

**KY COUNCIL ON POSTSECONDARY EDUCATION
EXECUTIVE COMMITTEE**



December 3, 2020 – 9:00 AM
ZOOM teleconferencing for Committee members
Livestream video for public: <https://youtu.be/6oZAn8njrOw>

I. Call to Order and Roll Call

II. Approval of the Minutes

III. Annual Evaluation of the CPE President

Executive Session - Under KRS 61.810(1)(f), the Committee will go into closed session for discussions that are related to the President's employment.

IV. Other Business

V. Adjournment

Next Committee Meeting: January 7, 2021 @ 9:00 AM ET

DRAFT MINUTES
Council on Postsecondary Education

Type: Executive Committee
Date: November 5, 2020
Time: 9:00 a.m. ET
Location: Virtual Meeting - Committee members by ZOOM, Public viewing hosted on CPE YouTube Page.

CALL TO ORDER

The Executive Committee met Thursday, November 5, 2020, at 9:00 a.m., ET. Pursuant to Executive Order 2020-243 and a memorandum issued by the Finance and Administration Cabinet dated March 16, 2020, and in an effort to prevent the spread of Novel Coronavirus (COVID-19), the Committee met utilizing a video teleconference. Members of the public were invited to view the meeting virtually on the CPE YouTube page. Chair Ben Brandstetter presided.

ATTENDANCE

Members in attendance: Ben Brandstetter, Ron Beal, Kim Halbauer, Kristi Nelson, and Robert Staat.

CPE President Aaron Thompson attended the meeting and served as Secretary of the board, per the CPE Bylaws. Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

APPROVAL OF THE MINUTES

The committee approved the minutes of the October 8, 2020 Executive Committee meeting.

COMMENTS FROM THE PRESIDENT

President Aaron Thompson provided the committee with updates of work on the following topics: discussions from the November 4 meeting of the Postsecondary Education Working Group on Performance Funding, pandemic-related efforts on Kentucky's college campuses, and discussions regarding mental health resources for students and faculty.

PROCESS FOR 2020 REVIEW OF THE CPE PRESIDENT

The Committee discussed the various ways the annual evaluation of CPE's President has been conducted over the last 10 years and the ways Kentucky's campuses conduct evaluations. The Committee opted this year to forgo the extensive review involving legislators, presidents, and policymakers that usually undertaken. Instead, the 2020 evaluation will be conducted by the Executive Committee only, with an end-of-year evaluation from President Thompson to help guide the discussion.

OTHER BUSINESS

Topics brought up included the following:

- Update on the presidential search at the Kentucky Community and Technical College System.
- Enrollment numbers for the fall 2020 semester and potential enrollment numbers for the spring 2021 semester.
- Campus efforts to move more academic programs online for the long-term.
- Strategies to ensure campus programs are effective and essential and how CPE can help drive change to meet future demands.

ADJOURNMENT

The Executive Committee adjourned at 9:50 a.m., ET.

MINUTES REVIEWED AND APPROVED BY THE COMMITTEE: _____

TITLE: Annual Evaluation of CPE President

DESCRIPTION: The Committee will conduct the annual evaluation of CPE President Aaron Thompson.

BACKGROUND INFORMATION

At the November 5, 2020 Executive Committee meeting, the members discussed the various ways the annual evaluation of CPE's President has been conducted over the last 10 years and the ways Kentucky's campuses conduct evaluations.

The Committee opted to forgo the extensive annual review involving legislators, presidents, and policymakers that usually undertaken. Instead, the 2020 evaluation will be conducted by the Executive Committee only with an end-of-year evaluation from President Thompson to help guide the discussion.

Since that time, the following has taken place:

- Chair Brandstetter worked with CPE staff to develop a 2 page evaluation form, which was sent to Committee members to complete prior to the December 3 meeting. President Thompson was also asked to complete this form.
- President Thompson submitted his report, which will be used as reference during the evaluation.

At the December 3, 2020 meeting, the Committee members will go into Executive Session, per KRS 61.810(1)(f), to discuss the results of that that evaluation.

Upon reconvening, the Committee will present any decisions or outcomes as a result of that discussion, if any.



Kentucky Council on Postsecondary Education

Andy Beshear
Governor

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Aaron Thompson, Ph.D.
President

TO: Members of the Executive Committee
FROM: Benjamin E. Brandstetter, CPE Chair
DATE: November 20, 2020
SUBJECT: 2020 CPE President Evaluation

Enclosed are the following documents needed to complete the annual evaluation of CPE President, Aaron Thompson.

1. Evaluation Score Sheet (front and back)
2. 2020 Priorities Document, as approved at our April 16 meeting and attached as an addendum to President Thompson's contract.
3. Letter from President Thompson
4. 2020 Organizational Review Report that details the work completed in 2020 and proposed objectives for 2021.
5. Return envelope, preaddressed and stamped.

