

**KY COUNCIL ON POSTSECONDARY EDUCATION  
ACADEMIC & STRATEGIC INITIATIVES COMMITTEE**



August 10, 2021 – 10:00 AM ET

Virtual meeting via ZOOM teleconferencing

Livestream: <https://www.youtube.com/c/KentuckyCouncilOnPostsecondaryEducationFrankfort>

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**I. Call to Order & Roll Call**

**II. Approval of the Minutes – July 13, 2021**

**III. Statewide Strategic Agenda Development**

- a. Overview of development process since July ASI meeting
- b. Approval of the five priorities
- c. Discussion of draft objectives and sample strategies
- d. Next Steps

**IV. Adjournment**

*Next meeting: August 31, 2021 @ 10am ET*

**DRAFT MINUTES**  
Council on Postsecondary Education

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Type: Academic & Strategic Initiatives Committee  
Date: July 13, 2021  
Time: 10:00 a.m. ET  
Location: CPE Offices, 100 Airport Road, Frankfort, KY 40601 with members attending via ZOOM teleconference

**CALL TO ORDER**

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The Academic & Strategic Initiatives Committee met Tuesday, July 13, 2021, at 10:00 a.m., ET. The meeting occurred at the CPE offices and all members attended by ZOOM teleconference. Members of the public were invited to attend the meeting at the CPE offices or view the livestream on the CPE YouTube page.

Committee Chair Lori Harper presided.

**ATTENDANCE**

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Members were in attendance: Colby Birkes, Lori Harper, Karyn Hoover, Lucas Mentzer, Richard Nelson, Vidya Ravichandran, Robert Staat (*joined at 10:20 a.m.*) and Kevin Weaver (*joined at 10:45 a.m.*).

Member not in attendance: Muhammad Babar.

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 June 8, 2021 meeting was approved as distributed.

**REVISIT ENVIRONMENTAL SCAN ANALYSIS**

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Ms. Lee Nimocks, CPE's Vice President and Chief of Staff, reviewed the results of the environmental scan conducted by the ECU Facilitation Center between the months of March and May 2021. The major themes that resulted from this scan included college affordability, student success, recruitment and enrollment and equity. She also discussed the 60x30 educational attainment goal and stated that while there is board support for it, more analysis is needed at the regional and population demographic

levels. Finally, she reviewed the perceived barriers and areas identified that require greater emphasis in the next statewide agenda.

## **APPROVAL OF VISION, MISSION, AND VALUE STATEMENTS**

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Chair Harper presented the proposed vision, mission and value statements, which are foundational for setting the tone of the next statewide strategic agenda. Draft statements were presented at the June 8 meeting, and were reviewed by CPE staff and the Campus Advisory Committee since that time. The statements presented for Kentucky higher education were:

Vision: Kentucky will be a national leader in building a strong, sustainable and equitable economy through increased educational attainment and affordable, high-quality postsecondary programs.

Mission: Kentucky's postsecondary system prepares students to be lifelong learners and excel in a diverse, knowledge-based economy. Postsecondary education drives innovation, enhances public health and wellbeing, breaks the cycle of generational poverty and improves quality of life.

Values:

- Inclusion, equity and diversity
- Quality and excellence
- Affordability and accessibility
- Innovation
- Business & community partnerships
- Transparency and accountability
- Institutional Collaboration
- Comprehensive student support

**MOTION:** Dr. Staat moved the Committee approve the proposed Vision, Mission and Value statements for Kentucky higher education. Ms. Ravichandran seconded the motion.

**VOTE:** The motion passed.

The approved statements will be presented to the full Council as part of the statewide strategic agenda approval process in November 2021.

## **DRAFT FRAMEWORK – NEXT STRATEGIC AGENDA**

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Ms. Nimocks presented the drafted framework of the next statewide agenda, including the proposed structure, cross-cutting priorities, and four strategic goals. The committee provided feedback and asked Council to move forward as planned.

## **NEXT STEPS**

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At the next meeting, Council staff will present the proposed priorities for approval, and the drafted objectives and strategies for review.

## **ADJOURNMENT**

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The Academic & Strategic Initiatives Committee adjourned at 10:55 a.m. ET.

