

# AGENDA

Council on Postsecondary Education

**Executive Committee Meeting**

Thursday, June 21, 2012

8:00 a.m.

Council Offices, Meeting Room B

Frankfort, Kentucky

1. Roll Call
2. Discuss President Evaluation Survey Responses
3. Adjournment

# Council on Postsecondary Education Presidential Evaluation

## Summary of the methodology

Survey forms were mailed to:

The Governor and three other members of his staff involved with Postsecondary & Adult Education policy development;  
13 leaders of the General Assembly involved with Postsecondary and Adult Education policy development;  
8 university presidents, the president of KCTCS, the president of the Kentucky Association of Independent Kentucky Colleges and Universities, and 5 of the community and technical college presidents;  
14 members of the Council on Postsecondary Education;  
10 senior members of the staff of the Council on Postsecondary Education; and  
6 state policy leaders interested in postsecondary and adult education.

The individuals requested to evaluate President King's performance were supplied with a plain white envelope and a postage paid heavy brown envelope addressed to Blue & Co., LLC, the Council's independent certified public accounting agency, 301 East Main Street, Suite 100, Lexington, KY, 40507.

The evaluators were advised that all submissions would be open records of the Council and they did not need to sign the submission. They were invited but not required to add comments about each individual question.

The evaluators were instructed to place the evaluation in the white envelope and seal it, then place the white envelope in the brown envelope and mail it to Blue & Co., LLC, the Council's independent certified public accounting agency, 301 East Main Street, Suite 100, Lexington, KY, 40507.

On June 1, the Council's Executive Committee met at the offices of Blue & Co., LLC, and opened the submission and recorded the results.

### Scoring system

5	4	3	2	1
Exceptional	Exceeds Expectations	Meets Expectations	Improvement Needed	Unsatisfactory

### Executive summary of results

Average rating by 6 members of the General Assembly	2.8
Average rating by 3 members of the Governor's Office staff	3.3
Average rating by 10 university, college, or community and technical college presidents	3.5
Average rating by 14 members of the Council on Postsecondary Education	4.5
Average rating by 9 senior members of the Council on Postsecondary Education staff	4.7
Average rating by 5 state policy leaders	4.5
<b>Average overall rating giving equal weight to all 6 groups</b>	<b>3.9</b>

## General Assembly

Number of Respondents 6

Number of requests for evaluation, 13

**(1) Does President King have a clear understanding of the goals of postsecondary and adult education reform, and has he translated that understanding into progress and achievement?**

Respondent	1	2	3	4	5	6		Average
Response	4	5	3	2	1	5		3.3

Comments

**(2) Does President King work effectively with the members of the General Assembly, maintaining good communication and a collegial, professional environment?**

Respondent	1	2	3	4	5	6		Average
Response	3	3	3	3	1	4		2.8

Comments

**(3) To the extent of your personal knowledge, has President King established a positive, professional reputation in the state and built effective relationships with CPE members, campus leaders, the Governor and his staff and other key policy leaders?**

Respondent	1	2	3	4	5	6		Average
Response	4	3	3	2	1	3		2.7

Comments

2 Bob has successfully established positive relationships with those individuals willing to do so. Some individuals have issues with the policies created as a result of HB 1 and are, in my opinion, not willing to enter into an effective relationship with him as a result of their opposition of HB 1.

**(4) Has President King responded well to unanticipated or difficult situations, and to the specific challenges associated with this position?**

Respondent	1	2	3	4	5	6		Average
Response	4	5	3	1	1			2.3

Comments

2 Bob has been forced to deal with the continuing reduction of CPE's budget and has done so in a professional manner always seeking new avenues to advance the mission of the improvement of higher education in Kentucky.

5 Over paid. CPE???

6 Dr. King has responded as well as anyone could under the circumstances. Gov. Patton removed most of the CPE's credibility.

