

AGENDA

2016-20 Strategic Agenda Steering Committee

Council on Postsecondary Education

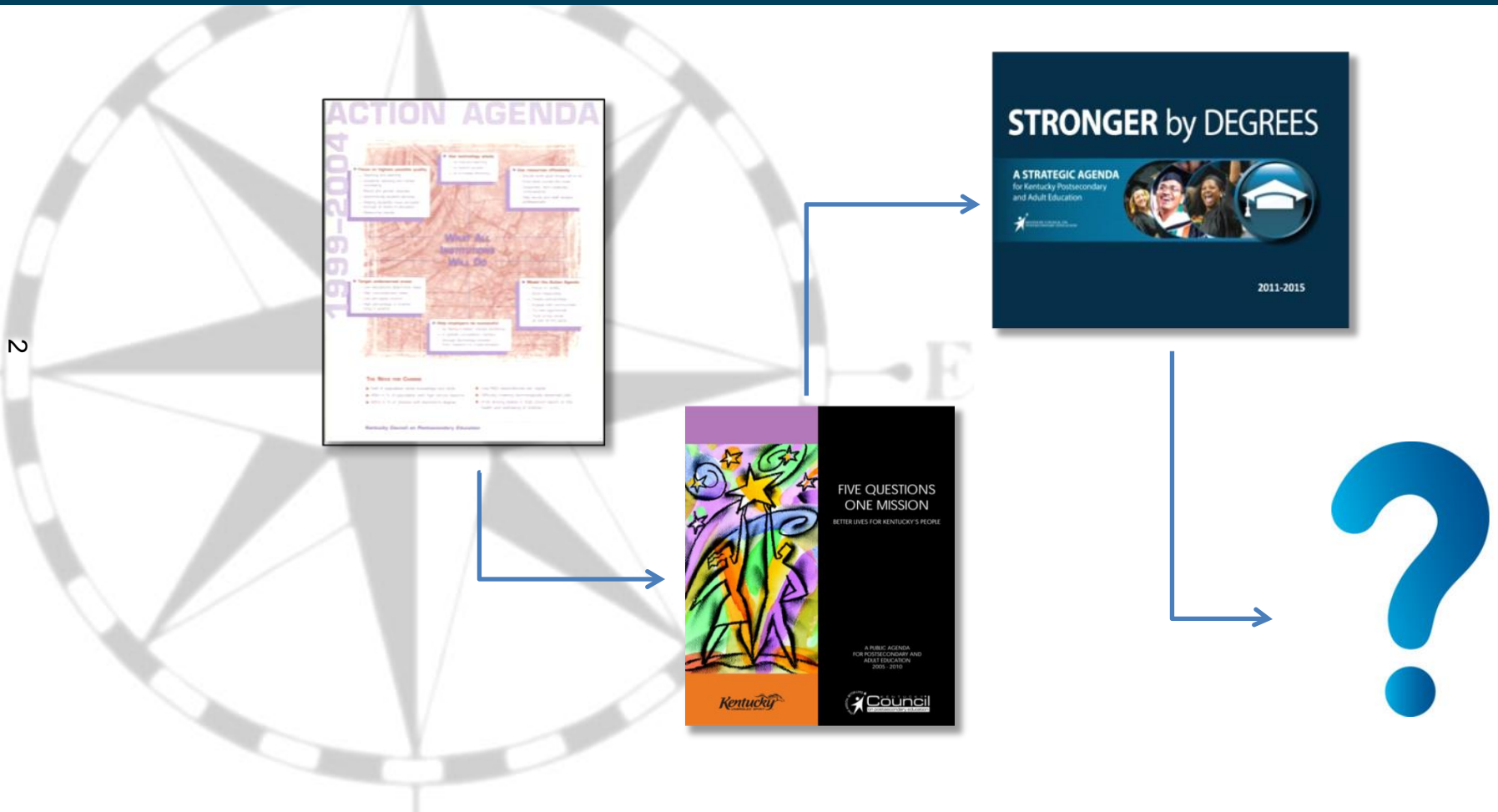
Tuesday, February 3, 2015

1:00 PM

Conference Room A

-
- | | |
|---|----|
| 1. Welcome and Opening Remarks | 2 |
| -Sherrill Zimmerman, <i>Steering Committee Chair</i> | |
| -Robert L. King, <i>President</i> | |
| 2. Status Report on Kentucky's Postsecondary Education | 14 |
| -Patrick M. Kelly, <i>Senior Associate, National Center for Higher Education Management Systems</i> | |
| 3. Charge of the Steering Committee and Planning Process | 66 |
| 4. Other business | |
| 5. Adjournment | |
- Next Meeting: March 3, 2015, 1:00-3:00 p.m., CPE Offices, Frankfort (*proposed*)

Charting Our Course to 2020



February 3, 2015

Challenges Leading to 1997 Reform

- **Low educational attainment**; high adult illiteracy
- Major **leaks in the pipeline** (high school to college, retention and graduation, transfer rates)
- **Fragmented network of community and technical colleges** and comparatively poor research competitiveness
- Largely **driven by institutional interests**, rather than by larger needs of state's people and economy
- **Lack of effective state-level policy leadership** and state coordination
- Pervasive culture of **not valuing higher education**

Vision of HB 1 (1997)

- ❖ Strategic agenda with long-term goals focused on quality of life and economy
- ❖ Focus on accountability with clear goals and measurable results
- ❖ Emphasis on strong statewide policy leadership to achieve common goals and coordinate system
- ❖ Financing policy aligned with strategic agenda and designed to stimulate improvement.
- ❖ Greater balance among the various educational players (research, adult education, community colleges, comprehensives, etc.)



CPE was created to address these issues and charged with:

- Developing a statewide Strategic Agenda
- Revising and approving institutional missions
- Creating an accountability system to measure progress on the Strategic Agenda
- Reporting annually to the Governor and the General Assembly (Accountability Report)

SOURCE: “The Postsecondary Education Improvement Act of Kentucky” (House Bill 1), 1997.

Statewide Strategic or Public Agenda

What it **IS**:

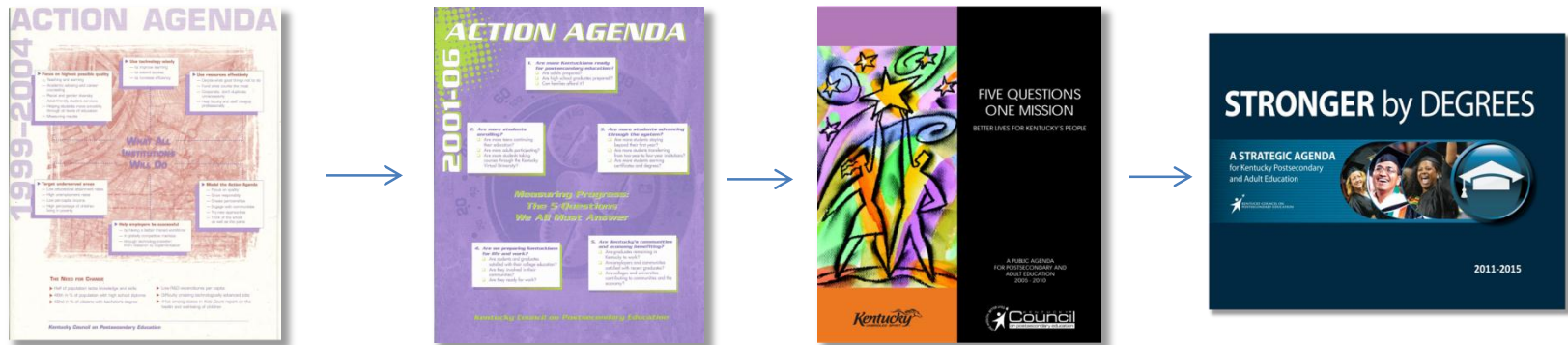
- A higher education planning blueprint for Kentucky
- Focused on good of the state and her people
- A guidepost for what we want to achieve
- Reflective of collective values and goals
- A way to engage external stakeholders
- A way to measure progress and adjust course if needed
- A living, breathing document

What it **ISN'T**:

- A replacement for campus strategic plans
- Focused on the needs and goals of individual campuses
- The CPE's strategic plan
- A static plan that cannot be changed
- A publication that gathers dust on a shelf



Planning since 1997



- Among the first states to **strategically link state higher education goals** with citizens' social well-being and economic prosperity;
- Simple, short plan presentation, initially **framed around broad, guiding questions**, such as:
 - Are more Kentuckians ready for postsecondary education?
 - Do more Kentuckians have certificates and degrees?
 - Are people, communities, and economy benefiting?

Planning since 1997, Cont.

- Current plan addresses similar state-level concerns, but is **framed around four policy focus areas**:
 - College Readiness
 - College Success
 - Research, Economic & Community Development
 - Efficiency & Innovation
- Plans developed with **broad public and stakeholder input**
- **Accountability system** assesses progress both at the state and institutional level with a focus on outcomes rather than inputs or specific institutional strategies
- **Performance targets** are negotiated balancing state needs (i.e. higher educational attainment) and institutional capacity

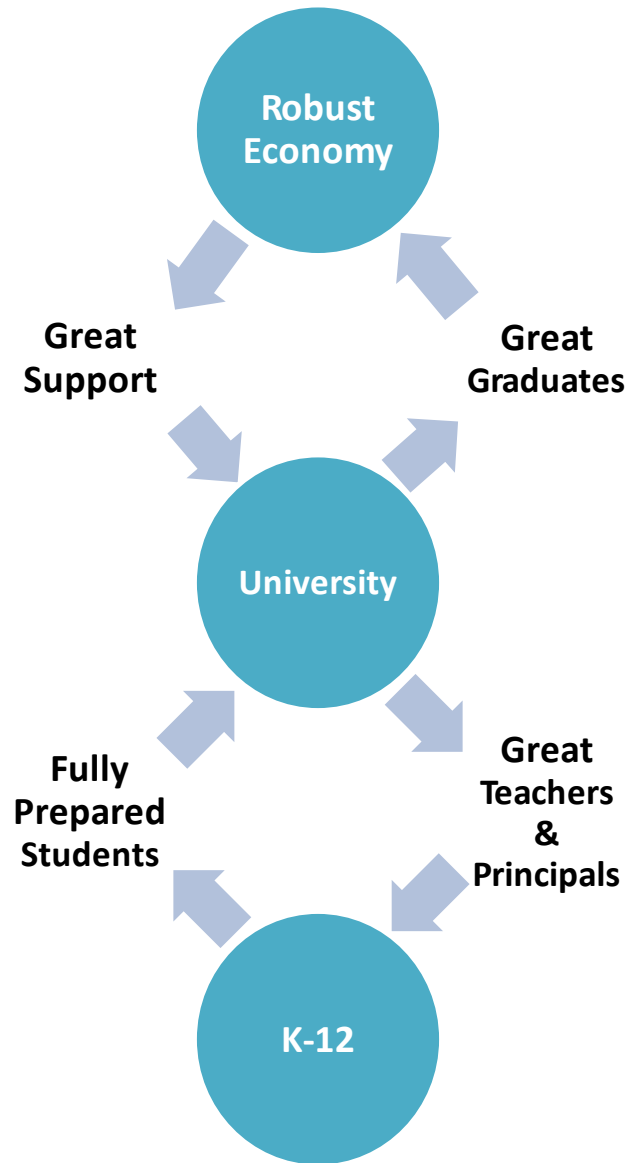
Looking Ahead to 2020: Challenges and Opportunities Confronting Higher Education

- ❖ Ambitious **HB 1 (1997) goals** to meet by 2020
- ❖ **Uncertain budget outlook.** Increased costs in healthcare, pensions and corrections may consume any new revenue
- ❖ Increasing and vocal **demand for talented, job-ready graduates** responsive to immediate workforce demands
- ❖ **Growing campus diversity** and increased attention to the needs of underrepresented and adult populations
- ❖ Rise of **new financing models** (i.e. public/private partnerships, greater reliance on philanthropy)
- ❖ Increasing power of **data and analytics**

Challenges and Opportunities, Cont.

- ❖ Growing levels of **student debt**, slowing support for financial aid, and uncertainty about tuition elasticity
- ❖ **Public skepticism about college's return on investment**
- ❖ Rise of **new academic models** (competency-based education, credit for prior learning)
- ❖ **Aggressive federal goals** and programs (federal ratings systems, national attainment goals)
- ❖ **Regional differences** and challenges at the state level
- ❖ **Globalization** of Kentucky's economy
- ❖ **Growing culture of collaboration** to improve student success and career readiness.

Kentucky's Success Depends on Cross-Sector Collaboration



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Looking Ahead: Questions to Guide the 2015 Planning Process:

- Are we focusing on the right issues?
- Are we measuring the right things?
- What's working and what's not?
- Does the state agenda align with the priorities of the campuses and vice-versa?
- How to we engage the right stakeholders in the planning process and in the implementation?
- How can we better link our work to state priorities?
- How effective is the current accountability system?

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A Status Report on Kentucky's Postsecondary Education System



Patrick Kelly

February 3, 2015



NCHEMS

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

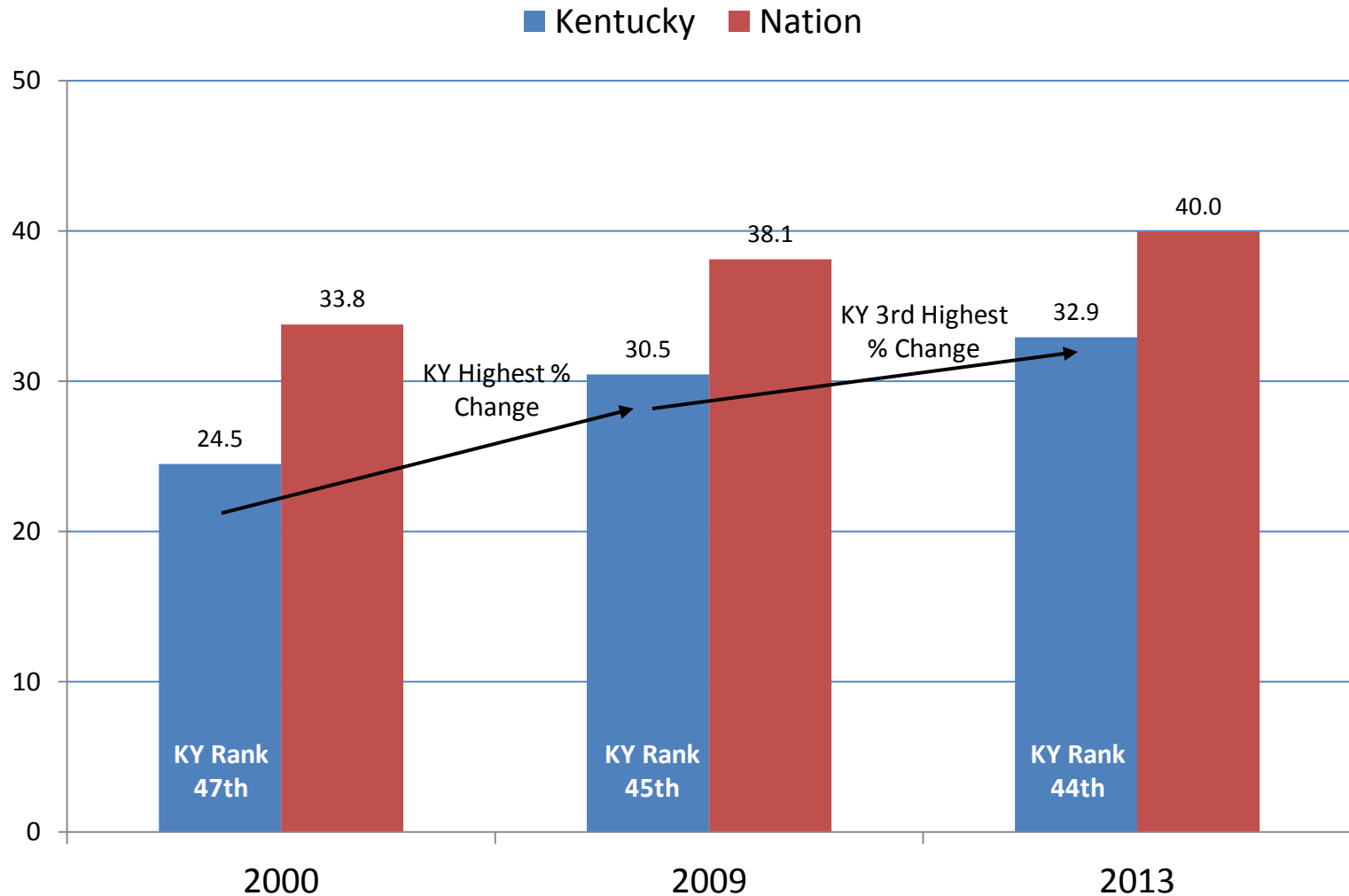
Realizing Kentucky's Educational
Attainment Goal: A Look in the Rear View
Mirror and Down the Road Ahead

2011

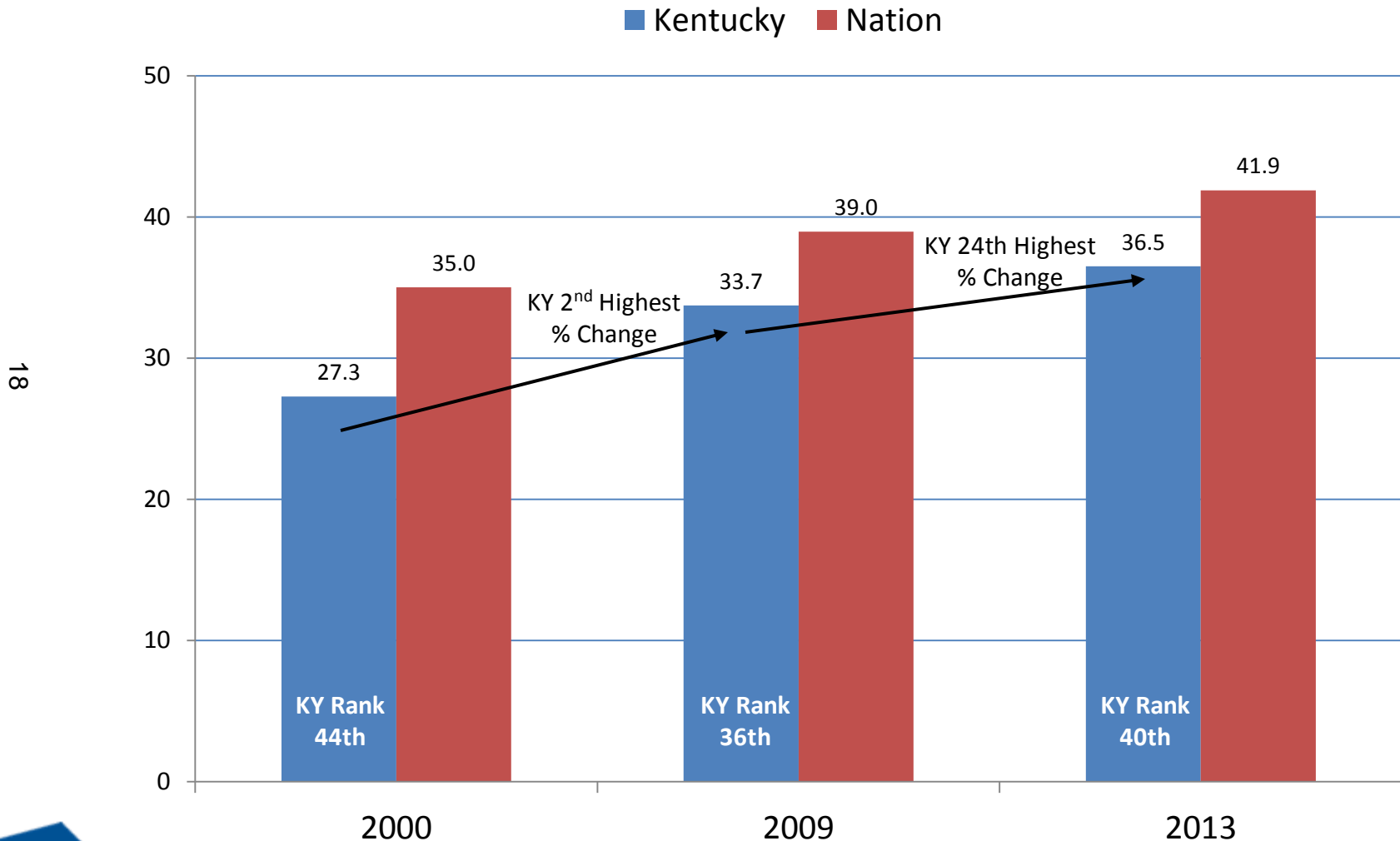
Patrick J. Kelly

What has Happened Since 2011?

