

AGENDA

COUNCIL ON POSTSECONDARY EDUCATION STRATEGIC AGENDA WORK GROUP MEETING

March 16, 2010

1:00 pm, ET

Council Offices, Meeting Room A, Frankfort

1. Strategic Agenda Discussion with Kentucky Department of Education
2. Vision Exercise and Discussion
3. Mission Exercise and Discussion
4. Review Ideas for New Conceptual Map for 2011-15 Strategic Agenda
5. Review Timeline and Process

Discussion Questions

- What is the desired or preferred future for Kentucky's postsecondary and adult education system?
- Why does the Kentucky's postsecondary and adult education system exist and what will it do to achieve its vision?
- Does the new conceptual map for 2011-15 Strategic Agenda achieve the objective of simplifying and focusing the current Public Agenda, strengthening the link to House Bill 1 goals (specifically for institution specific goals), and incorporating increased degree production from the Double the Numbers Plan?

MINUTES
Council on Postsecondary Education
Strategic Agenda Work Group
February 10, 2010

The CPE Strategic Agenda Work Group met February 10, 2010, at 3 p.m. at the offices of the Kentucky Community and Technical College System in Versailles, Kentucky.

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

Update on Strategic
Agenda 2011-15
Development Process

Ms. Osborne called the meeting to order and asked Dr. John Hayek, CPE's Vice President for Finance, Planning, and Performance, to provide the work group an update on the strategic agenda 2011-15 development process.

Dr. Hayek provided a summary document highlighting discussion topics during one-on-one meetings with work group members and a summary of the February 8 meeting of the Strategic Agenda Institutional Advisory Group.

Dr. Hayek also reviewed the timeline and the discussion topics.

Ms. Osborne asked if the Strategic Agenda Institutional Advisory Group included representation from KCTCS and the universities. Dr. Hayek stated that the presidents each appointed a representative to serve on the advisory group.

Mr. Flanagan and Ms. Miller asked about the organizational level and discipline areas of the institutional representatives. Dr. Hayek responded that the institutional representatives are at the senior level more on the administration side.

Mr. Chris Crumrine stated that the work group needed to look at measuring efficiency of funds. Dr. Hayek stated that area was included in the topics for discussion. He also stated that Council staff is in the process of working with the UK Martin School regarding the review of business plans which will include measuring efficiency of funds.

Ms. Osborne stated the importance of postsecondary education discussions with the Kentucky Department of Education and the Economic Development Cabinet as they each are in the developmental phase of their strategic agenda process. Lee Nimocks, CPE's Chief of Staff, stated the importance of also including representatives from the student financial aid and workforce development sectors. Mr. Graviss suggested a joint meeting with each of the sectors in early April. Dr. Hayek stated that Council staff will work on a joint meeting with each of the sectors.

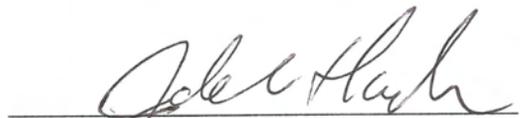
Ms. Osborne stated that the statewide diversity policy needs to be included in the strategic agenda discussions.

Mr. Graviss and Mr. Weis both stated the importance of having structured work group meetings in order to achieve set goals throughout the strategic agenda development process.

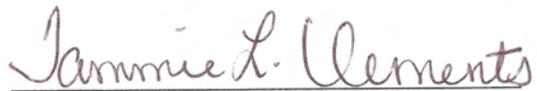
Mr. Graviss requested, in order to prepare for future work group meetings, that handouts are provided to the work group members a few days in advance of meetings.

ADJOURNMENT

The meeting concluded at 4:05 p.m.



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



Tammie L. Clements
Specialist, Finance

Operational Definitions for the 2011-15 Strategic Agenda Planning Process

****DRAFT****

Strategic planning terminology may be confusing due to the way it is used by leaders across various sectors. Thus, in a broadly participatory planning process, it is important to establish a common understanding of definitions.

2011-2015 Strategic Agenda (formerly Public Agenda)— An action-oriented document informed by analysis of current and future strengths, weaknesses, opportunities and threats that establishes priorities and directs goal-setting and resource allocation to achieve meaningful results over time.

