KENTUCKY STATE UNIVERSITY
1886
ONWARD — UPWARD

3 Year

STRATEGIC PLAN

Vision 2028

Thorobreds Leading for Impact

KENTUCKY STATE
UNIVERSITY

Letter from Leadership

Dear KSU Community,

Following a comprehensive internal review process, I am pleased to announce the launch of our new strategic plan, designed to guide Kentucky State University (KSU) towards a future of growth in innovation and inspiring the next leaders of the Commonwealth. This comprehensive plan, crafted through extensive consultation and collaboration, focuses on four key pillars: Affordable Access, Transformative Engagements, Equitable Student Success, and Sustainable Educational Resources. These pillars are the foundation upon which we will build Kentucky State University's growth and success in the years ahead.

Affordable Access

We are committed to making education accessible to all individuals, regardless of their socioeconomic background. By reducing financial barriers and promoting our financial aid programs, we will provide more opportunities for students to pursue their educational goals. Our focus on affordable educational access will empower students to achieve mobility.

Transformative Engagements

Our university will play an active role in advancing conditions across the Commonwealth through strategic partnerships and impactful services. We will collaborate with local governments, non-profit organizations, businesses, and community groups to address critical workforce, economic, and environmental challenges. Through these transformative engagements, we will contribute to the well-being and development of our communities, making a meaningful contribution to the Commonwealth.

Equitable Student Success

Ensuring that every student has the opportunity to succeed is at the heart of our mission. We will provide holistic support services, enhance retention and graduation initiatives, and elevate learning opportunities for all students. By fostering an encompassing and supportive environment throughout the student life cycle, we will help every student reach their full potential, reducing achievement gaps and promoting a culture of success. In brief, we will make Kentucky State University a model student ready university.
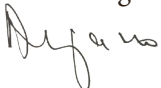
Sustainable Educational Resources

Our operations and educational mission require sustainable practices. Sustainability is integral to our operations and educational mission. We will develop and maintain our facilities, faculty, staff, and programs that prioritize environmental stewardship, energy efficiency and resource conservation. By investing in sustainable practices and innovative programs, we will ensure the long-term viability and impact of KSU. Our commitment to sustainability will enhance the quality of education we provide and demonstrate our dedication to economic responsibility.

Moving Onward and Upward

As we embark on this strategic journey, I invite each member of our community to actively participate in the implementation of these goals. Your engagement and collaboration are crucial to our success. Together, we will create a vibrant, affordable, and sustainable future for Kentucky State University that above all else commits to ensure our students are placed first.

Thank you for your continued dedication and support. I look forward to working with you to achieve these ambitious and transformative goals.

Warm Regards,

Koffi C. Akakpo, Ph.D.
President, Kentucky State University

About Kentucky State University

Founded in 1886 as the State Normal School for Colored Persons and named a land-grant college under the Second Morrill Act of 1890, Kentucky State University became Kentucky's second state-supported institution of higher learning. Today, the University is one of the most diverse institutions among Historically Black Colleges and Universities (HBCUs) in the nation and the most diverse among the commonwealth's public universities. The University's student-faculty ratio is the lowest among public institutions of higher learning in Kentucky.

Mission, Vision, Values, and Retention Statement

Mission Statement

Provide transformative educational experiences to prepare graduates for making meaningful contributions to society.

Kentucky State University is a public, research-comprehensive, historically black, 1890 land grant institution.

Vision Statement

Foster Innovation and Inspire Leaders to Advance the Commonwealth and the World.

University Values

Compassion, Communication, Commitment, and Collaboration Ethical and Moral Responsibility

Intentional Actions

Excellence and Innovation

Impactful Community Engagement

Holistic Professional Development

Institutional Retention Statement

Provide transformative educational experiences to our students, by enhancing opportunities and support to ensure retention, progression, and on-time degree completion.

Strategic Priority 1: Affordable Access
Provide Affordable Quality Education Through Enhanced Access

KSU is committed to fostering a diverse and inclusive learning environment where all individuals have equal opportunities to pursue higher education regardless of socioeconomic background. Recognizing the critical importance of affordable educational access in empowering students to achieve their academic and professional goals, KSU has developed a comprehensive strategic plan to enhance affordability and reduce financial barriers to education.   This strategic plan encompasses three overarching goals, each designed to address specific facets of accessibility: outreach, financial opportunity and innovative program offerings. Through well-defined objectives, innovative initiatives, and measurable metrics, KSU endeavors to make education more accessible for its students and equip them with the necessary financial literacy and support services to navigate the complexities of attaining an education.