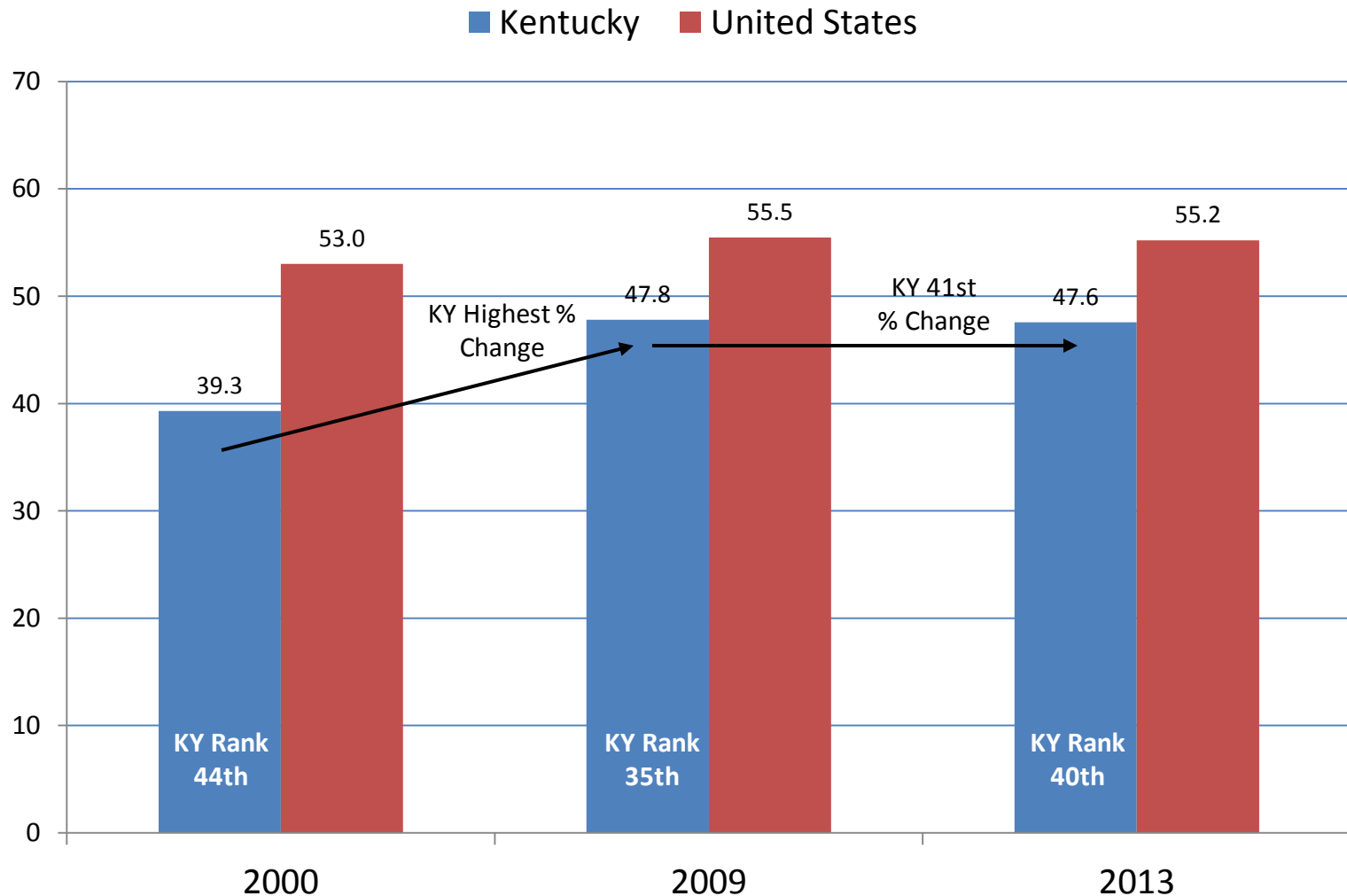
Percent of 25 to 64 Year Olds with Associate Degrees and Higher



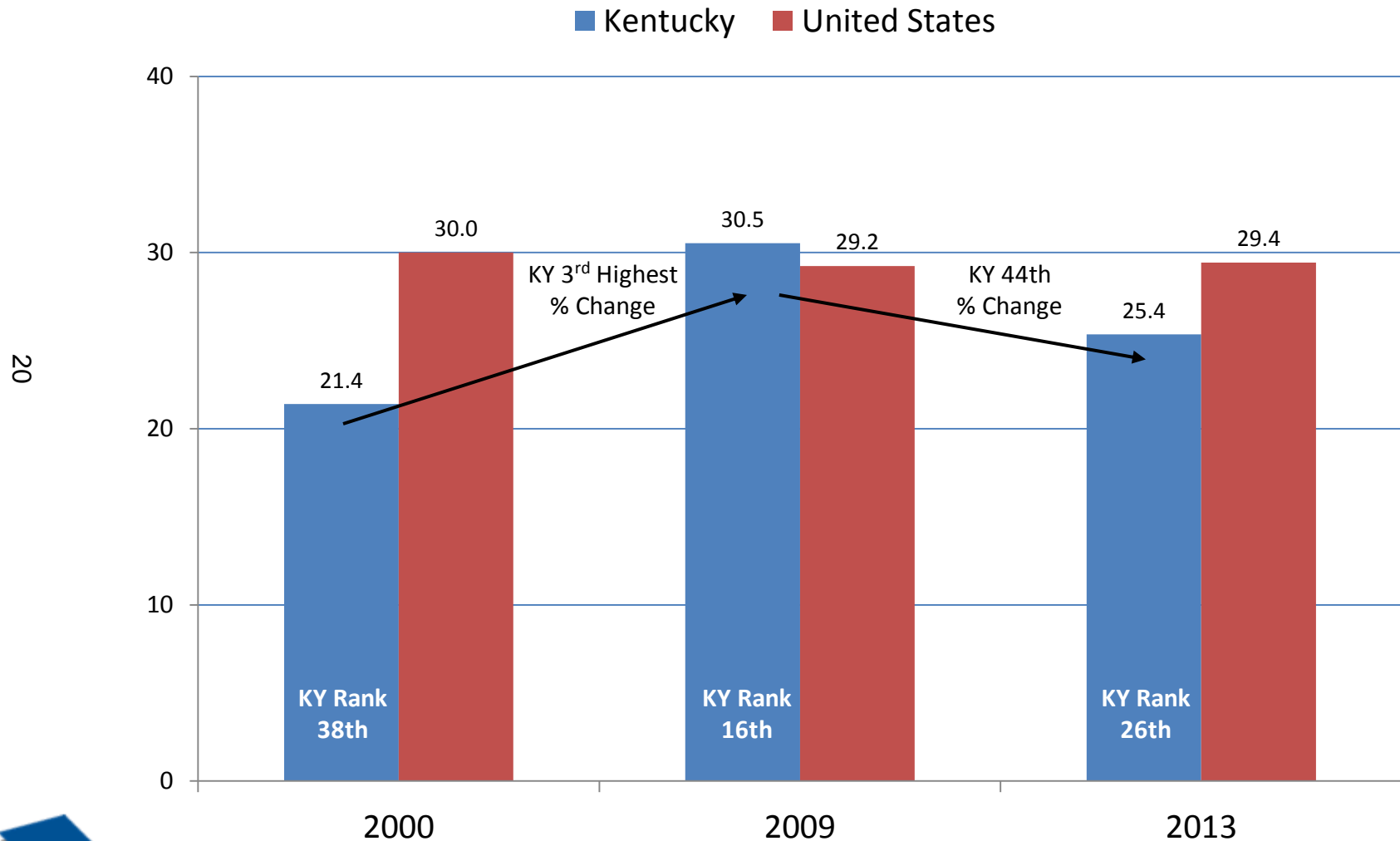
Percent of 25 to 44 Year Olds with Associate Degrees and Higher



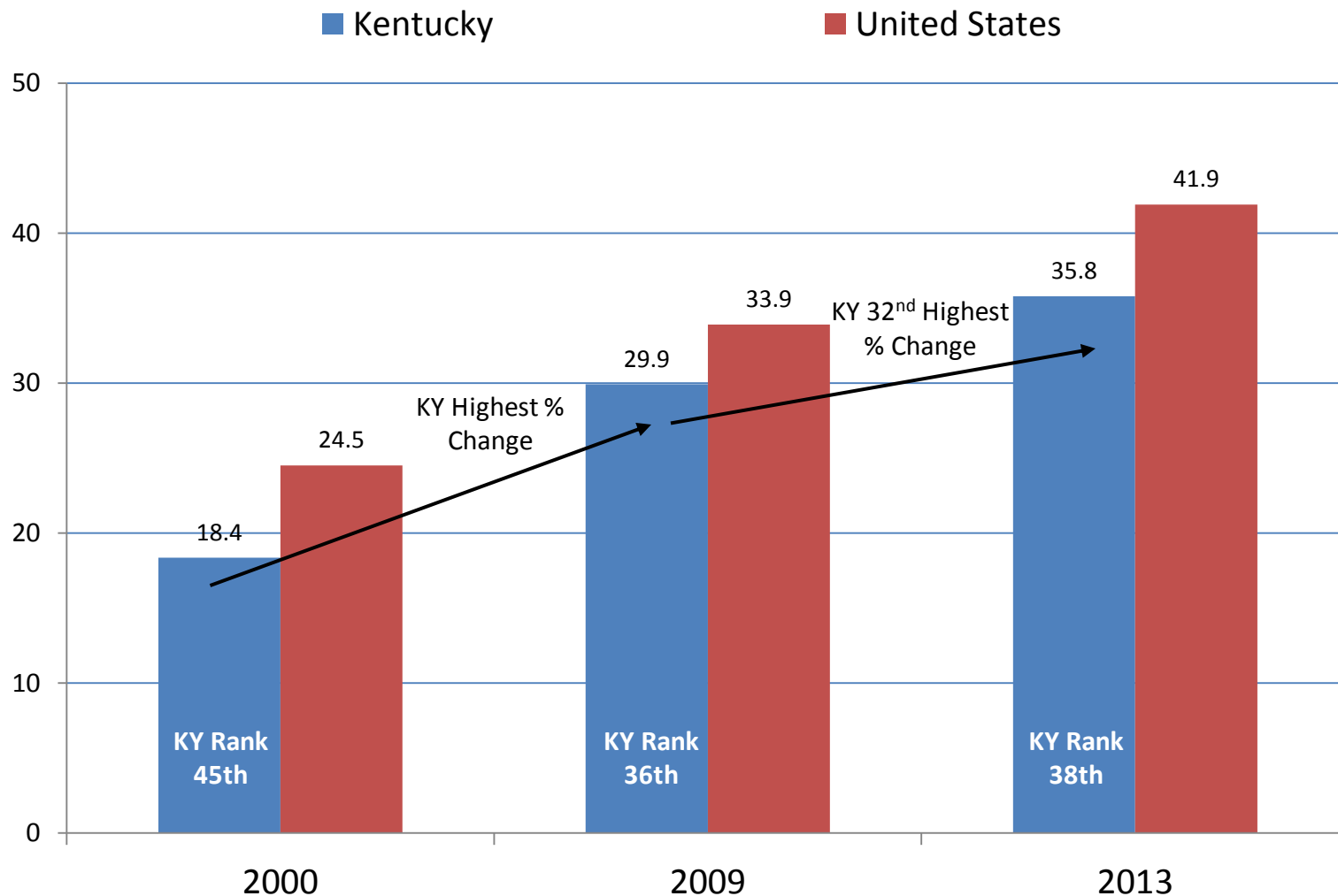
Six-Year Graduation Rates at Four-Year Institutions



Three-Year Graduation Rates at Two-Year Institutions



Undergraduate Credentials Awarded per 1,000 18-44 Year Olds with No College Degree



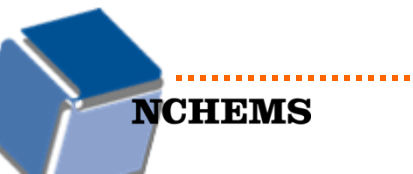
Source: NCES, IPEDS Graduation Rate Survey.

While Kentucky's postsecondary system has improved on many measures since 2009, it has lost ground to other states.

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Over the past 10 years, many states have developed similar college attainment goals and public agendas.

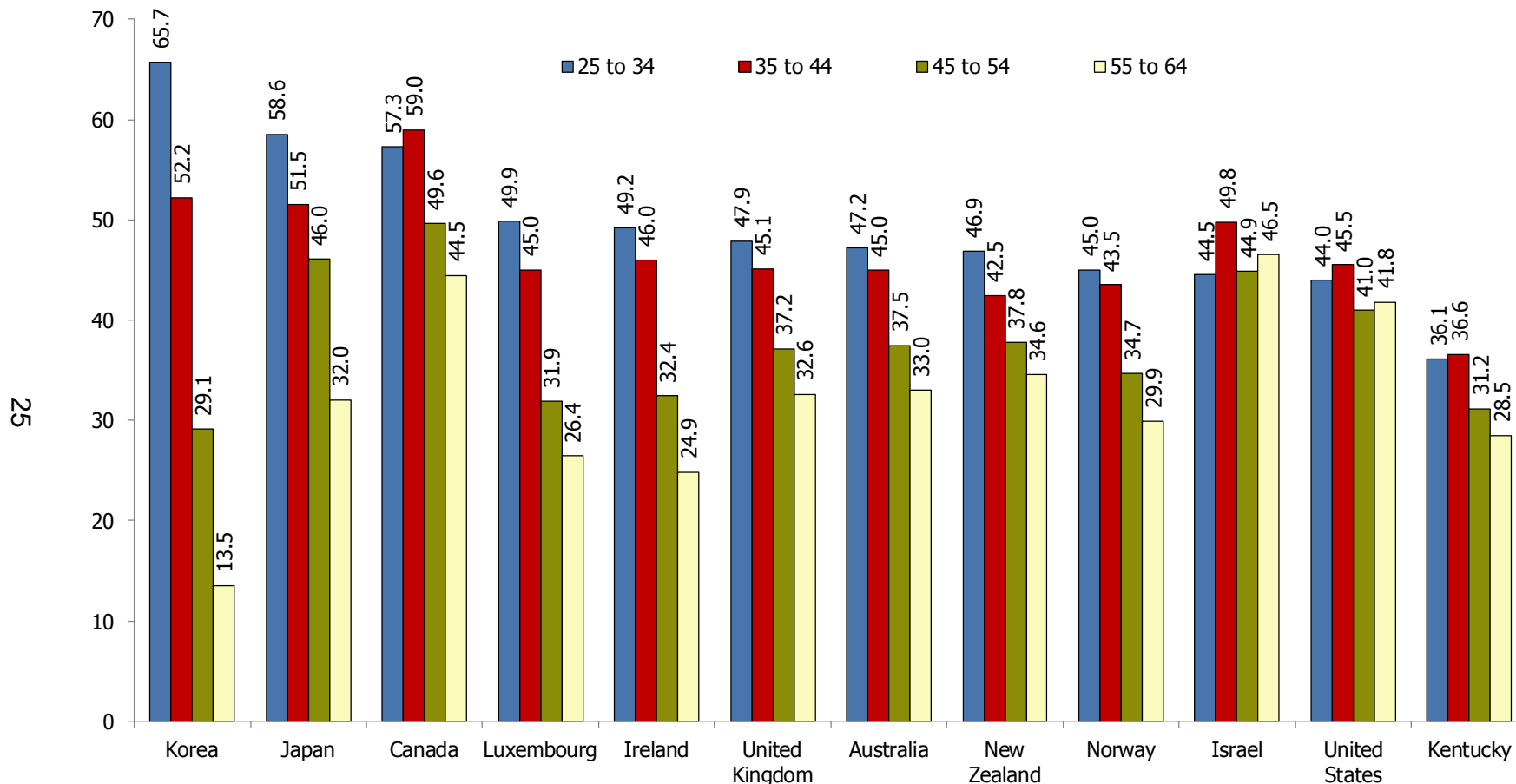
Educational Attainment



Comparing Kentucky with U.S. States and OECD Nations in the Percentage of Young Adult Degree Attainment (Ages 25-34)

