

**MINUTES**  
**Council on Postsecondary Education**  
**Strategic Agenda Work Group and Institutional Advisory Group Joint Meeting**  
**July 22, 2010**

The CPE Strategic Agenda Work Group and Institutional Advisory Group met July 22, 2010, at 1:30 p.m. at the Pikeville College Community Technology Center, Room 125 Library Building, in Pikeville, Kentucky.

**ROLL CALL**

Work Group Members present: Dan Flanagan, Joe Graviss, Nancy McKenney, Lisa Osborne, and Joe Weis.

Work Group Members absent: Pam Miller.

Council member Paul Patton also participated in the meeting.

Institutional Advisory Group members present: Gary Cox, AIKCU; and Beth Patrick, MoSU.

Institutional Advisory Group members present via ITV: Gwen Joseph, KCTCS; Carl Prestfeldt, MuSU; Sue Moore, NKU; Connie Ray, UK; David Hein, UofL; and Doug McElroy, WKU.

Institutional Advisory Group members absent: JoAnn Ewalt, EKU; and Hinfred McDuffie, KSU.

**MAY 20, 2010,  
MEETING MINUTES**

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

**STRATEGIC  
AGENDA FOCUS  
AREAS –  
DISCUSSION OF  
POTENTIAL  
OBJECTIVES AND  
STRATEGIES**

Ms. Osborne stated that each subgroup will provide a summary report on its work to date and provide comments on the first draft of the objectives and strategies for each focus area.

Dr. John Hayek, CPE's vice president for finance, planning, and performance, said the first drafts of the subgroups' white papers will be distributed in the near future.

The College Readiness Subgroup was the first subgroup to report. Mr. Weis provided a summary of the subgroup's work and stated the next steps are to look at measures to accomplish the strategies.

Ms. Osborne stated the subgroup's collaboration with the Kentucky Department of Education in bridging the gap between high school and postsecondary education. She also stated the importance of adult learners accessing postsecondary education. Ms. Osborne stressed the desire of changing the culture of Kentucky to be a state of life-long learning.

Ms. Sue Cain, CPE's coordinator of developmental education and college readiness initiative, reported that the subgroup developed three objectives with strategies.

Objective 1: To increase the number and percent of students entering postsecondary institutions prepared for credit-bearing coursework.

Strategies:

- Communicate the expectation that all students need some postsecondary education and training and that entry into such programs is based on meeting system-wide standards of readiness.
- Create a college-going culture that demystifies college expectations by enhancing and supporting statewide early outreach efforts and programs (e.g., GEAR UP, KnowHowToGo).
- Ensure curricular alignment from K-12 and adult education programs to postsecondary introductory level courses by clearly defining the skill attainment levels needed for college and career readiness.
- Fully develop and implement the P20 data collaborative to enable richer reporting systems that better inform state policy decisions.
- Support the creation and implementation of high school intervention programs for students not meeting readiness benchmarks, such as college and career readiness advising programs and senior year transitional courses.
- Provide programming and support for college credit opportunities in high school, such as dual credit, Advanced Placement, and International Baccalaureate programs.
- Ensure local P-16 Councils are developing and advocating for a comprehensive, systemic college readiness agenda that reflects common core standards and assessments.

Objective 2: To increase the persistence and graduation rates of underprepared college students.

Strategies:

- Encourage bridge programming that allows for effective and efficient movement toward college readiness.
- Promote accelerated learning opportunities for students with college and career readiness needs to minimize additional costs in time and money.

- Tailor student support systems and advising, tutoring, and mentoring services for students not meeting college readiness benchmarks.
- Expand the capacity of the Kentucky Community and Technical College System to deliver college readiness coursework and services.
- Consider changes in admissions policies at the public universities to reduce their developmental education course offerings.

Objective 3: To redesign teacher preparation, school leadership, and professional development programs to more clearly reflect college and career readiness standards and goals.

Strategies:

- Ensure that teacher preparation and professional development programs for teachers and adult education instructors reflect college and career readiness standards and expectations and provide the clinical experiences and opportunities needed for continued growth and development.
- Ensure that all full- and part-time postsecondary faculty members have access to professional development opportunities that help them align College and Career Readiness Standards with college-level introductory courses and improve the success of underprepared students.
- Facilitate partnerships between Kentucky's teacher preparation programs and research-based education initiatives, including UK's P20 Innovation Lab, to provide research-based educational programming statewide.

Mr. Weis stated the need for collaboration between the Kentucky Community and Technical College System with the comprehensive and research institutions regarding the objective to increase the persistence and graduation rates of underprepared college students.

