

AGENDA
Council on Postsecondary Education
Thursday, June 15, 2017
2:00 PM
Spalding University, Library Lecture Lounge

1. CPE Work Session (2:00 p.m.)
 - a. 55K Degrees: An Update from Executive Director, Mary Gwen Wheeler 2
 - b. KentuckyWired: An Update from the Center for Rural Development & CPE 22
 - c. Review of 2017-18 CPE Agency Work Plan 46
 - d. Overview of 2017 Governor's Conference on Postsecondary Education
Trusteeship
2. AIKCU Briefing (4:00 p.m.) 51
3. Spalding University Briefing & Campus Tour (4:45 p.m.)
4. Reception/Dinner (6:00 p.m.)
Location: College Center, College Street Cafe

55,000
Degrees

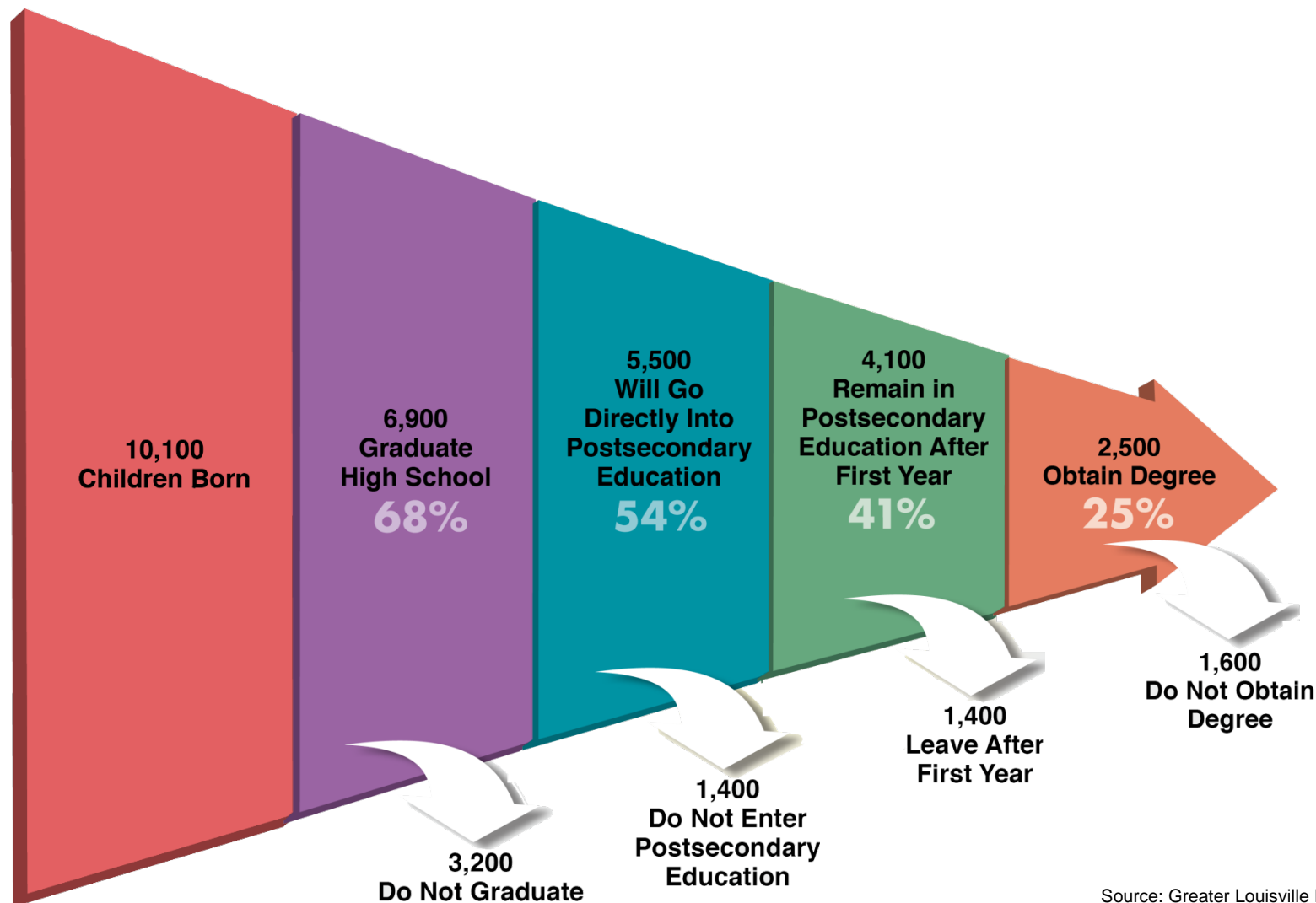


Greater Louisville's Education Commitment

Mary Gwen Wheeler – Executive Director
Presentation to Council on Postsecondary Education

Our wake up call

Education Pipeline: Jefferson County Birth through College

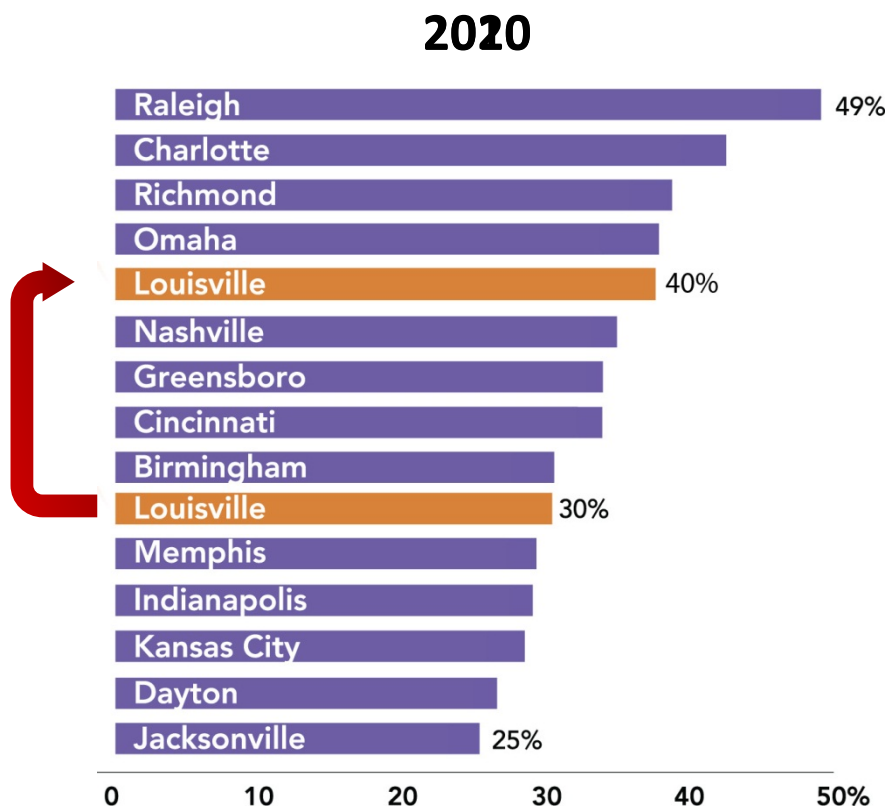


Source: Greater Louisville Project

How we defined success

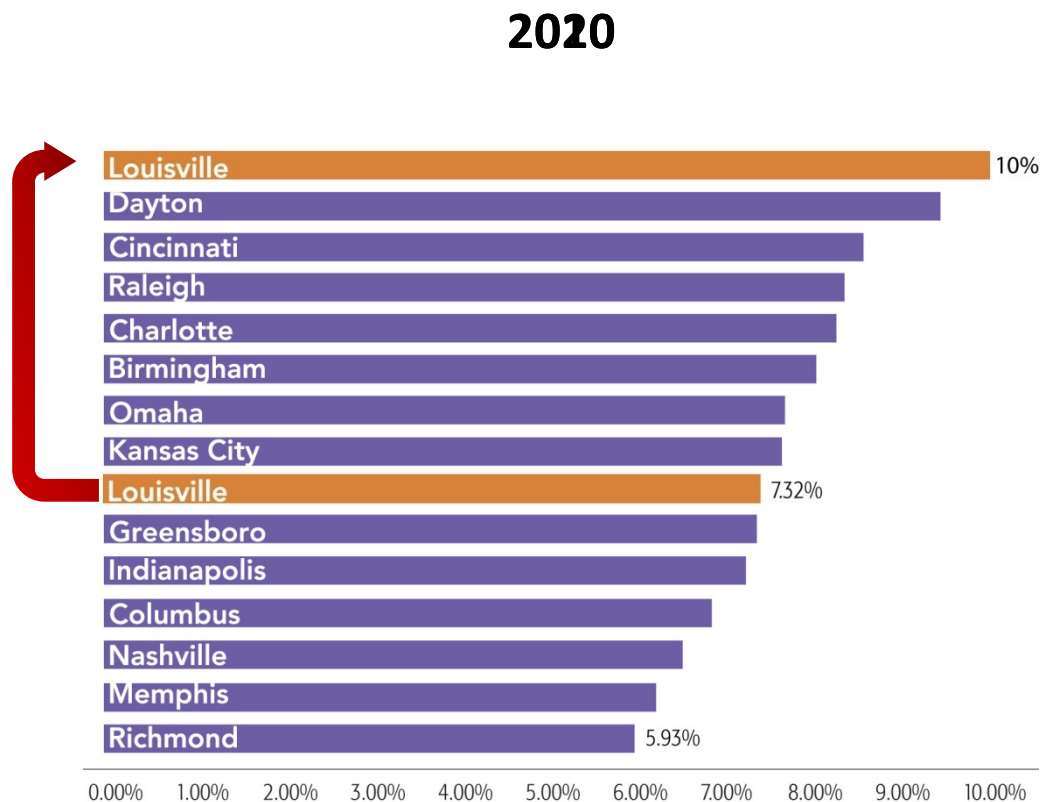
50% of the working age population with a degree by 2020

4



Increase number of Bachelor's degree holders by

40,000



Increase number of Associate degree holders by

15,000

How we began

Community partnership and strategies were forged in the Greater Louisville Education Commitment (GLEC)



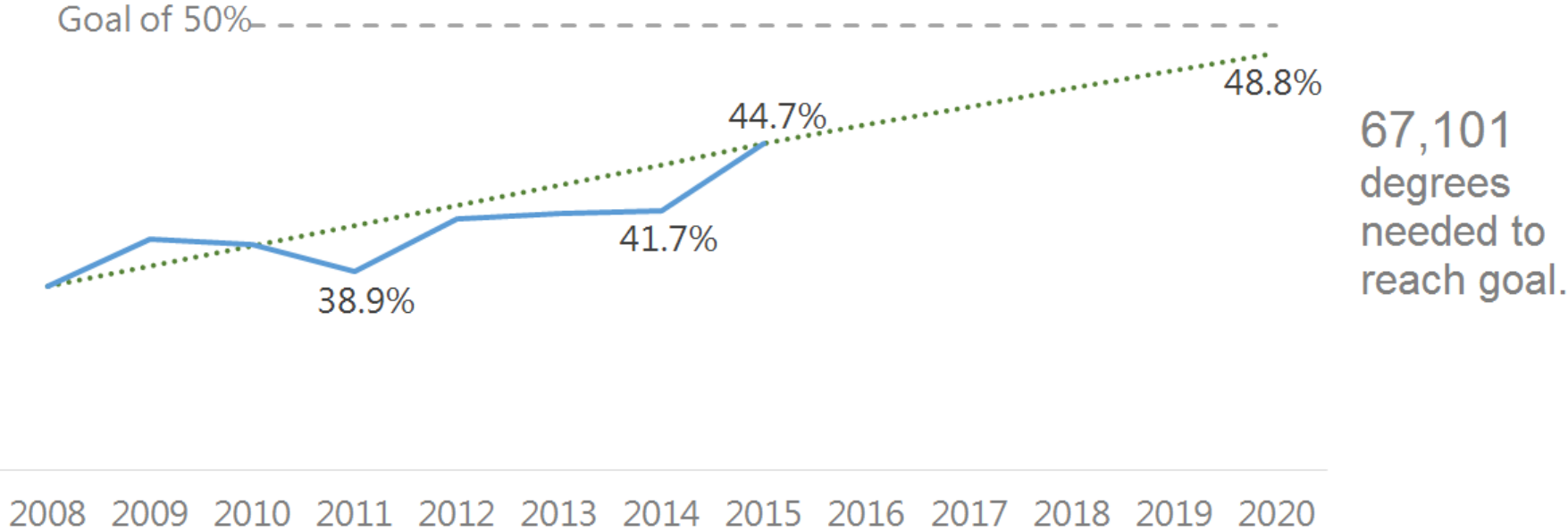
May 2010

55,000 Degrees Five Objectives

1. Create and support a college-going culture.
2. Use the business community's unique points of leverage to accelerate attainment.
3. Prepare students for success in college, career, citizenship and life.
4. Make postsecondary education accessible and affordable.
5. Increase educational persistence, performance and progress.

