

**Council on Postsecondary Education**  
**May 21, 2010**

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

At the May 21 meeting, Lisa Osborne, chair of the CPE Strategic Agenda Work Group, will give an update on the development of the 2011-15 Strategic Agenda.

The suggested vision and mission statements are being finalized and will be shared with the Strategic Plan Work Group at its meeting May 20.

To assist with the development of the strategic agenda, the 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

The memberships of the subgroups are being finalized but will include representatives from public and independent colleges and universities, K-12, economic development, the Kentucky Chamber of Commerce, and other policy experts from around the Commonwealth.

The descriptions of the subgroups are attached along with a guide that outlines what will be included in the subgroup reports. The first draft of the subgroup reports are due to the Council Work Group July 15 with final reports due by August 15.

## 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<sup>1</sup> 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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<sup>1</sup> 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<sup>2</sup> 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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<sup>2</sup> 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  
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## 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 47<sup>th</sup> 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 45<sup>th</sup> in the U.S.
- In 2005, Kentucky ranked 45<sup>th</sup> in the nation in the percent of the workforce in managerial and professional occupations.
- Kentucky ranked 45<sup>th</sup> 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<sup>3</sup> 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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<sup>3</sup> 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.

- 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<sup>4</sup> 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.

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<sup>4</sup> 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)

## 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
  - o State purpose of report, briefly review report development process, and list of participants
- II. Executive Summary
  - o 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
  - o Discuss the problem and describe why the state needs to focus attention on the specific area
  - o Highlight data or information to support problem
- IV. Current Statewide Strategies and Best Practices
  - o Briefly review what is currently being done to address problem at statewide or postsecondary education system level, including strengths and weaknesses of current strategies
  - o Identify opportunities for improvement on current strategies and/or gaps based upon national best practices
  - o Identify largest threats for making progress over next five years
- V. Statewide Objectives & Strategies
  - o 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
  - o For each objective, recommend 3-5 key statewide strategies to be implemented to make significant progress on statewide objectives with supporting evidence of effectiveness
  - o Review possible metrics, baseline data, and 2015 targets that could be used to assess performance on each statewide objective
  - o 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.)
  - o Future work to be done in focus area