

# KY COUNCIL ON POSTSECONDARY EDUCATION ACADEMIC & STRATEGIC INITIATIVES COMMITTEE



February 1, 2021 – 2:00 PM ET

ZOOM teleconferencing for Committee members

Livestream video for public: <https://youtu.be/QuWzo6a3EK0>

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- I. Call to Order & Opening Comments**
- II. Approval of the Minutes**
- III. Next Statewide Strategic Agenda Development**
  - A. Project Background and Overview
  - B. Facilitated Discussion: Purpose, Process, Priorities
  - C. Next Steps and Future Meetings
- IV. Adjournment**

**DRAFT MINUTES**  
Council on Postsecondary Education

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Type: Academic & Strategic Initiatives Committee  
Date: January 12, 2021  
Time: 10:00 a.m. ET  
Location: Virtual Meeting - Committee members by ZOOM, Public viewing hosted on CPE YouTube Page

**CALL TO ORDER**

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The Academic & Strategic Initiatives Committee met Tuesday, January 12, 2021, at 10:00 a.m., ET. Pursuant to Executive Order 2020-243 and a memorandum issued by the Finance and Administration Cabinet dated March 16, 2020, and in an effort to prevent the spread of Novel Coronavirus (COVID-19), the Committee met utilizing a video teleconference. Members of the public were invited to view the meeting virtually on the CPE YouTube page: <https://youtu.be/LNQQEBg5V-Y>. Committee Chair Lori Harper presided.

**ATTENDANCE**

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Members were in attendance: Benjamin Brandstetter, Lori Harper, Lucas Mentzer, Vidya Ravichandran, Robert Staat and Kevin Weaver.

Members not in attendance: Muhammad Babar and Colby Birkes

Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

**APPROVAL OF THE MINUTES**

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The minutes of the October 20, 2020 meeting were approved as distributed.

**DEVELOPMENT OF NEXT STATEWIDE STRATEGIC AGENDA**

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Ms. Lee Nimocks, CPE's Vice President and Chief of Staff, discussed the next statewide strategic agenda planning process that has begun and is directed by KRS 164.020. CPE has engaged the ECU Facilitation Center to help support the process with CPE's ASI Committee overseeing the overall development of the agenda.

Initial plans include information gathering from key constituencies in the winter and spring, gathering input from all higher education partners and stakeholders, and reviewing key state performance data as well as trends and best practices from other states. Specific policy and metrics committees with campus and board membership may also be formed to address technical needs.

Staff anticipate the development process to take 6-9 months with the Council reviewing the final version for approval at its fall 2021 meeting.

## **STATUS UPDATE ON ACADEMIC PROGRAM REVIEW**

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Dr. Melissa Bell, CPE's Vice President for Academic Affairs, provided an update on the work of the Academic Program Review project. In 2018, the Commonwealth of Kentucky contracted with Gray Associates, Inc. a strategy consulting firm focused on higher education, to oversee a comprehensive review of academic programs at our public institutions. Their work included the creation of a methodology that provides campuses with consistent, detailed information to help guide internal decisions about program needs and improvement and guide statewide discussions.

Dr. Bell discussed the criteria under review and phase 1 and 2 of the process. She stated that the final report should be ready to present to the Committee and Council later in the spring.

## **COMMONWEALTH EDUCATION CONTINUUM**

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Dr. Amanda Ellis, CPE's Associate Vice President of P-20 Policies and Programs, provided an update on the work of the Commonwealth Education Continuum (CEC). The CEC was announced during a press conference on November 17, 2020 by Governor Beshear, Lt. Governor Coleman, President Thompson, and Commissioner Glass, and the first meeting is scheduled for January 27, 2021 at 1:00 PM ET.

