

AGENDA

Council on Postsecondary Education
Thursday, November 20, 2014
2:30 PM
Bluegrass Community & Technical College

1. CPE Work Session: Focus on Efficiency & Innovation (2:30 *p.m.*) 2
Location: Administration Building, Conference Center - Leestown Campus: 164
Opportunity Way, Lexington, KY 40511
2. BCTC Briefing Session and Campus Tour (5:30 *p.m.*)
Location: Classroom Building lobby - Newtown Campus, 500 Newtown Pike,
Lexington, KY 40508

Making Kentucky **STRONGER BY DEGREES**



Presentation to the A&R Budget Review Subcommittee on Postsecondary Education

by Robert L. King, Kentucky Council on Postsecondary Education

November 17, 2014

Challenges Facing Kentucky's Colleges and Universities

- Cuts in General Fund appropriations
- Growth in fixed costs
- Cost shifts to campuses
- Growth in financial aid

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Cuts in General Fund Appropriations

\$173.5 million

Kentucky Public Postsecondary Institution
Enacted Net General Fund Appropriations
Fiscal Years 2008 and 2015

(Nominal Dollars in Millions)

Institution	2007-08 Enacted Net General Fund	2014-15 Enacted Net General Fund	Dollar Change	Percent Change
University of Kentucky	\$335 ⁽¹⁾	\$280	(\$55)	-17%
University of Louisville	169	139	(29)	-17%
Eastern Kentucky University	80	68	(12)	-15%
Kentucky State University	27	23	(4)	-15%
Morehead State University	48	41	(7)	-15%
Murray State University	56	48	(8)	-14%
Northern Kentucky University	55	49	(7)	-12%
Western Kentucky University	85	73	(12)	-15%
KCTCS	229 ⁽²⁾	190	(39)	-17%
System Total	\$1,084	\$911	(\$173)	-16%

(1) Includes \$2,000,000 special session appropriation for UK's Center for Applied Energy Research.

(2) Includes \$2,373,800 reorganization transfer to KCTCS for Kentucky Board of Emergency Medical Services.

Source: Kentucky Budget of the Commonwealth.



Growth in Fixed Costs

2007-08 – 2014-15

\$463.7 million

Fixed cost: KERS rate increases, health insurance and other costs, which include utilities, contractual obligations, worker's compensation and unemployment compensation.

Fixed Costs Increases for Fiscal Year 2014-15

KERS rate increases	\$8.4M
Health insurance	\$15.5M
Other fixed costs	\$9.6M

Sources: Postsecondary institutions' chief budget officer and CPE staff estimates.



Cost Shift

(Maintenance and Operations)
2007-08 – 2014-15

\$49.7 million

2008-10	\$34.3M
2010-12	\$2.7M
2012-14	\$3.1M
2014-15	\$9.6M
Total	\$49.7M

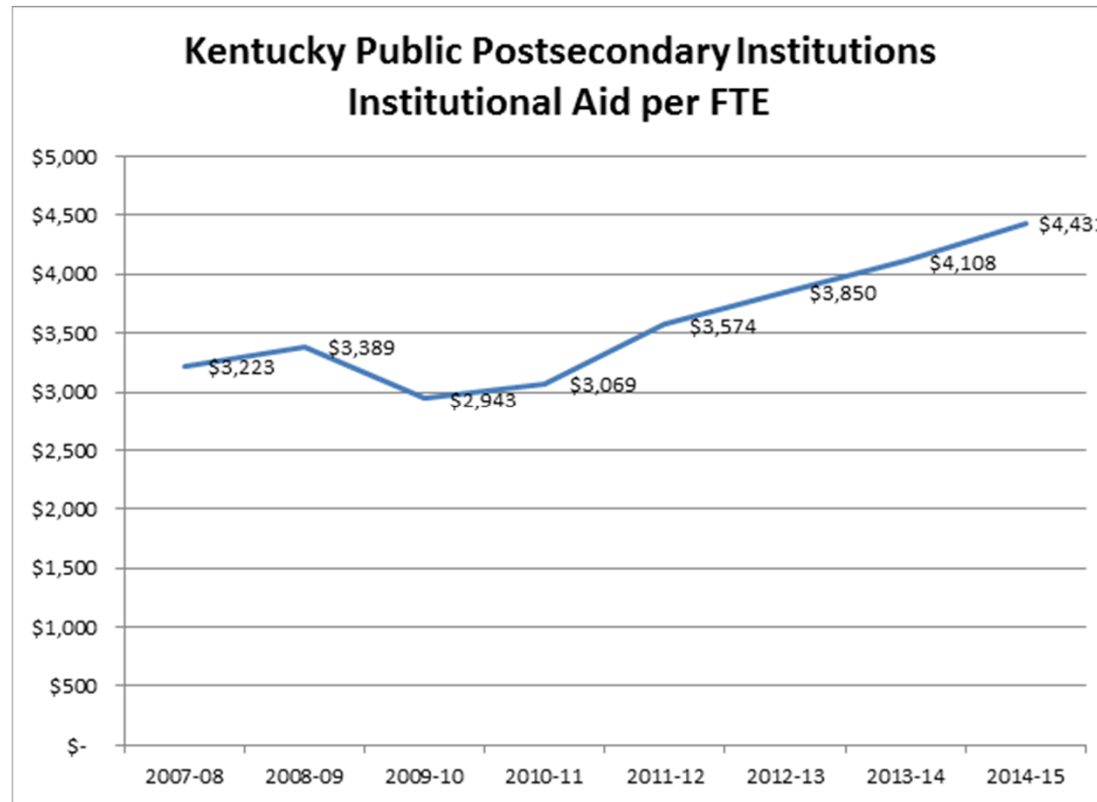
Source: Council on Postsecondary Education, Facilities Database.



Growth in Financial Aid

2007-08 – 2014-15

\$230.0 million



Source: Postsecondary institutions' chief budget officers. Includes institutional estimates for FY14 and FY15.



Why Institutional Efficiencies Have Occurred

2007-08 – 2014-15 (in millions)

\$173.5 Cuts in General Fund appropriations

\$463.7 Growth in fixed costs

\$49.7 Cost shifts to campuses

+ \$230.0 Growth in financial aid

\$916.9

- \$560.0 Tuition and fees

\$356.9 Total

∞



Kentucky Public Postsecondary Sectors and System Average Yearly Increases in Resident Undergraduate Tuition and Fees Academic Years 2002 - 2009 and 2009 - 2014

	<u>7-Year AAGR 2002 - 2009</u>	<u>5-Year AAGR 2009 - 2014</u>
Research Sector	10.6%	5.4%
Comprehensive Sector	12.5%	4.7%
Two-Year College Sector	14.0%	3.5%
Postsecondary System	12.1%	4.6%

**62% Decrease in Average
Yearly Increases AY09 - AY14**

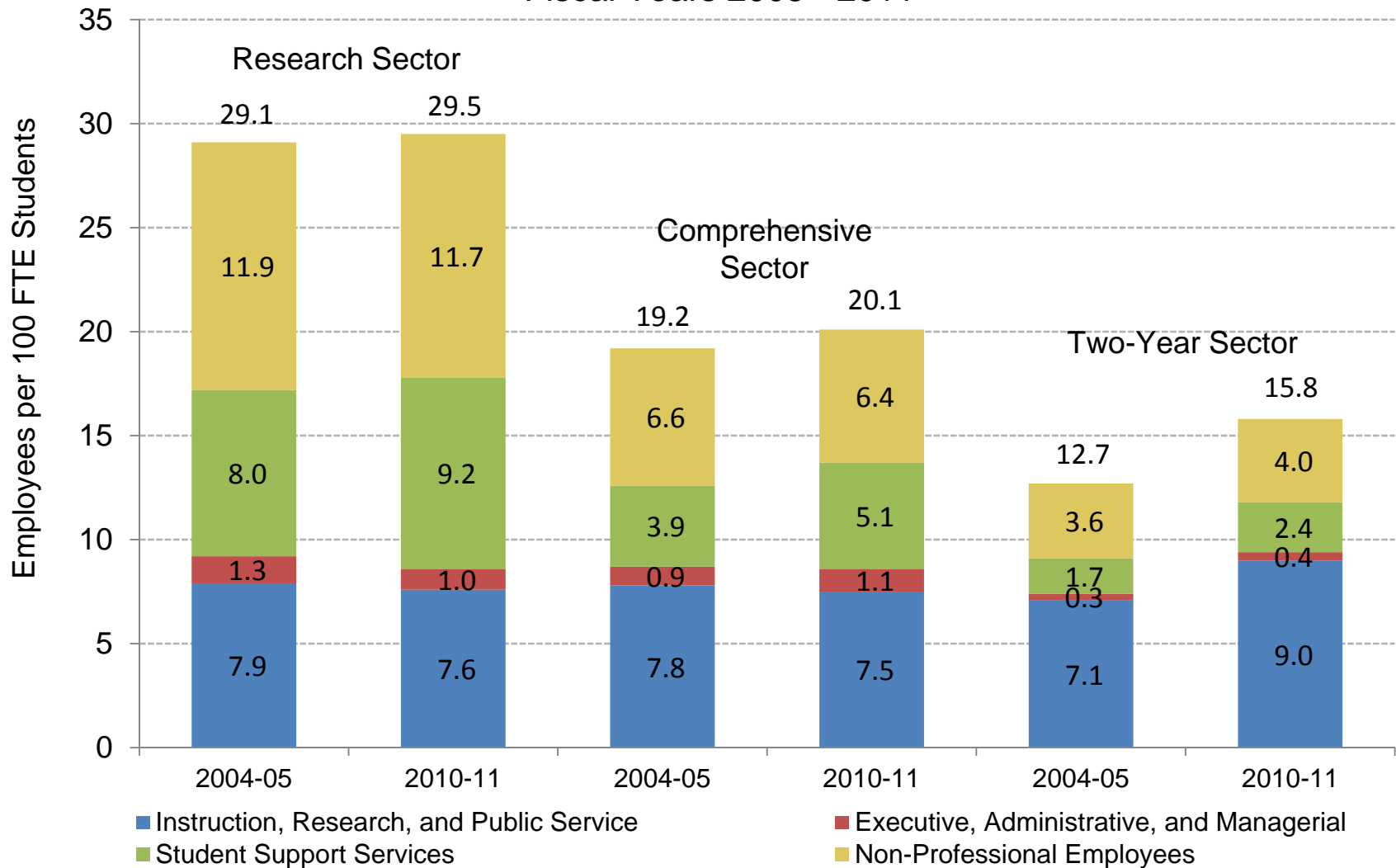
AAGR - Average Annual Growth Rate.

Source: Council on Postsecondary Education, Comprehensive Database.

*Sector and System averages are weighted based on resident undergraduate fte enrollment



Kentucky Public Postsecondary System Employee Headcount by Occupational Category per 100 FTE Students Fiscal Years 2005 - 2011

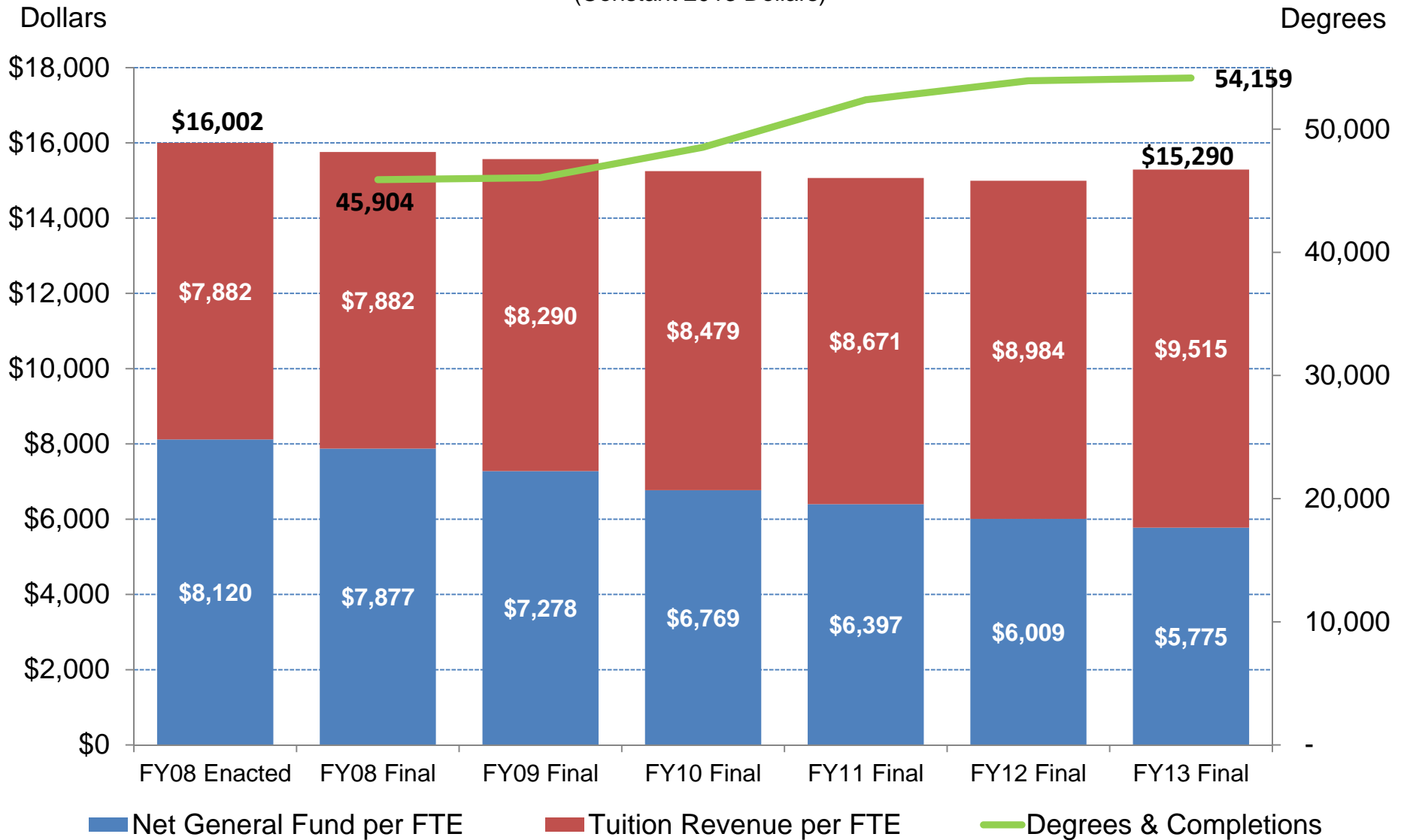


Source: National Center for Education Statistics, Integrated Postsecondary Data System.



Net General Fund & Gross Tuition Revenue per FTE Kentucky Public Postsecondary System

(Constant 2013 Dollars)



How has the postsecondary system performed?

“Kentucky has seen above-average gains, which have been broad-based and have exceeded the trends in the national average on virtually every key measure of state-level postsecondary performance.”

*“Three Strategies That Moved the Needle in Kentucky”,
Postsecondary Analytics for The Lumina Foundation, November 2013*



Kentucky's Rank Among States in Percent Change (2000 – 2009)

- #1 ➤ Percent of adults 25-64 with college degrees.
- #2 ➤ Percent of adults 25-44 with college degrees.
- #1 ➤ Six-year graduation rates at 4-year Institutions.
- #3 ➤ Three-year graduation rates at 2-Year institutions.
- #5 ➤ Total undergraduate credentials produced.
- #1 ➤ Undergraduate credentials awarded relative to population with no college degree.

During this time Kentucky:

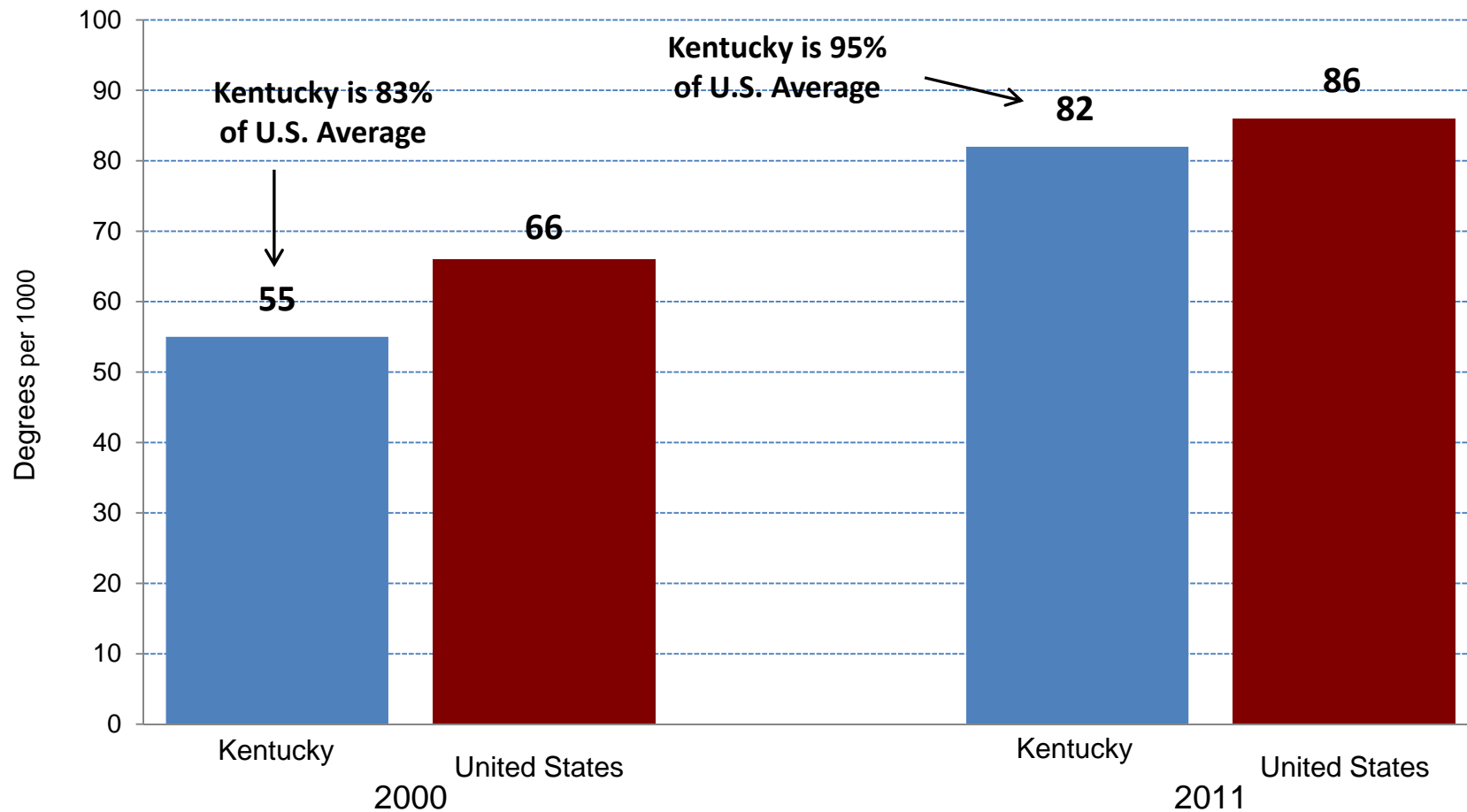
- Has raised the number of associate degrees awarded per capita from well below to slightly above the national average.
- Has raised the number of bachelor's degrees awarded per capita from well below to just under the national average.

