

AGENDA

Council on Postsecondary Education

Thursday, February 13, 2014

9:00 AM

Spendthrift Room, 7th floor, Marriott Griffin Gate, Lexington, Kentucky

- | | |
|--|----|
| 1. Welcome and Retreat Overview | |
| 2. BoardBook training | 2 |
| 3. Legislative Update | 4 |
| 4. Running an Effective Board: A discussion with Aims McGuinness, Senior Associate, NCHEMS | 20 |
| 5. Break/Lunch
Salon A-B, 1st Floor | |
| 6. Strategic Agenda Discussion | 37 |
| 7. Break | |
| 8. Reception/Dinner
Salon A-B, 1st Floor | |
| 9. Recap Discussions
Salon A-B, 1st Floor | |

BoardBook – Quick User Guide

for Council on Postsecondary Education

LOGGING IN FOR THE FIRST TIME

- Hint: Logging in for the first time is easiest on your computer, instead of your tablet.
- Once I've added you to the system, you will receive an automated email from boardbook.org.
- Go to www.boardbook.org and click on "member login" on the green box on the left side (or click the link provided in the email).
- Enter the user name (provided in the email) and your temporary password (provided in the email).
- Set up your new password and answer the security questions.
- If you ever forget your new password, you can reset it yourself using the "Forgot Password or User ID" link on the login page.

HOW TO CREATE AN "APP" ICON OF BOARDBOOK ON YOUR IPAD

1. On the ipad, open your internet browser. Go to www.boardbook.org and click on "member login" on the green box on the left side.
2. Once on the login page, tap the action button the on browser bar (looks like an arrow shooting out of a box), and select "Add to Home Screen". Then tap "Add" to save the BoardBook icon to your home screen on your ipad. You will now have an "app" icon for BoardBook.

HOW TO ACCESS AGENDA BOOK DOCUMENTS

1. Log in using any device.
2. After logging in, you'll be directed to the home page. Meeting agendas that have been released for distribution will show on the home screen.
3. Click on the meeting of choice. You will see 3 options for viewing agenda materials:
 - a. **AGENDA** – this will allow you to view the agenda only. This is good for a quick reference.
 - b. **BOARDBOOK** – this allows you to download an entire PDF copy of the agenda book. Note that this download will sometimes take several minutes depending on the size of the agenda book. After downloading, you can save a copy to your device and/or computer.

BoardBook – Quick User Guide

for Council on Postsecondary Education

- c. **QUICKVIEW** – this allows you to pull up the agenda with “quick links” to each of the agenda book items. This option is much quicker, but does not display as an actual agenda book would.
4. To choose another meeting, click on the HOME tab to go back to the home page.

BOARDBOOK – SPECIAL FEATURES TO EXPLORE

1. **RESOURCES TAB** – this is a quick reference to “extra” items that wouldn’t normally be part of an agenda book.
2. **SEARCH BOARDBOOK** – this feature on the top right corner allows you to search any agenda item by keyword. Example: If you type in “tuition”, it will pull up any searchable agenda document from any meeting with the word “tuition” in it.

AGENDA BOOKS – ADVANCED USAGE

Boardbook documents can be downloaded on your ipad and then opened using a PDF document reader. This is something we will explore in April 2014. In the meantime, you can download these apps for free and explore the options available:

1. GoodReader – there are 2 versions, one is free and the other is \$4.99.
2. Adobe Reader – This works much like the adobe reader on your desktop.
3. PDF Reader – Never used this one, but it looks easy to use.

Making Kentucky **STRONGER BY DEGREES**



Presentation to the Kentucky Council on Postsecondary Education
By President Robert L. King
February 13, 2014

Issue 1: 2014-16 Biennial Budget Request

I. Operating Request				II. Trust Funds		III. Capital Request	
College and Career Readiness				Bucks for Brains		Asset Preservation	
FY 15 Request	Gov. Budget	FY 16 Request	Gov. Budget	FY 16 Request	Gov. Budget	FY 16 Request	Gov. Budget
\$19.2M	0	\$19.2M	0	\$90M	\$60M	\$320M	\$274.7M
Research & Economic Development				Workforce Development Match Program		New/Expanded Space	
FY 15 Request	Gov. Budget	FY 16 Request	Gov. Budget	FY 16 Request	Gov. Budget	FY 16 Request	Gov. Budget
\$12M	0	\$12M	0	\$5M	0	\$280M	\$245.7M
Performance Funding						Information Technology	
FY 15 Request	Gov. Budget	FY 16 Request	Gov. Budget			FY 16 Request	Gov. Budget
\$18M	0	\$36M	0			\$60M	\$1.2M
Land Grant Mission Funds							
FY 15 Request	Gov. Budget	FY 16 Request	Gov. Budget				
\$1.4M	0	\$2.8M	0				
Kentucky Adult Learner Initiative							
FY 15 Request	Gov. Budget	FY 16 Request	Gov. Budget				
\$2.4M	\$1.9M	\$2.4M	\$1.9M				

70% of General Fund Bonds for Education

(Dollars in Millions)

Postsecondary	\$582
K-12 Education	\$151
Finance	\$142
Tourism	\$76
Energy and Environment	\$61
Economic Development	\$30
Transportation	\$17
CHFS	\$14
Justice/KIA/Veteran's Affairs	\$16
<i>Subtotal</i>	<i>\$1,089</i>
Deauthorize Prior Debt	(105)
Total	\$984

Source: Office of State Budget Director, January 28, 2014, House Appropriations and Revenue Committee Presentation

Infrastructure Improvements

University General Fund Bonds

EKU	Construct science building, phases I & II	\$66,340,000
KSU	Replace boilers & repair aging distribution lines	\$10,400,000
MoSU	Renovate/expand student services facility	\$49,679,000
MuSU	Construct new Breathitt Veterinary Center	\$32,468,000
	Construct/complete new science complex, final phase	\$31,890,000
NKU	Renovate old science and construct health innovation	\$97,000,000
UK	Expand/renovate/upgrade law building	\$35,000,000
	Renovate/upgrade academic learning center	\$45,000,000
UofL	Construct Belknap Classroom/Academic Building	\$80,560,000
WKU	Renovate science campus, phase IV	\$48,000,000
KCTCS	Construct advanced manufacturing facility (G'town)	\$24,000,000

Total \$520,337,000

Source: Office of State Budget Director, January 28, 2014, House Appropriations and Revenue Committee Presentation

Infrastructure Improvements

University Agency Bonds

(Dollars in Millions)

21 university agency bond projects supported by funding streams identified by the universities, **not** by tax payer support.