Dr. Ellis also discussed initial development plans regarding a student information portal website, which was designed in response to board member requests for state-level tools to facilitate pathways between K-12 and postsecondary education. Once the funding is finalized either through a general fund appropriation or other internal funding source, the work will be coordinated with the work of the Commonwealth Education Continuum and it will support high school counselors, college admissions officers, and academic advisors as they assist students in navigating from one level of education to another.

## **CULTURAL COMPETENCY CERTIFICATION PROGRAM**

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Dr. Dawn Offutt, CPE's Director of Diversity, Equity and Inclusion, presented the framework of the staff-developed Cultural Competency Certification Program. The program is based on the A4 Model of Cultural Competence which is Awareness, Acknowledgement, Acceptance and Action, and staff are finishing up the details on how those who complete the course can earn micro-credentials and potential course credits. Once completed, the program will be offered on a pilot basis to campuses and other organizations.

## **DATA AND RESEARCH AGENDA & 2021 DATA CAMPUS BRIEFINGS**

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Dr. David Mahan, Associate Vice President, Data, Research and Advanced Analytics, provided an update on the research projects in progress and/or expected to release in the spring of 2021 and discussed the plan for the annual campus data briefings on January 28-29, 2021. Expected reports to release in the coming months included the 2021 Progress Report, the Teacher Preparation Sector Analysis conducted in partnership with EMSI, and a second iteration of the Higher Education Return on Investment Report.

## **ADJOURNMENT**

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The Academic & Strategic Initiatives Committee adjourned at 10:45 a.m., ET.

**MINUTES REVIEWED AND APPROVED BY THE COMMITTEE:** \_\_\_\_\_

**TITLE:** Next Statewide Strategic Agenda Development

**DESCRIPTION:** Committee members, CPE staff and the facilitator will discuss purpose, process, and priorities in the development of the next statewide strategic agenda.

**PRESENTERS:** Lee Nimocks, CPE's Vice President and Chief of Staff  
Stefanie Ashley, ECU Facilitation Center

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## **BACKGROUND INFORMATION**

The CPE is directed by KRS 164.020 to develop a statewide strategic agenda for the public postsecondary education system and revise it on a regular cycle. The agenda identifies statewide priorities and a vision for long-term economic growth by improving the education and skill levels of Kentucky's workforce. The agenda sets performance goals for students and institutions that reflect high expectations and standards, emphasizes continuous improvement, and supports technology-based solutions and innovative practices.

In late 2016, CPE approved the latest statewide agenda, "Stronger by Degrees: A Plan to Create a More Educated and Prosperous Kentucky," which is effective through 2021. The agenda focuses on three major policy areas - Opportunity, Success, and Impact - and outlines statewide objectives and strategies the system will pursue to increase postsecondary participation, completion, and the impact of public colleges and universities on our workforce and economy. Additionally, to make Kentucky more competitive on the national stage, the agenda advances an overarching education goal - that 60% of Kentucky adults will have a high value postsecondary certificate or degree by 2030.

### Project Background and Overview

Topics to be covered include defining the strategic agenda, the charge of the committee, the tentative timeline, and big picture questions to consider that will guide the planning process.

## Facilitated Discussion: Purpose, Process, Priorities

The Committee will discuss the inputs the committee will need to make informed recommendations as well as the Individuals and/or groups that should be included in the process. Questions that may be discussed include:

- Are we focusing on the right issues?
- Are we measuring the right things?
- What's working and what's not?
- Is our work aligned with the state's priorities?
- Does the state agenda align with the priorities of the campuses and vice-versa?
- How to we engage the right stakeholders in the planning process and in the implementation?
- How effective is the current system of monitoring progress?

