

# 2011-2015 STRATEGIC AGENDA DEVELOPMENT PROCESS

CPE Strategic Agenda Work Group – First Meeting  
December 16, 2009

## Overview

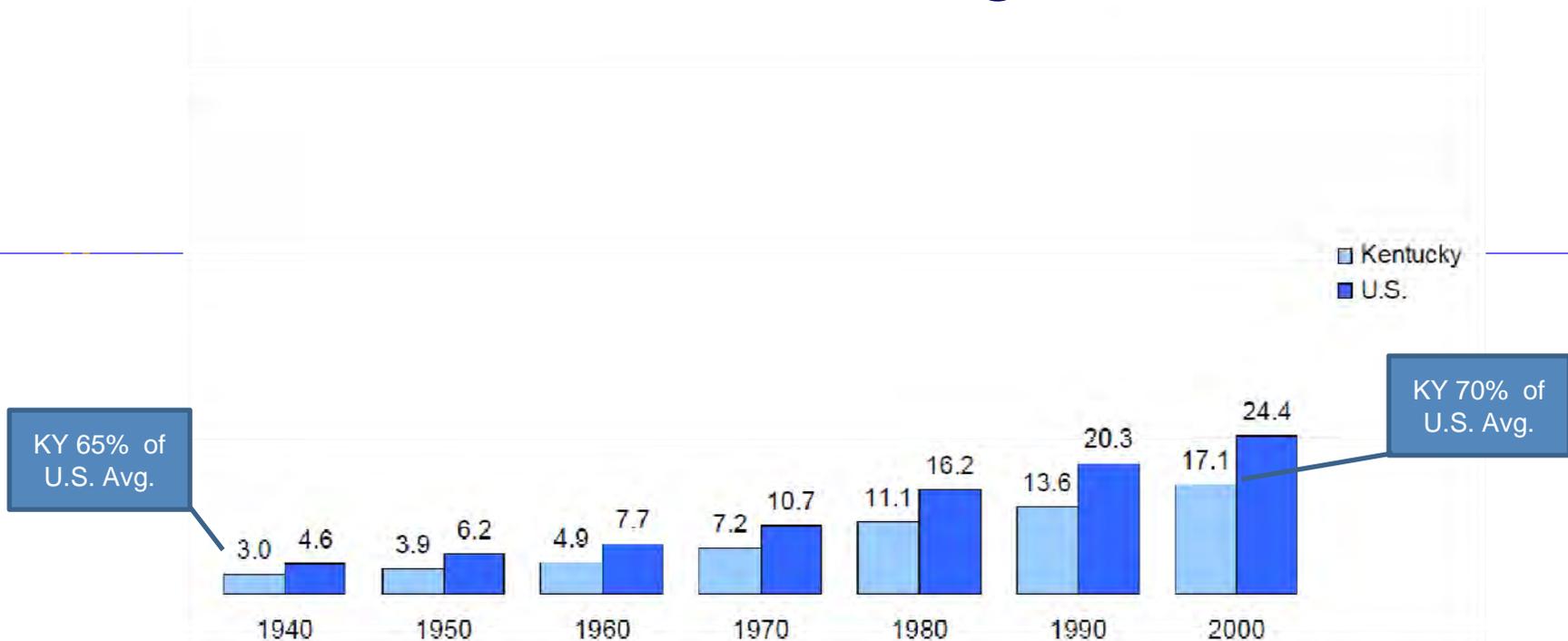
- ❖ Are we still asking the right questions?
- ❖ How are we doing?
- ❖ What's working and what needs to be improved?
- ❖ Where do we go from here?



## *Kentucky's Challenges Pre-Reform*

- ❖ Low educational attainment; high adult illiteracy
- ❖ Major leaks in the pipeline (high school to college, retention and graduation, transfer rates)
- ❖ Fragmented network of community and technical colleges and comparatively poor research competitiveness
- ❖ System largely driven by institutional interests, rather than by larger needs of state's people and economy
- ❖ Lack of effective state-level policy leadership and state coordination
- ❖ Pervasive culture of not valuing higher education

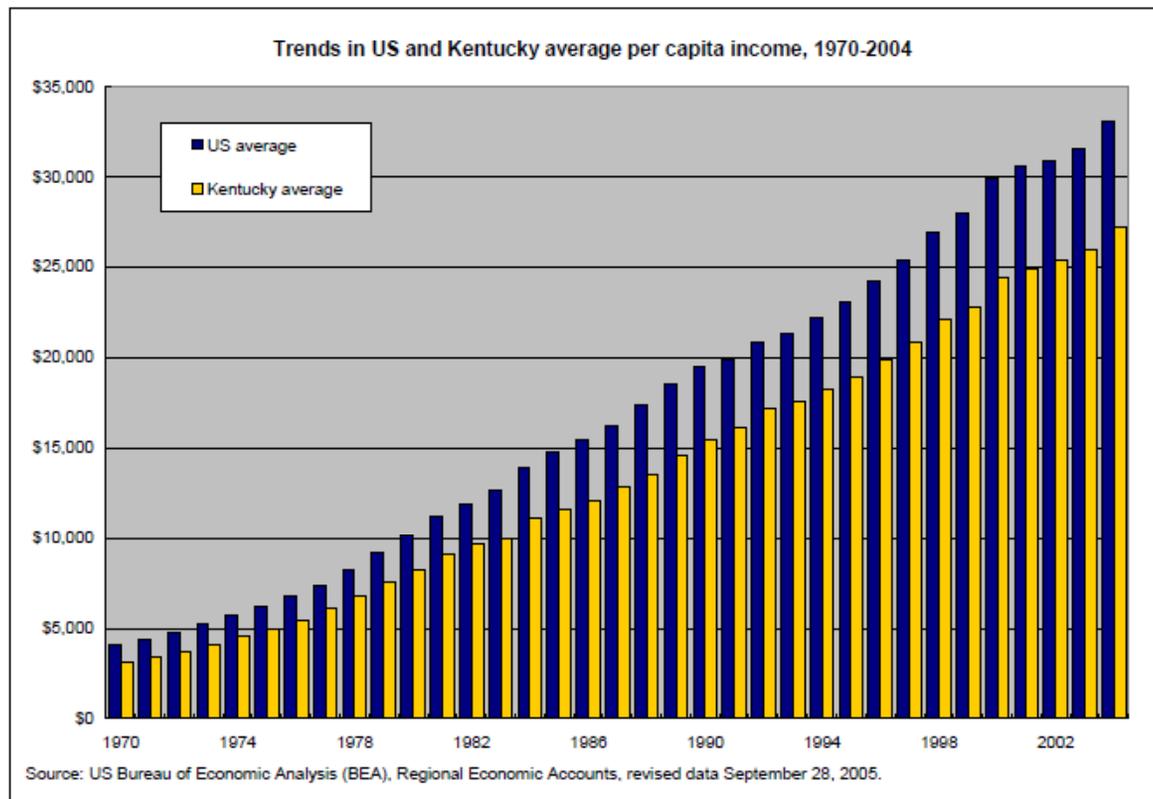
# *Kentucky Educational Attainment Percent of Population 25 Years and Over With a Bachelor's Degree or More*