Source: National Center for Higher Education Management Systems (NCHEMS), *Realizing Kentucky's Educational Attainment Goal: A Look in the Rear View Mirror and Down the Road Ahead*, September 2011.



Kentucky is Closing the Gap with the Nation in terms of the Education Levels of Kentucky's Young Adult Population

Kentucky and United States Postsecondary Institution Associate and Bachelor's Degrees Per 1000 Population (Ages 18-24)

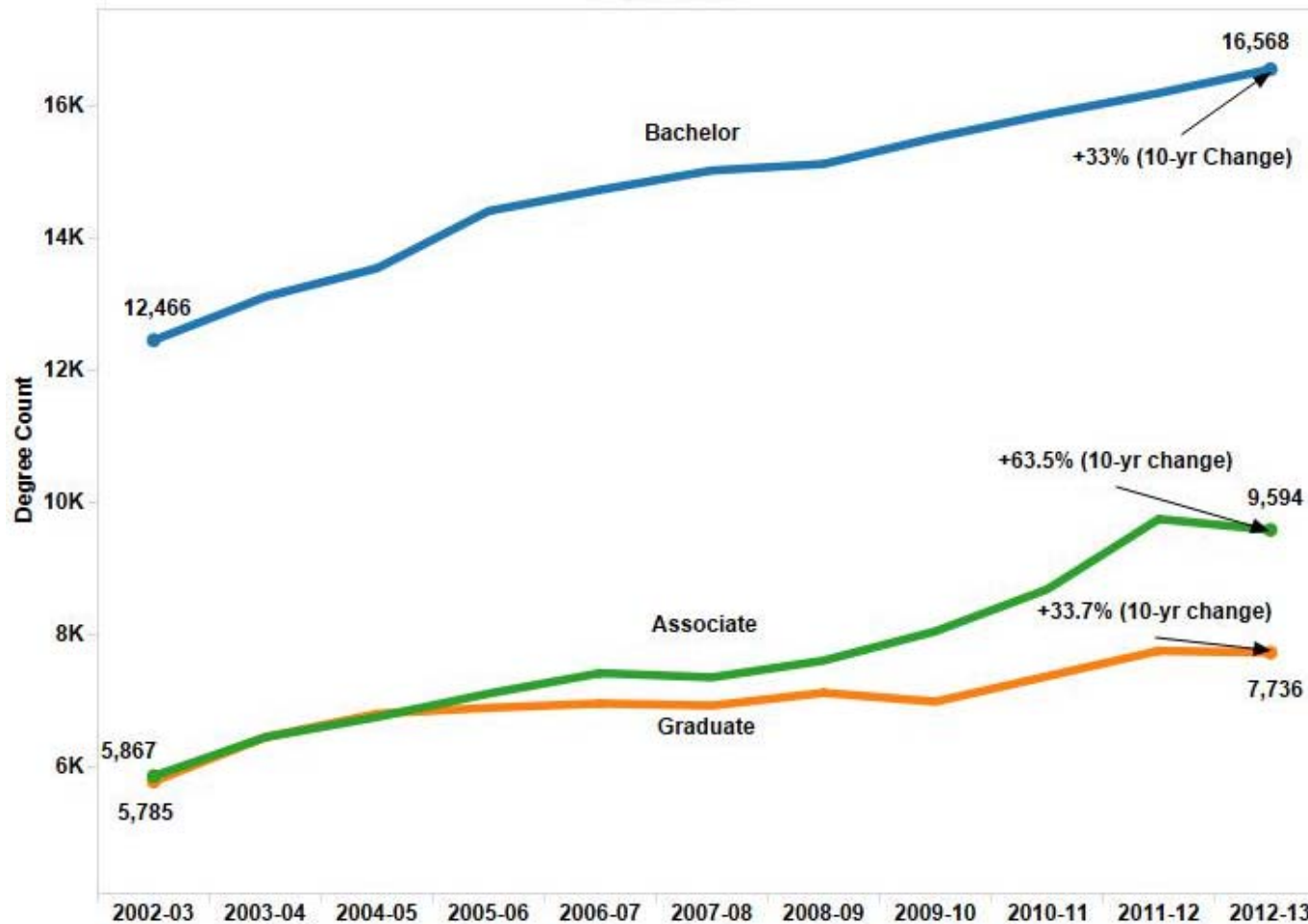


Source: Digest of Education Statistics, 2000 Census, and 2011 American Community Survey.



Degree Production has Increased Sharply at All Levels

Associate, Bachelor and Graduate Degrees Awarded by Kentucky's Public Institutions
2002-2013



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Presentation Summary

- State appropriations for campus operations have decreased.
- Fixed and necessary costs have grown. Included in that amount:
 - Cost shifting of unfunded institutional M&O expenses.
 - A rise in contributions paid to KERS/KTRS.
 - Increased investment in student financial aid and student support services.
 - Minimal raises for salaries of full-time faculty.
- Council tuition ceilings have reduced tuition and fee increases for resident undergraduate students.
- Public funds have not kept pace with inflation and enrollment growth.

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Making Kentucky **STRONGER BY DEGREES**



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November 17, 2014

STRONGER by DEGREES

A STRATEGIC AGENDA

for Kentucky Postsecondary
and Adult Education

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Focus on Efficiency and Innovation

Presentation to the Council on Postsecondary Education

November 20, 2014

Focus on Efficiency and Innovation



Today's Agenda

- Review of Policy Area 4 Objectives and Progress
- Discussion Topics:
 - ✓ Efficiencies on Campus
 - ✓ Commonwealth College
 - ✓ Online Learning
 - ✓ Program Approvals and Closures

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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.



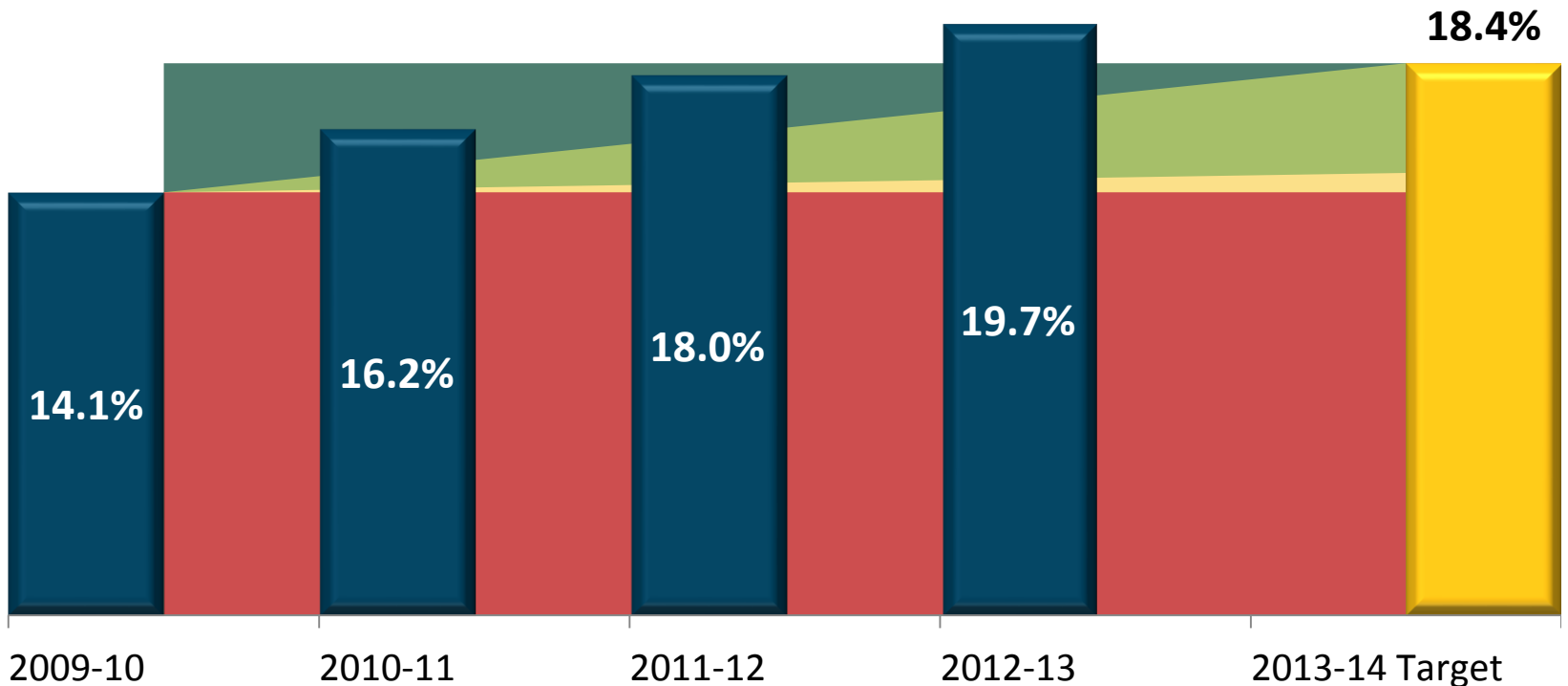
Objective 8: Increase academic productivity through program innovations.

Online Learning

Percent of total earned credits at public and independent colleges and universities taken online or through other distance learning technologies.

Data Source: CPE Comprehensive Database (KPEDS)

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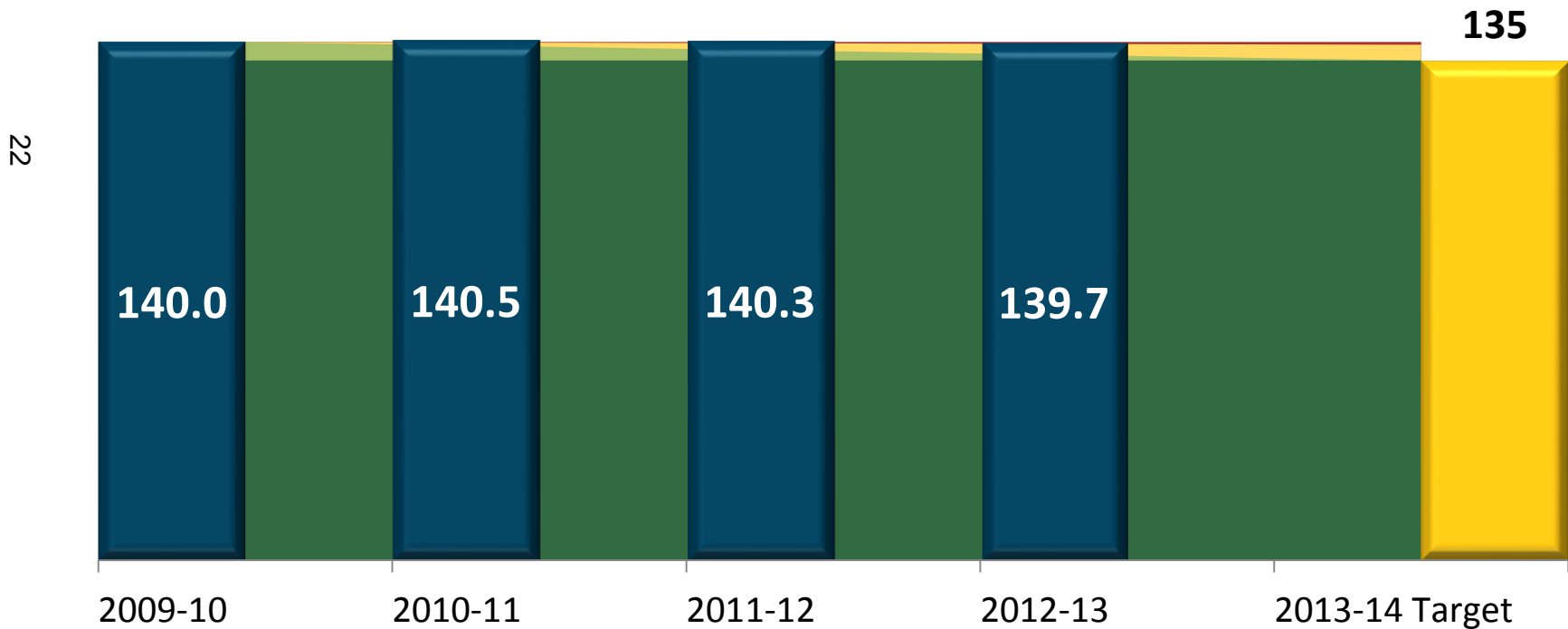


Objective 8: Increase academic productivity through program innovations

Credits Earned by Degree Graduates

Average credit hours earned by bachelor's graduates at four-year institutions.

Data Source: CPE Comprehensive Database (KPEDS)





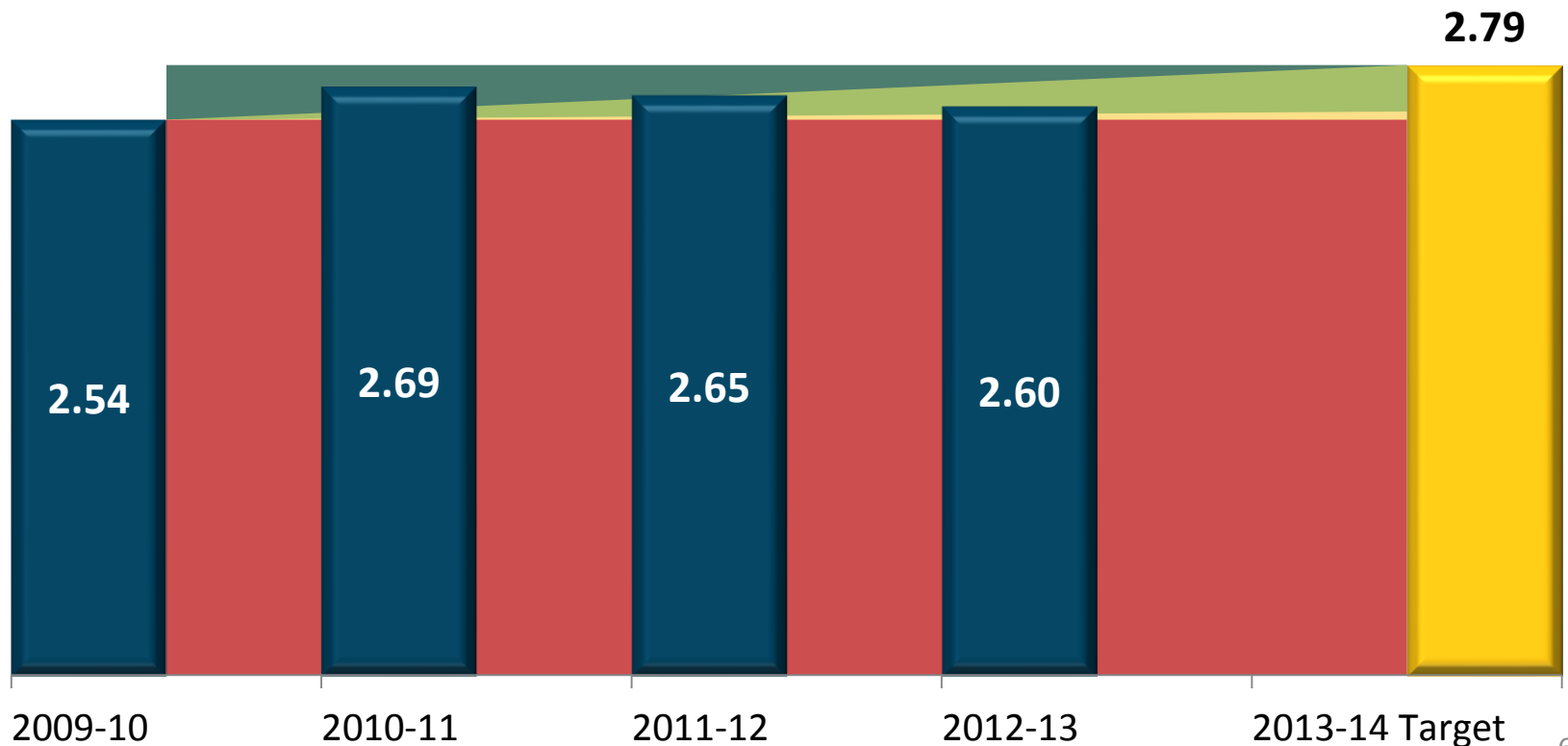
Objective 9: Maximize the use of postsecondary & adult education resources.

Degree productivity relative to education and related expenditures

Number of degrees and credentials conferred for every \$100,000 in education and related expenditures at public institutions.