**Over-all evaluation by the members of the Legislature**

**2.8**

**Governor's Office staff**

Number of Respondents 3

Number of requests for evaluation 4

**(1) Does President King have a clear understanding of the goals of postsecondary and adult education reform and has he translated that understanding into progress and achievement?**

Respondent	1	2	3		Average
Response		3	4		2.3

Comments

**(2) Does President King work effectively with the Governor and his staff, maintaining good communication and a collegial, professional environment?**

Respondent	1	2	3		Average
Response	4	3	4		3.7

Comments

**(3) To the extent of your personal knowledge, has President King established a positive, professional reputation in the state and built effective relationships with CPE members, campus leaders, members of the General Assembly, and other key policy leaders?**

Respondent	1	2	3		Average
Response	4	4	3		3.7

Comments

- 1 However the reputation of the CPE with various legislative leaders is weak.
- 2 Despite all his efforts, it will always be difficult to communicate with the ever changing dynamic of the General Assembly. This effort never ends, and Dr. King should enhance his communications strategy with members of the General Assembly over the next year.

**(4) Has President King responded well to unanticipated or difficult situations, and to the specific challenges associated with this position?**

Respondent	1	2	3		Average
Response	4	3	3		3.3

Comments

- 3 The awkward situation with the former CPE chair advocating for a new public institution was a challenge for the president of CPE. Dr. King handled that situation well.

**3.3**

**Over-all evaluation by Governor's Office Staff**

**Presidents \***

Number of Respondents 10

Number of requests for evaluation, 15

**(1) Does President King have a clear understanding of the goals of postsecondary and adult education reform, and has he translated that understanding into progress and achievement?**

Respondent	1	2	3	4	5	6	7	8	9	10		Average
Response	4	3	3	4	5	4	4	4	4	4		3.9

- Comments
- 1 I am impressed by his willingness to take on secondary education and insist on reforms to grade inflation in the high schools. Lesser individuals would be afraid to take that on.
  - 2 Better focus on institutional goals/strategies, tactics to achieve institutional mandates.
  - 6 Bob understands well what the public colleges and universities in Kentucky need to do to lift the Commonwealth.
  - 8 The partnerships he has formed with Dept. of Education and EPSB are critical.
  - 9 Resources are a problem in meetings goals.
  - 10 In a short time period President King has formed a very good bond with Commissioner Holliday and has helped move all education reform forward in a progressive and inclusive way.

**(2) Does President King work effectively with the presidents of Kentucky's postsecondary institutions, maintaining good communication and a collegial, professional environment?**

Respondent	1	2	3	4	5	6	7	8	9	10		Average
Response	4	4	2	4	4	5	5	3	4	3		3.8

- Comments
- 1 The few times I have met with him, yes.
  - 3 Communication is sporadic and fairly minimal - monthly meetings lack clear focus; there is a pecking order among presidents which King exacerbates.
  - 6 Yes! Bob is objective, fair, and unbiased in his dealings with the universities and the presidents. He is pleasant to work with and maintains a professional environment.
  - 7 From the perspective of a community college president, I have appreciated the time he has invested in visiting all sixteen KCTCS colleges, meeting with faculty and staff and local boards. He has been on my campus three times.
  - 8 Occasionally he seems to forget the CPE is a coordinating board.
  - 10 Like all presidents, President King wants his way and we want ours. When we disagree, some of his responses verbally and in writing have become more pointed.

**(3) To the extent of your personal knowledge, has President King established a positive, professional reputation in the state and built effective relationships with CPE members, the Governor and his staff, members of the General Assembly, and other key policy leaders?**

Respondent	1	2	3	4	5	6	7	8	9	10	Average
Response		4	1	3	5	3	3	4	4	4	3.1

- Comments
- 1 I have no real direct knowledge. It seems so.
  - 3 All the presidents talk with legislative leadership and there is not a level of respect there for King's leadership; he was a non-actor in the Pikeville debacle; and the CPE's negligible role in that process is instructive - no Council action even took place RE: this session's largest legislative proposal in years!; no traction at all RE: capital planning or use of proposed \$25MM.
  - 4 Results of legislative session somewhat disappointing. May need to be more visible. Campus reps much more visible than CPE staff.
  - 5 Bob has done an outstanding job of forging a strong partnership with Commissioner Holiday and P-12 education.
  - 6 Yes. Bob has been able to build and sustain good relationships across Kentucky state government. This, however, is an ever changing and fluid political landscape. CPE sometimes fails to lobby for the right things in terms of what is best for the institutions.
  - 7 His efforts in this regard have been significant, but I know of a few legislators who need additional cultivation.
  - 8 Lot of progress here in the last year.
  - 10 Has done a good job legislatively.