U S C E N S U S B U R E A U

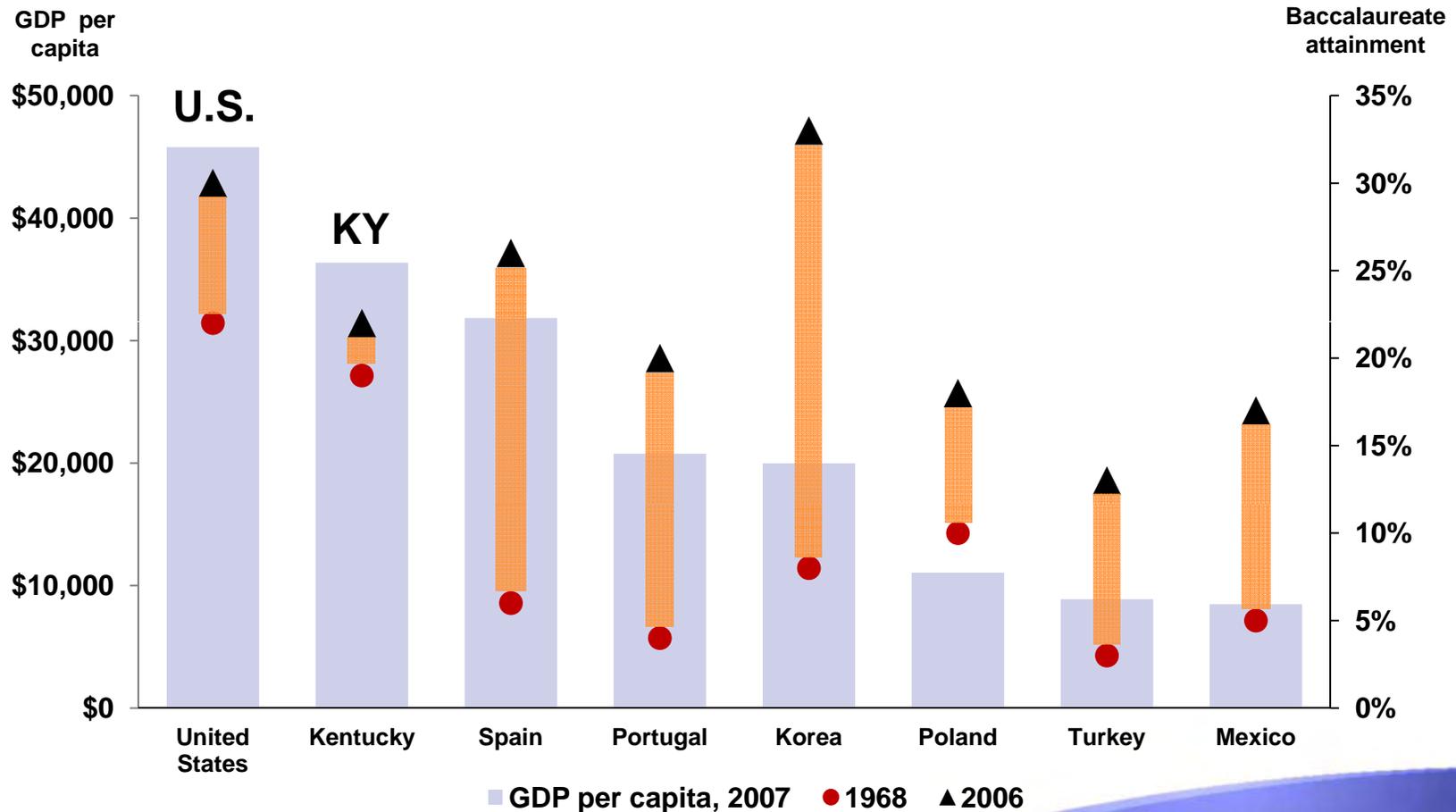
# Kentucky Per Capita Income

While Kentucky's PCI has grown steadily over the past three decades, its ranking nationally has remained virtually unchanged. For example, in 1970, Kentucky ranked 44<sup>th</sup> among all U.S. states in per capita income. Nearly 35 years later, in 2004, Kentucky was still ranked 44<sup>th</sup>. Kentucky's average per capita income (\$27,151) in 2004 was 82.2% of the U.S. average (\$33,041).<sup>9</sup>



\* Note: Text and graph from Kentucky Per Capita Income Analysis Final Report from SRI International for KSTCS (2006), page 8.

# Baccalaureate Attainment, Age 25-34, 1968 and 2006, by GDP Per Capita, 2007



Sources: OECD, *Education at a Glance 2008*, 1998 CPS and 2006 ACS, World Bank, US Bureau of Economic Indicators

## *Vision of House Bill 1 (1997)*

- ❖ Strategic agenda with long-term goals focused on state's quality of life and economy
  - ❖ Focus on accountability with clear goals and measurable results
  - ❖ Emphasis on strong statewide policy leadership to achieve common goals and coordinate diverse system
  - ❖ Higher education financing policy aligned with strategic agenda and designed to stimulate improvement.
  - ❖ Greater balance among the various educational players (research, adult education, community colleges, comprehensives, etc.)
- 

## *HB 1 (1997): Long-term Goals*

### **State-level Goals**

- a) Seamless, integrated system, strategically planned, and adequately funded to enhance economic prosperity
- f) Efficient, responsive, and coordinated system that provides educational services for adult learners comparable to the national average in quality and quantity

### **Institutional Goals**

- b) UK: Top 20 public research university
- c) UofL: Premier metropolitan research university
- d) Comprehensive universities: Access to bachelor's and master's degrees of a quality comparable to national average, and nationally recognized programs of distinction or applied research
- e) Community and technical college system: assures access to 2-year course of study designed to transfer to BA program, workforce training and development, and remedial and continuing education to improve citizen employability

## *Planning & Accountability*

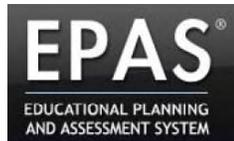
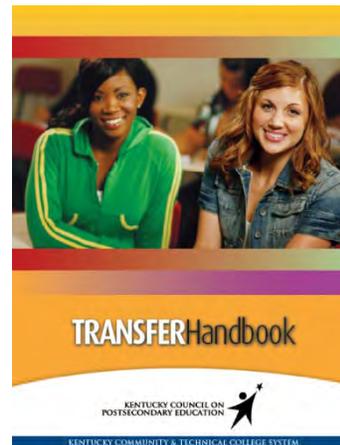
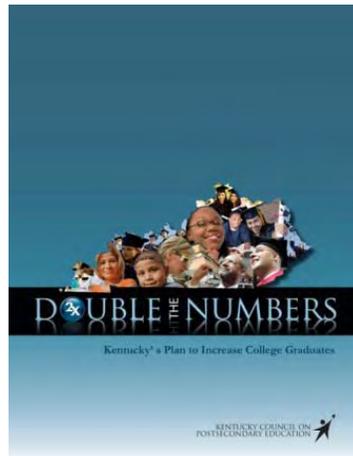
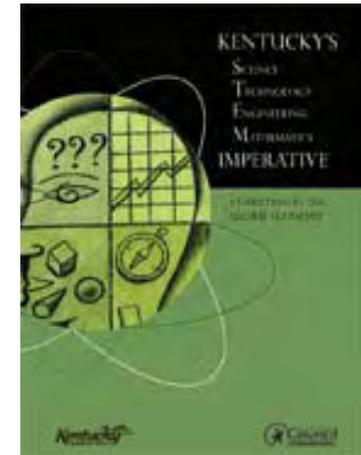
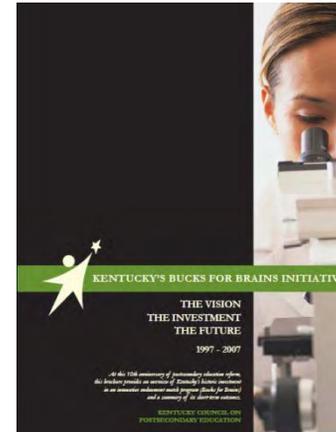
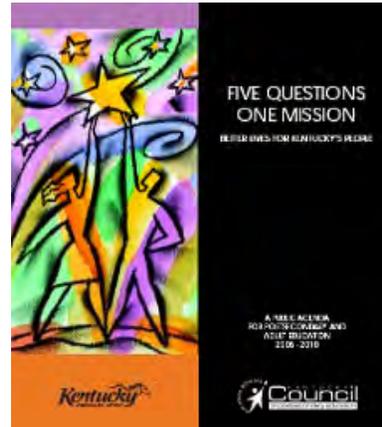
- ❖ Public Agenda (2005-2010): Nationally recognized framework for policy development - *Five Questions, One Mission – Better Lives for Kentucky’s People*