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

DRAFT

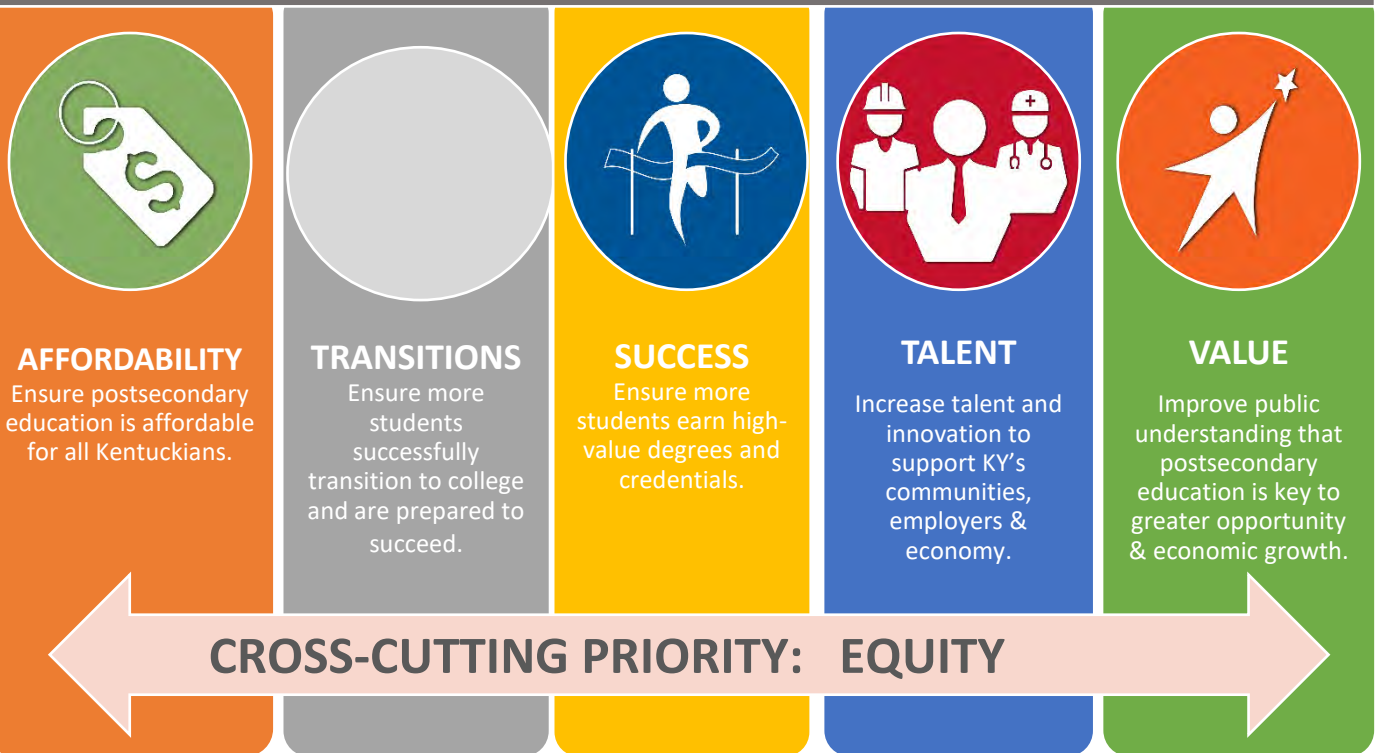
**2022-30 Statewide Strategic Agenda for KY Postsecondary Education**  
*Draft/Working Document*

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. It also sets performance goals for students and institutions that reflect high expectations and standards, emphasizes continuous improvement, and supports technology-based solutions and innovative practices.

**For discussion at the August 11, 2021 meeting – STATEWIDE PRIORITIES AND OBJECTIVES**

**ATTAINMENT**

Increase the percent of Kentucky’s adult population (25-64) with a high-quality postsecondary credential to 60% by 2030.