Vision— A statement that paints a desired and attractive future for the system. The vision conveys the ideal state the system aims to achieve (e.g., a quality of life and standard of living at or above the national average) and provides long-term guidance and inspiration. The 2005-10 Public Agenda did not include a vision statement per se, but instead a series of statements describing life in the Commonwealth “if we succeed in moving this agenda forward.”

Mission—A brief statement that communicates an organization’s or system’s fundamental purpose and function. This statement will articulate why Kentucky’s postsecondary and adult education system exists and what it will do to achieve its vision. The current mission statement (“One Mission-Better Lives”) functions more as a tagline.

Values (formerly “Guiding Principles”)—Enduring beliefs or principles that the system holds in common and endeavors to follow in its work. The “guiding principles” in the last Public Agenda were “work together, be good stewards, and close the gaps.”

Areas of Focus—A narrow, selective list of issues or concerns that the system agrees are most critical to success given limited time and resources. In the 2005-10 Public Agenda, the Five Questions established priorities and served as an organizing device. Possible focus areas include college and work readiness, high quality degrees and credentials, world-class research, and effective use of resources.

Goals—For the purpose of this process, goals refer specifically to the six goals established by HB 1, not to desired outcomes in general.

Operational Definitions for the 2011-15 Strategic Agenda Planning Process

****DRAFT****

Objectives—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.”).

Performance Targets (formerly Key Indicators)—Quantitative outcomes to be achieved within a specific period of time that are used to determine progress. (e.g., “increase the percentage of high school students entering college from xx% to xx% by 20xx.”)

Strategies—Specific actions or activities that will be deployed to achieve objectives and performance targets. (e.g., “Create a near-peer college mentoring program that pairs high school students with recent college graduates.”)

Implementation Plan – (formerly Action Plan)—More detailed descriptions of who, what, when, where, and how each of the strategies will unfold. The Council will develop an implementation plan focused on the ways the state can assist the institutions in the achievement of statewide objectives and targets. The institutions’ strategic and/or business plans will serve as the basis of their implementation plans.

Performance Agreements—An agreement signed by the CPE president and each university president and the president of KCTCS that articulates performance objectives and targets to be achieved by 2015, to be reviewed on an annual basis.

Institutional Strategic Plans: Vision and Mission Statements

INSTITUTION	VISION	MISSION
Eastern Kentucky University	Eastern Kentucky University will hold national distinction as a leading, comprehensive university focused on students and learning.	Eastern Kentucky University is a student-centered, comprehensive public university dedicated to high-quality instruction, scholarship, and service.
Kentucky State University	Kentucky State University prepares today's students as global citizens, lifelong learners and problem solvers. To accomplish this, Kentucky State University must challenge itself and its students to be the best. It must recognize its strengths, expand and excel. Notwithstanding, it must also welcome change and quality improvement. By doing so, KSU will gain widespread recognition as one of the region's strongest universities. As a university of distinction, Kentucky State University will create an environment where: students are first; diversity is valued, understood and respected; diverse, motivated and talented students, staff and faculty are actively recruited and retained; an intellectual environment conducive to leadership in teaching, research and community service is encouraged and supported; effective teaching is promoted both inside and outside the classroom; students are taught how to obtain, evaluate and use information; learning is lifelong; effective and efficient fiscal management by the administration is the norm; collegiality is the norm, not the exception; each person is a change agent; and excellence starts with me.	Kentucky State University, building on its legacy of achievement as a historically black, liberal arts and 1890 land grant university, affords access to and prepares a diverse student population of traditional and non-traditional students to compete in a multifaceted, ever-changing global society by providing student-centered learning while integrating teaching, research and service through high-quality undergraduate and select graduate programs. Kentucky State University is committed to keeping relevant its legacy of service by proactively engaging the community in partnerships on civic projects driven by the objective of positively impacting the quality of life of the citizens of the Commonwealth.
Morehead State University	We aspire to be the best public regional university in the South.	We are a diverse community of learners committed to student success. MSU is accredited as a comprehensive university offering quality higher education opportunities in a collegial and open environment. MSU pursues academic excellence, research, community engagement and life-long learning. MSU is dedicated to improving the quality of life while preserving and promoting the unique cultural heritage of East Kentucky.
Murray State University	Not explicitly stated.	Murray State University serves as a nationally recognized residential comprehensive university, offering high-quality baccalaureate and master's degree programs. Academic programs are offered in the core areas of arts and sciences, agriculture, business, health and human services, teacher education, communications, engineering, and applied technologies. Teaching, research, and service excellence are core values and guiding principles that promote economic development and the well-being of the citizens of the Commonwealth of Kentucky and the region. MSU places a high premium on academic outreach, collaborative relationships with alumni, the public schools, business and industry, governmental agencies, and other colleges and universities at home and abroad. MSU prepares graduates to function in a culturally diverse, technologically oriented society and increasingly interdependent world. The university is committed to international education as an integral dimension of the university experience. MSU emphasizes student-centered learning and educational experiences that include first year experience, the honors program, internships, study-abroad programs, service learning, research and creative projects, residential colleges, and student organizations. In sum, MSU fosters an exciting and challenging learning environment.