In the following sections, we outline these strategic goals, objectives, initiatives, and metrics, highlighting KSU's commitment to ensuring that every student can advance academically and succeed beyond the classroom. In addition, Kentucky State University can effectively increase enrollment, attract a diverse student body, and strengthen its value-added proposition as a premier institution of higher education in the Commonwealth, the nation and in the world.

Objective	Initiative	Key Performance Indicators
1.1 Expand Financial Pathways	**1.1.1 Financial Accessibility** Expand scholarship and grant opportunities for all students, especially socio economically disadvantaged students.	Increase awarded scholarships by 10% every year.
	1.1.2 Diversify Funding Sources Seek partnerships with corporations, alumni, and philanthropic organizations to establish endowed and restricted scholarships.	
	1.1.3 Merit-Based Aid Programs Enhance programs to reward academic achievement and leadership qualities among incoming and current students.	
	1.1.4 Enhance Application Assistance Provide workshops and online resources to assist students in applying for external scholarships and grants.	
1.2 Improve Enrollment Management through Enhanced Outreach	**1.2.1 Streamline Enrollment Management Processes** Enhance support services to facilitate a seamless transition for prospective students.	Increase enrolled students through intentional recruitment strategies to a head-count of 3,000 by Fall 2025, 3,500 by Fall 2026 and 4,000 by Fall 2027.
	1.2.2 Enrollment Management Counseling Provide personalized counseling for current students to navigate their progression.	
	1.2.3 Enhanced Transfer Student Support Develop resources and programs specifically designed to support transfer students, including credit evaluations, transfer specific student orientation, and academic advising services.	

Affordable Access

Strategic Objectives for Priority 1 Affordable Access

Objective	Initiative	Key Performance Indicators
1.3 Increase Program Offerings	**1.3.1 Enhance Academic Excellence** Expand and diversify program offerings to attract a broader range of students and enhance the overall academic reputation of Kentucky State University. Invest in professional development programs and research initiatives to enhance academic excellence.	Add at least 3 new market-driven programs per year.
	1.3.2 Market-Driven & Innovative Program Development Conduct market research to identify emerging fields and areas of demand and develop new academic programs or concentrations accordingly.	
	1.3.3 Online and Distance Education Learning Options Expand online and distance education learning opportunities to target non-traditional and adult learners and those seeking flexible learning options.	
	1.3.4 Promote Digital and Information Literacy Empower stakeholders to become proficient and confident digital citizens, capable of leveraging technology to support personal, educational, and professional goals.	

Strategic Priority 2: Transformative Engagements
Create partnerships and offer services that advance the workforce and economic development in the Commonwealth

Through transformative engagements, Kentucky State University will become a catalyst for positive change and advance the economic and workforce conditions in the Commonwealth of Kentucky. By partnering with diverse stakeholders and offering services that meet community needs, we will help create a more just, prosperous, and sustainable Commonwealth. Kentucky State University will leverage its resources and expertise to promote transformative engagements that significantly advance human conditions across the Commonwealth of Kentucky. Our strategic goal focuses on establishing meaningful partnerships and offering impactful services that address critical social, economic, and environmental challenges within our communities.

Objective	Initiative	Key Performance Indicators
2.1 Execute a B.O.L.D. capital campaign [Believe, Outstanding, Lead, Daring]	**2.1.1 Enhance Donor Recognition Efforts** Conduct a capital campaign assessment; create additional donor recognition events and stewardship mechanisms leading into and during capital campaign/fundraising/philanthropy.	Build the University endowment to $100 million by December 2029.
2.2 Lead Regional Economic Impact	**2.2.1 Cultivate Strategic Alliances** Grow mutually beneficial relationships with businesses and organizations with the potential to advance the Commonwealth.	Increase partnerships with businesses and other entities by 5%.
2.3 Support Entrepreneurial Ecosystems	**2.3.1 Foster Entrepreneurial Ecosystem Growth** Spur economic development through an entrepreneurial ecosystem driven by startup ventures, public-private partnerships and transformative technologies. **2.3.2 Diversify Institutional Financial Resources** Diversify the university's revenue and resource base to build financial strength and provide flexible funds for strategic investment. **2.3.3 Enhance Community Research Outreach** Strengthen outreach, engagement and community-focused research capabilities across all disciplines.	Increase grant and private investments in KSU by 10% each year.

Strategic Priority 3: Equitable Student Success
Achieve equitable student success across the life cycle of engagement

By being intentional with student success, Kentucky State University will create an environment where all students can reach their full potential. Our commitment to inclusivity and support will lead to higher retention and graduation rates, reduced achievement gaps, and a more diverse and successful alumni community Kentucky State University goal of achieving student success across the life cycle of engagement underscores our dedication to providing support and resources that enable all students to thrive academically, personally, and professionally.