- 1) College preparation
- 2) College affordability
- 3) College access and success
- 4) Prepared for life and work
- 5) Community and economic impact

- ❖ Accountability system: State and institution level key indicators of performance

*“Kentucky’s public agenda for higher education was one of the first in SREB states and can serve as an excellent model for other states.”*

# State Policy Leadership



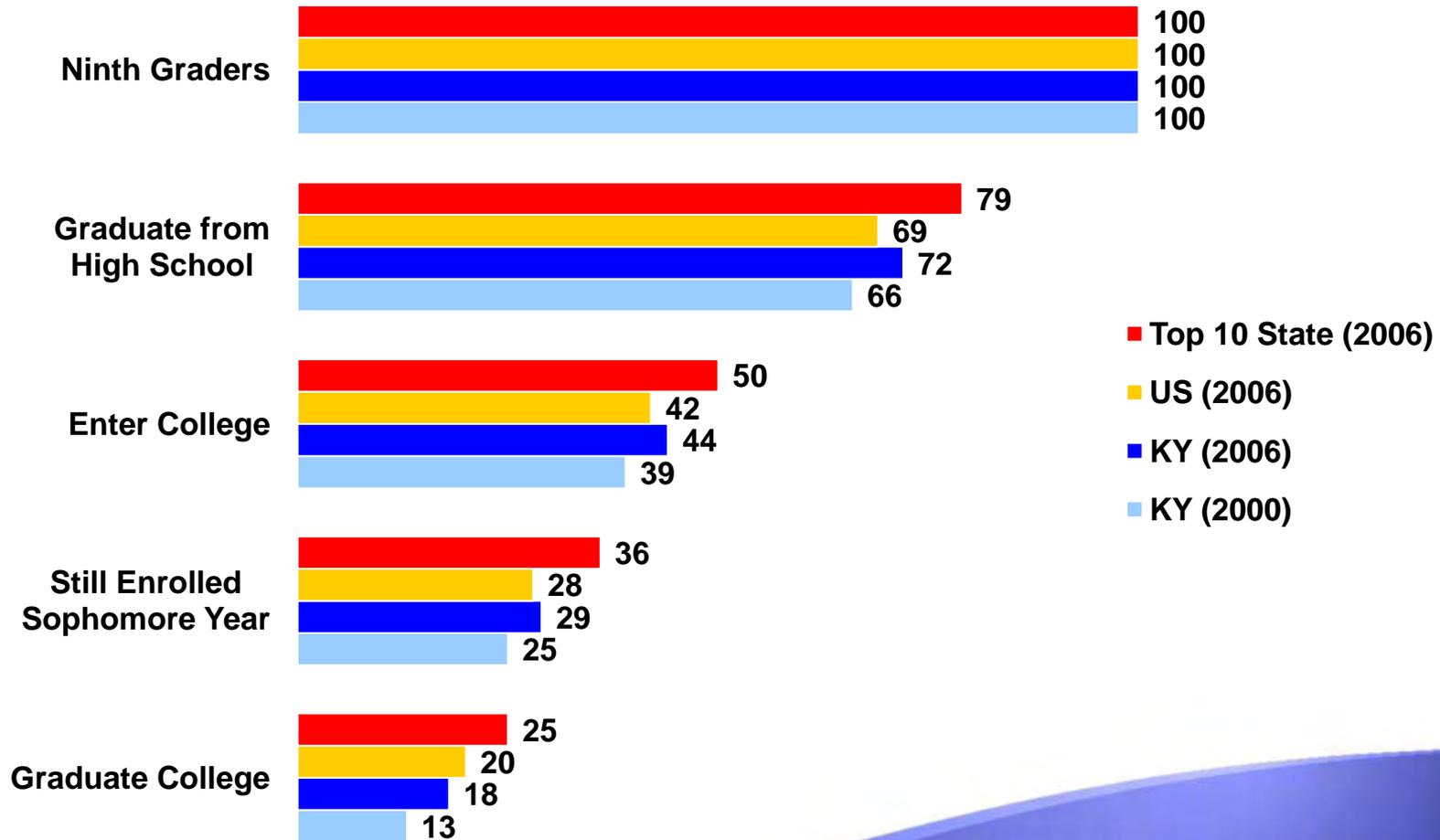
# *How Are We Doing?*

## *Progress Towards Strategic Goals*

	1998	Current	Change	2020 (Target)
G.E.D. Diplomas Awarded (2008)	11,128	10,307	-8%	15,000
G.E.D. College Going Rate (2008)	19% (in 2004)	21%	2%	36%
H.S. Graduates (2006)	40,800	42,200	4%	48,000
H.S. College Going Rate (2006)	55%	61%	6%	74%
Undergraduate Enrollment (2007)	161,000	213,000	32%	323,000
Transfers (2007)	4,100	4,500	10%	11,300
FTFT Freshman Retention (2007)	71.4%	74.4%	3%	Nat'l Avg.
Six-Year Graduation Rates (2006)	37%	47%	10%	56%
Associate Degrees (2007)	5,100	7,800	53%	8,400
Bachelor's Degrees (2007)	14,600	18,600	27%	34,000
Graduate & Prof. Degrees (2007)	5,318	6,966	31%	Nat'l Avg.
R&D Investments (2007)	\$145 million	\$363 million	150%	\$1 billion
Educational Attainment (2007)	17.1% (in 2000) (70% of U.S. Avg.)	20.0% (73% of U.S. Avg.)	2.9%	Nat'l Avg.
Per Capita Income (2007)	\$22,000 (82% of U.S. Avg.)	\$30,800 (80% of U.S. Avg.)	40%	Nat'l Avg.
Quality of Life Index Rank (2006)	40	43	8%	Nat'l Avg.

Source: CPE Comprehensive Database, KY DOE, HigherEdInfo.org, US Census, BEA, & LTPRC

# *Seamless, Integrated System: Kentucky's Educational Pipeline*



Source: HigherEdInfo.org, 2000, 2006

## *Educational Attainment: Comparable to the National Average*

*(% of Population 25+)*

	1990		2000		2008	
Educational Attainment	KY	US	KY	US	KY	US
<b>H.S. Diploma</b>	65%	75%	74%	80%	81%	85%
<b>Associates Degree or Greater</b>	18%	27%	22%	31%	26%	35%
<b>Bachelor's Degree or Greater</b>	14%	20%	17%	24%	20%	28%
<b>Advanced Degree</b>	6%	7%	7%	9%	8%	10%

Source: U.S. Census 1990 and 2000, American Community Survey 2008

# *University of Kentucky: Top 20 Public Research University*

In 1997, UK ranked 40th overall and now it ranks 35th according to its Top 20 index.