Data Source: CPE Comprehensive Database (KPEDS)

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CPE Efficiency & Innovation Work Group

Partnerships & Transformation

November 2014

Eric N. Monday
Executive Vice President for Finance & Administration
University of Kentucky
emonday@uky.edu
@UKYmonday

Agenda

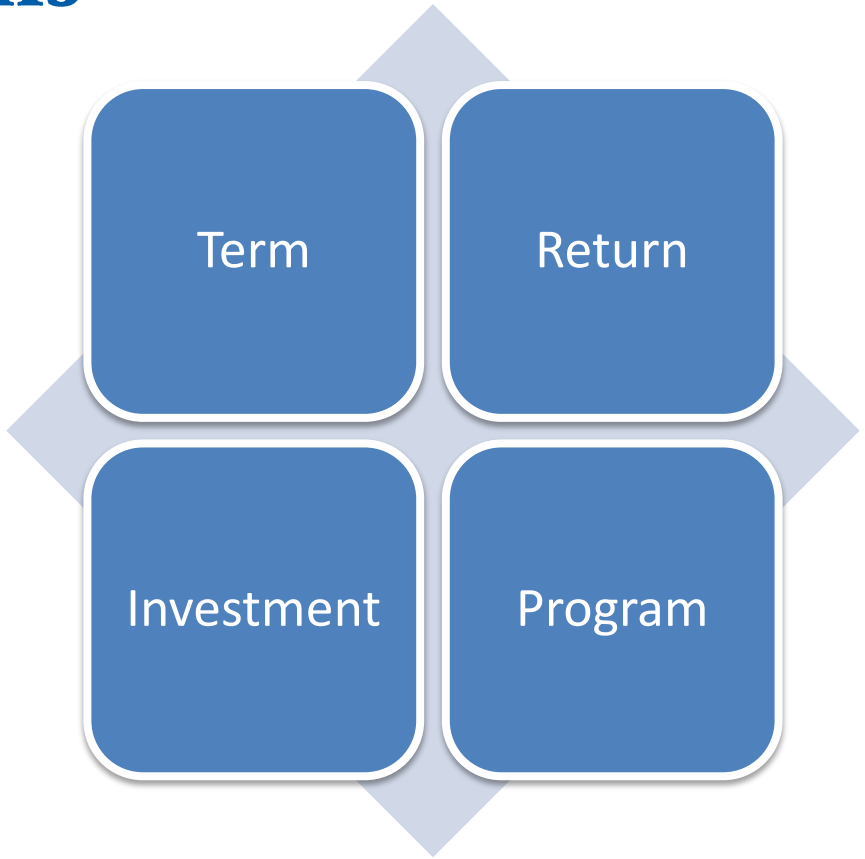
- Dining Partnership
- Housing Partnership
- Transformation
- FY15 Priorities

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Dining Partnership

Dining Partnership Approach to Negotiations



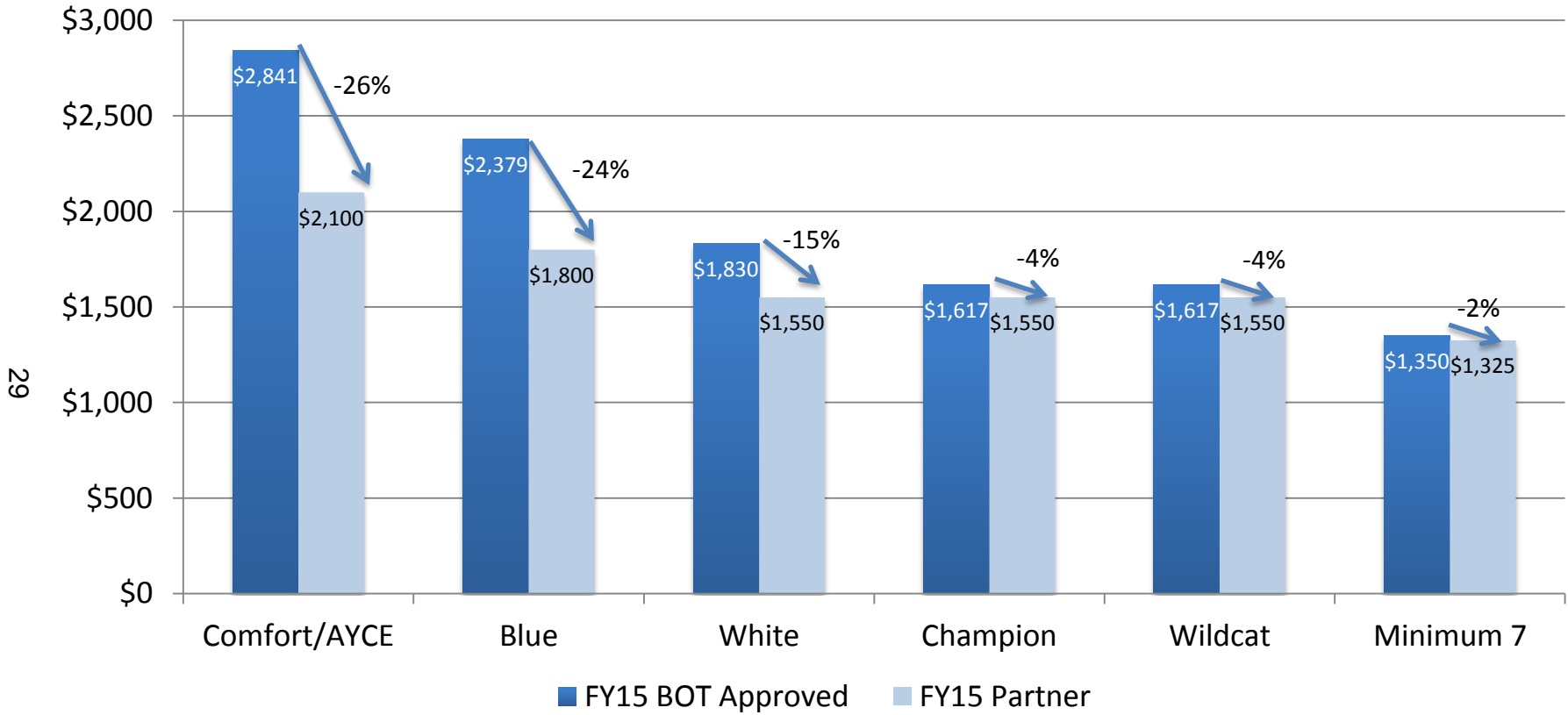
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Core Values / Program Considerations

- Employees
- Nutrition & Wellness
- Key Performance Indicators
- Meal Plans & Value
- Brands & Variety
- Sustainability (KY Proud, local purchasing, & other initiatives)
- Academic Partnership

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Meal Plan Value (Cost per Semester)



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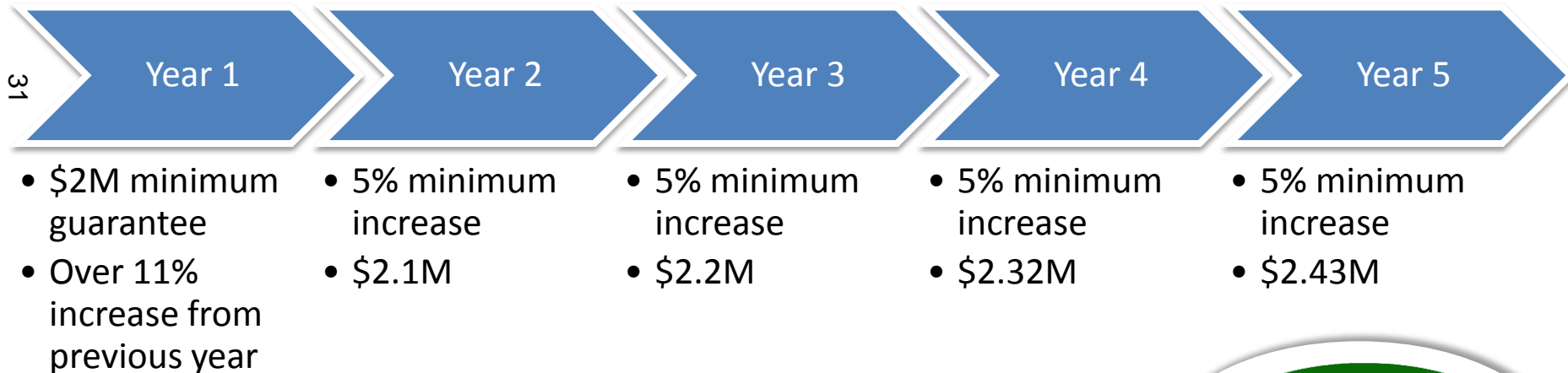
Brand Variety

- First contracted campus Panera in the nation
- Responds to students' preferences
- Fresh Food Company and Greens to Go



Kentucky Proud and Local

- \$2M guaranteed minimum in first year
- 5% annual growth guarantee
- Projected 25% of total purchases by end of term



Academic Partnership - The Food Connection

- Flagship collaborative innovation center aligning land grant heritage, teaching, research and education
- 32 • \$5M guaranteed investment in an unprecedented academic partnership
 - \$1.25M upfront start-up capital investment
 - \$250K annual operating support



Dining Facilities – Major & Minor



K-Lair @ Haggin Hall



BIG BLUE IMPACT:
50+ year UK tradition
New for August 2014
Retains spirit, menu favorites,
and programming Kentucky
Proud core menu



Student Center Refresh



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BIG BLUE IMPACT:

- New dining option for fall 2014
- Visual improvement to entrance
- Enhanced flow & ease of service
- Kentucky Proud products
- Fresh, healthy, fast
- Accepts Dining Plan Meals

Champions Court I



BIG BLUE IMPACT:
New brand for campus
Supports Kentucky Proud
Locally owned (4 Lexington locations)
Coffee, tea, and espresso beverages



Ralph G Anderson Building – Rising Roll



BIG BLUE IMPACT:
New retail brand for campus
Menu appeals to breakfast and lunch
day parts
Fresh food at a good value
Gourmet coffee and smoothies

Chemistry-Physics – Einstein Bros.



BIG BLUE IMPACT:

- Underserved area of campus
- New retail brand for campus
- Menu appeals to breakfast and lunch day parts
- Affordable, modern menu selections
- Gourmet coffee and smoothies

The 90



BIG BLUE IMPACT:
Additional points of service
Kentucky Proud products
Sustainable elements in design
Naturally delicious, high-quality food
Comfortable seating – in and out

The 90



The 90



Dining Partnership Financial Summary

\$84.6M investment

\$126.2M returns

\$34.5M reimbursed expenses

**\$245.3M total financial value of partnership
over 15 years**

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Housing Partnership

Housing Partnership - Impact

In Phases I through II-C, new residence halls provide 5,733 new student beds, study spaces, and state-of-the-art living and learning communities.

- Twelve residence halls, opening between Fall 2013 and Fall 2016 represent an estimated:
 - \$348.3 million total projects
 - \$10.2 million in state and local tax revenue
 - 9,400 direct and indirect jobs
 - \$223.4 million in expenditures in Kentucky
 - Approximately 2.1 million GSF
- All phases include significant living/learning space composed of:
 - 148 Study Rooms
 - 40 Multi-Purpose Rooms
 - 14 Classrooms
 - Space provided for dining hall, central study, coffee-shop, or other UK programs, zero rent

Aerial Map Phases I and II-A, II-B, II-C



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Summary

	Beds	Cost
Phase I, Central I and II (opened Fall 2013)		
	601	\$ 25.2M
Phase II-A, Haggin, Woodland Glen, I, II, Champions Court I, II (Fall 2014)	2,381	\$138.0M
Phase II-B, Woodland Glen III, IV, V (Fall 2015)		
	1,610	\$101.1M
Phase II-C, Limestone Park I and II (Fall 2016)		
	1,141	\$83.9M

UNIVERSITY OF
KENTUCKY

see blue.™
 Total

Timeline Phases I and II-A, II-B, II-C

2011



Board Retreat October 2011

2012

Phase I (601 beds)

- Approved February 2012
- Opened August 2013

2013

Phase II-A (2,381 beds)

- Approved October 2012
- Opens Fall 2014

2014

Phase II-B (1,610 Beds)

- Approved May 2013
- Opens Fall 2015

2015

Phase II-C (1,141 Beds)

- Requested January 2014
- Opens Fall 2016

2016

Phase III (TBD)

- Anticipate request in Spring 2015
- Opening TBD in Fall 2017/Fall 2018

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Supply-Demand

Occupancy rates Fall 2013 and Fall 2014 at 100% for new facilities
Occupancy rates built in Proforma at 95%

Fall 2014 # Active Applications as of 7/9/14	Capacity	Demand	%
New Halls	2,982	5,234	176%
Old Halls	3,275	1,777	54%
Total	6,257	7,011	112%

Fall 2014 Classification of Students	Returners	New	Total	%
New Halls	1,197	4,037	5,234	75%
Old Halls	456	1,321	1,777	25%
Total	1,653	5,358	7,011	100%

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Woodland Glen I, II, III, IV, & V



Woodland Glen I & II

- \$44.4M
- 818 beds
- 33 active learning spaces (classrooms, study rooms, multipurpose rooms)
- Fall 2014

Woodland Glen III, IV, & V

- \$101.2M
- 1,610 beds
- 55 active learning spaces (study rooms, multipurpose rooms)
- Fall 2015

Limestone Park I & II

\$83.9 million

1,141 beds

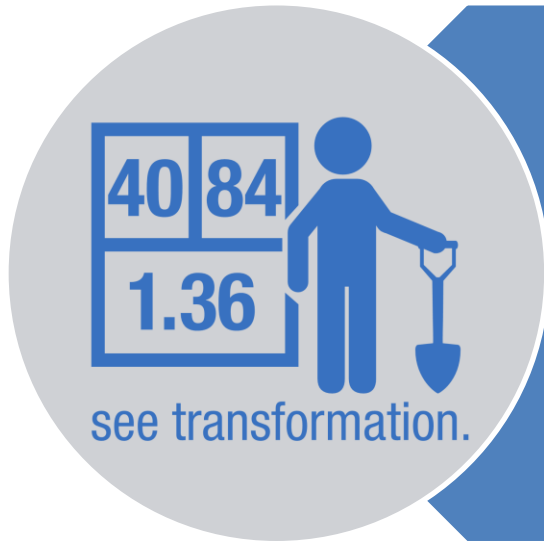
*25 active
learning
spaces*

Fall 2016

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Limestone Park II

Limestone Park I



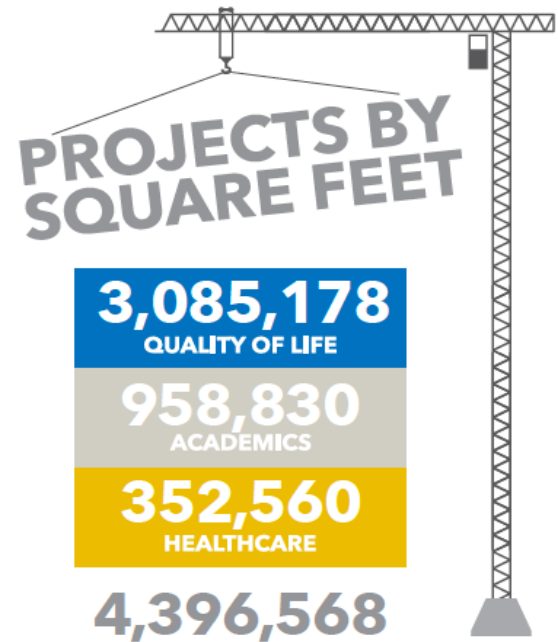
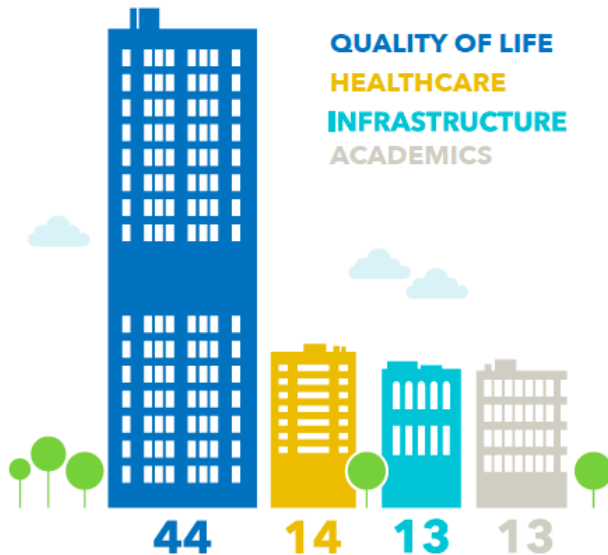
Transformation