The Student Success Subgroup reported second. Dr. Aaron Thompson, CPE's vice president for academic affairs, provided a summary report of the subgroup's work.

Dr. Thompson reported that the subgroup drafted three objectives with strategies.

Objective 1: To increase degree production and improve graduation rates at Kentucky postsecondary institutions.

Strategies:

- Provide institutional incentives or rewards to increase degree production and graduation rates.
- Explore outcomes-based financial incentives for students that encourage credit milestones and timely program completion.
- Identify research-based advising and student intervention strategies for replication across the Commonwealth.
- Encourage full-time students to earn at least 30 credit hours per academic year.
- Develop plans for course redesign, alternative methods of program delivery, and greater opportunities for foreign study to serve students more effectively.
- Increase the capacity of KCTCS institutions to deliver a high-quality general education component.
- Expand successful partnerships between two- and four-year institutions to encourage associate degree completion, increase student transfer, and improve KCTCS students' preparation for bachelor's degree programs.

Objective 2: To increase access and success for students from low-income families, rural/underserved regions of the state, and underrepresented minority populations.

Strategies:

- Develop tuition and financial aid policies that keep college affordable for low-income, part-time, and non-traditional adult students.
- Create a college-completion culture through targeted, unified messages supporting the value of a degree or credential.
- Build on the successes of proven regional initiatives that increase persistence and success rates of underrepresented students and take these to scale statewide.
- Implement Kentucky's new Diversity Policy and monitor institutional compliance.

Objective 3: To ensure high-quality postsecondary programming that supports academic achievement, civic engagement, global awareness, career readiness, and life-long learning.

Strategies:

- Initiate a comprehensive institutional mission review process with the goal of creating more differentiation among Kentucky's public universities and highlighting individual areas of strength and national distinction.
- Monitor academic quality through a variety of instruments (e.g., pass rates on licensure exams, employer and alumni surveys, college learning assessments, faculty assessments, and student awards and distinctions).

- Increase opportunities for undergraduate research to improve student engagement in the learning process and provide hands-on preparation for career or graduate education.
- Encourage opportunities for study abroad and enroll more international students.
- Undertake a comprehensive review of admissions standards and policies to maximize the ability of public universities to meet HB 1 goals and increase degree completion.

Mr. Weis stated the importance of providing evidence through data of job attainment upon completion of college.

The Research and Economic Competitiveness Subgroup reported third. Ms. Nancy McKenney provided a summary report of the subgroup's work.

Ms. Melissa Bell, CPE's senior associate academic affairs, reported that the subgroup developed four objectives with strategies.

Objective 1: To increase research and development efforts to promote innovation and economic development.

Strategies:

- Focus the state's R&D efforts and resources in areas where Kentucky is positioned to develop global expertise.
- Develop a communications and marketing plan that highlights current efforts as well as future plans and raises the public profile of Kentucky's research and development efforts.
- Encourage undergraduate research, co-op, internship, and work-study opportunities in STEM and other high-demand fields.
- Advocate for sustained funding and other enhancements to the Bucks for Brains program.

Objective 2: To encourage entrepreneurship as a driving force of job creation.

Strategies:

- Promote an entrepreneurial culture within university campuses.
- Expand and upgrade existing technology transfer centers and business incubators to commercialize university research and development.
- Work with the Cabinet for Economic Development, the Kentucky Science and Technology Corporation, and other partners to build industry clusters in identified areas of strength.
- Identify, coordinate, and help market entrepreneurial resources.

Objective 3: Align education, economic development, and workforce policies and programs to develop, attract, and maintain jobs.

Strategies:

- Evaluate the Kentucky Innovation Act of 2000 to assess its effectiveness and make recommendations for any updates or revisions to the legislation.
- Assess whether current and projected degree production matches up with current and projected job openings.
- Focus scholarships on high-need workforce areas.

Objective 4: To foster partnerships among postsecondary institutions, government, businesses, and nonprofit organizations to address Kentucky's most pressing quality of life issues.

Strategies:

- Identify one or two major quality of life issues where the state will focus its efforts and resources over the next five years.
- Support faculty research in these areas and help coordinate collaborative research activities among postsecondary institutions and partner organizations and agencies.
- Identify and connect local partners that can help apply this research in their communities.

The Efficiency and Innovation Subgroup reported last. Mr. Graviss provided a summary of the subgroup's work. Mr. Graviss mentioned the relationship between the efficiency and innovation focus area with the cost containment summit taking place at the September Governor's Trusteeship Conference. He stated that the reports and discussions that will take place at the summit will be included in the subgroup's review. He said that one of the areas the subgroup is interested in taking a closer look at regarding efficiency is the space utilized by the campuses. The subgroup is also interested in looking at measures of the existence of postsecondary education.