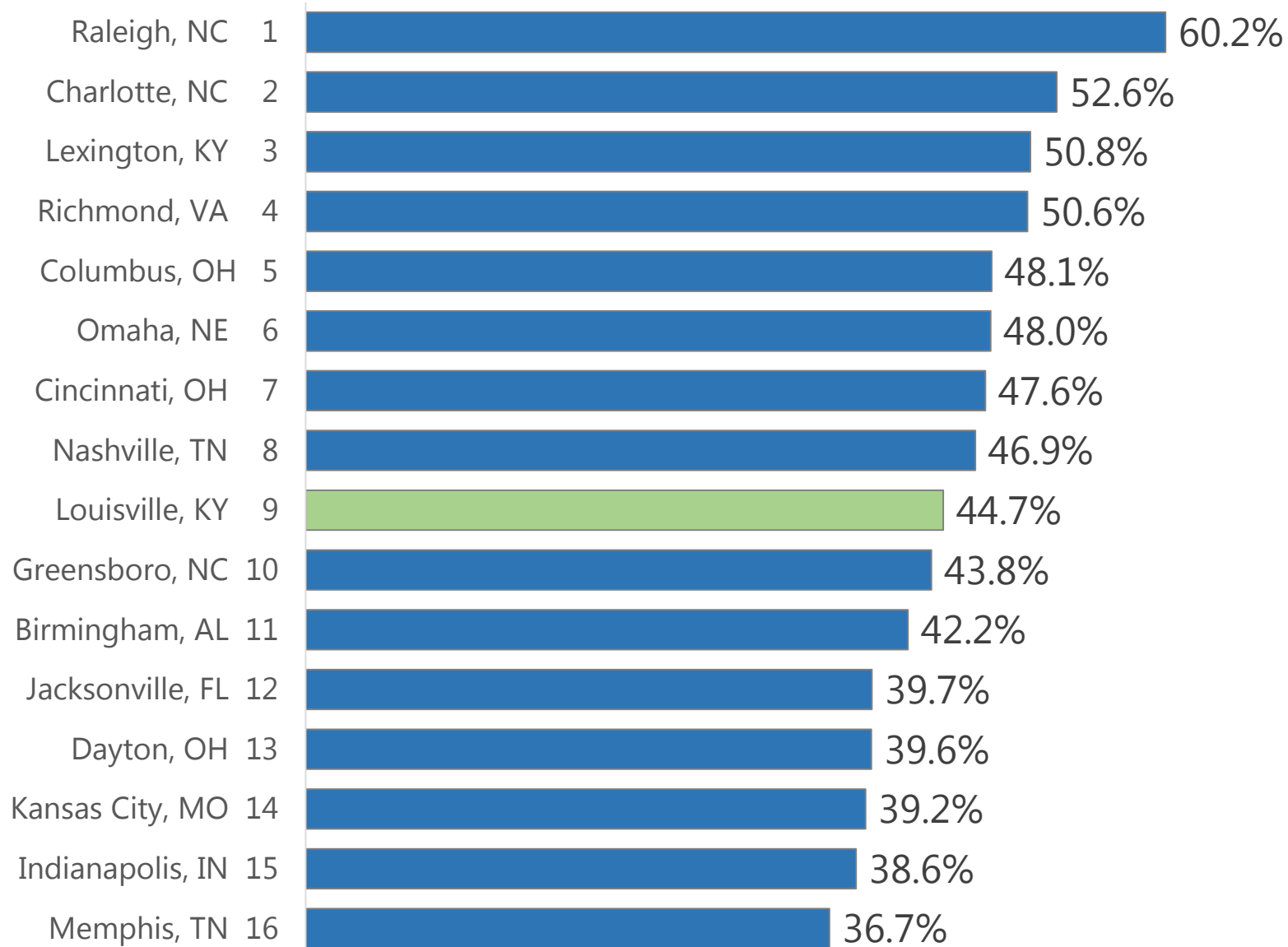
How we are doing so far

Jefferson County Education Attainment (Associate+)



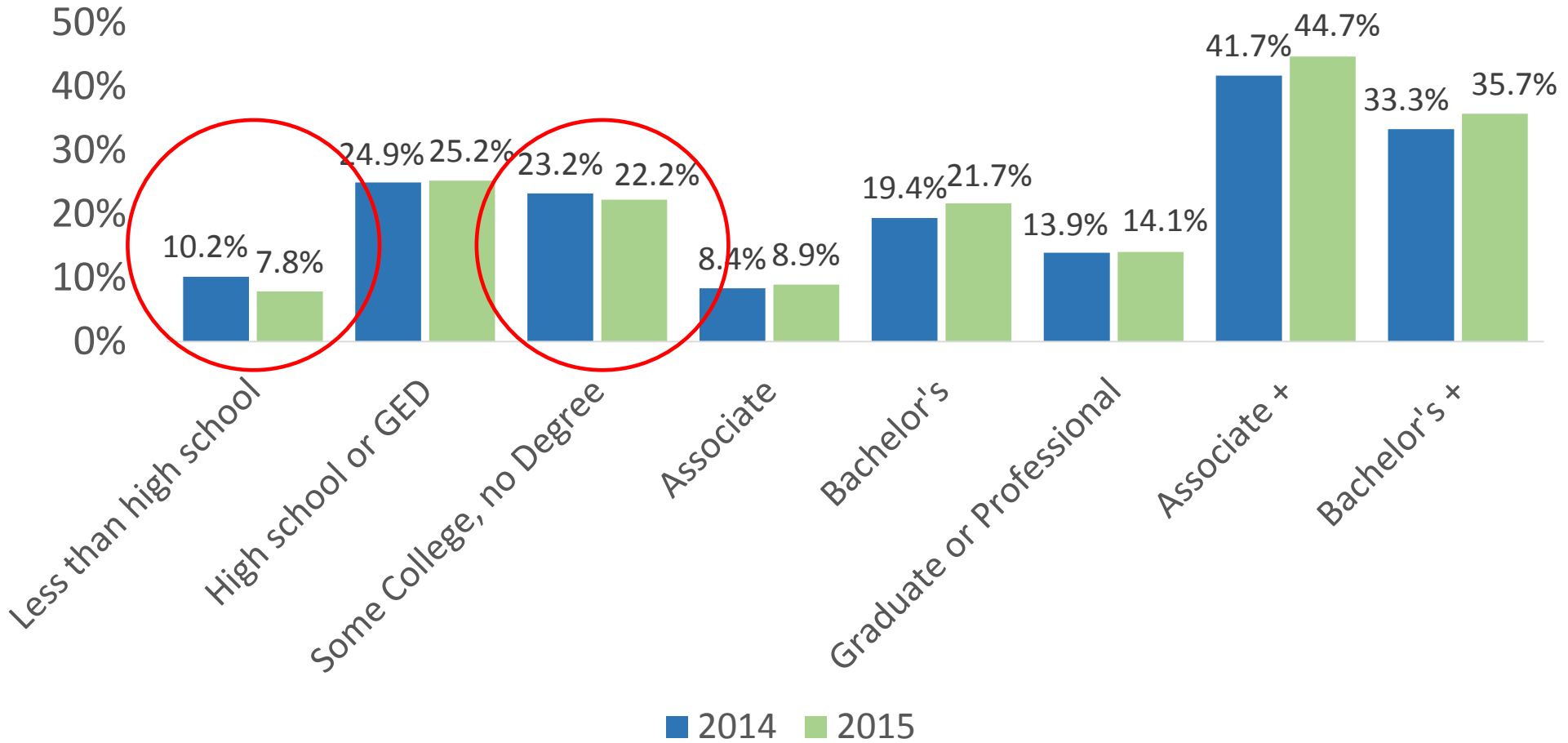
Comparing our growth to others

Peer Cities Education Attainment (Associate +)



