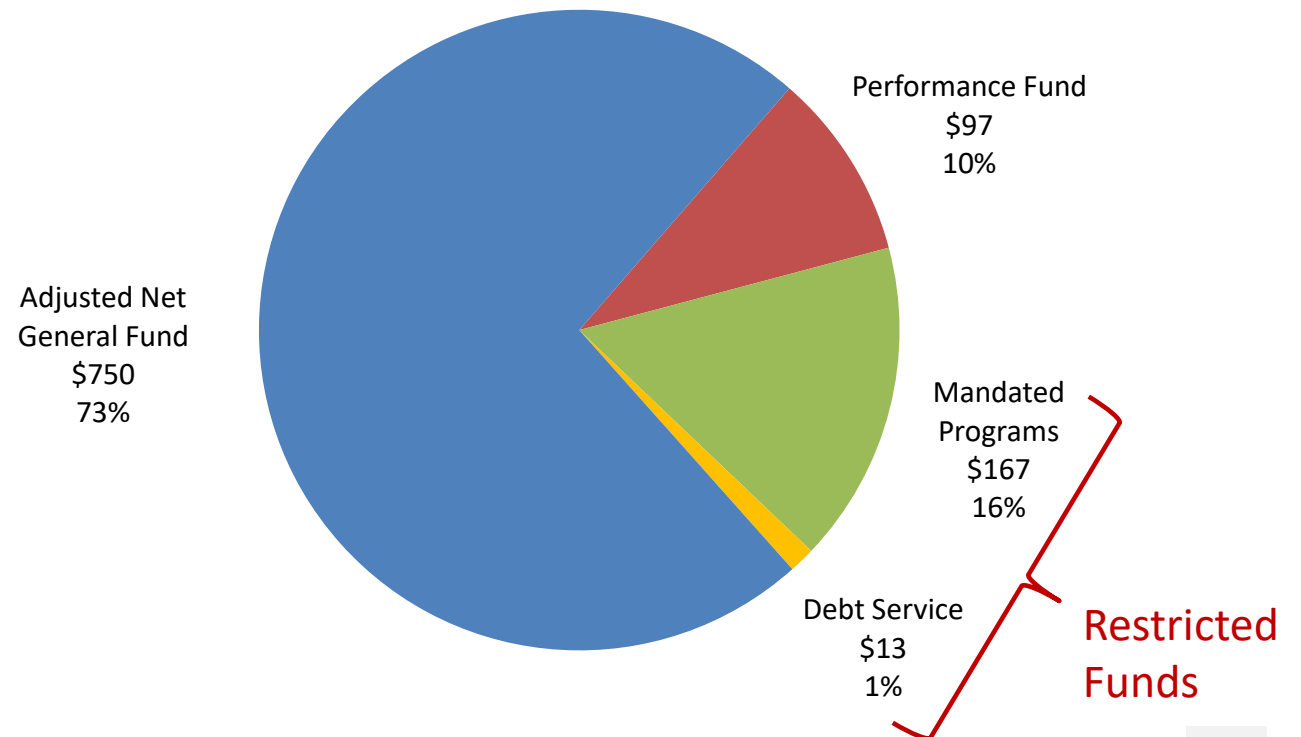
Biennial Budget Development

Components of Operating Appropriation (2022-23)

- Performance Fund
 - For distribution to institutions based on outcomes achieved (KRS 164.092)
- Mandated Programs
 - Funding for mandated public service and research programs
- Debt Service
 - To pay debt service on state bonds for new capital projects
- Adjusted Net General Fund
 - Each institution's direct appropriation minus mandated programs and debt service

Kentucky Public Postsecondary Institution
Components of Enacted Total Operating Appropriation
Fiscal Year 2022-23

Total = \$1,027 Million



Biennial Budget Development

State Funds for Educating Students (2022-23)

Kentucky Public Postsecondary Institution
 Calculated State Funds for Educating Students
 Fiscal Year 2022-23

