AGENDA

COUNCIL ON POSTSECONDARY EDUCATION
STRATEGIC AGENDA WORK GROUP MEETING

May 20, 2010
1:00 pm, ET
UofL's Clinical and Translational Research Building, Seminar Room 101-102, Louisville

1. Review current drafts of

    a. vision statement
    b. mission statement
    c. value statements

2. Review subgroup report development

    a. report outline
    b. subgroup participants

3. Subgroups breakouts

    a. College Readiness
    b. Student Success
    c. Research and Economic Development
    d. Efficiency and Innovation

4. Other Strategic Agenda Development Activities

    a. Cost Containment Summit
    b. Martin School white papers
    c. College Readiness SB 1 Unified Strategy for College and Career Readiness

5. Review Timeline

MINUTES
Council on Postsecondary Education
Strategic Agenda Work Group and Institutional Advisory Group
April 22, 2010

The CPE Strategic Agenda Work Group and Institutional Advisory Group met April 22, 2010, at 1 p.m. at the CPE offices in Frankfort, Kentucky.

ROLL CALL

All members of the work group were present: Chris Crumrine, Dan Flanagan, Joe Graviss, Nancy McKenney, Pam Miller, Lisa Osborne, and Joe Weis.

Council member Phyllis Maclin was present representing the Council's Committee on Equal Opportunities. Work group members requested Ms. Maclin join the work group. Ms. Maclin agreed.

Institutional Advisory Group members present: Mason Dyer, AIKCU; JoAnn Ewalt, EKU; Gwen Joseph, KCTCS; Carl Prestfeldt, MuSU; Sue Moore, NKU; Connie Ray, UK; David Hein, UofL; Doug McElroy, WKU.

Institutional Advisory Group members absent: Hinfred McDuffie, KSU, and Beth Patrick, MoSU.

MARCH 16, 2010, MEETING MINUTES

The motion was made by Mr. Graviss to approve the minutes as presented and seconded by Mr. Crumrine. Motion passed.

CABINET FOR ECONOMIC DEVELOPMENT PLANNING PROCESS

Mr. Ken Robinson, deputy commissioner of the Department for Business Development with the Cabinet for Economic Development, discussed the Cabinet's current strategic planning process. The elements of the strategic plan contain: the cabinet secretary's strategic objectives; strategic plan overview; accomplishments; statement of alignment; values, vision, and mission; and, goals, objectives, and performance indicators.

Mr. Robinson stated that a desired outcome of the collaboration between economic development and postsecondary education is to produce a workforce that meets the needs of industry in order to attract investments to Kentucky. He also mentioned the desire to collaborate on delivering technical training.

Ms. Osborne requested the Cabinet for Economic Development appoint a liaison to work with the Council during the development of its strategic agenda. Mr. Robinson will discuss the Council's request with Secretary Larry Hayes.

VISION, VALUES, AND MISSION EXERCISE

After a discussion and brainstorming session, the work group and institutional advisory group voted to narrow the vision and mission statements to the following:

Proposed Vision Statement: To be a national leader in postsecondary education and research successful in meeting [or "that successfully meets"] the needs of Kentucky and its citizens [or "all Kentuckians"].

Proposed Mission Statement: Kentucky's postsecondary education system will produce the best-educated, best trained workforce and citizenry in the nation. ["The mission of Kentucky's postsecondary education system is to produce the best-trained, best-educated workforce and citizenry in the nation."]

The proposed vision and mission statements will be reviewed over the coming weeks and comments, suggestions, or questions can be directed to Dr. John Hayek, CPE's vice president for finance, planning, and performance, or the work group's chair, Ms. Lisa Osborne.

FOCUS AREAS

In response to the CPE members' desire to involve all the necessary partners in the planning process, the Council staff proposed subgroups for each of the focus areas: (1) college readiness, (2) student success, (3) research and economic competitiveness, and (4) efficiency and innovation. These broader groups could think more extensively about key objectives and, using a common template on what is needed, would ultimately bring ideas back to the full Council member group for consideration. Each Council member on the planning group would serve on one of the subcommittees along with a CPE staff person. The institutional advisory group will work with campus officials on selecting representation to serve on the subcommittees.

NEXT MEETING The next meeting of the Strategic Agenda Work Group is May 20, 1 p.m., at the University of Louisville.

ADJOURNMENT The meeting concluded at 3:30 p.m.

John C. Hayek
Vice President, Finance, Planning, and Performance

Tammie L. Clements
Specialist, Finance, Planning, and Performance

COUNCIL ON POSTSECONDARY EDUCATION
2011-15 STRATEGIC AGENDA COUNCIL WORK GROUP
VISION, MISSION, AND VALUES

May 20, 2010

Draft Vision Statement

To be a national leader in postsecondary education and research with a focus on meeting the needs of Kentucky and its citizens.

