STRONGER by DEGREES

A STRATEGIC AGENDA
for Kentucky Postsecondary
and Adult Education

KENTUCKY COUNCIL ON
POSTSECONDARY EDUCATION

2011-2015

Kentucky Postsecondary and Adult Education

Research Universities:

-University of Kentucky
-University of Louisville

Comprehensive Universities:

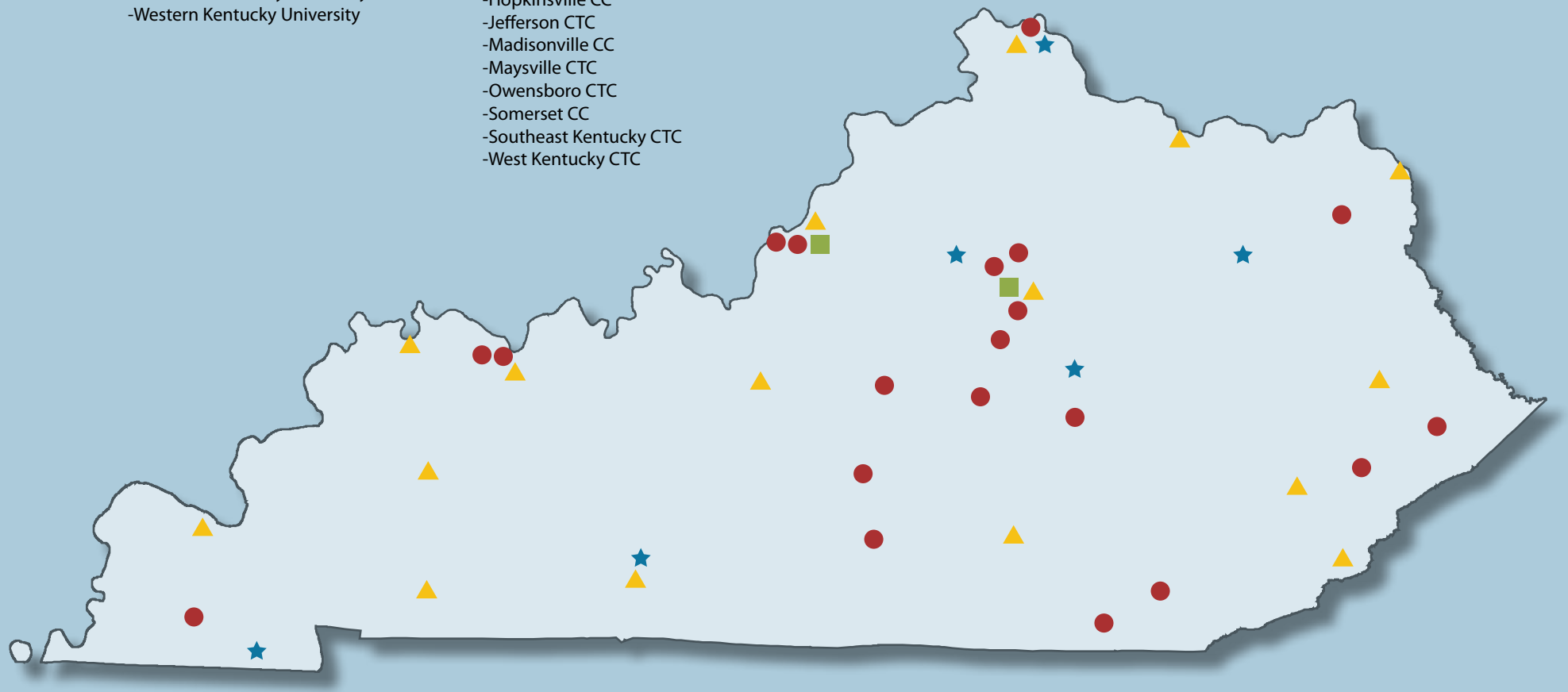
-Eastern Kentucky University
-Kentucky State University
-Morehead State University
-Murray State University
-Northern Kentucky University
-Western Kentucky University

The Kentucky Community and Technical College System:

-Ashland CTC
-Big Sandy CTC
-Bluegrass CTC
-Bowling Green TC
-Elizabethtown CTC
-Gateway CTC
-Hazard CTC
-Henderson CC
-Hopkinsville CC
-Jefferson CTC
-Madisonville CC
-Maysville CTC
-Owensboro CTC
-Somerset CC
-Southeast Kentucky CTC
-West Kentucky CTC

The Association of Independent Kentucky Colleges and Universities:

-Alice Lloyd College
-Asbury University
-Bellarmine University
-Berea College
-Brescia University
-Campbellsville University
-Centre College
-Georgetown College
-Kentucky Christian University
-Kentucky Wesleyan College
-Lindsey Wilson College
-Mid-Continent University
-Midway College
-Pikeville College
-Spalding University
-St. Catharine College
-Thomas More College
-Transylvania University
-Union College
-University of the Cumberlands



In addition to the colleges and universities listed above, the Council administers 120 adult education programs serving every county in Kentucky and reviews and licenses 45 proprietary and not-for-profit degree-granting institutions operating across the Commonwealth.