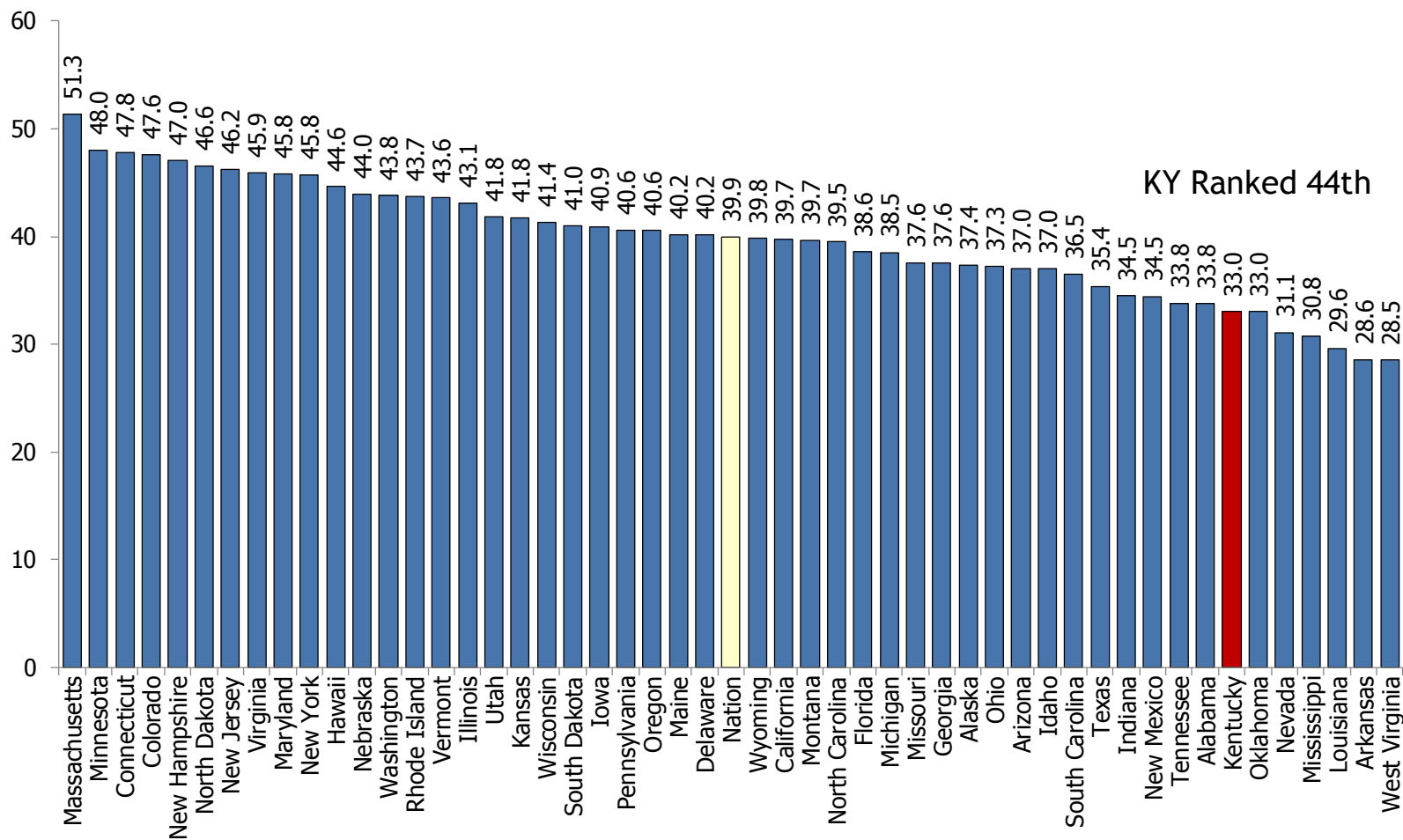
U.S. States	%	OECD Country
	↑	Korea (65.7)
	60	
	58	Japan
	56	Canada
Massachusetts	54	
North Dakota	52	
Minnesota	50	Luxembourg
New York	48	Ireland
New Jersey	46	United Kingdom
Connecticut	44	New Zealand, Australia
Nebraska, Illinois, Virginia	42	Norway
Pennsylvania, Colorado, Maryland, Rhode Island, Iowa	40	Israel, UNITED STATES
Vermont, South Dakota, Wisconsin	38	Sweden, Netherlands, Belgium, France
Kansas, New Hampshire	36	Poland, Switzerland
Hawaii, Montana	34	Denmark, Estonia, Finland
Washington, Missouri, Utah	32	Spain
Wyoming, Ohio	30	Iceland
Delaware, Michigan, Maine, California, North Carolina, Oregon	28	Slovenia, Greece
Florida	26	
Tennessee, South Carolina, Georgia, Indiana	24	Mexico
Kentucky	22	Austria
Texas, Idaho, Arizona	20	Chile, Italy
West Virginia		Turkey
Alabama, Oklahoma, Alaska, New Mexico		
Louisiana		
Arkansas, Mississippi		
Nevada		

Percent of Adults with an Associate Degree or Higher by Age Group Kentucky, U.S. & Leading OECD Countries



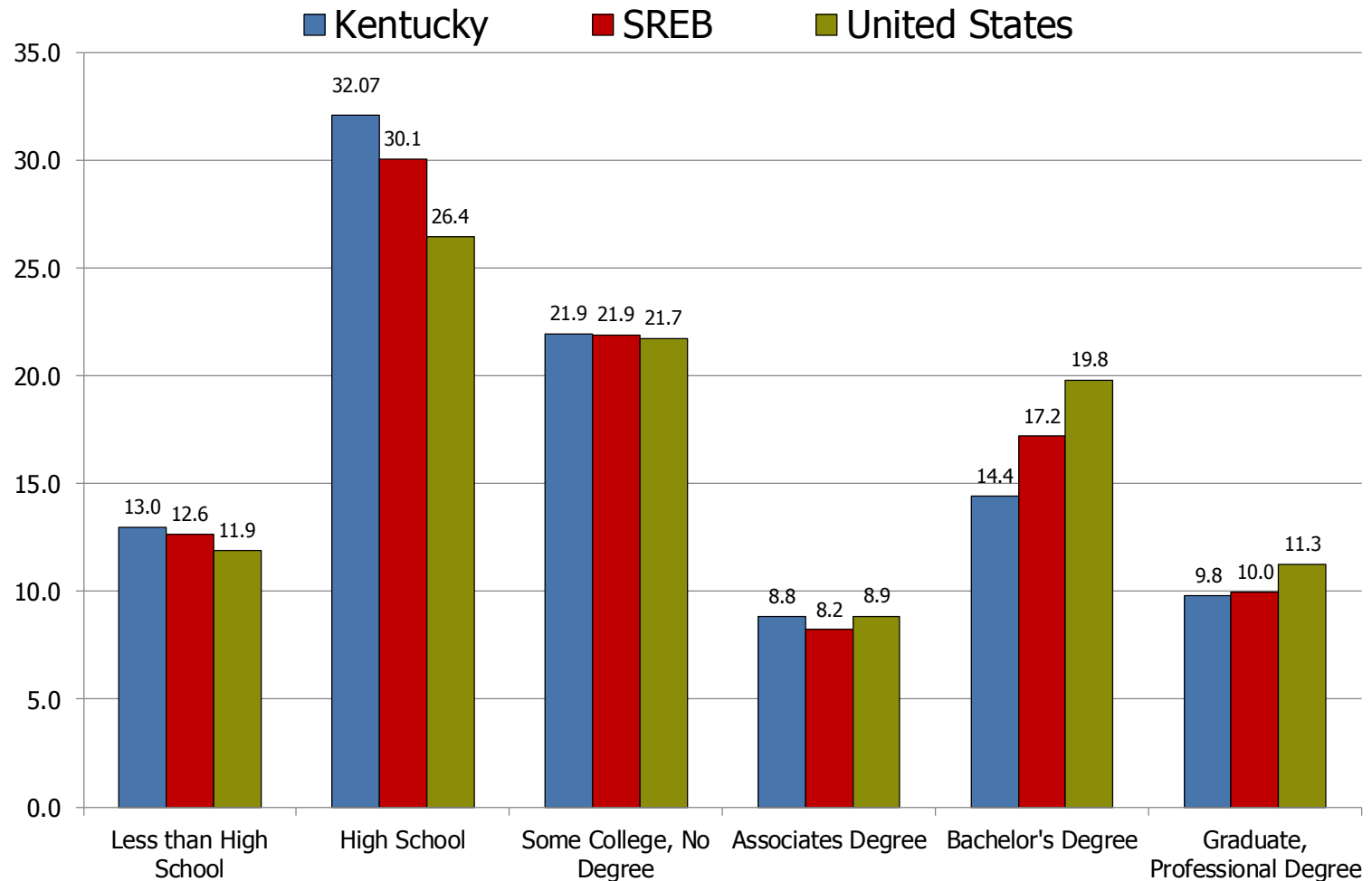
Percent of 25-64 Year Olds with College Degrees – Associate and Higher, 2013

26



KY Ranked 44th

Educational Attainment of Working Aged Adults, Ages 25-64 – Kentucky, U.S., and SREB Average, 2013



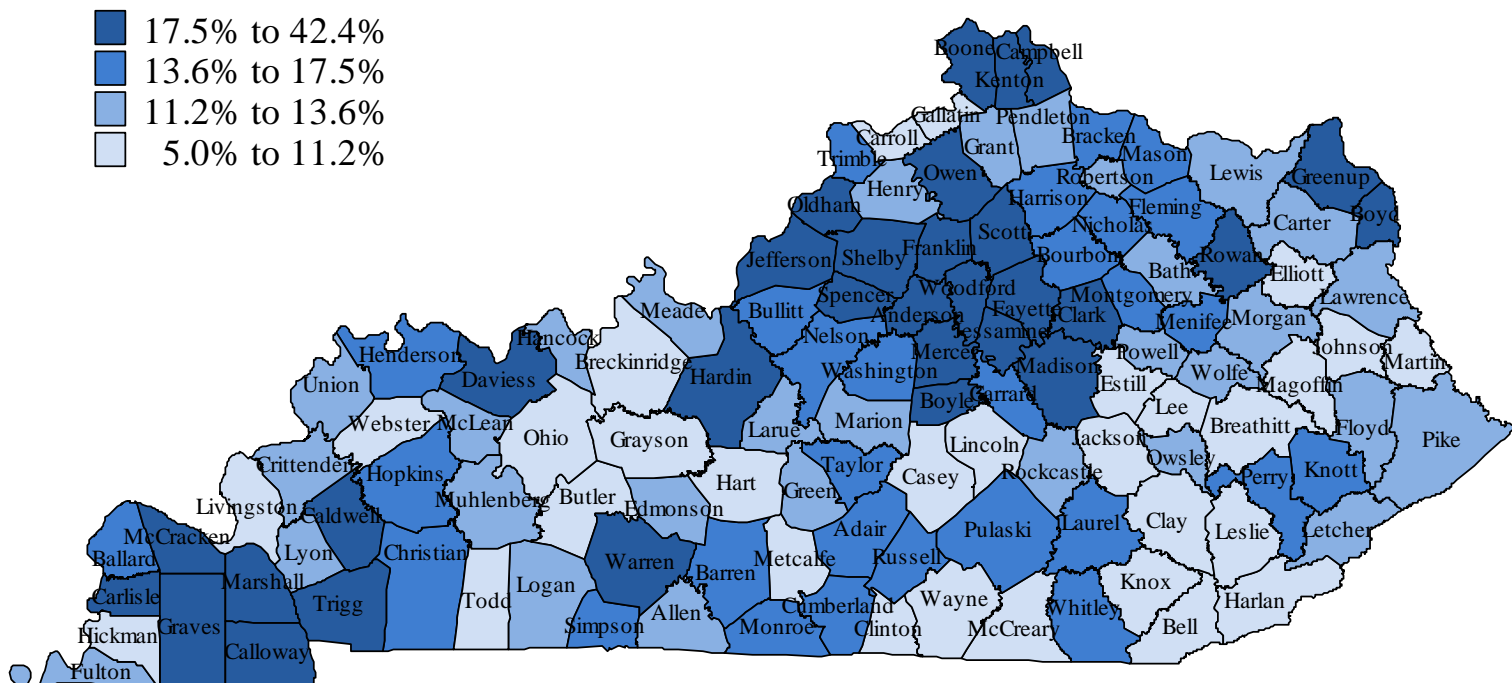
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Source: U.S. Census Bureau, 2006-10 American Community Survey.