Institutional Strategic Plans: Vision and Mission Statements

INSTITUTION	VISION	MISSION
Northern Kentucky University	Northern Kentucky University will be nationally recognized as the premier comprehensive, metropolitan university that prepares students for life and work in a global society and provides leadership to advance the intellectual, social, economic, cultural, and civic vitality of its region and of the Commonwealth.	<p>The mission of Northern Kentucky University is to educate students to succeed in their chosen life roles; be informed, contributing members of their communities - regionally, nationally and internationally; and pursue satisfying and fulfilling lives. The university will offer a comprehensive array of baccalaureate and master's programs as well as law and other selected doctoral programs that meet regional needs.</p> <p>The university supports multi-dimensional excellence across the full breadth of its work: teaching and learning, research and creative activity, and outreach and public engagement. Northern Kentucky University fosters a community that values openness, inclusion and respect. The university is committed to intellectual and creative freedom and to the open expression of ideas in ways that support scholarship and advance the learning process. The university embraces its regional stewardship role as reflected in its significant contribution to the intellectual, social, economic, cultural and civic vitality of the region and the commonwealth.</p> <p>Northern Kentucky University achieves its mission through outstanding faculty, state-of-the-art programs and community partnerships. The university prides itself on its learner focus, entrepreneurial spirit, global perspective, innovative programs, small classes, technology-enhanced academic programs, co-curricular learning opportunities, and emphasis on active learning, including student research, internships, co-op programs and service learning.</p> <p>Northern Kentucky University is the Commonwealth's only regional university located in a major metropolitan area. The university values its role as an integral part of the metropolitan region and recognizes the region as a powerful source of knowledge and experience that can strengthen, enhance and enrich every aspect of the university. Regional stewardship informs every dimension of the university's mission.</p>
Western Kentucky University	WKU – A leading American university with international reach.	Western Kentucky University prepares students to be productive, engaged, and socially responsible citizen leaders of a global society. It provides research, service and lifelong learning opportunities for its constituents. WKU is responsible for stewarding a high quality of life for those within its reach.
University of Kentucky	The University of Kentucky will be one of the nation's 20 best public research universities.	The University of Kentucky is a public, land grant university dedicated to improving people's lives through excellence in education, research and creative work, service, and health care. As Kentucky's flagship institution, the University plays a critical leadership role by promoting diversity, inclusion, economic development, and human well-being.
University of Louisville	The University of Louisville will be a university of first choice for students who wish to excel in the classroom and in life. Students will learn to be competent, mature, and critical thinkers; responsible, informed citizens; creative, involved and productive members of society. Our graduates will be prepared for responsible citizenship, for success in their chosen professions and for leadership roles within their communities.	The University of Louisville shall be a premier, nationally recognized metropolitan research university with a commitment to the liberal arts and sciences and to the intellectual, cultural, and economic development of our diverse communities and citizens through the pursuit of excellence in five interrelated strategic areas: (1) Educational Experience, (2) Research, Creative, and Scholarly Activity, (3) Accessibility, Diversity, Equity, and Communication, (4) Partnerships and Collaborations, and (5) Institutional Effectiveness of Programs and Services.
KCTCS	At KCTCS, our vision is to create a comprehensive community and technical college system recognized as the nation's best.	In everything we do, our mission is to improve the quality of life and employability of the citizens of the Commonwealth by serving as the primary provider of: certificate, diploma, associate degree, and transfer programs; workforce training to meet the needs of existing and new businesses and industries; remedial and continuing education; short-term, customized training for business and industry; adult education; and associated services.