TRANSFORMATION

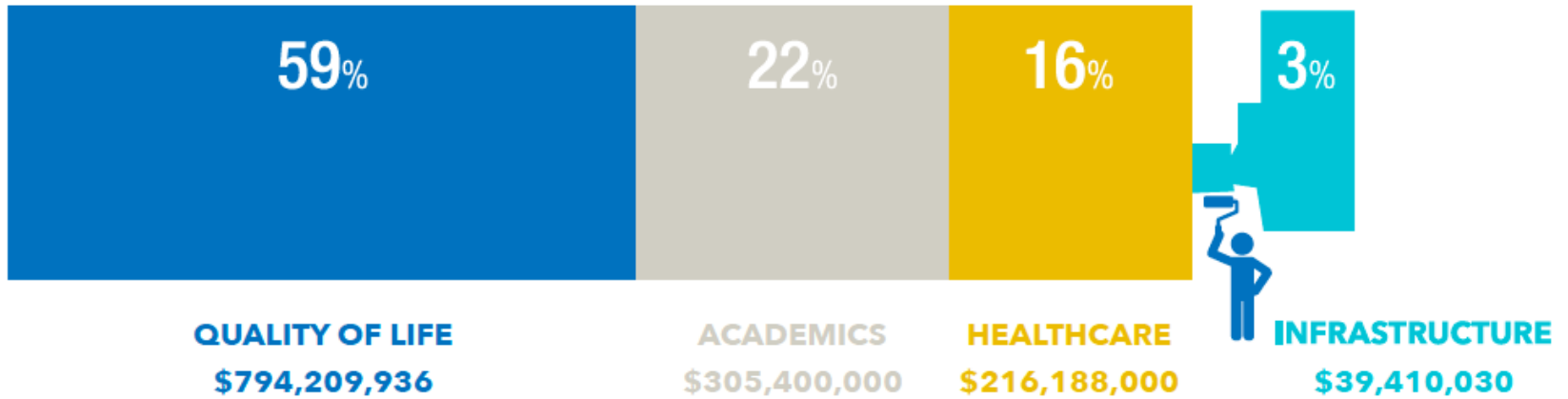


OVER **\$1,355,207,966**
WORTH OF PROJECTS FROM
JULY 2011 to OCTOBER 2014

84 PROJECTS

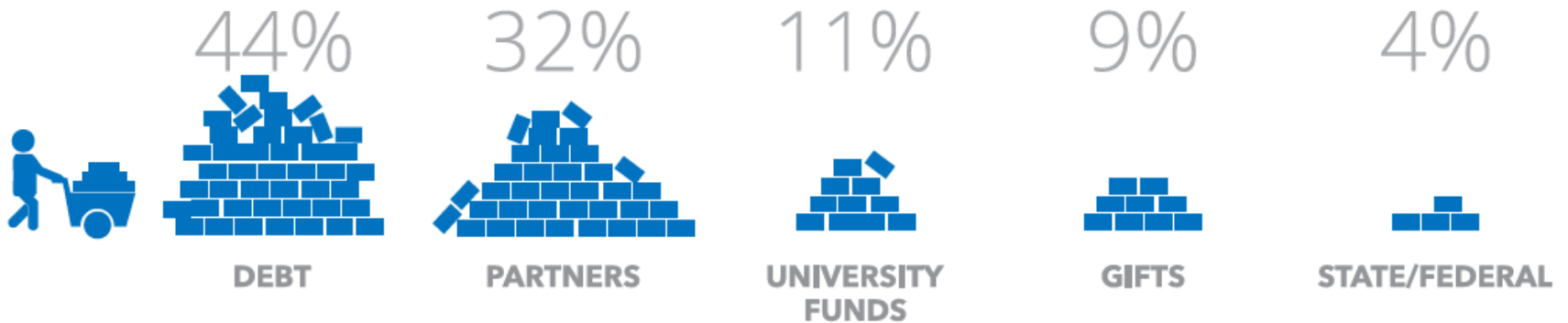


PROJECT TYPE



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FUNDING MODEL



\$732M

*Outstanding debt as of June
30, 2011*

\$204M

*Debt retired July 2011 to June
2014*

\$604M

*New debt issued or anticipated
since July 2011*

\$160M

Debt to be paid in next 3 years

\$972M

*Projected outstanding debt as
of July 2017*



FY15 Priorities

1. Debt Study

2. Master Plan

- Parking

- Landscape

54 3. Phase III of Housing

4. Improve Campus Process for Prioritization
Process on Capital Projects



CPE Efficiency & Innovation Work Group

Partnerships & Transformation

November 2014

Eric N. Monday
Executive Vice President for Finance & Administration
University of Kentucky
emonday@uky.edu
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Commonwealth College

Allen Lind,
Vice President for Innovation and
E-Learning; Commonwealth College Lead



Commonwealth College

Commonwealth College is a statewide bachelor's degree completion program for adults in an online, competency-based format at Kentucky public universities.

- Similar to KCTCS Learn on Demand
- Unsuccessful Legislative Funding Request for \$5M
- University of Louisville – Dr. Shirley Willihnganz
 - Organizational Leadership and Learning – Healthcare
- Western Kentucky University – Dr. Gordon Emslie
 - Advanced Manufacturing
- Assistance from the Bill and Melinda Gates Foundation

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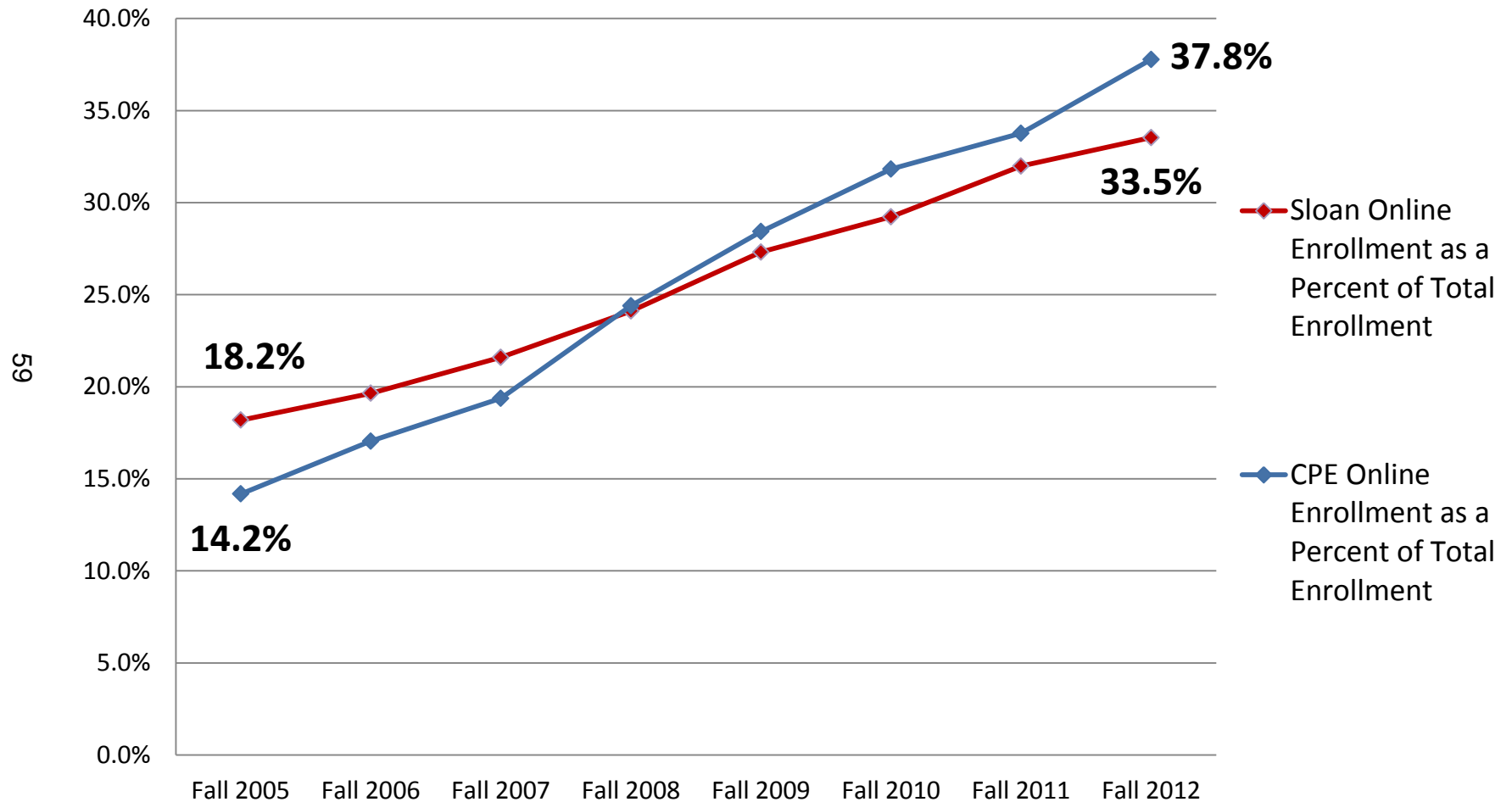


Online Learning

Allen Lind,
Vice President for Innovation and
E-Learning; Commonwealth College Lead

Growth of Online Learning Nationally

Students Taking at Least One Online Course



Regional Online Learning Comparison

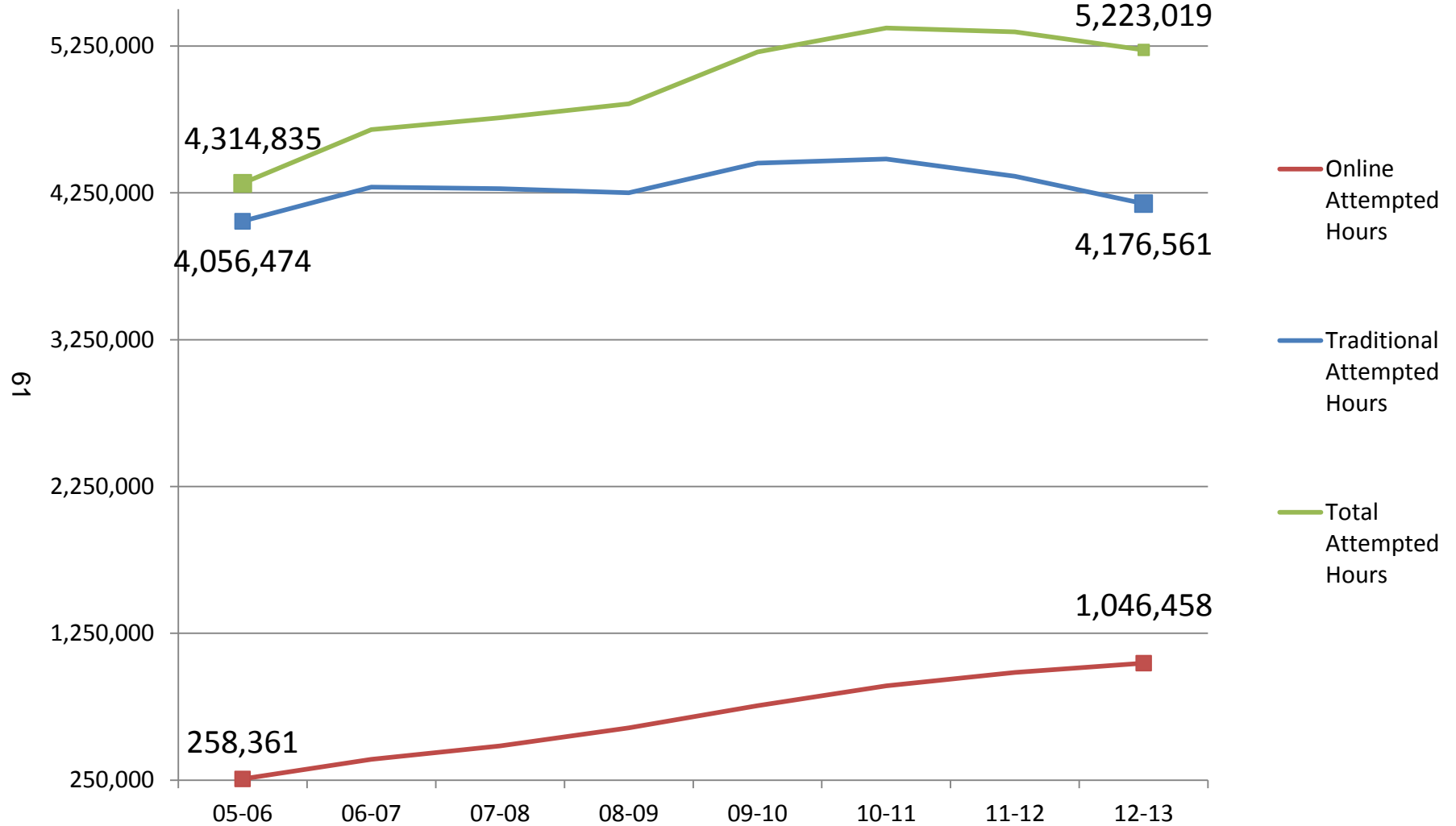
Among 16 SREB states in percent of instruction delivered online

- **2nd** for public 2-year campuses;
- **3rd** for graduate instruction at public 4-year institutions
- **6th** for undergraduate instruction at public 4-year institutions

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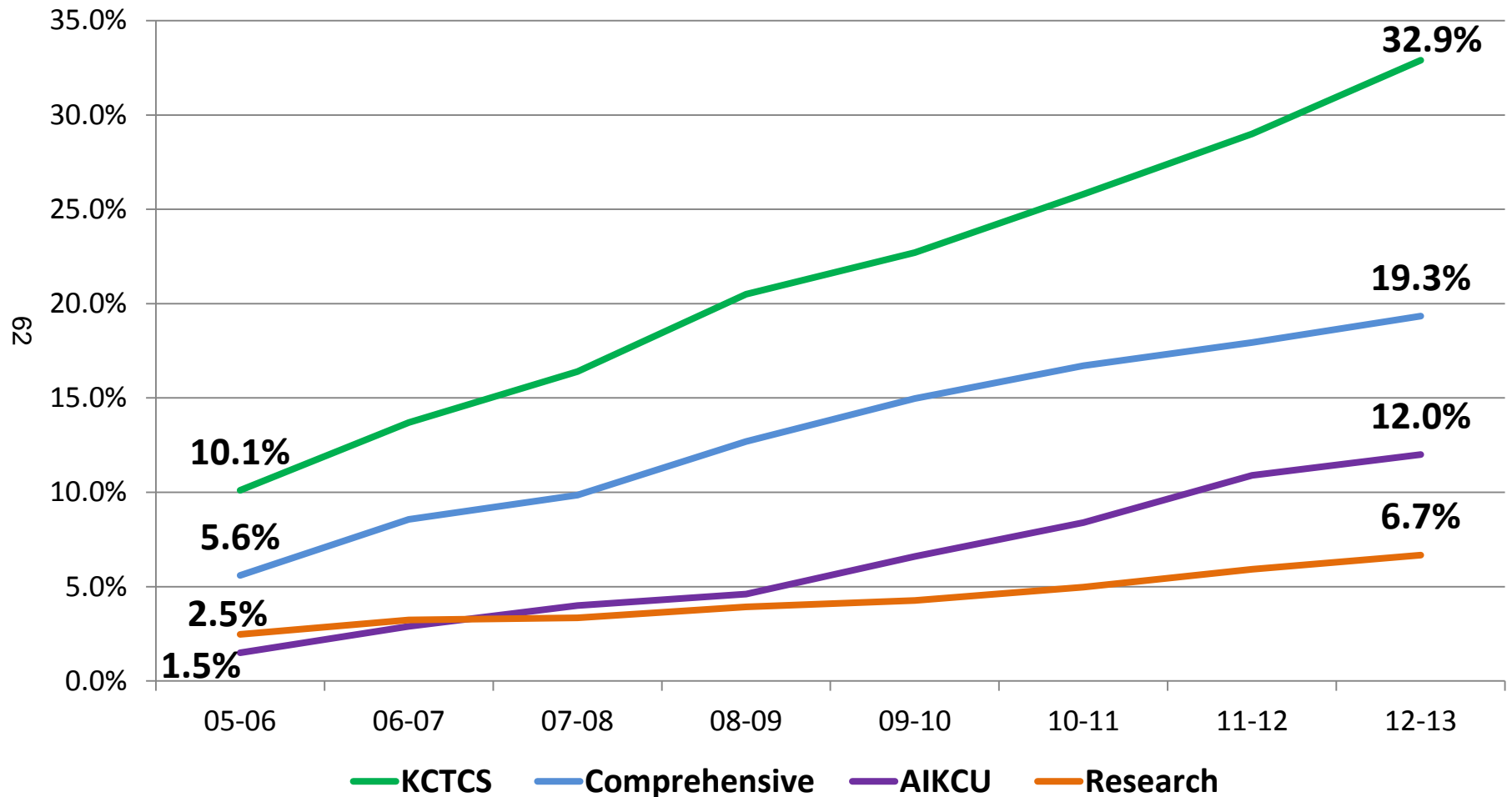
Statewide Online Learning Credit Hours

2005-06 through 2012-13



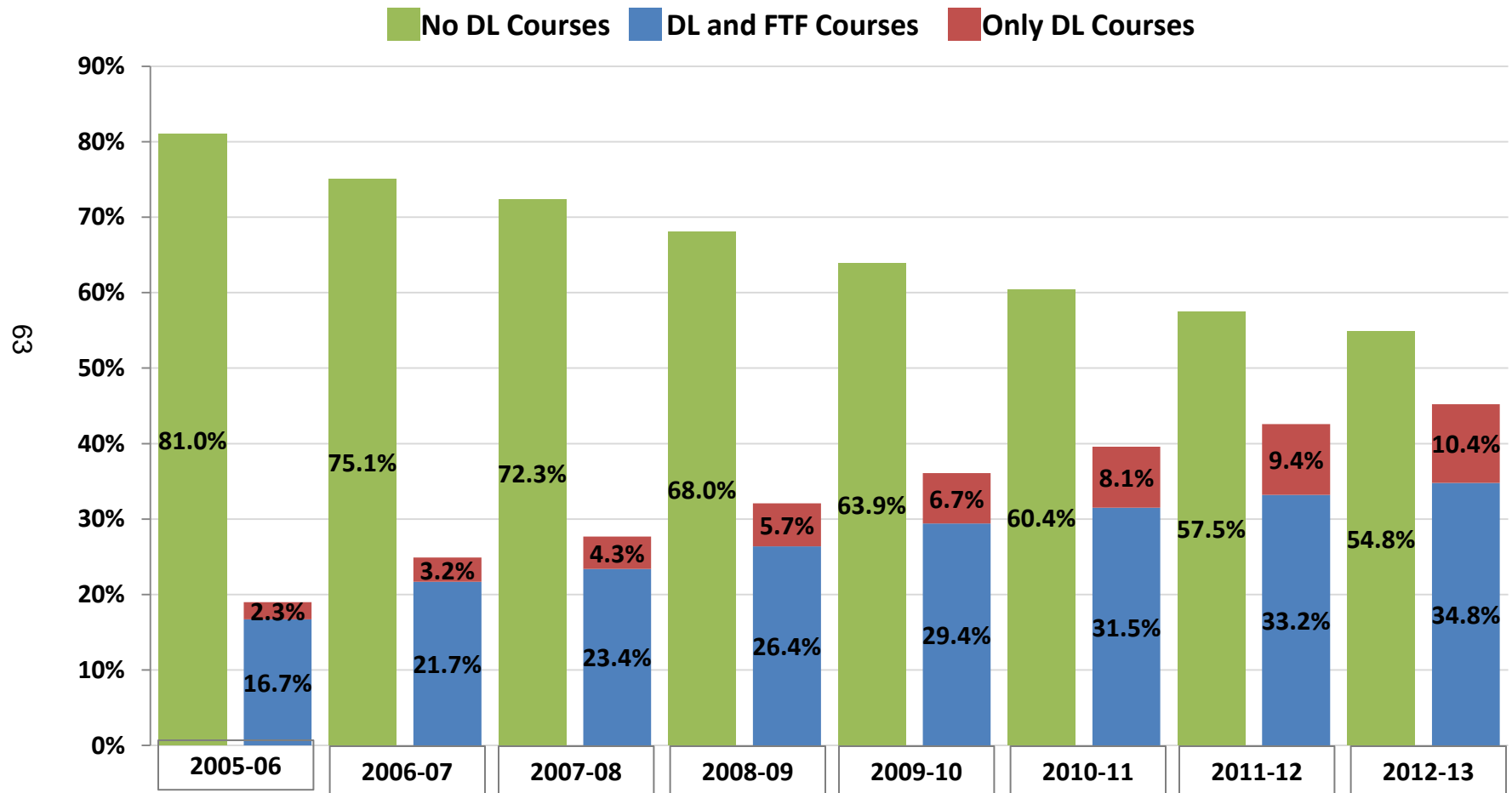
Online Learning Credit Hours as a Percent of All Credit Hours