**(4) Has President King responded well to unanticipated or difficult situations, and to the specific challenges associated with this position?**

Respondent	1	2	3	4	5	6	7	8	9	10	Average
Response		3	2	4	5	4	4	5	2	4	3.3

- Comments
- 1 I have no real direct knowledge.
  - 3 See comments RE: Pikeville; appears thin-skinned if challenged on a policy position or procedure; no agency plan for CPE that's clear given continual erosion of state support.
  - 4 Digs in on issues at times and becomes inflexible.
  - 6 Yes, although it is difficult as CPE (and Bob, specifically) often gets caught in a political bind between party/chamber leaders. From an institutional standpoint, however, he handles the interinstitutional dynamics very well.
  - 7 The University of Pikeville initiative has posed difficulties for President King and CPE and I believe he has handled the situation well.
  - 8 Work on advanced practice doctorates was excellent.
  - 9 Diversity - Problem - Retroactive - Changes year to year. Unfair to colleges to prepare and meet goals. Needs to give two year of reprieve. Can't meet goals without seeing data in advance. A Real Problem.
  - 10 He has settled into the position and has the support of the Presidents.

**(5) Has President King advanced the objectives and priorities set by the CPE members for the performance period (see attached Plan of Work- July 2011 through July 2012)?**

Respondent	1	2	3	4	5	6	7	8	9	10	Average
Response	4	3	2	4	4	4	4	4	4	4	3.7

- Comments
- 1 His capital projects plan was really good, but the economic situation prevents its realization.
  - 3 Increasing degree production via associates' growth (& graduate degrees) shows little value-added on the part of CPE toward its key goal.
  - 6 Yes, given the constraints of deeper budget cuts and limited tuition capacity. I believe he understands that CPE cannot achieve the objectives-only the institutions can do that-but that he must advance the objectives by his leadership and advocacy.

**(6) Do you view President King as an ally and advocate for the entire system of postsecondary education? Is he effective in that role and has he treated you and your institution fair?**

Respondent	1	2	3	4	5	6	7	8	9	10	Average
Response	4	3	1	4	5	5	4	5		3	3.4

- Comments
- 2 CPE staff does not understand campus strategies/tactics and shared governance decision making. This makes Bob's job more difficult.
  - 3 See earlier comments.
  - 4 Yes and yes.
  - 5 I believe we must move towards a funding formula that is strategic, acknowledges historic inequities, and considers ROI. Not easy politically but essential in these times of scarce resources.
  - 6 Yes, without question or reservation.
  - 8 More effective in this regard than any of his predecessors.
  - 9 Not with diversity. He is a great advocate. Thank you.

**Over-all evaluation by Presidents** **3.5**

\* Includes select community and technical college presidents.

## CPE Members

Number of Respondents 14

Number of requests for evaluation, 14

**(1) Does President King have a clear understanding of the goals of postsecondary and adult education reform, and has he translated that understanding into progress and achievement?**

Respondent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Average
Response	5	5	5	4	5	5	5	5	5	5	4	5	4	5	4.8

- Comments
- 1 President King in my view has an exceptionally comprehensive knowledge of higher education matters in general. Also, he has continually impressed me with his ability to rapidly assimilate a great deal of information regarding Kentucky higher education and politics. He has effectively led the development of a very strong strategic agenda for higher education, and he works indefatigably to build productive partnerships with all the key people and organizations concerned with education in the Commonwealth.
  - 5 Effective in understanding these goals and seeing them through.
  - 7 His leadership of staff during update of strategic agenda demonstrates his understanding of goals.
  - 8 He not only understands it - he helps other key stakeholders understand it much to our benefit. The U Pike example was a visible effort but only part of his genius. The key for Bob and lasting legacy (although early) is train and educate his replacement.