EKU	\$ 27
KSU	\$ 6
MoSU	\$ 49
MuSU	\$ 29
NKU	\$ 15
UK	\$385
UofL	\$162
WKU	\$ 31
Total	\$704

Source: Office of State Budget Director, January 28, 2014, House Appropriations and Revenue Committee Presentation

Infrastructure Improvements KCTCS Agency Bond Program

- Single largest investment in KCTCS since its formation.
- Last three biennial budgets included no new KCTCS capital improvement projects.
- KCTCS initiated proposal to establish agency bond program.
- Funding for projects 75% agency bonds and 25% local funding.

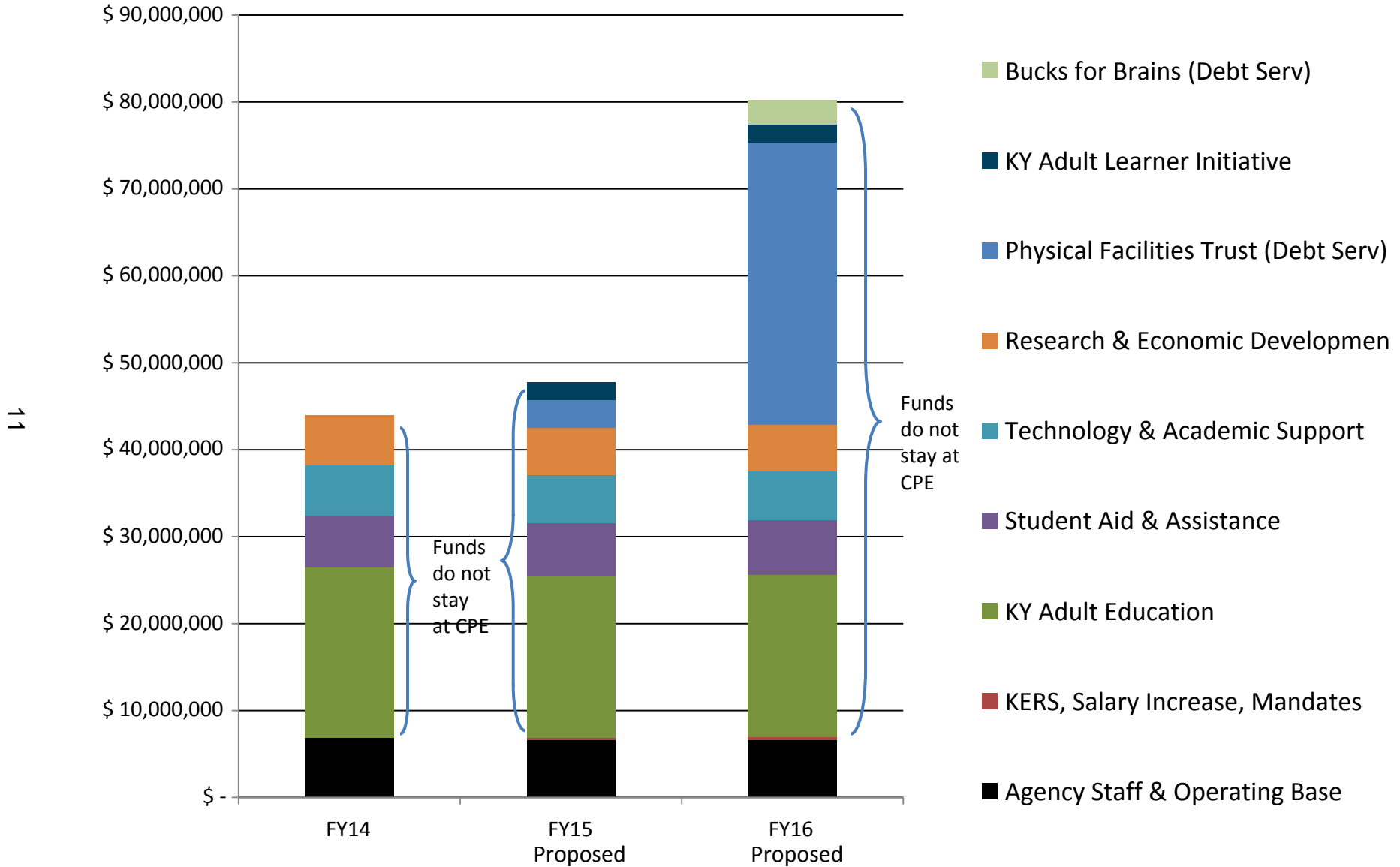
Source: Office of State Budget Director, January 28, 2014, House Appropriations and Revenue Committee Presentation

KCTCS Agency Bond Projects

Ashland CTC	Renovate Main Building College Drive Campus	\$7,500,000
Big Sandy CTC	Planning & Design-Expansion of Pikeville Campus	\$1,500,000
Bluegrass CTC	Newtown Campus Expansion-Lexington	\$18,000,000
Elizabethtown CTC	Renovate Owen Classroom Building	\$750,000
Gateway CTC	Urban Campus-Covington	\$11,250,000
Hazard CTC	Planning & Design – Construct Comm. Intergenerational Ctr.	\$1,500,000
Henderson CC	Renovate Campus-wide Facilities	\$3,750,000
Hopkinsville CC	Agriculture Health and Career Tech Ctr., Phase I	\$11,250,000
Jefferson CTC	Carrollton Campus, Phase I	\$12,000,000
Madisonville CC	Postsecondary Education Ctr.	\$15,000,000
Maysville CTC	MCTC/MSU Postsecondary Ctr. of Excellence, Phase I - Rowan	\$21,000,000
Owensboro CTC	Advanced Technology Ctr., Phase II	\$9,000,000
Somerset CC	Planning & Design – Construct Arts & Humanities Bldg.	\$1,500,000
Southeast KY CC	Instructional Classroom Complex – Bowling Green	\$16,500,000
Southeast KY CC	Renovate Educational Alliance Ctr. – Middlesboro	\$7,500,000
West KY CTC	2D Art School, Phase I – Paducah	\$7,500,000
Total		\$145,500,000

Source: Office of State Budget Director, January 28, 2014, House Appropriations and Revenue Committee Presentation

CPE General Fund



CPE Budget

5% cut for most areas of CPE's Budget

Exceptions:

- Contract Spaces –\$217,000 in FY15, \$478,500 in FY16 added to FY14 base to fund tuition increases
- Current Year GF Appropriation of \$1.6M restores Lung Cancer Program Tobacco Funds to enacted FY14 level, though the Program will lose \$442,000 in Continuing Appropriation.