Indicators of Progress	UK		
	1998	Current	Change
UG Enrollment (2008)	17,157	18,988	11%
Graduate Enrollment (2008)	6,552	7,925	21%
Bachelor's Degrees (2008)	3,247	3,775	16%
Graduate/Prof. Degrees (2008)	1,728	2,028	17%
Minority BA Degrees (2008)	186	259	39%
Min. Grad./Prof. Degrees (2008)	111	145	31%
Transfers (2008)	1,105	447	-60%
6-Year Graduation Rate (2007)	51%	61%	10%
Extramural R&D (2006)	\$90 M	\$226 M	151%
Endowment (2008)	\$195 M	\$872 M	347%
Endowed Chairs & Prof. (2008)	67	360	437%
Average ACT (2008)	23.8*	24.3	0.5

\*ACT data is for 2002, not 1998



# *University of Louisville*

## *Premier Metropolitan Research University*

UofL made significant progress over the past decade under its *Challenge for Excellence* strategic plan.

Indicators of Progress	UL		
	1998	Current	Change
UG Enrollment (2008)	14,647	15,495	6%
Graduate Enrollment (2008)	5,562	6,266	13%
Bachelor's Degrees (2008)	1,694	2,298	36%
Graduate/Prof. Degrees (2008)	1,572	1,976	26%
Minority BA Degrees (2008)	268	362	35%
Min. Grad./Prof. Degrees (2008)	142	229	61%
Transfers (2008)	600	533	-11%
6-Year Graduation Rate (2007)	30%	44%	14%
Extramural R&D (2006)	\$28 M	\$101 M	261%
Endowment (2008)	\$317 M	\$719 M	127%
Endowed Chairs & Prof. (2008)	35	131	274%
Average ACT (2008)	23.2*	23.6	0.4

\*ACT data is for 2002, not 1998



# *Comprehensive Universities*



Access to bachelor's and masters degrees of a quality comparable to national average, and nationally recognized programs of distinction or applied research.



## Progress includes

- UG enrollment increased 17% from 53,133 to 61,988
- Graduate enrollment increased 25% from 8,419 to 10,565
- Bachelor's degrees increased 56% from 5,736 to 8,963
- Minority bachelor's degrees increased 50% from 460 to 689
- Graduate degrees increased 52% from 2,042 to 3,101
- Min. Graduate degrees increased 82% from 121 to 220
- Transfers increased 14% from 1,939 to 2,205



## Programs of Distinction



- EKU - Justice and Safety; KSU – Aquaculture; MoSU - Institute for Regional Analysis and Public Policy; MuSU – Telecommunications Systems Management; NKU - Center for Integrative Natural Science and Mathematics; WKU - Applied Research and Technology and Media for the Twenty-first Century.



# *Comprehensive Universities*

Performance Indicator	EKU		KSU		MoSU		MuSU		NKU		WKU	
	1998	Current	1998	Current	1998	Current	1998	Current	1998	Current	1998	Current
UG Enrollment (2008)	13,480	13,839	2,205	2,497	6,743	7,487	7,349	8,179	10,643	13,030	12,713	16,966
Grad. Enrollment (2008)	1,922	2,192	98	162	1,520	1,494	1,554	1,843	1,156	2,079	2,169	2,795
BA Degrees (2008)	1,717	2,030	226	231	954	973	1,064	1,632	1,122	1,706	1,716	2,391
Grad./Prof. Degrees (2008)	442	621	25	47	283	385	446	540	318	629	528	879
Minority BA Degrees (2008)	84	94	140	148	34	25	46	118	46	91	110	213
Min. Grad/Prof Degrees (2008)	30	29	14	22	4	16	35	38	16	45	22	70
Transfers (2008)	638	718	32	30	395	369	396	467	69	132	409	489
6-Year Grad. Rate (2007)	27%	40%	18%	24%	40%	41%	39%	51%	29%	32%	39%	49%
Average ACT	20.4*	20.7	16.6*	17.0	19.8*	20.4	21.6*	22.2	19.7*	19.3	20.6*	21.0

# KCTCS

A comprehensive system that assures access throughout the Commonwealth to a two (2) year course of general studies designed for transfer to a baccalaureate program, workforce development, and remedial and continuing education to improve the employability of citizens.

Indicators of Progress	KCTCS		
	2001	Current	Change
Enrollment (2008)	70,913	89,942	27%
Associate Degrees (2008)	3,760	6,485	72%
Minority Associate Degrees (2008)	252	506	101%
Certificates and Diplomas (2008)	3,448	16,297	373%
3-year persistence rate (2007)	41%	49%	8%
Transferred Out	14%	12%	
Completions	9%	17%	
Still Enrolled	19%	21%	
Average ACT (2008)	18.4*	19.2	0.8



## *What's Working and What's Not?*

- ❖ Discussion with key stakeholders
- ❖ Generate S.W.O.T. analysis
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats
- ❖ Review best practices
- ❖ Conduct additional analyses



## *Where Do We Go From Here?*

Phase 1: Planning & Analysis	Phase 2: Public Input	Phase 3: Finalize Agenda & Monitoring System
<i>November-February 2010</i>	<i>March-June</i>	<i>July-September</i>
<p><b>Key Tasks</b></p> <ul style="list-style-type: none"> <li>▪ Form work groups</li> <li>▪ Develop timeline</li> <li>▪ Review mission, vision, and goals</li> <li>▪ Review and assess data and information (e.g., data and gap analysis, policy scans, national and international trends, best practices, SWOT analysis, etc.)</li> <li>▪ Initiate conversations with constituent groups (e.g., campuses, Governor, General Assembly, K-12, business and community leaders, economic development)</li> </ul>	<p><b>Key Tasks</b></p> <ul style="list-style-type: none"> <li>▪ Draft initial concept for strategic agenda</li> <li>▪ Identify and prioritize strategy options and draft implementation plans</li> <li>▪ Circulate and review with constituent groups</li> <li>▪ Review and discuss performance metrics, performance targets, and monitoring system</li> <li>▪ Hold statewide forums to solicit public comment</li> </ul>	<p><b>Key Tasks</b></p> <ul style="list-style-type: none"> <li>▪ Finalize strategic agenda</li> <li>▪ Finalize implementation plans</li> <li>▪ Finalize performance metrics, performance targets, and monitoring system</li> <li>▪ Design layout</li> <li>▪ Publish and distribute new strategic agenda in fall 2010</li> </ul>

# 2011-2015 STRATEGIC AGENDA DEVELOPMENT PROCESS

CPE Strategic Agenda Work Group  
December 16, 2009

**Council on Postsecondary Education  
November 6, 2009**

## **2011-15 Strategic Agenda Development Process**

### **Background**

The *Kentucky Postsecondary Education Improvement Act of 1997* (House Bill 1) requires the Council to review its “strategic agenda” every four years and the “strategic implementation plan” every two years. The purpose of the strategic agenda is to “identify specific short-term objectives in furtherance of the long-term [HB 1] goals” that are listed in Attachment A. The current agenda covers the period 2005-10 and is called *Five Questions - One Mission: Better Lives for Kentucky’s People*. (Attachment B).

The new strategic agenda will take effect January 1, 2011, and extend until the end of 2015.

### **The Current Landscape**

At the September meeting, the Council staff presented an information item on the strategic agenda that listed some of the changes in Kentucky’s postsecondary education landscape that may necessitate a different approach. As a reminder, the list is included below.