## **OVERARCHING GOAL**

**ATTAINMENT - Increase the percent of Kentucky's adult population (25-64) with a high-quality postsecondary credential to 60% by 2030.**

*Rationale: Increasing the percent of Kentuckians with postsecondary credential has been a foundational priority since the early 2000s. In 2016, the CPE adopted Kentucky's 60x30 goal to increase attainment from its current level of 49% to 60% by the year 2030. Achieving this goal will accelerate job creation and grow the economy through the contributions of a more skilled, productive workforce. Also, higher levels of educational attainment are correlated with better health; more informed, engaged citizens; and the kind of culture that attracts vibrant, creative and entrepreneurial people to our state.*

## **CROSS-CUTTING PRIORITY**

**EQUITY - Ensure all students have equal opportunity and access to higher education and the tools needed to progress and complete their programs prepared for life and work.**

*Rationale: Kentucky must close opportunity and success gaps for students who have historically been excluded and left behind. CPE's focus on equity is articulated through many of our policies focusing specifically on low income and underrepresented minority students. But our equity focus includes students from all demographics: working learners, parents, first generation students, veterans, students with disabilities, LGBTQ+ learners, students in rural communities and others*

## **FIVE STRATEGIC PRIORITIES**

**1. AFFORDABILITY: Ensure postsecondary education is affordable for all Kentuckians.**

*Rationale: College affordability was identified as a key barrier to postsecondary access and success in the environmental scan and in most state and national research. Often the affordability barrier entails a lack of guidance and information, fear of student debt, and misunderstandings about college costs. Finances are cited as the primary cause of dropping out or not pursuing postsecondary education opportunities.*

### **Draft Objectives**

1a: Reduce financial barriers to college enrollment and completion.

1b: Improve financial literacy and understanding of how to pay for college.

**2. TRANSITIONS: Ensure more students successfully transition to college and are prepared to succeed.**

*Rationale: Kentucky has seen a steady decline in the on-to-college rates among traditional age populations in recent years putting the Commonwealth significantly behind other states on this important measure. Over the past several years, the number of adult learners attending Kentucky colleges and universities has dropped by nearly fifty percent. State and national surveys and focus groups point to gaps in knowledge about navigating pathways to college for many students. All these transition indicators are amplified by pandemic-related challenges and college-readiness concerns.*

Draft Objectives

2a: Increase students' readiness to enter postsecondary education.

2b: Increase enrollment in postsecondary education.

**3. SUCCESS - Ensure more students earn high-value degrees and credentials.**

*Rationale: Kentucky's future depends on a well-educated citizenry. In large part, this depends on helping more students advance through the educational system and graduate on time. While rates are improving, just over half of full-time public university students graduate within six years. These challenges are compounded when considering enrollment and graduation of minority, lower income, adult and underprepared students*

Draft Objectives

3a: Increase persistence in and timely completion of postsecondary programs.

3b: Maximize transfer of academic and experiential credit.

3c: Ensure academic offerings are high quality, relevant, and inclusive.

**4. TALENT - Increase talent and innovation to support Kentucky's communities, employers and economy.**

*Rationale: Higher education is a catalyst for economic, social and civic growth. Its positive impact depends not only on the talent of graduates, but the talent of campus leaders, teachers and researchers. It is this talent that drives change and improvement in communities and regions, and supports Kentucky's broader economic and workforce priorities.*

### Draft Objectives

- 4a: Improve the career outcomes of postsecondary education graduates.
- 4b: Increase research and service to support strong communities and economies.

## **5. VALUE - Improve public understanding that postsecondary education is key to greater opportunity and economic growth.**

*Rationale: In an era of reduced public spending, increasing college costs, and concern about the value and return on investment of college, greater focus and intentionality is needed to demonstrate why higher education matters. The postsecondary community and supporters must engage more strongly with elected leaders, students and families, and business and community partners about the value of higher education.*

### Draft Objectives

- 5a: Increase public belief in the power of postsecondary education.
- 5b: Build support for greater investment in postsecondary education.

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### **Approved at the July 13, 2021 Meeting**

**VISION:** Kentucky will be a national leader in building a strong, sustainable and equitable economy through increased educational attainment and affordable, high-quality postsecondary programs.

**MISSION:** Kentucky's postsecondary system prepares students to be lifelong learners and excel in a diverse, knowledge-based economy. Postsecondary education drives innovation, enhances public health and wellbeing, breaks the cycle of generational poverty and improves quality of life.