New funds for:

- Commonwealth College
Start-Up Costs, Debt Service for Web Portal
- Debt Service for Capital Projects
\$520.3M at the Institutions & \$60.0M Bucks for Brains

CPE General Fund Budget

Funding Category	Current FY 13-14	Proposed FY 14-15	Proposed FY 15-16
Agency Staff & Operating	\$6,920,600	\$6,884,600	\$6,987,600
KY Adult Ed. Local Providers	19,548,600	18,575,500	18,575,500
Pass-through Programs:			
Student Aid & Assistance	5,931,900	6,113,000	6,374,100
Technology & Academic Support	5,833,400	5,543,000	5,543,000
Research & Economic Development	5,717,900	5,433,300	5,433,300
Pass-through Program Subtotal	17,483,200	17,089,300	17,350,400
<i>Subtotal</i>	<i>\$43,952,400</i>	<i>\$42,549,400</i>	<i>\$42,913,500</i>
Physical Facilities Trust Fund (Debt Serv)	-	3,156,500	32,433,000
KY Adult Learner Initiative	-	2,001,500	2,083,000
Bucks for Brains (Debt Service)	-	-	2,793,500
Total	\$43,952,400	\$47,707,400	\$80,233,000

Current year GF appropriation for the Lung Cancer Program and KY Adult Education TF continuing appropriation is not included above.

CPE Budget

Agency Staff & Operating

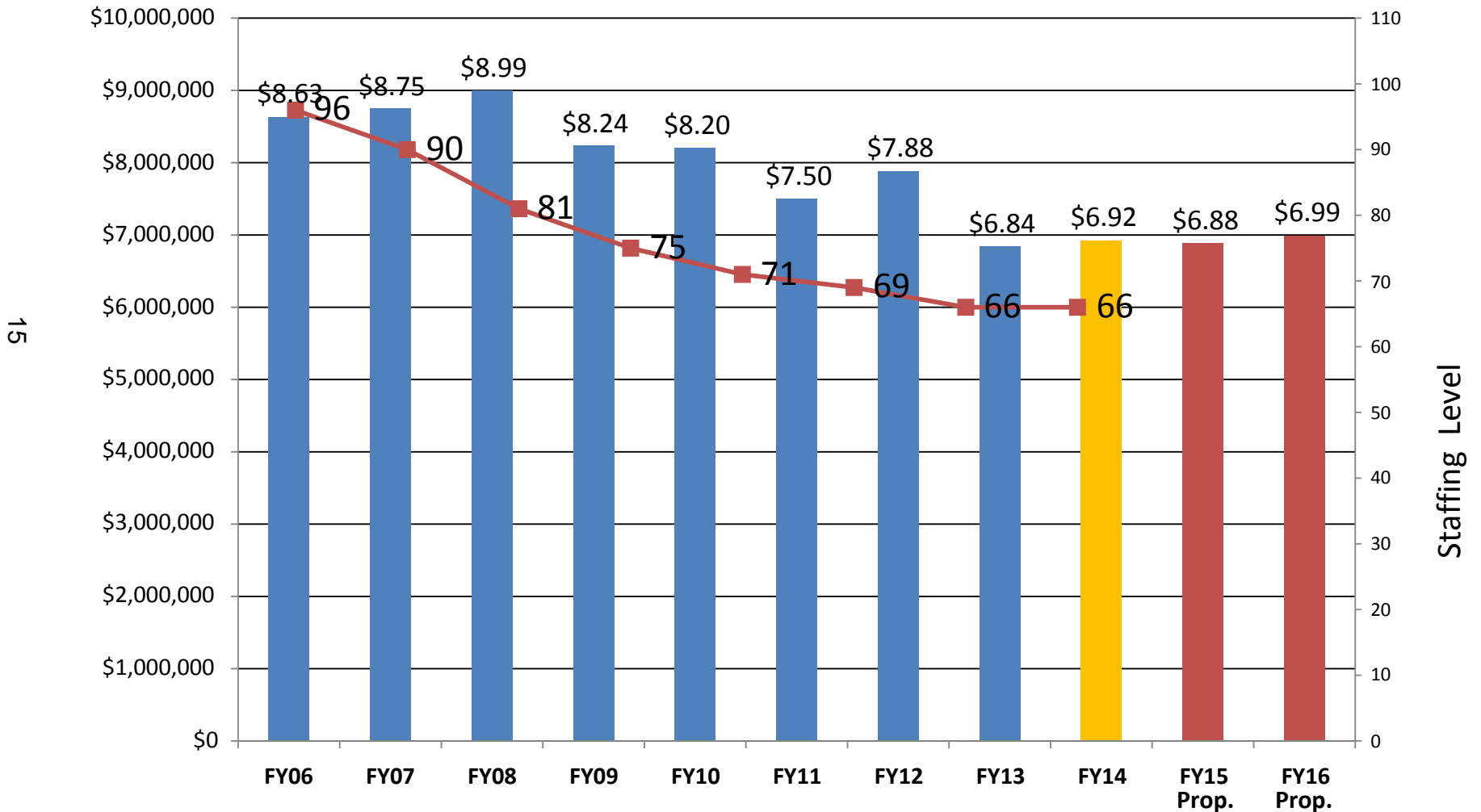
Funding Category	Current FY 13-14	Proposed FY 14-15	Proposed FY 15-16
Personnel	\$5,813,300	\$5,522,700	\$5,522,700
Operating	1,107,300	1,051,900	1,051,900
Retirement System Increases		241,900	277,000
Salary, Health Ins., other mandates		68,100	136,000
Total	\$6,920,600	\$6,884,600	\$6,987,600

This area will sustain a 5% cut in FY14-15, or \$346,000. In FY13-14, 84% of the budget will support salaries.

Assumes across the board cuts.