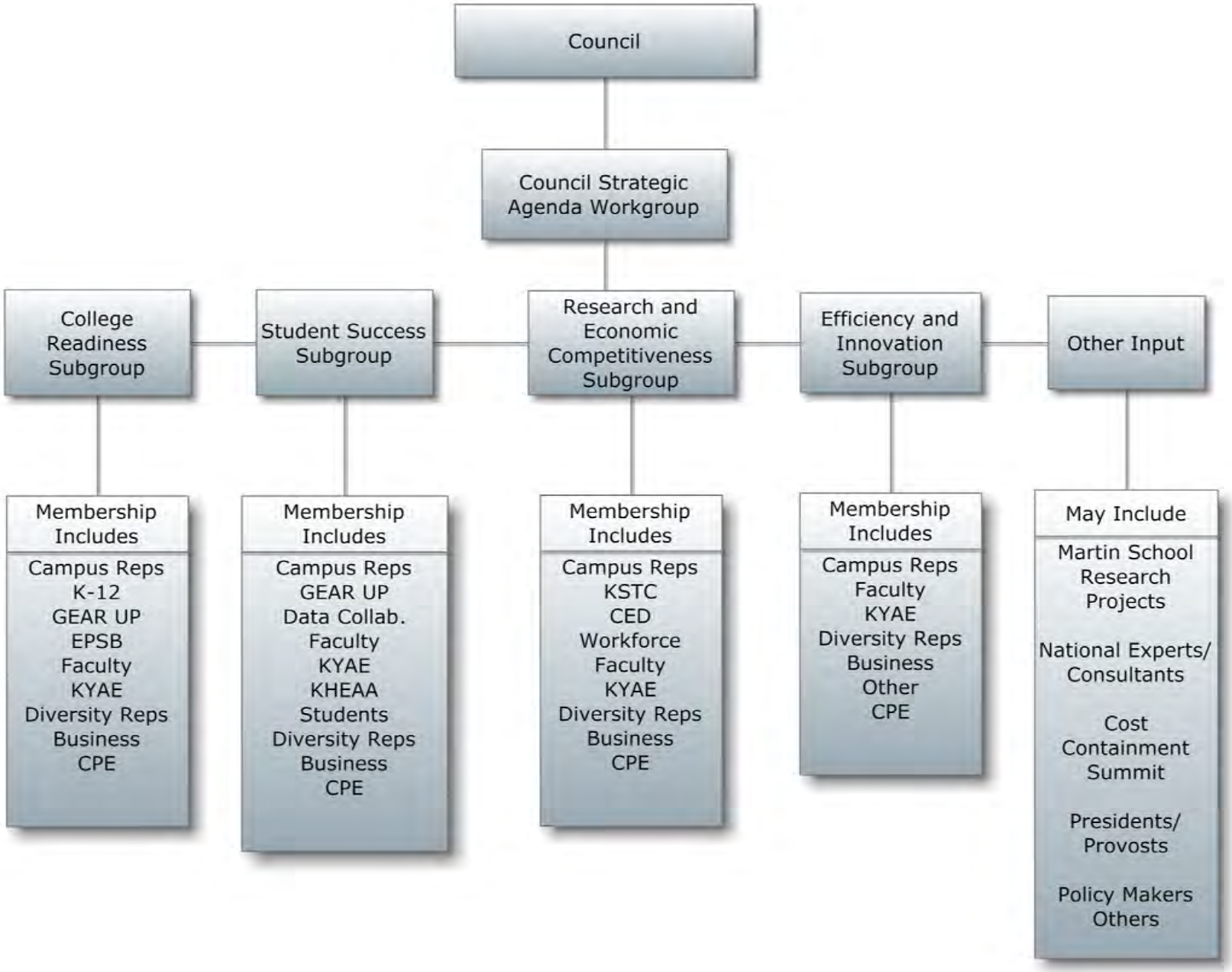
Draft Mission Statement

To improve Kentucky's educational pipeline, graduate more students, produce world-class research, strengthen our communities, and create a highly-educated, well-trained workforce and citizenry.

Draft Value Statements

- The highest standards of excellence in scholarship, learning, service, and community engagement of value to our stakeholders.
- Cooperation, teamwork, and mutual respect that recognizes the contributions of differing missions among institutions.
- Access for all those who are committed to the pursuit of higher learning.
- A culture of inclusion that provides equitable opportunities and celebrates diversity in people and thought.
- A postsecondary experience that prepares students to be informed, competent, and engaged citizens.
- Prudent fiscal stewardship that employs resources effectively and efficiently.
- Commitment to continuous monitoring and improvement of performance.
- Support for creative and innovative approaches to meeting the postsecondary needs of the Commonwealth.
- Engagement with stakeholders in service of advancing economic vitality and quality of life.
- Responsiveness to identified issues and problems impacting postsecondary education in the Commonwealth.

Organizational Chart: 2011-2015 CPE Strategic Planning



2011-2015 Strategic Agenda for Postsecondary Education
College Readiness Subgroup

Challenge:

For Kentucky to be economically competitive, we must do a better job preparing high school students and adults for postsecondary education, whether for a certificate, diploma, associate, baccalaureate, or graduate program. Too many students entering postsecondary education in Kentucky are not adequately prepared for college level work.

- Nearly half of all recent high school graduates entering higher education require at least one developmental course.
- Over a third of these students needed one or more courses in developmental math.
- In 2008, the systemwide six-year graduation rate for white students (full-time, first-time) was 47 percent, compared to 33 percent for African American students and 39 percent for Hispanic students.
- The average composite ACT score for white students in 2009 was 20.0, compared to 16.3 for African American students and 17.3 for Hispanic students.
- The number of GED graduates has remained relatively flat since the early part of the decade.

Mission and Deliverables:

The College Readiness Subgroup will review relevant data and best practices and will propose objectives and strategies[1] that can be executed at the state level to better prepare K-12 and adult students for college-level study. Areas of focus may include, but are not limited to:

- Alignment of curricula and standards between secondary and postsecondary education.
- Accelerated learning opportunities (i.e., dual enrollment, middle and early college high schools, Advanced Placement and International Baccalaureate programs).
- College readiness assessments and placement exams.
- Early interventions, led by postsecondary institutions, for students who test at levels that indicate they are not on track to be college ready.
- Admissions standards and requirements of our public universities.

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[1] *For the purposes of the strategic agenda planning work, "objectives" are defined as statements that describe an intended outcome, result, or process that are measurable, quantifiable, and achievable. (e.g., to increase the number of high school students going directly to college). "Strategies" are defined as specific actions or activities that will be deployed to achieve objectives and performance targets.*

- Recruitment, pre-certification, and professional development of our K-12 and adult education teachers and school leaders.
- Achievement gaps and college going among minority, low-income, first-generation, and adult students.
- Student advising and early college awareness and planning.
- Participation in adult education programs and GED achievement.

Deadline:

First Draft: July 15, 2010
Final Report: August 15, 2010

Co-Chairs:

Lisa Osborne, Member, Council on Postsecondary Education
Joe Weis, Member, Council on Postsecondary Education

Subgroup Makeup:

The College Readiness Subgroup will be comprised of up to 20 members including representatives from the Council on Postsecondary Education, Kentucky's postsecondary education institutions, the Kentucky Department of Education, the Education Professional Standards Board, Coalition of Senate and Faculty Leadership, the Committee on Equal Opportunities, Kentucky Adult Education, and the Kentucky business community.

CPE Staff Contact:

Sue Cain, Coordinator, Developmental Education and College Readiness
(sue.cain@ky.gov)

2011-2015 Strategic Agenda for Postsecondary Education Student Success Subgroup

Challenge:

Kentucky's future in large part depends upon students' ability to advance seamlessly through the educational system and obtain credentials that will enrich their lives and life in the Commonwealth. Kentucky continues to trail the nation on most measures of educational attainment. To significantly increase the number of college-educated adults in the Commonwealth, the postsecondary system must expand access for all students, and we must ensure many more students persist to certificate and degree completion.