FROM THE PRESIDENT

I am pleased to introduce the 2011-2015 Strategic Agenda for Kentucky Postsecondary and Adult Education, which will guide statewide public policy priorities as we work together to fulfill the vision first articulated by Governor Paul Patton and the Kentucky General Assembly in the *Postsecondary Education Improvement Act of 1997* (House Bill 1). That legislation set out important challenges for the Commonwealth focused on elevating the standard of living of Kentuckians through postsecondary education.

Today, more than halfway to the 2020 goals in HB 1, Kentucky's colleges and universities have made impressive progress. Despite a more difficult fiscal environment than in 1997, campuses have done more with less. More people are more highly educated than at any time in Kentucky's history. Postsecondary institutions are more diverse, both in terms of enrollment and personnel. The quantity and quality of research vital to economic growth and our nation's health are world class. And the community engagement manifest at each campus is creating relationships and results that enhance quality of life and K-12 education across the Commonwealth.

This new Strategic Agenda builds on the decade of success encouraged by HB 1, and brings focus and renewed energy to our shared mission. The new Agenda is the product of hundreds of hours of work and thought from over a hundred contributors, including members of the Council on Postsecondary Education, campus presidents, chief academic and business officers, institutional research professionals, college and university faculty, as well as representatives from Kentucky's business community, the Department of Education, the Cabinets for Economic Development and Workforce Development, the Kentucky Higher Education Assistance Authority, the Education Professional Standards Board, and other organizations and state agencies.

The finished product honors the autonomy and diverse missions of the campuses. It balances the advocacy, facilitation, and communications responsibilities of the CPE with its duty to develop public policy and monitor its execution and progress. This Agenda calls on Kentucky's rich array of postsecondary campuses and adult education providers to utilize their unique capabilities to give life to the four focus areas imbedded in this document.

- First, we are committing to use our resources to support K-12 colleagues' capacity to get every youngster college- or career-ready by the time they graduate from high school.
- Second, we are committing to do all that we can to assure students persist to graduation with the knowledge and skills to succeed in their lives and livelihoods.
- Third, we recognize that our mission includes the creation of new knowledge, applying new knowledge to improve the human condition, and strengthening Kentucky's economy. Our responsibility is to be active, engaged contributors to the well-being of our communities, our schools, and the public health.
- Finally, because all institutions benefit from varying forms of public support, we will constantly strive to do all that we do as efficiently as possible.

Moving forward, campus leaders, guided by institutional strategic plans that complement this Agenda, will continue to vigorously monitor progress toward our common goals. **At the state level, a new dashboard to gauge quantitative and qualitative progress, regular status reports to the Governor and legislature, and annual campus reports to the Council will form the core of the Council's accountability structure.**

While parts of the Agenda can be implemented within existing resources and other elements will actually generate new revenue or produce savings, some will require new resources. Future budget requests will, in significant part, be guided by the elements in the Strategic Agenda, and additional energy will be focused on securing funding from philanthropic and federal sources.

The current economic conditions notwithstanding, opportunities for significant progress are emerging. Kentucky's new Strategic Agenda for Postsecondary and Adult Education encourages broad collaboration and powerful partnerships among our campuses, our adult education system, our public schools, and the Commonwealth's business, philanthropic, and political leaders. The implementation of this Agenda will forge new, effectively aligned policies, actions, and resources that will enhance the likelihood of educating more Kentuckians to the high levels necessary to compete in the global economy of the 21st Century.

Robert L. King, President
Council on Postsecondary Education

STRONGER BY DEGREES

Kentucky's postsecondary and adult education system will build upon its work over the past decade to strengthen the Commonwealth by degrees.

Kentucky believes in the transformative power of postsecondary education. This belief rests on a simple, enduring premise—a higher level of education leads to a higher quality of life, both individually and collectively. In the world's most enterprising and prosperous societies, postsecondary education is the engine of economic growth and the foundation of democracy.

The Postsecondary Education Improvement Act of 1997 (HB 1) established the Council on Postsecondary Education, which has broad statutory authority to coordinate the state's system of postsecondary education. The legislation did not change the role of the institutional governing boards, who are the primary fiduciary agents for each campus.