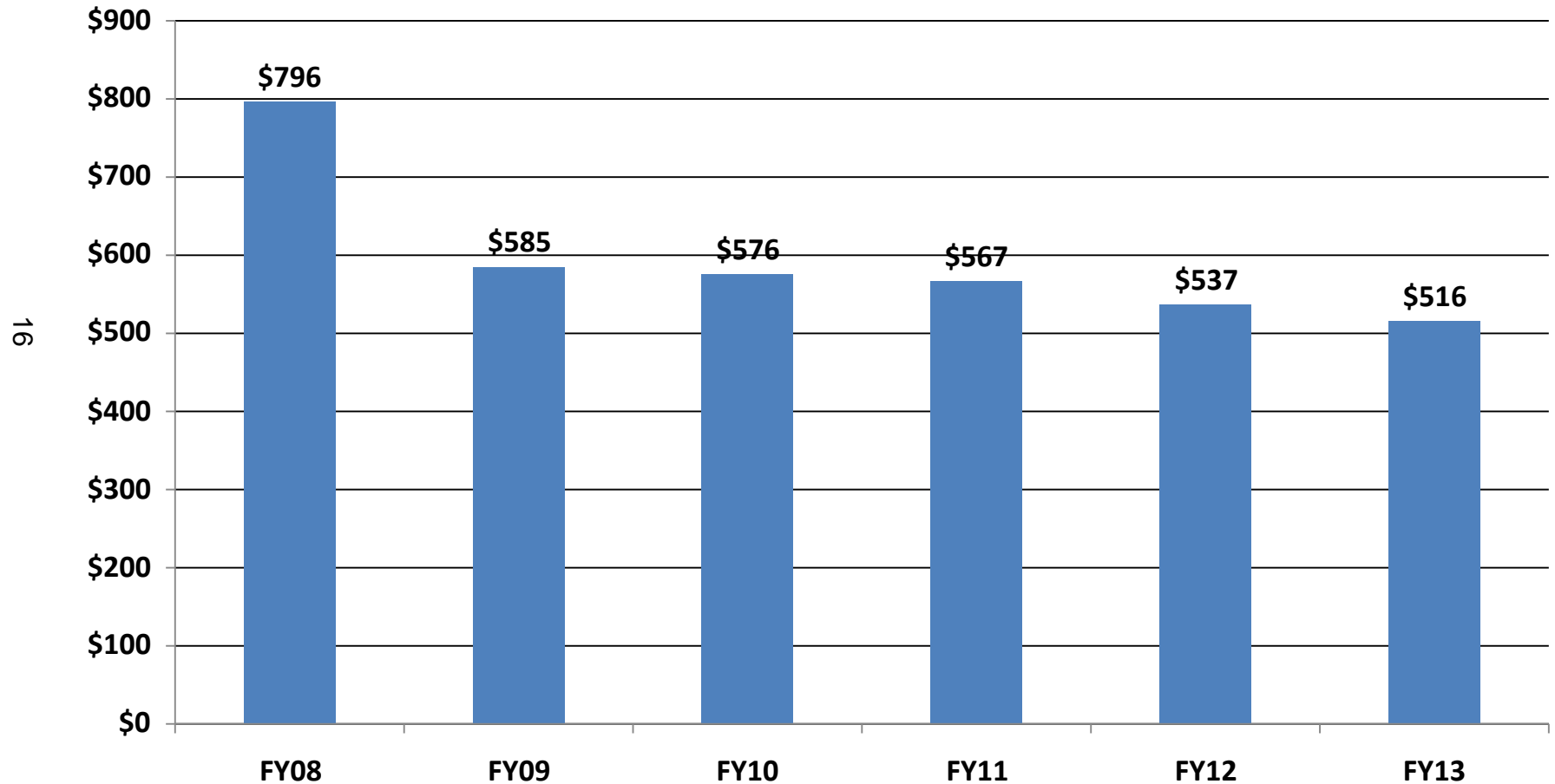
CPE Budget

Agency Staff & Operating – GF and Staff



KYAE Funding

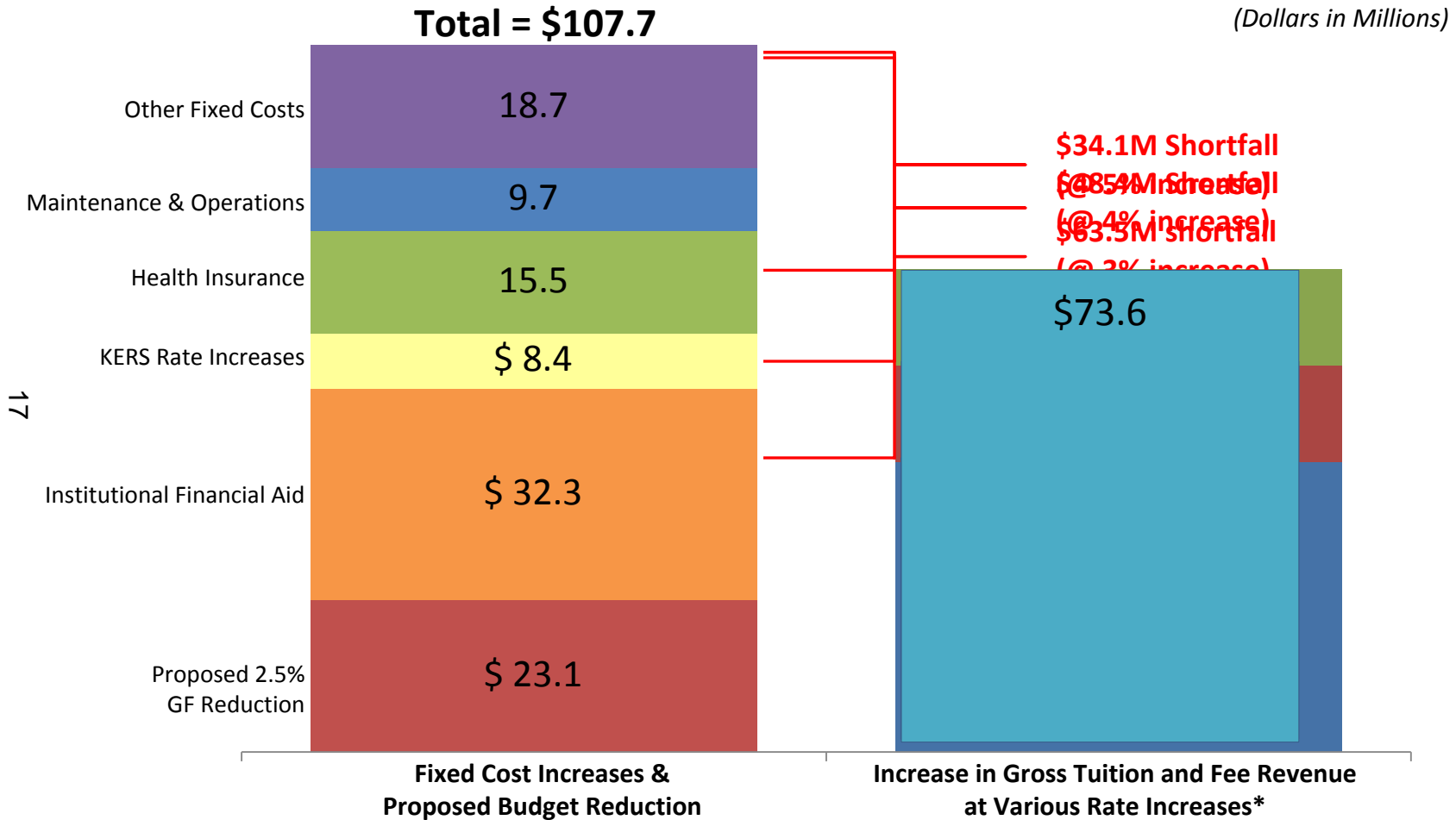
General Fund Appropriation per Enrolled Student