**(2) Does President King work effectively with the CPE members, maintaining good communication and a collegial, professional environment?**

Respondent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Average
Response	4	5	5	4	5	3	5	5	5	5	4	4	4	2	4.3

- Comments
- 1 I think President King works very hard to communicate regularly with all CPE members. Occasionally his communication with me falls through the cracks because I am sometimes difficult to reach. I appreciate his frequent updates by telephone or email on progress being made in various CPE endeavors.
  - 5 Communication is professional and personal - Dr. King excels in this area.
  - 7 His monthly phone calls keep us abreast of developments between meetings and is open to our questions at any time.
  - 8 He's the best I've seen at this. A great example to follow.
  - 11 Never fails to call when required and emails frequently.
  - 14 While Bob's communication skills are good, he is allowing the CPE members to become a lesser priority. His discussions with Paul on the Pikeville issue should not have been kept from the CPE members. Tuition discussions with the universities are becoming the greater driver on tuition policy, with the CPE members playing a lesser role. This also seems to be affecting senior staff as they too are placing a lesser priority on communication with CPE members. Needs improvement.

**(3) To the extent of your personal knowledge, has President King established a positive, professional reputation in the state and built effective relationships with campus leaders, the Governor and his staff, members of the General Assembly, and other key policy leaders?**

Respondent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Average
Response	4	5	4	5	4	5	5	5	5	5	3	5	5	3	4.5

- Comments
- 1 I think Dr. King works overtime trying to build effective relationships with campus leaders and political leaders. My impression is that he has done extremely well in building cooperation among university presidents. I particularly appreciate his efforts to actively involve faculty throughout the state in collaborative decision making (as in the work done on the Transfer Bill), and his willingness to work with statewide faculty bodies such as COSFL and the Kentucky AAUP. Probably the one constituency with which he has difficulty is the Legislature, and I do not think that he is at fault in that regard. It seems to me that there are some Legislators who have bad attitudes towards the CPE generally, and no one can sway them. I do appreciate Dr. King's efforts to call their attention to the many statutory duties that have been placed on the CPE, important functions which would not get done without the CPE.
  - 4 Bob's balanced approach has caused CPE's reputation to improve significantly.
  - 7 From all accounts with which I'm familiar, absolutely.
  - 8 Extremely well done. Consistency will be crucial going forward.
  - 14 He needs to continue to work on his relationships with the General Assembly. He has done a much better job with the Governor and his staff, campus leaders and policy leaders.

**(4) Has President King responded well to unanticipated or difficult situations, and to the specific challenges associated with this position?**

Respondent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Average
Response	5	5	4	5	4	4	4	5	5	5	4	4	4	5	4.5

- Comments
- 1 Dr. King responds very well to spur of the moment needs and demands of the Legislature. I remember on one occasion he had to leave a CPE Council retreat to provide advice and information that legislators needed for a particular bill. It is commendable that his input is valued and sought in that way.
  - 4 Bob provided exceptional leadership during the legislative session, navigating the unexpected proposals from left and right.
  - 7 Budget cuts - Pikeville College issue were handled exceptionally well.
  - 8 U Pike was a textbook example of his incredible leadership and he does so many more things just as well or better we rarely see.

**(5) Has President King advanced the objectives and priorities set by the CPE members for the performance period (see attached Plan of Work- July 2011 through July 2012)?**

Respondent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Average
Response	4	5	5	4	5	4	5	2	4	5	3	5	4	4	4.2

- Comments
- 1 I think President King has advanced the priorities set by CPE members to the very best of his ability. He deals with a very difficult job with considerable grace and diplomacy.
  - 2 The right man for the job at the right time!
  - 7 Bob continues to enhance the image of CPE across the state. His leadership of staff is outstanding be all accounts. I believe he has the respect of all campus presidents.
  - 8 I believe he's done very well here, but I put NI because I am seeing a fall off of attention and focus to the strategic agenda. Again, he's been terrific and an exceptional leader - but if not careful - the plan will start gathering dust and lose its "dog ears."
  - 9 I believe President King has worked with the objectives and priorities as best as he can. Any hindrance is from the institutions and this is moving much more smoothly now.
  - 13 Bob King has demonstrated that he is the right person at the right time as President of CPE.