Please review all the documents and complete the score sheet accordingly, providing comments for context as desired. Then return the score sheet (only) using the enclosed envelope.

So I am able to tabulate the results before our next meeting, please complete within a few days and ensure your response is mailed by Wednesday, November 25. If you are unable to drop in the mail by then, scan the completed document (or take a picture) and email the results to me no later than Saturday, November 28 to ben@bciaep.com. I will tabulate the results and be prepared to share them at our December 3rd meeting.

	Points				
Priority 4: Meet Kentucky's current and future workforce needs through high-quality, innovative programs.	4	3	2	1	0

COMMENTS:

Optional: Please provide any additional comments or thoughts on the President's performance over the past year.

SUBMIT COMPLETED FORM IN ENCLOSED ENVELOPE TO:
 Ben Brandstetter, 2013 Wynemere Ct., Hebron, KY 41048

President Thompson's Priorities for 2020

COVID-19 Note: *Given the seismic events that have occurred over the past several weeks, and likely will continue to occur for the foreseeable future, my role as head of CPE, and advisor to the Governor, legislature, other state leaders has already dramatically shifted. So, while I and the entire CPE staff will continue to push forward on all the items below, my highest priority during this crisis time will be supporting the campuses and students to the best of the agency's ability.*

The pandemic has already meant near constant communication with presidents (collectively and individually), legislators and others. My staff has been working overtime with the various campus groups they work with to assess and monitor changing policies on campus (grading, refund policies, etc). We're fielding questions from students and other state agencies. As the dust begins to settle, we may need to adjust some of our policies to accommodate campus and student needs, reassessing budget needs and requests, etc. It likely will mean negotiating budget reductions and special legislative sessions.

So, while all priorities and strategies below are important in advancing our larger educational attainment and academic quality goals, this crisis is and will continue to have a significant effect on higher education in Kentucky, and by extension, the work of CPE. I would ask you that as we think about my annual work plan, that we all remain flexibility and nimble in how we evaluate progress and success in 2020. Look forward to talking about this more next week.

Priority 1: Build broad understanding that higher education is the key to personal opportunity and Kentucky's economic growth.

- Visit as many of the KCTCS colleges and private colleges and universities in the state as my schedule will allow. Visits will include sessions with students, faculty, administrators and the larger community. While not branded as "listening tour stops," these visits would serve much the same purpose: to tell the story of why higher education matters, introduce myself and CPE as a valuable partner in their work, and continue to gather information about key issues affecting students and campuses.
- Expand speaking/interacting with our K-12 partners, civic groups, and business and industry organizations and groups across the state. Messages would be tailored to specific issues of interest to the organizations (i.e. workforce development, affordability, K-12 to college transitions) with data localized to their regions and communities.
- Build relationships with the new administration and continue to orient/advise the governor's staff on higher education budget and policy issues. Ensure CPE is viewed as a valuable asset and advisor to the Governor on all matters related to higher education and workforce training.

- In the area of legislative relations, continue relationship-building with the General Assembly, not just during the session but throughout the year with regular briefing sessions, more policy briefs and backgrounders, and more regular meetings and communications. As with the Governor, ensure CPE is viewed as a valuable asset and advisor to the General Assembly on all matters related to higher education and workforce training.
- Develop a “student voices” communications campaign using personal stories of students and families whose lives have been transformed by higher education. Numbers and research can tell us a lot, but until we can put a face to an issue, challenge, or accomplishment, it is hard to truly communicate the power of education and why higher education matters.

Priority 2: Make higher education accessible and affordable for all Kentuckians.

- Work with campuses, policy leaders and other state partners to develop a tuition policy and parameters for 2020-2021 (and perhaps 21-22) that balance the budgetary needs of campuses with CPE’s overarching priority to keep higher education affordable for all Kentuckians.
- Expand Kentucky’s 15-to-Finish communications and outreach campaign to encourage more students to complete 15 hours a semester or 30 hours a year. Added semesters (or years) to a student’s undergraduate program is a key cost driver. A key step in lowering college costs is highlighting to students and faculty the need to expedite the path to graduation. Related to this, we will be stepping up our work with campuses to help them streamline and simplify their curricular pathways. Often, due to no fault of their own, students’ progress to degree is slowed due to poor curricular design and course scheduling, adding additional time and college costs.
- Work with presidents, board members, school leaders, parents, media and others to tell the story about why higher education matters and encourage the state to restore and/or increase appropriations to all public campuses (currently in progress this legislative session).
- Resources permitting, produce a public-facing, web-based tool that provides students and families with comprehensive program-level information about costs and debt levels, and workforce outcomes information. This tool would include a common application to facilitate pathways to postsecondary education.