Kentucky Public Postsecondary Institution

Budgetary Impact of Proposed General Fund Reduction and Fixed Cost Increases

Fiscal Year 2014-15



*Estimated increase in gross billable tuition and fee revenue at assumed 3%, 4% and 5% rate increases across all categories of students (i.e., every academic level, residency and full-time/part-time status).

Source: Public postsecondary institution, chief budget officer estimates.

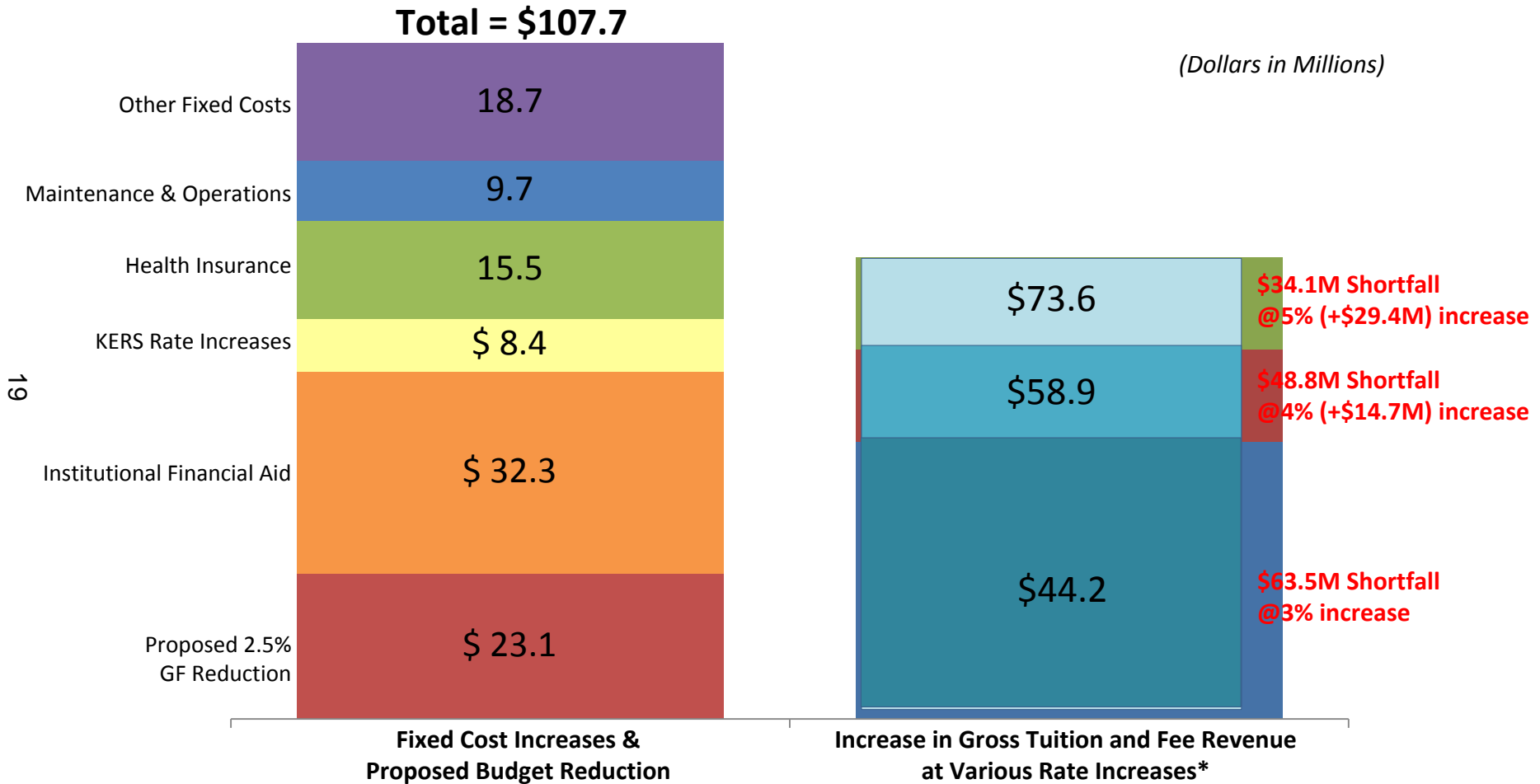
Making Kentucky **STRONGER BY DEGREES**

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Presentation to the Kentucky Council on Postsecondary Education
By President Robert L. King
February 13, 2014

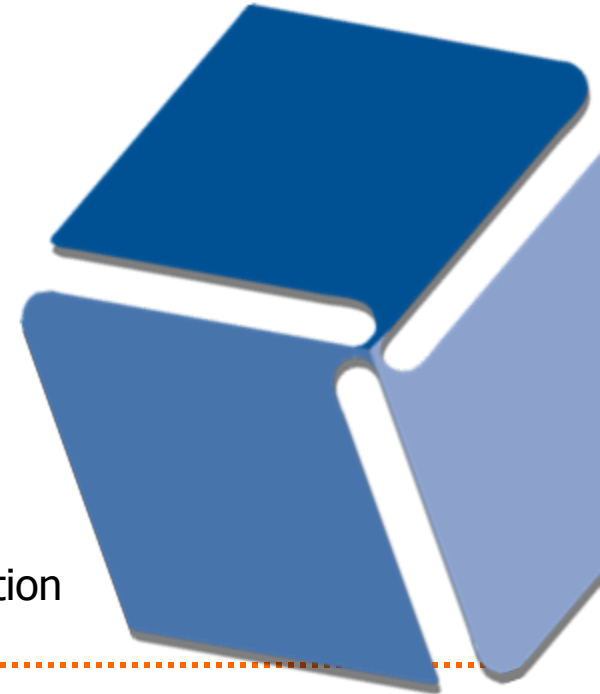
Kentucky Public Postsecondary Institution Budgetary Impact of Proposed General Fund Reduction and Fixed Cost Increases Fiscal Year 2014-15



*Estimated increase in gross billable tuition and fee revenue at assumed 3%, 4% and 5% rate increases across all categories of students (i.e., every academic level, residency and full-time/part-time status).