- New leadership, which includes the Governor, Council Chair, Council President, KDE Commissioner, Secretary of Education, Secretary of the Cabinet, and Secretary of the Economic Development Cabinet.
- New legislation, in particular Senate Bill 1 of 2009.
- A new budget and fiscal environment, which demands doing more with less and greater financial transparency.
- The publication of *Double the Numbers in 2007*, the Council’s plan for doubling the number of bachelor’s degree holders in Kentucky by the year 2020, and the development of institutional business plans.
- A 2007 postsecondary education task force report, coordinated by the Kentucky State Chamber of Commerce, calling for a recommitment to the goals of House Bill 1 and better alignment between planning documents and reform legislation.
- Work by the Council’s Developmental Education Task Force in 2007, the STEM Task Force in 2007, and the Governor’s Higher Education Work Group in 2008-09.
- The impact of the American Recovery and Reinvestment Act of 2009 (ARRA).

## The Strategic Agenda Development Process

The Council staff has begun the initial phase of the strategic agenda development process. A small group of Council staff has formed to begin shaping the internal process and providing guidance on key decisions.

The initial plan is to execute the development work in three phases, as outlined below:

<b>Phase 1: Planning &amp; Analysis</b>	<b>Phase 2: Public Input</b>	<b>Phase 3: Finalize Agenda &amp; Monitoring System</b>
<i>November-February 2010</i>	<i>March-June</i>	<i>July-September</i>
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## CPE Strategic Agenda Work Group

At the November 6<sup>th</sup> meeting, Chair Patton will appoint a subset of Council members to serve on a CPE Strategic Plan Work Group. This group, along with campus leadership, will meet periodically throughout the planning process to advise the internal Council leadership staff and provide feedback.

## Postsecondary Education Improvement Act of 1997 (House Bill 1)

The General Assembly declares on behalf of the people of the Commonwealth the following goals\* to be achieved by the year 2020:

1. A seamless, integrated system of postsecondary education strategically planned and adequately funded to enhance economic development and quality of life.
2. A major comprehensive research institution ranked nationally in the top 20 public universities at the **University of Kentucky**.
3. A premier, nationally recognized metropolitan research university at the **University of Louisville**.
4. **Regional universities**, with at least one nationally recognized program of distinction or one nationally recognized applied research program, working cooperatively with other postsecondary institutions to assure statewide access to baccalaureate and master's degrees of a quality at or above the national average.
5. A **comprehensive community and technical college system** with a mission that assures, in conjunction with other postsecondary institutions, access throughout the Commonwealth to a two-year course of general studies designed for transfer to a baccalaureate program, the training necessary to develop a workforce with the skills to meet the needs of new and existing industries, and remedial and continuing education to improve the employability of citizens.
6. An efficient, responsive, and coordinated system of providers that delivers educational services to all adult citizens in quantities and of a quality that is comparable to the national average or above and significantly elevates the level of education of the adults of the Commonwealth.

\* These goals were included in the Kentucky Postsecondary Education Improvement Act of 1997. Goal #6 was amended with the passage of the Kentucky Adult Education Act in 2000.

House Bill 1 also states that:

- The achievement of these goals will lead to the development of a society with a standard of living and quality of life that meets or exceeds the national average.
- The achievement of these goals will only be accomplished through increased educational attainment at all levels, and contributions to the quality of elementary and secondary education shall be a central responsibility of Kentucky's postsecondary institutions.
- The furtherance of these goals is a lawful public purpose that can best be accomplished by a comprehensive system of postsecondary education with single points of accountability that ensure the coordination of programs and efficient use of resources.

## Public Agenda for Postsecondary and Adult Education 2005-2010

### Mission

- Better lives for Kentucky's people

### Guiding Principles

- Work together
- Be good stewards
- Close the gaps

### Benefits

- Better educated Kentuckians
- Higher incomes and more high-value jobs
- Increased tax revenue
- Involved citizens
- Knowledge-based economy
- Less poverty and healthier people

### Statewide Implementation Plan (How We Get to Yes)

#### Question 1: Are more Kentuckians ready for postsecondary education?

- Postsecondary involvement in efforts to restructure the high school curriculum and assessments.
- Smoother transitions from high school, area technology centers, and GED programs to college through closer alignment of the secondary, adult, and postsecondary systems.
- More concerted efforts to close achievement gaps and increase college going among minority, low-income, first-generation, and adult students.
- More high school students taking Advancement Placement and college-level courses.
- Strengthened guidance counseling to provide early college awareness and planning.
- More explicit information from the postsecondary community about what it takes to succeed in college and the skilled trades.
- More adults participating in adult education programs and earning GEDs.
- Better coordination among KCTCS and adult education programs to provide low- or no-cost college remediation services.
- Better preparation and training for P-12 and adult education instructors and leaders at all levels.
- Expanded efforts to recruit a diverse teaching force and to keep good teachers working and living in Kentucky.

## **Question 2: Is Kentucky postsecondary education affordable for its citizens?**

- Increased public investment in postsecondary education and financial aid for the greater economic and social good of Kentucky.
- Increased institutional productivity and efficiency to contain tuition and college costs.
- More integrated and aligned policies governing financial aid, tuition, and state appropriations aimed at reducing financial barriers for students and increasing institutional capacity to meet the educational needs of the state.
- More and better communication with prospective students and their families about financial aid opportunities and net college costs.
- Expanded grant programs and low-interest, forgivable student loans that address workforce demands and the needs of underserved populations, including GED graduates, part-time students, and transfer students.
- A re-examination of the Kentucky Educational Excellence Scholarship (KEES) program to ensure students are rewarded, not just for good grades, but also for taking rigorous courses.

## **Question 3: Do more Kentuckians have certificates and degrees?**

- Expanded outreach efforts at the state and grassroots level that focus on underserved regions and populations to increase the number of Kentuckians who value and pursue postsecondary education.
- Accelerated efforts to help more GED graduates transition to postsecondary education.
- Expanded capacity at public and independent institutions to serve more students more effectively through course redesign, alternative methods of program delivery, and better coordination of distance education.
- Concentrated efforts across the postsecondary system to strengthen the guidance and support provided to on-campus and distance education students.
- Expanded capability of the community and technical college system to deliver a general education component, incentives and encouragement for students to transfer from a two-year to a four-year institution, and reduced time to degree.
- Increased efforts to address workforce shortages in targeted regions and in degree areas (undergraduate and graduate) that support economic development.
- Incentives and rewards linked to increased degree production.

## **Question 4: Are college graduates prepared for life and work in Kentucky?**

- Improved undergraduate student learning so that more graduates are prepared for careers and graduate and professional programs.
- Integration of civic literacy into the curriculum and the overall college experience so that students become engaged citizens and leaders.
- Development of student learning measurements that track the postsecondary system's contribution to the educational capital of the state and make comparisons against national benchmarks and other states.

## Question 5: Are Kentucky's people, communities, and economy benefiting?

- Greater emphasis on the role of postsecondary institutions as “stewards of place” that partner with business, civic, and P-12 communities to solve local, regional, and state problems.
- Stronger relationships with economic development partners to develop, attract, and keep jobs that will enable Kentucky to compete in the global economy and retain and recruit more college-educated workers.
- Expanded research capacity directed at the state's priority research and economic development areas.
- Greater efforts to attract more research dollars to Kentucky.
- The transfer of research and technology to applications that lead to economic growth, job creation, and improved quality of life.
- More adults earning workforce education certificates through expanded marketing to employers and employees.
- Better coordination of workforce training activities and resources across state cabinets and agencies.
- Larger numbers of college graduates remaining in Kentucky to work and contributing to the economic and social well-being of the state.