- Less than 20 percent of first-time, full-time students seeking a bachelor's degree at Kentucky's public universities will graduate "on time" in four years. (The rate increases to 47 percent after six years.)
- One in five students seeking an associate degree or credential at KCTCS will graduate within three years.
- Minority and low-income students graduate at lower rates.
- The number of students transferring from two-year to four-year institutions has not increased significantly since 2005.
- The percent of income needed for low-income families to cover tuition at the state's lowest-priced institution has been steadily rising since 2002, and now exceeds the national average.
- The college-going rate of GED recipients has remained virtually unchanged since 2003.
- Kentucky ranks 47th in the nation in the percent of the adult population with a four-year degree or higher.

Mission and Deliverables:

The Student Success Subgroup will review relevant data and best practices for state-level action and will propose objectives and strategies[2] to ensure more Kentuckians advance through the educational system and earn degrees or certificates in a timely manner. Areas of focus may include, but are not limited to:

- Outcomes-based financial incentives to encourage increased student success in the areas of credit completion, degree completion, timely graduation, transfers, and minority and low-income student success.

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[2] *For the purposes of the strategic agenda planning work, "objectives" are defined as statements that describe an intended outcome, result, or process that are measurable, quantifiable, and achievable. (e.g., to increase the number of high school students going directly to college). "Strategies" are defined as specific actions or activities that will be deployed to achieve objectives and performance targets.*

- Seamless transfer opportunities.
- Achievement gaps based on race, gender, and socio-economic status.
- Distinctive institutional missions and educational contributions.
- Data systems to track student performance and link education sectors.
- Developmental education program structure and outcomes.
- "Stackable" certifications that acknowledge educational milestones and facilitate program transitions.
- State and institutional student financial aid, including simplification of the application process, rewards for student achievement, and accessibility of funds to lower-income, adult, and part-time learners.
- Capacity to serve adult, nontraditional students more effectively through course redesign, alternative methods of program delivery, credit for prior learning, and distance education.
- Diversity faculty and staff.
- GED to college transitions.

Deadline:

First Draft: July 15, 2010
Final Report: August 15, 2010

Co-Chairs:

Chris Crumrine, Student Representative, Council on Postsecondary Education
Pam Miller, Vice Chair, Council on Postsecondary Education

Subgroup Makeup:

The Student Success Subgroup will be comprised of up to 20 members including representatives from the Council on Postsecondary Education, Kentucky's postsecondary education institutions, the Kentucky Education Data Collaborative, Coalition of Senate and Faculty Leadership, the Committee on Equal Opportunities, the Board of Student Body Presidents, Kentucky Adult Education, and the Kentucky business community.

CPE Staff Contact:

Aaron Thompson, Interim Vice President, Academic Affairs
(aaron.thompson@ky.gov)

2011-2015 Strategic Agenda for Postsecondary Education Research and Economic Competitiveness Subgroup

Challenge:

Postsecondary education must play a central role in transforming Kentucky's economy and quality of life. Through expanded research and development, faculty and staff expertise, the commercialization of research, and degree and credentials clearly linked to immediate and future workforce needs, colleges and universities are a critical component in spurring economic growth and development. Just as important, Kentucky's postsecondary institutions must be good "stewards of place," working with community leaders to advance economic, social, cultural, and environmental progress.

- Kentucky's 1997 *Postsecondary Education Improvement Act* calls on the University of Kentucky to be a top 20 public research institution and for UofL to be a nationally recognized metropolitan research university by 2020.
- Kentucky ranked 41st in the nation in the amount of federal research and development dollars generated in 2007.
- Kentucky ranked 47th in the growth of the total gross state product from 1997 to 2007.
- In 2007, Kentucky had a per capita personal income of $30,824, which ranked 45th in the U.S.
- In 2005, Kentucky ranked 45th in the nation in the percent of the workforce in managerial and professional occupations.
- Kentucky ranked 45th in the nation on the New Economy Index, which includes a variety of indicators measuring types of employment and industries, education levels of the workforce, investment and opportunities in the high-tech industry, and other related factors.

Mission and Deliverables:

The Research and Economic Competitiveness Subgroup will review relevant data and best practices for state-level action and will propose objectives and strategies[3] to ensure Kentucky's colleges and universities help position the state to advance economically through a highly skilled workforce, regional stewardship, and cutting edge research. Areas of focus may include, but are not limited to:

- A more unified "research enterprise" in Kentucky supported by unique and

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complementary strengths at the state's two research universities.
- Postsecondary institutions as "stewards of place" that partner with business, civic, and P-12 communities to solve local, regional, and state problems.
- Expansion of federal funding and state-funded incentives focused on the areas of science and technology that most benefit the state and the institutions.
- Undergraduate student qualifications at Kentucky's two research campuses.
- Alignment of education, economic development, and workforce policies to develop, attract, and keep jobs and better coordinate workforce training activities and resources.
- Strategies to attract top research faculty.
- Incentives to increase and strengthen undergraduate education in the STEM disciplines.
- Existing capital infrastructure and investments necessary to drive a dynamic research agenda.
- Corporate/university research partnerships.
- The transfer of research and technology to applications that lead to economic growth, job creation, and improved quality of life.
- Aligning education, skills, and competencies with current and future workforce demands.

Deadline:

First Draft: July 15, 2010
Final Report: August 15, 2010

Chair:

Nancy McKenney, Faculty Representative, Council on Postsecondary Education
Phyllis Maclin, CEO Representative, Council on Postsecondary Education

Subgroup Makeup:

The Research and Economic Competitiveness Subgroup will be comprised of up to 20 members including representatives from the Council on Postsecondary Education, Kentucky's postsecondary education institutions, the Kentucky Science and Technology Corporation, the Cabinet for Economic Development, the Education and Workforce Development Cabinet, Coalition of Senate and Faculty Leadership, the Committee on Equal Opportunities, and the Kentucky business community.

CPE Staff Contact:

Melissa Bell, Senior Associate, Academic Affairs
(melissa.bell@ky.gov)

2011-2015 Strategic Agenda for Postsecondary Education Efficiency and Innovation Subgroup

Challenge:

The current budget and economic environment has heightened public interest in colleges and universities being more efficient and finding additional ways to contain and avoid institutional expenditures to help slow the rising cost of college. Campuses must maintain an unwavering focus on their core mission, work smarter, and equip themselves with the tools needed to survive and thrive in the future.