HB 1 was a seminal piece of legislation that established six goals for raising Kentucky's standard of living and quality of life to at least the national average by the year 2020. These goals challenge the system to accelerate degree production, modernize workforce education and training, improve the health and well-being of communities, and produce world-class research that creates jobs and powers a knowledge-based economy.

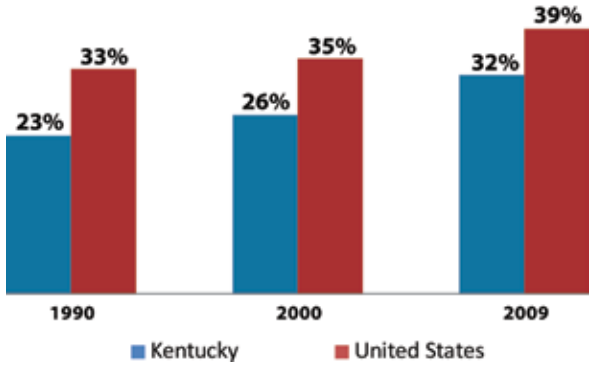
These goals are more important today than ever before. As Kentucky strives to reach the nation's level of educational attainment, the United States is losing ground to international competitors. Twenty years ago, America's young adults were the best-educated among member countries of the Organisation for Economic Cooperation and Development (OECD). In 2008, the U.S. had fallen to tenth place; now, it is tied for twelfth, behind nations as diverse as Korea, Japan, Finland, and Canada.

A 2010 study by Georgetown University's Center on Education and the Workforce predicts that by the year 2018, 54 percent of all jobs in Kentucky—over 1 million jobs—will require some level of postsecondary education or training. Currently, 32 percent of Kentuckians (25-44) have obtained at least an associate degree, compared to the national average of 39 percent.

The next generation of Kentuckians must be better educated than the one before it. The challenge is enormous, but Kentucky is achieving its goals through steady, incremental progress. **This strategic agenda calls upon Kentucky's postsecondary and adult education system to strengthen the Commonwealth by degrees.**

In carrying out this agenda, Kentucky's postsecondary and adult education system will focus on four urgent priorities—college readiness; student success; research, economic, and community competitiveness; and efficiency and innovation. Our actions will be guided by a shared purpose and common beliefs.

Kentucky's educational attainment is increasing, but still lower than the nation's



Population ages 25-44 with an associate degree or higher

Source: US Census, American Community Survey 2009 five-year estimates.

VISION:

All Kentuckians will be prepared to succeed in a global economy.

MISSION:

To deliver a world-class education to students, create and apply new knowledge, and grow the economy of the Commonwealth.

VALUES:

- The highest standards of excellence in teaching, research, and public service.
- Access for all who are committed to the pursuit of higher learning.
- Cooperation, teamwork, and mutual respect for the differing missions of institutions.
- A culture of inclusion that provides equitable opportunities and celebrates diversity in people and thought.
- A postsecondary experience that prepares individuals to be informed, competent, knowledgeable, and engaged citizens and leaders.
- Prudent fiscal, intellectual, and environmental stewardship that employs resources effectively and efficiently.
- A commitment to the continuous monitoring and improvement of performance.
- Creative and innovative approaches, including the use of technology, in meeting the needs of the Commonwealth.
- Engagement with business, industry, and other community partners to improve economic vitality and quality of life.
- The promotion of education as a public good and an investment in Kentucky's future.

COLLEGE READINESS

Kentucky will be stronger by ensuring more high school graduates, GED® graduates, and working-age adults enter college prepared for credit-bearing work.

Progress

With the passage of *Senate Bill 1* in 2009, college readiness has been at the forefront of the postsecondary system's policy agenda. Collaboration between secondary and postsecondary educators has never been greater. These partnerships have contributed to significant improvements in college access and readiness.

Challenges

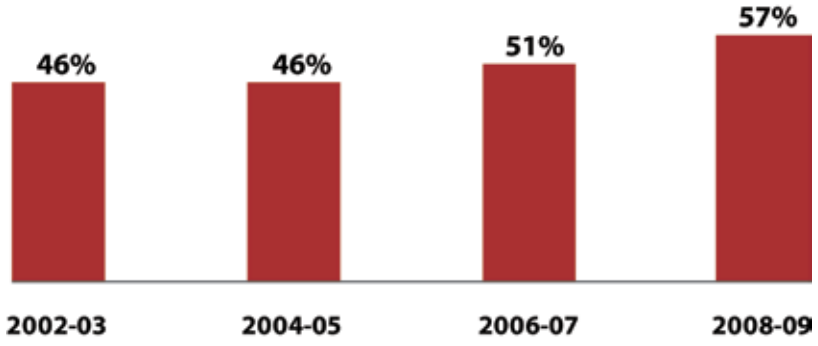
While progress has been significant, many Kentucky students who transition to college are not fully prepared for the rigors of postsecondary education. In 2010, 63 percent of recent high school graduates entering community and technical colleges and 27 percent entering public universities needed remediation in one or more subjects. Additionally, 90 percent of GED graduates were not ready for placement in credit-bearing courses.