## Institution Strategic Plans

### University of Kentucky (2009-14)

- [http://www.uky.edu/Provost/strategic\\_planning/plan.htm](http://www.uky.edu/Provost/strategic_planning/plan.htm)

### University of Louisville (2009-20)

- <http://louisville.edu/president/2020plan/>

### Eastern Kentucky University (2006-10)

- <http://www.oie.eku.edu/spc/>

### Kentucky State University (2008-13)

- <http://www.kysu.edu/NR/rdonlyres/6153B377-5E4B-4B94-95B1-31B5A3FE7881/0/StrategicPlanweb08.pdf>

### Morehead State University (2006-10)

- <http://www.moreheadstate.edu/aspire/>

### Murray State University

- [http://www.murraystate.edu/president/comprehensive\\_plan.pdf](http://www.murraystate.edu/president/comprehensive_plan.pdf)

### Northern Kentucky University (2007-12)

- <http://www.nku.edu/about/plan.php>

### Western Kentucky University (2008-12)

- <http://www.wku.edu/strategicplan.pdf>

### Kentucky Community and Technical College System (2006-10)

- <http://legacy.kctcs.edu/organization/strategicplanning/>

## Kentucky's Key State and Institution Performance Indicators Designed to Track Progress on the Public Agenda 2005-10

### STATE INDICATORS

### INSTITUTION INDICATORS

#### Question 1: Are more Kentuckians ready for postsecondary education?

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ K-12 student achievement (average ACT)</li> <li>▪ High school students scoring a three or higher on Advanced Placement exams</li> <li>▪ Incoming Kentucky high school graduates not requiring remediation in mathematics and English (percent)</li> <li>▪ Kentuckians earning GEDs</li> </ul> | <ul style="list-style-type: none"> <li>▪ K-12 teacher preparation (EPSB Quality Performance Index) [Note: Indicator under revision by EPSB]</li> </ul> |
|--|--|

#### Question 2: Is Kentucky postsecondary education affordable for its citizens?

- Kentuckians' ability to pay for college
- Low-income Kentuckians' ability to pay for college
- State investment in need-based financial aid
- Student loan debt

#### Question 3: Do more Kentuckians have certificates and degrees?

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Ninth-graders' chance for college by age 19</li> <li>▪ College-going rate of GED graduates</li> <li>▪ Undergraduate enrollment</li> <li>▪ Graduate enrollment</li> <li>▪ Degrees and other credentials awarded</li> <li>▪ Degrees and other credentials awarded to racial-ethnic minorities</li> </ul> | <ul style="list-style-type: none"> <li>▪ Undergraduate enrollment</li> <li>▪ Graduate enrollment</li> <li>▪ Students transferring to KY's four-year institutions from KCTCS</li> <li>▪ Six-year graduation rate</li> <li>▪ Degrees and other credentials awarded</li> <li>▪ Degrees and other credentials awarded to racial-ethnic minorities</li> <li>▪ Persistence rate (KCTCS)</li> <li>▪ Associate degrees and other credentials awarded (KCTCS)</li> <li>▪ Associate degrees and other credentials awarded to racial-ethnic minorities (KCTCS)</li> </ul> |
|---|--|

#### Question 4: Are college graduates prepared for life and work in Kentucky?

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Performance of college graduates on statewide learning assessments</li> <li>▪ Performance of college graduates on licensure/graduate school entrance exams</li> </ul> | <ul style="list-style-type: none"> <li>▪ Student engagement in the undergraduate learning experience</li> <li>▪ Civic participation of students</li> </ul> |
|--|--|

#### Question 5: Are Kentucky's people, communities, and economy benefiting?

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Research and development per capita</li> <li>▪ College graduates remaining in Kentucky to live and work</li> <li>▪ Degree and other credential production in focus fields</li> <li>▪ Workforce training and assessment</li> </ul> | <ul style="list-style-type: none"> <li>▪ Extramural research and development funding (Research and Comprehensives)</li> <li>▪ Business start-ups (Research)</li> <li>▪ Formal agreements for educational, applied research, or support services to business, entrepreneurs, government, and community groups</li> <li>▪ Faculty/staff community involvement as extensions of their university roles</li> </ul> |
|--|--|

# Kentucky Postsecondary Education Progress toward Strategic Goals

	<b>1998</b>	<b>Current</b>	<b>Change</b>	<b>2020 (Target)</b>
G.E.D. Diplomas Awarded (2008)	11,128	10,307	-7.5%	15,000
G.E.D. College Going Rate (2008)	19% (in 2004)	21%	2.0%	36%
H.S. Graduates (2006)	40,800	42,200	3.5%	48,000
H.S. College Going Rate (2006)	55%	61%	6.0%	74%
Undergraduate Enrollment (2007)	161,000	213,000	32.3%	323,000
Transfers (2007)	4,100	4,500	9.8%	11,300
FTFT Freshman Retention (2007)	71.4%	74.4%	3.0%	Nat'l Avg.
Six-Year Graduation Rates (2006)	37%	47%	10%	56%
Associate Degrees (2007)	5,100	7,800	52.9%	8,400
Bachelor's Degrees (2007)	14,600	18,600	27.4%	34,000
Graduate & Prof. Degrees (2007)	5,318	6,966	31.0%	Nat'l Avg.
R&D Investments (2007)	\$145 million	\$363 million	150.3%	\$1 billion
Educational Attainment (2007)	17.1% (in 2000) (70% of U.S. Avg.)	20.0% (73% of U.S. Avg.)	2.9%	Nat'l Avg.
Per Capita Income (2007)	\$22,000 (82% of U.S. Avg.)	\$30,800 (80% of U.S. Avg.)	40.0%	Nat'l Avg.
Quality of Life Index Rank (2006)	40	43	7.5%	Nat'l Avg.

Sources: CPE Comprehensive Database, KY DOE, HigherEdInfo.org, US Census, BEA, & LTPRC



# A Decade of Progress

	1999	2003	2008
<b>Mean ACT for new freshmen</b>	19.8	20.4	21.1
<b>Freshman retention rate</b>	63%	64%	63%
<b>Six-year graduation rate</b>	28%	34%	38%
<b>Undergraduate enrollment</b>	13,270	13,567	13,762
<b>Minority undergraduate enrollment</b>	767	916	1,037
<b>Graduate enrollment</b>	1,918	2,384	2,186
<b>Minority graduate enrollment</b>	63	88	173
<b>Bachelors degrees awarded</b>	1,663	1,678	2,030
<b>Minority bachelors degrees awarded</b>	68	78	94
<b>Masters degrees awarded</b>	426	455	613
<b>Minority masters degrees awarded</b>	21	11	29
<b>Research &amp; public service expenditures</b>	\$ 22,496,642	\$ 38,125,138	\$ 63,102,629

## SIGNIFICANT ACCOMPLISHMENTS

- ❖ Achieved Capital Campaign goal of \$25M more than one year ahead of schedule
- ❖ Earned recognition as a Carnegie Community Engagement institution
- ❖ Developed first one-stop Transfer Center among Kentucky comprehensives
- ❖ Began first doctoral program (in Rural Educational Leadership) in Fall 2008
- ❖ Quality Enhancement Program to develop critical/creative thinkers lauded by SACS
- ❖ Developed Educational Extension Agent network to bring educational opportunity to our region
- ❖ Occupational Therapy graduate program ranked in top 25 in nation according to U.S. News