- Work with state policymakers, campuses and other state partners to develop innovative, effective need-based aid programs and strategies (both at the campus and state levels) and facilitate statewide conversations and policy proposals in these areas. This is a continuation of work that began last year and with the new administration.

Priority 3: Ensure more students earn degrees regardless of race, income, age, or geography.

- Launch CPE's new electronic transfer system in the summer of 2020. The new system will include degree pathways (a semester-by-semester sequence of courses recommended for successful completion of a degree, diploma, credential or certificate) for all programs and course equivalencies to facilitate transfer from two- to four- year campuses and among state's universities.
- Continue work with campuses to enhance their general education programs of study to ensure they are relevant to student needs and sensitive to modern workplace demands.
- Bring together members of the performance funding workgroup in the summer of 2020 to undertake a thorough evaluation of the model and propose recommended changes to metrics, measures, and weights in an effort to incentivize program completion, particularly for at-risk populations and in high-need employment areas.
- Building on the Adult Promise Grant (completing in mid-2020), accelerate our efforts focused on adult learners and develop the kinds of outreach, support services, and adult-friendly programs that are needed to assure greater participation and success. To the extent our funds allow, I will be devoting personnel resources to at least one staff member in this area, and CPE will plan and host a second Adult Learner Summit later this year or early in 2021.
- Build out CPE's learning communities and advisory group structures to provide state-level forums for information sharing, presentation of effective practices and strategies and networking among faculty, advisors and other key member of the higher education communities.
- Launch Kentucky's cultural competency certification. One of the main objectives set forth in CPE's Policy for Diversity, Equity, and Inclusion is for campuses to foster an inclusive and supportive environment for all students on Kentucky's public college and university campuses. Campus representatives have expressed an interest in such an effort in order to emphasize the importance of cultural competency on their campuses.

- Launch our new Gear Up Scholars program, which dedicates staff and resources to providing services to Gear Up students in their first year of postsecondary education. This is a significant expansion of our Gear Up mission and programming but will provide essential services for students during that challenging and vulnerable first year in college.

Priority 4: Meet Kentucky's current and future workforce needs through high-quality, innovative programs

- Strengthen career pathways and alignment between postsecondary education and the workforce through stronger relationships with the workforce and economic development cabinets, strategies to increase experiential learning, and better advising and mentoring on campus focusing on career outcomes.
- Complete the Academic Program Review reform project initiated in 2019-2020, review the resulting data and analyses, and amend CPE's Academic Review Policy accordingly. The new program review model incorporates market demand, student outcomes, and economic data to provide a more holistic overview of each program's performance and impact.
- Advance the goal to have every Kentucky graduate having with a quality internship, co-op, apprenticeship, or other experiential learning opportunity by 2030. As an initial step in this process, CPE will be working with KCTCS to develop a Center for Work-Based Learning, to be housed at KCTCS. The Center will support and coordinate efforts to expand and other work-based opportunities.
- Host and graduate Kentucky's second Academic Leadership Development Institute (ALDI) for early career faculty of color interested in academic leadership positions. A cohort of 19 faculty members will complete the Institute next fall. The Institute provides an array of professional development opportunities to participants.
- Review and establish a method of determining the value of sub-Associate certificates and industry certifications. In recent years, much of the overall growth in postsecondary credentials has been at the certificate level, but there has been little assessment of their value in the workplace. CPE is partnering with KDE and several other state organizations through the national Credentials of Value Institute (COVI) to review and categorize these credentials. Results may inform the performance funding model and the state's attainment goal.

- Partner with KDE and local education entities to strengthen our educator preparation programs and build the pipeline of quality teacher candidates representing the demographic and geographic diversity of the state. A key step will be to dedicate internal resources to a dedicated staff member who will focus primarily on P-20 pipelines issues, teacher quality, and the possible reestablishment of Kentucky's P-20 Council to focus on educational transition and performance issues, including teacher quality, professional development, standards and accountability systems, placement policies, and dual credit.



Kentucky Council on Postsecondary Education

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Aaron Thompson, Ph.D.
President

November 19, 2020

Benjamin E. Brandstetter, Chair
Kentucky Council on Postsecondary Education
2013 Wyndemere Ct.
Hebron, KY 41048

Dear Chair Brandstetter and Members of the Executive Committee:

I am submitting my annual report as the basis of my evaluation and a review of the agency's accomplishments in 2020. I've also included a prospective look at 2021's objectives and key areas of work. We may not have a chance to discuss the 2021 document at our December meeting, but I wanted you to have it for future planning conversations.

This has been an extraordinary year. The rapid shift to a virtual environment affected every aspect of life and work, but for colleges and universities accustomed to personal, face-to-face interactions, the change was both difficult and profound. I am extremely proud of the flexibility, speed, and determination exhibited by our campus leaders, faculty, staff and students in the face of unprecedented challenges.