- The current economic downturn is increasing demand on Kentucky campuses at the same time state funding to support this demand has been cut by $78 million since fiscal year 2007-08.
- State support per full-time equivalent student (FTE) has decreased significantly over the past 10 years.
- Many of the easiest operating efficiency strategies to implement have already been adopted by campuses to maintain their current level of operations.
- There is increased public pressure to grow the number of graduates within available resources while preserving institutional quality.
- While Kentucky institutions continue to attract more first-generation and nontraditional students, these students typically require extra support services to achieve successful outcomes.
- The economic environment is placing additional pressure on Kentucky's public postsecondary education system to moderate tuition increases at the same time that state appropriations are being cut.
- The campuses operate an aging infrastructure, with great demands for capital renewal and ongoing maintenance, diverting operating funds away from mission-specific activities related to instruction, research, and service.

Mission and Deliverables:

The Efficiency and Innovation Subgroup will review relevant data and best practices and will propose objectives and strategies[4] to ensure Kentucky's postsecondary and adult education systems are operating as efficiently and effectively as possible while continuing to make progress in achieving the educational goals of the state. Areas of focus may include, but are not limited to:

- Productivity gains through increasing student success rates and reducing redundancies and inefficiencies in student progress.

[4] *For the purposes of the strategic agenda planning work, "objectives" are defined as statements that describe an intended outcome, result, or process that are measurable, quantifiable, and achievable. (e.g., to increase the number of high school students going directly to college). "Strategies" are defined as specific actions or activities that will be deployed to achieve objectives and performance targets.*

- State incentives tied to increased degree productivity, persistence, graduation rates, and other performance factors.
- Educating and training students in innovative and affordable ways (i.e., course redesign, online learning, textbook innovations).
- Duplication in academic programming and administrative services.
- Program and administrative function consolidation.
- Regulatory burdens leading to increased expenditures.
- Identifying instructional and operational efficiencies and cost savings that can be reinvested in services to undergraduate students.
- Tuition policies, including discounts and waivers, nonresident tuition, graduate tuition, and policies that encourage more timely completion.
- "No frills" university programs or centers.
- Student employment on campus to help reduce operating costs while increasing retention and job skills of graduates.
- Employee benefits.
- Enhanced energy management.
- Purchasing and business services (e.g., increased outsourcing, consolidation of services across campuses).
- Financial metrics to assess how Kentucky institutions compare to similar institutions on educational spending per student and to create greater transparency about cost and expenditures.
- Role of independent institutions in achieving greater degree production and efficiency in the system.

Deadline:

First Draft: July 15, 2010
Final Report: August 15, 2010

Co-Chairs:

Dan Flanagan, Member, Council on Postsecondary Education
Joe Graviss, Member, Council on Postsecondary Education

Subgroup Makeup:

The Efficiency and Innovation Subgroup will be comprised of up to 20 members including representatives from the Council on Postsecondary Education, Kentucky's postsecondary education institutions, Kentucky Adult Education, Coalition of Senate and Faculty Leadership, the Committee on Equal Opportunities, and the Kentucky business community.

CPE Staff Contact:

Allen Lind, Vice President, Information Technology
(allen.lind@ky.gov)

2011-2015 Strategic Planning - Membership, Focus Area Subgroups

College Readiness Subgroup:

- ☐ Representatives from the Council on Postsecondary Education - **Lisa Osborne and Joe Weis, co-chairs**
- ☐ Kentucky's postsecondary education institutions - **request sent out 4/29**
  - EKU – **Benton Shirey, Director, Advising**
  - KSU
  - KCTCS – **Nicole McDonald, Systems Director, Transfer and Retention**
  - Murray - **Lana Jennings, Director, MuSU CC**
  - Morehead - **Dr. Dan Connell, Assistant Vice President Adult Education & College Access**
  - Northern – **Pat Moynahan, Vice Provost University Programs**
  - UK - **Dr. Randolph Hollingsworth, Asst Provost for Integrated Academic Services**
  - UofL - **Cathy Leist, Executive Director, REACH**
  - Western - **Dale Brown, Interim Associate VP for Academic Affairs/Enrollment Management**
  - AIKCU – **Dr. Gary Cox, President and Mason Dyer, Director of Communications and Research**
- ☐ Kentucky Department of Education
- ☐ GEARUP – **Yvonne Lovell and Bruce Brooks**
- ☐ Education Professional Standards Board - **Marilyn Troupe and Marcie Lowe, EPSB Staff**
- ☐ Coalition of Senate and Faculty Leadership – **Dr. Molly Kerby, WKU and Ms. Peg Munke, COSFL Chair**
- ☐ Committee on Equal Opportunities - **Lisa Osborne and Joe Weis**
- ☐ Campus Diversity Coordinator - **Mordean Taylor-Archer, UofL, Vice Provost for Diversity & International Affairs**
- ☐ Kentucky Adult Education –**Gayle Box, Adult Education staff; Meryl Becker-Prezocki, Adult Education staff; Local Provider – Cris Crowley, Hopkins Co. Program Director (Madisonville CTC)**
- ☐ Kentucky business community - **John Turner, President and CEO, Angell-Demmel North America**
- ☐ Primary CPE Staff Facilitator – **Sue Cain**

Student Success Subgroup

- ☐ Representatives from the Council on Postsecondary Education – **Chris Crumrine and Pam Miller, co-chairs**
- ☐ Kentucky's postsecondary education institutions - **request sent out 4/29**
  - EKU - **Lisa Cox, Director, Student Outreach & Transition Services**
  - KSU
  - KCTCS – **Dr. Phil Neal, Provost/Interim Chief Student Affairs Officer, Bowling Green Technical College**
  - Murray - **Carmen Garland, Special Assistant to the Vice President for Student Affairs**
  - Morehead – **Lora Pace, Director First Year Programs & Academic Services**
  - Northern – **Gail Wells, Vice President and Provost Academic Affairs**
  - UK - **Dr. Mike Mullen, Assoc Provost for Undergraduate Education**
  - UofL - **Dale Billingsley, Vice Provost for Undergraduate Affairs**
  - Western - **Dr. Ellen Bonaguro, Director of Academic Advising and Retention**
  - AIKCU - **Dr. Gary Cox, President and Mason Dyer, Director of Communications and Research**
- ☐ Kentucky Education Data Collaborative – **Charles McGrew, Executive Director, Kentucky P20 Data Collaborative**
- ☐ GEARUP - **Yvonne Lovell and Bruce Brooks**
- ☐ KHEAA – **Jo Carol Ellis - VP, Government Relations and Student Services**
- ☐ Coalition of Senate and Faculty Leadership – **Ms. Peg Munke, COSFL Chair**
- ☐ Committee on Equal Opportunities – **Chris Crumrine**
- ☐ Campus Diversity Coordinator - **Sandra Moore, EKU, Assoc. Provost for Diversity Planning**
- ☐ MuSU undergraduate research rep – **Dr. John Mateja, Chair, Posters-at-the-Capitol Organizing Committee**
- ☐ Board of Student Body Presidents – **request sent to Chris Crumrine on 4/30**
- ☐ Kentucky Adult Education – **Marilyn Lyons, Adult Education staff; BJ Helton, Adult Education staff; Local Provider - Peg Russell, Kenton Co. Program Director (Gateway CTC)**
- ☐ Kentucky business community - **John Turner, President and CEO, Angell-Demmel North America**
- ☐ Primary CPE Staff Facilitator – **Aaron Thompson**