### **VALUES**

- Inclusion, equity and diversity
- Quality and excellence
- Affordability and accessibility
- Innovation
- Business & community partnerships
- Transparency and accountability
- Institutional Collaboration
- Comprehensive student support





# 2022-30 Strategic Agenda Update and Planning

**CPE Academic and Strategic Initiatives Committee**  
August 10, 2021

# Agenda

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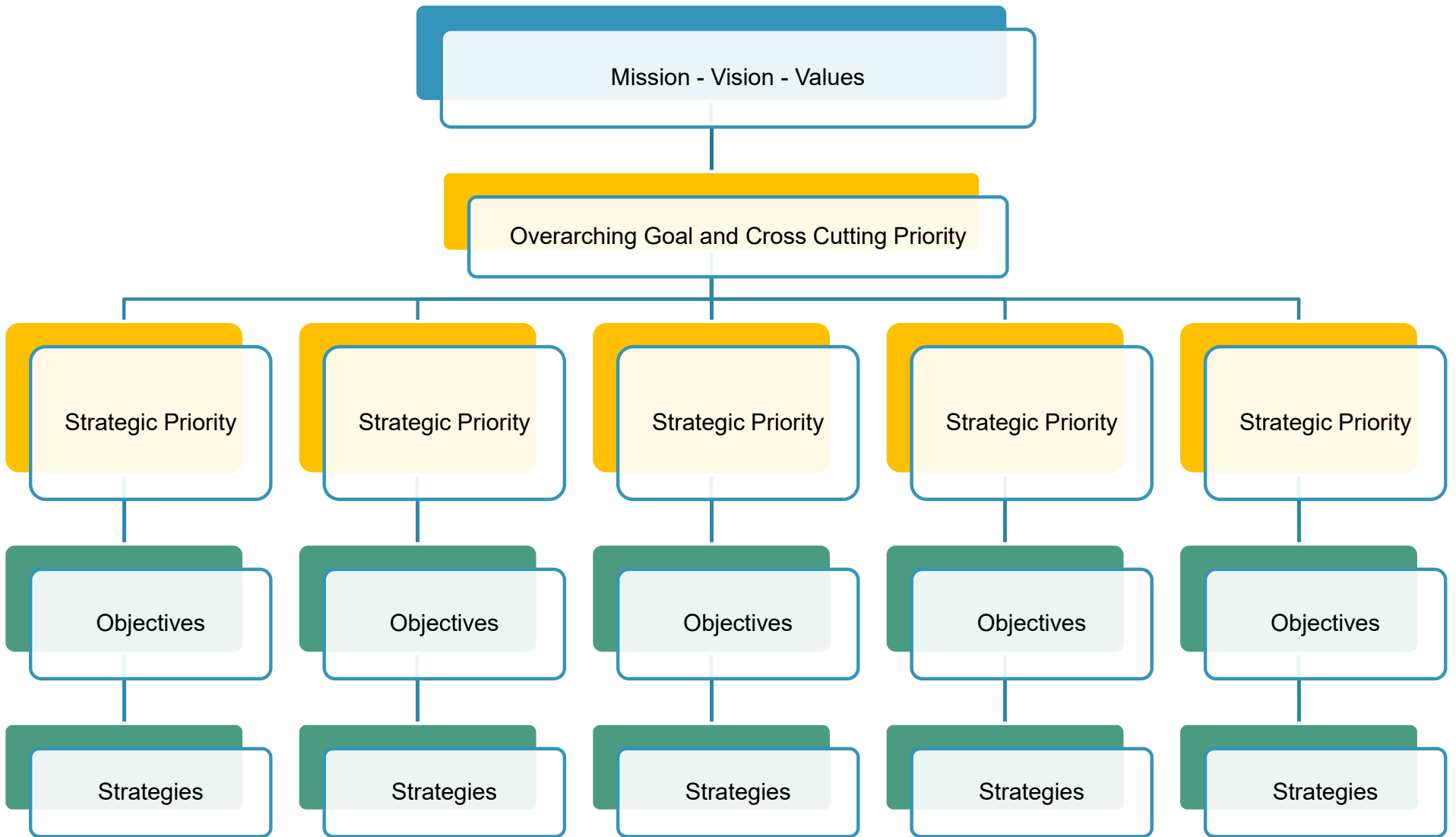
- 1) **Review:** Work since July ASI meeting
- 2) **Action:** Strategic Priorities
- 3) **Discussion:** Draft Objectives and Sample Strategies
- 4) **Updates and Next Steps**
  - August 31 ASI Meeting
  - Campus Advisory Group Meeting
  - September ASI and CPE meeting