Despite the pandemic, this year, like last, exceeded my expectations in terms of the momentum I am seeing in key priority areas, the output of a small agency staff, and the impact of CPE's policies and actions in advancing the state's higher education agenda. I want to commend my staff, many of whom work behind the scenes and whose significant contributions are not always visible. They are unsung heroes, as dedicated as I am to providing greater opportunity for all Kentuckians.

I hope you'll take some time to review this report in detail. I look forward to our discussions.

Sincerely,

Aaron Thompson,
President

CPE’s Key Priorities for 2020-21: Value, Affordability, Success, Jobs, Leadership

The 2016-2021 Strategic Agenda for Postsecondary Education set an overarching goal that 60% of Kentucky’s working age population will have earned a postsecondary degree or credential by 2030. The 60x30KY goal is the foundation for the priorities, objectives and strategies of the Strategic Agenda, and it guides the work of this agency. The follow tables provide high level actions and outcomes for 2020 by priority area, and looks forward to 2021 with proposed goals and strategies.

VALUE: Build a broad understanding that higher education is the key to personal opportunity and Kentucky’s economic growth.

What have we done in 2020?	What are the results?
<ul style="list-style-type: none"> Facilitated/led KY Postsecondary Education Working Group to provide future direction for the KY Performance Funding Model. Spearheaded statewide conversations with K-12 and other education leaders to strengthen transitions between K-12 and higher education and improve teacher quality. Testified 7 times before legislative committees, and met and communicated regularly with key legislators and staff to advance higher education’s agenda. Released and promoted the first <i>KY Postsecondary Return on Investment</i> report. Launched a new <i>Higher Education Matters</i> social media campaign through Facebook and Twitter and a monthly CPE President’s newsletter targeted to higher ed leaders and policymakers. Met/spoke regularly with new Governor, and developed productive working relationships with the new administration. Created new blog series highlighting campus responses to COVID, and increased number of news/blog stories overall by 300%. 	<ul style="list-style-type: none"> Secured \$13.5 million in Governor’s Education Emergency Relief Funds for higher education. On course to receive the first increase in state funding for higher education in over 12 years before the pandemic hit in March. Launched the Commonwealth Education Continuum, a statewide partnership to be led by CPE, KDE and the EWDC to improve college readiness and college going (Nov 2020). Successful completion of Performance Funding Working Group deliberations. Report to be delivered to legislature in December. Despite the challenges associated with COVID, undergraduate enrollment at the public universities decreased by only .4% from AY 2019-20 to AY 2020-21. It decreased 8.6% at KCTCS, which follows national community college enrollment trends during COVID. Fall 2020 enrollment highlights include a 2.1% increase in public university URM undergraduates and a 6.4% increase in public sector graduate students. CPE president named Communicator of the year by the KY Chapter of the Public Relations Society of America. Increased number of social media followers by 44%.

What have we done in 2020?	What are the results?
<ul style="list-style-type: none"> • Interviewed by state and national media outlets 22 times and invited to keynote or be a plenary speaker at 24 major state and national conferences and events. • Continued CPE Infographic of the Week initiative and daily CPE news clips service. • Expanded CPE's well regarded interactive data center to include 8 new dashboards to provide detailed information and analytics. • Hired new Associate VP for P-20 Policy and Programs. • Served over 5,000 middle and high school students in three cohorts located in 23 middle and high schools through GEAR UP KY. 	<ul style="list-style-type: none"> • Currently engaged in promising conversations with the administration and legislators regarding additional support in 2021. • Shared the KY <i>Higher Education Matters</i> message and the work of CPE with thousands of people across the state and country. • CPE president invited to serve on the boards of several national policy, foundation and service organizations to help advance the national college attainment agenda.

AFFORDABILITY: Make higher education affordable for all Kentuckians.

What have we done in 2020?	What are the results?
<ul style="list-style-type: none"> • Developed and negotiated tuition setting process for 2020-21 emphasizing no or low growth. • Spearheaded multi-agency, statewide communications campaign over the summer to encourage students to fill out the FAFSA and access financial aid. • GEAR UP KY provided targeted FAFSA support and outreach to GEAR UP high school seniors. • Advocated for COVID-relief funds for students and campuses and student loan forgiveness/ forbearance with Kentucky's federal delegation and through partnerships with national organizations. 	<ul style="list-style-type: none"> • Tuition increases for 2020-21 were the lowest in over 20 years • \$450,000 in CPE Student success funds and \$13.5 million in CARES Act funds through the Governor's office were distributed by CPE to Kentucky campuses to help respond to COVID expenses and provide emergency funds for needy students. • Kentucky colleges and universities received approximately \$150 million through the CARES Higher Education Emergency Relief Fund. One half of those funds were directed by the campuses to needy students. • The flat trajectory of FAFSA completers ticked upward after the launch of the campaign in June. A more complete analysis is needed to determine overall effectiveness.