2005-06 through 2012-13

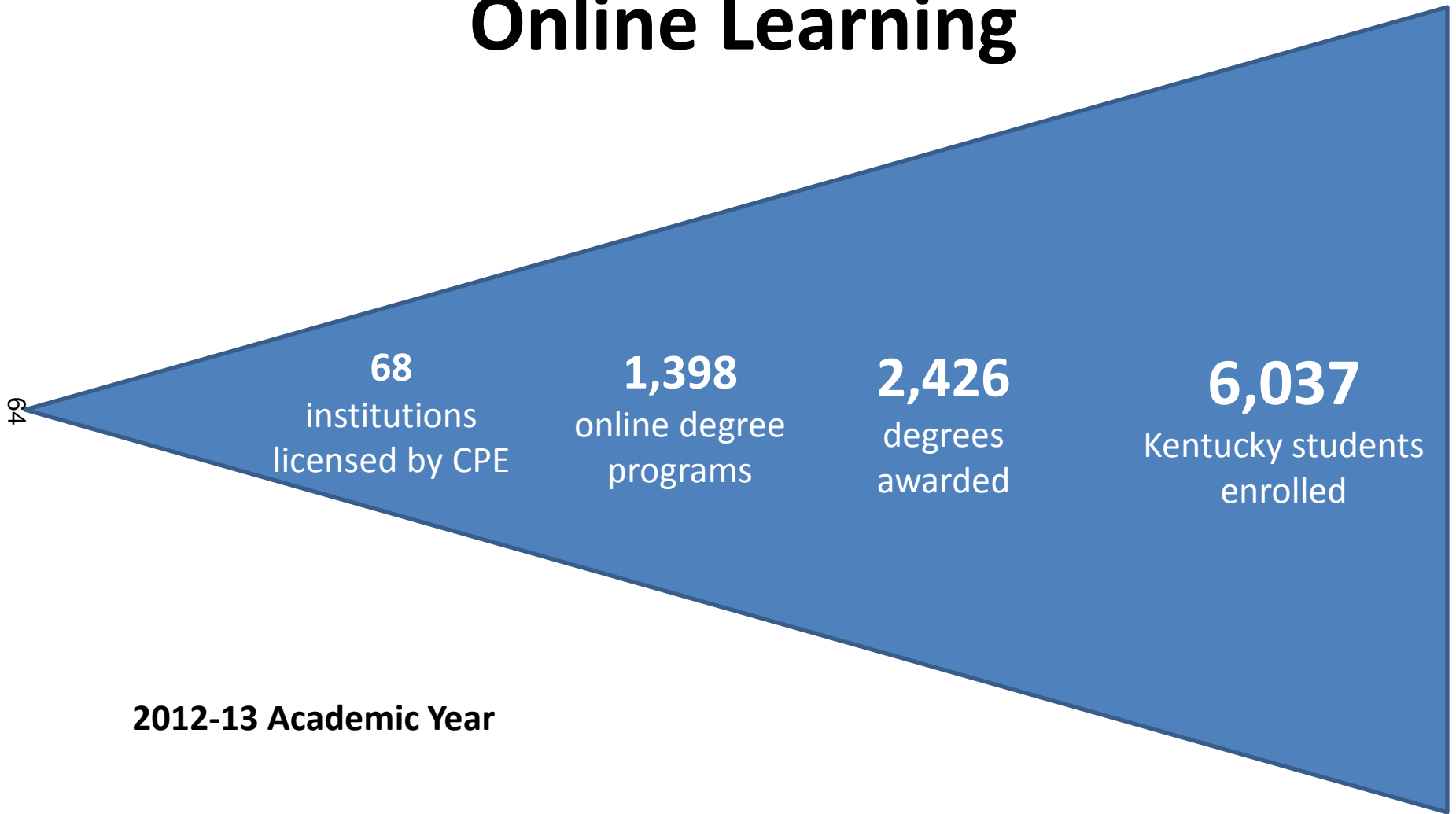


Course-Taking Pattern of Students

2005-06 through 2012-13



Out of State Institutions Online Learning

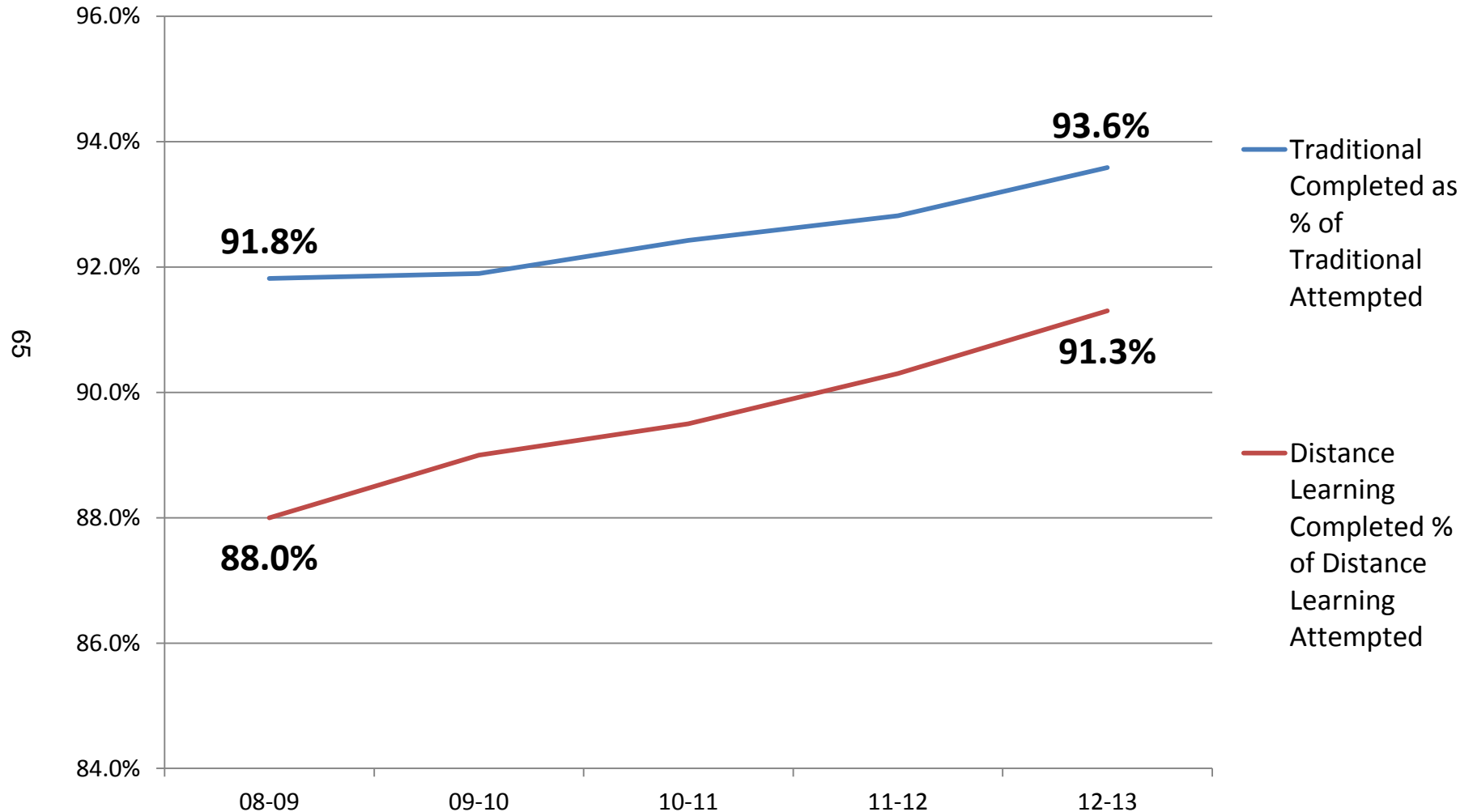


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2012-13 Academic Year

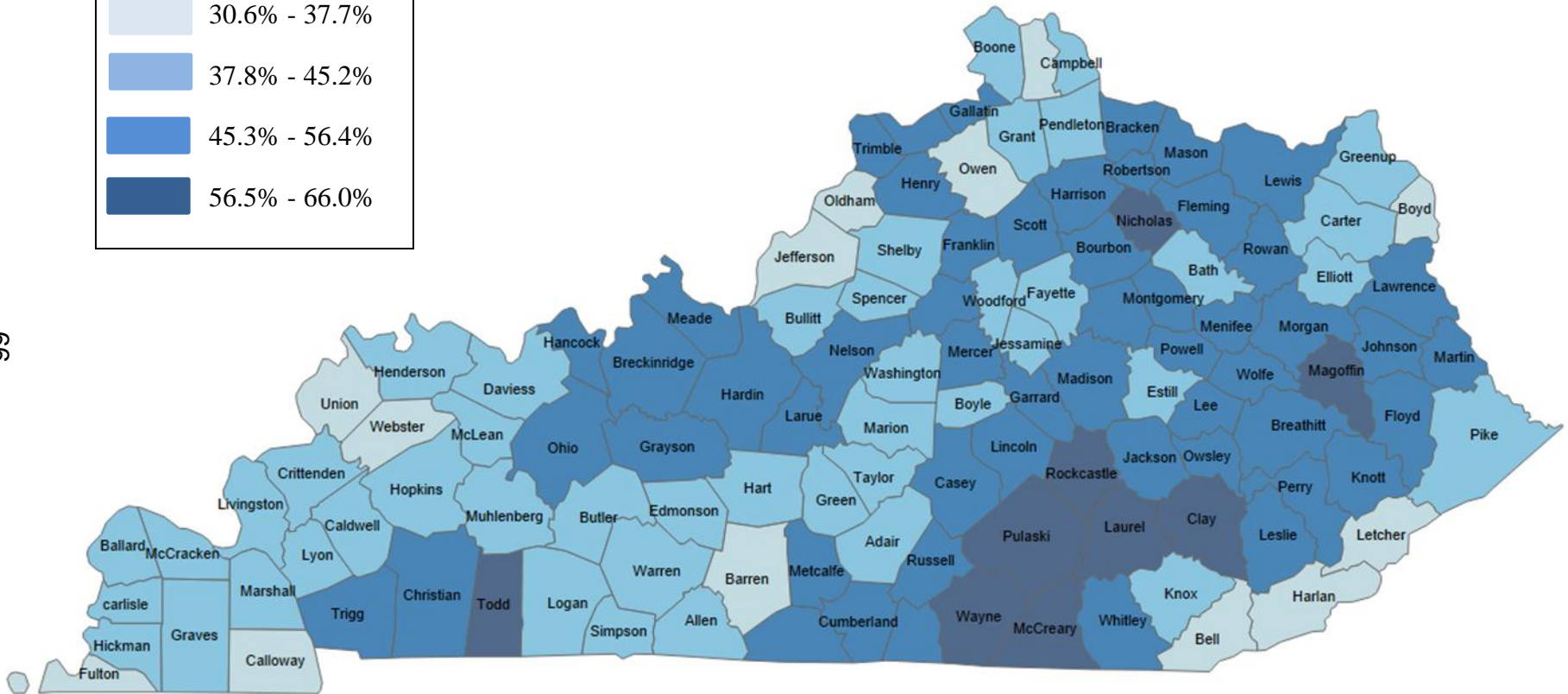
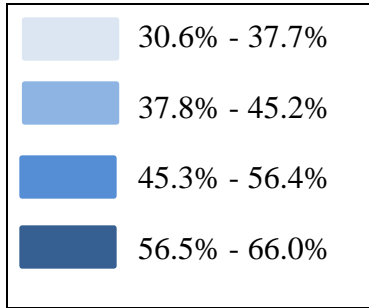
Completion Rates of Online & Traditional Courses

2008-09 through 2012-13



Postsecondary Distance Learning Students as Percentages of All Postsecondary Students

Academic Year 2012-13



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Program Approvals and Closures

Paul Blankenship,
Senior Associate, Student Success

Opened and Closed/Suspended Programs

Fall 2011 through Fall 2014



	Opened	Closed/Suspended
Total	147	157
KCTCS	64	36
Universities	83	121
EKU	12	63
KSU	4	0
MoSU	13	10
MuSU	11	21
NKU	8	8
UK	11	6
UL	7	4
WKU	17	9

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Opened and Closed/Suspended Programs

By Degree Level



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Degree Level	Opened	Closed/Suspended
Associate*	65	92
Bachelor	48	40
Master	22	21
Specialist	1	3
Doctor	11	1

*Associate Degrees - the 4-year Universities opened 1 and closed/suspended 56.

STRONGER by DEGREES

A STRATEGIC AGENDA

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Focus on Efficiency and Innovation

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November 20, 2014

Educating Kentucky's Next Generation

UK's massive investment will enhance Greater Lexington's nationally ranked workforce



BY KATHERAN WASSON

STRONG job growth along with typical retirements mean Kentucky expects 617,000 job vacancies for the decade ending in 2018, with nearly half those positions requiring postsecondary credentials. An educated and skilled workforce, already fundamental to state prosperity, will become even more essential as existing business and industry grow and the commonwealth continues to attract new operations.

However, the size and education level of the workforce in Lexington and the Bluegrass region give local executives and outside site selectors alike reason to smile.

Fayette County's population is expected to grow by 40,000 from 2015 to 2025, according to the Kentucky State Data Center. And not only does the Bluegrass region's workforce have strength in numbers, it is the state's best educated. At 39.9 percent, Lexington-Fayette's population 25 and older with a bachelor's degree – or better – well exceeds the national average of 28.5 percent and nearly doubles the state average of 21.1 percent, according to U.S. Census data.

But competition in today's world never ends, and the University of Kentucky is now two years into an aggressive new \$1 billion-plus building and growth campaign dedicated to improving the state's education and workforce outlook. New classroom space and sports facilities along with nearly total replacement of aging student housing is burnishing UK's growing reputation as a modern learning environment.

Fall 2014 enrollment numbers showing UK enrolled its largest, most diverse and academically prepared first-year class ever reflect that this mission is succeeding. Massive investments to revitalize the core campus indicate a "promise made, promise kept," President Eli Capilouto said.

"This board (of trustees) understood the need to grow our enrollment thoughtfully and strategically, to find new and innovative ways to invest in our students, faculty and staff, and to make tangible, concrete steps toward being one of the handful of premier residential public research campuses in America," Capilouto said in a press release. "With this first-year class, and surrounded by some \$1 billion of self-financed investment underway on our campus,

Improved facilities house and support UK's growing student enrollment.

we are making good on that plan and, in doing so, we are bucking national trends toward declining enrollment."

The 2014 freshman class of 5,188 students, up almost 11 percent from 4,684 in fall 2013, is the third consecutive record class size, Capilouto said. Average ACT scores and high school GPAs increased also. UK has become a 30,000-student campus for the first time, and the school recently added four new majors, a new masters program, three new minors and a new certificate program.

Often using public-private partnerships, the university is building more than \$363 million in cutting-edge student housing, more than \$140 million in science and business/economics classroom space, a \$110 million expansion and renovation of Commonwealth Stadium, and is about to begin construction of a new \$175 million student center to replace facilities originally built in 1938 and expanded in the 1960s and '80s.

In summer 2014, UK alum and current trustee Carol Martin "Bill" Gatton

The University of Kentucky is undergoing several years of major construction, resulting in more than \$1 billion of infrastructure investment.

pledged \$20 million, the largest gift in the school's 150-year history, toward the student center project. That topped his previous \$13 million gift to UK's Gatton College of Business and Economics, which is now undergoing a \$65 million renovation and expansion that is being paid for entirely by philanthropy.

"You can't get around on this campus right now without running into construction, and while that's difficult to navigate, it's wonderful to see because the investment being made in our university is going to lift it to the next level," said Gov. Steve Beshear at the student center gift announcement event. "This building is part of a network of history here at UK, but as befits a growing 21st century campus, this student center, just like the residence halls, needs to grow with the times."

Construction on that project will start in 2015 with completion expected in 2017.

The school broke ground on an 80,000-s.f. \$32 million facility to open in fall 2015 with new dining facilities and student support and academic enhancement areas. That building is part of a 15-year, \$250 million partnership between UK and Aramark, a global leader in food services.

"With our Board of Trustees' leadership and vision, we are continuing the revitalization of a campus that will have among the best,

20 Best Educated Ky Counties

Residents with bachelor's degree or higher

RANK	COUNTY	PERCENT
1.	Fayette	39.9%
2.	Oldham	39.3%
3.	Woodford	30.1%
4.	Jefferson	29.8%
5.	Boone	28.9%
6.	Calloway	28.1%
7.	Kenton	28.1%
8.	Campbell and Warren	27.5%
10.	Franklin and Jessamine	27.4%
12.	Scott	27.0%
13.	Madison	26.7%
14.	Rowan	23.9%
15.	Boyle	23.7%
16.	Shelby	23.6%
17.	McCracken	21.2%
18.	Hardin	19.8%
19.	Anderson	19.6%
20.	Daviess	19.0%
	Statewide	21.1%

Source: U.S. Census Bureau, 2012



most technologically infused living and learning spaces in the country," Capilouto said in a news release. "We are creating a campus more closely linked to a resurgent downtown that is becoming a destination place for our community. Together, we are a university city that grows best when we grow together – something we have committed to now and for the future."