## Work Since July ASI Meeting

- Campus Advisory Committee meeting
- Deep dive sessions with senior staff
- Continued review of research and data
- Initial Key Performance Indicator (KPI) discussions
- Review of KY's 60x30 goal

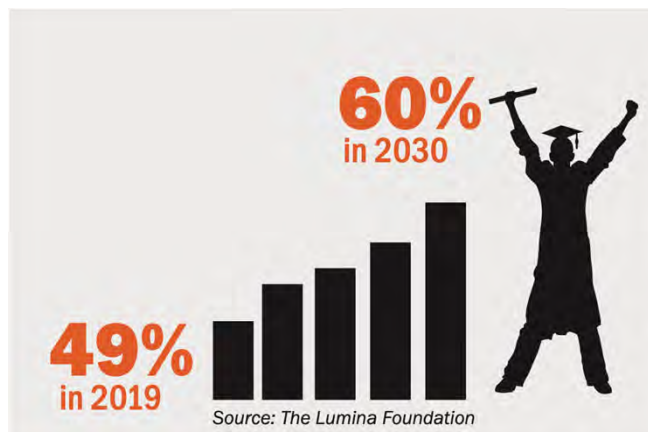
# For Today's Approval: Strategic Priorities





# Overarching Goal

**ATTAINMENT (60x30):** Increase the percent of Kentucky's adult population (25-64) with a high-quality postsecondary credential to 60% by 2030.

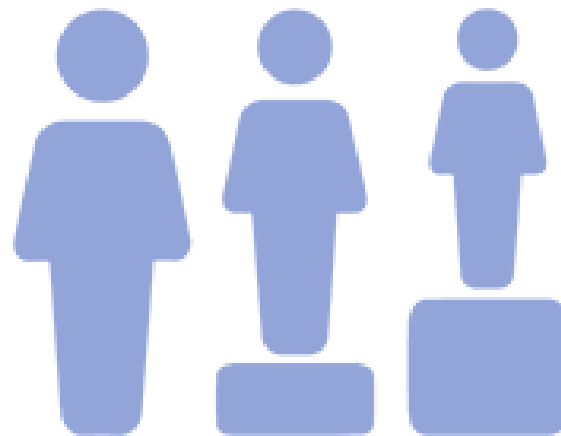


*Rationale:* Increasing the percent of Kentuckians with postsecondary credential has been a **foundational priority** since the early 2000s. In 2016, CPE adopted **Kentucky's 60x30 goal** to increase attainment to 60% by the year 2030. Achieving this goal will **accelerate job creation** and grow the economy through the contributions of a more **skilled, productive workforce**. Also, higher levels of educational attainment are correlated with **better health**; more informed, engaged citizens; and the kind of culture that attracts **vibrant, creative and entrepreneurial people** to our state.

# Cross-Cutting Priority

**EQUITY**: Ensure all students have equal opportunity and access to higher education and the tools needed to progress and complete their programs prepared for life and work.

*Rationale:* Kentucky must **close opportunity and success gaps** for students who have historically been left behind. CPE's focus on equity is articulated through many of our policies focusing specifically on **low income and underrepresented minority students**. But our equity focus includes students from all demographics including adults and working learners, parents veterans, and others. All students must have an **equal opportunity** to learn and thrive.



# Strategic Priority 1: Affordability

*Make postsecondary education affordable for all Kentuckians.*



***Rationale:*** College affordability was identified as the key barrier to student access and success in college in the environmental scan and in most state and national research. Often the affordability barrier is about lack of guidance and information, fear of any student debt, and misunderstandings about college costs. Finances are cited as the primary cause of dropping out or not pursuing postsecondary education opportunities.