**Over-all evaluation by CPE Members**

**4.5**

## CPE senior leadership staff

Number of Respondents 9

Number of requests for evaluation, 10

**(1) Does President King have a clear understanding of the goals of postsecondary and adult education reform, and has he translated that understanding into progress and achievement?**

Respondent	1	2	3	4	5	6	7	8	9	Average
Response	5	5	5	4	5	5	4	5	5	4.8

- Comments
- 3 I have worked with Bob for three years now and I think he is one of the very few people I have met that has a very comprehensive understanding of this.
  - 5 A very clear understanding was essential in his close working relationship with former Council chair Governor Paul Patton.

**(2) Does President King work effectively with the Council staff, maintaining good communication and a collegial, professional environment?**

Respondent	1	2	3	4	5	6	7	8	9	Average
Response	5	4	5	5	5	5	5	4	5	4.8

- Comments
- 2 I see his role as more externally focused where he spends the majority of his time.
  - 3 I would have to list Bob at the top of a long list of professionals I worked for and with. He is a partner and not a boss.
  - 5 Best among three permanent and three interim presidents for whom I've worked.
  - 7 Very effective; well respected, valued leader.
  - 8 Excellent working environment, but it is time for some tough choices/prioritization/dropping some efforts.
  - 9 President King is easy to work with and invites frank and honest discussion even if your opinion may differ from his own.

**(3) To the extent of your personal knowledge, has President King established a positive, professional reputation in the state and built effective relationships with CPE members, campus leaders, the Governor and his staff, members of the General Assembly, and other key policy leaders?**

Respondent	1	2	3	4	5	6	7	8	9	Average
Response	4	5	5	4	5	5	4	5	5	4.7

- Comments
- 2 Exceeds, exceeds expectations.
  - 3 As someone who came from the campus and someone who has worked with every CPE president, Bob excels! He has the trust and confidence of most of the policy makers and campus constituents.
  - 5 Has engaged more legislators, especially members of Senate and House leadership than any Council president.
  - 6 In future, we do need stronger connection directly with Governor, particular of linking tax reform and additional funds for education.
  - 7 He has built and maintained effective relationships with virtually all key constituents. He manages the inevitable conflicts and disagreements well.
  - 8 We've come a long way under his leadership!
  - 9 President King seems to be well liked and respected amongst all those mentioned. I believe that his vast prior experience sitting in similar seats as many of those individuals allows him to connect with them where others could not.

**(4) Has President King responded well to unanticipated or difficult situations, and to the specific challenges associated with this position?**

Respondent	1	2	3	4	5	6	7	8	9	Average
Response	4	5	4	5	5	5	5	5	5	4.8

Comments

3 It's ever-changing in the Kentucky political world. This past year put Bob and CPE in an interesting situation. Bob responded beyond what most people would have expected.

5 Yes, especially in dealing with the University of Pikeville issue and major budget cuts.

6 Handling of U Pike situation was exceptional.

7 Effective consensus builder on sometimes difficult issues i.e. U Pike proposal.

**(5) Has President King advanced the objectives and priorities set by the CPE members for the performance period (see attached Plan of Work- July 2011 through July 2012)?**

Respondent	1	2	3	4	5	6	7	8	9	Average
Response	4	5	5	4	5	5	4	5	5	4.7

Comments

3 Kentucky and CPE is moving forward because of Bob's leadership.

5 Absolutely.

6 Movement in key areas of the agenda has been strong, particularly related to college readiness, student success, and the new accountability system.

7 Very strong work and progress, particularly in areas 1-6.

8 Everything concrete can be checked off.

**4.7**

**Over-all evaluation by CPE senior leadership staff**

## State Policy Leaders

Number of Respondents 5

Number of requests for evaluation, 6

**(1) Does President King have a clear understanding of the goals of postsecondary and adult education reform, and has he translated that understanding into progress and achievement?**

Respondent	1	2	3	4	5		Average
Response	4	4	5	5	5		4.6

Comments                    5 President King has an excellent grasp of the issues and is well respected statewide.