2014 – 2015 Education level breakdown

One Year Change by Education Level

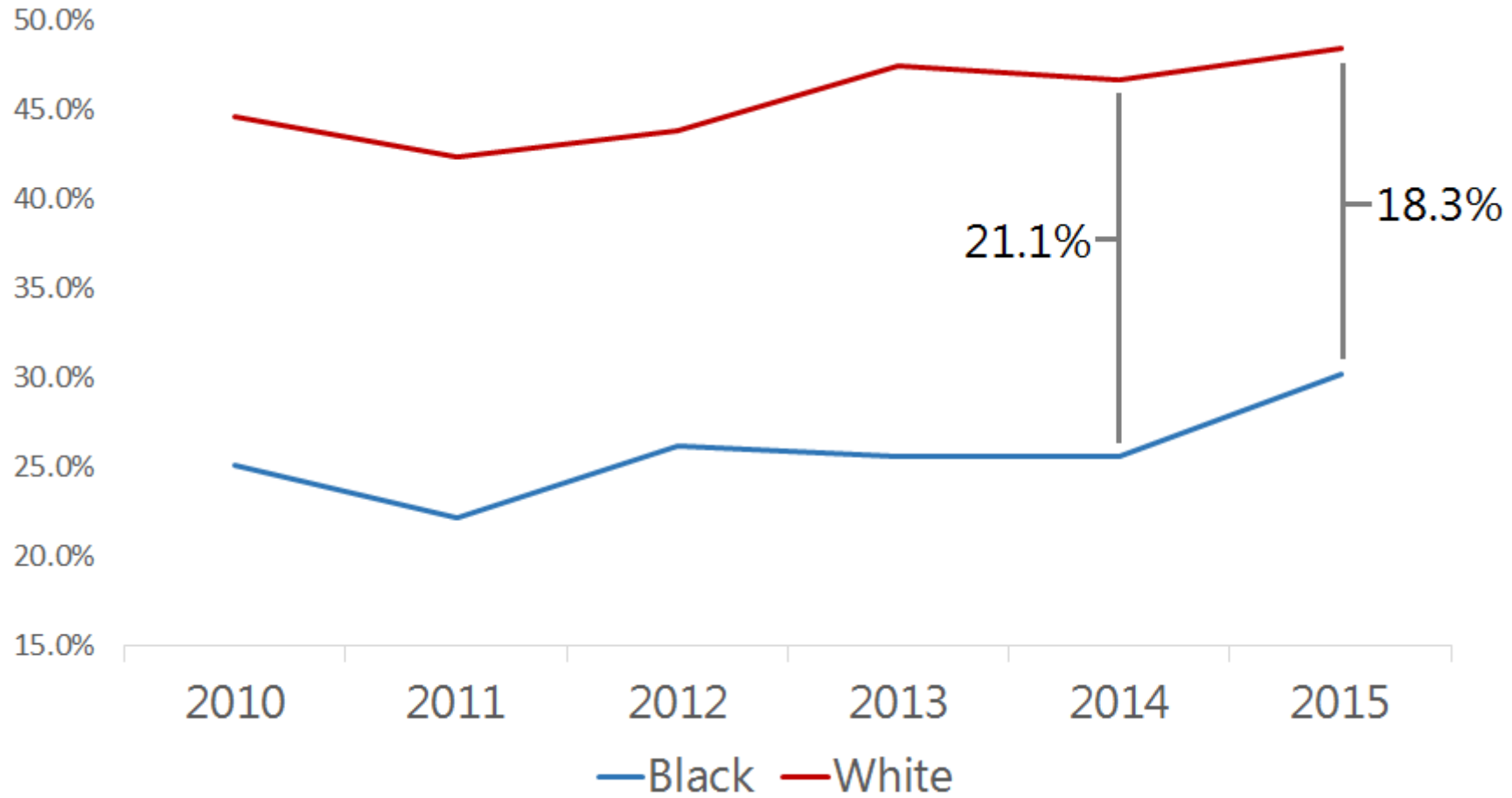


Degrees Work



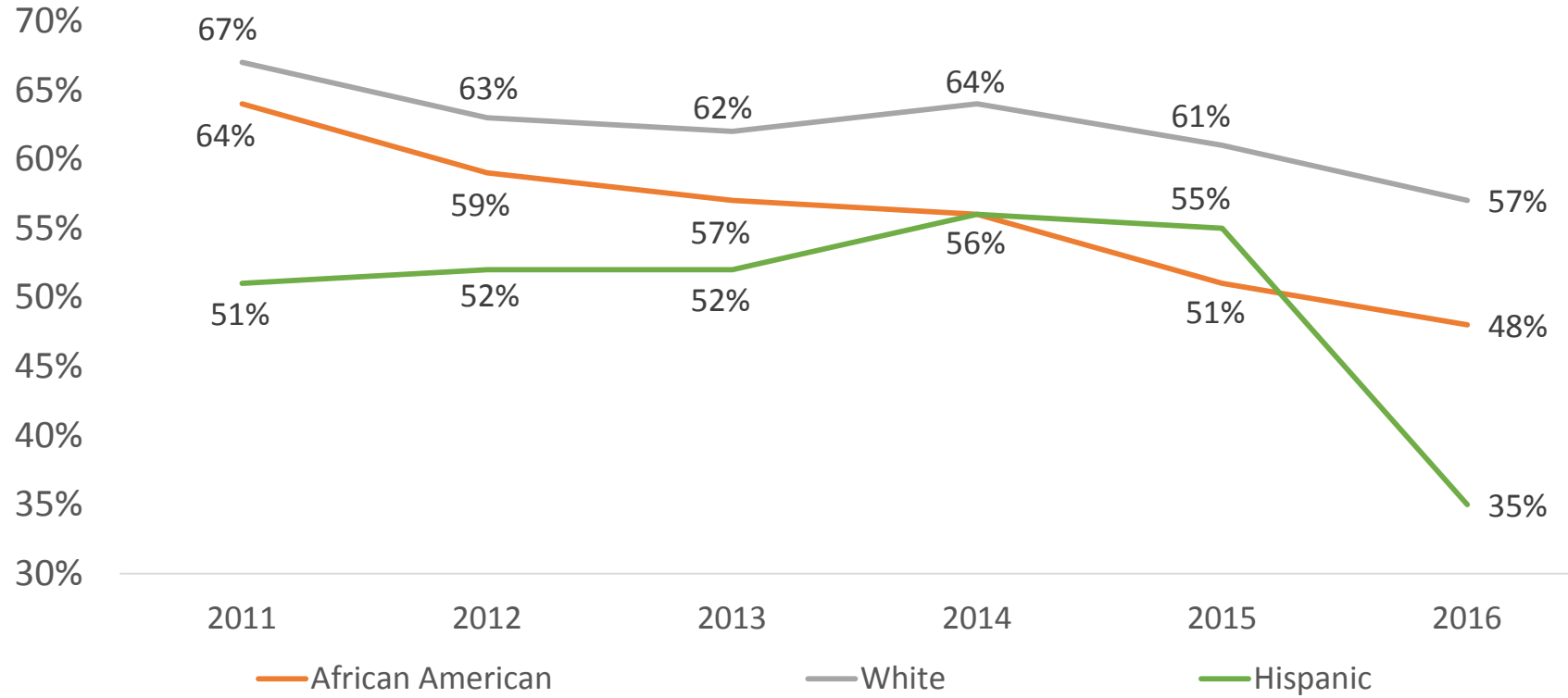
Attainment equity

Closing the Racial Gap in Education Attainment



JCPS College Going

JCPS college going is declining across race and ethnicity



Cradle to Career pipeline

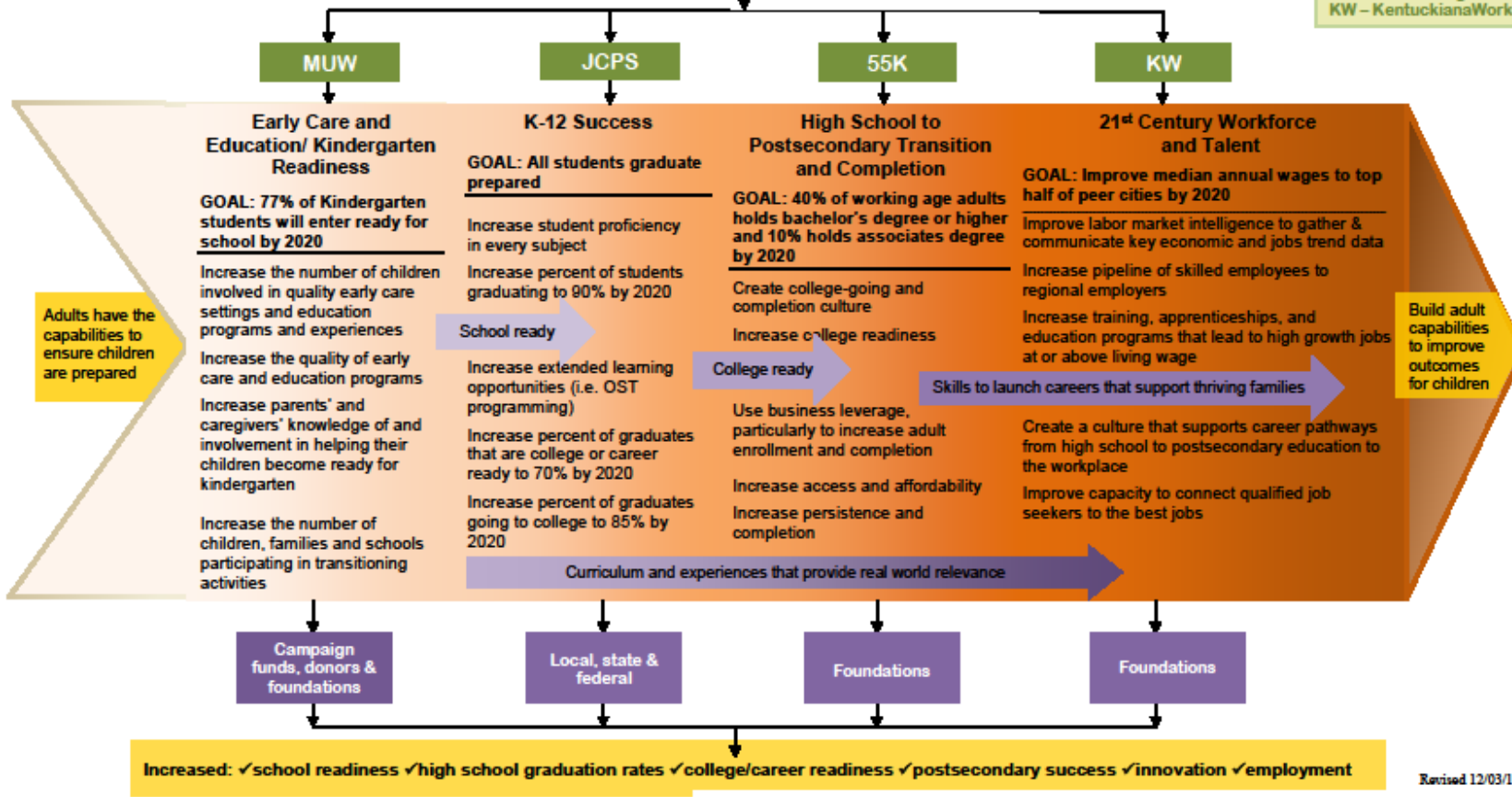


Cradle to Career: Louisville

CITYWIDE ACCOUNTABILITY FOR CRADLE-TO-CAREER SYSTEM
(Semiannual Convening by the Mayor to provide connectivity across system)

KEY
 MUW – Metro United Way
 JCPS – Jefferson County Public Schools
 55K – 55,000 Degrees
 KW – KentuckianaWorks

CONVENER
METRICS FOR POTENTIAL ACTION NETWORKS
FUNDERS
OUTCOMES



Adults have the capabilities to ensure children are prepared

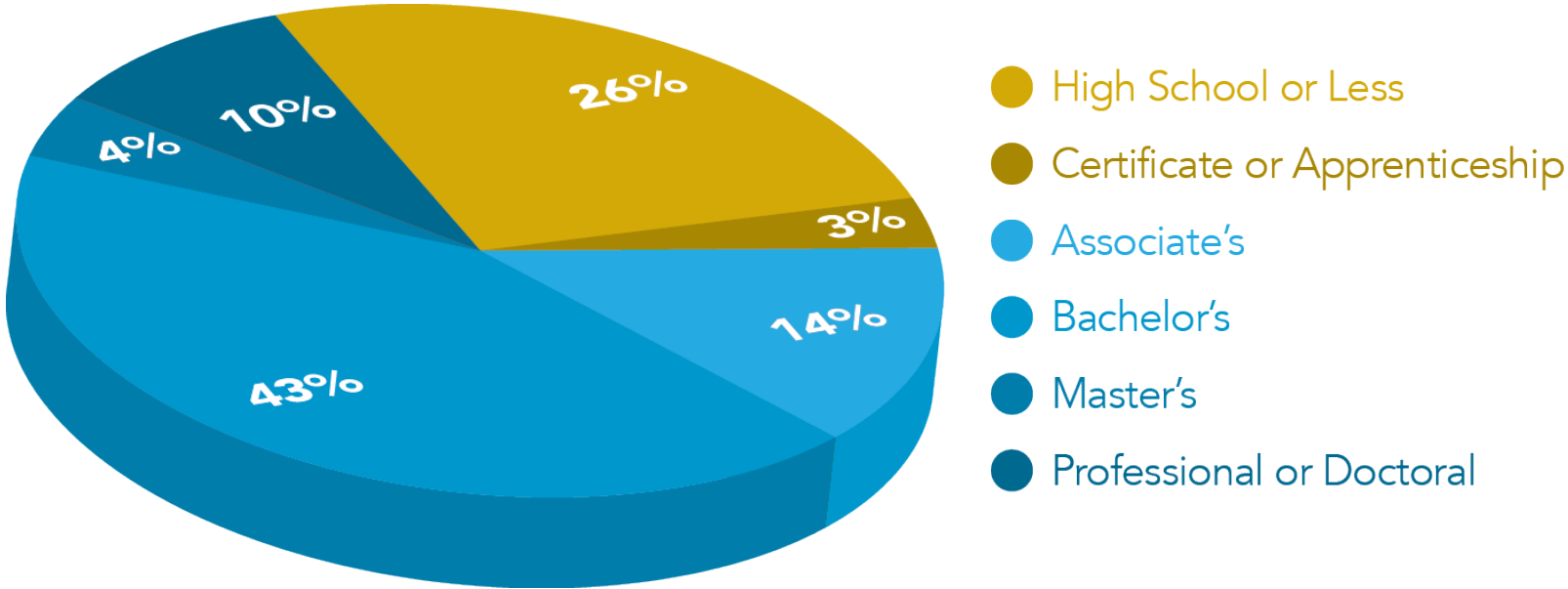
Build adult capabilities to improve outcomes for children

For more information contact *Katie Dailinger, Deputy Chief of Staff, Office of Mayor Greg Fischer, Katie.dailinger@louisvilleky.gov, (502) 574-2003*

Revised 12/03/15

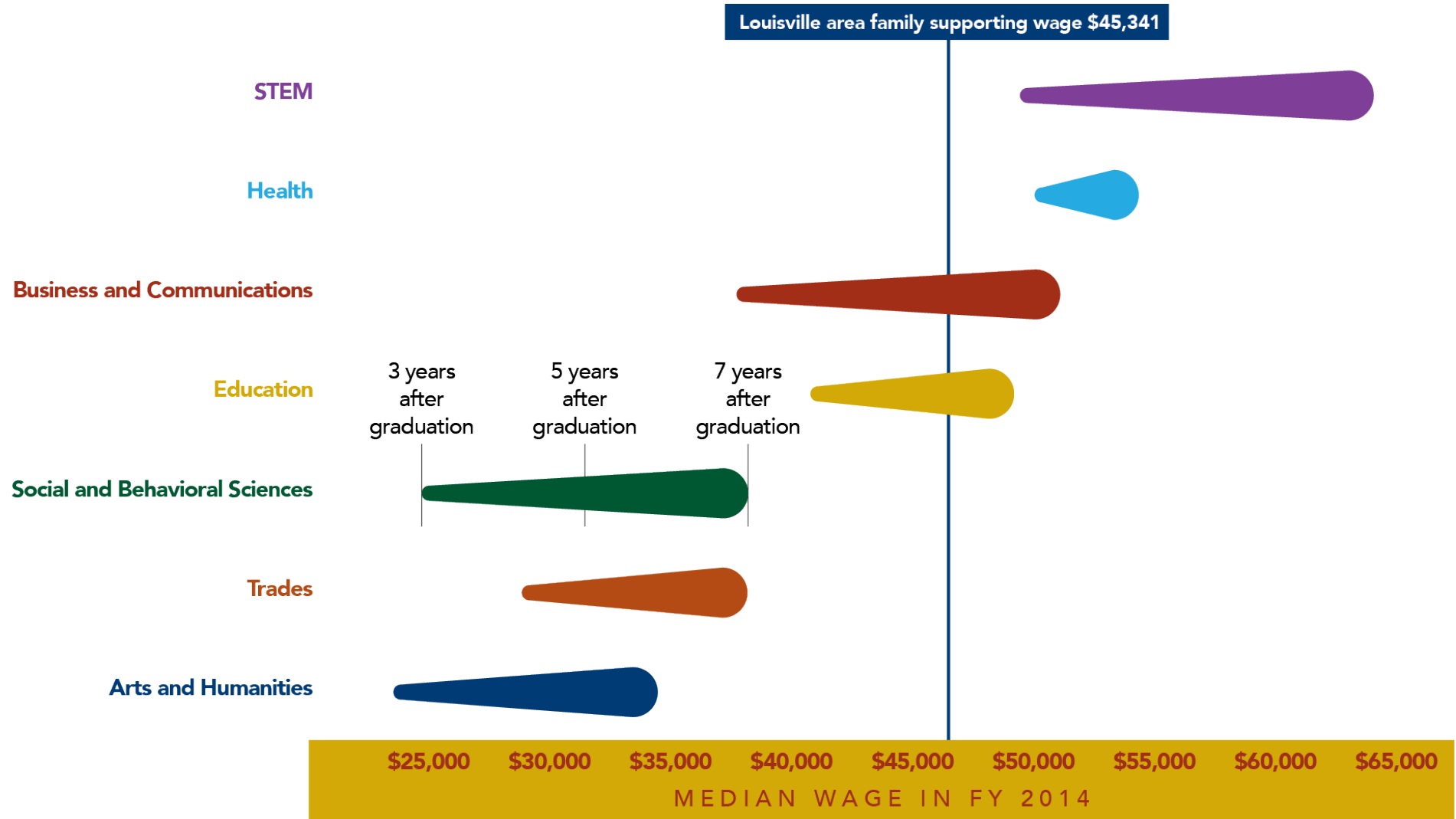
Employment outlook

3/4 OF NEW FAMILY SUPPORTING JOBS WILL REQUIRE POSTSECONDARY EDUCATION

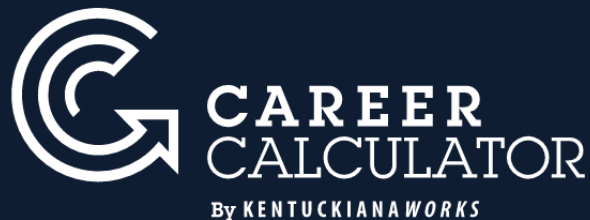


Post-secondary graduate earnings

SOME MAJORS EARN MORE OUT OF THE GATE



Career Calculator for students



📁 Saved Searches (0)

Local jobs and education data for the Louisville region--don't wonder, look it up!



Search by Occupation



Find a career that interests you and view the details to learn more about what to expect when working in that industry.



Search by Major



Research a major and see what people have ended up doing and earning in the Louisville area.