				(A - B - C)			(D + E)
	A	B	C	D	E	F	
Institution	Enacted Total General Fund	Debt Service Adjustment	Mandated Programs	Adjusted Net General Fund ¹	Performance Distribution	State Funds for Education	
University of Kentucky	\$289,108,300	(\$2,777,500)	(\$101,668,800)	\$184,662,000	\$30,904,300	\$215,566,300	
University of Louisville	129,031,800	(1,475,000)	(1,345,200)	126,211,600	17,523,600	143,735,200	
Eastern Kentucky University	76,640,900	(2,117,000)	(13,681,600)	60,842,300	4,927,900	65,770,200	
Kentucky State University	28,165,600	(290,000)	(9,640,100)	18,235,500	0	18,235,500	
Morehead State University	45,714,100	(634,500)	(10,148,100)	34,931,500	0	34,931,500	
Murray State University	48,708,900	(850,000)	(7,305,100)	40,553,800	3,296,800	43,850,600	
Northern Kentucky University	53,090,500	(843,000)	(1,323,900)	50,923,600	11,363,500	62,287,100	
Western Kentucky University	79,173,100	(1,226,500)	(10,327,600)	67,619,000	7,777,200	75,396,200	
KCTCS	180,464,900	(3,229,000)	(11,474,300)	165,761,600	21,513,800	187,275,400	
Total	\$930,098,100	(\$13,442,500)	(\$166,914,700)	\$749,740,900	\$97,307,100	\$847,048,000	

¹ The adjusted net General Fund appropriation is also referred to as the "Formula Base" in statute (KRS 164.092).

Biennial Budget Development

Change in Funds for Educating Students

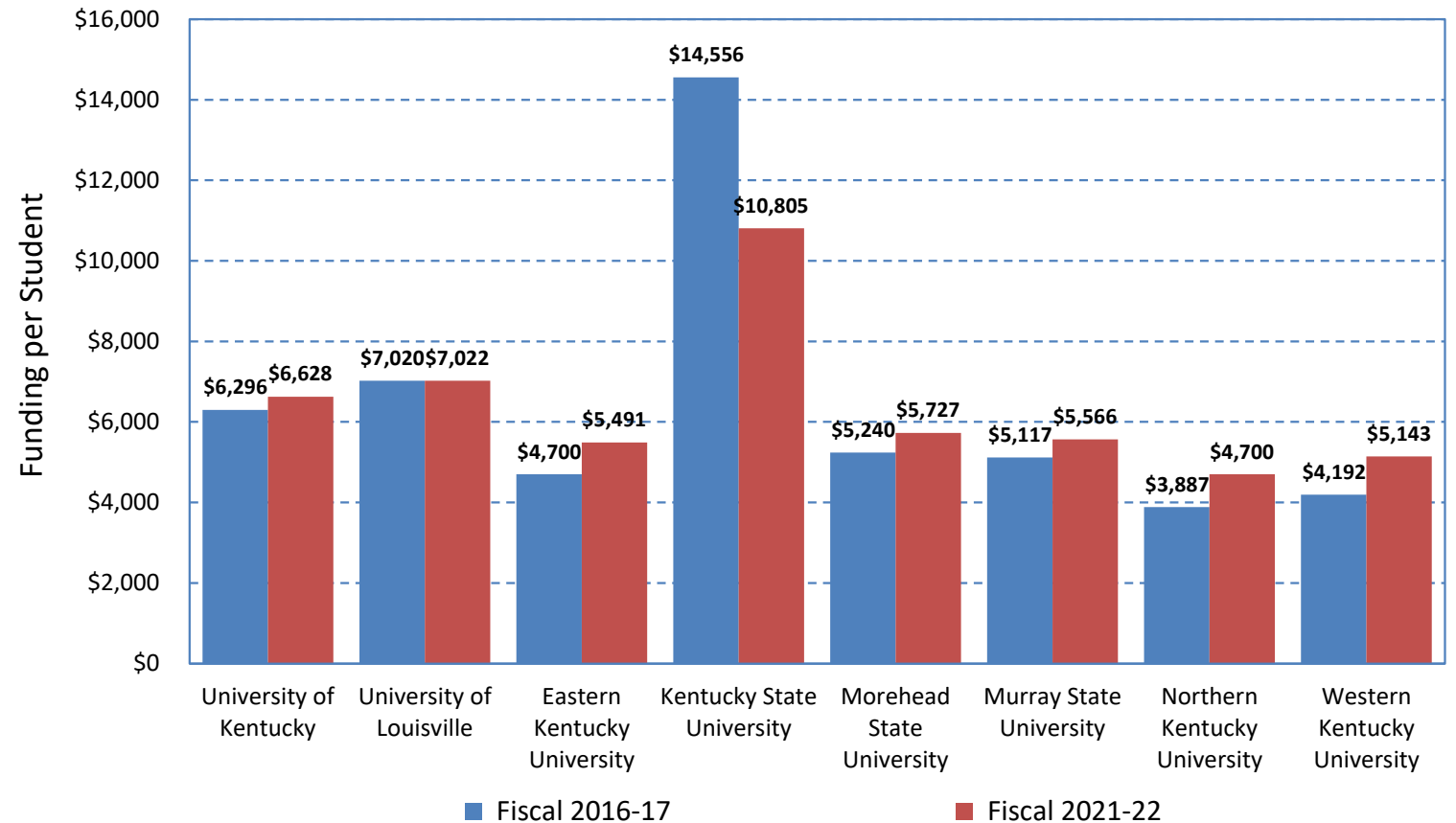
Kentucky Public Postsecondary Institution
Change in State Funds for Educating Students¹
Between Fiscal Years 2016-17 and 2022-23