What have we done in 2020?

- Developed and administered the KY Higher Education Emergency Relief grant program with support from CARES Act funds.
- Helped secure an additional \$20 million in Federal CARES Act funding in Nov. to help campuses respond to COVID costs and support students.
- Redirected CPE Strategic Initiative funds to help campuses and their students respond to unanticipated COVID costs.
- Advocated for increased public investment in postsecondary education during the 2020 legislative session to help mitigate the financial burden on students and families.
- Renewed outreach and advocacy efforts for additional state support for postsecondary education for the 2021 legislative session.
- Advocated for increases and program improvements in state need-based financial aid for lower income students.
- Encouraged institution-level affordability strategies such as debt letters and targeted need-based aid to help lower costs.
- Amended non-resident tuition and fee policy to give campuses greater flexibility to moderate pricing for out-of-state students while maintaining revenue.
- Launched new college costs and student aid performance dashboard.

What are the results?

- GEAR UP KY seniors increased FAFSA completions by 5% over AY 2018-19.
- An increasing number of Kentucky's campuses are embracing innovative strategies to lower net costs and limit debt accumulation including tuition guarantees, annual loan letters, debt forgiveness programs, micro loans and grants, reallocation of merit aid to need-based aid, credit for prior learning, improved curricular design, etc.
- Average undergraduate student debt levels have remained level over the past four years - \$27,302 in 2018-19 (latest year of data available).

SUCCESS: Ensure more students earn degrees or certificates regardless of race, income, age or geography.

What have we done in 2020?	What are the results?
<ul style="list-style-type: none"> Overhauled CPE's Transfer Portal to make it more user-friendly and with degree plans (academic maps) aligned with career interests. The portal will launch in Jan 2021. Facilitated statewide credit- for-prior-learning discussions to increase willingness to provide college credit for A/AS, AP, CLEP and IB Diploma Programme exams. Launched the new CPE Faculty Advisory Committee to provide a regular feedback loop on issues related to teaching and learning. Expanded the Student Success Network to engage a broader group of higher ed professionals in discussions about student success and COVID-related issues. In lieu of the annual Student Success Conference, CPE hosted virtual learning community sessions for faculty/staff. Launched Virtual Coaching and First Year Experience Course for GEAR UP freshmen. Created a special virtual learning community for military student services professionals and updated military services portal to ensure that all campus resource information is relevant and up-to-date. Waived 13 KAR 2:020's readiness testing requirements due to COVID to allow campuses to make those determinations. Released the first in a major three-part Dual Credit research series. Led KY's participation in Degrees When Due, an initiative to help states increase attainment for adults with some college. Launched the CPE Student Advisory Committee representing the broad diversity of the college population. 	<ul style="list-style-type: none"> The education attainment level in Kentucky continues rise - 49.1% in 2018 (most recent year available) from 42.5% in 2014. The rate of growth exceeds the national average. Educational attainment increases are driven by strong credential growth, up 3.9% in 2019-20. This is the 4th year in a row that KY's degree growth has exceeded the 1.7% required to meet the 60x30KY goal. Over the past 5 years, bachelor degree production has increased 8.3%. Certificate growth – essential to Kentucky's workforce needs – have increased 53% during that time. Graduation rates at our public universities have increased significantly from 50.6% to 56.3% in just four years. The rate for URM students rose by 4.9 percentage points. Graduation rates at KCTCS have increased from 26.8% to 36.3% during that time. The rate for URM students rose by 7.8 points. The percentage of KCTCS associate degree earners who transfer to four-year campuses has dropped slightly in recent years highlighting the need for better outreach. The dual credit research revealed its significant value for URM and low income students. Findings will inform dual credit policy and program revisions in 2021. Added 323 course equivalencies for Cambridge, IB, and other exams to provide college credit at no cost to more students. As a result of conversations through the Student Success Network, GEER funds were made available to help mitigate student mental health challenges and a taskforce focused on mental health will launch in 2021.

What have we done in 2020?	What are the results?
<ul style="list-style-type: none"> Managed the evaluation of Diversity, Equity and Inclusion reports of all 8 public universities and 16 KCTCS colleges. Hosted the second cohort of Academic Leadership Development Institute (ALDI) with 17 participants from diverse backgrounds. Convened the Cultural Competence Certification workgroup to identify minimum competencies for a statewide certification. The workgroup met 6 times. Launched the Higher EDquity Webinar Series (7 sessions), hosted the 2020 virtual EDquity Symposium, and created a resource hub. 	<ul style="list-style-type: none"> CPE’s DEI policy and oversight have lead that innovative and effective campus diversity and inclusion strategies. This in turn has led to improved enrollment, persistence, graduation of URM student and employment of people of color into leadership positions on Kentucky campuses. One campus - EKU - did not meet its state Diversity plan requirements in 2020. It was required to develop a performance improvement plan to address deficiencies.