Percent of Population Age 25-64 with at Least a Bachelor's Degree, 2009-13

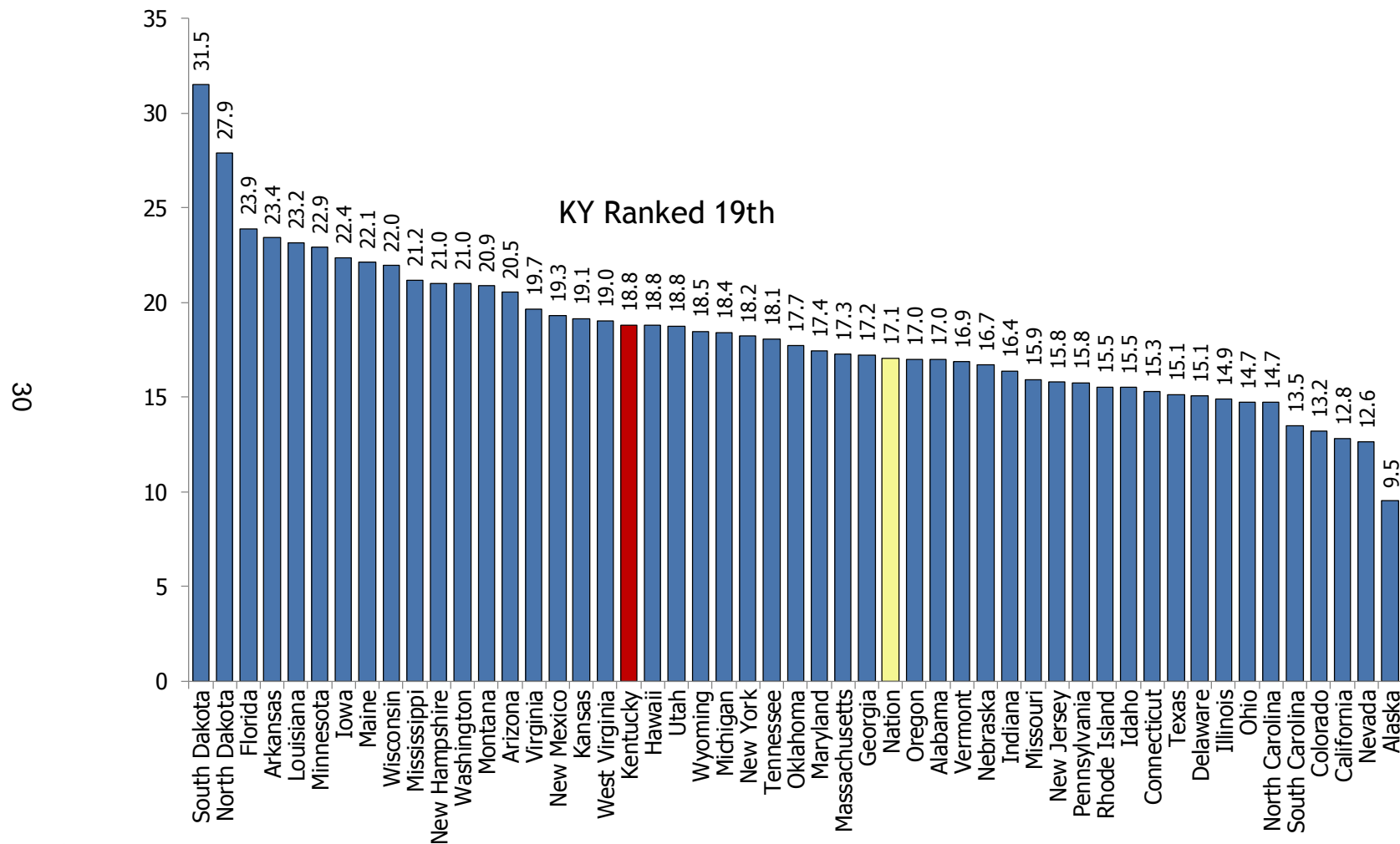


29

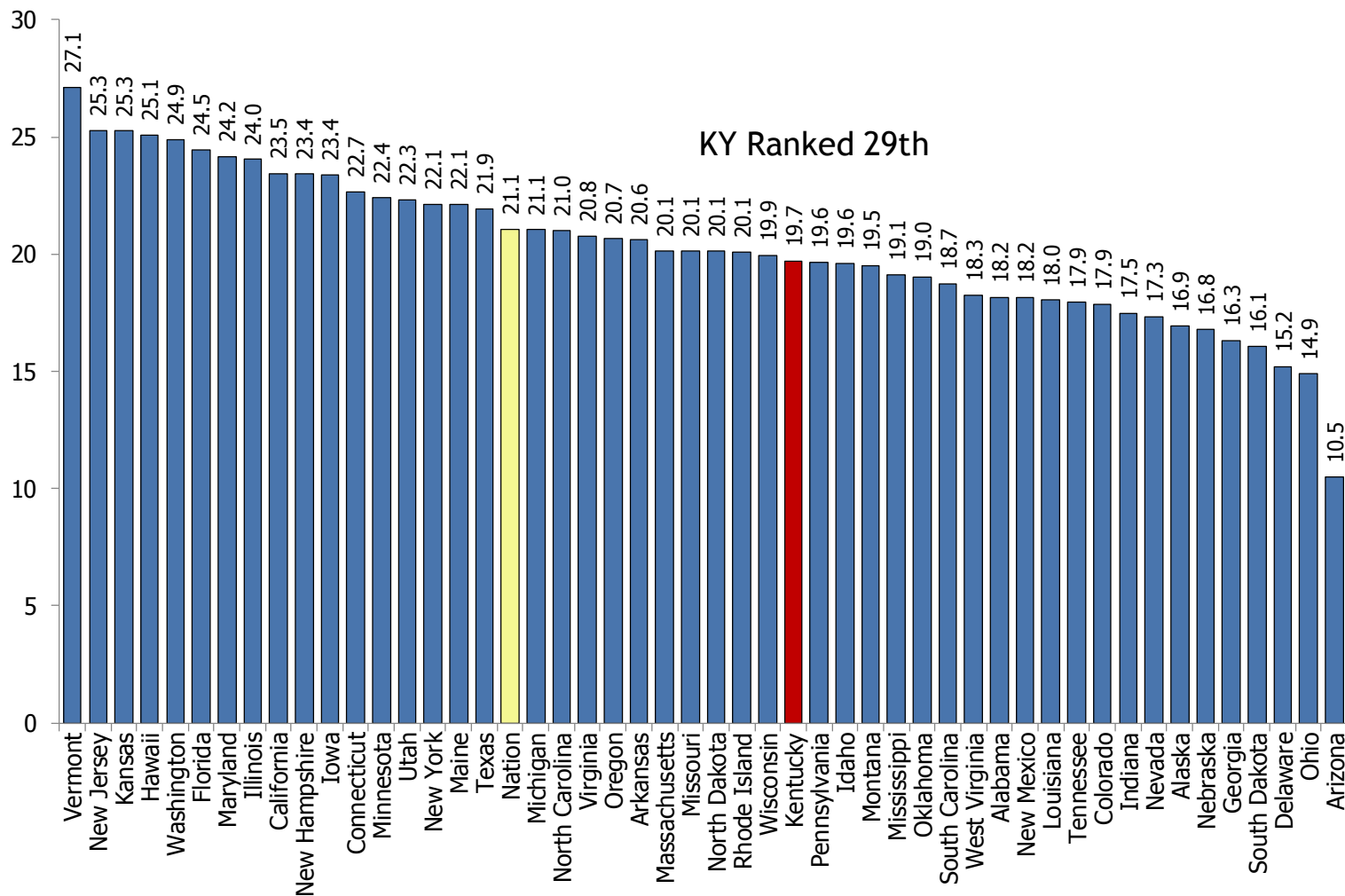
KY = 23.3

Source: U.S. Census Bureau, 2006-10 American Community Survey.

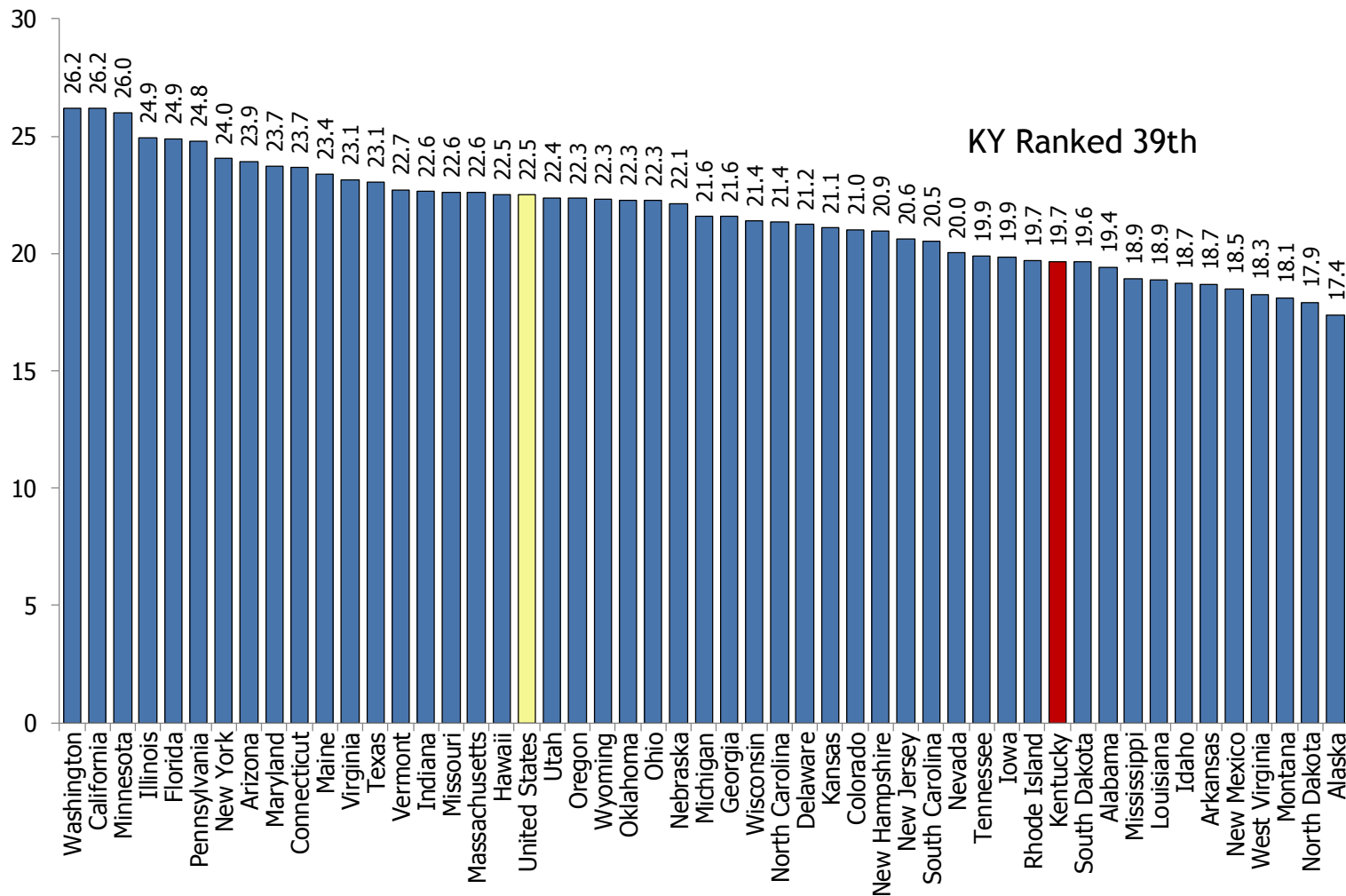
Public Two-Year - Undergraduate Awards per 100 FTE Undergraduates by State, 2011-12 (excludes <1 Year Certificates)



Public Bachelors & Masters - Undergraduate Awards per 100 FTE Undergraduates by State, 2011-12

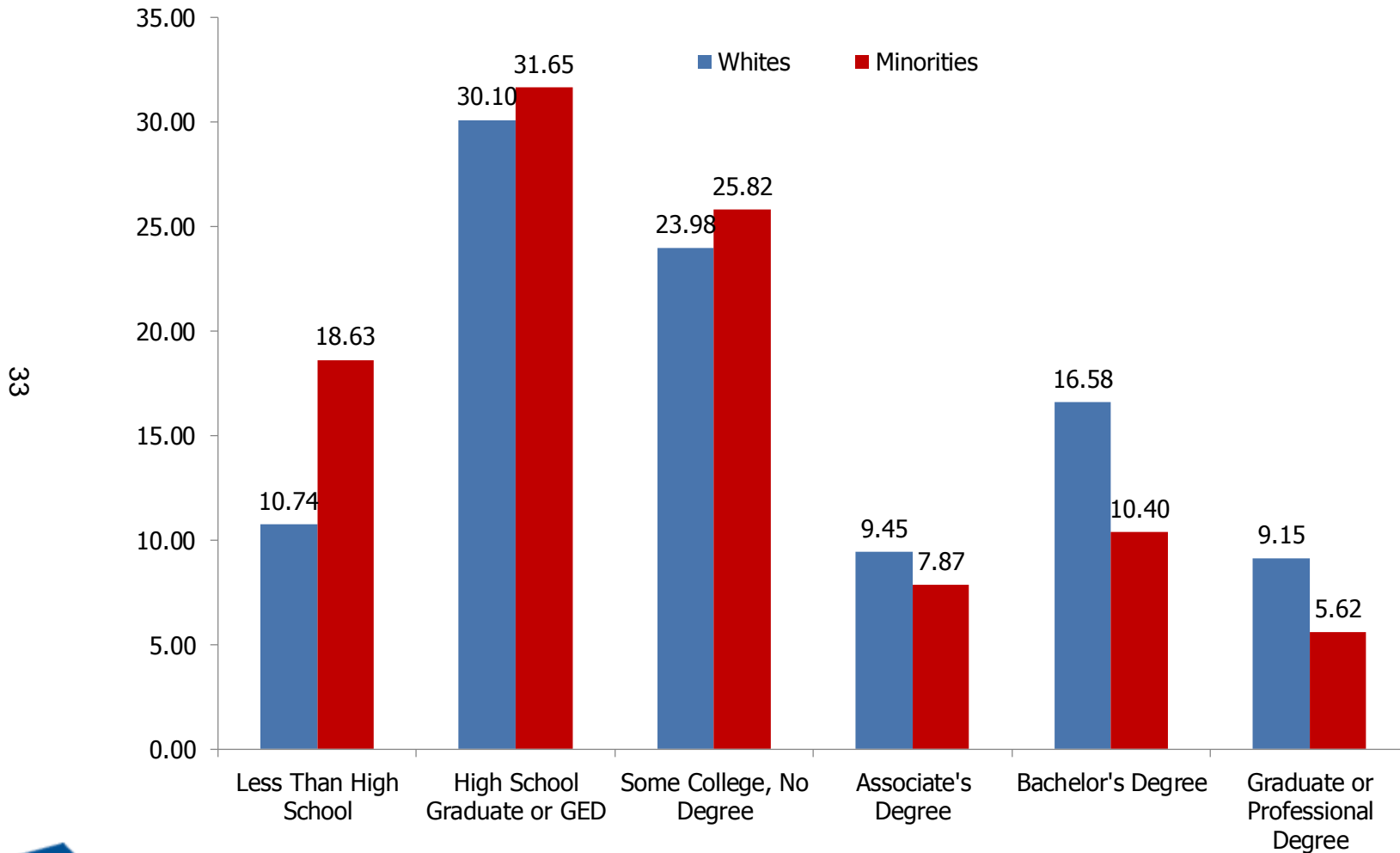


Public Research Institutions - Undergraduate Awards per 100 FTE Undergraduates by State, 2011-12



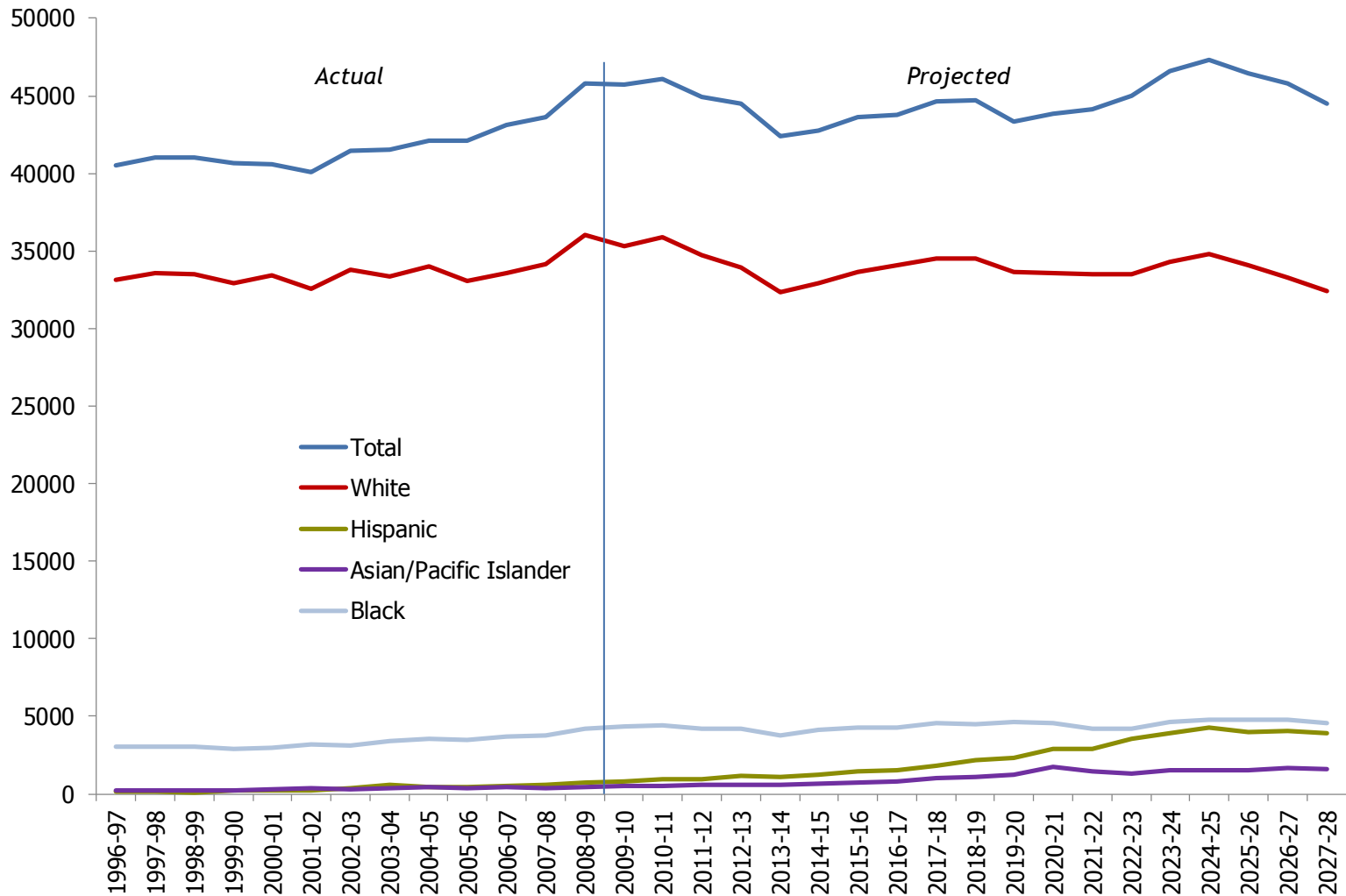
KY Ranked 39th

Educational Attainment of Whites and Minorities (African-Americans, Hispanics, Native Americans) Aged 25-44, 2011-13 Kentucky



Source: U.S. Census Bureau, 2011-13 American Community Survey (ACS)
Public Use Microdata Sample (PUMS) File.

Kentucky High School Graduates 1996-97 to 2027-28 (projected)



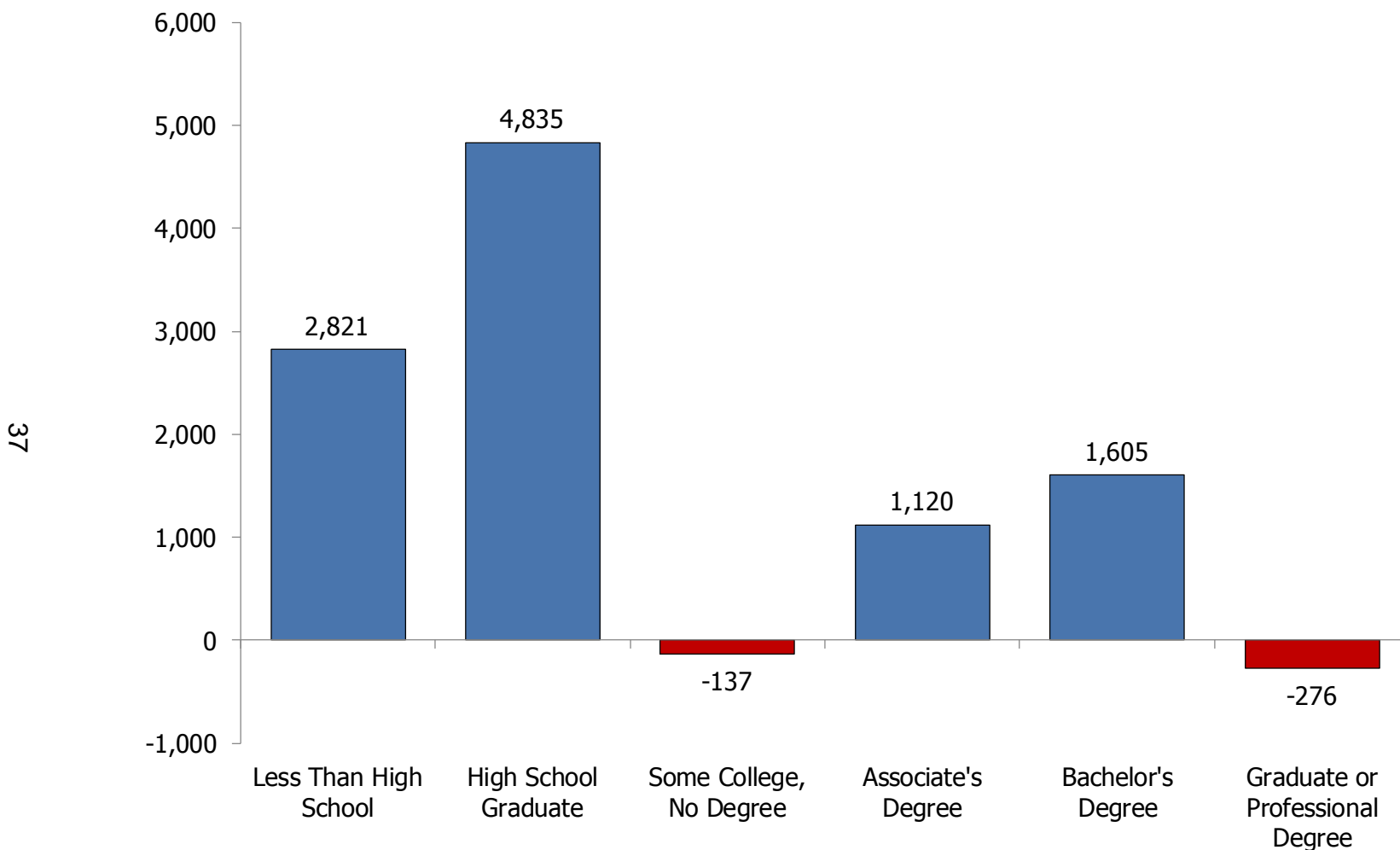
Source: Knocking at the College Door

Kentucky still lags many other states (and countries) in the percentage of adults with college degrees.