The Research and Economic Competitiveness Subgroup:

- ☐ Representatives from the Council on Postsecondary Education - **Nancy McKinney and Phyllis Maclin, co-chairs**
- ☐ Kentucky's postsecondary education institutions - **request sent out 4/29**
  - EKU – **Dr. Jerry Pogatshnik, Dean, Graduate Studies**
  - KSU
  - KCTCS – **Dr. Christina Whitfield, Director of Research and Policy Analysis**
  - Murray - **Gina Winchester, Executive Director of Regional Stewardship**
  - Morehead - **Mr. J. Marshall, Executive Director Regional Engagement**
  - Northern – **Jan Hillard, Assoc. Provost for Regional Stewardship**
  - UK - **Dr. Jim Tracy, VP for Research, Dr. Nancy Cox, Associate Dean for Research in the College of Agriculture, and Dr. Rodney Andrews, Director, Center for Applied Energy Research**
  - UofL - **William Pierce, Interim Executive Vice President for Research**
  - Western - **Dr. Blaine Ferrell, Dean, Ogden College of Science and Engineering**
  - AIKCU - **Dr. Gary Cox, President and Mason Dyer, Director of Communications and Research**
- ☐ Kentucky Science and Technology Corporation – **Mr. Kris Kimel, President**
- ☐ Cabinet for Economic Development – **Ken Robinson, Deputy Commissioner, Dept for Business Development**
- ☐ Education and Workforce Development Cabinet - **request sent out 4/30 to Joe Meyer**
- ☐ Coalition of Senate and Faculty Leadership – **Dr. David Randall, UK, Hollie Swan, UK, and Ms. Peg Munke, COSFL Chair (Randall and Swan will alternate attending acting as one voice)**
- ☐ Committee on Equal Opportunities - **Phyllis Maclin**
- ☐ Kentucky Adult Education - **Marilyn Lyons, Adult Education staff; Jim Thompson, Adult Education staff; Partner – Jeff Whitehead, Executive Director EKCEP Local Workforce Investment Board (LWIB)**
- ☐ Campus Diversity Coordinator - **Terry Allen, UK, Assoc. V. P. for Institutional Equity**
- ☐ Kentucky business community - **Jack B. Matthews, Senior Vice President/Director of Business Development, Wells Fargo Insurance Services USA, Inc**
- ☐ Primary CPE Staff Facilitator – **Melissa Bell**

The Efficiency and Innovation Subgroup:

- ☐ Representatives from the Council on Postsecondary Education – **Dan Flanagan and Joe Graviss, co-chairs**
- ☐ Kentucky's postsecondary education institutions - **request sent out 4/29**
  - EKU – **Dr. Frank O'Connor, Professor, Economics**
  - KSU
  - KCTCS – **Dr. Jay Box, Chancellor**
  - Murray – **Carl Prestfeldt, Director of Fiscal Planning and Analysis, Budget Office**
  - Morehead – **Jill Ratliff, Director Institutional Effectiveness**
  - Northern – **Dr. Sue Hodges Moore, Vice President Planning, Policy and Performance**
  - UK - **Dr. Bill Swinford, Asst VP for Financial Operations**
  - UofL – **Jason Tomlinson, Assistant Vice President for Finance**
  - Western - **Mike Dale, Assistant Vice President Academic Affairs & Provost's Office**
  - AIKCU - **Dr. Gary Cox, President and Mason Dyer, Director of Communications and Research**
- ☐ Kentucky Adult Education – **Terry Pruitt, Adult Education staff; David Walters, Adult Education staff; Local Provider – Dianna Waddle, Scott Co. Program Director (Scott Co Public Schools)**
- ☐ Coalition of Senate and Faculty Leadership – **Dr. Mixon Ware, EKU and Ms. Peg Munke, COSFL Chair**
- ☐ Kentucky business community - **Allyson Hamilton-McIntire, Kentucky Chamber, Manager, Public Affairs**
- ☐ Campus Diversity Coordinator – **Charles Holloway, Chief Diversity Officer, Morehead State University**
- ☐ Other – **Vince Kellen, Chief Information Officer, UK; President Bill Huston, St. Catharine College; Allen Rose, VP for Business & Gov Relations JC&TC**
- ☐ Primary CPE Staff Facilitator – **Al Lind**

Strategic Agenda 2011-15
Subgroup Report Development

Background

To assist with the development of Strategic Agenda for 2011-15, CPE's Strategic Agenda Work Group created subgroups of statewide representatives to produce a series of reports to provide guidance in the creation of key statewide objectives and strategies to help the state make progress in four focus areas.

1) College readiness
2) Student Success
3) Research and Economic Competitiveness
4) Efficiency and Innovation

Members of the subgroups include representatives from public and independent colleges and universities, K-12, economic development, the Kentucky State Chamber, and other policy experts from around the Commonwealth.

Meetings and Timeline

It is anticipated that the subgroups will schedule at least two half-day meetings, one in late May/early June and one in late June/early July. Additional meetings and/or conference calls may be scheduled as needed.

These meetings are intended to help the subgroup members understand and synthesize current data, review current and best practices, and recommend key objectives and strategies to Council Strategic Agenda Work Group that could be incorporated into the 2011-15 Strategic Agenda.

First draft of report due: July 15, 2010
Final draft of report due: August 15, 2010

Each subgroup will be co-chaired by a member of the Council's Strategic Agenda Work Group and will be supported by CPE staff.

Subgroup Report Outline

The following outline should be used in the development of each subgroup report.