Nominal Dollars in Millions

Campus	2016-17	2022-23	Dollar Change	Percent Change
UK	\$181	\$216	\$34	19%
UofL	132	144	12	9%
EKU	63	66	3	5%
KSU	20	18	(2)	-9%
MoSU	39	35	(4)	-10%
MuSU	43	44	0	1%
NKU	45	62	17	38%
WKU	66	75	9	13%
KCTCS	170	187	18	10%
Total	\$759	\$847	\$88	12%

¹ Defined as each institution's regular General Fund appropriation plus any performance fund distribution, minus debt service and mandated program funding.

State Funds for Educating Students¹ per Full-Time Equivalent Student
Fiscal Years 2016-17 and 2021-22



¹ Regular General Fund appropriation plus performance fund distribution, minus debt service and mandated program funding.
Source: Council on Postsecondary Education, Finance and Budget Unit, and Data and Advanced Analytics Unit.



Tuition Setting

Tuition Setting

Process and Timeline (2021-22)

- Collaborative process involving CPE staff, campus presidents and chief budget officers, Council members, and students
- Done annually, unless Council approves two-year ceiling



- CPE staff and CBOs review the Tuition and Fee Policy and discuss changes
- Develop a tuition setting timeline

- CPE staff and campus presidents finalize the tuition policy and timeline
- Council approves policy and timeline

- CPE staff and CBOs exchange policy relevant data and identify key issues
- CPE staff updates Council members

- CPE staff and campus presidents finalize tuition recommendation
- Council approves tuition ceilings

- Campuses submit tuition proposals to CPE that comply with adopted ceilings
- Council approves campus proposals

Tuition Setting

Key Issues and Policy Relevant Data (2021-22)

What key issues and other data are considered during tuition setting?