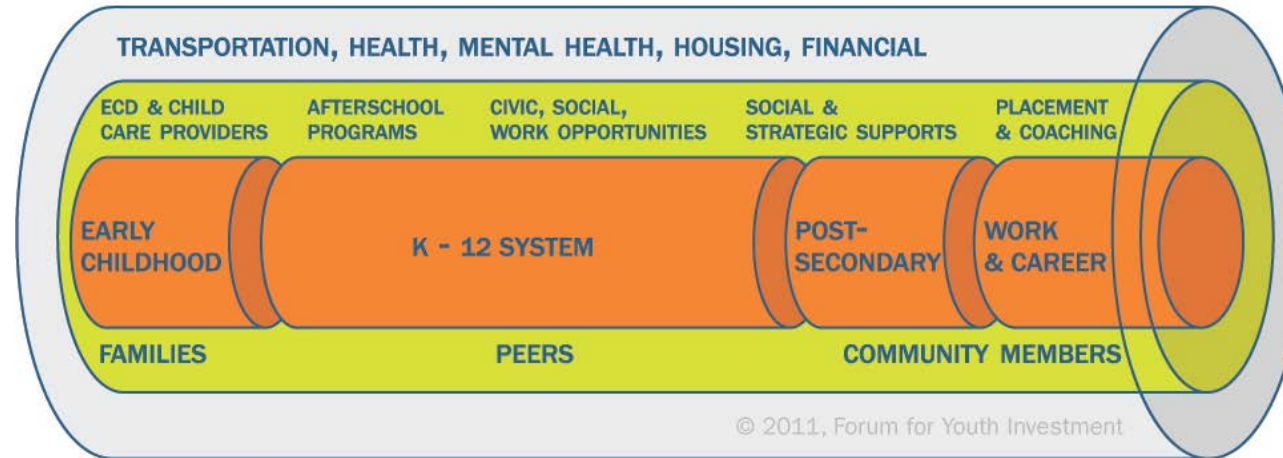
Search by Income



Pick a desired salary and see the top 10 occupations and majors that can lead to that level of income.

Insulated Pipeline

Cradle to Career Investments



“Cradle to career” insulation (0-24)

Harvard By All Means



Primary Focus Areas

Personalize learning

Customize education to the needs of each and every child

Integrate services

Integrate education with health and social services

Out-of-school learning

Provide all kids with access to high-quality out of-school learning opportunities

Weiss Institute / Say Yes to Education



Cradle to Career result statement and partners

Desired Result:

Every child in Louisville is prepared for college, career, and a successful, productive life.



Discussion / Questions



MaryGwenW@cflouisville.org



@WheelerMG
@55kDegrees

Kentuckyvired

The logo features the word "Kentuckyvired" in a sans-serif font. "Kentucky" is in blue, and "vired" is in black. A small orange dot is positioned above the 'v'. Below the text, there are three thin, grey, wavy lines that curve upwards from left to right, ending in three orange dots of varying heights.

Council on Postsecondary Education

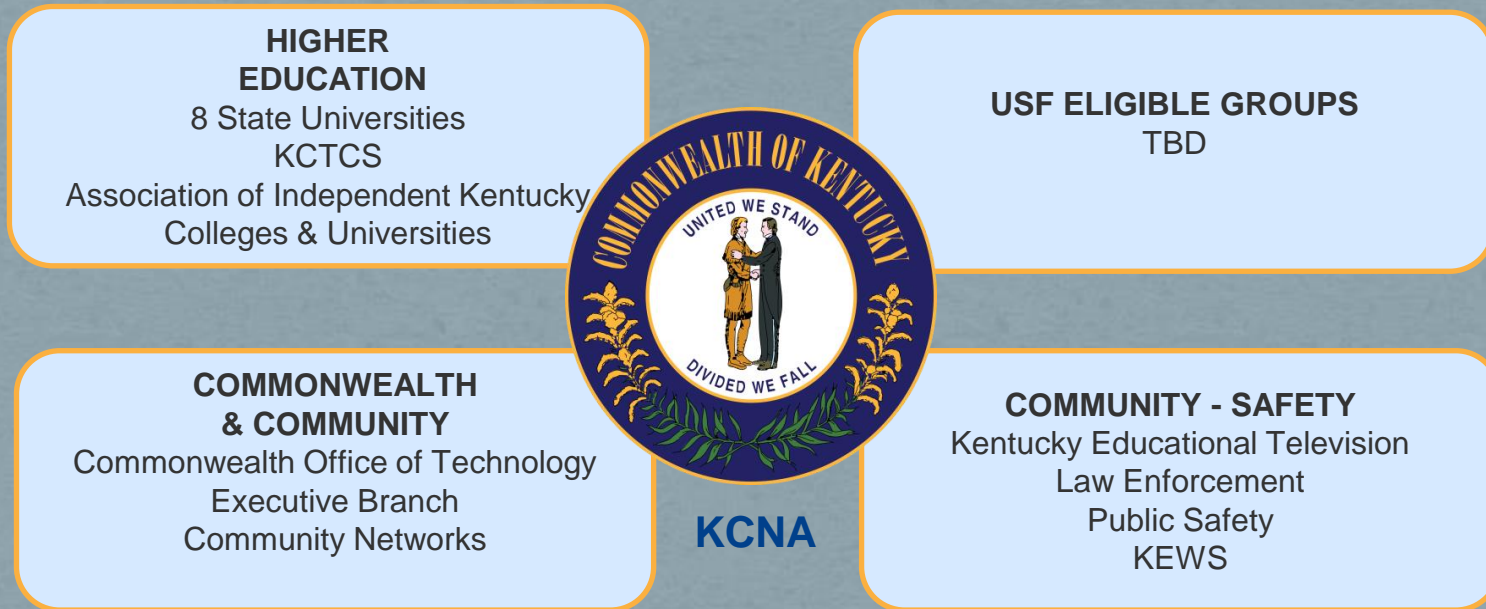
Work Session

Doyle Friskney, Senior Advisor
Council on Postsecondary Education

&

Larry Combs
Center for Rural Development
June 15, 2016

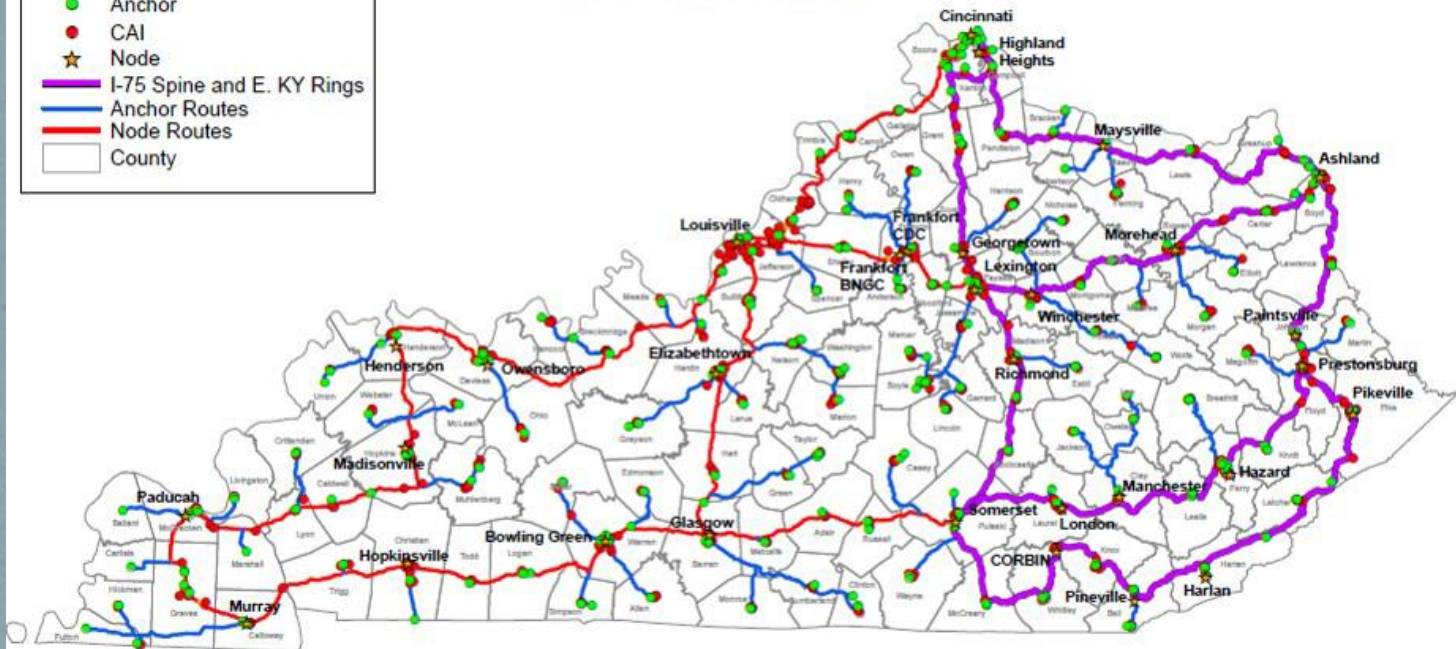
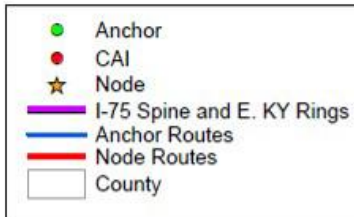
User Groups



The Fiber Project

Kentucky Information Highway/iWAY Middle Mile Architectural Plan

Expedited development to
complete priority rings along I-75 Spine
and in Eastern Kentucky



Preliminary - Not To Be Used for Construction

Enhance Public Safety

Improve Health Care

Enhance Connectivity for Libraries, Communities

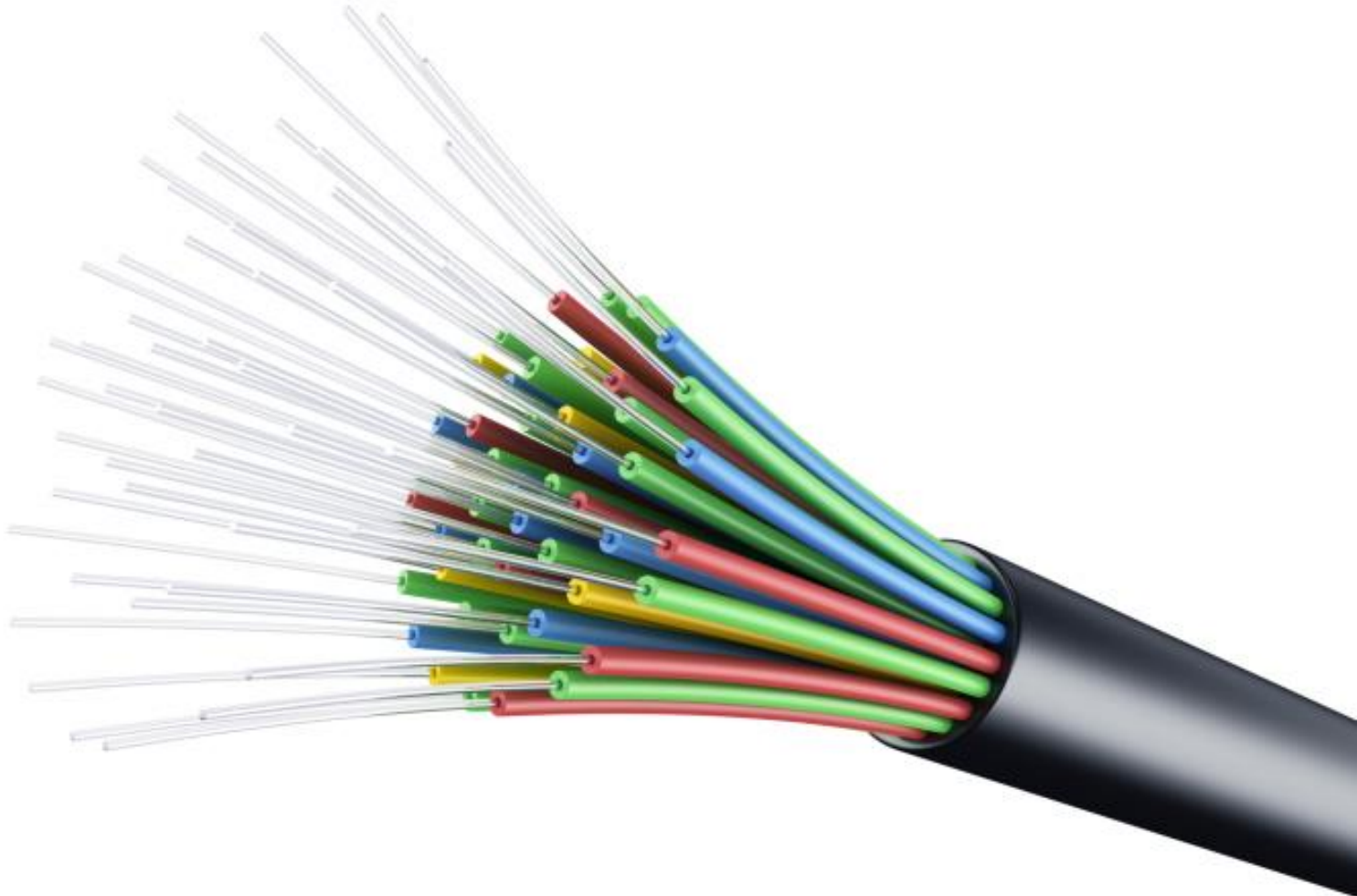
Enable Scalable, online Businesses

Enable Work from Home Opportunities

Enhance Education, Research Capabilities

Improve Government Service Delivery

Promote Economic Development



Kentucky Partners



Project Consultant*



Original Core Leadership Team

Finance and Administration Cabinet



Center for Rural Development



Council of Postsecondary Education



Kentucky Universities



Kentucky Department of Education (K-12)



*The Commonwealth leveraged a nationally known third party, Columbia Telecommunications Corporation Technology & Energy (CTC), as technical advisors.

Kentuckywired **IS...**

- A state-owned physical fiber optic network; conduit for transmitting data.
- Open access; providers can connect equipment to KYW then build fiber to homes and businesses in a community.
- Wholesale provider of network capacity to providers; frees providers to invest in extending local fiber networks & growing their customer base.
- Presence in all 120 counties.
- Combining public and private funding resources.

Kentuckywired **IS NOT...**

- An Internet service provider to individuals.
- Building fiber to individual homes or private businesses.



The inequality that exists between those who have access to, and productive use of, high speed Internet connectivity, and those who do NOT.