The 10 new state-of-the-art campus housing structures all will be completed and open by fall 2015. In addition to the impact on students, the buildings represent the largest public-private partnership for university housing in the nation and are driving economic growth in the region. And such investments will continue to boost the area's educational accolades.

Above average and getting better

Lexington has long ranked among the nation's top 15 cities for workforce educational attainment. But that doesn't mean there isn't room to improve – and it isn't only about the traditional college degree path.

Scott Davis spent high school exploring his love of biology, but the next 13 years of his life took him far from the science lab. He worked in retail management, restaurant management – even a factory – before deciding to go back to school at 31.

"I didn't like working those jobs, but I was never in a position to go back to school," Davis said. "One day, I just realized that no matter how long I'm doing this, my life is never going to change, and it will be the same thing every single day until I get a degree."

Davis enrolled at Bluegrass Community and Technical College in Lexington as a biology major. He earned an associate's degree, transferred to the University of Kentucky for a bachelor's degree and is now working toward a master's. His goal is to teach biology at a community college.



Scott Davis

Davis is one of thousands of Kentuckians to find the key to career success through education.

Postsecondary institutions are hard at work to ensure Lexington has the educated workforce it needs to meet the needs of business and industry at all levels as the city continues to grow.

Market for STEM skills is strong and growing

BCTC, which is in the process of shifting to a new campus north of downtown Lexington, is one of the 16 KCTCS colleges focused on helping people land high-wage, high-demand jobs through education.

"There are folks out there waiting tables who decide, 'This isn't enough for me,'" said Mark Manuel, vice president of Workforce and Institutional Development at BCTC. "It isn't always about money, either. Sometimes, people are looking for a challenge or a change."

BCTC also attracts many recent high school graduates. Some already have career goals in mind, and others don't. Either way, college advisers share the latest information about the local

job market. After all, a degree is more valuable if it leads to a job – especially one that’s in-demand and comes with an above-average salary.

“There’s a plethora of those,” Manuel said. “Lexington is very blessed with a diverse economy – we have everything from automotive plants to companies developing smartphone apps. There are so many things you can go into, and a lot of them are driven by the STEM disciplines.”

In recent years, STEM has become a major buzzword in education; it stands for science, technology, engineering and math, and it’s becoming a big deal. One example of the growth of STEM careers in Lexington is the burgeoning biotechnology industry, sparked by the success of the UK College of Pharmacy, Manuel said. That means a boon for professionals at all educational levels.

Among the top five nationally, the pharmacy program has a strong research emphasis.

“They need doctorate level people and master’s level people, but there’s a huge demand for skilled technicians who can run experiments and know how to use lab equipment,” he said. “As we see new industries spring up, as a community college, we try to respond to those things as quickly as we can by working with other institutions around the country. We do what we can to support new industries.”

Still, Manuel said not enough students are interested in STEM.

According to the national STEM Coalition, jobs involving STEM skills are expected to grow 70 percent faster than the overall job market through 2018. Already in

Top 20 Counties for Growth in the Next 10 years

1. Spencer
2. **Scott**
3. Boone
4. Oldham
5. Shelby
6. **Jessamine**
7. Warren
8. Bullitt
9. Montgomery
10. **Madison**
11. Nelson
12. **Fayette**
13. Pulaski
14. Trigg
15. **Garrard**
16. Allen
17. Hardin
18. Barren
19. **Anderson**
20. Laurel

Source: Kentucky State Data Center
Population Projections for 2015-2025



the current job market, while unemployed people outnumber job postings 3.6 to one overall, the situation is the opposite in STEM fields: Job postings outnumber unemployed people 1.9-to-1.

Liz Mirsky is in the midst of applying to medical schools – 11 at last count – as she embarks on her senior year at the University of Kentucky. After graduating high school at 16 and completing her first two years of college at BCTC, she transferred to UK to earn a bachelor’s degree in biology.

Mirsky has wanted to be a doctor since she was just 7 or 8, and for her choosing biology as her major was a natural fit. But she realizes the decision to pursue a STEM discipline can be intimidating for many.

“Science and math are so broad,” she said. “You can find one thing (within a field) to focus in on that you like, and as long as you pick something you’re really interested in that will make it a lot easier.”

Davis, the nontraditional student, also encourages people to get involved in STEM fields. Two high school teachers inspired his love for biology, and he hopes to do the same someday with his future students.

Getting students to choose STEM programs and majors is only the beginning of the battle. Nationwide, fewer than half of all students who enter college with plans to major in a STEM field actually leave with a STEM degree.

In June 2014, UK and BCTC received a \$1.9 million grant to improve retention of students in the STEM disciplines through a

The Gatton College of Business and Economics is in the midst of a \$65 million expansion and renovation that is being paid for entirely by private donations and will allow a 40 percent growth in its enrollment.

collection of initiatives dubbed “STEMCats.” The support program calls for five key components: weeklong prep courses in math, biology, chemistry and physics; a STEM area within student housing; a freshman research course; a small-group summer research experience; and an improved introductory STEM curriculum.

UK is one of 37 research schools the Howard Hughes Medical Institute selected from among 170 competing institutions to receive a share of \$60 million in total funding. The five-year awards, ranging from \$1.2 to \$2.4 million, are intended to enable schools to focus on “significant and sustained improvement in retaining students” in the STEM disciplines.

Apprenticeships sharpen classroom skills

KCTCS is working also to boost student success in high-tech fields through apprenticeship-style skills programs.

Students who enroll in the Advanced Manufacturing Technician program, the result of collaboration with Toyota Motor Manufacturing Kentucky in Georgetown, split their time between the classroom and the workplace, learning from the combination of cutting-edge curriculum and paid working experience. Students who complete the program earn an

Toyota's Advanced Manufacturing Training program is based in Georgetown.

associate's degree, and though they aren't guaranteed a job after graduation, many indeed do land them, said Larry Ferguson, vice chancellor of economic development and workforce solutions for KCTCS.

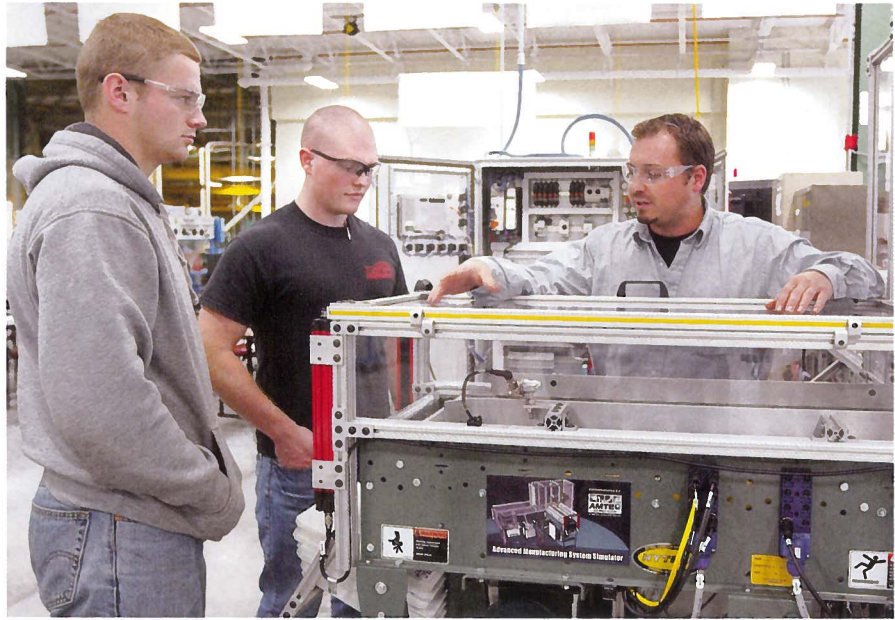
Skills offered at the system's 16 schools depend on the local market – what works in Eastern Kentucky wouldn't necessarily fit in Western Kentucky, Ferguson said. At Ashland Community and Technical College, for example, welding training is offered 24 hours a day because there's such a demand.

That demand and others like it arise from two phenomena in particular, he said: Manufacturers are moving to more highly sophisticated production processes, and baby boomers are retiring, leaving holes in the workforce.

"This is a paradigm shift for a lot of folks, but the majority of jobs in the future are going to require a two-year degree or certification – not necessarily a four-year degree," Ferguson said. "In the past, a liberal arts degree could get you a job anywhere, but now employers need highly specialized workers, and they're looking for more specialized training."

Fourteen companies participate at the Advanced Manufacturing Center on Toyota's property in Scott County. The program lets students take classes two days a week and work three days a week in the plant.

Local manufacturers involved in the AMT program include 3M, Link-Belt, Florida Tile, Hitachi, and TOPY,



Manuel said. The program has been such a success that at least 10 other states have modeled programs after it, with consultation from KCTCS.

As part of Kentucky's economic development incentive package to land the Lexus production at Toyota, BCTC is investing \$24 million to create a new AMT training facility attached to TMMK.

"We do a very poor job of educating our children in what careers really exist and what they really look like," Manuel said. "Work and learn programs like these give students a chance to see what the field is really like, and it gives the company a chance to see the students' work habits."

This consideration helped produce the Automotive Manufacturing Technical Education Curriculum, a multistate effort

Career summer camps

All 16 of Kentucky's community and technical colleges host free career camps over the summer to highlight technical opportunities in various sectors of manufacturing, utility and healthcare industries. The lieutenant governor's office head up the initiative.

BCTC's weeklong camp gave 14 middle school students from Fayette County schools a chance to design and build their own skateboard using the expertise of BCTC's machine tool technology faculty. Students also toured Toyota and heard from employees of Lexington manufacturers General Electric and I.B. Moore.

of community and technical colleges to train automotive technicians and engineers in advanced skills. KCTCS is the fiscal agent and lead partner of the effort, funded by a \$5.5 million National Science Foundation grant.

AMTEC is a hybrid program mixing online lectures and in-person labs for both students and current automotive workers.

"You get to apply what you're learning," Manuel said of programs such as AMT and AMTEC. "That makes a big difference when you can take it from paper to real life."

Jumping the no-diploma hurdle

Aiming for college degrees is an important part of building an educated workforce, but 17.6 percent of Kentuckians lacked a high school diploma or equivalent as of 2012, including 11.3 percent in Fayette County.

AMTEC is a hybrid program mixing online lectures and in-person labs for both students and current automotive workers.



A highly educated region

Asbury University

Location: Wilmore
Enrollment: 1,638
asbury.edu

Known for its Christian liberal arts programs, the university also has a growing personalized program for adults. The school sends media communication students to summer and winter Olympics.

Asbury Theological Seminary

Location: Wilmore
Enrollment: 1,507
asbury.seminary.edu

An interdenominational school in Wilmore with a Wesleyan heritage.

Berea College

Location: Berea
Enrollment: 1,616
berea.edu

Berea has free tuition, and also has gained attention for its old-fashioned "whole person" approach to instruction.

Bluegrass Community & Technical College

Location: Lexington
Enrollment: 12,367
bluegrass.kctcs.edu

Bluegrass Community and Technical College (BCTC) is one of the fastest-growing two-year community and technical colleges in the state and is the largest member of the Kentucky Community and Technical College System.

Centre College

Location: Danville
Enrollment: 1,375
centre.edu

Centre was recently ranked No. 10 among the nation's liberal arts colleges for best undergraduate teaching by U.S. News & World Report and was ranked No. 45 overall among all national liberal arts colleges.

Eastern Kentucky University

Location: Richmond
Enrollment: 16,454
eku.edu

Eastern Kentucky University last year named its new president, Michael T. Benson, who has a vision for the campus that encompasses his commitment to what he called the three P's: people, places and programs.

Georgetown College

Location: Georgetown
Enrollment: 1,399
georgetowncollege.edu

Georgetown College, a Christian liberal arts college, provides meaningful opportunities for

international study, including a partnership that allows students to study at Oxford University in England.

ITT Technical Institute

Location: Lexington
Enrollment: 1,600
itt-tech.edu

The private career school campus is among more than 140 nationwide.

Kentucky State University

Location: Frankfort
Enrollment: 1,881
ksu.edu

Kentucky State University, building on its legacy of achievement as a historically black, liberal arts, 1890 land-grant university, affords access to and prepares a diverse student population of traditional and nontraditional students.

Midway College

Location: Midway
Enrollment: 1,362
midway.edu

As Kentucky's only college for women and as a forerunner in coeducational adult accelerated learning, Midway College empowers undergraduate, graduate and professional students as leaders through a professionally-oriented liberal arts education.

Morehead State University

Location: Morehead
Enrollment: 11,358
moreheadstate.edu

MSU boasts one of five space science programs in the country and is recognized by the Carnegie Foundation for the Advancement of Teaching as an Institution of Community Engagement, an honor given to fewer than 100 schools nationally.

National College

Locations: Danville, Lexington, Richmond (other Kentucky locations include Florence, Louisville and Pikeville)
national-college.edu

National College has three Central Kentucky campuses that offer a range of degree and diploma programs in business, healthcare and computer technology.

Spencerian College

Location: Lexington and Louisville
Enrollment: 1,458
spencerian.edu

Founded in Louisville in 1892. Specializes in medical and technical programs in Lexington.



Berea College utilizes a "whole person" approach to education.

Sullivan University

Location: Lexington and Louisville
Enrollment: 831/5,017
sullivan.edu

Sullivan University is Kentucky's largest private college or university, offering higher education for people with higher goals.

Transylvania University

Location: Lexington
Enrollment: 1,100
transyu.edu

As the 16th oldest college in the United States, Transylvania University is located in the heart of historic downtown Lexington and calls its students and faculty the Pioneers. The school is a consistently leading academic institution and boasts an impressive 90 percent acceptance rate of the students it recommends to medical schools and a 100 percent rate to law schools. Also, nearly 70 percent of Trans students study abroad. The school recently broke ground on a new \$8 million athletics complex that will become home to women's and men's soccer, lacrosse, and track and field.

University of Kentucky

Location: Lexington
Enrollment: 30,062
uky.edu

The state university system's flagship school. UK was a national land grant college founded in 1865. Today it includes professional schools for medicine, law, dentistry and pharmacy, which ranks among the top five nationally, and dozens of degree and graduate school programs. UK has become a major research university.

Others finished high school or earned a GED and went right into the workforce without earning a postsecondary credential.

Accelerating Opportunity Kentucky is one program that's working to ensure more region and state residents make the leap. The program aims to create a "gateway to college" for adults who lack a high school diploma or GED along with those who need remedial education, according to the program's description.

AOKY's aim is to lead them to "jobs with family-sustaining wages."

Kentucky was one of four states to receive a grant from Boston-based nonprofit Jobs for the Future to replicate a Washington state program aimed at boosting literacy and job skills. The result is Advancing Opportunity Kentucky, now in its second year.

Team teaching is the program's hallmark, said Harmony Little, the program's coordinator. An adult

education instructor reinforces basic skills while a technical instructor teaches topics such as welding and automotive technology. Outside class, students spend additional time with their adult-ed instructor to reinforce concepts relevant to the field they're studying.

AOKY puts students on a fast track into the workforce by "stacking certificates," allowing them to earn a GED and postsecondary credential at the same



More than 85,000 participants in the Kentucky Skills Network have learned marketable skills in five targeted areas.

now so I don't ever have to stand in the unemployment line again.”

KCTCS and the Kentucky Skills Network

KCTCS is a member of the Kentucky Skills Network, a partnership among the state Cabinet for Economic Development, the Labor Cabinet and Kentucky Career Center. All 16 of Kentucky's community and technical colleges have staff who work directly with business and industry, offering customized training, Ferguson said.

In 2013, the network trained nearly 85,000 Kentuckians in five targeted areas and provided pre-employment services to more than 95,000 people and 2,650 Kentucky companies. Existing companies can receive a skills training program at half cost, while companies that bring new jobs to the state can benefit from 100 percent subsidized training.

State officials identified five industry sectors in 2011 expected to be the prime areas for growth in Kentucky: automotive and aircraft; transportation, distribution and logistics; business services and research and development; healthcare and social assistance; and energy creation and transmission.

“We determined that for the future, it's in those sectors that we are going to see the most significant growth in high-wage, high-demand jobs,” Ferguson said. “We try to stay ahead of the curve and anticipate what business and industry is going to need . . . most of the jobs of the future don't even exist yet.”

time. The average student in the program is 30, Little said.

It also bypasses the need for remedial education such as the two or three semesters many KCTCS students must spend on courses that, Little said, don't count toward a degree and still cost the student money.

“The entire purpose is to smash that all together,” Little said. “It not only saves them time and money, but it gets them into the workforce a lot quicker.”

KCTCS ties its offerings to local market data. At Bluegrass Community and Technical College, for example, students can study welding through the program.

Statewide, welding is by far the most popular program, Little said. Other colleges offer things such as allied health, industrial maintenance and automotive technology.

“We aren't doing anybody any favors if we offer them an auto tech certificate and there aren't any jobs to be had,” she said.

The program assigns a case manager to each student to make referrals to community services, such as child care and medical services.

The program was designed to get students an entry-level certificate and then into the workplace quickly, but she said KCTCS officials are finding that participants take longer to get into jobs – but that's actually a good thing.

“The majority of our [AOKY] students are opting to stay in college and continue their education,” Little said. “They're staying to get additional certificates so they can get an even better job with better pay. We've had some students tell us, ‘I'm doing this

TOYOTA MOTOR MANUFACTURING KENTUCKY

1001 Cherry Blossom Way
Georgetown, Ky. 40324
(502) 868-2000
toyotageorgetown.com



Wil James,
President,
Toyota Motor
Manufacturing
Kentucky, Inc.

More than 10 million vehicles have rolled off Toyota's assembly lines in Georgetown, home of Toyota's largest vehicle manufacturing plant in North America. Toyota provides jobs to more than 21,000 Kentuckians, including direct employment in Georgetown of more than 7,000, with 750 jobs being added to support production of the Lexus ES, beginning fall 2015.

The \$5.9 billion Kentucky plant currently manufactures as many as 500,000 cars annually, including the Camry, America's best-selling car, Camry Hybrid, Avalon, Avalon Hybrid and Venza. Four-cylinder and V-6 engines are also produced in Georgetown, with a current annual capacity of 600,000. Additionally, Toyota's Kentucky plant has donated \$46 million to nonprofits across the state.