Mr. Allen Lind, CPE's vice president for information and technology, reported that the subgroup developed three objectives with strategies.

Objective 1: To establish a statewide system of measurements and incentives to promote greater institutional efficiency.

Strategies:

- Develop common metrics for measuring productivity and efficiency (cost per FTE enrollment, cost per degree, cost differentials by discipline and by level, etc.).
- Consider policies and guidelines like those issued by the Indiana Commission on Higher Education to shorten program hours to help

students finish in four years or provide financial incentives or disincentives to shorten students' time-to-degree.

- Provide performance funding to reward institutions for the achievement of institutional efficiency goals and link funding to improved outcomes.

Objective 2: To optimize administrative operations through collaboration, outsourcing and more efficient space planning and utilization.

Strategies:

- Expand joint purchasing agreements with public and independent Kentucky institutions, particularly in the areas of health insurance and energy.
- Explore options for consolidating and/or outsourcing back-office and non-academic operations, including payroll, purchasing, marketing and technology.
- Create partnerships with independent colleges and universities and non-higher education entities—state government, K-12 school districts, and city/county governments—to achieve economies of scale and eliminate duplication.
- Create a group of institutional representatives to monitor space utilization and report to the CPE on a regular basis. Establish goals to meet or exceed national space utilization standards, and recommend limited new capital projects until those goals are achieved.
- Prioritize renovation of existing space over new construction.
- Identify when and what classrooms are underutilized and make scheduling changes to increase efficiency. Where feasible, schedule classes during the evenings and weekends to increase utilization.
  - Plans for future construction or renovation should take into account the addition of online and/or blended classes to reduce the need for new classroom space.
  - Consolidate space usage such that heat and cooling might be shut down for periods of time in all or part of a building.
  - Explore sharing space with other public and independent institutions and K-12 education.
  - Consider a policy that would require students to acquire some percentage of their credit hours off campus.

Objective 3: To better align academic programs with the current and future needs of the Commonwealth.

Strategies:

- Revise CPE's process for program productivity reviews and approval of new academic programs to minimize duplication, increase mission differentiation, and ensure the adequate provision of programs to meet statewide needs.
- Consolidate or eliminate low productivity programs and services.

- Establish an incentive program for course redesign that leads to more efficient course development and delivery.

Mr. Graviss said that a challenge for all the subgroups is having the appropriate accountability measures to keep the objectives and strategies progressing. He also said that the main focus of the strategic agenda process is accomplishing the goals of the mandates in HB 1 (1997) and SB 1 (2009). Mr. Graviss stated that the current structure of the five questions of reform should remain and not move to the structure of the four objectives. Dr. Hayek responded that the intent is to simplify the current five questions into three focus areas rearranging the five questions into those three focus areas. Ms. Osborne stated that the strategic agenda is still being developed with several more months to work. The five questions and the focus areas will be reviewed to determine how to publicly display the message to make an impact.

#### REVIEW TIMELINE AND NEXT STEPS

Mr. Bob King, CPE's president, stated that this is the first time the draft objectives and strategies have been viewed by both the work group and the institutional advisory group. He said that what will flow out of the current draft objectives and strategies may be different in the end based on commonalities across the areas. Mr. King stated the possibility of a collaborative public document between the Council on Postsecondary Education and the Kentucky Department of Education outlining the common objectives and strategies that the two organizations share in each of its strategic plans.

Dr. Hayek said that between now and the next time the work group and the institutional advisory group each meet in mid-August that there would be opportunity to provide additional feedback based on the meeting today. The feedback will help fine tune and prioritize the draft objectives and strategies in preparation for the next meetings. Feedback can be sent to either Dr. Hayek, Ms. Lee Nimocks, CPE's chief of staff, or the staff leads of each of the subgroups.

A discussion pertaining to the development of the strategic agenda will be on the agenda for the Council member retreat in August.

#### NEXT MEETING

The next meeting of the Strategic Agenda Work Group is October 21, to be held at Council Offices, Frankfort, Kentucky.

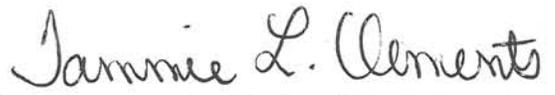
#### ADJOURNMENT

The meeting concluded at 3:15 p.m.



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John C. Hayek  
Senior Vice President, Budget, Policy, and Planning



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Tammie L. Clements  
Specialist, Budget, Policy, and Planning