JOBS: Meet Kentucky’s current and future workforce needs through high-quality innovative programs.

What have we done in 2020?	What are the results?
<ul style="list-style-type: none"> Conducted an in-depth 18 month review of all public baccalaureate programs to determine market and student demand, job outcomes, revenue generated and direct costs. Facilitated faculty/staff workshops based on these data to develop scoring rubrics for each campus and identify programs to Start, Stop, Sustain/Grow or Fix. Final campus reports are due in late December. This work led to changes to CPE’s Program Review policy in Sept. and will inform the program review process moving forward. Led a multi-agency application process for a \$25 million Federal Reimagining Workforce grant to leverage the skill and capacity of Kentucky higher education to support small business. KY did not receive the grant but will look for opportunities to support this plan. 	<ul style="list-style-type: none"> Campuses are using the new program review data to inform decisions about continuation and improvement. A full report will be available in Jan. The number of Work Ready Scholarships increased from 2,240 in 2018-19 to 3,406 in 2019-20. The effects of the recent communications campaign on applications and inquiries can start being measured early in 2021. Degrees and credentials in KY’s high demand workforce areas (healthcare, business/IT, advanced manufacturing, and construction) increased from 34,381 to 36,825 from 2018-19 to 2019-20. The percent of Kentucky graduates working or pursuing additional education has remained constant over the past 5 years: around 85% for KCTCS graduates and 67.5% for public university graduates.

What have we done in 2020?

- Expanded CPE's staff capacity in this policy area through a partnership with KCTCS.
- Completed a series of research projects assessing workforce demand, skills gaps and the talent development supply in engineering, healthcare, and education.
- Participated in national Credentials of Value Institute (COVI) to assess value of sub-associate credentials, identify program pathways, and align programs and workforce needs.
- Through a partnership with QA Commons, developed a program certification to assure quality in preparing graduates for the workforce
- Created the E-Scan (employability scan) audit tool to help campuses inventory career preparation practices and build faculty awareness of workforce needs.
- Hosted the 2019-20 Faculty Employability Fellows program for cohort of 20 members to strengthen student employability skills targeted programs.
- Developed and disseminated the Kentucky Essential Skills Profile for integration into program curricula.
- Implemented KCTCS performance funding model to incentivize credentials in high-wage, high-demand fields and targeted industries.
- Secured funding and led multi-agency effort to raise the visibility and use of the Work Ready Scholarship.

What are the results?

- Thirteen programs at 5 campuses earned EEQ certifications assuring students are graduating with essential employability qualities.
- Work with COVI led to the development of a GIS tool to map workforce supply/demand in specific industries, as well as locations of associate training programs. The tool will help campuses determine program demand and employers a better sense of the talent pipelines in their regions.

STATE LEADERSHIP: Strengthen CPE's role as an effective and respected postsecondary education coordinating agency

What have we done in 2020?	What are the results?
<ul style="list-style-type: none"> • Quickly refocused priorities in early March to help coordinate and support higher education's response to COVID through: <ul style="list-style-type: none"> – Weekly meetings with campus presidents and other campus leaders to share information and strategize. – Information sessions with Public Health officials. – Guidance and review of public and private campus reopening plans and implementation. – Ongoing assessment of fiscal impact of pandemic. – Communication strategies highlighting the swift and innovative campus responses to the pandemic. – Expansion of public services including Virtual Library access, public complaint resolution, and development of COVID information web portal. • Moved CPE's offices to 100 Airport Road. • Quickly transitioned to a primarily remote work environment in early March, and restructured internal communications and staff support systems. • Improved CPE's IT, data visualization, collection, and management systems to support decision, planning, budgeting and policy. • Revised/updated the state-level online orientation course for all new postsecondary trustees and will host a session for current postsecondary trustees with the Governor in December. • Provided a four-part cultural competence PD program required of all CPE staff. • Managed the statewide Virtual Library, a consortium of nearly 300 Kentucky libraries and institutions. 	<ul style="list-style-type: none"> • Provided essential coordination, guidance and support for KY higher education during this unprecedented emergency. • Increased visibility of agency work products, policies, initiatives, staff accomplishments and news. • Through our licensure functions, CPE provided public assurances that campuses are academically sound and students' investment is protected. • Licensed or conditionally licensed 159 institutions/programs to operate in KY; approved 153 new program applications and 167 modifications; audited faculty in 56 new programs and in Gen Ed at 4 campuses. • Fielded thousands of inquiries from current and former students, institutions, attorneys, and agencies regarding licensure functions and institutions operating in KY. • Increased CPE Data Center usage, on-time campus data submissions, and fulfillment of internal/external data requests. • Launched several major IT systems supporting GEAR UP KY, Administrative Services, and Academic Affairs. • KYVL had 93 million database searches 189,000 library items transported via courier in AY 19-20. • The library's shared services and collaborative purchasing saved academic and public libraries in KY approximately \$20 million in AY 19-20. • Results of the FY19 agency audit showed no deficiencies or material weaknesses and a fair presentation of financial data. The FY 20 audit will be available for board review in January.