How do you address the Digital Divide

Increase Broadband Access

Influence Affordability

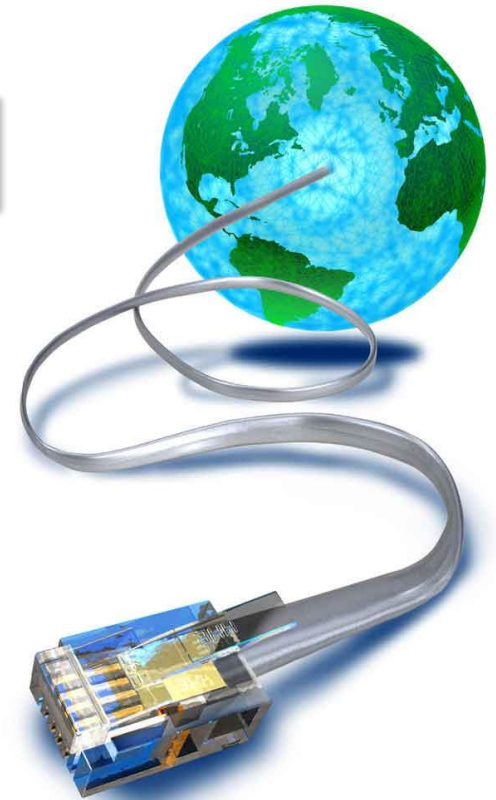
Increase Adoption Rates

Encourage Productive Use



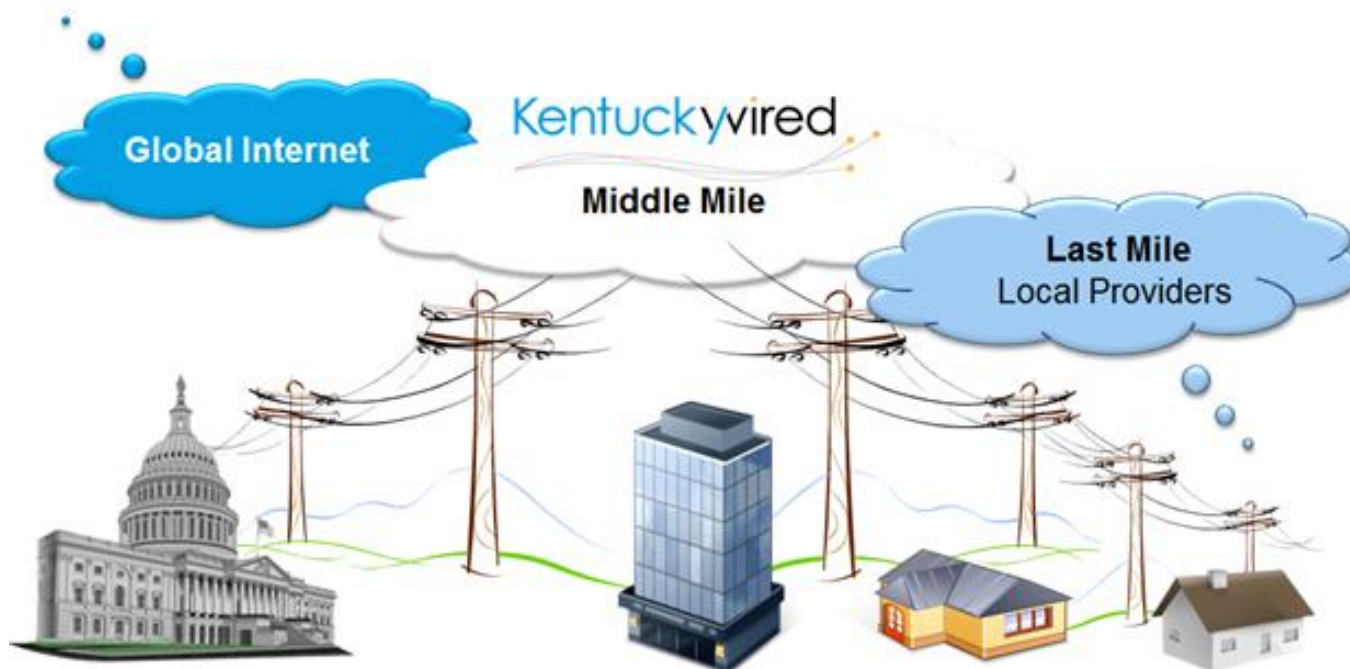
**KentuckyWired / Kentucky Super i-Way
Addressing the Digital Divide**

**Broadband
Access**



Middle Mile Infrastructure

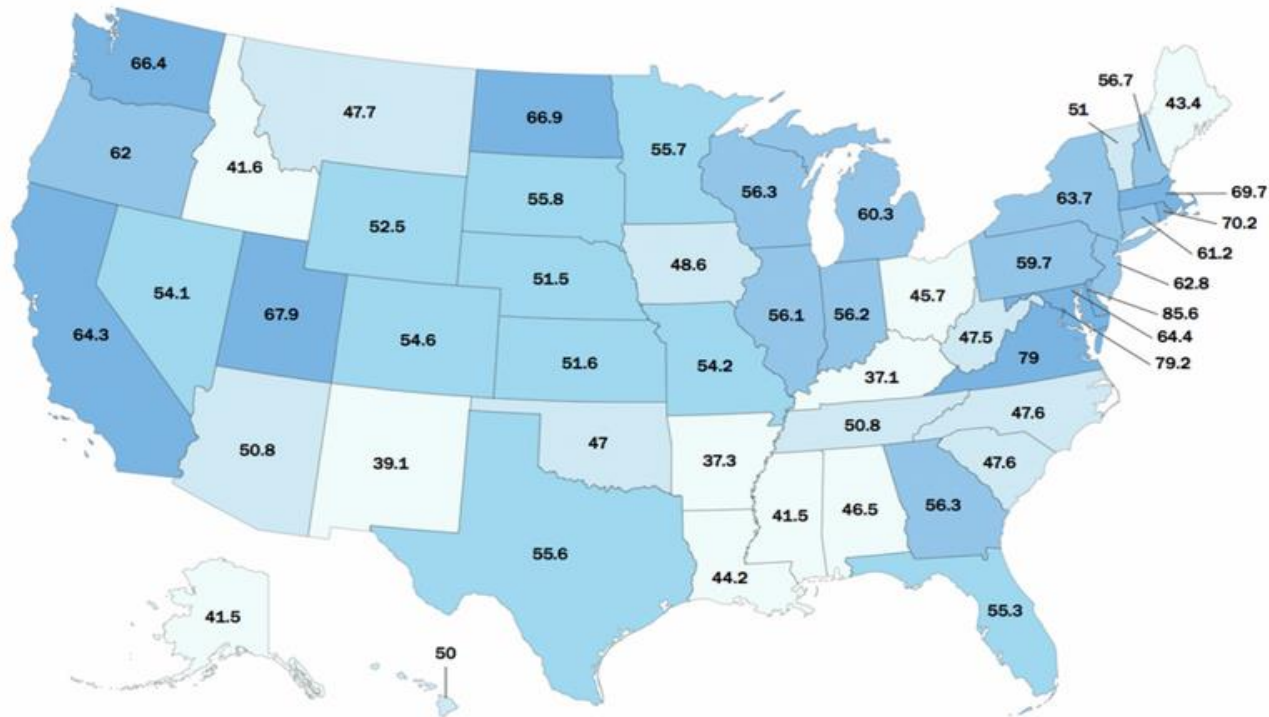
KentuckyWired (KYW), also referred to as Kentucky I-Way in eastern Kentucky, is an open access fiber optic network. The KYW project will provide **Middle Mile** infrastructure and support. Oversight of this project rests with the **Kentucky Communications Network Authority (KCNA)**.



How was Kentucky's Access Speed in Q1 – 2015?

Internet connection speeds

Average peak speed in megabits per second for the first quarter of 2015.



AKAMAI TECHNOLOGIES
WWW.WASHINGTONPOST.COM/BLOGS/GOVBEAT

Average peak broadband speeds for the first quarter of 2015. (Niraj Chokshi; data from Akamai)



National Broadband Map

How connected is my community?