- Key Issues
 - State Funding (Current)
 - Fixed and Unavoidable Costs
 - Pension Costs
 - COVID-19 Related Costs
 - Enrollment Trends
- Policy Relevant Data
 - State Funding (Historical)
 - Kentucky Published Prices
 - Interstate Price Comparisons
 - Student Financial Aid
 - Net Price
 - Student Loan Debt

Tuition Setting

Council Approved Parameters (2021-22 and 2022-23)

On May 13, 2021, the Council approved resident undergraduate tuition and fee ceilings for 2021-22 and 2022-23 that equated to:

- Maximum base rate increases of no more than **3.0 percent** over two years, and no more than **2.0 percent** in any one year, for public universities
- Maximum base rate increases of no more than **\$5.00 per credit hour** over two years, and no more than **\$3.00 per credit hour** in any one year, for KCTCS

The Council also allowed institutions to submit:

- Nonresident undergraduate tuition and fees that complied with the Council's *2021-22 Tuition and Mandatory Fees Policy*, or an existing MOU between the Council and an institution
- Market competitive tuition and fee rates for graduate and online courses

Tuition Setting

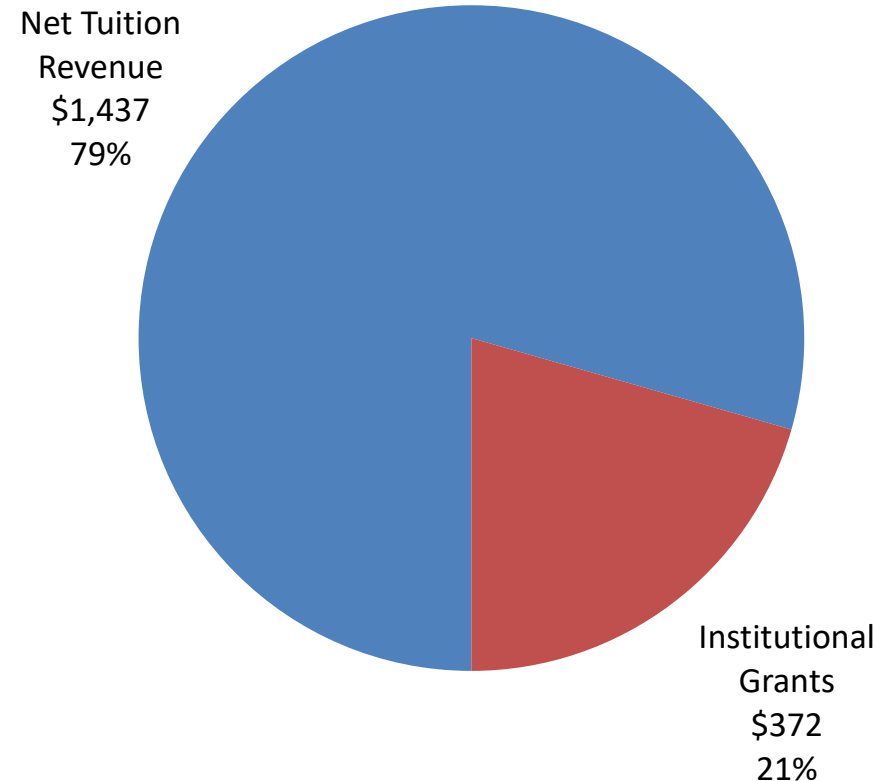
Net Tuition Revenue (2019-20)

Why is a dollar of tuition revenue worth less than a dollar?

- In 2020, the institutions generated \$1.8 billion in gross tuition and fee revenue
- Of that amount, \$1.4 billion or 79% was available for institutions to spend due to tuition discounting
- Campus funded grants and scholarships were 21% of the total
- Institutions discount tuition to maintain or grow enrollment and to achieve academic or diversity objectives for an incoming class

Kentucky Public Postsecondary Institution
Total Tuition and Fee Revenue Net of Institutional Grants
Fiscal Year 2019-20

Total = \$1,809 Million



Source: Integrated Postsecondary Education Data Systems (IPEDS).