Students who are not academically or financially prepared for college face greater obstacles to degree completion. Developmental education lengthens a student's time-to-degree, increases costs, and consumes institutional resources. Students need stronger academic and social supports and clear pathways to success.

The Department of Education, the Education Professional Standards Board, and Kentucky's K-12 educators are committed to creating "Next Generation" professionals and support systems to make "every child proficient and prepared for success." It is now clear that "prepared for success" means college- or career-ready.

Kentucky's postsecondary system will work hand-in-hand with K-12 and adult education providers to ensure students understand what they need to know and be able to do to succeed at the next level. Postsecondary institutions most directly affect K-12 student performance through the quality and effectiveness of the teachers they produce. Therefore, the system will focus on improving the quality of educator preparation programs and providing continuous growth and professional development opportunities for teachers and school leaders.

More students are meeting statewide college readiness standards



All undergraduate degree- and credential-seeking students who met statewide college readiness standards.

Source: CPE KPEDS

LEGISLATIVE MANDATES

HB 1 (1997) *states that "contributions to the quality of elementary and secondary education shall be a central responsibility of Kentucky's postsecondary institutions." Goal 1 envisions a "seamless, integrated" educational system.*

SB 1 (2009) *directs the elementary, secondary, and postsecondary systems to align revised K-12 academic standards with college readiness requirements and expectations. SB 1 declares that "schools shall expect a high level of achievement of all students."*

The Adult Education Act (2000) *calls on the postsecondary and adult education system to "significantly elevate the level of education of the adults of the Commonwealth."*

COLLEGE READINESS

Policy Objective 1: Increase the number of college-ready Kentuckians entering postsecondary education.

Strategies:

1.1. Align K-12, adult education, and postsecondary education standards, curriculum, and assessment processes as directed by *Senate Bill 1* (2009).

1.2. Support effective intervention strategies for underprepared students prior to postsecondary admission.

1.3. Strengthen the college-going and completion culture in Kentucky.

Policy Objective 2: Increase the number of college-ready GED graduates.

Strategies:

2.1. Increase enrollment and retention in Kentucky Adult Education programs and services.

2.2. Implement initiatives to increase the number of Kentucky Adult Education students transitioning to postsecondary education.

2.3. Attract, retain, and prepare highly effective adult educators.

Policy Objective 3: Increase the effectiveness of Kentucky's K-12 teachers and school leaders.

Strategies:

3.1. Ensure K-12 educator preparation programs attract, retain, and prepare highly effective teachers and school leaders.

3.2. Expand the role of higher education institutions in the delivery of professional development programs for teachers, school leaders, guidance counselors, adult education instructors, and faculty members.

PERFORMANCE METRICS

- READINESS OF COLLEGE ENTRANTS
- NUMBER OF GED® GRADUATES
- NEW TEACHER EXCELLENCE

STUDENT SUCCESS

Kentucky will be stronger by ensuring more of its people complete college with the skills and abilities to be productive, engaged citizens.

Progress

Kentucky's colleges and universities have made dramatic improvements in enrollment and degree production over the last decade. Since 2001, total enrollment has increased 25 percent, and total degrees and credentials are up 84 percent.

LEGISLATIVE MANDATES

Goal 6 of HB 1 (1997) *deals directly with educational attainment, challenging Kentucky to "deliver educational services to citizens in quantities and of a quality comparable to the national average."*

Goal 4 of HB 1 *requires regional universities to assure "statewide access to baccalaureate and master's degrees of a quality at or above the national average."*

Goal 5 of HB 1 *directs KCTCS to provide a pathway to bachelor's degree attainment through "a two-year course of general studies designed for transfer."*

HB 160 (2010) *calls for associate-level coursework at KCTCS to be accepted and credited to related bachelor's degree programs at public universities.*

Challenges

While completion rates at Kentucky colleges and universities are increasing, progress must accelerate. Less than half of first-year college students (47 percent) graduate from a public university within six years. The four-year graduation rate is only 18 percent. Less than a quarter of associate degree-seeking students (23 percent) graduate from community or technical college within three years.