Objective	Initiative	Key Performance Indicators
3.1 Empower purposeful engagements to enhance student success	**3.1.1 Empowering Success** Target efforts in recruitment, enrollment, retention, and post-collegiate support. **3.1.2 Improve Utilization of Online Student Services** Streamline student interactions, increase engagement, and support academic and administrative needs. **3.1.3 Promote Services that Enhance Learning** Strengthen career services and alumni engagement efforts to facilitate successful transitions from college to career. **3.1.4 Communication Strategy** Develop a comprehensive communication plan highlighting student service for career readiness and health and well-being.	Within six months of graduation, at least 70% of KSU graduates will be employed in their field of study or accepted in a post graduate program.
3.2 Foster student leadership to increase student achievement	**3.2.1 Enhanced Academic Advising Program** Measure the satisfaction of students with the academic advising services provided, through regular surveys, feedback mechanisms, early degree audits to track graduation readiness.	Increase progression Rates by 5%.

Objective	Initiative	Key Performance Indicators
	3.2.2 Increase Student Retention Develop a "Student Journey Map" to inform decisions around what initiatives are recommended to implement for improving student retention, progression, and graduation rates by providing comprehensive support services, including academic advising, mentoring, and career preparation programs.	
	3.2.3 Career Development and Leadership Preparedness Equip students with the skills, knowledge, leadership training, and resources necessary to succeed in their chosen careers through career exploration workshops, mentorship programs, and alumni networks.	
3.3 Implement high-impact practices to enhance student learning environments	**3.3.1 Personalized Learning Plans** Utilize data-driven insights and adaptive learning resources to address individual learning needs. **3.3.2 Community Focused Learning Opportunities** Develop partnerships with community organizations to create experiential learning projects, internships, and service-learning initiatives that enrich educational experiences while addressing community priorities.	Increase the number of courses while implementing and assessing high-impact practices by 2.5% annually.

Equitable Student Success

Sustainable Educational Resources

By prioritizing Sustainable Educational Resources, Kentucky State University creates a resilient and forward-thinking institution that serves the needs of current and future generations. Our commitment to sustainability will not only enhance the quality of education we provide but also demonstrate our dedication to social responsibility and environmental stewardship. Kentucky State University recognizes the importance of sustainability in all aspects of our operations. Our strategic goal of Sustainable Educational Resources focuses on developing and maintaining facilities, faculty, staff/administration, and programs that not only meet the current needs of our university community but also ensure long-term viability and positive impact on the environment. This strategic goal supports our mission to offer an exceptional educational experience while contributing positively to our community and the world. Together, we will build a sustainable future for Kentucky State University, ensuring that our resources are used wisely and effectively to benefit all members of our university community.

Objective	Initiative	Key Performance Indicators
4.1 Stimulate Financial Sustainability	**4.1.1 Enhance Cost Efficiency in University Operations** Create a fiscally responsible and environmentally conscious campus that supports long-term sustain ability and operational excellence. **4.1.2 Diversify Revenue Streams** Explore new funding sources, enhance existing revenue channels, and develop innovative financial strategies to ensure a stable and flexible financial foundation. **4.1.3 Increase Transparency and Accountability** Implement clear communication, stakeholder engagement, and performance monitoring systems, ensuring ethical standards and responsive governance in all areas of KSU.	Implement at least 1 new sustainability initiative annually.
4.2 Foster Social Sustainability	**4.2.1 Enhance Community Engagement and Social Responsibility** Strengthen partnerships with local organizations, increase involvement in community initiatives, and promote social responsibility across campus. **4.2.2 Promote Equity and Inclusion in Sustainability Efforts** Ensure that environmental initiatives are accessible and beneficial to all members of our community. **4.2.3 Cultivate a supportive environment for employees** Promote a culture of inclusion, continuous development, and well-being, ensuring emplo0yees have the resources and opportunities needed to excel and contribute meaningfully to organizational success.	Each academic division will host at least 5 and non-academic divisions will host at least 2 community-focused programs annually.
4.3 Ensure Sustainability in Research Management Practices	**4.3.1 Advance Sustainable Education and Research** Enhance academic programs by integrating sustainability across the Curriculum and by supporting sustainable research and innovation. **4.3.2 Implement Sustainable Procurement Policies** Prioritize sourcing products and services that are environmentally friendly, ethically produced, and economically viable. **4.3.3 Improve Resources Utilization and Waste Reduction** Implement efficient practices and technologies to optimize the use of resources and minimize waste generation.	Define sustainability programs and increase student participation insustainability related initiatives by 5%.

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