Toyota's North American Production Support Center training facility in Georgetown, Ky., serves Toyota plants in the United States, Canada and Mexico.

Central Kentucky's private universities continue to lead

WHILE bigger schools sometimes make all of the news, Central Kentucky's smaller, private higher education institutions are a force to be reckoned with and are creating a highly educated population and workforce that is hard to beat.

Centre College in Danville constantly receives accolades as one of the nation's best liberal arts universities. It recently climbed to No. 45 in the nation among all National Liberal Arts Colleges, as ranked by the 2015 *U.S. News & World Report* "Best Colleges" guide. That's a jump of four spots from last year.

"We are fortunate to remain among the best of the best by every measure," said John A. Roush, Centre's president, "which is a credit to our faculty and staff, as well as our 195-year history focused on educating young people for meaningful work and service."

In separate categories, Centre's faculty were rated tops in the nation, with a No. 10 ranking for best undergraduate teaching. Centre made a significant gain in the high school counselor ranking, moving from #44 to #37 in the nation over a one-year period.

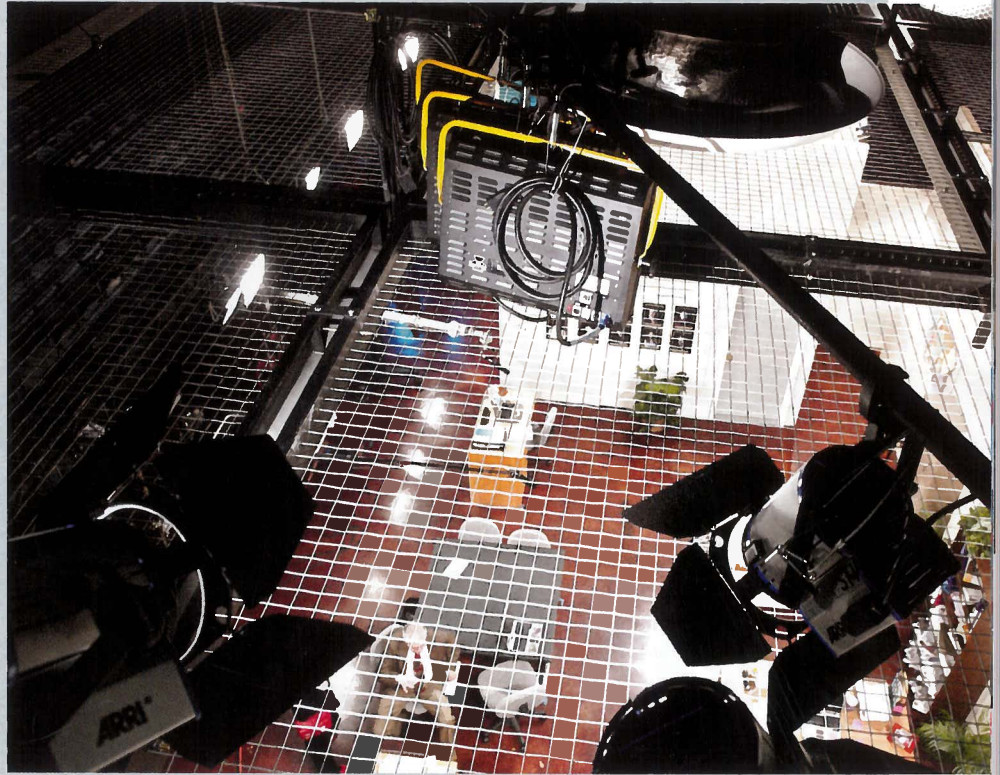
Additionally, *Forbes* recently reviewed the nation's top 650 schools and Centre landed a top-100 designation in the listing of "America's Top Colleges."

According to the *Forbes* report, Centre students are receiving one of the nation's best educational values. It cites the college as No. 81 overall among the nearly 3,500 public and private colleges and universities in the U.S.

The accolades continue, as *Princeton Review* also honored Centre on the "Best 379 Colleges" list, an honor earned by just 15 percent of the approximately 2,500 colleges and universities considered for the ranking.

What has long distinguished Princeton Review from other rankings is its reliance on student input. This process includes surveying a total of 130,000 students at the top 379 colleges, or an average of nearly 350 per campus, and asking 80 questions about all aspects of campus life.

Less than 25 miles away in Wilmore, Asbury University is also gaining momentum. It was recently named the No. 1 Regional College (South) in the United States by *U.S. News and World Report*.



This is the fourth-straight year Asbury has been ranked in the Top 5 in the South and Asbury is the only school in the state of Kentucky ranked in the Top 25 in any of the overall-university ranking categories.

"This is really a testament to the hard work and dedication of our students, faculty and staff. They are all very mission focused and the reason we're able to achieve this type of distinction," said Dr. Sandra C. Gray, president of Asbury University. "Asbury has always been about community, and together we value the importance of a Christian education and the strong commitment to excellence that goes along with that to make a positive influence in the world."

Asbury's media program is a popular major and includes an entire television studio.

Asbury's graduation rate is predicted higher than any other college or university in the rankings, is one of only four schools in the rankings with a freshman retention rate of 80 percent or better and has more than 50 majors and more than 150 student organizations. The school boasts an impressive 13:1 faculty to student ratio.

The university also recently launched a graduate program in digital storytelling, as part of its highly acclaimed communication arts program.

In Lexington, Transylvania University also earned praise from *U.S. News & World Report*. It ranked 35th among U.S. liberal arts colleges for value on the Great Schools, Great Prices list.

This news comes on the heels of other recent acclaim for Transylvania, such as placing 10th in College Factual's Best Colleges for the Money. This national ranking compared average cost to quality while factoring in how long it takes the average student to graduate.

"Students and parents want to make sure they are getting a great return on their college investment," said Brad Goan, vice president for enrollment and dean of admissions. "Value is about cost, but value is also about outcomes. Is it worth it? At Transylvania, we can say with confidence that it is definitely worth it – that a Transylvania education continues to pay dividends over the course of a lifetime."

Centre College climbed to No. 45 among all national liberal arts colleges in *U.S. News & World Report's* rankings.



**Open/Closed/Suspended Program Report
Council on Postsecondary Education
November 21, 2014**

The following reflect self-reported data from all public postsecondary institutions on programs that were opened or closed/suspended from fall 2010 through summer 2014.

Degrees Opened and Closed/Suspended

	Opened	Closed/Suspended
Total	147	157
Universities	83	121
KCTCS	64	36

**Programs by Degree Level
(KCTCS in Parentheses)**

Level	Opened	Closed/Suspended
Associate	65 (64)	89 (36)
Bachelor	48	41
Master	22	23
Specialist	1	4
Doctor	10	6

To be consistent with other reports from the Council staff, the Field of Degree (FOD) groupings by the Census were used to categorize programs of study by CIP codes.

Programs by Field of Degree

	Area	Opened	Closed/Suspended
Total	Arts and Humanities	26	9
	Business and Communications	11	26
	Education	7	17
	Social & Behavioral Sciences & Human Services	17	16
	STEM	24	49
	Trades	20	20
	Health	42	19

	Area	Opened	Closed/Suspended
Universities	Arts and Humanities	20	9
	Business and Communications	8	19
	Education	6	15
	Social & Behavioral Sciences & Human Services	13	14
	STEM	13	41
	Trades	4	11
	Health	19	11

	Area	Opened	Closed/Suspended
KCTCS	Arts and Humanities	6	0
	Business and Communications	3	7
	Education	1	2
	Social & Behavioral Sciences & Human Services	4	2
	STEM	11	8
	Trades	16	9
	Health	23	8

Programs Opened and Closed/Suspended by Institution

Eastern Kentucky University – Opened

Program	Level	CIP Code	Date Opened
Animal Studies	BS	30.9999	5/25/10
Networks Security and Electronics	BS	15.1299	8/6/10
Occupational Safety	BS	15.0703	9/15/10
Fire Protection Administration	BS	43.0202	10/26/10
Fire Protection and Safety Engineering Technology	BS	43.0201	10/26/10
Fire, Arson, and Explosion Investigation	BS	43.0205	10/26/10
Nursing Practice	DNP	51.3818	4/20/11
Deaf Studies	BA	16.1699	5/11/11
Risk Management and Insurance	BS	52.1701	5/11/11
Public Health	BS	51.2207	10/5/11
Mathematics	MA	27.0101	2/10/12
Occupational Therapy	OTD	51.2306	6/21/12

Eastern Kentucky University - Closed/Suspended

Program	Level	CIP Code
Fire and Safety Engineering Technology	BS	43.0201
Computer Electronic Networking	BS	15.1202
Health Education	BS	51.1504
Assets Protection and Security	BS	43.0109
Insurance	BS	52.1701
Early Childhood Development	AAS	19.0709
Medical Laboratory Technology	AAS	51.1004
Office Systems and Technologies	AAS	52.0401
Special Education/Non-Teaching	BS	13.1399
Agricultural Mechanization, General	AS	01.0201
Plant Nursery Operations and Management	AS	01.0606
Turf and Turfgrass Management	AS	01.0607
City/Urban, Community and Regional Planning	BA	04.0301
Radio and Television Broadcasting Technology/Technician	AS	10.0202
Prepress/Desktop Publishing and Digital Imaging Design	AS	10.0303
Educational Assessment, Testing, and Measurement	MAEd	13.0604
Special Education and Teaching, General	EdS	13.1001
Elementary Education and Teaching	EdS	13.1202
Technology Teacher Education/Industrial Arts Teacher Education	BS	13.1309
School Librarian/School Library Media Specialist	BS	13.1334
Electrical, Electronic and Communications Engineering Technology/Technician	AS	15.0303

Electromechanical Technology/Electromechanical Engineering Technology	AS	15.0403
Manufacturing Engineering Technology/Technician	BS	15.0613
Manufacturing Engineering Technology/Technician	MS	15.0613
Occupational Safety and Health Technology/Technician	BS	15.0701
Quality Control Technology/Technician	AS	15.0702
Computer Technology/Computer Systems Technology	AS	15.1202
Drafting and Design Technology/Technician, General	AS	15.1301
Russian Language and Literature	BA	16.0402
French Language and Literature	MA	16.0901
Spanish Language and Literature	MA	16.0905
Textile Science	BS	19.0904
Speech and Rhetorical Studies	BA	23.1001
Library Science	BA	25.0401
Humanities and Social Science	BA	30.0401
Physics, General	MS	40.0801
Geological Technology	AS	41.0302
Counseling Psychology	MA	42.0601
Corrections	AA	43.0102
Forensic Science and Technology	AA	43.0106
Criminal Justice/Police Science	MS	43.0107
Security and Loss Prevention Services	BS	43.0109
Securities Services Administration/Management	MS	43.0112
Fire Prevention and Safety Technology/Technician	AA	43.0201
Geography	MA	45.0701
Political Science and Government, General	MA	45.1001
Drama and Dramatics/Theatre Arts, General	BFA	50.0501
Medical Office Management/Administration	BS	51.0705
Health Information/Medical Records Technology/Technician.	AS	51.0707
Medical/Clinical Assistant	AS	51.0801
Dietitian Assistant	AS	51.3104
Executive Assistant/Executive Secretary	AA	52.0402
Real Estate	BBA	52.1501
Beef Herd Management	AS	01.0302.01
Ibero-American Studies	BA	05.0199.01
Guidance and Counseling	MAEd	13.1101.01
Student Personnel Services and Higher Education	MA	13.1101.02
School Social Work	MAEd	13.1101.03
Wood Technology	AS	15.0699.01
Chemical Technology	AS	41.0301.01
Juvenile Justice	AA	43.0199.01
Public Administration	MPA	44.0401.01
Music Merchandising	BA	50.0999.01

Kentucky State University – Opened

Program	Level	CIP Code	Date Opened
Gerontology (Pending SACS approval)	MA	45.9999	12/11/13
Agriculture, Food, and Environment	BS	01.0000	12/16/13
Doctor of Nursing Practice	DNP	51.1602	6/20/14
Interdisciplinary Behavioral Science: Psychology and Law	MA	42.2812	6/20/14

Morehead State University – Opened

Program	Level	CIP Code	Date Opened
Public Policy	BA	44.0501	6/9/11
Veterinary Technology	BS	51.0808	6/9/11
Social Sciences	MA	45.0100	6/9/11
Government	MA	44.0501	6/28/11
Interdisciplinary International Studies	BA/BS	30.2001	7/28/11
Sports Management	MA	31.0504	8/17/11
Traditional Music	BA	50.0999	9/22/11
Biomedical Sciences	BS	26.0102	12/1/11
Veterinary Science	BS	51.2501	12/8/11
Convergent Media	BA	09.0799	2/14/14
Strategic Communication	BA	09.0999	2/14/14
Space Systems Engineering	MS	14.0201	4/29/14
Neuroscience	BS	26.1501	4/29/14

Morehead State University – Closed/Suspended

Program	Level	CIP Code
CAD & Graphics Technology	BS	15.0613
Construction Management Technology	BS	15.0612
Communication	BA	09.0101
Construction Management Technology	AAS	15.0613
Industrial & Technical Education	AAS	15.0613
Manufacturing Technology	AAS	15.0613
Professional Counselor	Spec	13.1101
Institutional Food Workers	BS	12.0508
Human Sciences	AAS	19.9999.02
Human Sciences	BS	19.9999.02

Murray State University – Opened

Program	Level	CIP Code	Date Opened
Nonprofit Leadership Studies	BA/BS	44.0702	3/24/11
Nursing Practice	DNP	51.3818	6/10/11
Library Media Education	MA	13.1334	11/10/11
Music Business	BS	50.1003	11/16/12
Community Health	BS	51.2208	6/20/13
Logistics and Supply Chain Management	BAB/BSB	52.0203	6/20/13
P-20 and Community Leadership	EdD	13.0401	11/7/13
Postsecondary Education Administration	MA	13.0406	11/7/13
Sustainability Studies	MS	30.3301	4/29/14
Economic Development	MS	45.0601	6/20/14
Health Information Administration	BS	51.0706	6/20/14

Murray State University – Closed/Suspended

Program	Level	CIP Code
Mechanical Engineering/Mechanical Technology	AS	15.0805
Exercise Science and Leisure Studies	MS	31.0505
Drafting and Design Technology	AS	15.1301
Professional Accountancy	MPA	52.0301
Child Care Provider/Assistant	AS	19.0709
Prepress/Desktop Publishing and Digital Imaging Design	AS	10.0303
Information Science/Studies	AAS	11.0401
Art Teacher Education	BA/BS/BFA	13.1302
Water Quality and Wastewater Treatment Management and Recycling Technology/Technician	AS	15.0506
Manufacturing Engineering Technology/Technician	AS	15.0613
Mechanical Engineering/Mechanical Technology/Technician	AS	15.0805
Mechanical Engineering/Mechanical Technology/Technician	BA/BS	15.0805
Drafting and Design Technology/Technician, General	AS	15.1301
Family and Community Services	BS	19.0301
Housing and Human Environments, General	BA/BS	19.0601
Child Care Provider/Assistant	AS	19.0709
Health and Physical Education/Fitness, General	EdD	31.0501
Geology/Earth Science, General	MA/MS	40.0601
Fine/Studio Arts, General	MA	50.0702
Clinical Laboratory Science/Medical Technology/Technologist	BA/BS	51.1005
Administrative Assistant and Secretarial Science, General	AA	52.0401

Northern Kentucky University – Opened

Program	Level	CIP Code	Date Opened
Social Work	MSW	44.0701	5/5/10
Nursing Practice	DNP	51.3818	4/28/11
Educational Leadership	Spec	13.0401	6/14/11
Data Science	BS	11.0199	10/31/13
Special Education	BA	13.1001	10/31/13
Radiologic Science	BS	51.0911	2/14/14
Respiratory Care	BS	51.0908	2/14/14
Health Science	MS	51.0000	3/26/14

Northern Kentucky University – Closed/Suspended

Program	Level	CIP Code
Career & Technical Education	BS	13.1319
Radiologic Technology	AAS	17.0209
Respiratory Care	AAS	17.0210
Criminal Justice	AAS	52.2001
Radio/Television	BA	09.0701
Information Technology	AA	11.0103
Data Processing Technology	AAS	11.0301
Aviation/Airway Management and Operations	AAS	49.0104

University of Kentucky – Opened

Program	Level	CIP Code	Date Opened
Plant and Soil Science	MS	01.1199	9/3/10
Plant and Soil Science	PhD	01.1199	9/3/10
Chinese Language and Literature	BA	16.0301	8/9/11
Information Communication Technology	BS	11.0401	2/14/14
Teaching English as a Second Language	MA	13.1401	3/26/14
Linguistic Theory and Typology	MA	16.0102	4/11/14
Environmental and Sustainability Studies	BA	03.0103	4/11/14
Writing, Rhetoric, and Digital Studies	BA	23.1304	6/20/14
Public Health	BHS	51.2201	6/20/14
Health, Society and Populations	BA	30.0000	6/20/14
Creative Writing	MFA	23.0501	6/20/14

University of Kentucky – Closed/Suspended

Program	Level	CIP Code
Civil Engineering	MCE	14.0801
Instruction and Administration	EdD	13.0499.02
Early Childhood Education	MAEdu	13.1202
Mathematical Sciences	BA/BS	27.9999.02
Pre-Physical Therapy	BHS	51.2308.01
Home Economics	MA	19.0601

University of Louisville – Opened

Program	Level	CIP Code	Date Opened
Justice Administration	PhD	43.0103	9/22/11
Pan African Studies	PhD	05.0201	2/16/12
Asian Studies	BA	05.0103	6/16/12
Dentistry	MSD	51.0501	6/29/12
Latin American and Latino Studies	BA	05.0107	10/10/13
Public Health	BS	51.2201	10/31/13
Studio Art and Design	MFA	50.0702	2/14/14

University of Louisville – Closed/Suspended

Program	Level	CIP Code
Management	BSBA	06.0401.01
Office Management and Supervision	BS	52.0204
Executive Assistant/Executive Secretary	AA	52.0402
Health/Medical Preparatory Programs	BS	51.1199.01