Additionally, average completion rates mask performance gaps among various groups of students, a greater challenge as Kentucky grows more racially and culturally diverse. Lower-income, underprepared, and underrepresented minority students succeed at lower rates. Students from metropolitan areas outperform students from rural, underserved areas. These performance gaps must be narrowed.

Kentucky's future in large part depends upon helping more students advance through the educational system and graduate in less time—working-age adults as well as recent high school graduates. Financial barriers to accessing and completing college must be reduced.

Increases in degree production and completion rates, while critical, cannot be achieved at the expense of academic quality. Kentucky's colleges and universities will continue to uphold high academic standards and empower all students to meet them.

STUDENT SUCCESS

Policy Objective 4: Increase high-quality degree production and completion rates at all levels and close achievement gaps, particularly for lower-income, underprepared, and underrepresented minority students.

Strategies:

4.1. Maximize KCTCS's role as a high quality, low-cost provider of postsecondary education and transfer opportunities encouraging college access and success.

4.2. Provide institution and student incentives to increase high-quality degree production and completion rates.

4.3. Increase the use of data, information, research, and technology to improve student learning and outcomes.

4.4. Support new pathways for adult learners to enroll and complete postsecondary degrees and credentials.

4.5. Secure adequate institutional funding to support high-quality faculty and staff, effective student and academic support services, technology enhancements, and other resources to enhance student success.

4.6. Promote student engagement, undergraduate research, internships, and other educational opportunities that improve the quality of the student experience, develop leaders, and lead to success after graduation.

4.7. Implement a statewide diversity policy that recognizes diversity as a vital component of the state's educational and economic development.

Policy Objective 5: Decrease financial barriers to college access and completion.

Strategies:

5.1. Increase funding for the state's need-based student financial aid programs and ensure they address the needs of part-time, transfer, and adult learners, as well as traditional students.

5.2. Advocate for sufficient state operating support, financial aid, and campus efficiencies to reduce pressure on tuition.

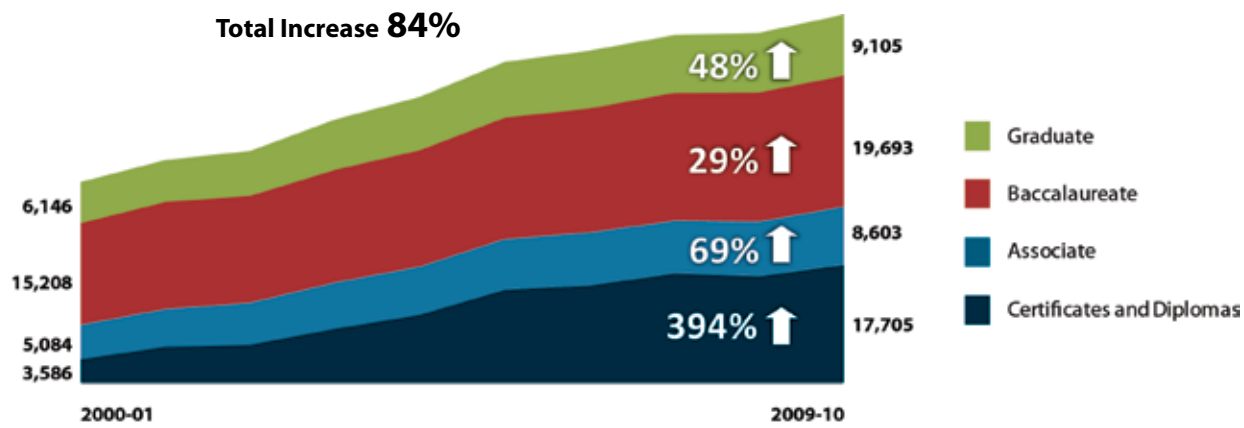
5.3. Support Pell Grants, the simplification of FAFSA, college savings programs, college work study, tax credits, and other federal aid initiatives intended to maximize student access and success.

5.4. Increase students' and families' understanding of the net costs of going to college and the availability of financial resources to assist them.

PERFORMANCE METRICS

- DEGREES & CREDENTIALS CONFERRED
- GRADUATION RATES
- ACHIEVEMENT GAPS
- STATE APPROPRIATIONS FOR PUBLIC HIGHER EDUCATION
- STATE FINANCIAL AID FUNDING DEFICIT

Degrees and credentials have increased dramatically



Includes only public and AIKCU independent colleges and universities
Source: CPE KPEDS