Tuition Setting

Impact on Campus Budgets

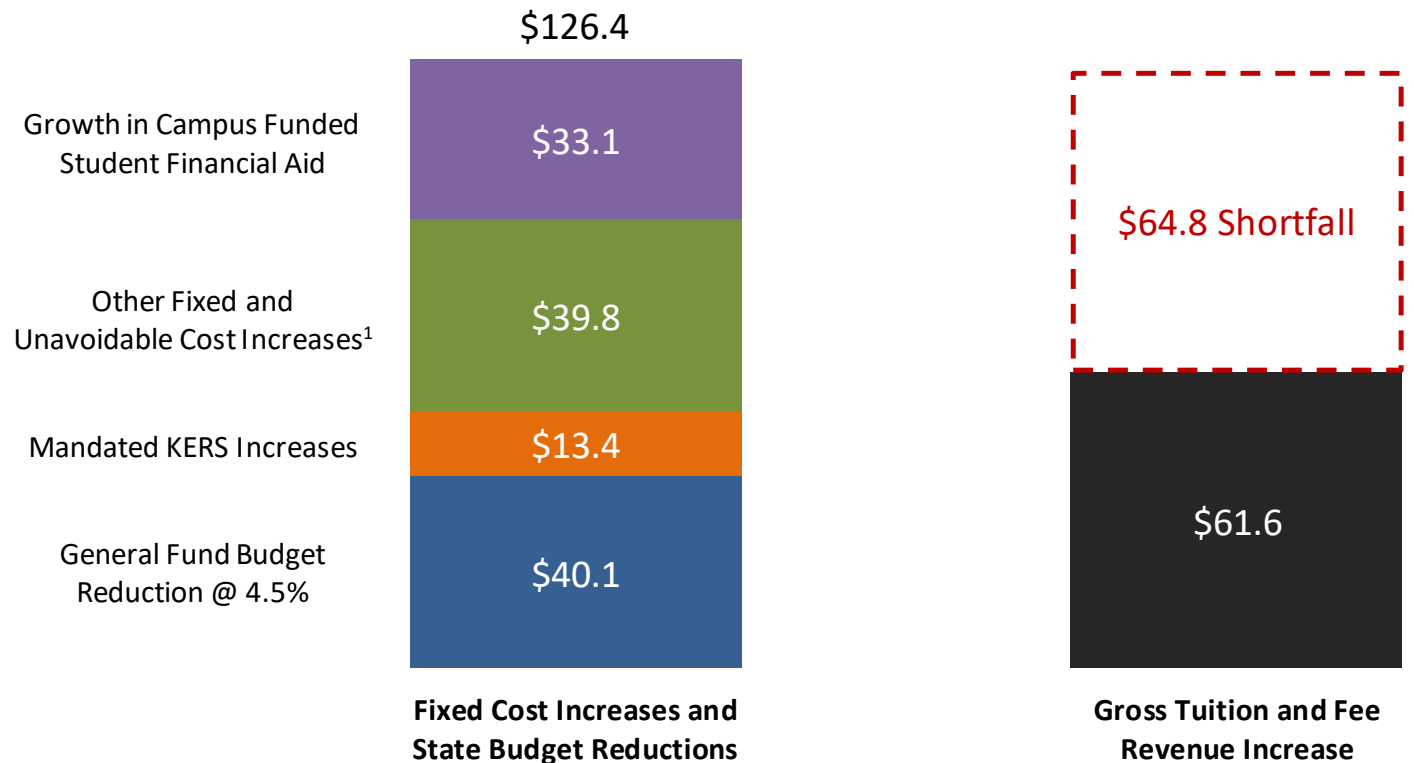
How do Council tuition decisions impact campus budgets?

- Every year CPE staff collects data on fixed cost increases and student aid spending from the institutions
- When combined with estimates of revenue generated from proposed tuition parameters it allows staff to assess the budgetary impact
- In 2017, the Council adopted tuition ceilings in the 4% to 5% range, which generated about \$62 M in revenue
- This resulted in an estimated \$65 M shortfall in revenue and expenses

Budget Challenges for Postsecondary Institutions

Fiscal Year 2016-17

(Dollars in Millions)



¹ Includes M&O, utilities, health insurance, mandated tuition waiver, and contractual obligation cost increases.

Source: Council on Postsecondary Education, Comprehensive Database.