I. Introduction
   - State purpose of report, briefly review report development process, and list of participants

II. Executive Summary
   - Brief summary of problem, review of current practices and best practices, and recommended statewide objectives and strategies for 2011-15 Strategic Agenda

III. Problem Overview
   - Discuss the problem and describe why the state needs to focus attention on the specific area
   - Highlight data or information to support problem

IV. Current Statewide Strategies and Best Practices
   - Briefly review what is currently being done to address problem at statewide or postsecondary education system level, including strengths and weaknesses of current strategies
   - Identify opportunities for improvement on current strategies and/or gaps based upon national best practices
   - Identify largest threats for making progress over next five years

V. Statewide Objectives & Strategies
   - Identify up to 3-5 statewide objectives that demand the most attention over the next five years in order to make significant progress in the focus area
   - For each objective, recommend 3-5 key statewide strategies to be implemented to make significant progress on statewide objectives with supporting evidence of effectiveness
   - Review possible metrics, baseline data, and 2015 targets that could be used to assess performance on each statewide objective
   - Suggest next steps for developing action plans for each strategy (e.g., What are major steps to achieving strategy? Who should be responsible for implementing each step?; What should the monitoring system look like?; etc.)
   - Future work to be done in focus area

DRAFT – FOR DISCUSSION PURPOSES ONLY

Strengthening Our Capacity to Serve: 2010 Summit on Productivity, Efficiency, and Cost Containment Across Kentucky's Colleges and Universities

Background

In the final report of the Governor's Higher Education Work Group in November 2009, it was recommended that CPE staff work with institutional representatives to:

> *Organize a statewide summit to bring together higher education and other professionals to discuss cost containment strategies that data have proven to be effective and commit to implementing high-value strategies within a year of the summit.*

To initiate this process, the presidents appointed an institutional representative to assist Council staff with the planning and development of the summit. Please refer to Attachment A for list of planning group members.

Highlighted below is a conceptual outline of the summit based upon several meetings of the summit planning group in March and April 2010.

Working Title

> Strengthening Our Capacity to Serve: 2010 Summit on Productivity, Efficiency, and Cost Containment Across Kentucky's Colleges and Universities

Summit Objectives

1) Provide tangible evidence to stakeholders of current practices in Kentucky (compile media piece in advance of summit reviewing what is currently being done across Kentucky's colleges and universities related to productivity, efficiency, and cost containment).

2) Share and transfer knowledge of Kentucky best practices across institutions for replication, scalability, and opportunities to coordinate and collaborate.

3) Learn from experts about national best practices and how Kentucky institutions can move to the next level.

4) Identify opportunities for change (i.e. short-term and long-term opportunities; less aggressive and more aggressive options; new economies of scale; and innovative applications of technology).

5) Demonstrate to stakeholders Kentucky postsecondary education's commitment to intensify efforts to improve productivity and efficiency and contain costs while maintaining our commitment to academic quality, research, and student success.

Topic Areas and Summit Planning Work Groups

Summit planning work groups (10-20 members) will be formed for each main summit topic area. Each summit planning work group will have at least one institutional representative from each university, KCTCS, and CPE. A chair will be selected for each work group who will lead the effort and submit status reports to the summit planning group.

Work group responsibilities include information gathering, recommendations on national speakers, and other pre-summit planning activities. Suggested summit topic areas include:

1) Academic Productivity and Student Success (CAOs, COSFL, DLST, and Student Affairs)
    a. Program and Course Redesign
    b. Facilities Utilization
    c. Faculty Workload

2) Efficient Business Practices (CBOs)
    a. Purchasing/Contracts (KEPC)
    b. Information Technology (CIO Forum)
    c. Administrative Services (UBAG)

3) Human Resource Management (Statewide HR Group)
    a. Organization
    b. Staffing
    c. Benefits

4) Facilities Construction, Operations, and Management (APPA, Energy Group)
    a. Space Utilization and Classroom Management (Campus planning and KACRAO)
    b. Energy and Sustainability
    c. Construction and Maintenance of Facilities

Each work group would develop a brief work paper (10-15 pages) to be disseminated and discussed at the summit. The work paper will include the following:

- Description of current practices across Kentucky's colleges and universities.
- Highlight of best practices among Kentucky institutions.
- Identification of opportunities for change (e.g., short-term and long-term opportunities, less aggressive and more aggressive options, new areas to capture economies of scale, and innovative applications of the use of technology).

In addition, CPE staff will initiate environmental scans in each topic area to identify national best practices to be shared with work group members and summit attendees.

Tentative Summit Agenda

The following is a tentative agenda that could be used for the summit.

I. Summit Overview
    - Provide overview of day and expected deliverables
II. Opening Keynote
    - Highlight current environment and why summit is important
III. Concurrent Sessions Based on Key Topic Areas
    - Share information put together from topic area work groups
    - Share best practices by selected national experts
    - Facilitate discussion and review future opportunities for change
IV. Closing Panel of Presidents and National Experts
    - Discuss key findings from summit and review next steps

After the summit, a number of follow-up meetings will be scheduled with the presidents and the topic area work group members to review next steps and develop implementation plans for agreed upon recommendations.

Potential Summit Attendees

- College and University Presidents
- Planning Group and Work Group Members
- College and University Senior Leadership
- National Experts
- State Policy Leaders (e.g., Executive and Legislative Leaders, Cabinet Secretaries, State Chamber, etc.)

Timeline

The summit planning group felt that an early fall meeting, sometime in September, would be ideal. The following is tentative timeline for the summit.

May	Presidents agree to concept Form topic area work groups Confirm national experts to assist with summit Determine location
June-July	Work groups meet to share information and develop work papers Invite potential attendees
August	Share work paper with planning group and national experts
September	Summit
October	Summit follow-up meetings

Other Ideas

A number of other ideas also surfaced during the planning group meetings including:

- A connection or possible replacement to the Governor's Trusteeship Conference on September 14, 2010, was also discussed given the overlap in prospective attendees.

- The white paper series commissioned by the Council related to new ways of looking at Kentucky's higher education business model being produced by faculty members from various universities (led by University of Kentucky Martin School faculty) over the summer could also be connected to the fall summit as a fifth topic area or a stand-alone afternoon discussion series.