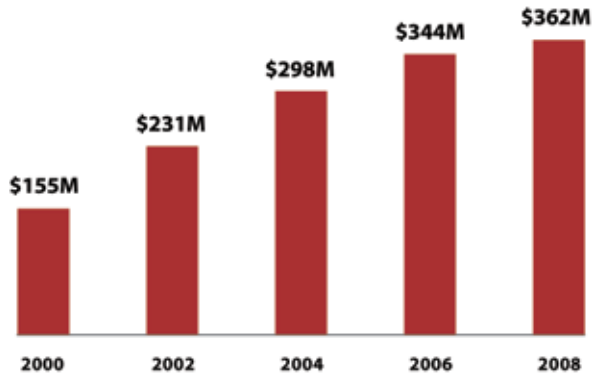
RESEARCH, ECONOMIC, & COMMUNITY DEVELOPMENT

Kentucky will be stronger by generating new knowledge and research investments, producing high-demand degrees, increasing the educational attainment of its workforce, and improving its communities.

Progress

Over the last decade, Kentucky's universities attracted world-renowned researchers, more than doubled their collective federal research funding, and made large investments in public service. These efforts yielded new knowledge and applied and translational research that led to new products, businesses, and jobs. The campuses also have played an active role in supporting local schools, governments, economic development efforts, and the provision of healthcare.

Kentucky public universities are attracting more external R&D funding (in millions)



Includes state, federal, and corporate research dollars and excludes university-funded research.

Source: National Science Foundation.

Challenges

While the achievements of Kentucky's postsecondary institutions have been impressive, the economy has been slow to transform. Kentucky currently ranks:

- 45th on the New Economy Index, which measures knowledge jobs, globalization, economic dynamism, the digital economy, and innovation capacity.
- 45th in the number of science, technology, engineering, and math (STEM) degrees awarded as a share of all degrees.
- 41st on annual per capita postsecondary research and development expenditures.

As Kentucky ramps up efforts to compete effectively in the global economy, degree production must be aligned with the current and projected workforce needs of the state. More students should be engaged in undergraduate research and encouraged to pursue STEM +H (science, technology, engineering, math, and health) and other high-demand fields.

At the same time, Kentucky's postsecondary institutions will continue to advance social, artistic, cultural, and environmental progress through regional stewardship and embrace the value of the liberal arts. Postsecondary faculty and staff will educate future professionals, entrepreneurs, and citizens and upgrade the skills of current employees. An educated workforce and high quality of life will attract more educated people to the state, which in turn will lure prospective employers.

LEGISLATIVE MANDATES

The Kentucky Innovation Act (2000) *calls for "a strong, entrepreneurial economy, characterized by knowledge, innovation, and speed" that can be promoted through research and high-technology enterprises.*

Goal 2 of HB 1 (1997) *directs UK to become "a major, comprehensive research university ranked nationally in the top 20 public universities."*

Goal 3 of HB 1 *directs UofL to become "a premier, nationally recognized metropolitan research university."*

Goal 5 of HB 1 *directs KCTCS to "develop a workforce with the skills to meet the needs of new and existing industries" and "improve the employability of citizens."*

RESEARCH, ECONOMIC, & COMMUNITY DEVELOPMENT

Policy Objective 6: Increase basic, applied, and translational research to create new knowledge and economic growth.

Strategies:

6.1. Support the critical role that the University of Kentucky and the University of Louisville play in the creation of new knowledge and recognize universities and faculty members for the advancement of knowledge and enlightenment.

6.2. Support collaborative research efforts that leverage university expertise, lead to research investments and commercialization in high-growth or emerging areas, and are aligned with business and industry growth.

6.3. Develop and implement a strategic communications plan that highlights campus-based research and development initiatives and the impact of this work on Kentucky's economic and community competitiveness.

6.4. Secure additional funding for research matching programs and explore new funding approaches to maximize research, *Kentucky Innovation Act* investments, and multi-campus collaborations.

6.5. Advance Kentucky's STEM+H agenda through ongoing leadership, advocacy, and collaborative efforts.

6.6. Foster an innovative, creative, and entrepreneurial culture within the postsecondary education community.

Policy Objective 7: Increase educational attainment and quality of life in Kentucky communities through regional stewardship, public service, and community outreach.

Strategies:

7.1. Strengthen and expand partnerships with business, industry, government, non-profit, and other educational entities to meet Kentucky's workforce and community needs.

7.2. Support collaborations among postsecondary education providers to serve regional needs and planning efforts to raise the educational attainment level of the Commonwealth.

7.3. Maximize the impact of postsecondary education's contribution to improving the health of Kentucky's people.

PERFORMANCE METRICS

- RESEARCH & DEVELOPMENT FUNDING
- CREDENTIALS IN STEM+H FIELDS (SCIENCE, TECHNOLOGY, ENGINEERING, MATH, AND HEALTH)
- EDUCATIONAL ATTAINMENT

EFFICIENCY & INNOVATION

Kentucky will be stronger by creating new ways of serving more postsecondary students at a high quality in a challenging resource environment.