# Kentucky's Strategic Agenda for Postsecondary Education

**Navigating the  
Path to 2030**



ASI Committee - February 1, 2021

Challenges leading to postsecondary reforms in the 1990s and the call for statewide strategic agenda

**Extremely low educational attainment and high adult illiteracy**

**Major leaks in the education pipeline (high school to college, graduation, transfer rates)**

**Fragmented network of community and technical colleges**

**Poor research competitiveness**

**System largely driven by institutional interests, empire building, and politics**

**Lack of effective state-level policy leadership and coordination**

**Pervasive culture within the state of not valuing education**



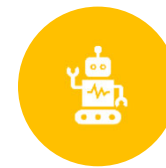
# Vision of the Postsecondary Improvement Act (1997)



**Strong state level coordination and guidance in the new CPE**



**Strategic agenda focused on quality of life and economy**



**Efficiencies through better cooperation, technology, less duplication**



**Greater accountability with measurable results**



**Adequate funding that drives improvement and aligns with strategic agenda;**



**Enhanced research capacity at UK and UofL**



**Greater emphasis on technical education as a full postsecondary partner**



**Levels of education comparable with rest of the nation**

# Statewide Strategic Agenda

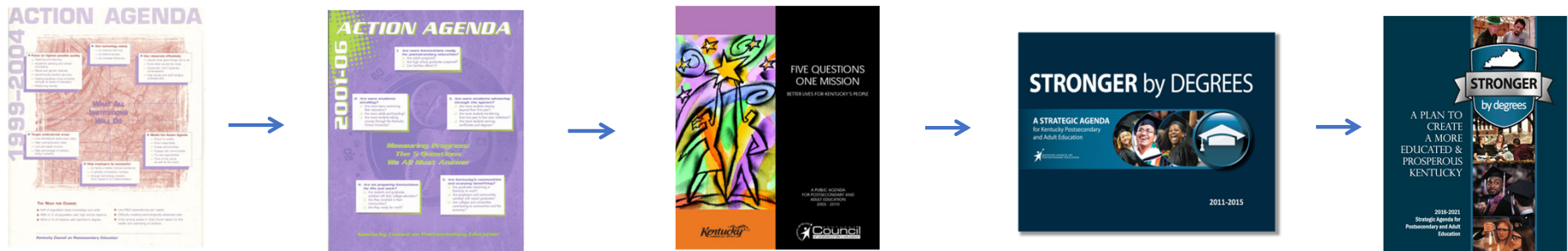
## What it **IS**:

- ❖ KY's higher education planning blueprint
- ❖ Provides guidance to key partners in their planning and goal setting
- ❖ High level and focused on the needs of KY citizens
- ❖ Reflects of collective values and goals
- ❖ A way to engage and development partnerships with stakeholders
- ❖ A way to measure progress and adjust course if needed
- ❖ A readable, inspirational agenda understood by the general public

## What it **IS NOT**:

- ❖ A replacement for campus strategic plans (but it should help guide their development)
- ❖ The CPE's strategic plan
- ❖ A static plan that cannot be changed or gathers dust on a shelf