Strategic Agenda Work Group – March 16, 2010

**Kentucky Postsecondary and Adult Education System
Vision, Mission, and Values**

Vision Statement (desired or preferred future)

What does the Kentucky postsecondary and adult education system look like in 2015? What would success look like? What could the system achieve? What would the system love to achieve? If someone picked up a newspaper in 2015, what would the headline say about what the Kentucky postsecondary and adult education system has accomplished?

Values / Value Statements (highest priorities, enduring beliefs, driving forces)

What does the Kentucky postsecondary and adult education system care most about? What are its highest priorities or driving forces? What does the system want Kentuckians to say about the way we do our work?

Strategic Agenda Work Group – March 16, 2010

**Kentucky Postsecondary and Adult Education System
Vision, Mission, and Values**

Mission Statement (fundamental purpose, why it exists, what it does to achieve its vision)

Why does the Kentucky postsecondary and adult education system exist and what will it do to achieve its vision? Who should we serve? What should they receive? What is the ultimate result we seek? Mission statements describe the overall purpose of an organization: what you do, who you do it for, and how and why you do it.

SAIAG Meeting
March 9, 2010
Responses to Vision, Values, and Mission Exercise

Vision

Kentucky's postsecondary and adult education systems will:

- Be nationally recognized
- Produce the best-educated, best-trained workforce in America
- Support vibrant, challenging, and diverse institutions that prepare students for life and work
- Provide affordable, high quality postsecondary opportunities leading to higher educational attainment, better jobs, and more productive, meaningful lives
- Ensure every Kentuckian with the ability and desire to go to college has access to affordable, high quality postsecondary opportunities
- Be better integrated, coordinated, and adequately funded
- Create a higher standard of living and quality of life (more modern economy, better health, more engaged citizens, arts and culture, etc.) through increased educational attainment
- Work with its partners to create a more perfect pipeline
- Be valued by its residents
- Provide the education and skills Kentuckians need for intellectual and economic success in the 21st century
- Set the national standard for quality, innovation, leadership, and efficiency
- Provide every Kentuckian with access to premier educational and research opportunities (or, to the highest quality of postsecondary education and research in the nation)
- Elevate Kentucky's educational attainment to the top tier of states

Values

Kentucky's postsecondary and adult education systems will be guided by these principles:

- Collaboration
- Diversity
- Quality
- Accessibility
- Affordability
- Innovation
- Effectiveness
- Efficiency
- Commitment to P-12 partners and employers
- Transparency
- Creativity
- Relevance
- Responsiveness to state issues/problems
- Student success
- Productivity
- Research/discovery
- Performance and accountability

Mission

Possible components of the system's mission statement:

- Be responsive to citizenry
- Maintain institutional distinctiveness
- Foster student success leading to increased educational attainment
- Provide high-quality educational opportunities to more citizens
- Support high quality, diverse institutions with a focus on teaching, service, and research
- Reach down to K-12 and up to the workforce
- Be good stewards of resources
- Advocate for adequate funding with the General Assembly and inform policy
- Build capacity for excellence
- Improve Kentucky's quality of life/health/economy
- Create a standard of living and quality of life through increased educational attainment that equals or exceeds the national average
- Create a more seamless education system, smoother transitions for students