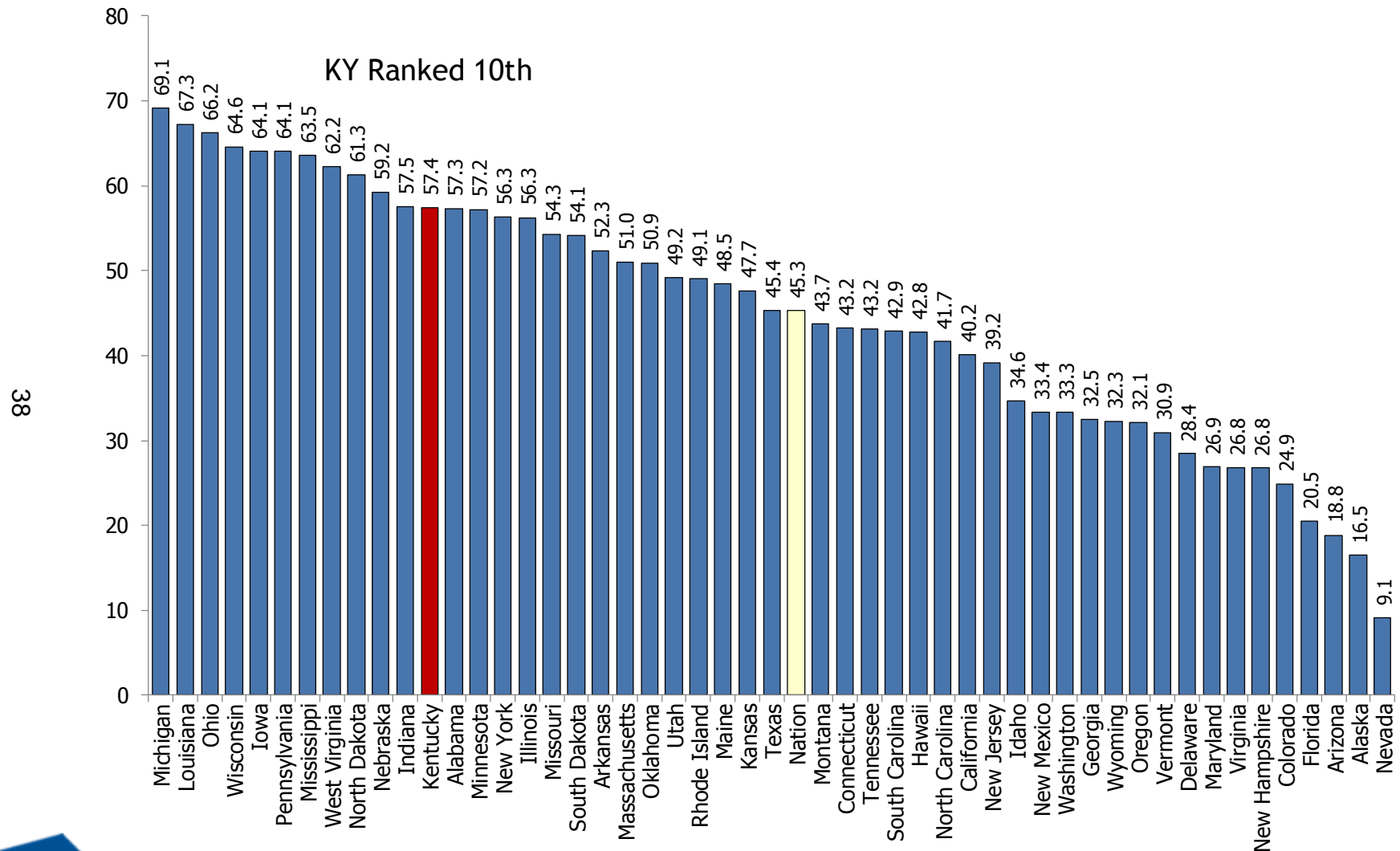
There are sizable gaps between whites and underrepresented minorities.

Migration

Average Annual Net Migration of 22 to 44 Year Olds by Education Level, Kentucky, 2011-13

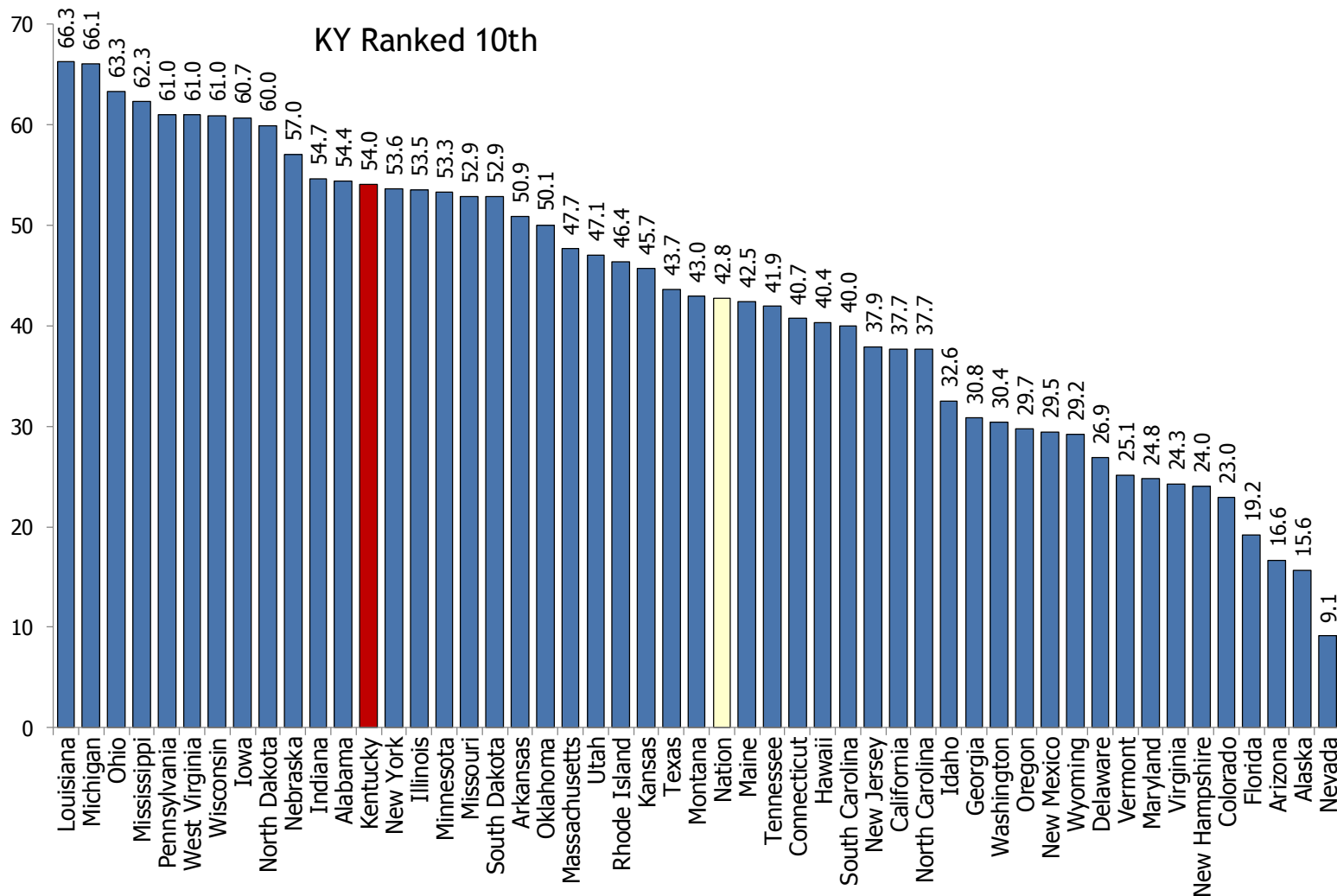


Percent of Residents Aged 25-64 with an Associates Degree or Higher Born In-State



Percent of Residents Aged 25-64 with a Bachelor's Degree or Higher Born In-State, 2010

68

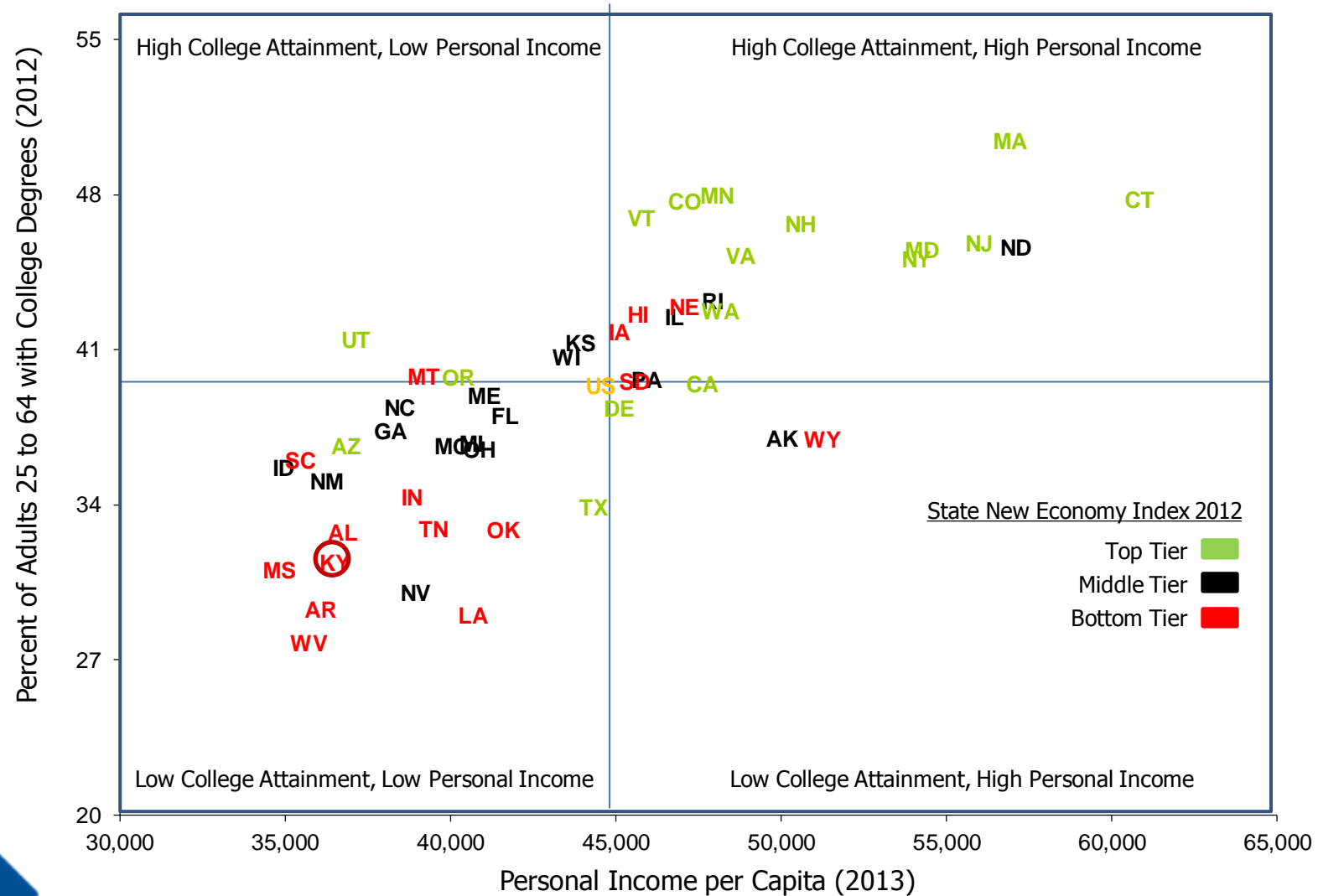


Kentucky is a slight net-importer of college educated residents, but has a history of educating its own residents - relative to many other states.

Economic Conditions

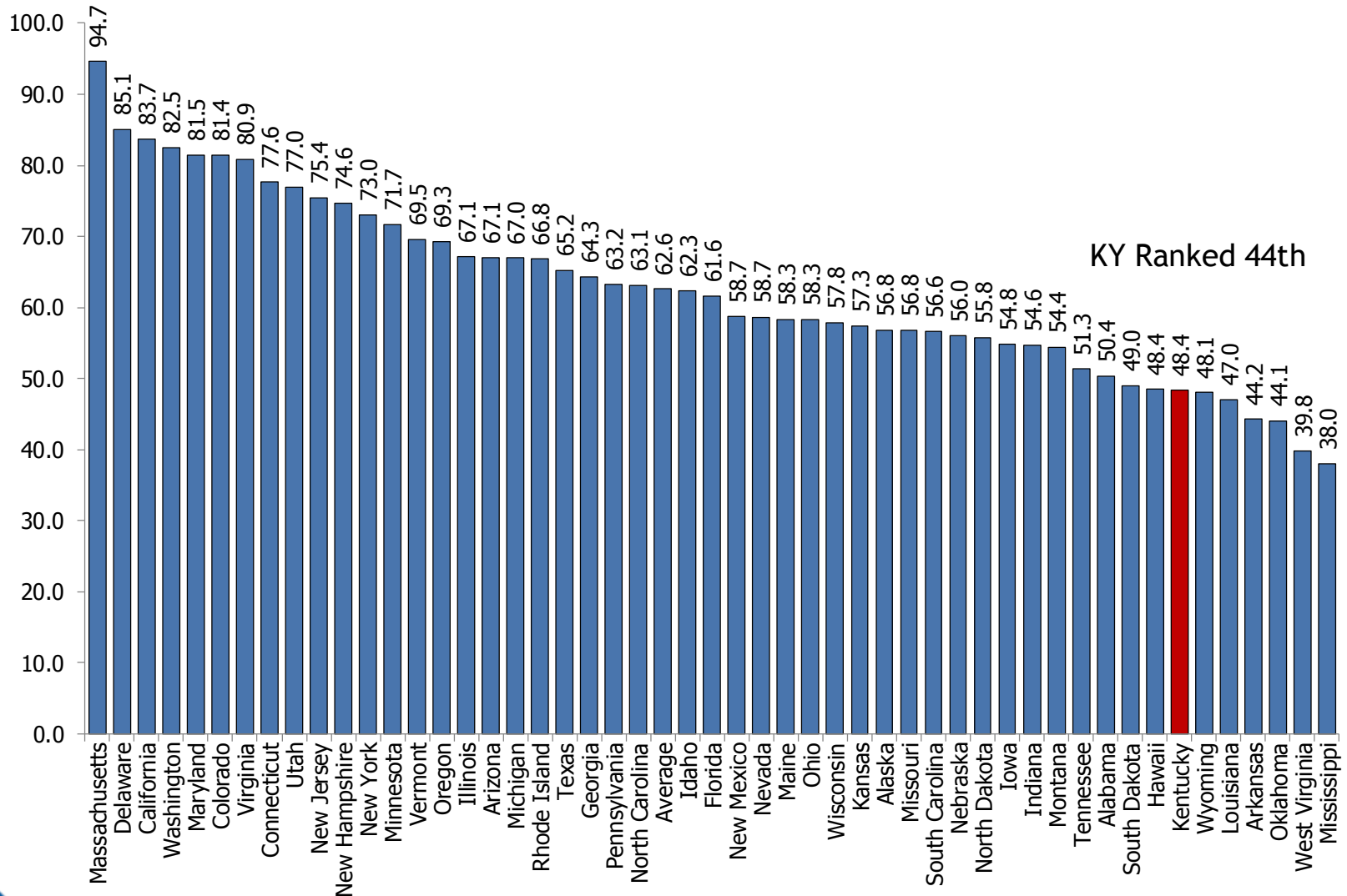
The Relationship Between Educational Attainment, Personal Income, and the State New Economy Index (2012)