Student Financial Aid

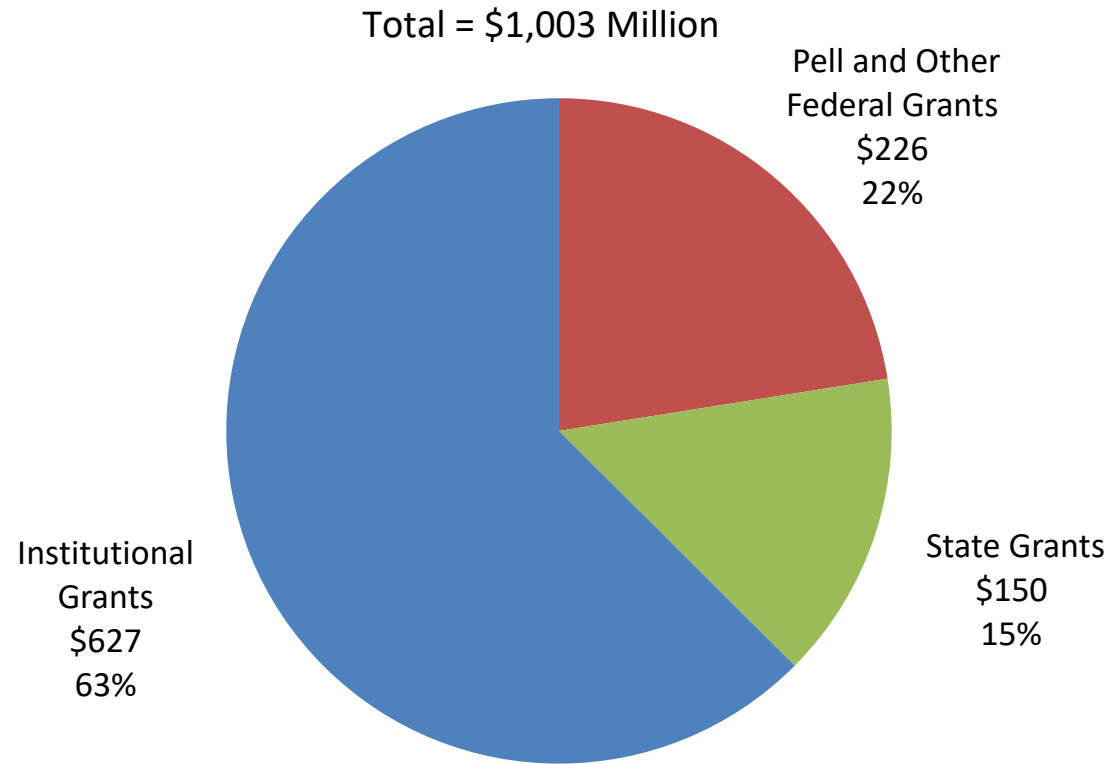
Student Financial Aid

Sources of Student Aid (2019-20)

What are the main sources of student financial aid?

- In 2020, total gross scholarships and fellowships totaled \$1.0 B
- Pell and other federal grants were \$226 M or 22% of the total
- State grants such as CAP and KEES totaled \$150 M or 15%
- Institutional grants were nearly two-thirds of the total at \$627 M
- These grants can be applied to tuition and fees or auxiliary enterprise services

Kentucky Public Postsecondary Institution
Components of Total Gross Scholarships and Fellowships
Fiscal Year 2019-20