ATTACHMENT A

Summit Planning Group Members

AIKCU
- Gary Cox, President
- Bob Johnston

EKU
- Janna Vice, Provost for Academic Affairs, Office of Academic Affairs & Research
- Debbie Newsom, Vice President for Financial Affairs

KSU
- Jim Chapman, Interim Provost/Vice President for Academic Affairs
- Alice Johnson, Vice President for Finance & Business Affairs
- Hinfred McDuffie, Vice President for Administration, External Relations and Development

KCTCS
- Ken Walker, Vice President for Finance

MoSU
- LaDonna Purcell, Director Support Services
- Teresa Lindgren, Director of Budgets

MuSU
- Carl Prestfeldt, Director of Fiscal Planning and Analysis, Budget Office

NKU
- Sue Hodges Moore, Vice President for Planning, Policy, and Budget

UK
- Angie Martin, Vice President for Financial Operations and Treasurer
- Bill Swinford, Director of Policy Analysis, Office of Planning, Budget, and Policy

UofL
- Mike Curtin, Vice President for Finance

WKU
- Jim Cummings, Chief Financial Officer

CPE
- John Hayek
- Aaron Thompson
- Al Lind
- Sherron Jackson

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Financing Higher Education in a World of Constrained Resources

The Martin School of Public Policy and Administration (MSPPA) will lead a team of researchers from universities throughout the Commonwealth to address issues regarding the future funding and delivery of public postsecondary education for Kentucky. State support for institutions of higher education is declining not only in the Commonwealth but across the 50 states. This trend is unlikely to change in the near future. At the same time, the individual returns to postsecondary education are high and education is viewed as the key to economic development for the state. Given the importance of delivering postsecondary to an increasing number of people but with fewer public resources available, this project will consider policy alternatives regarding sources of financing postsecondary education, examine means of decreasing the costs of delivery, consider alternative models of delivery that improve the quality of educational output, and consider factors influencing successful completion on the part of admitted students.

Project Descriptions

I. Incentive effects of alternative models of state finance

States provide support to institutions of higher education both directly and indirectly. The direct support takes the form of annual budget appropriations to institutions. State differ in the exact way in which these appropriations are made but they generally fall into one of two basic categories: they are either formula funded or base plus/minus funded. In addition to the appropriations to institutions, states indirectly support institutions with student aid funding. The student support includes both merit-based and needs-based funding. These are the two major sources of state revenue for higher education that can be used to cover institutions' costs of operation.

This paper will describe the extent to which states use these combinations of support and look at trends over time. It will highlight Kentucky's position relative to the other states. But importantly for this project, the paper will consider the incentive effects of these alternative sources of support for higher education. By considering the incentives of all the actors from university administrators to parents of students, this paper provides a framework for thinking of alternative schemes of more efficient state financing methods in the future.

II. Maximizing tuition revenues for public higher education

Accompanying the declining state support for higher education has been a trend of increasing tuition charged by the institutions. Again, this trend is found both within Kentucky and across the 50 states. But the extent to which universities rely on tuition revenues to cover the cost of operations differs significantly across the states.

This paper will describe trends in tuition and enrollments for 4-year and 2-year institutions across the country and within Kentucky. In particular, the paper will examine the sensitivity of student demand to tuition changes. Not only will it examine student demand in the aggregate but it will also look at student demand by race and socioeconomic status. The paper will account for posted tuition prices as well as tuition net of grants and scholarships.

III. Cost of providing higher education

This paper examines trends in the cost of providing higher education across institutions in the state of Kentucky and compares higher education costs in Kentucky to those found in other states. The popular press has given a great deal of attention to the rising costs of providing higher education over the past couple of decades. While this increase in higher education costs is well-documented, the factors driving it are not well understood -- few studies have attempted to assess the drivers of these costs and compare these drivers across institutions and across states. In this paper, we intend to examine what factors to be most important in understanding the increase in higher education costs in Kentucky and the rest of the United States and understanding why there may be differences in educational costs in Kentucky and other states, particularly its geographical and demographic neighbors.

In addition, in this paper we shall use frontier estimation techniques to compare the efficiency of education production among states. Our focus here is on comparing costs and outcomes among states while taking into account factors that might lead to differences in the costs of higher education among states as well as differences in educational performance. We believe this analysis will allow us to obtain more insights into universities' use of both faculty and technological resources.

IV. Technology, cost, and quality

One means by which universities can reduce the cost of delivery of education is to substitute technology for the traditional classroom method of instruction (for example, in the form of online delivery of courses) as well as for traditional administration. This study will provide a framework for thinking about the efficiencies associated with such substitutions as well as look at adoptions of technology by institutions of higher education in other states. It will provide estimates of cost savings associated with a variety of technological innovations that may be adopted by universities.

In addition to examining cost savings, this paper will also look at the quality of learning that occurs with different means of delivery of higher education. The paper will explicitly consider the type of institution and the missions of various institutional types as it examines the possible efficiency gains associated with technological innovations.

V. Admission standards and diversity

Many students in Kentucky enter institutions of higher education with deficiencies in one or more subject areas. These students must complete remedial training at the institution they enter prior to engaging in the standard course offerings of that institution. It is also the case that retention and graduation rates at institutions within the state generally lag the national average for publicly supported institutions.

This paper will provide descriptive data on remediation and success rates for institutions in Kentucky relative to those of the other 50 states. The paper will also consider these remediation and success rates by student socioeconomic and racial categories. Ultimately the paper will address alternative admissions' standards by sectors and examine their likely effect on students' remediation success as well as institutional success.

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Overview of the Unified Strategy for College and Career Readiness

Prepared by

Kentucky Department of Education (KDE)
and
Kentucky Council on Postsecondary Education (CPE)

On March 26, 2009, Governor Steve Beshear signed Senate Bill 1 into law. This significant piece of legislation led to the implementation of several education initiatives impacting college readiness and degree completion in Kentucky.

Included in these initiatives was a mandate for the Kentucky Council on Postsecondary Education (CPE), the Kentucky Board of Education (KBE), and the Kentucky Department of Education (KDE) to develop a unified strategy to reduce college remediation rates of recent high school graduates by at least fifty percent by 2014 from the rates in 2010, and to increase the college completion rates of students enrolled in one or more remedial classes by three percent annually from 2009 to 2014. CPE and KDE have partnered to develop a unified strategic plan outlined below.

Four key strategies have been identified to promote college and career readiness and degree completion:

- Accelerated Learning Opportunities (focusing on the expansion of Advanced Placement (AP) and International Baccalaureate (IB) program access and dual credit opportunities)
- Secondary Intervention Programs (focusing on the development of transitional coursework)
- College and Career Readiness Advising (focusing on the full implementation of the Individual Learning Plan and comprehensive advising programs)
- Postsecondary College Persistence and Degree Completion (focusing on bridge programming, accelerated learning opportunities, and student support and intervention systems)

CPE and KDE have developed cross-agency work teams that included KCTCS, four-year institutions, and other external agency partners to develop goals and action plans, identify useful resources, and determine expected outcome measures for each of the strategies promoting readiness and degree completion. The teams also developed metrics to measure progress on each of the Senate Bill 1 (2009) goals.