**(2) Does President King work effectively with key policy leaders, maintaining good communication and a collegial, professional environment?**

Respondent	1	2	3	4	5		Average
Response	3	4	5	5	5		4.4

Comments

**(3) To the extent of your personal knowledge, has President King established a positive, professional reputation in the state and built effective relationships with CPE members, campus leaders, the Governor and members of his staff, and members of the General Assembly?**

Respondent	1	2	3	4	5		Average
Response	3	4	5	5	5		4.4

Comments

**(4) Has President King responded well to unanticipated or difficult situations, and to the specific challenges associated with this position?**

Respondent	1	2	3	4	5		Average
Response	4	4	5	5	5		4.6

Comments                    1 University of Pikeville  
 2 I think Bob has done an excellent job of connecting with other policy makers and outside groups. He does remarkably well at navigating the difficult political waters of the General Assembly.

**Over-all evaluation by State Policy Leaders** **4.5**



## Kentucky Council on Postsecondary Education

**Steven L. Beshear**  
Governor

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Frankfort, Kentucky 40601  
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**Robert L. King**  
President

June 8, 2012

The Honorable Pam Miller, Chair  
Kentucky Council on Postsecondary Education  
140 Cherokee Park  
Lexington, KY 40503  
[pam7miller@gmail.com](mailto:pam7miller@gmail.com)

Dear Pam:

This letter will serve as my self-evaluation regarding performance over the past year. It remains my honor to serve as President of the Council and to help lead what I believe are significant efforts to improve overall attainment of postsecondary education in the Commonwealth. As in years past, I will use the Plan of Work adopted by the Council to serve as the guide for the comments that follow.

- 1) This past year has been unexpectedly successful in positioning the Council as a respected and credible consensus builder, educational advisor and policy resource for the State's elected leaders. As you know, our status with the leadership in the House of Representatives has been an area in need of improvement. I believe that the "unexpected" issues that arose regarding the proposal to make the University of Pikeville a public institution created an opportunity for the Council to play a vital role in managing a difficult political and educational issue, and to work closely with leadership in the House in fashioning a compromise proposal that garnered widespread, bi-partisan support. That series of events, as well as others detailed below, I believe served the Council well in the eyes of those who had serious doubts about the necessity and effectiveness of the Council, and will serve to strengthen an important foundation that undergirds our long term viability. While there are certainly no guarantees in this regard, I do think we have enhanced important relationships in the General Assembly, and maintained positive relationships within the Governor's office and in the business community.
- 2) We have finalized institutional metrics essential to the success of our strategic agenda, and converted the central focus of our quarterly meetings to highlight the work going on at each of our campuses to achieve the targets that have now been established for each institution.
- 3) This past year proved rather remarkable in that we were successful in establishing broad consensus among all the campuses and KCTCS pertaining to a statewide budget request, the modeling of and support for a performance funding element, and a comprehensive six year capital plan that would follow, with limited modifications, the recommendations in the VFA study conducted several years ago. Our staff worked tirelessly and collaboratively with campus business officers, provosts, deans and our Presidents to achieve the consensus each of these plans represented. While circumstances beyond our control prevented budgetary success, the effort represented what I hope will serve as precedent for

how we develop future budget requests, and attempt to deal with other complex issues that will surely confront us in the years ahead.