Download Speed: **25 - 50 Mbps ... 1 Gbps+**

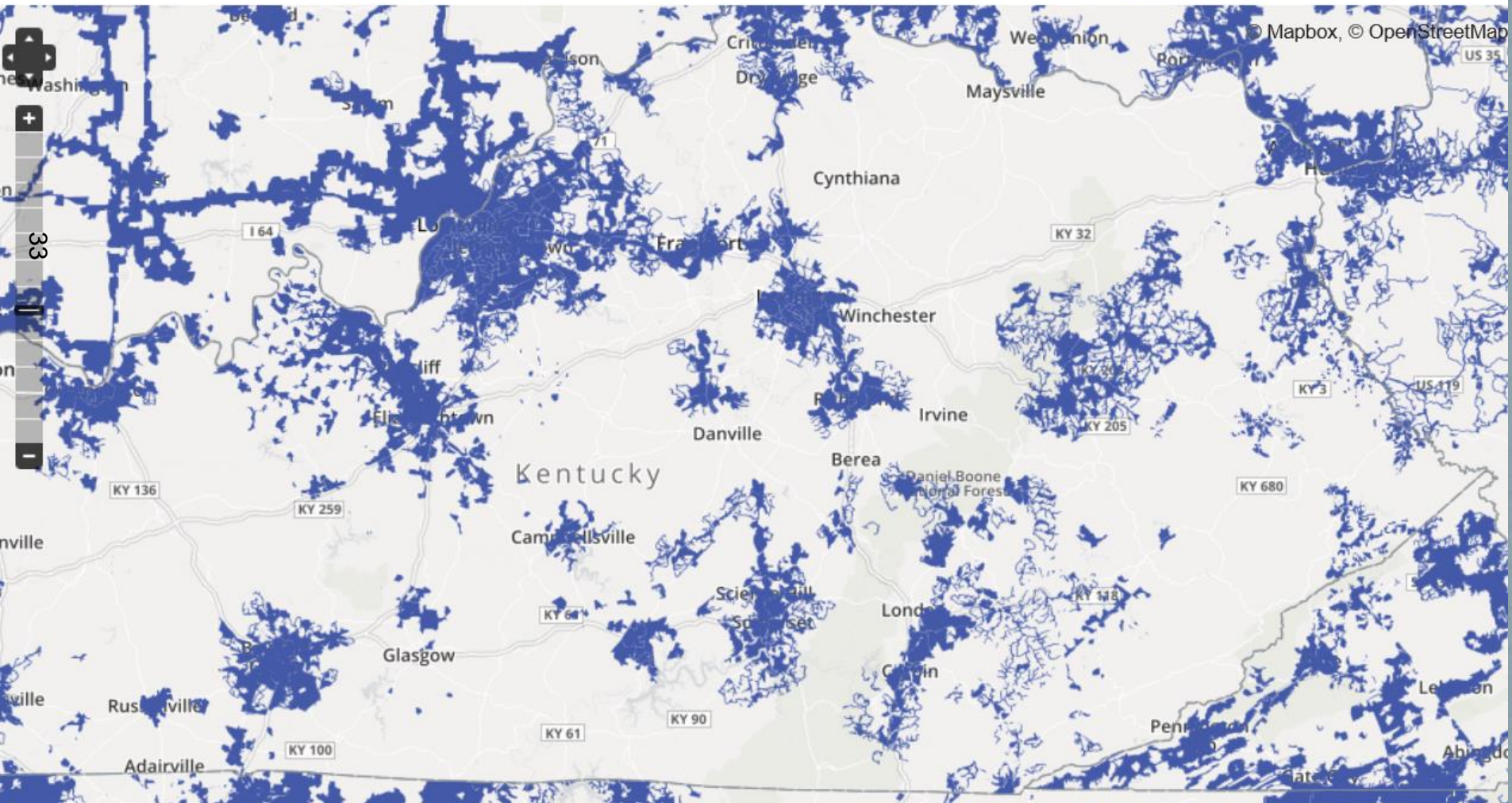


DOWNLOAD

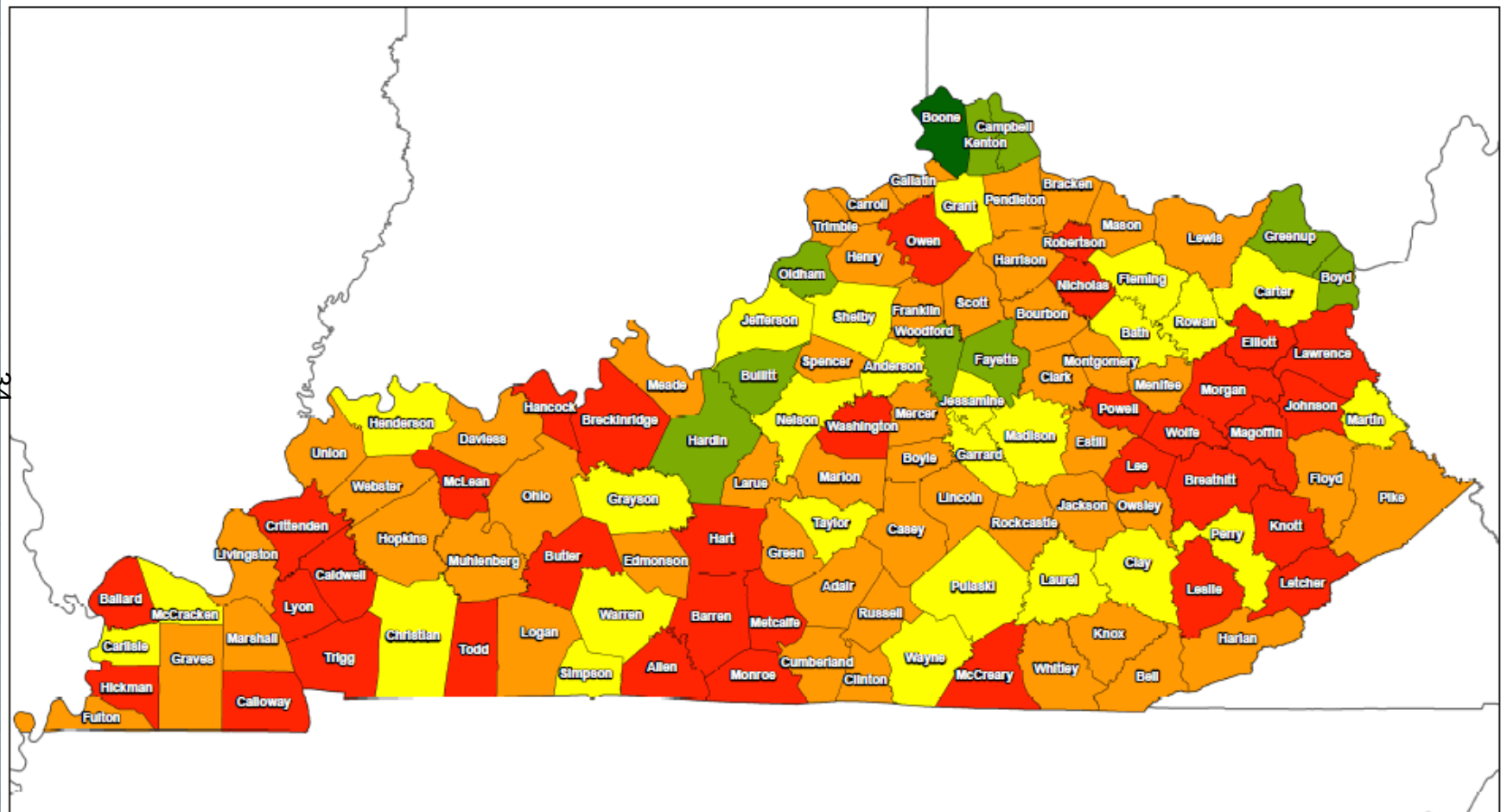
UPLOAD

WIRELINE

WIRELESS



Statewide Adoption of internet access – where it is available

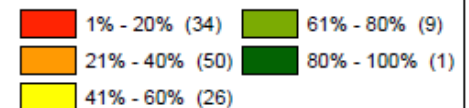


Household Broadband Adoption per County

Broadband defined as at least 768 kbps downstream and at least 200 kbps upstream

Source: FCC Form 477 | Data current as of June 30, 2013 | Geometry at County level

Legend



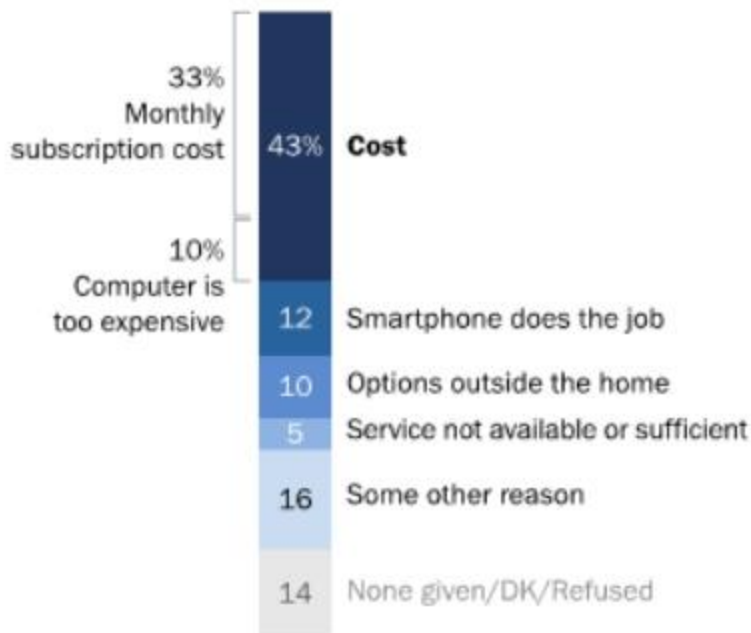
KentuckyWired / Kentucky Super i-Way Addressing the Digital Divide

Affordability



Cost is the major reason most people do not have broadband connections

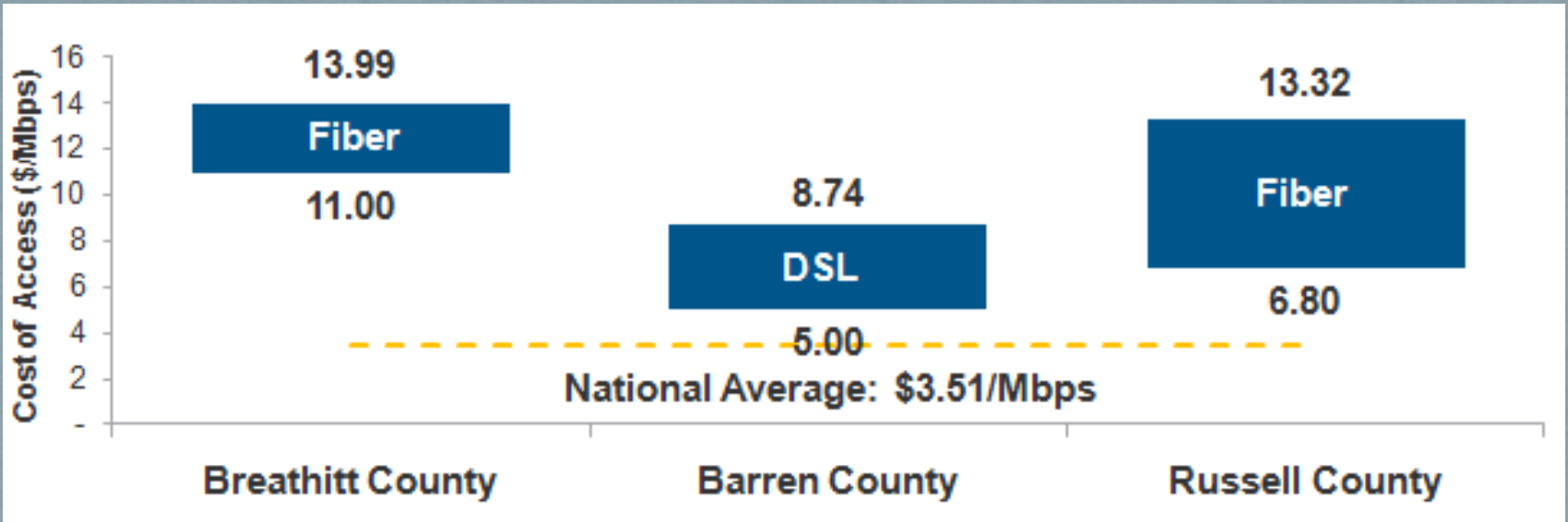
% of non-broadband users who cite the following as their most important reason for not having broadband service



Source: Survey conducted June 10-July 12, 2015. Sample size = 2,001

PEW RESEARCH CENTER

Cost of access in sample Kentucky counties.



37

Worldwide Average \$1.59/Mbps

*Average monthly prices per 1 Mbps of service for randomly selected counties – costs are generally higher in the rural areas compared to the like service in the urban areas. (National Trend)

The Center's Service Area 'Adoption Rates'

**% of households
with access that
are online.**

Magoffin	9%	Clinton	31%
Leslie	11%	Whitley	32%
Monroe	11%	Lincoln	32%
Breathitt	11%	Estill	33%
Knott	11%	Knox	34%
Lawrence	11%	Rockcastle	34%
Lee	11%	Casey	37%
McCreary	11%	Adair	38%
Metcalfe	11%	Bell	39%
Wolfe	11%	Wayne	41%
Letcher	16%	Garrard	42%
Elliott	17%	Martin	47%
Morgan	18%	Perry	49%
Johnson	19%	Bath	51%
Owsley	21%	Clay	51%
Cumberland	22%	Carter	53%
Menifee	25%	Taylor	56%
Harlan	25%	Rowan	57%
Floyd	27%	Pulaski	58%
Pike	28%	Laurel	59%
Russell	29%	Jessamine	60%
Green	31%	Boyd	62%
Jackson	31%		

KentuckyWired / Kentucky Super i-Way

Addressing the Digital Divide

Productive Use



Creating Jobs



Valley Oak Technology Park

A 150-acre business park designed to attract technology-intensive, knowledge-based companies to Somerset-Pulaski County to open new windows of opportunity beyond the community's traditional focus of recruiting manufacturing companies.

Academics & Research

- Academic Resources
- National Research Labs
- Extend the campus to the Kentucky communities
- Promote the sharing of university shared research resources

- Project is progressing through design and engineering and moving into the construction phase
- Infrastructure sharing agreements signed with Cincinnati Bell Telephone Company (CBTC), Eastern Kentucky Network (EKN) and Bluegrass Network (BGN) and others opportunities continue to be investigated
- Pole Attachment Agreements in place covering 88% of poles, make ready engineering complete on 76% of poles
- Initial construction activity has taken place, including 68 building entries, 8 communication huts, 225,000+ linear feet of conduit installed

- Migration Planning Sessions
 - ❖ KCTCS sessions underway
 - ❖ Universities sessions underway
- MOU for Node locations within the Universities completed
- KCNA Board Meeting schedule for June 15, 2017

Time Line



44

Website: www.kentuckywired.ky.gov
Email: KentuckyWired@ky.gov
Telephone: (502) 782-9549



Home About ▾ News & Events Getting Connected Resources Service Providers ▾ Community Fiber Readiness ▾

Kentucky Digital Government Summit

Best of Kentucky Awards 2017



KentuckyWired and Louisville Metro Government awarded Best I.T. Collaboration during the April 2017 Summit held in Frankfort.

**Kentucky Communications Network Authority
 Funding Allowed Gateway Area Development
 District Communities to Plan for High Speed
 Broadband**

Recent Events

Inez Getting Fiber From EKN



From the KCNA partner, EKN: Appalachian Wireless is running 144 strands of fiber optic cable right through Inez. And, KentuckyWired will soon follow with 144 more fiber strands. By point of reference, ONE fiber strand can carry the traffic of the entire internet at any given time. We are getting 288 strands...massively connected to the super high speed internet. Now we just have to put it to USE to bring jobs and other opportunities here!

Georgetown Hut Delivered 12/16/16

Kentucky Council on Postsecondary Education

Plan of Work: July 2017–June 2018

Cross-Cutting Priorities

1. Distribute \$42.9 million FY18 General Fund appropriation to the postsecondary institutions using the new performance funding model, which was adopted by the General Assembly in 2017. Work with campuses to ensure data used in the model is reported accurately and the model works as designed.
2. Develop 2018-20 budget request in partnership with campus leaders to adequately fund institutional operations and provide funding deemed necessary for trust funds, special initiatives, capital projects, and the Council's agency operations and pass-through programs.
3. Continue implementation of the 2016-2021 Strategic Agenda for Postsecondary and Adult Education and fully develop the state's higher education accountability system, which includes annual campus performance presentations, an interactive data dashboard, and an annual accountability report.
4. Fully implement the new board orientation program (HB 15, 2016) with the rollout of the new online training modules and the biennial Trusteeship Conference, which will be held September 11-12, 2017. Develop and deliver additional continuing education opportunities for board members as needed.
5. Continue advocacy and communication efforts to promote the value of postsecondary education and the need for investment with the Governor's office, General Assembly and the general public. Maintain a strong working relationship with the governor, his administration and key legislative leaders to advance common goals.
6. Work with the governor, legislative leaders, Council members, and campus representatives to develop a cost-sharing approach to address a multi-billion dollar backlog of capital maintenance and renewal needs at Kentucky's public universities and KCTCS institutions. The approach will be presented as part of the 2018-20 budget recommendation in November 2017.

Opportunity:

7. Close out Kentucky's third GEAR UP grant, which will conclude on September 25, 2017, and complete a comprehensive program evaluation. If a fourth round of federal GEAR UP funds are awarded, begin the school selection process, build resource infrastructure, and finalize external partnerships.

Kentucky Council on Postsecondary Education Plan of Work: July 2017–June 2018

8. Reengage KY3C (College and Career Connection) Coalition partners and expand the work of the organization under the direction of new staff leadership. Promote the adoption of College and Career Readiness advising standards, as well as the development of training resources and hiring guidelines as proposed by KY3C and the Kentucky Advising Task Force.
9. Provide ongoing, personalized technical assistance to local providers to ensure adult education's compliance with the Workforce Innovation and Opportunity Act (WIOA). Provide professional development to align local programs and services with federal requirements for adult educators to provide contextualized academic instruction using essential employability skills.
10. Continue to build partnerships and enhance collaborations with local workforce boards, employers, training entities, KCTCS and occupational associations to provide adult education services focusing on preparing our students for college and careers through contextualized, integrated career pathway models.
11. Develop high quality data-driven professional development models that build capacity for improving student outcomes.
12. Continue to work with the campuses and other stakeholders to ensure alignment between K-12 and postsecondary standards and assessments. Review college readiness indicators and the Council's admission regulations to ensure high school graduates are prepared for success in postsecondary credit-bearing courses.
13. Work with the campuses, KDE and EPSB to improve teacher quality through review of and improvements to teacher preparation programs. Redesign teacher leader master's programs to ensure more high school teachers receive high-level training for dual credit instruction.
14. Approve campus diversity plans in September 2017, and monitor/assist campuses with the implementation of strategies and initiatives.
15. Work with campuses, state policymakers, and others to reduce financial barriers to college through continued advocacy for state financial aid programs, development of new financial aid programs, promotion of institutional aid policies that target low-income students, improved financial literacy and transparency related to college costs, and research/analysis related to affordability and student debt.

Kentucky Council on Postsecondary Education Plan of Work: July 2017–June 2018

16. Review the Council's tuition-setting policy and set tuition parameters for the 2017-18 academic year that balance the needs of campuses with the interests of students, families, and policymakers.
17. Facilitate Kentucky's membership in the State Authorization Reciprocity Agreement (SARA), a nationwide initiative that makes distance education courses more accessible to students across state lines and makes it easier for states to regulate and institutions to participate in interstate distance education.