42



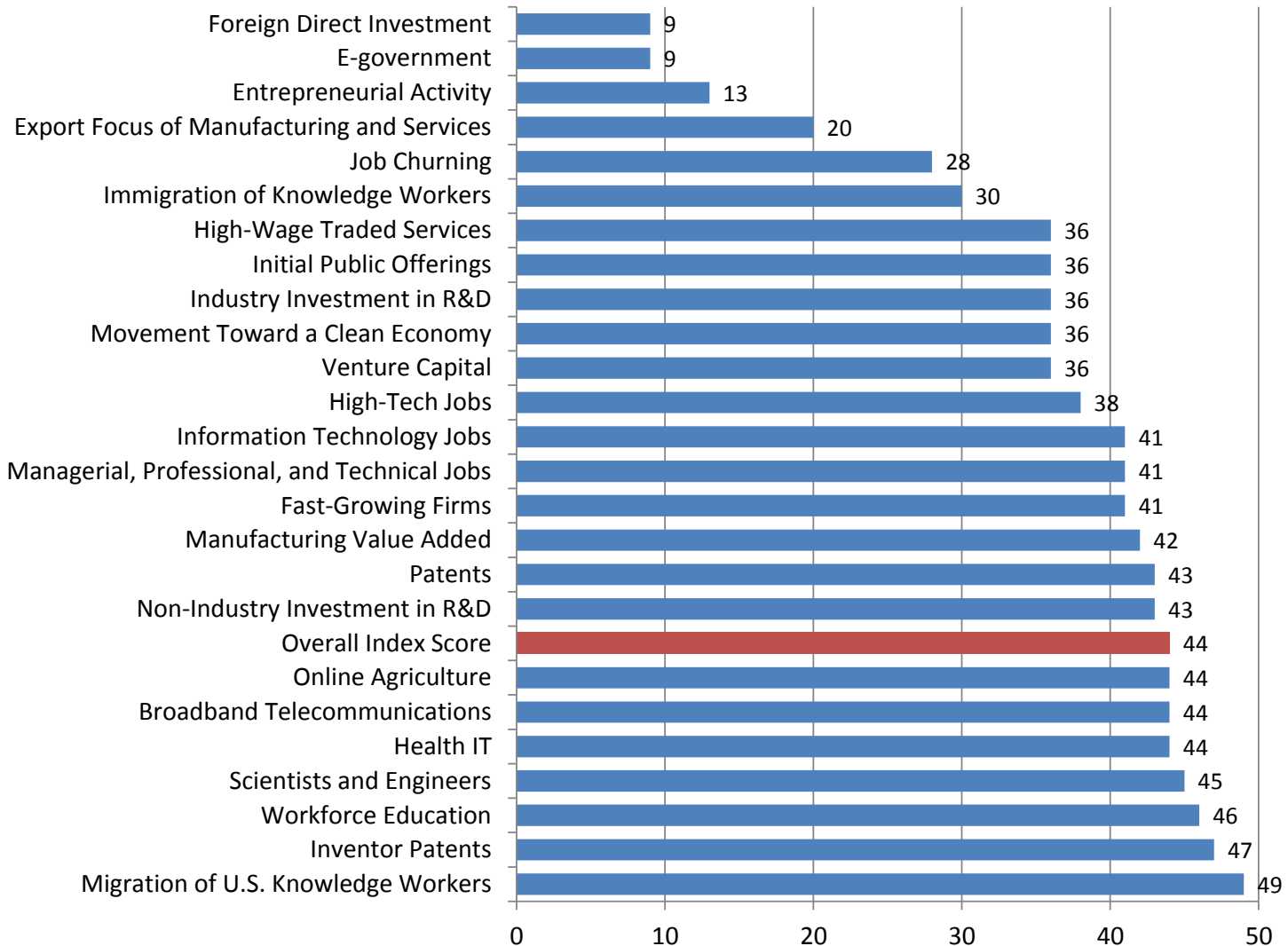
State New Economy Index – Overall Index Scores (2014)

43



KY Ranked 44th

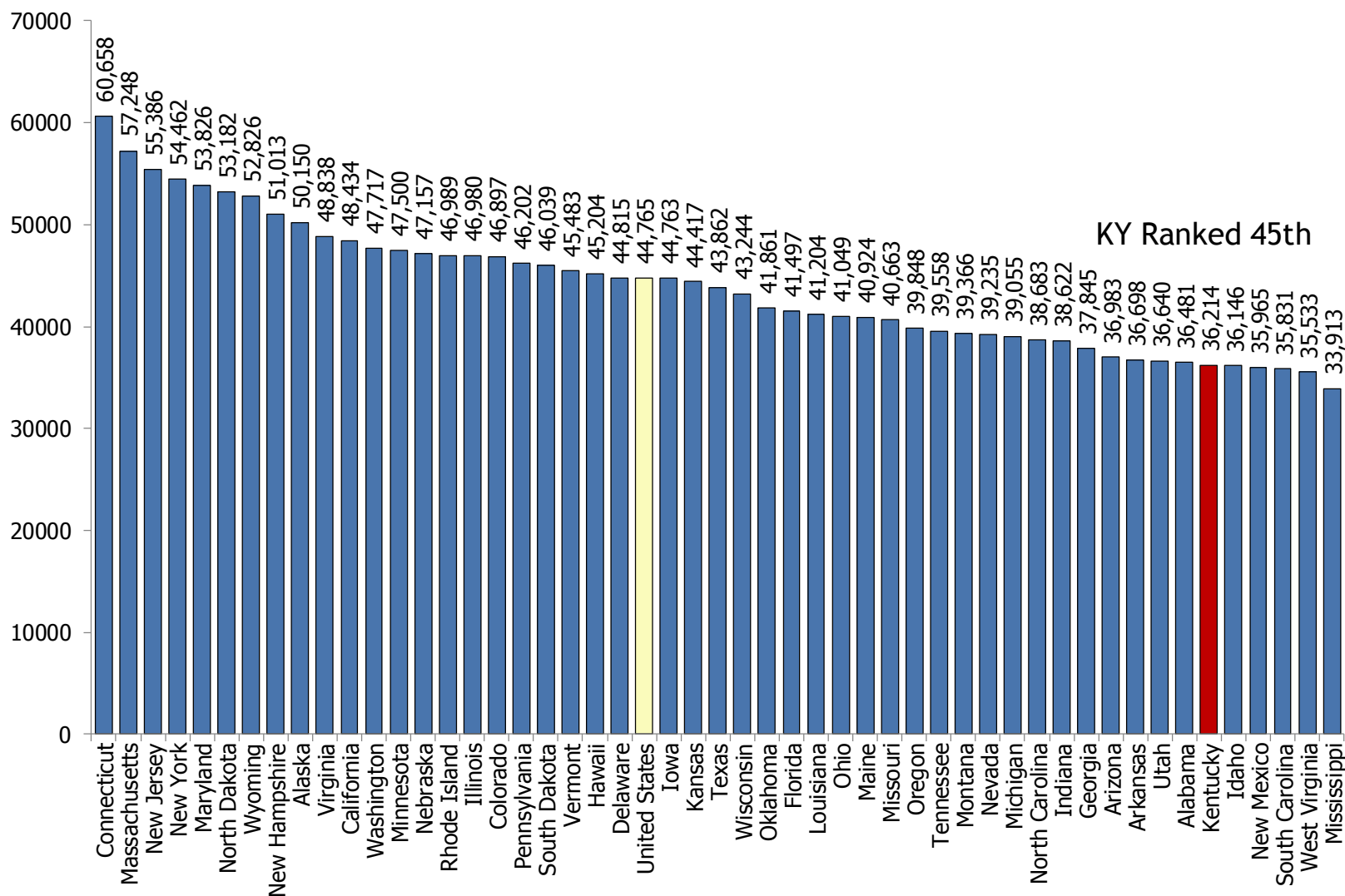
State New Economy Index – KY Rankings (2014)



Source: Information Technology and Innovation Foundation; *The 2014 State New Economy Index*

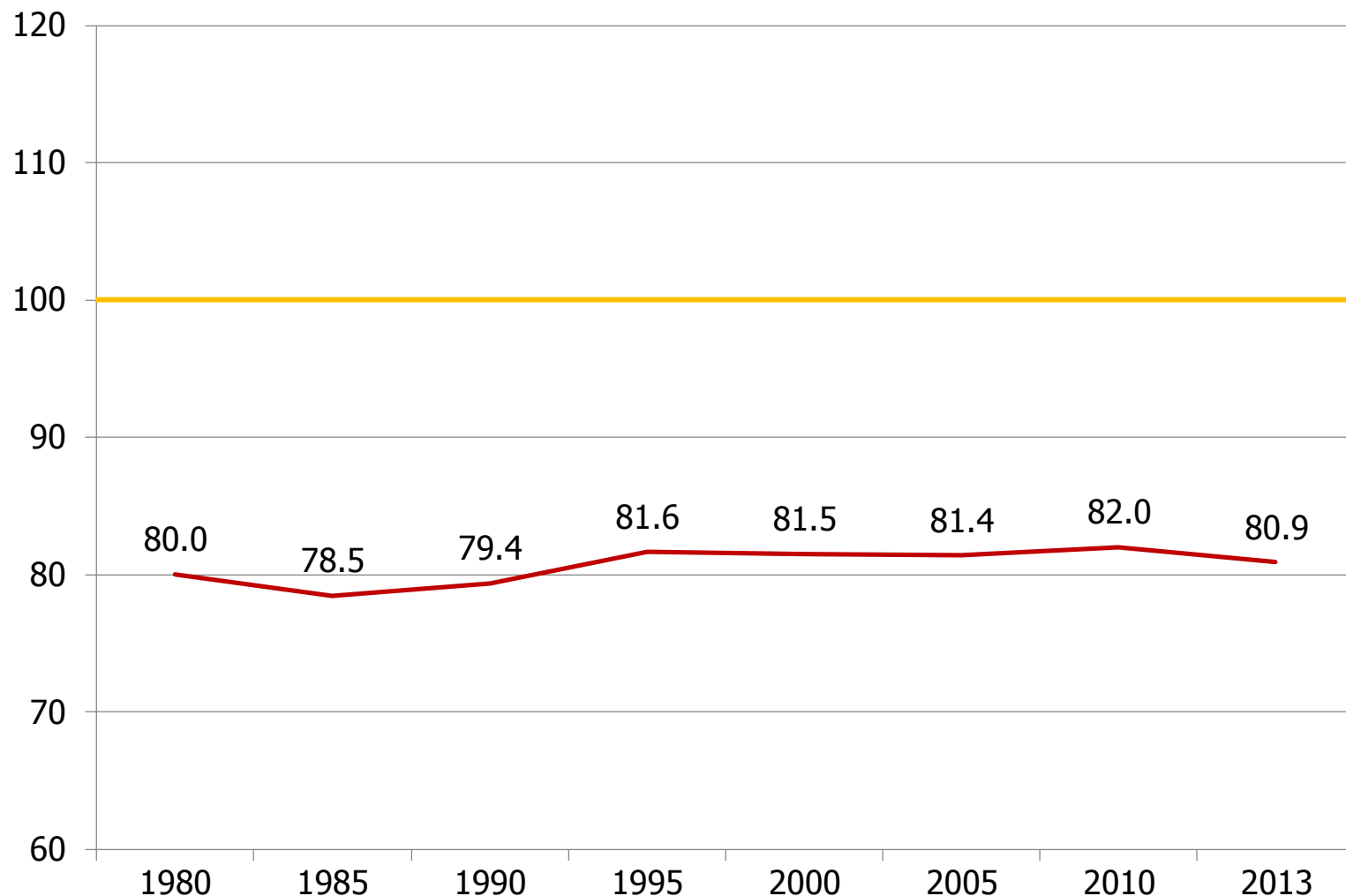
Personal Income Per Capita, 2013

45

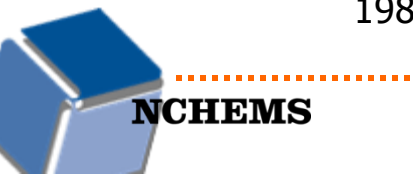


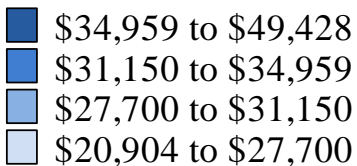


Kentucky Personal Income per Capita as a Percent of the U.S. Average, (1980-2013)

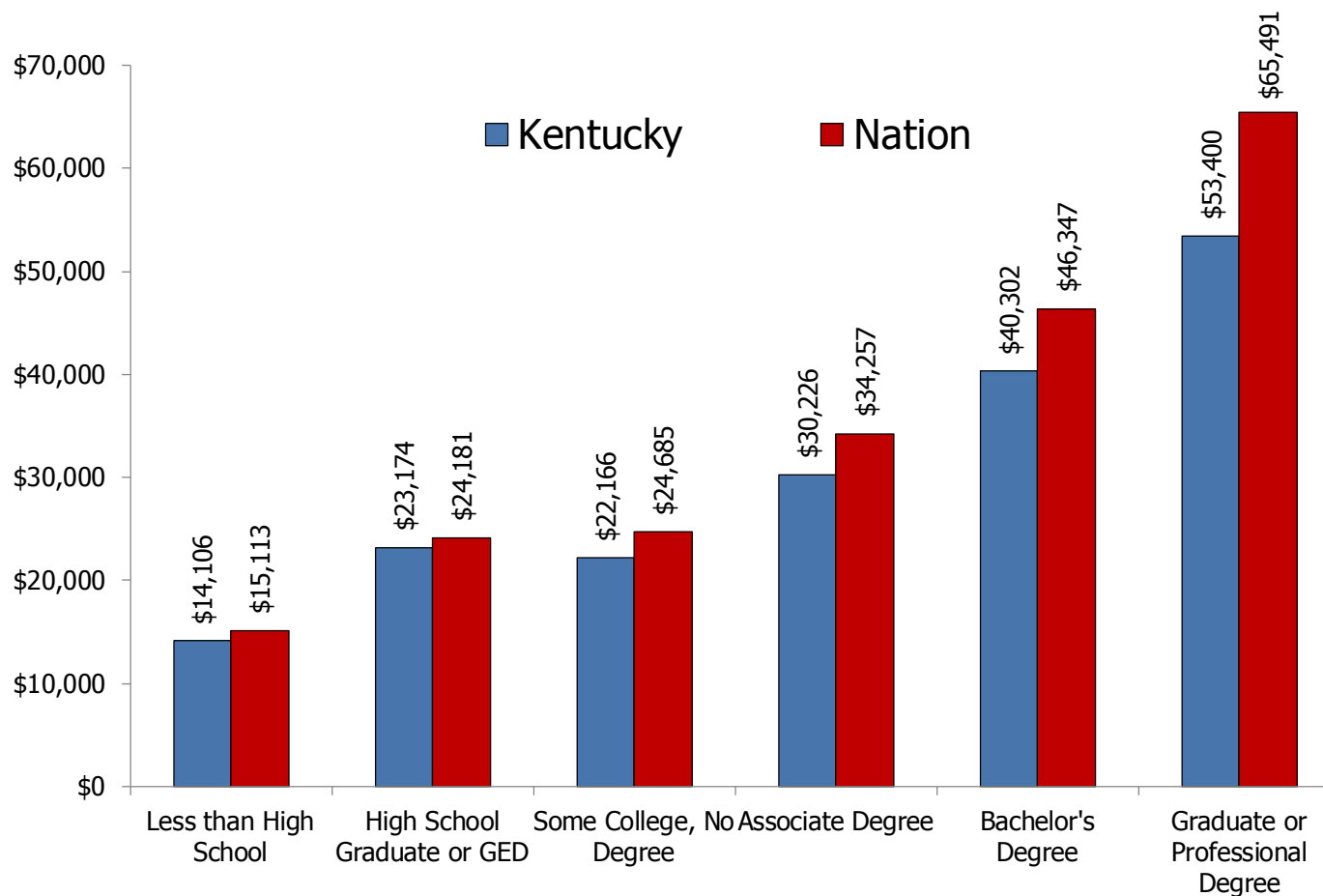


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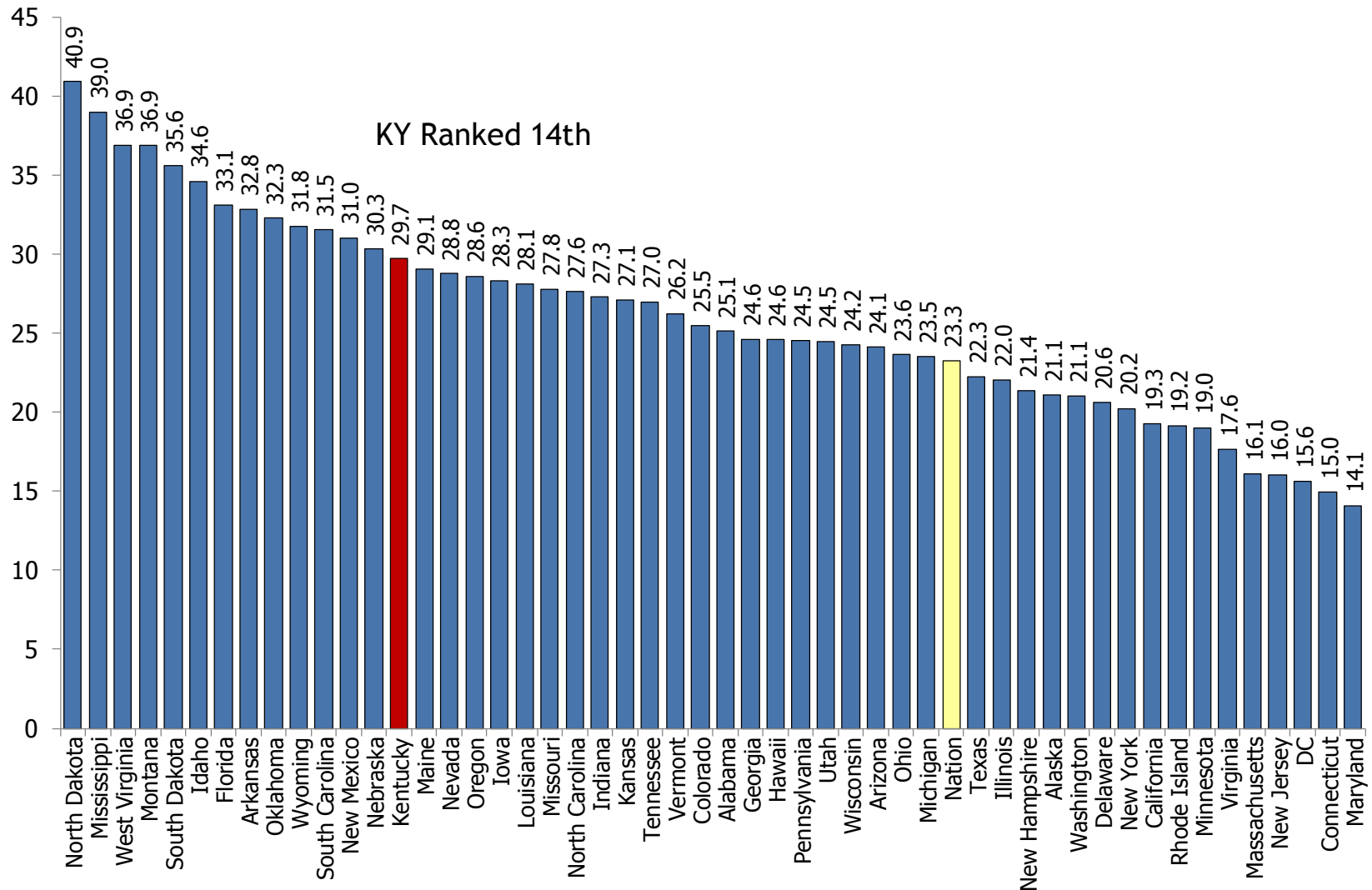