# Strategic Priority 2: Transitions

***Ensure more students successfully transition to college and are prepared to succeed.***



***Rationale:*** Kentucky has seen a steady decline in the on-to-college rates in recent years putting the Commonwealth significantly behind other states on this important measure. Over the past several years, the number of adult learners attending postsecondary education has dropped by nearly fifty percent. State and national surveys point to gaps in knowledge about navigating pathways to college for many students. All these transition indicators are amplified by pandemic-related challenges and college-readiness concerns.

# Strategic Priority 3: Success

***Ensure more students earn high-value degrees and credentials.***



***Rationale:*** Kentucky's future depends on a well-educated citizenry. In large part, this depends on helping more students advance through the educational system and graduate on time. While rates are improving, just over half of full-time public university students graduate within 6 years and just half of high school graduates transition on to college. These challenges are compounded when considering enrollment and graduation of minority, lower income, adult and underprepared students.

# Strategic Priority 4: Talent

*Educate a globally competitive workforce and increase research and innovation to fuel job creation and economic growth.*



***Rationale:*** Higher education is a catalyst for economic, social and civic growth. Its positive impact depends not only on the talent of graduates, but the talent of campus leaders, teachers, and researchers. It is this talent that drives change and improvement in communities and regions, and supports Kentucky's broader economic and workforce priorities.

# Strategic Priority 5: Value

*Improve public understanding that postsecondary education is key to greater opportunity and economic growth.*



***Rationale:*** *In an era of reduced public spending, increasing college costs, and skepticism about the value and ROI of college, greater focus and intentionality is needed to demonstrate why higher education matters. The postsecondary community and supporters must engage more strongly with elected leaders, students and families, and business and community partners about the value of higher education.*

# For Today's Discussion: Draft Objectives



## ***AFFORDABILITY: Make postsecondary education affordable for all Kentuckians.***

### **Objective 1:**

Reduce financial barriers to college enrollment and completion.

FAFSA  
Completion

Moderate  
Tuition Growth

Open  
Educational  
Resources

### **Objective 2:**

Improve financial literacy and understanding of how to pay for college.

Professional  
Development

Financial  
Literacy  
Programming



## ***TRANSITIONS: Ensure more students successfully transition to college and are prepared to succeed.***

### **Objective 1:**

Increase students' readiness to enter postsecondary education.

Dual Credit

Student  
Portal

Bridge  
Programming

### **Objective 2:**

Increase enrollment in postsecondary education.

GEAR UP

Outreach to  
underserved  
populations

Adult-  
Focused  
Recruitment



## ***SUCCESS: Ensure more students earn high-value degrees and credentials.***

### *Objective 1:*

Increase persistence in and timely completion of postsecondary programs.

High-impact practices

Performance funding

### *Objective 2:*

Maximize transfer of academic and experiential credit.

Credit for Prior Learning

Degree Maps

### *Objective 3:*

Ensure academic offerings are high-quality, relevant and inclusive.

Graduate Profile Institute

Program review





## ***TALENT: Increase talent and innovation to support Kentucky's communities, employers and economy.***

### **Objective 1:**

Improve career outcomes of postsecondary graduates.

### **Objective 2:**

Increase research and service to support strong communities and economies.

Experiential Learning

Career Advising

Transcript Passports

Business partnerships

Centralized Information



***VALUE: Improve public understanding that postsecondary education is key to greater opportunity and economic growth.***

**Objective 1:**

Increase public belief in the power of postsecondary education.

Public awareness campaign

Targeted Regional Outreach

**Objective 2:**

Build support for greater investment in postsecondary education.

ROI Research

Advocacy

# Upcoming Meetings

## ASI Committee

- Aug 31 @ 10am  
Approve objectives & review state-level strategies and key performance indicators
- Oct 5 @ 10am  
Continue discussions of state-level strategies and key performance indicators
- Oct 29 @ 10am  
Final approval of Strategic Agenda (to go before full board on Nov 5)

## Campus Advisory Committee

*Meet to discuss objectives, strategies, key performance indicators and context metrics*

- Sept 10
- Sept 29
- Oct 15

Discussion:  
Do we need a meeting in mid-September?

# Discussion

- *Thinking about the objectives from the perspectives of the various audiences who will read them, what ideas are confusing or may need more clarity?*
- *We've put some general ideas about state strategies on the table. What was discovered in the environmental scanning process or in your own experience that we should be thinking about?*