### KSU - A Decade of Results

	1998	2002	2008
<b>Average ACT score for all entering freshmen</b>	18.1	16.8	17.3
<b>Freshmen retention rate</b>	61.2	62.7	48.8
<b>6-year graduation rate</b>	17.7	31	24.6
<b>Undergraduate degrees awarded</b>			
Associates	92	74	37
Bachelors	226	219	231
Total	318	293	268
<b>Number of students living on campus</b>	776	728	919
<b>Endowed chairs and professorships</b>	0	1	4
<b>Endowment</b>	\$1.1 M	\$2.6 M	\$8.4 M
<b>Research expenditures</b>	\$3.0 M	\$5.9 M	\$4.7 M



# Points of Pride and Progress

First Decade of Reform 1998-2008

Key Performance Indicators	1998	2008
Undergraduate enrollment	6,735	7,619
Average freshman ACT	19.8	21.5
Freshman retention rate	64.4%	66.1%
Bachelor's degrees awarded	954	1,072

## *Since 1998, MSU...*

- Has been recognized for the fifth consecutive year as one of the top public universities in the South by U.S. News & World Report*
- Earned recognition as a Carnegie Community Engagement institution*
- Established the state's first totally online degree program, the Master of Business Administration (MBA)*
- Expanded the number of academic programs earning national or regional accreditation by five including the College of Business, Respiratory Care, Radiologic Technology, Theatre, and Social Work*
- Developed nine online completer degrees designed to allow KCTCS graduates to earn bachelor's degree without leaving their hometown*
- Expanded the number of regional campus locations to five to increase access to a four-year degree program in Ashland, Jackson, Maysville, Mt. Sterling, Pikeville, Prestonsburg, and West Liberty*
- Established community outreach programs and facilities including the Kentucky Folk Art Center, Kentucky Center for Traditional Music and the MSU Regional Enterprise Center*



# MURRAY STATE UNIVERSITY

## A Decade of Progress

	1999	2003	2008
Mean ACT for new freshmen	23	23	23
Freshmen Retention Rate	67.8%	67.6%	74.1%
Retention Baccalaureate	76.4%	74.6%	74.2%
Six-Year Graduation Rate	40.9%	56.3%	50.7%
Undergraduate Enrollment	7,229	8,385	8,361
Minority Undergraduate Enrollment	531	690	681
Graduate Enrollment	1,615	1,715	1,795
Minority Graduate Enrollment	120	151	128
Baccalaureate Degrees Conferred	1,274	1,440	1,632
Minority Bachelor's Degrees	71	109	118
Graduate Degrees	458	573	540
Minority Graduate Degrees	25	53	38
Endowments	\$5,687,700	\$29,396,700	\$50,716,000
Research & Public Service Expenditures	\$6,450,000	\$7,301,600	\$8,359,300

### SIGNIFICANT ACCOMPLISHMENTS

- Ranked as a "Top Tier" university in academic quality by US News & World Report for 18 consecutive years (1992 – 2009)
- Record fundraising year (2008) with \$8.5 million in gifts
- Three years running on Kiplinger's Top 100 list for Best Values and the only ranked Kentucky school listed in the Top 100 Best Values in Public Colleges for 2009
- TSM Program of Distinction was selected as the Undergraduate Program of the Year by the International Telecommunications Education and Research Association (ITERA)
- Selected as one of 12 public universities in the nation to be studied for its graduation rate success by AASCU

# *A Decade of Progress*

	<b>1997-98</b>	<b>2007-08</b>
<b>Enrollment</b>		
Undergraduate	10,625	12,725
Graduate/Law	1,160	2,082
Minority (all levels)	488	1,103
Online (all levels)	0	2,266
<b>Degrees Awarded</b>		
Bachelors	1,122	1,706
Graduate/Law	318	616
Minority (all levels)	62	133



# WKU Highlights Since Reform

	1998	2002	2008
University Enrollment	14,882	17,818	19,761
Regional Campus Enrollment (Glasgow, E-Town, Owensboro)	2,509	3,314	4,244
Honors College Enrollment	--	514	824
STEM Enrollments	2,827	2,882	4,159
Online Enrollments	149	3,020	19,109
Academic Programs Available Completely Online	1	6	21
Engineering Enrollments	0	215	435
Gatton Academy of Mathematics & Science Enrollments	0	0	120
Educational Leadership Doctoral Program Enrollment	0	0	24
Graduation Rate	39.1%	41.0%	47.3%
Baccalaureate Degrees Awarded	1,716	1,903	2,391
STEM Degrees Awarded	507	531	673
Endowed Chairs and Professorships	4	19	29
Endowment	\$24.9 M	\$48.5 M	\$104.5 M
Endowed Scholarships	87	159	219
Patent Applications Filed (Cumulative)	1	2	11
Formal Patents Issued (Cumulative)	0	1	5
License Option Agreements (Cumulative)	0	0	11
Research Expenditures	\$2,923,300	\$6,461,372	\$12,691,414



## PROGRESS SINCE POSTSECONDARY EDUCATION REFORM

According to KRS 164.003, one of the goals of Kentucky Postsecondary Education Reform is to build:

*A major comprehensive research institution ranked nationally in the top twenty (20) public universities at the University of Kentucky*

The table below contains several measures of institutional strength and capacity. All show substantial improvement since 1997.

MEASURE	PRE-REFORM	2008	CHANGE
1. Enrollment	24,061 (Fall 1996)	26,913 (Fall 2008)	+ 11.9%
2. First Year Students			
• Applied	7,547 (Fall 1996)	11,120 (Fall 2008)	+ 47.3%
• Admitted	5,850 (Fall 1996)	8,757 (Fall 2008)	+ 49.7%
• Enrolled	2,637 (Fall 1996)	4,110 (Fall 2008)	+ 55.9%
• Governor's Scholars/ Governor's School for the Arts	125 (Fall 1996)	389 (Fall 2008)	+ 211.2%
• Valedictorians	118 (Fall 1996)	133 (Fall 2008)	+ 12.7%
3. Retention Rate	77.9 percent (Fall 1996)	81.0 percent (Fall 2008)	+ 3.1 percentage points
4. Graduation Rate	48.1 percent (1991 cohort)	57.5 percent (2002 cohort)	+ 9.4 percentage points
5. Degrees Conferred			
• Bachelors	3,133 (Spring 1997)	3,775 (Spring 2008)	+ 20.5%
• Graduate	1,272 (Spring 1997)	1,619 (Spring 2008)	+ 27.3%
• First Professional	353 (Spring 1997)	409 (Spring 2008)	+ 15.9%
6. Annual Giving	41.4 million (1996-97)	57.7 million (2007-08)	+ 39.4%
7. Federally Financed R&D (in millions):	\$62,128 (1996-97)	\$154,688 (2006-07)	+ 149.0%
8. Total R&D (in millions):	\$124,804 (1996-97)	\$331,606 (2006-07)	+ 165.7%
9. Endowment	\$195.1 million (June 30, 1997)	\$871.9 million (June 30, 2008)	+ 346.9%
10. Library Volumes	2,679,084 (1998-99)	3,537,710 (2006-07)	+ 32.0%
11. Endowed Chairs	22 (pre-RCTF I)	105 (June 30, 2008)	+ 377.3%
12. Endowed Professorships	45 (pre-RCTF I)	255 (June 30, 2008)	+ 466.7%





## **PROGRESS SINCE TOP 20 BUSINESS PLAN IMPLEMENTATION**

The University of Kentucky's Top 20 Business Plan, originally approved by the UK Board of Trustees in December 2005, is the financial and capital framework for achieving Top 20 status by 2020. In order to assess the University's current position relative to other institutions, University faculty and staff, in consultation with external experts, selected nine institutional measures that are nationally collected and reflect the four central components of the University – undergraduate education, graduate education, faculty expertise, and research activity. These measures were modified in Fall 2008.