Median Annual Wages by Level of Education, Kentucky 2013



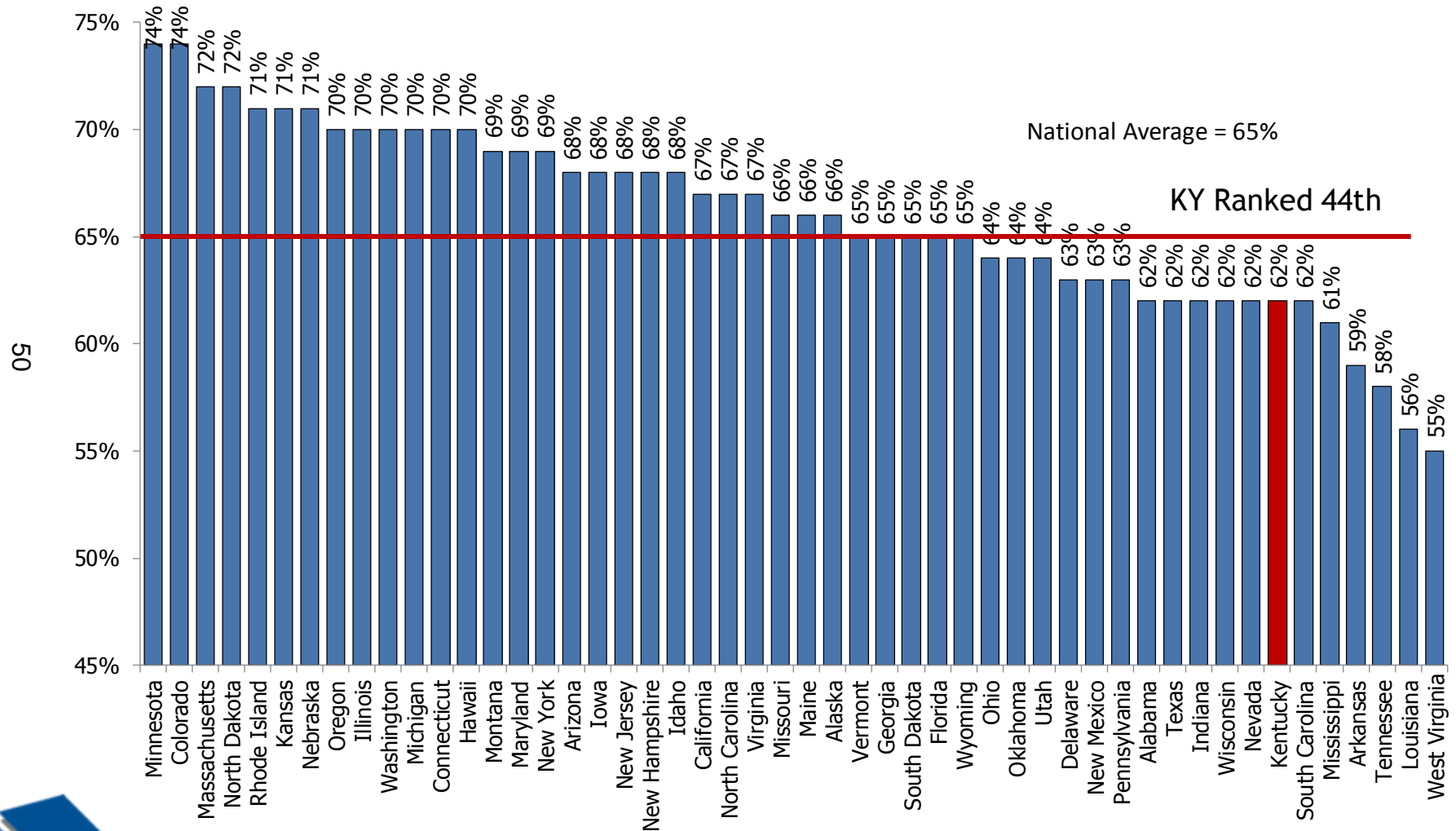
Percent of Workers with College Degrees Earning Low Wages, 2010

64



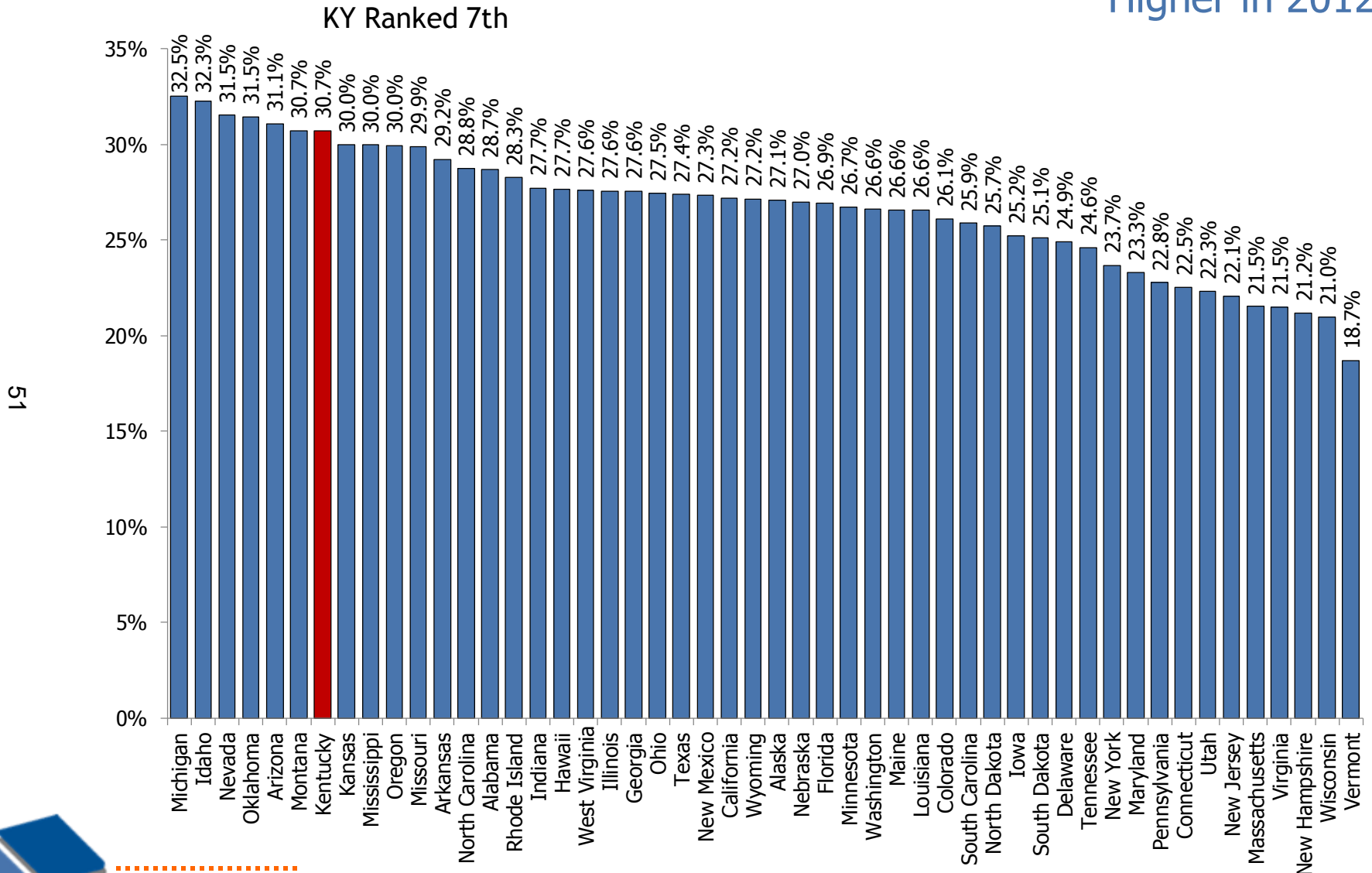
Source: U.S. Census Bureau, 2010 American Community Survey One-Year Public Use Microdata Sample File.
 Note: Low Wages Indexed to U.S. Median Wage of Workers with Just a High School Diploma (\$29,221)

Percentage of Jobs in 2020 that Will Require a Postsecondary Education, by State

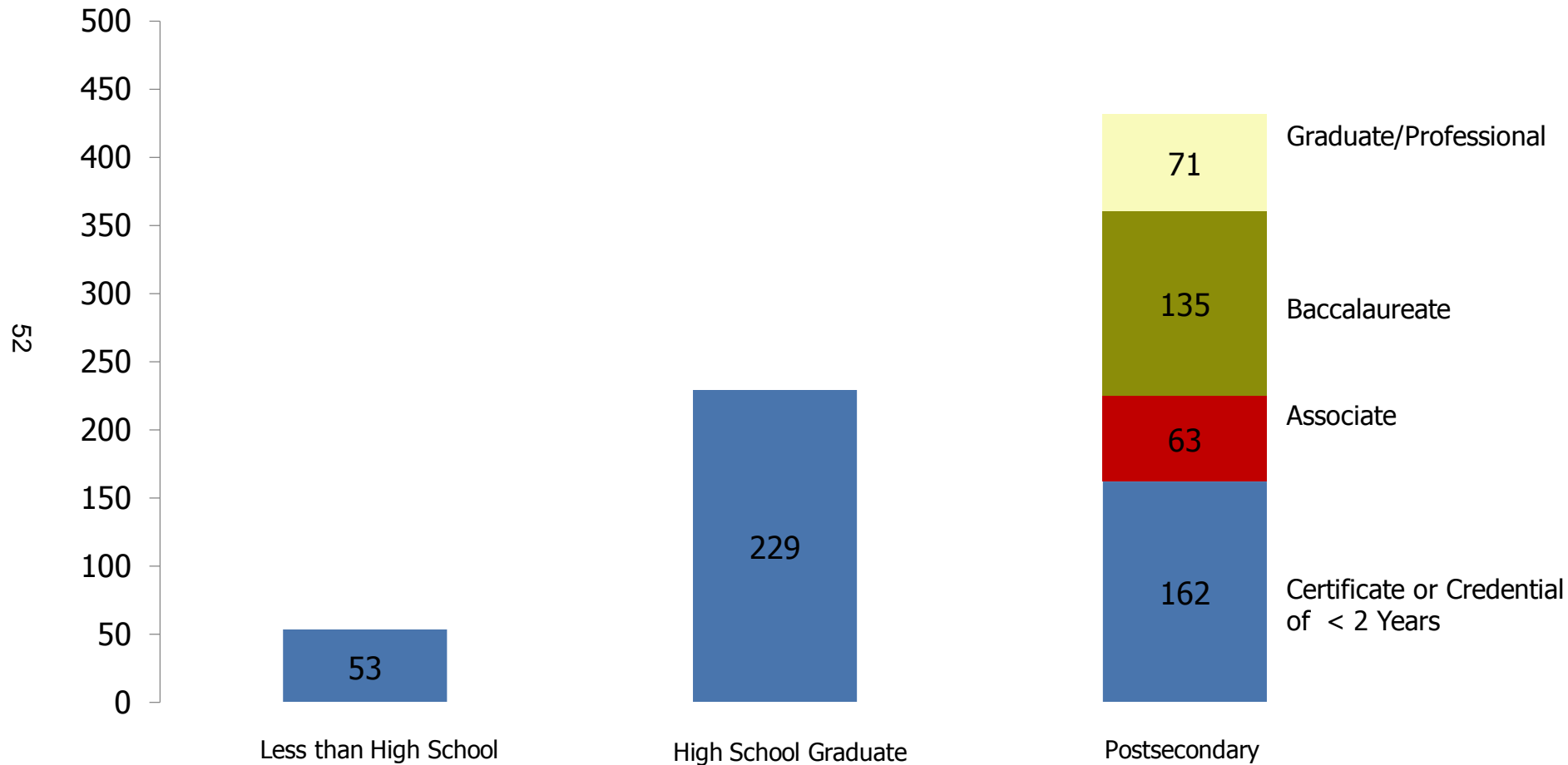


Source: Georgetown University Center on Education and the Workforce,
Projections of Jobs and Education Requirements through 2020; 2013

Gap Between Percent of Jobs in 2020 That Will Require a College Education and the Percent of Adults, Aged 25-64 with Associates and Higher in 2012



Projected Job Growth From 2010 to 2020 by Education Level, Kentucky (in thousands)

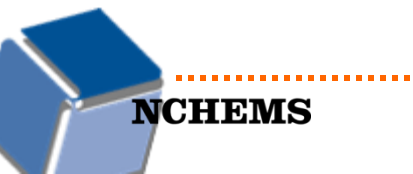


Kentucky still lags the nation and most states in realizing the economic returns to a more educated citizenry.

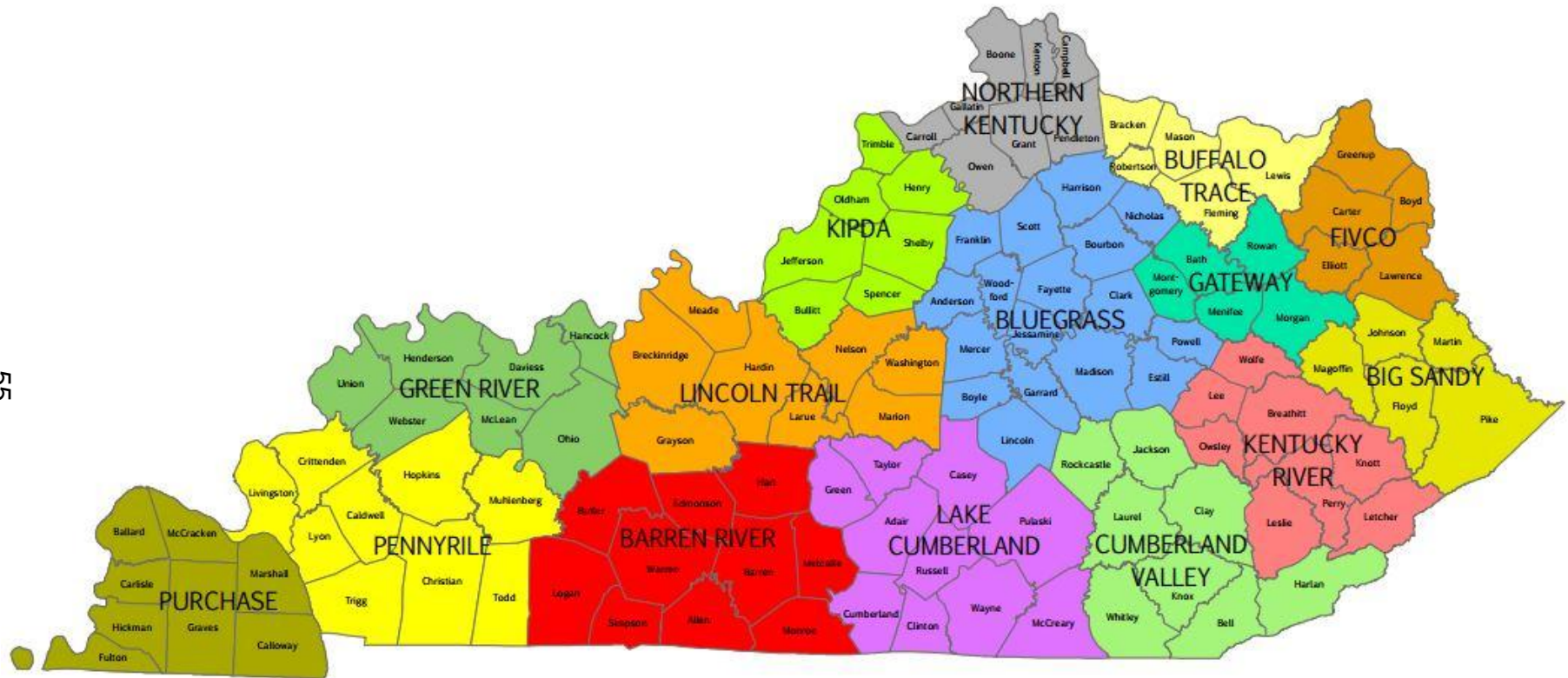
53

However, like many other states, most of the projected job growth will require at least some postsecondary education.