Success:

18. Continue to promote and support co-requisite models of developmental education and bring these models to scale.
19. Implement a comprehensive set of strategies to support and encourage adults who want to go to or return to college, including but not limited to the promotion of competency-based and other programs for place/time-bound students, targeted financial aid, and better outreach and completion strategies like Project Graduate.
20. Continue to promote proven student success practices through conferences, professional learning communities, research and analysis, and program evaluation. Seek new funding and/or redirect existing funds to support effective student success strategies on campuses.
21. Fully implement CPE's guiding principles related to the transfer of military credits to two-year or four-year degree programs, and track the success of these students.
22. Work with KCTCS and the public universities to evaluate current degree pathways between two-year and four-year programs, monitor transfer activity, and strengthen outreach to students about transfer opportunities.
23. Review the Kentucky Virtual Campus to determine if changes are needed to better meet the needs and priorities of the postsecondary community and Kentucky students. As part of this effort, review the Council's various online student outreach channels (KnowHow2GoKY, KYVC, and KnowHow2Transfer) to determine if consolidations should occur.
24. Pursue state, federal and foundation funding to incentivize access to and completion of gateway coursework in the first academic year of enrollment.

Kentucky Council on Postsecondary Education Plan of Work: July 2017–June 2018

25. Working with education partners, undertake a detailed evaluation of dual credit in Kentucky, including the impact of dual credit on future college success, student access and costs related to dual credit coursework, and recent regulatory and legislative changes to incentivize high school teachers to be credentialed to teach dual credit coursework.

Impact

26. Work with campus leaders, the business community, state agencies, and other leaders to advance Kentucky's workforce and economic development agendas through information sharing and aligning strategies and goals.
27. Work with the campuses and other state and national partners to analyze and communicate workforce supply/demand and graduation outcomes to support CPE's academic program review process, assist career development professionals and Kentucky employers, and inform prospective students and families.
28. Work with employers, foundations, and state leaders to expand "work and learn" opportunities, including internships, co-ops, experiential or project-based learning, and clinical experiences.
29. Work with campus leaders to improve career development for Kentucky students through earlier advising efforts, career pathways and degree maps, and tools that help match students with the necessary skills and employers.
30. Review the Kentucky Science and Technology Corporation (KSTC) programs supported by CPE pass-through funding and CPE's management of these funds. Partner with KSTC to help create entrepreneurial companies, jobs and a more competitive economy.
31. Provide guidance and support to the Governance Board for Lung Cancer Research, the Cancer Research Trust, the Equine Advisory Committee and other external partner groups that CPE funds and administers.

General Agency Operations Priorities

32. Manage current and anticipated reductions to General Fund appropriations for the operations of the Council through a focused prioritization of agency

Kentucky Council on Postsecondary Education Plan of Work: July 2017–June 2018

responsibilities, reallocation of resources, and continued acquisition of external funding.

33. Make recommendations to state policy leaders regarding Kentucky's Contract Spaces Program.
34. Ensure the successful migration of the current postsecondary networks (KyRON and KPEN) to the new Kentucky Wired network established by the Governor's Office.
35. Continue enhancements and maintenance of information technology systems for Adult Education (KYAE Reporting Systems, GED[®] Transcript Request System), for Academic Affairs (Program Approval, Program Review, Program Modifications, Licensure), and for the Data and Information Unit (KPEDS, KPEDS data warehouse, KPEDS reporting tool).
36. Transfer Council operational control of technology infrastructure services into the Commonwealth Office of Technology to promote effective and efficient management of state government operations and resources (Executive Order 2012-880).
37. Develop and implement a strategic communications plan for the agency in consultation with our units and campus partners.
38. Work with Kentucky State University to fulfill the requirements of HB 303 (2016) to submit a report to the General Assembly by December 1, 2017, outlining progress on the university's statutorily mandated management and improvement plan.
39. Review the institutional licensure process and regulation to determine if revisions should be made to increase student protection in the event of school closure, help identify schools in financial distress, and require annual training in the administration of federal Title IV funding for institutions participating in the program.

Report to the Kentucky Council on Postsecondary Education

The Association of Independent
Kentucky Colleges & Universities (AIKCU)

Gary S. Cox, President

June 15, 2017



AIKCU's statutory responsibility to report to the Council

In addition to CPE's role in licensing independent colleges, KRS 164.020(13) states that the Council on Postsecondary Education in Kentucky shall:

Ensure that the state postsecondary system does not unnecessarily duplicate services and programs provided by private postsecondary institutions and shall promote maximum cooperation between the state postsecondary system and private postsecondary institutions. Receive and consider an annual report prepared by the Association of Independent Kentucky Colleges and Universities stating the condition of independent institutions, listing opportunities for more collaboration between the state and independent institutions and other information as appropriate;

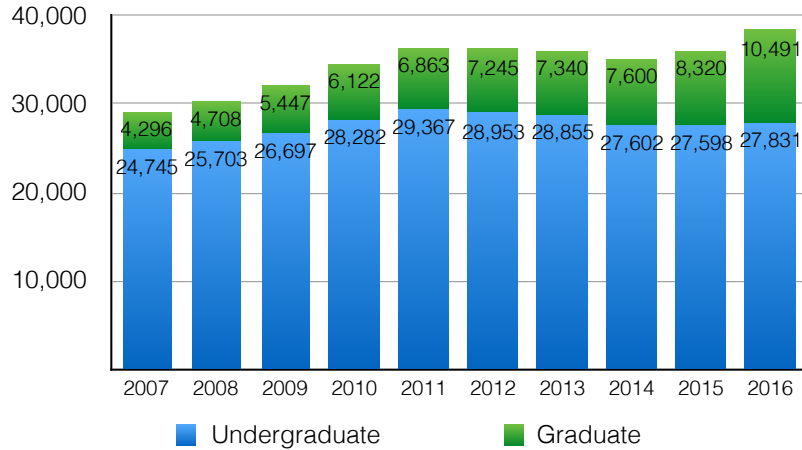


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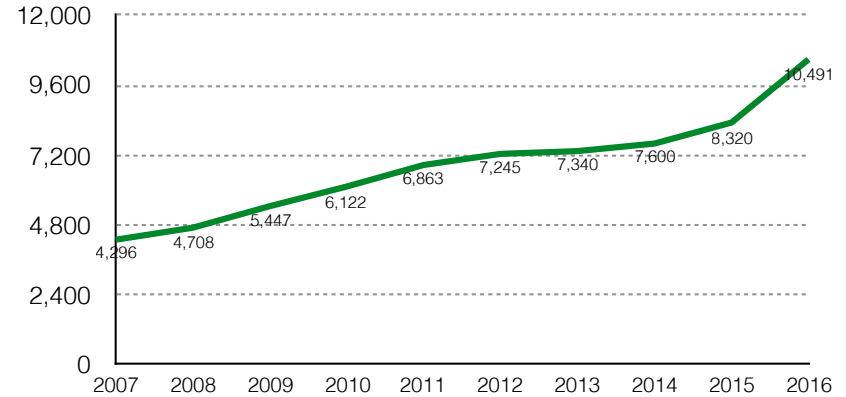
Enrollment

Kentucky's private colleges are almost all tuition-dependent, so healthy enrollment is necessary for institutional sustainability.

After a period of stagnation, **total headcount enrollment** increased 6.7% in Fall 2016 to 38,322.

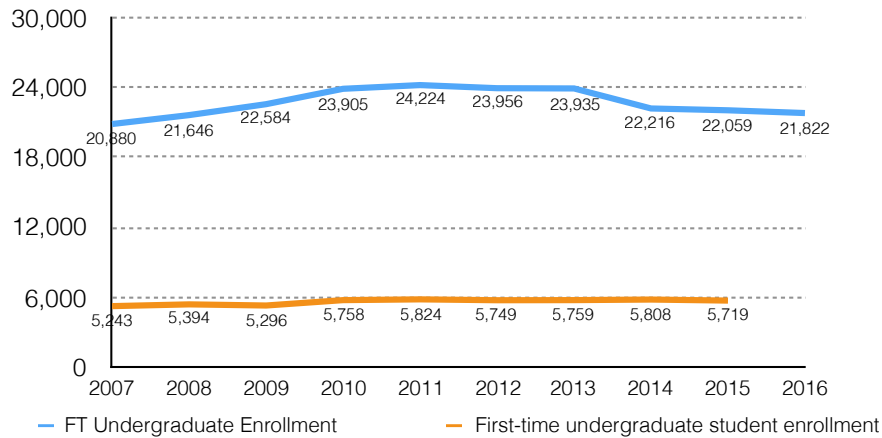


Graduate enrollment has climbed as additional programs added in high demand fields and programs move to online and executive/hybrid formats. 13/18 AIKCU members offer graduate programs.

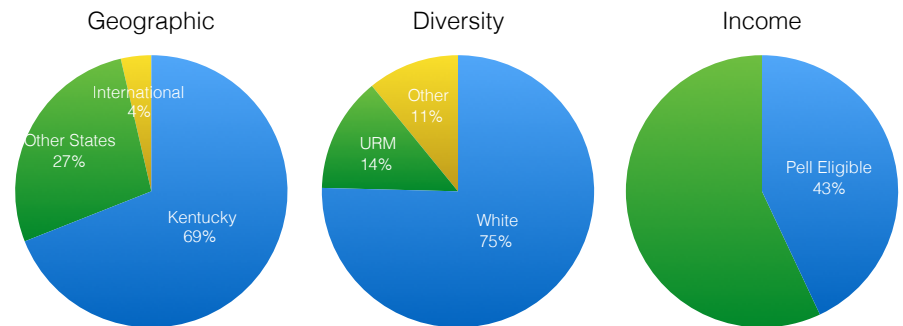


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Full-time undergraduate enrollment peaked in 2011. First-time student enrollment is flat.



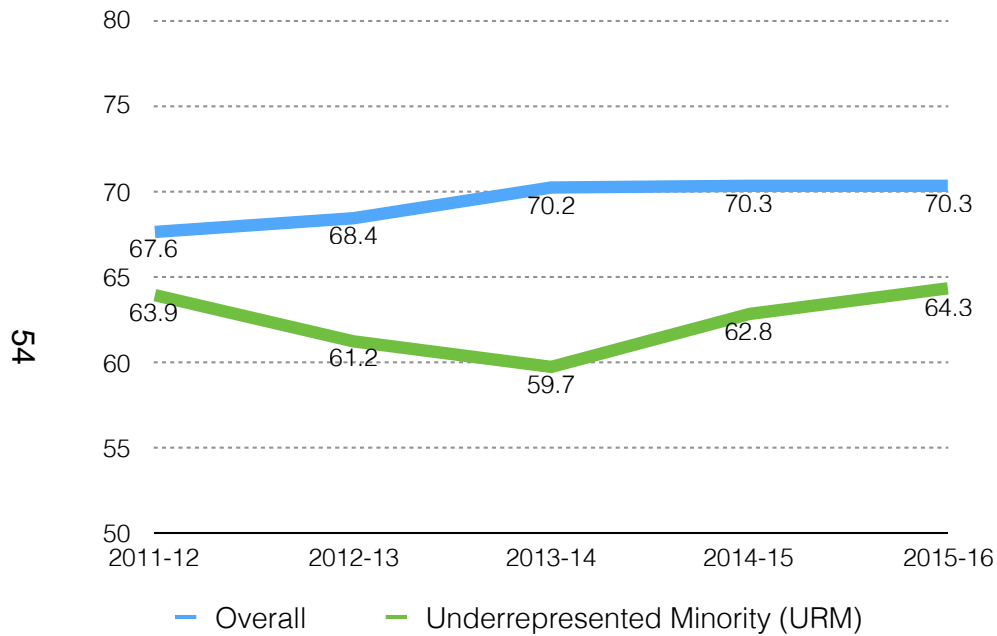
Undergraduate profile



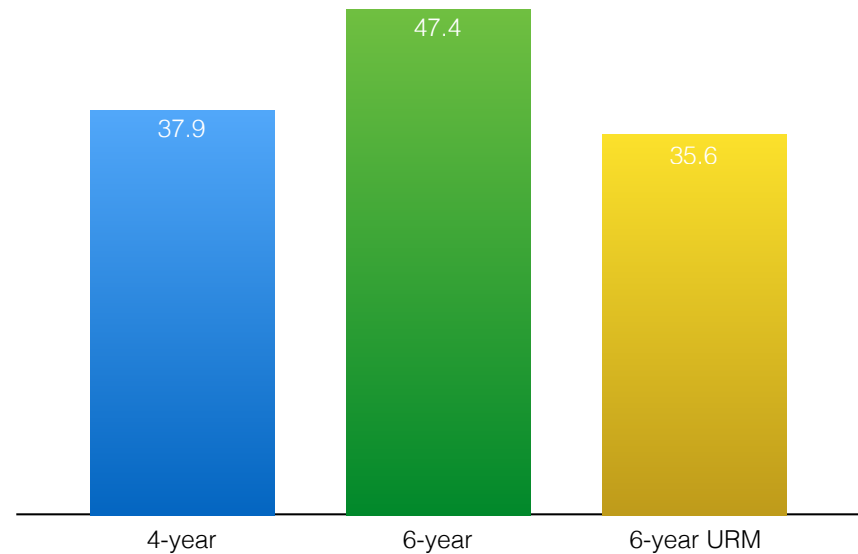
Sources: Kentucky Council on Postsecondary Education Comprehensive Database, IPEDS
 Note: Mid-Continent University closed June 2014, St. Catharine College closed June 2016.