# Planning Since 1997

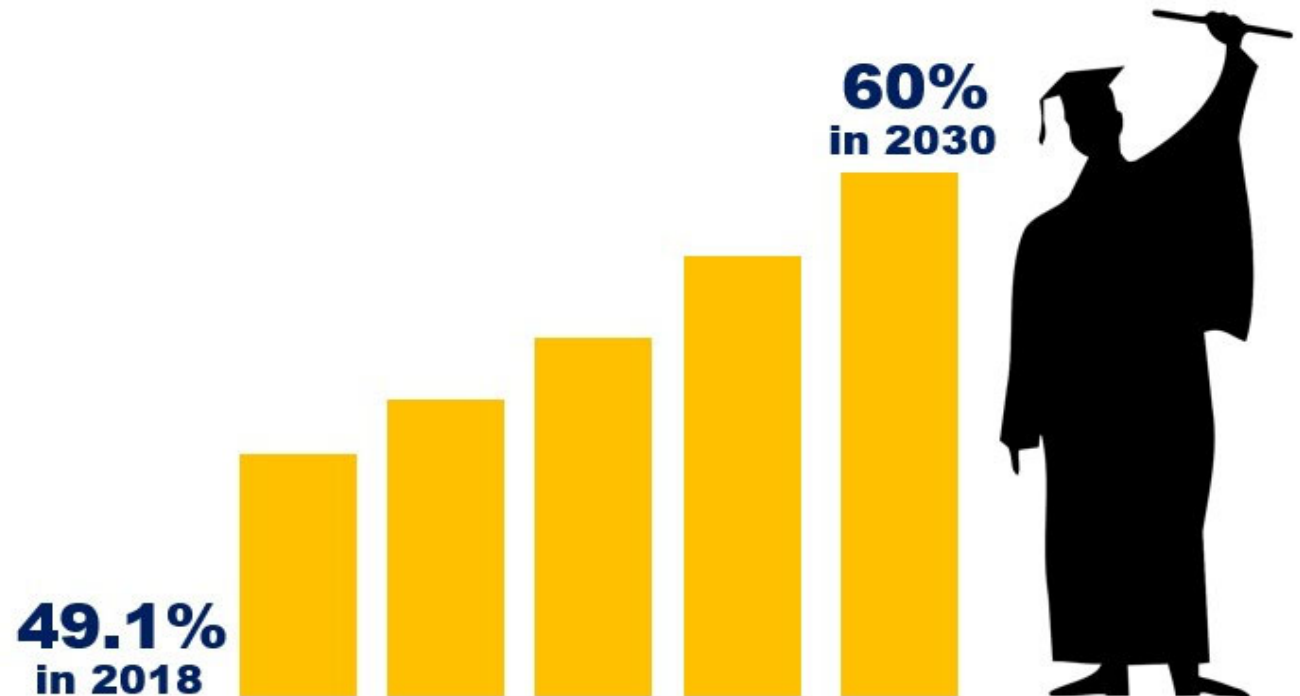


- KY among the first states to **strategically link higher education goals** with social well-being and economic prosperity;
- Simple, short plan, **framed around broad policy areas**.
- Plans developed with **broad public and stakeholder input**
- **Accountability system** assesses progress both at the state and institutional level with a focus on outcomes rather than inputs or specific institutional strategies
- **Performance targets** are negotiated balancing state needs and institutional capacity

# 60x30: Kentucky's Ambitious Educational Goal

To expand opportunity and strengthen our workforce

The Goal: 60% of Kentuckians (ages 25-64) with a postsecondary certificate or higher by the year 2030.

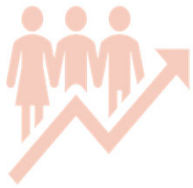


Source: The Lumina Foundation's "A Stronger Nation"

## Getting to 60x30 - Some of the Challenges Ahead

- ❖ Increasing **demand for job-ready graduates** and **shifting workforce needs** due to automation and technology
- ❖ Immediate and lasting **effects of the pandemic**
- ❖ No such thing as a **“traditional student”** anymore
- ❖ Success gaps for **low-income and underrepresented** minority Kentuckians
- ❖ Increasingly **competitive higher education environment** for students, philanthropy, talent, and public funds
- ❖ Continuing **public skepticism** about higher education’s ROI
- ❖ Increasing levels of **student debt**
- ❖ **Fewer high school graduates** and declining enrollments

# Opportunities to Advance Progress



Build on growing levels of cooperation and partnership among campuses and with other organizations and agencies



Capitalize on lessons learned from the pandemic: virtual learning can work for many students and campuses can adapt quickly



Maximize the power of Kentucky's strong data infrastructure and advanced analytics capacity