Source: Public postsecondary institution, chief budget officer estimates.

State Coordination of Higher Education: Nationwide Trends in State Coordination



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Aims McGuinness
Kentucky Council on Postsecondary Education
13 February 2014



NCHEMS

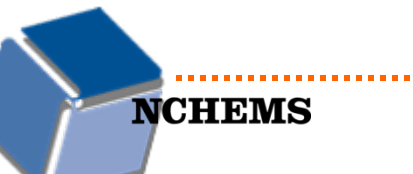
National Center for Higher Education Management Systems
3035 Center Green Drive, Suite 150
Boulder, Colorado 80301

Comparative Perspective

About Half of States are Coordinating Board/Agency States

- Statewide Coordinating Board/Agency (Regulatory or Advisory)
- Two or More System or Institutional Governing Boards
- Tradition of Decentralized Governance

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Comparative Perspective

- Each State's Structure Evolved in Response to Unique State Issues/Conditions
 - Modes of Provision (Public vs. Private)
 - History/Culture
 - Role of Government
 - Governor
 - State Legislature
 - Geo-Political Balance, Regional Disparities
 - Budgeting and Finance Policy and Process

Coordination Versus Governance

- Authority and Functions of **Coordinating Boards** Are Distinctly Different From **Governing Boards** of Institutions and System
- **Coordinating Boards:**
 - Focus on Statewide Policy Leadership, Not on Governing/Managing Systems or Individual Institutions
 - Do Not Govern Institutions (e.g. Make Decisions Regarding Appointment of System and Institutional Presidents or Faculty and Other Personnel Issues)
- **In Kentucky Terminology:**
 - Coordinating Board: CPE
 - Governing Boards: Boards of Regents

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Coordinating Board Functions and Authority

- Traditional Functions

- Statewide Planning/Master Planning for Orderly Development of Institutions
- Academic Program Review/Approval
- Maintaining Data/Information Systems
- Policy Analysis and Problem Resolution
- Budget Review and Recommendations
- Accountability
- Program/Project Administration
- Student Financial Assistance (Not All Coordinating Boards)
- Licensure/Authorization of Non-Public Institutions

Formal Authority Differs Among Coordinating Boards

- Coordinating Boards Differ Significantly in Formal Decision Authority on Matters Such as:
 - Budget and Finance Policy
 - Approval of Institutional Missions or Changes in Mission
 - Approval of New Campuses or New Academic Programs

Trends in State Coordination

Shift Away from Coordination/Regulating Institutions, to:

- Leading and Sustaining a Long-Term Agenda to Link Higher Education to the State's Future:
 - Developing Globally Competitive Workforce (Human Capital Development)
 - Educating the State's Population to Globally Competitive Levels
 - Attracting and Retaining Highly Educated Professions/Technicians
 - Developing A Globally Competitive, Innovation-Based Economy That Will Employ This Workforce
 - Linking R&D to State/Regional Innovation and Economic Development
 - Attracting Highly Educated Professionals to State/Region
- Use Finance Policy/Incentives for Performance and Response to Public Agenda/Public Priorities

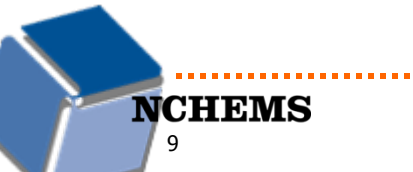
HB 1: First Major State Legislation Reflecting These Changes

- Set Long-Term Goals:
 - Overall: Increasing Per Capita Income to National Average
 - Sector Specific Goals: UK, U of L, KCTCS, Comprehensive Universities
 - Strategic Agenda for Step-by-Step Progress Toward Goals
- Established New Finance Policy:
 - New Finance Policy/Allocation Methodology
 - Strategic Investment Funds
- Established KCTCS
- Replaced CHE with CPE to Provide Sustained Policy Leadership for Reforms

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Characteristics of Effective Coordinating Boards

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Board's "Power" Depends Less on Formal Authority Than on:

- Board and Executive Leadership:
 - Reputation for Objectivity, Fairness, and Timeliness of Analysis and Advice to Legislative and Executive Branches
 - Capacity to Gain Trust and Respect (but Not Always Agreement) of the State Political and Institutional Leaders
 - Careful Attention to Process in Engaging Key Stakeholders in Reaching Decisions on Critical Issues Such as Changes in Finance Policy

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Formal Versus Informal Authority (Continued)

- Institutional/System Leaders Who:
 - Recognize and Support Effective Coordination To Address State and Regional Policy Issues that Cannot Be Addressed within Systems/Institutions or Only Through Voluntary Coordination

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Effective Coordinating Boards (Continued)

- Focus on Core Policy Functions
 - Planning/Policy Leadership
 - Focus on Sustaining Consensus and Commitment to Long-Term Goals for the State (A Public Agenda)
 - Developing and Recommending Strategic Finance Policy Aligned with Goals, in Collaboration with Governor and State Legislature
 - Use of Data/Information Systems to Inform Policy Development and Public Accountability, In Particular Data
 - State/Regional Population, Economy, Workforce Needs, Innovation/Economic Development
 - Student Progress Through the System to Certificates/Degrees

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Effective Boards (Continued)

- Focus on Core Functions (Continued)
 - Leading State Initiatives That Cut-Across Sectors
 - P-20 Alignment of Curriculum, Assessments, etc.
 - Regional Collaboration To Achieve Measurable Improvements in Regional Education Outcomes (e.g., High Priority Regions)
 - Convening and Facilitating Deliberations About New Modes of Delivery and Ways to Clink Global Content with Local/Regional Needs
 - Holding Institutions Accountable for Contributions to State Goals