Progress:

Kentucky's public and independent institutions more than doubled the number of degrees and credentials produced over the past ten years. This has been accomplished in a challenging resource environment where state support per student, adjusted for enrollment growth and inflation, decreased by more than $3,000 per student. A portion of that funding loss was offset by tuition paid by students and families, as well as increased financial aid.

Aggressive cost containment, cost avoidance, and reallocation strategies—including the effective use of technology, renegotiating vendor contracts, outsourcing, and many other initiatives—have produced dramatic savings to the state and enabled postsecondary education to maintain quality and move forward on improvement efforts in a fiscally challenging environment.

Challenges:

As state revenues continue to be unpredictable and support for public services vacillates, postsecondary institutions will find ways to increase capacity and maintain quality while moderating tuition increases and containing costs. Meeting these challenges will require greater innovation and flexibility than ever before.

The "new normal," however difficult, provides a powerful incentive for continued change. Kentucky's postsecondary education institutions will continue to discover new approaches and revenue streams to improve quality and productivity. Offering academic programs and educational services in multiple formats that accommodate different learning styles makes education work for more students and increases capacity. Postsecondary institutions will continue to streamline administrative operations, improve space utilization and the use of technology, and maximize opportunities for joint purchases and contracts.

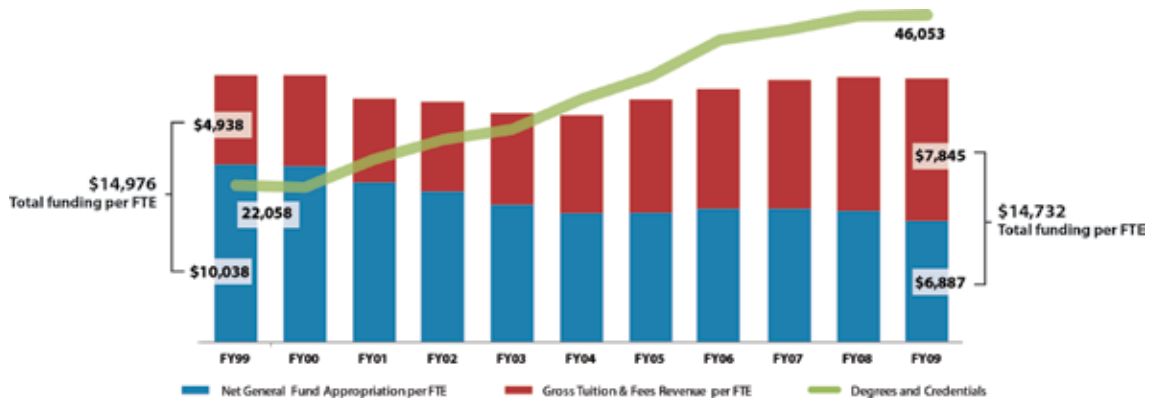
The system is continuously monitoring progress and using data to make effective, informed decisions that promote student success. Colleges and universities that rise to the challenge of improved performance deserve incentives and rewards. Higher education funding mechanisms will be reexamined to ensure state investments are maximizing desired results.

LEGISLATIVE MANDATES

HB 1 (1997) *envisions a postsecondary system with a single point of accountability to "ensure coordination of programs and efficient use of resources."*

The Governor's Higher Education Work Group (2009) *recommended several measures to increase the postsecondary system's efficiency, productivity, and financial transparency.*

Public degree and credential production doubled while state support declined



Funding amounts are adjusted for inflation.
Source: CPE KPEDS

EFFICIENCY & INNOVATION

Policy Objective 8: Increase academic productivity through program innovations.

Strategies:

8.1. Increase productivity and maximize success for both traditional and nontraditional students through course redesign and alternative methods of program delivery.

8.2. Build upon the success of Kentucky's Virtual Campus and Virtual Library to maximize the use of technology in implementing academic innovations.

8.3. Redesign approval and review processes for new and existing academic programs to ensure alignment with state needs.

PERFORMANCE METRICS

- ONLINE LEARNING
- DEGREE PRODUCTIVITY

Policy Objective 9: Maximize the use of postsecondary and adult education resources.

Strategies:

9.1. Effectively integrate Kentucky's independent colleges and universities into efforts to achieve greater efficiencies and expand postsecondary opportunities.

9.2. Explore options for consolidating or outsourcing pertinent operations, as well as facilitating joint purchasing and contracts.