- 4) Tuition parameters have been established, as we have in years past, without serious protest or complaints. In fact, some recent research demonstrates that the rate of increases over the past four cycles have been the lowest of any four-year period in the past twenty-five years in Kentucky. While it is understandable that our students are not enthusiastic about higher rates of tuition, I believe they understand the circumstances surrounding our decisions, and the campuses have been quite adept at attempting to use campus resources to blunt the impact of increases for the neediest of our students. The other measure of impact is enrollment, which continues to grow despite the modest increases.
- 5) We have made remarkable strides in elevating college readiness across the state. Implementation of Senate Bill 1 (2009) has been undertaken with a level of commitment unmatched anywhere in the U.S. Kentucky now serves as the model other states are encouraged to emulate as they attempt to implement the new Common Core Standards. As you will recall, we hosted a national conference in conjunction with SHEEO, CCSSO and ASCCU, and attracted educators from twenty-two states to learn from our efforts here. We have been successful in securing some additional funding to continue implementation work which will be targeted at assuring the success of our Assessment Academies, and to begin the difficult work of improving teacher education on our campuses. Our GED efforts continue to improve both in quantity of GED graduates, and the numbers going on to postsecondary education, as well as in the quality of the programs being offered. Finally, we were quite successful in securing a new GEAR-UP grant that will allow us to serve thousands more children in low income communities and schools across Kentucky.
- 6) We launched the new "Know How 2 Transfer" website on June 6, a milestone that represents nearly three years of work bringing about the necessary agreements and alignment necessary to enhance the ease with which students will be able to transfer from KCTCS to any of our four-year public institutions. We will continue to survey student satisfactions with the newly adopted processes and software system to assure we are meeting expectations. Further, the campuses have agreed to fund a full-time position here at CPE to assure the system is current and functioning at a high level. We have developed a series of resources, from Sir Michael Barber's Education Delivery Institute (EDI), to Complete College America (CCA) to assist our campuses in developing successful strategies to improve graduation and retention rates and close achievement gaps. We are seeing active participation from many of our campuses, and actual application of approaches learned from these efforts. We have completed implementation of our new Diversity Policy, and secured from each of our campuses Diversity Plans and targets for assuring elevated enrollment and employment of minority citizens, as well as for closing achievement gaps consistent with objectives set forth in our Strategic Agenda. In candor, several of the campuses chose to set targets I believe are inadequately aggressive, although they represent minimal compliance with state law. I am hopeful over time that these efforts will become more substantial as the campuses become more familiar with, and develop confidence in, the strategies they are learning at EDI and through CCA. In addition, CPE sponsored a very successful Student Success Summit that drew an overflow crowd of campus representatives from every public, and most private and independent, institutions in the State.

There, too, campus representatives were exposed to strategies and practices designed to improve student success and close achievement gaps from some of the leading practitioners in the nation. We also are continuing to work with KHEAA to encourage their increased attention to policy issues designed to promote increasing student financial aid resources and to more sensibly apply existing resources. We are serving on the search committee for a new executive director of KHEAA and will press our interests in the candidate selection and review process.

- 7) Our budget request this past year included several provisions to grow our research capabilities at UK and UofL. In particular, we requested a new round of Bucks for Brains funding, and recommended the creation of a new matching fund that would be used to stimulate faculty to seek and secure new, externally funded research. In addition, I visited recently at Georgia Tech to learn about their very sophisticated and successful technology transfer efforts. My purpose is to compare what they do in Georgia to efforts undertaken here, and if appropriate, to incorporate some of their practices into our efforts. We also are just initiating an effort to highlight campus research efforts at an annual function of the State Chamber. While still in the very early stages of planning, we are excited by the State Chamber's willingness to give us this opportunity.
- 8) Finally, we continue our efforts to find ways to serve more students with fewer resources. In addition to voluntary efforts, several of which were described at our Council meeting at Morehead State (the UK pharmaceutical purchasing plan, and the UofL energy savings efforts), budget cuts are forcing our campuses to find new efficiencies without compromising academic quality, and without large increases in tuition. We are actively exploring implementation of a Gates Foundation pilot project that uses new methods of collaborative course development, and technology which enhances student learning outcomes and reduces textbook costs to zero. Several of our campuses and KCTCS are interested in implementing this model and we will be attending a second presentation on the project on June 8. Several of our private and independent universities are interested in this effort, as well. Internally, CPE continues to absorb deep cuts to our operating budget, at the same time we expand efforts to meet the objectives set forth in HB 1 (1997), address the most pressing challenges surrounding implementation of the Common Core Standards, restructuring teacher education and the creation of a role for our institutions in the delivery of high quality, effective professional development for current teachers, and the establishment of a new Commonwealth College to specifically serve adult learners seeking bachelors and advanced degrees.

I hope the Council members are proud of all that we have accomplished together, and are prepared to take on these new challenges as we continue to follow through on the work we have completed this past year. It should make for an exciting and fulfilling next few years.

Respectfully submitted,



Robert L. King  
President