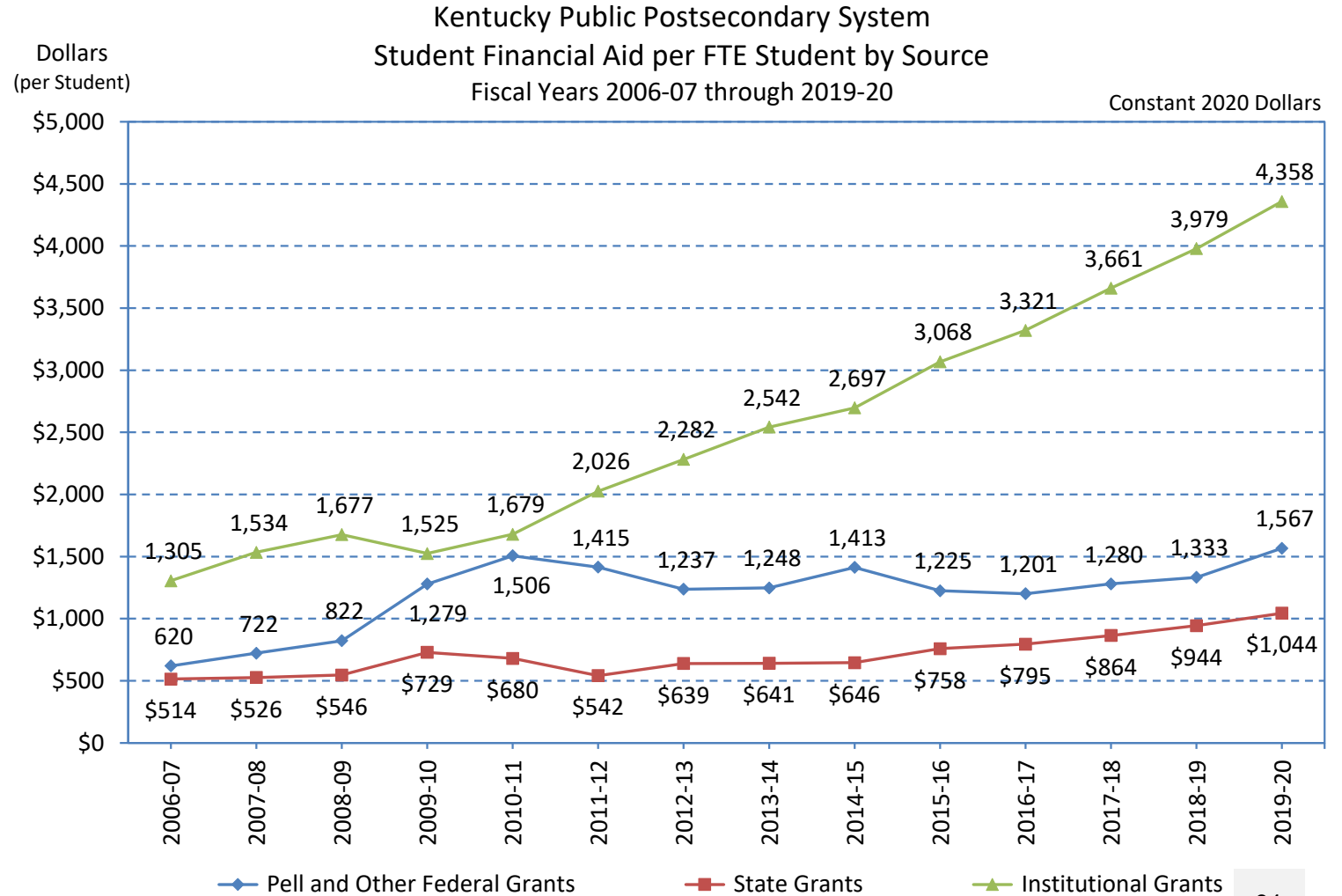


Student Financial Aid

Change in Student Aid (2006-07 Through 2019-20)

How has student aid funding changed over time?

- Since 2011, federal aid has grown very slowly, increasing by \$61 per student or 4%
- State grants per student increased every year since 2012 and more than doubled since 2007 (+103%)
- Campus funded aid per student is larger than both federal and state sources combined and has grown by \$2,833 per student or 186% since 2010



Sources: IPEDS; Commonfund Institute, Higher Education Price Index, 2021 Update; CPE Data and Advanced Analytics Unit.

Questions?



Twitter: CPENews and CPEPres



Website: <http://cpe.ky.gov>



Facebook: KYCPE