The activities of the work teams will be ongoing and represent a model of collaboration with a shared vision of having all students prepared for postsecondary and career success. Because of this work, more students will reach higher levels of proficiency and more students will be college and career ready.

Overview of the Unified Strategy for College and Career Readiness

Unified Strategy 1: Increase accelerated learning opportunities for all Kentucky students.

- **Goal 1:** By August 2014, all students will have access to Advanced Placement (AP) or International Baccalaureate (IB) opportunities and student success in accelerated learning opportunities will increase.
- **Goal 2:** By August 2014, all students will have access to dual credit opportunities and student success in dual credit courses will increase.
- **Goal 3:** By August 2014, all students will have access to science, technology, engineering, and mathematics (STEM) program opportunities and student success in STEM programs will increase.

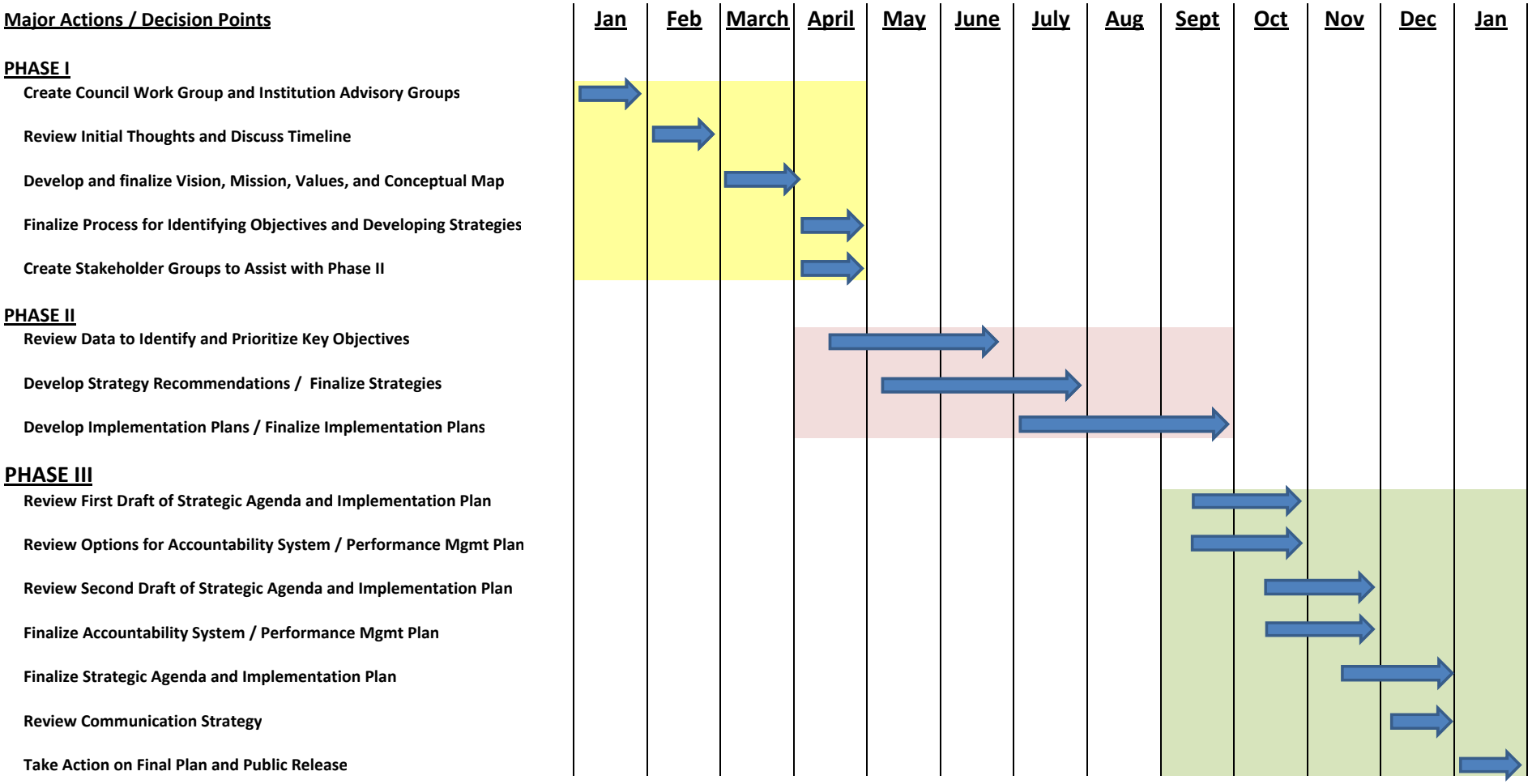
Unified Strategy 2: Provide targeted interventions for all students who are not college and career ready.

- **Goal 1:** By May 2011, all Kentucky secondary schools will have a fully operational intervention system.
- **Goal 2:** By August 2014, all secondary students will have access to online credit recovery courses for high school graduation requirements.

Unified Strategy 3: Increase access to and quality of college and career readiness advising.

- **Goal 1:** By August 2011, all secondary students will have access to comprehensive advising programs.
- **Goal 2:** By May 2011, all secondary school personnel will have access to professional development to support the utilization of the Advising Toolkit. This PD will ensure that secondary staff is trained in the implementation of a comprehensive advising program.
- **Goal 3:** By August 2012, all secondary schools will collaborate with postsecondary regional partners to develop an advising program as an integral component of the curriculum.

Unified Strategy 4: Increase the college completion rates of students entering with one or more developmental or supplemental course needs.

- **Goal 1:** Increase the fall to fall retention rates of students entering with readiness needs by 8% from 2009 to 2014 by providing bridge programs and support services.
- **Goal 2:** All public postsecondary institutions will provide accelerated, online, and/or alternative learning formats to improve success in and completion of developmental and supplemental coursework that is recognized by all public postsecondary institutions by 2014.
- **Goal 3:** Increase degree completion rates for students entering postsecondary institutions with readiness needs by 3% annually from 2009 to 2014.
- **Goal 4:** All developmental education, college of education, and college of arts and sciences faculties will have access to training on the Kentucky Core Academic Standards by 2011.

Kentucky Postsecondary and Adult Education
2011-15 Strategic Agenda Development Process
DRAFT - Timeline for Major Actions and Decisions