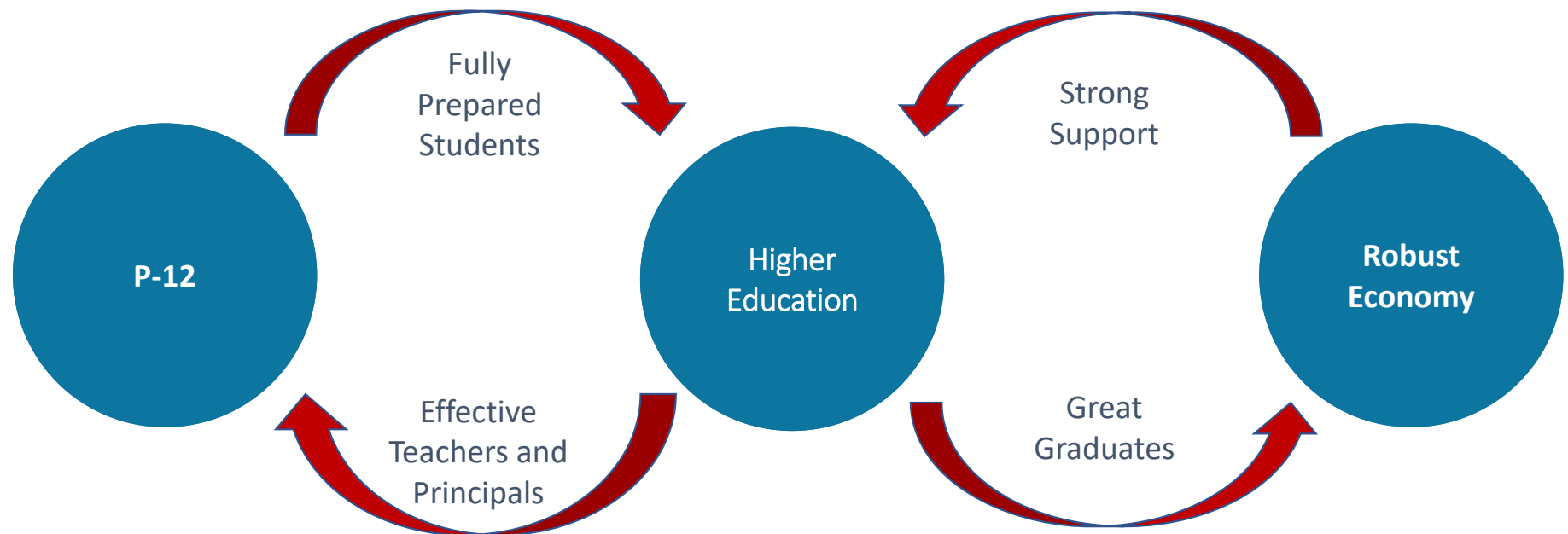


Explore new models of program delivery, financing, and student support



Scale strong programs, systems and strategies that are bridging the divides: financial, digital, racial, regional, social

# Kentucky's Success Depends on Collaboration



## Looking Ahead – Questions to Guide the Agenda Development



- ❖ Are we focusing on the right issues?
- ❖ Are we measuring the right things?
- ❖ What's working and what's not?
- ❖ Does the state agenda align with the priorities of the campuses and vice-versa?
- ❖ How do we engage the right stakeholders in the planning process and in the implementation?
- ❖ How can we better link our work to state priorities?
- ❖ Is the current accountability system effective?



## Charge of the ASI Committee

- ❖ Provide **high-level vision** and guidance
- ❖ **Steer the development** of the agenda and provide direction to staff
- ❖ **Solicit and review input**, feedback, and data from campus leaders, key stakeholders and policy experts
- ❖ **Recommend** priorities, goals, strategies and performance measures based on that feedback
- ❖ **Provide updates** and progress reports to the full CPE board
- ❖ Review agenda drafts and **present final product to the CPE board** for adoption



## Staff Team

**Lee Nimocks**, Vice President and Chief of Staff

**Heather Faesy**, Senior Associate, Board Relations and Special Projects

**Melissa Young**, Executive Director Special Projects and Chief Writer

**David Mahan**, Associate Vice President, Data, Research and Advanced Analytics

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**Stefanie Ashley**, Director, ECU Facilitation Center