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Effective Coordinating Boards (Continued)

- Quality, Objectivity and Fairness in Analysis and Consultative Processes
- Consistency and Integrity in Values, Focus, Policy Development, and Communications
- Balance in Processes and Decision-making:
 - Non-partisan
 - Legislative and Executive Branches
 - State and Institutions
 - Among All Sectors and Providers
 - Among All Regions
 - Across All Dimensions of Mission (Community College Services to Research and Graduate Education)

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Issues Facing Coordinating Boards Across the U.S. (Not Specifically Kentucky)

- Focus on Internal Institutional Issues, Not on Major State/Public Priorities; Lack of Understanding of Difference Between Governance and Coordination
- Workload Dominated by Administrative and Regulatory Functions Drives Out Attention to Policy Leadership
- Lack of Capacity to Gain Trust and Respect of the State's Leaders (Governor and Legislature) as well as University Leaders for:
 - Objectivity and Fairness in Decision Processes
 - Transparency and Responsiveness to Data Requests from Governor and Legislature

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External Realities (Not Specifically Kentucky)

- Changes in Gubernatorial and Legislative Leadership: Loss of “Memory” of Rationale and Functions of Coordinating Board
- System and Institutional Lobbying That Undercuts the State’s Strategic Agenda and Coordinating Board’s Policy Recommendations
- Pressure to Link directly to the Governor Resulting in:
 - Instability and Lack of Capacity to Sustain Leadership Toward Long-Term Goals Over Changes in Governor
 - Loss of Independence and Credibility with State Legislature and Higher Education Community
- State Budget Cuts That Limit Staff Capacity

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External Realities (Continued)

- Increasing Polarization in Policy Process Makes Gaining Consensus on Goals and Priorities a Daunting Challenge
- Accumulation of Legislative Mandates (often outdated) Draws Staff Time Away from Strategic Planning and Policy Leadership

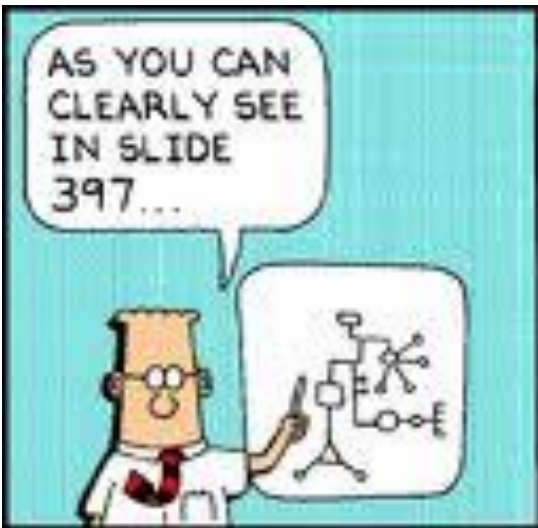
STRONGER by DEGREES

A STRATEGIC AGENDA for Kentucky Postsecondary and Adult Education

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Council on Postsecondary Education Retreat
February 13, 2014



www.dilbert.com scottadams@aol.com

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Overview

- Four part discussion, 45 minutes per area
 - Short (5-10 minute) overview of each policy area
 - What are the goals/objectives in each area?
 - How is the agency focusing its time and energy?
 - What are the performance metrics telling us?
 - 35-40 minute open discussion/SWOT analysis
- Senior Staff are available as resources - to elaborate, respond to questions, etc.
- Staff will prepare summary report to help guide future actions.

AREA 1: COLLEGE READINESS

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

1.1. Align K-12, adult and postsecondary education standards, curriculum and assessment processes.

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

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

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

2.1. Increase enrollment and retention in KY Adult education programs and services.

2.2. Implement initiatives to increase the number of KYAE students transitioning to college.

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

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

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

3.2. Expand the role of higher education institutions in the delivery of PD programs for K-12 and adult ed. professionals.






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KEY ACTIONS

- **Redesigning developmental education** to reduce time spent in non-credit courses
- Providing **professional development for K-12** educators through faculty involvement in educational leadership networks and partnership academies
- Providing **college outreach and advising** to middle and high school students through GEAR UP Kentucky
- Delivering **professional development for adult educators** to improve their effectiveness
- **Aligning adult education** curriculum with **common core standards**
- **Investing in principal effectiveness training** through the National Institute for School Leaders' train-the-trainer model
- **Implementing the Vanguard project** to reform teacher preparation and compensation in Kentucky

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COLLEGE READINESS METRICS

	Baseline	2011-12	2012-13 (Preliminary)	Target	Progress to Target	Trend Icon
College readiness of college entrants	52%	58.2%	66.1%	76%	59%	
College readiness of all h.s. graduates	33.6%	47.2%	54.1%	66%	65%	
College-going rate of h.s. graduates	56.7%	55.4%	NA	72%	0%	
GED graduates in KY	9,357	9,469	8,890	11,500	0%	
New teacher excellence	17%	16.7%	26.4%*	22%	100%	

*Reflects program graduates scoring in top 25% on Praxis instead of top 15%

FOR DISCUSSION

Strengths

Where are we on track to meet goals?

What is working well?

Weaknesses

Where are we not making enough progress?

What is not working as well?

Opportunities

What more could CPE & the Board do to advance the agenda?

Are there other initiatives or expertise we could tap into?

Threats

What are the barriers to our success?

Are we spending time on the right activities?

Are we measuring the right things?

AREA 2: STUDENT SUCCESS

Objective 4: Increase high-quality degree production & completion & close achievement gaps.

4.1. Maximize KCTCS's role as a high-quality, low-cost provider of transfer opportunities.

4.2. Provide incentives to increase degree production & completion

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

4.4. Support new pathways for adults to enroll & complete degrees.

4.5. Secure adequate funding to support higher education.

4.6. Promote student engagement, undergraduate research, internships, & other opportunities to improve the student experience.

4.7. Implement a statewide diversity policy.

Objective 5: Decrease financial barriers to college access & completion.

5.1. Increase funding for state need-based financial aid programs & ensure they address the needs of nontraditional college students.

5.2. Advocate for sufficient state operating support to reduce pressure on tuition.

5.3. Support Pell grants, FAFSA simplification, college savings programs, work study, tax credits & other initiatives to maximize access.