Success

1st to 2nd-Year Retention Rates



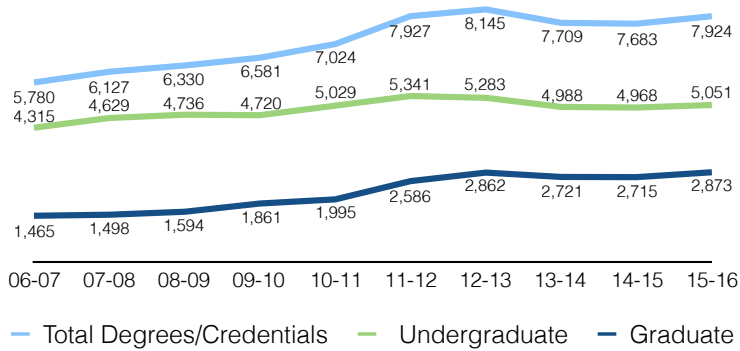
Graduation Rates: Institutional graduation rates vary with institutional mission and student demographics and range from 26.5 to 86.5 percent. About half of AIKCU students complete a bachelor's degree at the institution where they started within 6 years. Of those who do complete, 3 out of 4 graduate in 4 years.



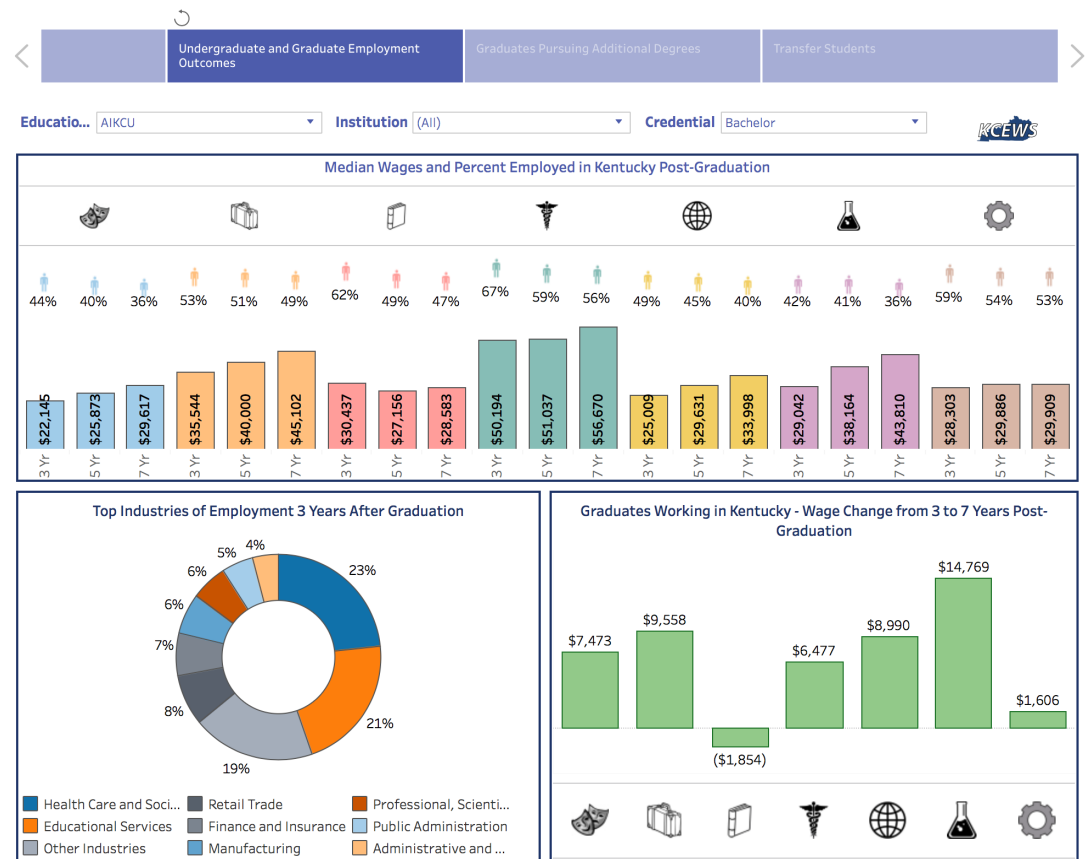
Source: Kentucky Council on Postsecondary Education Comprehensive Database, IPEDS.
 Note: Mid-Continent University closed June 2014, St. Catharine College closed June 2016.

Impact

AIKCU total degree production, 2006-07 to 2015-16

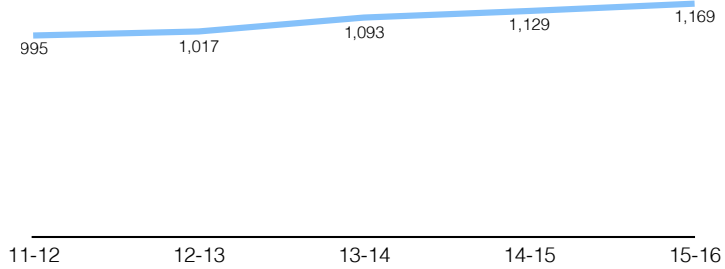


64% of AIKCU graduates are employed in Kentucky one year after graduation - Outcomes data available via KCEWS Postsecondary Feedback Reports



95

AIKCU STEM+H degree production, 2011-12 to 2015-16



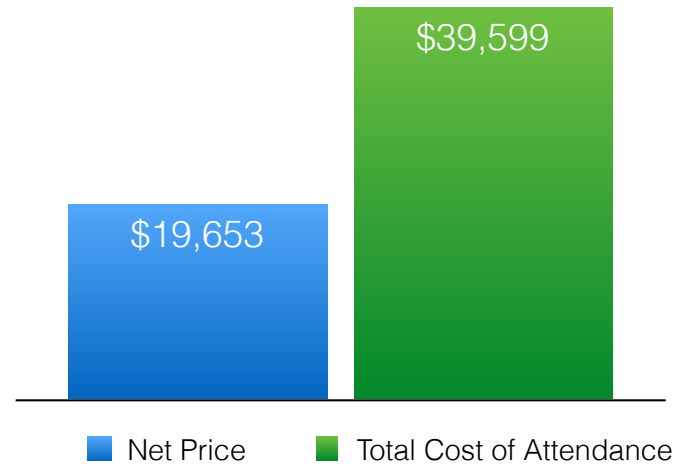
Sources: Kentucky Council on Postsecondary Education Comprehensive Database, IPEDS, KCEWS
 Note: Mid-Century University closed June 2014, St. Catharine College closed June 2016.

Affordability

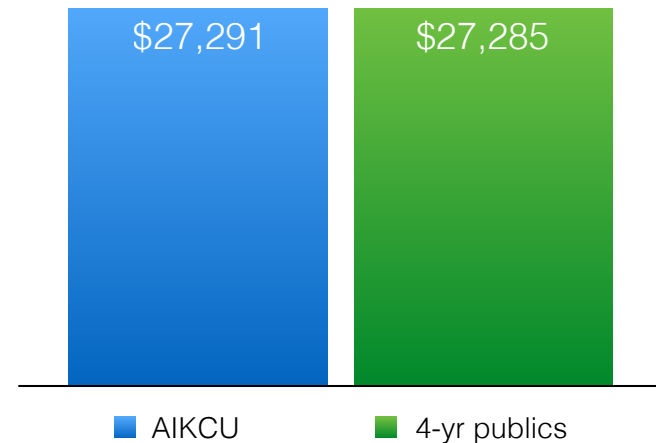
- Median Published Tuition/Fees for 2017-18: \$24,845
- Average Tuition/Fees Increase for 2017-18: 2.64%
- “Sticker Price” Total Published Costs (T/F + Room/Board) for traditional on-campus programs range from \$27,000 to \$52,000
- Average 2015-16 net price (Total Cost of Attendance - Grant Aid): \$19,653
- Average Institutional Aid Award to First-Time, Full-Time students (2015-16) = \$13,777

All exclude Alice Lloyd College and Berea College, which charge students no tuition.
Sources: AIKCU Tuition Survey, IPEDS

Avg. Net Price vs. Avg. Total Cost of Attendance
(2015-16, excluding work colleges)



Median student loan debt of 2015 graduates

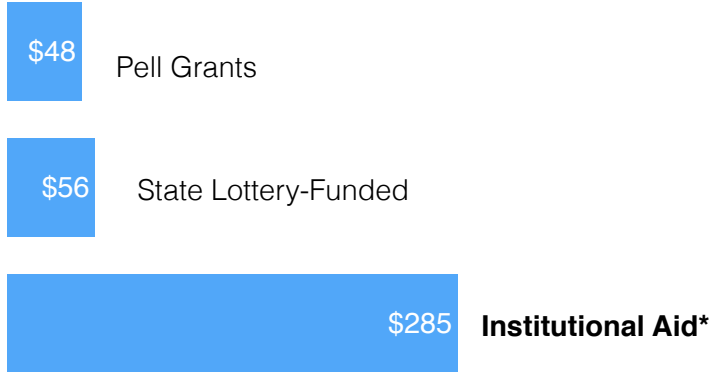


Source: TICAS Project on Student Debt (not all institutions represented for either sector)

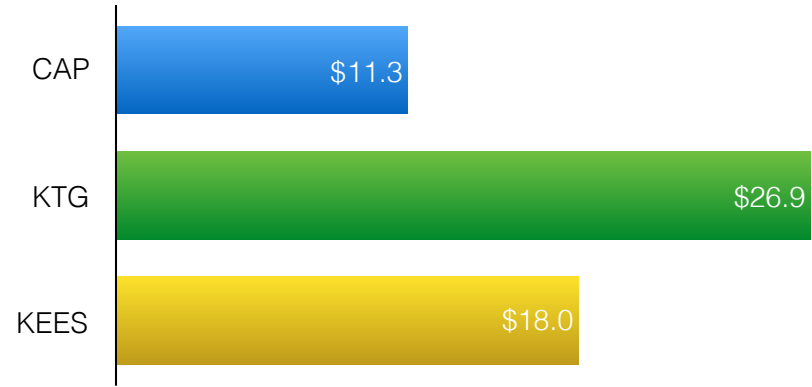
Financial Aid

99% of first-time, full-time students receive grants and scholarships. 86% of all undergraduates receive grant aid.

AIKCU institutions are by far the largest providers of aid to their students (2015-16, \$ millions)

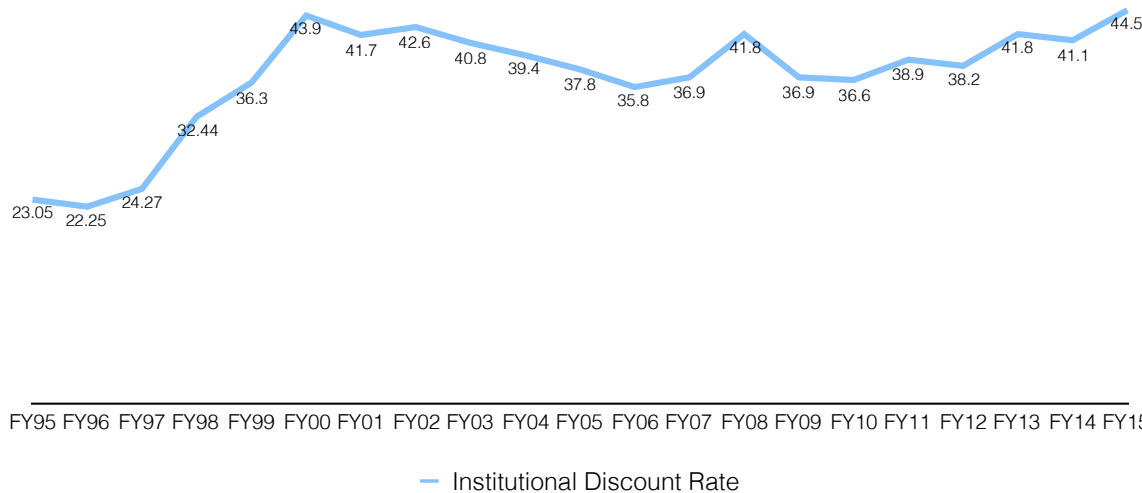


Lottery-funded student aid to AIKCU students, FY 2016 (\$ millions)



57

Average discount rates, FY95-FY15



Average institutional discount rates continue to creep up. [Note these are not undergraduate tuition discount rates (as recently covered in national media) but rather institutional rates.]

FY95 FY96 FY97 FY98 FY99 FY00 FY01 FY02 FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15

Sources: IPEDS, KHEAA. *Institutional aid is 2014-15.

Economic Impact

Private colleges add \$700 million to Kentucky economy annually

- \$404 million in direct effects
- \$121 million in indirect effects (Recirculating dollars from AIKCU's member institutions purchasing goods and services from other Kentucky businesses and industries.)
- \$175 million in induced effects (re-spending of income received at the direct and induced stages)

58 Are responsible for 10,588 jobs

- 6,755 direct
- 1,400 indirect
- 2,443 induced

85% of Kentucky's population is within a 60 minute drive of one or more AIKCU main campus.



AIKCU Optimizing Academic Balance Project (OAB) Project

- \$690,000 grant from the James Graham Brown Foundation
- Partnering with the Higher Education Practice, led by Ken Hoyt, PhD
- Strategic analysis of curriculum and resources to inform decision making and promote long-term sustainability
- Multiple institutions make possible program cost comparisons
- 5 AIKCU members have already completed OAB process

Challenges/Opportunities

- Developing campus cultures that foster innovation while keeping an eye on the bottom line.
- Developing and retaining enlightened campus leadership.
- Countering the popular narrative that a private college education is cost-prohibitive.
- Sustaining state and federal need-based aid funding to ensure access and opportunity for students who choose to attend a private college.
- Managing institutions in an increasingly complicated regulatory environment.
- Identifying resources to support innovation and growth.
- Embracing innovative external collaborations.
- Advocating effectively in the public policy arena.
- Communicating the value of the long-term benefits of a 4-year degree in the face of a strong public emphasis on job training and immediate workforce needs.
- Policies that encourage competition rather than collaboration and mutual success.

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