For the purposes of the Business Plan, UK ranks itself relative to all public universities conducting at least \$20 million in annual federally-funded research. To date, there are 92 institutions fitting that description (including UK).

<b><u>MEASURE</u></b>	<b><u>Score (Rank) in Fall 2005</u></b>	<b><u>Score (Rank) in Fall 2008</u></b>
SAT/ACT Scores	1,128 (47 <sup>th</sup> )	1,096 (62 <sup>nd</sup> )
Six-Year Graduation	59.6 % (51 <sup>st</sup> )	61.4% (51 <sup>st</sup> )
Student to Faculty Ratio	17-1 (35 <sup>th</sup> )	17-1 (34 <sup>th</sup> )
Master's Degrees Awarded	1,337 (43 <sup>rd</sup> )	1,371 (41 <sup>st</sup> )
Research and Professional Doctorates Awarded	670 (27 <sup>th</sup> )	653 (30 <sup>th</sup> )
Faculty Citations	44,928 (40 <sup>th</sup> )	51,045 (40 <sup>th</sup> )
Faculty Publications	8,060 (38 <sup>th</sup> )	8,561 (39 <sup>th</sup> )
Federal Research	\$100M (35 <sup>th</sup> )	\$151M (34 <sup>th</sup> )
Non-Federal Research	\$136M (23 <sup>rd</sup> )	\$173M (20 <sup>th</sup> )

**The Business Plan combines the nine measures into a single score, reflecting UK's rank among the 92 comparable institutions. In 1997, UK ranked 40<sup>th</sup> overall. Today, UK ranks 36<sup>th</sup>.**

see blue.



## Tuition Discussion - CPE

### Solid Results: A Decade of Progress

	1998	2002	2008
<b>Average ACT score for all entering freshmen</b>	21.4	23.2	<b>24.4</b>
<b>Freshmen retention rate</b>	71.2 %	77.1 %	77.7 %
<b>6-year graduation rate</b>	30.1 %	33.0 %	<b>45.7 %</b>
<b>Undergraduate degrees awarded</b>	1,734	1,849	<b>2,298</b>
<b>Doctoral degrees awarded</b>	76	90	<b>151</b>
<b>Number of students living on campus</b>	1,725	2,363	3,135
<b>Endowed chairs and professorships</b>	35	87	<b>131</b>
<b>Endowment</b>	\$317.0 M	\$478.9 M	\$719.4 M
<b>Startup companies (cumulative)</b>	1	6	22
<b>Patents (cumulative)</b>			
<b>Applications filed</b>	9	89	432
<b>Formal patents issued</b>	15	29	63
<b>License option agreements (cumulative)</b>	17	30	73
<b>Research expenditures</b>	\$39.1 M	\$80.9 M	<b>\$148.9 M</b>

# KCTCS – A Decade of Significant Progress

	1998 – 2000	2008	Change
Campuses providing services	51	67	31%
Enrollment	51,647	92,828	80%
Minority enrollment	6,600	9,536	45%
Dual credit enrollment	701	16,341	15,640
Online enrollment	3,018	23,802	20,784
Associate degrees awarded	3,609	6,485	80%
Credentials awarded	4,149	22,782	18,633
Endowment	\$14.8 million	\$27.8 million	88%
Financial assistance to students	\$50 million	\$258 million	\$208 million

## Other Accomplishments:

- Consolidated 29 separate colleges into 16 comprehensive community and technical colleges
- Secured 438 grants worth \$70 million in 2008
- Awarded 21,121 Kentucky Employability Certificates since 2003
- Developed KCTCS Online, offering full degree programs online
- Established North American Racing Academy, the first such program in the US
- Established Kentucky Coal Academy to respond to the needs of the coal industry



## **2005-10 Strategic (Public) Agenda Preliminary Staff Analysis**

### **Strengths**

- Campus strategic plans are well aligned with the Public Agenda.
- The Public Agenda's simple, focused approach in five areas encompasses the Council's primary policy concerns: access, affordability, success, quality, economic development.
- Kentucky is nationally recognized as a leader in higher education accountability and was one of the first states to develop and publish institutional results on key performance measures. As a result, there is an existing culture of accountability in Kentucky.
- The increased focus on college preparation and degree production demanded by the Public Agenda has produced results: degree production has increased 97.6% since 2000, and enrollment has increased 24.1%. There have been strong gains in the number of students taking and passing AP exams in high school, and the percentage of students needing developmental education decreased.
- Most campuses have articulated specific, measurable goals to gauge progress toward the achievement of their House Bill 1 goals in their institution business plans.

### **Weaknesses**

- Confusion between Public Agenda, House Bill 1, and Double the Number goals.
- Leaky educational pipeline, particularly related to degree completion.
- Lack of financial incentives or consequences for institutional performance.
- Implementation strategies, particularly for the agency, were not broken down into specific, measurable steps. Milestones of progress are needed to gauge success and make adjustments in implementation strategies, as needed.
- The campus action plans were static documents that did not acknowledge the primary importance of campus strategic plans.
- Adult education and KYVC/KYVL are not well integrated into the current plan. There are major initiatives underway at CPE that are virtually invisible in planning and accountability processes.
- Technology underutilized as a way to reduce costs and increase productivity.
- Not enough involvement and buy-in from KDE and Economic Development partners to assist with the achievement of our statewide goals.
- Many legislators believe accountability is making sure the money is well spent, but the Public Agenda does not emphasize cost efficiencies or include any measures of spending.
- The research agenda (esp. for UK and UofL) is not that visible in the current plan. Four rounds of Bucks for Brains have been funded since 1998. However, the original goal to reach \$1 billion in externally funded research has not been emphasized.
- There are still too many key indicators, and several lie outside postsecondary education's influence.
- It appears that regional stewardship work has competed for policy attention with Comprehensive University goal of nationally recognized programs of distinction or applied research.

## **Opportunities**

- There is growing national momentum to increasing educational attainment (Obama administration, Lumina, Gates, etc.).
- The reduced resource environment will accelerate the need for higher education to adopt a new business model – the need to educate a greater number of students, at higher quality, with fewer resources.
- Senate Bill 1 (2009) provides a way to strengthen postsecondary and adult education connection to elementary and secondary education.
- A new funding model being developed for 2012-14.
- Participation of Kentucky institutions in the Voluntary System of Assessment (VSA), a common set of performance measures that will be agreed upon by member institutions of the National Association of State Universities and Land-Grant Colleges (NASULGC) and the American Association of State Colleges and Universities (AASCU).
- Implementation of KPEDS will strengthen data collection efforts and provide more timely information for policy development.
- There is a new CPE President and an increased desire for cooperation, communication, and trust among the CPE and institutions.

## **Threats**

- The state budget environment and prolonged economic recession will increasingly stress institutional budgets and funding priorities.
- Kentucky's progress in educational attainment and per capita income continues to trail other states.
- Bachelor's degree attainment is increasing faster among industrialized nations than in the United States, placing Kentucky's economic development prospects in greater jeopardy.
- A highly publicized, new plan with public hearings and multiple publications may not be well received in the austere budget environment. The timing and circumstances of the 2011-15 strategic agenda may call for a different, simpler, more measured approach.
- Competing initiatives or directives can dilute resources and effectiveness. There are several emerging or ongoing initiatives (SB 1, Race to the Top, ARRA) that could divert focus away from the new Public (Strategic) Agenda.