5.4. Increase students' & families' understanding of college net costs and the availability of financial aid.

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KEY ACTION STEPS

- Convening **statewide transfer committee** and **degree pathways work groups**
- **Developing a funding formula** to reward colleges for degree productivity and other positive outcomes
- **Creating Commonwealth College** to deliver competency-based, online education to adults
- Hosting an **annual Student Success Summit** for faculty, staff, and administrators
- Convening the **Committee on Academic Quality** and **Committee on Persistence and Graduation**
- **Promoting diversity** through a statewide plan, the Committee on Equal Opportunities, and student outreach activities
- **Advocating for increased** postsecondary and financial aid **funding** from the General Assembly







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STUDENT SUCCESS METRICS

	Baseline	2011-12	2012-13 (Preliminary)	Target	Progress to Target	Trend Icon
Total degrees & credentials	55,107	59,408	64,215	59,400	100%	★
Associate degrees	7,270	7,899	8,875	9,500	72%	➔
Bachelor's degrees	19,693	20,827	21,163	22,900	46%	➔
Graduate degrees	8,854	10,350	10,566	10,250	100%	★
2-Yr to 4-Yr Transfer	8,376	12,492	11,889	9,580	100%	★
Graduation rate (bachelor's)	47%	48.2%	48.8%	53%	30%	➔
Graduation rate (associate)	12.6%	13.1%	NA	14.8%	23%	➔

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STUDENT SUCCESS METRICS

	Baseline	2011-12	2012-13 (Preliminary)	Target	Progress to Target	Trend Icon
Bachelor's grad rate (low-income)	46.2%	34.5%	36.6%	49.7%	0%	
Bachelor's grad rate (underprepared)	30.7%	28.6%	27.7%	38.1%	0%	
Bachelor's grad rate (minority)	33.2%	33.6%	33.6%	37.4%	10%	
Associate grad rate (low-income)	10.8%	11.7%	NA	11.8%	90%	
Associate grad rate (underprepared)	7.5%	8.9%	NA	12.6%	27%	
Associate grad rate (minority)	7.2%	7.7%	NA	9.2%	25%	

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STUDENT SUCCESS METRICS

	Baseline	2011-12	2012-13 (Preliminary)	Target	Progress to Target	Trend Icon
State appropriations for public higher education (in millions)	\$1,029	\$960	\$916	\$1,069	0%	
Grants to low-income students in excess of direct costs	\$1,470	\$1,622	\$1,002	\$1,470	0%	
Low-income students without state grants	68,259	90,424	96,666	34,000	0%	

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FOR DISCUSSION

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Are we measuring the right things?

AREA 3: RESEARCH, ECONOMIC DEVELOPMENT

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

6.1. Support UK's & UofL's role in the creation of new knowledge.

6.2. Support collaborative research efforts leading to commercialization & growth

6.3. Develop a communications plan to highlight the impact of research on competitiveness.

6.4. Secure additional funding for research matching programs & maximize research investments.

6.5. Advance KY's STEM+H agenda.

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

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

7.1. Strengthen partnerships with business, government, and other educational entities to meet workforce and community needs.

7.2. Support collaborations among education providers to serve regional needs to raise the educational attainment level of KY.



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

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KEY ACTION STEPS

- Promoting **“Bucks for Brains”** and **KSTC investments** in research and commercialization
- Supporting **Project Lead the Way** and **Advanced Kentucky** to increase STEM degrees and college readiness.
- **Convening health care educators** to develop strategies for increasing degrees in shortage areas
- **Meeting with engineering educators** to discuss the engineering pipeline and address perceived shortages
- Working with the KY Center for Workforce and Education Statistics to **analyze and report workforce outcomes for postsecondary graduates**
- Working with **research leaders on campus** to advance undergraduate research, and build collaboration among campuses.
- Leading discussions with business and industry to **determine high demand degree programs for Commonwealth College**

RESEARCH, ECONOMIC & COMMUNITY DEVELOPMENT METRICS

	Baseline	2011-12	2012-13 (Preliminary)	Target	Progress to Target	Trend Icon
Externally-funded R&D (in thousands)	\$375,326	\$360,277	NA	\$455,000	0%	
STEM+H credentials	17,306	19,594	20,519	19,350	100%	
Educational attainment, associate & higher (ages 25-44)	31.6%	32.8%	34.5%	37%	54%	

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FOR DISCUSSION

Strengths

Where are we on track to meet goals?

What is working well?

Weaknesses

Where are we not making enough progress?

What is not working as well?

Opportunities

What more could CPE & the Board do to advance the agenda?

Are there other initiatives or expertise we could tap into?

Threats

What are the barriers to our success?

Are we spending time on the right activities?

Are we measuring the right things?

AREA 4: EFFICIENCY & INNOVATION

Objective 8: Increase academic productivity through program innovations.

8.1. Increase productivity & maximize success through course redesign & alternative methods of program delivery.

8.2. Build upon KYVC & KYVL to maximize technology use in academic innovations.

8.3. Redesign program approval & review to ensure alignment with state needs.

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

9.1. Integrate AIKCU institutions into efforts to achieve greater efficiencies.

9.2. Explore consolidating or outsources pertinent operations & facilitate joint purchasing & contracts.

9.3. Promote effective & efficient use of capital facilities & infrastructure.

KEY ACTION STEPS

- **Supporting Advance Kentucky** and other initiatives to expand AP and encourage more dual credit
- **Launching 15 to Finish** to encourage college students to take 15 credits per semester and finish on time
- Participating in the Mindspring Initiative **to reduce textbook costs to essentially zero**
- Encouraging campuses to find **cost-reducing measures in operations**
- Managing **software and licensing contracts for 400 member libraries** through KYVL at one-tenth the cost
- Working with Kentucky's Office of Broadband Outreach to **expand broadband access in rural areas**
- Working with Finance Cabinet to **build a state-owned fiber network** for higher education and public and private organizations.

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EFFICIENCY & INNOVATION METRICS

	Baseline	2011-12	2012-13 (Preliminary)	Target	Progress to Target	Trend Icon
Online learning	14.1%	18.0%	19.7%	18.4%	100%	★
Credits earned by degree graduates	140	140.3	139.7*	135	6%	➔
Degree productivity relative to education & related expenditures	2.48	2.49	NA	2.73	4%	➔

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*This number reflected credits earned, while previous years reflect credits attempted. The board approved this change in 2012.

FOR DISCUSSION

Strengths

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What is not working as well?

Opportunities

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Are there other initiatives or expertise we could tap into?

Threats

What are the barriers to our success?

Are we spending time on the right activities?

Are we measuring the right things?