**2011-15 Strategic Agenda Conceptual Map
(DRAFT -- FOR DISCUSSION PURPOSES ONLY)**

Areas of Focus	Link to HB 1 (1997) Goals	2011-15 Objectives (Sample)	Statewide Strategies to Achieve Objective (Sample)
College and work readiness (Reflects much of the focus of Question 1)	<p>Goal 1) A seamless, integrated system of postsecondary education strategically planned and adequately funded to enhance economic development and quality of life.</p> <p>Goal 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 (2) 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.</p> <p>Goal 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.</p>	Increase the percent of college-ready students from X to X by 2015.	Develop new professional development tools to help teachers effectively use the EPAS system.
Degrees and credentials (Reflects much of the focus of Questions 2, 3, and 4)	<p>Goal 2) A major comprehensive research institution ranked nationally in the top twenty (20) public universities at the University of Kentucky.</p> <p>Goal 3) A premier nationally recognized metropolitan research university at the University of Louisville.</p> <p>Goal 4) Comprehensive universities, with at least one (1) nationally recognized program of distinction or one (1) 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</p> <p>Goal 5) A comprehensive community and technical college system with a mission that assures...</p> <p>Goal 6) An efficient, responsive, and coordinated system of providers that delivers educational services to all adult citizens...</p>	<p>Increase number of high-quality, bachelor's degrees from X to X.</p> <p>Top objectives/goals from KCTCS's new strategic plan.</p>	Create incentive fund to reward increase in transfers and high quality degrees and credentials.
Research (Reflects some of the focus of Question 5)	<p>2) A major comprehensive research institution ranked nationally in the top twenty (20) public universities at the University of Kentucky.</p> <p>3) A premier nationally recognized metropolitan research university at the University of Louisville.</p> <p>4) Comprehensive universities, with at least one (1) nationally recognized program of distinction or one (1) nationally recognized applied research program...</p>	Top objectives/goals from UK's and UofL's new strategic plans.	Create research matching fund.
Efficiency and Innovation (Reflects some of the focus of Question 1 and 6)	<p>1) A seamless, integrated system of postsecondary education strategically planned and adequately funded to enhance economic development and quality of life.</p> <p>6) An efficient, responsive, and coordinated system of providers that delivers educational services to all adult citizens ...</p>	Increase graduation rates from X% to X% by 2015.	Implement top recommendations from cost containment summit.

The new strategic agenda is intended to simplify and focus the work of postsecondary and adult education system by:

- Reducing the five questions of the Public Agenda to three areas of focus, while adding a focus on the effective use of resources;
- Strengthening the link to HB 1 (1997) goals, and;
- Incorporating the preliminary degree targets established under the Double the Numbers plan into the degree objectives.