Western Kentucky University – Opened

Program	Level	CIP Code	Date Opened
Organizational Leadership	BS	52.0213	8/1/10
Art History	BA	50.0703	8/1/10
Film	BS	09.0701	8/1/10
Asian Religions and Cultures	BA	05.0103	8/1/10
Water Resource Management	AS	15.0506	8/1/10
Mathematical Economics	BS	45.0603	8/1/10
Health Information Management	BS	51.0706	8/1/12
Nursing Practice	DNP	51.3818	8/1/11
Social Responsibility and Sustainable Communities	MA	44.0201	8/1/11
Religious Studies	MA	38.0201	8/1/11
Accountancy	MACC	52.0301	8/1/12
Physical Therapy	DPT	51.2308	6/1/13
Chinese	BA	16.0301	1/1/14
Arabic	BA	16.1101	1/1/14
Criminology	BA	45.0401	8/1/14
Diversity & Community Studies	BA	05.0299	8/1/14
Paralegal Studies	BA	22.0302.30	1/1/15

Western Kentucky University – Closed/Suspended

Program	Level	CIP Code
Architectural Drafting Technology	AS	15.0101
Manufacturing Technology	AS	15.0604
Meteorological Technology	AS	40.0404
Instructional Leader-Principal	MAEd	13.0499.04
Investigative Biotechnology	BS	26.1201
Information Systems	AA	11.0301
Office Systems Technologies	AA	52.0402
Hospitality Management	AS	52.0901
Mass Communications	BA	09.0102

KCTCS – Opened

Program	Level	CIP Code	Date Opened
Marine Technology (West Ky)	AAS	49.0399	49.0399
Health Science Technology (Ashland)	AAS	51.0000	3/11/10
Health Science Technology (West Ky)	AAS	51.0000	3/11/10
Applied Process Technologies (Jefferson)	AAS	41.0301	3/11/10
Clinical Laboratory Technician (Jefferson)	AAS	51.1004	3/11/10
Visual Art (West Ky)	AFA	50.0702	3/11/10
Diagnostic Medical Sonography (Ashland)	AAS	51.0910	6/16/10
Automotive Technology (West Ky)	AAS	47.0604	6/16/10
Criminal Justice (Bluegrass)	AAS	43.0103	3/10/11
Air Conditioning Technology (Elizabethtown)	AAS	47.0201	3/10/11
Apprenticeship Studies (Elizabethtown)	AAS	47.9999	3/10/11
Construction Technology (Elizabethtown)	AAS	46.0201	3/10/11
Culinary Arts (Elizabethtown)	AAS	12.0503	3/10/11
Medical Assisting (Gateway)	AAS	51.0801	3/10/11
Culinary Arts (Maysville)	AAS	12.0503	6/16/11
Health Information Technology (Bluegrass)	AAS	51.0701	6/16/11
Health Information Technology (Gateway)	AAS	51.0701	6/16/11
Health Information Technology (Hazard)	AAS	51.0701	6/16/11
Biotechnology Laboratory Technician (Bluegrass)	AAS	41.0101	6/16/11
Criminal Justice (Hazard)	AAS	43.0103	6/16/11
Office Systems Technology (SKYCTC)	AAS	52.0402	6/16/11
Energy Technology (Gateway)	AAS	15.0503	6/16/11
Logistics and Operations Management (West Ky)	AAS	52.0203	6/16/11
Apprenticeship Studies (West Ky)	AAS	47.9999	6/16/11
Industrial Chemical Technology (West Ky)	AAS	41.0301	6/16/11
Health Science Technology (Jefferson)	AAS	51.0000	9/15/11
Visual Communication: Design and Technology (Big Sandy)	AAS	50.0409	11/1/11
Visual Communication: Multimedia (Hazard)	AAS	10.0304	11/1/11
Theatre (Bluegrass)	AFA	50.0501	12/8/11
Paramedic Technology (Madisonville)	AAS	51.0904	12/8/11
Paramedic Technology (Ashland)	AAS	51.0904	12/8/11
Surgical Technology (Owensboro)	AAS	51.0909	12/8/11
Horticulture (Owensboro)	AAS	01.0601	12/8/11
Funeral Service (Southeast)	AAS	12.0301	12/8/11
Interdisciplinary Early Childhood (West Ky)	AAS	19.0709	12/8/11
Health Science Technology (Hopkinsville)	AAS	51.0000	6/14/12
Human Services (Gateway)	AAS	44.0701	6/14/12
Medical Assisting (Jefferson)	AAS	51.0801	6/14/12
Medical Information Technology (Ashland)	AAS	51.0716	6/14/12

Program	Level	CIP Code	Date Opened
Medical Information Technology (Hopkinsville)	AAS	51.0716	6/14/12
Visual Art (Hazard)	AFA	50.0702	6/14/12
Industrial Maintenance Technology (Jefferson)	AAS	47.0303	11/20/12
Paramedic Technology (Jefferson)	AAS	51.0904	11/20/12
Paralegal Technology (Madisonville)	AAS	22.0302	12/1/12
Integrated Engineering Technology (Bluegrass)	AAS	14.4201	12/6/12
Instructional Design and Learning (Gateway)	AAS	13.0501	12/6/12
Paramedic Technology (Gateway)	AAS	51.0904	12/6/12
Diesel Technology (Hopkinsville)	AAS	47.0605	12/6/12
Energy Management (Madisonville)	AAS	15.0503	12/6/12
Funeral Service (Madisonville)	AAS	12.0301	12/6/12
Healthcare Technology Management (Madisonville)	AAS	15.0401	12/6/12
Human Services (Madisonville)	AAS	44.0701	12/6/12
Clinical Laboratory Technician (Maysville)	AAS	51.1004	3/14/13
Criminal Justice (Maysville)	AAS	43.0103	3/14/13
Automotive Technology (Owensboro)	AAS	47.0604	3/14/13
Diesel Technology (Owensboro)	AAS	47.0605	3/14/13
Medical Information Technology (Owensboro)	AAS	51.0716	3/14/13
Emergency Medical Services – Paramedic (Somerset)	AAS	51.0904	6/12/13
Veterinary Technology (Owensboro)	AAS	51.0808	6/12/13
Theatre (Owensboro)	AFA	50.0501	6/12/13
Visual Art (Owensboro)	AFA	50.0702	6/12/13
Applied Engineering Technology (Maysville)	AAS	15.0499	6/12/13
Healthcare Facilities Leadership (Owensboro)	AAS	51.0799	3/13/14
Agricultural Studies (Owensboro)	AAS	01.0301	9/1/14

KCTCS – Closed/Suspended

Program	Level	CIP Code
Engineering Technology (Madisonville)	AAS	15.0000
Electrician (Madisonville)	AAS	46.0302
Industrial Mechanics Technology (Madisonville)	AAS	47.0303
Accounting Technology (Jefferson)	AAS	52.0302
Court Reporting (West Ky)	AAS	22.0303
Electronic and Communications Engineering Technology (Bluegrass)	AAS	15.0303
Teacher Assistant/Aide (Hazard)	AAS	13.1501
Biotechnology (Jefferson)	AAS	26.1201
Industrial Mechanics (Hazard)	AAS	47.0303
Communications Technology (West Ky)	AAS	10.0105

Program	Level	CIP Code
Data Processing (Jefferson)	AAS	11.0301
Precision Production Apprenticeship Technology (Jefferson)	AAS	48.9999.01
Communications Technology (Jefferson)	AAS	10.0105
Diagnostic Medical Sonography (Owensboro)	AAS	51.091
Executive Assistant/Executive Secretary (West Ky)	AAS	52.0402
Dental Laboratory Technology (Bluegrass)	AAS	51.0603
Medical Radiologic Technology (Ashland)	AAS	51.0907
Machine Shop Technology (Madisonville)	AAS	48.0503
Nuclear Medical Technology (Jefferson)	AAS	51.0905
Court Reporter (West Ky)	AAS	22.0303
Respiratory Care Therapist (West Ky)	AAS	51.0908
Health/Medical Physics (Owensboro)	AAS	51.2205
Engineering Technology (Gateway)	AAS	15.0000
Carpentry (Gateway)	AAS	46.0201
Plumbing Technology (Gateway)	AAS	46.0503
Funeral Service (Madisonville)	AAS	12.0301
Teacher Assistant/Aide (Hopkinsville)	AAS	13.1501
Mining Technology (Hazard)	AAS	15.0901
Fire/Rescue Science Technology (Hazard)	AAS	43.0203
Office Systems Technology (Somerset)	AAS	52.0402
Biotechnology Laboratory Technician (Owensboro)	AAS	41.0101
Medical/Clinical Assistant (Bluegrass)	AAS	51.0801
Quality Control Technology (Jefferson)	AAS	15.0702
Speech Communication and Rhetoric (Owensboro)	AAS	09.0101
Dental Hygiene (Somerset)	AAS	51.0602
Executive Assistant (Southeast)	AAS	52.0402



Policy Objective 8: Increase academic productivity through program innovations

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

- CPE is working with the University of Louisville and Western Kentucky University to launch the first two degrees of Commonwealth College in 2015. The Commonwealth College is a collaborative effort to implement adult-friendly high-demand programs using innovative policies and delivery methods to better serve Kentucky's adult population seeking a bachelor's degree. Based on the highly successful KCTCS Learn on Demand delivery model, through flexible, self-paced, modularized, competency-based programs, Commonwealth College learners will be afforded an opportunity to accelerate completion resulting in savings of time and financial resources. Kentucky is one of nine programs working with EDUCAUSE supported by funding from the Bill and Melinda Gates Foundation to help insure successful implementation of Commonwealth College.
- The Kentucky Virtual Campus (KYVC) funds faculty and staff professional development in support of course redesign and other course delivery innovations at the National Center for Academic Transformation, the Online Learning Consortium, and the Quality Matters Project.
- With funding from the Bill and Melinda Gates Foundation, Kentucky Community and Technical College System (KCTCS) is implementing an alternative teaching and learning model, Direct2Degree, evolved from the current Learn on Demand model designed for working adults. In addition to anytime enrollment, self-paced learning, competency-based modules, and credit for prior learning, Direct2Degree will offer a single file pathway of learning modules and a subscription based tuition system that motivates students to save money by completing assignments quickly.
- KYVC is working as a member of the Bill and Melinda Gates Foundation Personalized Learning Network to discover leading edge technologies that will highly individualize a student's learning experience, reducing the time-on-task to achieve desired learning outcomes.
- The Council is working with regional and national groups to finalize and implement a reciprocal agreement whereby Kentucky institutions can more easily be authorized to enroll online students from other states.

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

- The Kentucky Virtual Campus renewed the statewide contract for the Blackboard software used by most institutions for online and traditional courses. This provides a high quality, consistent virtual classroom experience for students and instructors while saving over \$5 million.
- The Kentucky Virtual Library (KYVL) provides electronic materials to 400 member libraries at one tenth the cost of individual purchases. KYVL manages the contracts for software and hosting used by libraries for their operations. KYVL manages the delivery service for statewide interlibrary loan items.
- The Learning Depot, managed by the KYVL, provides a digital repository for the contribution and reuse of high quality electronic class materials.
- KYVC4K12 provides a web based catalog of online courses for middle and high school students.
- The Kentucky Regional Optical Network (KyRON), a consortial operation based at the Council, provides high speed Internet to over 100 campus and branch locations. It connects Kentucky’s P-20 education community to the national and international research and education community via Internet2. KyRON enables UK and UofL to qualify for major federal research grants. A first for Kentucky, KyRON has acquired and is lighting dark fiber connections from Lexington to Frankfort to Louisville to Cincinnati and back to Lexington. This fiber backbone is increasing speeds by 10x and reducing costs. KyRON enables the institutions to implement cost saving applications like cloud computing.
- CPE is an active member with the Next Generation - Kentucky Information Highway sponsored by Governor Beshear and Congressman Hal Rogers to examine potential public/private partnerships that will significantly increase the availability of the fiber optics that are required for the businesses and jobs of the 21st Century.
- CPE manages the statewide contract with ESRI for Geographical Information System (GIS) software. The license allows all state agencies and both academic and administrative use at all P-20 education institutions.
- KYVC continues to provide a website and helpdesk to all students seeking information about online classes and programs in Kentucky. KYVC software will be used by the Commonwealth College.
- KYVC continues to offer a platform for organizations to offer their professional development classes.

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

- The Council implemented the Academic Program Review and Approval Process and a web application to automate its operation. The Kentucky Postsecondary Program Proposal System (KPPPS) allows Kentucky public postsecondary institutions to communicate and solicit review of proposed new academic programs

with other Kentucky public postsecondary institutions. The system provides ease of use through an automated notification and workflow process which is managed by Council administrators. It offers transparency of the process to all public postsecondary institutions. All academic programs are available to the public on a searchable web site.

- The Kentucky Postsecondary Program Review System (KPPRS) allows the public postsecondary institutions to submit program review documents electronically for review by the Council staff. Institutions are notified of the decisions of the staff automatically by the system after the reviews are completed. All degree programs will undergo reviews per the institutions internal review schedule.

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

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

- Kentucky's independent colleges are key partners in Kentucky's efforts to achieve the goals of House Bill 1, improve educational opportunity, and increase educational attainment at all levels. The president of the Association of Independent Kentucky Colleges and Universities (AIKCU) is a member of Kentucky's Advisory Conference of Presidents, and AIKCU staff members and independent college representatives regularly participate in planning and policy related discussions hosted by the Council.
- The independent colleges and universities present performance information annually to the Council, and for many years, AIKCU members have voluntarily provided unit record data to the Council for integration into the state's comprehensive postsecondary data system. This participation has provided Kentucky with a much more comprehensive understanding of postsecondary performance within the state.
- All independent colleges and universities (for-profit, baccalaureate degree granting, and nonprofit) are licensed by the Council and all new programs are submitted for Council approval.
- Kentucky undergraduates attending independent colleges and universities are eligible for both need-based grants and KEES scholarships. The Kentucky Tuition Grant, established in the 1970s, is solely for Kentucky students with demonstrated financial need attending independent colleges accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), or those that have been approved through a SACS-like review conducted by the Council. The grant program is designed to help equalize tuition between the public and private sectors and expand postsecondary choice and opportunity for Kentuckians.
- Many of Kentucky's independent colleges and universities are located in rural regions of the state far from any public university campus. The presence of these campuses in these areas allows greater access to postsecondary education for students who may be place bound or who are interested in a smaller campus environment.
- Kentucky's independent colleges and universities participate in a range of programs and services hosted or managed by the Council, including the Kentucky Virtual Library, SB 1 (college readiness)-related initiatives, transfer programs, teacher quality activities, and others.

Date: November 21, 2014

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

There are a range of cost containment practices to improve efficiency of business practices that are being undertaken by campus chief budget officers and chief information officers, the Distance Learning Steering Team, the Kentucky Educational Purchasing Cooperative, public institution chief business officers, and the Kentucky Higher Education Risk Managers.

The Council on Postsecondary Education and Kentucky's public colleges and universities are committed to increasing productivity and efficiency and identifying proper metrics to measure and communicate progress in this area.

Examples of recently implemented campus cost savings and efficiency strategies include:

- Reducing energy consumption related to the Beverage and Snack Vending Machines by upgrading the machines to include motion sensors and LED lighting, de-lamping, or setting to standby mode. Campuses may consider upgrading beverage machines which will also allow reducing the number of machines on campus without interrupting customer service and beverage quality to the campus community. (Implemented by UofL)
- Institutions sponsor a variety of sustainability events (including films, tours, workshops, conferences, lectures, fairs) throughout the year to raise awareness and get the community involved in changing campus culture to reduce environmental impact and energy waste.
- Colleges and universities are implementing, through purchasing policy, requirements that advocate buying Energy Star or other similarly rated appliances and equipment.
- Campuses have established policies to implement overnight and holiday shutdown procedures so energy is not expended when the campus is not occupied. For example, overnight shutdowns include lighting, computers, unutilized equipment, and HVAC systems.
- Institutions have developed a series of campuswide energy conservation suggestions called "Green Tips," which are distributed periodically to suggest ways that members of the campus community can modify their behavior to reduce their personal energy consumption.
- One campus is gradually replacing gasoline-powered mowers with less polluting and more efficient propane-powered mowers. (Implemented by NKU)
- Institutions are evaluating net zero energy facilities that combine technology and on-site renewable sources (e.g., solar, natural lighting technologies).
- Campuses are exploring the value of programs made available by the Commonwealth of Kentucky, such as Commonwealth Energy Management and Control System (CEMCS), an energy management and control software system that focuses on utilities cost reduction.

- Some institutions are exploring increased use of wellness and health management programs to reduce insurance costs and time away from work.
- Some colleges and universities are considering strategically realigning resources among academic programs and administrative restructuring to create savings.

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

All Kentucky institutions outsource selected non-core functions or operate non-core functions as self-supporting enterprises to improve service, cost savings, and resource decisions on campus. Below are examples of strategies that one or more campuses have implemented to reduce costs, accommodate increased student enrollment or staff numbers, or provide increased access to existing programs or services.

- **Kentucky LEED Standards:** Experts recommend the use of Leadership in Energy and Environmental Design (LEED) standards for construction and renovation, and for recommissioning buildings at construction completion to ensure that anticipated and intended savings are realized. The General Assembly has enacted legislation to implement High Performance Building Standards. To date, institutions having buildings designated as LEED Silver or above include ECU, KCTCS, MoSU, MuSU, NKU, UK, UofL, and WKU. Consideration is being given to recommissioning existing buildings at some reasonable interval. Over time building efficiency declines and it is possible to achieve an improvement in efficiency of 10 percent or more through recommissioning.
- **Energy Use/Savings (ESCOs):** All Kentucky postsecondary institutions currently have energy performance contracts to secure immediate and long-term savings and upgrades. These programs invest in energy savings to reduce long-term operating costs, while implementing programs that encourage faculty, staff, and students to reduce energy consumption.
- **Financing Capital Facilities:** Institutions are increasingly looking to public-private partnerships to provide modern student housing. While this strategy has been used by postsecondary institutions for nearly two decades, it is a relatively new strategy for Kentucky institutions. This strategy allows an institution to preserve critical debt capacity for other capital project needs.