What have we done in 2020?

- Administered the transition of the Contract Spaces Program in veterinary science and optometry to KHEEA.
- Managed Kentucky's participation in the Academic Common Market, allowing KY residents to receive in-state tuition for programs not provided in KY.
- Lead Kentucky's non-public licensure functions and supported the Commission on Proprietary Education.
- Managed Kentucky's participation in the State Authorization Reciprocity Agreement (SARA) and NC-SARA requirements.
- Completed transition process of Kentucky Adult Education to the workforce cabinet.
- Provided students with work-based learning and increased CPE staff capacity through internships in communications, and research, and academic affairs.
- Developed research partnerships with respected organizations like EMSI and the Martin School to accelerate CPE's work and create greater efficiencies.
- Published and presented CPE research and policy analysis several times in national journals and conferences in 2020.
- Managed HR and administrative functions required of an state agency with 76 full and part-time staff (24 of those support GEAR UP KY), and a \$6,754,100 FY 21 operating budget.

What are the results?

Planning for 2021: Value, Affordability, Success, Jobs, Leadership

VALUE

What are our proposed objectives for 2021?	How are we going to deliver?
<ol style="list-style-type: none"> 1. Amplify “value” message and create greater awareness that higher education matters. 2. Increase college awareness and college going rates, particularly among low-income, adult and underrepresented minority students. 3. Build support for greater public investment in postsecondary performance. 	<ul style="list-style-type: none"> • Overhaul and relaunch CPE’s Know How to Go Portal to provide a one-stop shop for college going and information. Widely promote new site in partnership with GEAR UP, KDE, Prichard and others. Integrate with other CPE web-based tools (transfer, common app, KYVL, GEAR UP, and HB 419 requirements – see below). • Develop a common KY College/University Application and assess feasibility of Direct Admissions program in Kentucky • Develop collaborative communication plan (CPE, KDE, KHEAA, FYRSC, IHE) to promote awareness and preparation for postsecondary opportunities. • Develop an interactive tool to inform students about career outcomes and investment needed to attend college (HB 419). • Release and promote second annual postsecondary ROI report and strengthen CPE’s research and advanced analytics outputs supporting the “value” message. • In partnership with campuses, strengthen advocacy/communication with key policy makers to achieve CPE’s legislative priorities. • Implement Year 3 of KY’s state GEAR UP grant to increase college knowledge and readiness, and increase first year success. • Increase use of video, social media, webinars, and personal stories to carry the Higher Education Matters message to more people. • Update CPE’s Communications Toolkit to provide board members and others with concise messaging points and strategies supporting the 60x30KY goal. • Launch an series of study sessions for CPE board members and others focusing on policy areas, projects, priorities, and challenges facing higher education. • Re-Launch Project Graduate with updated materials and messaging to encourage college going and completion for adults with some college.

AFFORDABILITY

What are our proposed objectives for 2021?	How are we going to deliver?
<ol style="list-style-type: none"> 1. Lower the growth in the net price of college in Kentucky and reduce average student debt. 2. Help respond to COVID-related financial pressures. 3. Improve awareness about college costs and affordability resources. 4. Ensure more students finish on-time in order to lower college costs. 	<ul style="list-style-type: none"> • Continue to limit tuition and fee growth for the 2021-22 academic year. • Explore setting multiple year tuition rates to help students/families financially prepare for college. • Establish an on-line tuition and fee policy to limit growth in remote learning costs. • Produce research, analysis and policy recommendations on topics related to higher education costs, debt, and student aid to help shape policy and programs. • Develop a new public-facing finance and tuition/fee database to improve policy development and evaluation. • Advocate for increases in state and institutional need-based financial aid for lower income students and for federal support to respond to COVID-related costs and lost revenue. • Continue/expand the CPE-led statewide FAFSA completion campaign. • Work with campuses to increase the number of courses utilizing Open Educational Resources (in lieu of high-cost textbooks) and report on cost savings to students. • Review the structure/effectiveness of Kentucky’s promise scholarship (Work Ready Scholarship) in meeting the needs of adult learners. • Support/incentivize campus-based debt forgiveness programs, microgrants, emergency relief, childcare funds and other programs to support high need students. • Incorporate a student debt KPI in the Strategic Agenda accountability system.