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

Major Actions / Decision Points

PHASE I

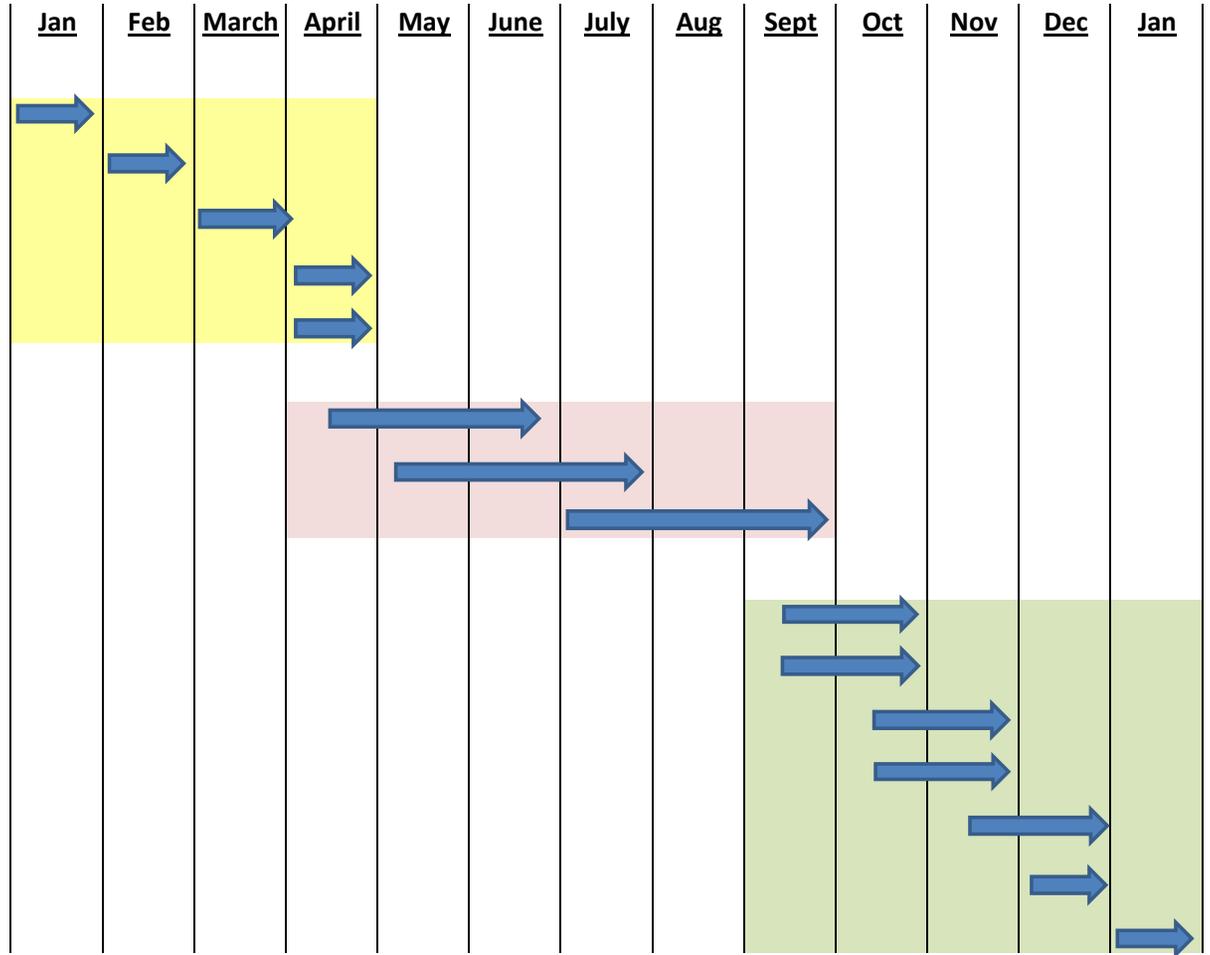
- Create Council Work Group and Institution Advisory Groups
- Review Initial Thoughts and Discuss Timeline
- Develop and finalize Vision, Mission, Values, and Conceptual Map
- Finalize Process for Identifying Objectives and Developing Strategies
- Create Stakeholder Groups to Assist with Phase II

PHASE II

- Review Data to Identify and Prioritize Key Objectives
- Develop Strategy Recommendations / Finalize Strategies
- Develop Implementation Plans / Finalize Implementation Plans

PHASE III

- Review First Draft of Strategic Agenda and Implementation Plan
- Review Options for Accountability System / Performance Mgmt Plan
- Review Second Draft of Strategic Agenda and Implementation Plan
- Finalize Accountability System / Performance Mgmt Plan
- Finalize Strategic Agenda and Implementation Plan
- Review Communication Strategy
- Take Action on Final Plan and Public Release



DRAFT
2011-15 Strategic Planning Process
Strategic Agenda Work Group and Strategic Agenda Institutional Advisory Group
2010 Meeting Schedule

All times are ET:

FEBRUARY

SAIAG - Monday, February 8, 2-4

SAWG - Wednesday, February 10, 3-4

MARCH

SAIAG - Tuesday, March 9, 1-3

SAWG - Tuesday, March 16, 1-3

APRIL

SAWG and SAIAG Joint Meeting - Thursday, April 22, 1-3

MAY

SAIAG - Tuesday, May 11, 1-3

SAWG - Thursday, May 20 in conjunction with CPE Meeting

JUNE (tentative)

SAWG and SAIAG Joint Meeting - Thursday, June 24, 9:30-11:30

JULY

SAWG and SAIAG Joint Meeting - Thursday, July 22, in conjunction with CPE Meeting

AUGUST

SAIAG - Monday, August 16, 1-3

SAWG - Thursday, August 19, prior to CPE retreat

SEPTEMBER

SAWG and SAIAG Joint Meeting - Sunday, September 12, in conjunction with CPE Meeting

OCTOBER

SAIAG - Wednesday, October 13, 1-3

SAWG - Thursday, October 21, 1:00-3:00

NOVEMBER

SAWG and SAIAG Joint Meeting - Thursday, November 4, in conjunction with CPE Meeting

DECEMBER (tentative)

Wednesday, December 8, 1-3

Tuesday, December 14, 9:30-11:30