9.3. Develop statewide policies that promote the effective and efficient use of capital facilities and infrastructure.

IMPLEMENTING THE STRATEGIC AGENDA

Achieving the policy objectives and strategies outlined in the 2011-15 Strategic Agenda will make the Commonwealth grow "Stronger by Degrees." The following are critical to its successful implementation.

- **Adequate Funding.** Sustained, adequate funding in direct operating support to public postsecondary education institutions is vital to achieving statewide policy objectives and moving forward on the aggressive, long-term goals of HB 1 (1997). Increases in state funding, tuition revenue, and financial aid, as well as aggressive cost control, will be required to increase productivity and protect college access for low- and moderate-income students and families.

- **Accountability.** Accountability in higher education is a shared responsibility that includes common goals and objectives, a division of labor, measured results, and a focus on continuous improvement. It will take a common commitment between the Council; institutional governing boards, policy leaders, faculty, and staff; Kentucky's adult education system, students, and parents; the Governor and the General Assembly; the K-12 system; and key state agencies and stakeholders to demonstrate accountability at both the state and institution level.

- **Performance Metrics and Targets.** A select number of state and institutional performance metrics, with negotiated targets for 2015, will help guide progress on the 2011-15 Strategic Agenda, HB 1 mandates, and other reform legislation. Other data, including various leading and lagging indicators, will be monitored to gauge improvement and assist in policy development.

- **Implementation Plans.** The Council is directed by statute to draft an implementation plan that will be pursued collaboratively with institutional representatives and other key stakeholders over the next four years. This policy work is intended to complement, not supplant, the strategic plans approved by institutional governing boards that broadly align with the strategic agenda and allow postsecondary education institutions to achieve their unique missions.

- **Reporting and Benchmarking.** A new Web-based performance dashboard and improvements to the Council's accountability reports will provide easy access to the data and information needed to understand absolute and relative progress on key objectives and strategies. Council and other stakeholder meetings will allow for regular updates on progress.

- **Incentives.** As originally envisioned by HB 1, strategic trust funds and various incentive programs are crucial to stimulating increases in degree production, research activity, community outreach, and workforce development. Kentucky must continue to fund proven programs like "Bucks for Brains," Regional Stewardship, Workforce Development, Kentucky Innovation Funds, and EPSCoR, and provide new incentives directly related to improvements in degree production.

- **Balancing Quality and Quantity.** One of the key challenges is balancing the need for high-quality credentials that allow individuals to be successful in their work, life, and communities with the demand to increase degree production and educational attainment. Strengthening current programs and expanding new ones will help the system control costs, both for students and the state.

PERFORMANCE METRICS

	Statewide	Institution	Region
College Readiness	Readiness of Kentucky high school graduates who enter college		Readiness of high school graduates in the region
	GED® graduates		College-going rate of high school graduates in the region
	New teacher excellence (top 15% nationally)	New teacher excellence (top 15% nationally)	
Student Success	Degrees and credentials conferred	Degrees and credentials conferred	
	Graduation rates (bachelor's and associate)	Graduation rates (bachelor's and associate)	
	Graduation rate gaps of underrepresented minority, low income, and less-prepared students	Graduation rate gaps of underrepresented minority, low income, and less-prepared students	
	State appropriations for public higher education	Transfer from KCTCS to four-year colleges and universities	
	State financial aid funding deficit	Net price for low-income students	
Research, Economic and Community Development	Research and development funding	Research and development funding	
	Degrees and credentials in science, technology, engineering, mathematics, and health-related fields	Degrees and credentials in science, technology, engineering, mathematics, and health-related fields	
	Educational attainment at the associate degree level and higher, ages 25-44		Educational attainment at the associate degree level and higher in the region, ages 25-44
Efficiency and Innovation	Online learning	Online learning	
	Degree productivity (degrees produced per funding/expenditures)	Credits earned by degree graduates	

For more information on this Strategic Agenda, visit cpe.ky.gov

About the Council on Postsecondary Education

The Council on Postsecondary Education is Kentucky's statewide postsecondary and adult education coordinating agency charged with leading the reform efforts envisioned by state policy leaders in the *Kentucky Postsecondary Education Improvement Act of 1997* and the *Adult Education Act of 2000*. Key responsibilities include:

- developing and implementing a strategic agenda for postsecondary and adult education that includes measures of progress.
- producing and submitting a biennial budget request for adequate public funding of postsecondary education.
- monitoring and approving tuition rates and admission criteria at public postsecondary institutions.
- collecting and distributing data about postsecondary education performance.
- ensuring the coordination and connectivity of technology among public institutions.
- administering adult education programs serving every county in Kentucky.

Institutional Advisory Group:

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Hinfred McDuffie, KSU
Beth Patrick, MoSU
Carl Prestfeldt, MuSU
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