SUCCESS

What are our proposed objectives for 2021?	How are we going to deliver?
<ol style="list-style-type: none"> 1. Increase the college-going rate and strengthen pathways between P-12 and postsecondary education. 2. Strengthen educator preparation programs, diversify the teacher corps and increase cultural competence of new teachers. 3. Close achievement gaps for under-represented minority and low income students. 4. Increase enrollment, persistence and completion of both adult and traditional age learners. 	<ul style="list-style-type: none"> • Launch the Commonwealth Education Continuum, a broad-based education coalition, to strengthen readiness and transitions between P-12 and higher education; • Launch CPE’s new public-facing transfer portal and add functionality to automatically generate program maps. • Produce research/analysis on topics related to P-12 transitions and student success. • Review/revise KY’s Dual Credit policy to improve quality, accessibility and cost of programs. • Expand the Kentucky Student Success Network and host more PD opportunities for faculty and staff. • Develop a statewide credit-for-prior-learning policy/strategy to limit costs related to unnecessary coursework and improve student outcomes. • Launch the Healthy Minds Taskforce to develop and implement a mental health strategy supporting KY college students. • Implement CPE Digital Learning Strategy to improve quality of distance learning and access to programs. • Implement SB 101 (20) creating statewide articulation agreements to streamline pathways to college. • Review/revise Educator Preparation Programs (EPP) program approval and launch a communication strategy to recruit minority teacher candidates into the field. • Implement KY’s Diversity Policy and Diversity Planning process and review and amend policy as necessary. • Launch the Kentucky Cultural Competence Certification, and conduct Higher EDquity PD Series. • Host/administer the third Academic Leadership Development Institute (ALDI). • Continue Higher EDquity Webinar series. Develop and disseminate Equitable Policy Toolkit for campus decision makers. • Conduct campus visits/interviews to gain insight into high impact student success practices. • Complete year three review of the KY Performance Funding Model with possible revisions to incentives for URM, low income and adult students. • Relaunch the successful Kentucky Project Graduate campaign to encourage more adults to complete degrees.

JOBS

What are our proposed objectives for 2021?	How are we going to deliver?
<ol style="list-style-type: none"> 1. Improve the career readiness and employability of graduates. 2. Upskill/reskill citizens seeking additional education and training. 3. Increase work-based learning and experiential learning opportunities. 	<ul style="list-style-type: none"> • Review/revise General Education policies and programs to incorporate the Kentucky Essential Employability Skills Profile into the curriculum. • In partnership with other agencies, develop a Kentucky Talent Portal for displaced workers, job seekers and others in need of additional training for employment. • Align state-level workforce development communications and outreach strategies. • Evaluate the addition of an employment metric in the performance funding model to incentivize strong employment outcomes. • Work with the Kentucky Chamber and the KWIB to engage employers more deeply in the development of postsecondary programs. • Work with campuses to strengthen campus career development efforts through program assessment, PD, and incentivizing effective practices. • Develop/implement strategies to increase availability of work-based learning. • Launch the new E-Scan tool and host PD for faculty on the use of workforce data, practices to improve employability skills, and strategies to engage employers in program review/development. • Secure foundation resources, expand external partnerships, and build CPE staff capacity to advance this work. • With KCTCS, universities, employers and other state partners, continue to develop and implement an Education to Work agenda with a focus on competency-based education, credit for prior learning, work-based learning, career counseling, and employer partnerships in program development.

STATE LEADERSHIP

What are our proposed objectives for 2021?	How are we going to deliver?
<ol style="list-style-type: none"> 1. Ensure Kentucky’s higher education goals, objectives and performance measures respond to and align with the changing economic, educational, social and technological environment. 2. Increase understanding and appreciation among key stakeholders for CPE’s organizational mission, values and contributions. 3. Ensure CPE has adequate resources and staff capacity to achieve agency goals. 	<ul style="list-style-type: none"> • Continue efforts to mitigate the impact of COVID on campus through information sharing, distribution and oversight of federal/state COVID relief funds, serving as a liaison between the campuses and state offices, and identifying opportunities to collaborate on grant applications and other initiatives. • Lead the development of the 2021-2026 Strategic Agenda for Postsecondary Education and a new accountability system. • Undertake a comprehensive analysis of the 60x30KY goal with a focus on population disaggregations, programs, and geography. • Develop a comprehensive 60x30KY communications plan to engage a broader group of stakeholders in goal achievement. • Diversify the agency’s revenue streams with public and private grants, and expanded partnerships to support the work of the agency. • Launch a series of study sessions for board members and others to explore higher education issues in depth and learn more about key initiatives. • Host the 2021 Trusteeship Conference. • Develop well-coordinated, multi-pronged strategies to support the roll-out of all research projects (webinars, interviews, presentations, research briefs and whitepapers, etc.). • Develop/upgrade IT systems to support contract management, academic program proposals, and other areas of agency management. • Launch new analytics tool and screening system to identify institutions at risk of imminent closure.