Regional Disparities

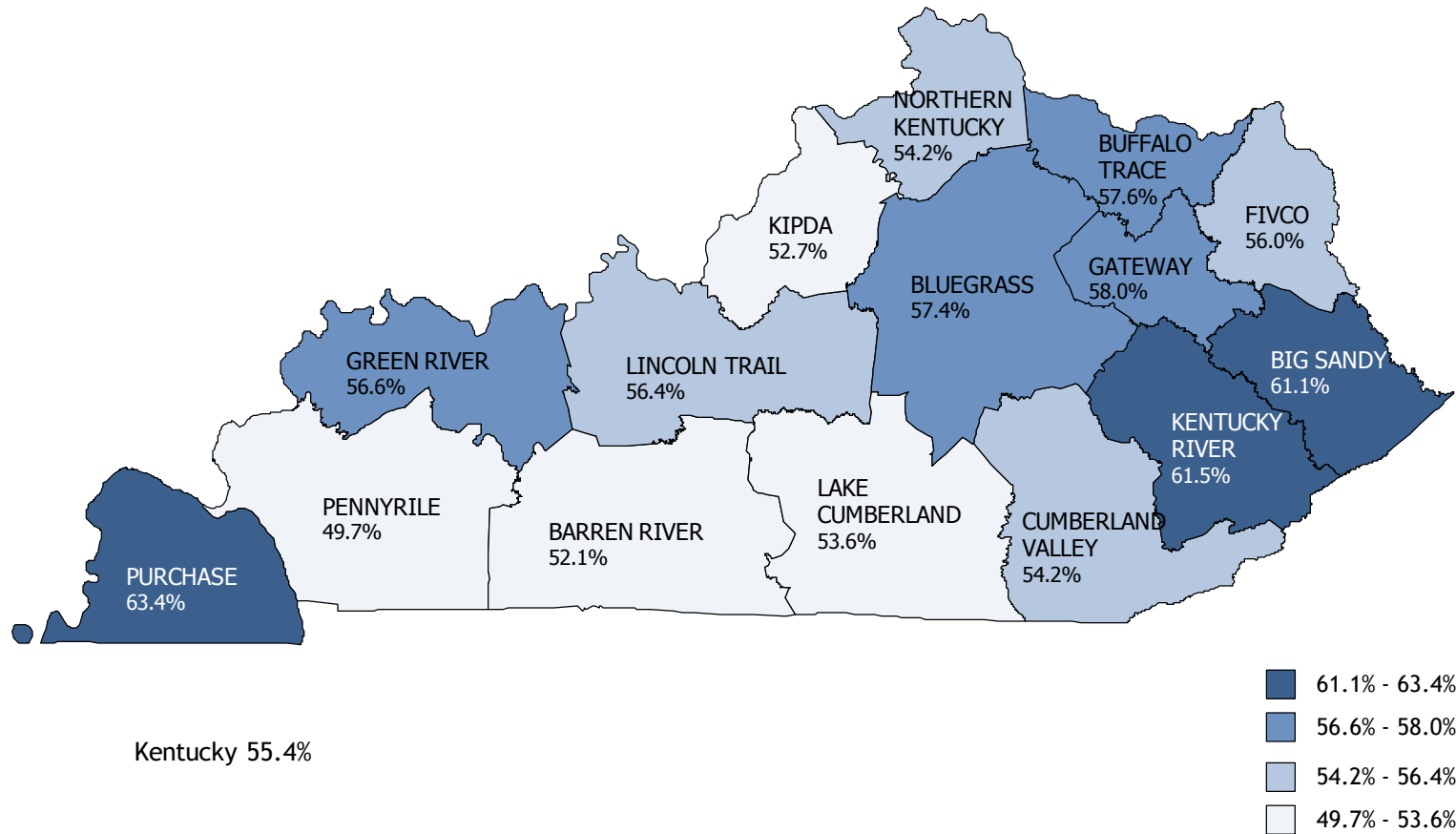


Kentucky's Area Development Districts (ADDs)

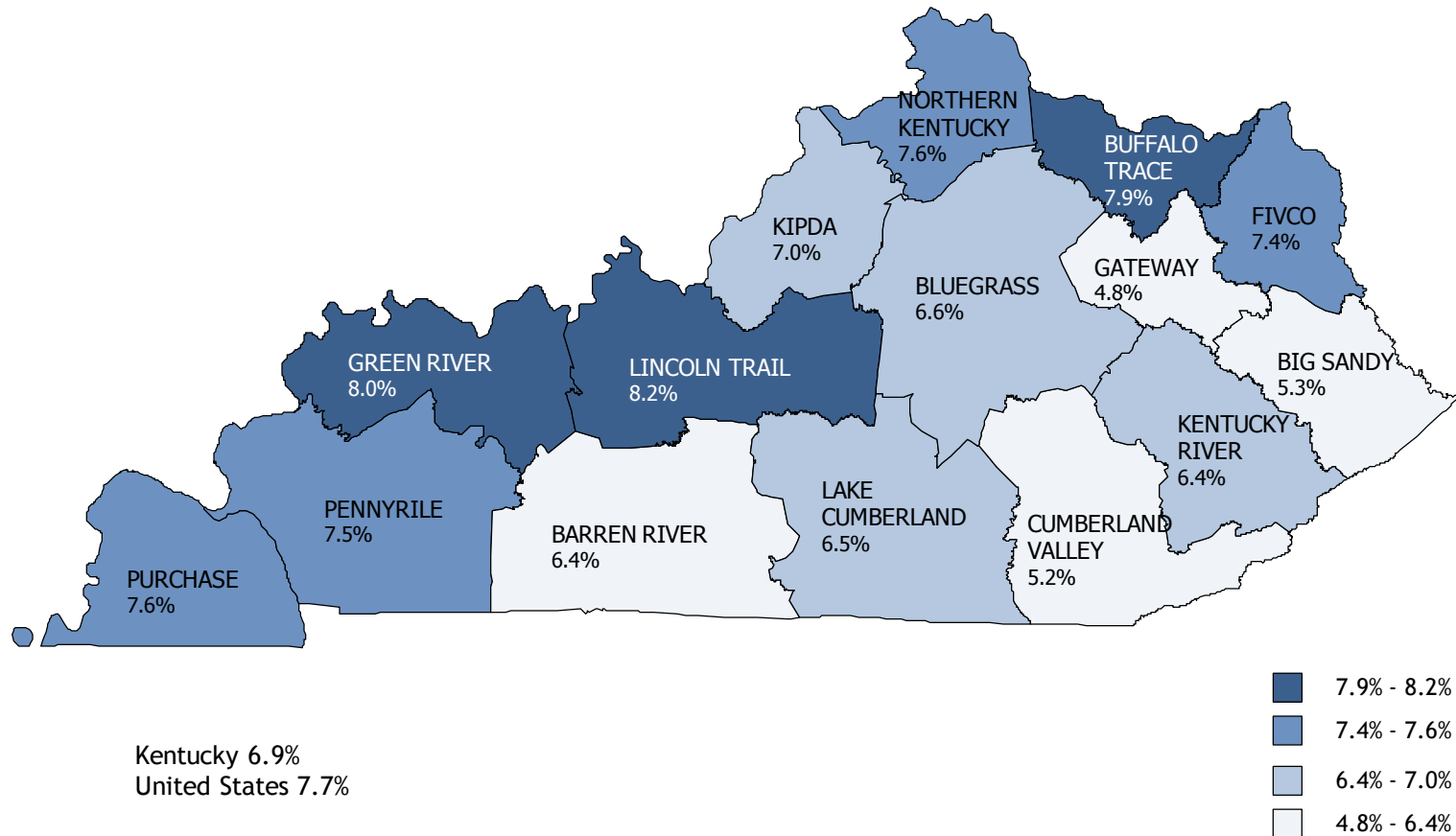


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College-Going Rates Directly Out of High School (2011-2012)

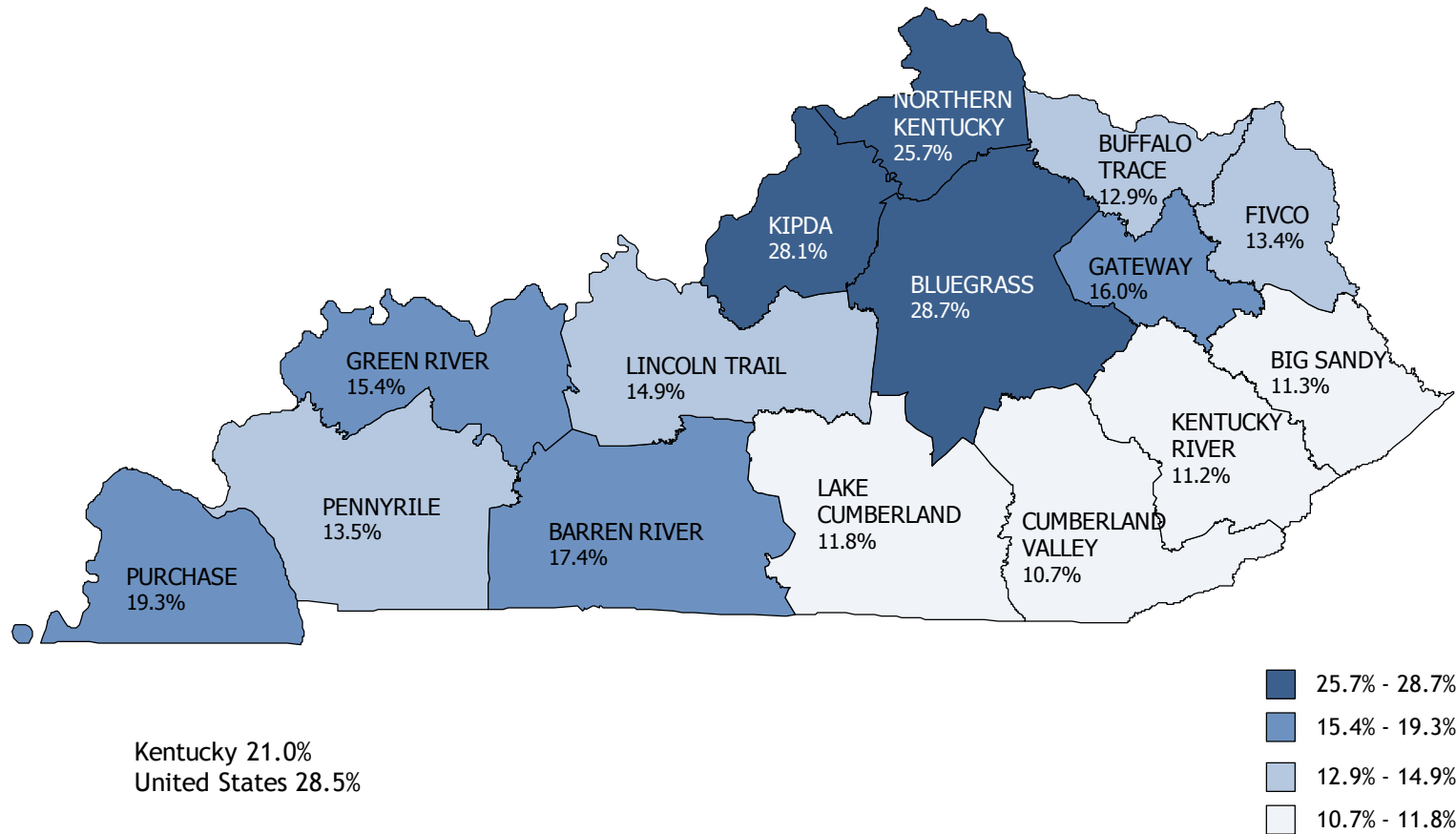


Percent of Adults 25 to 64 with Associate Degrees (2008-12)

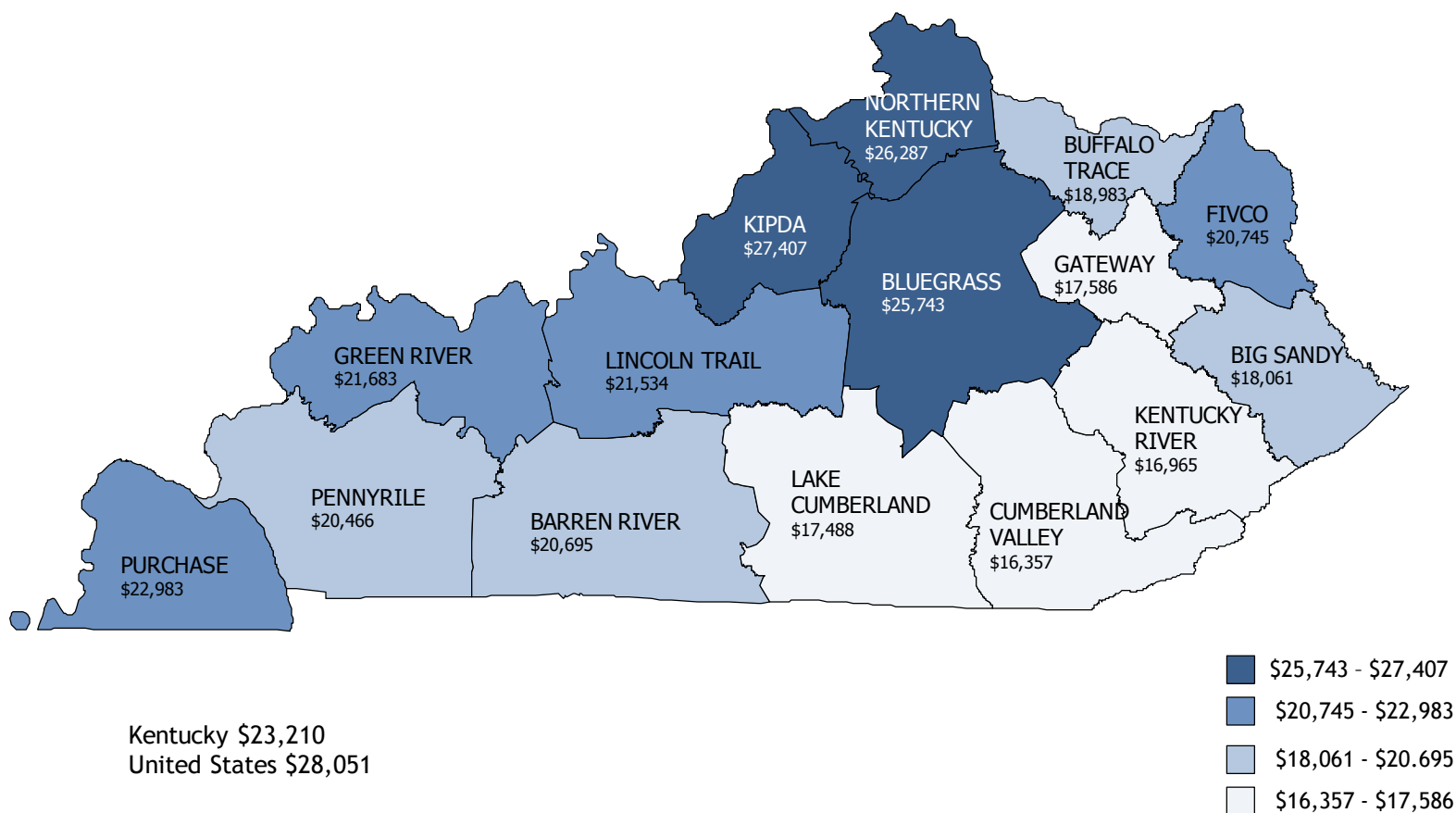


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Percent of Adults 25 to 64 with Bachelor's Degrees (2008-12)



Per Capita Personal Income



The Way Forward

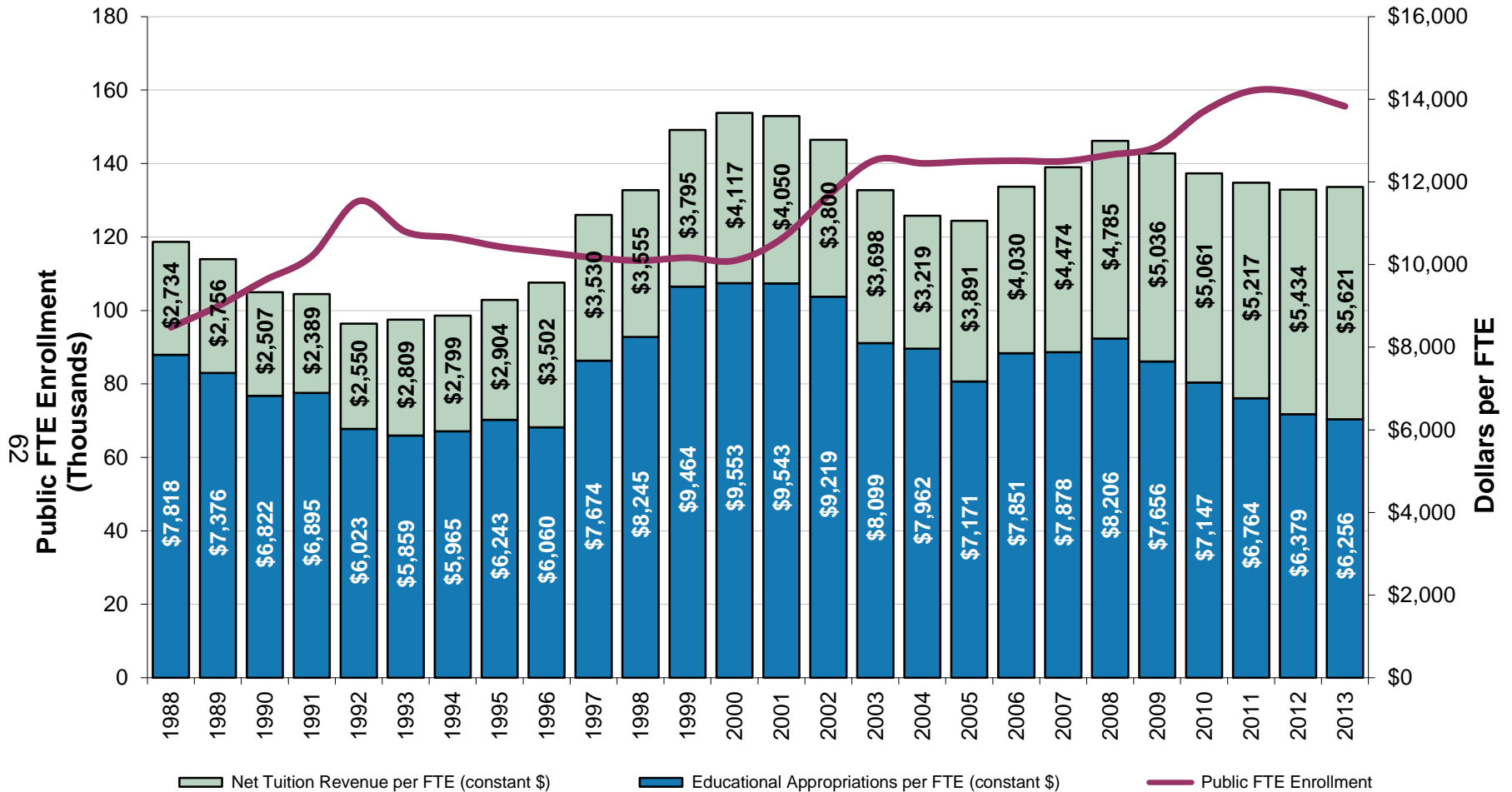
Preliminary Considerations at the Policy Level

1. Re-establish (revise) a widely understood and accepted set of goals
2. More effectively linking the college attainment agenda to workforce and economic development (regionally as well as statewide)
3. More effectively focus on achievement gaps and regional disparities
4. Review existing policies, regulations and procedures with an eye to eliminating those that serve as barriers to progress on goal achievement
5. Develop finance mechanisms that link allocation of funds to goals
6. Create a mechanism for sustaining the agenda
 - Accountability/annual report card
 - Focused analyses
 - Regular meetings focused on progress and strategies
7. Harness the state's data and analytic capacity in ways that help to focus the agenda
8. Ensure public and stakeholder input into the agenda

Back-Pocket Slides



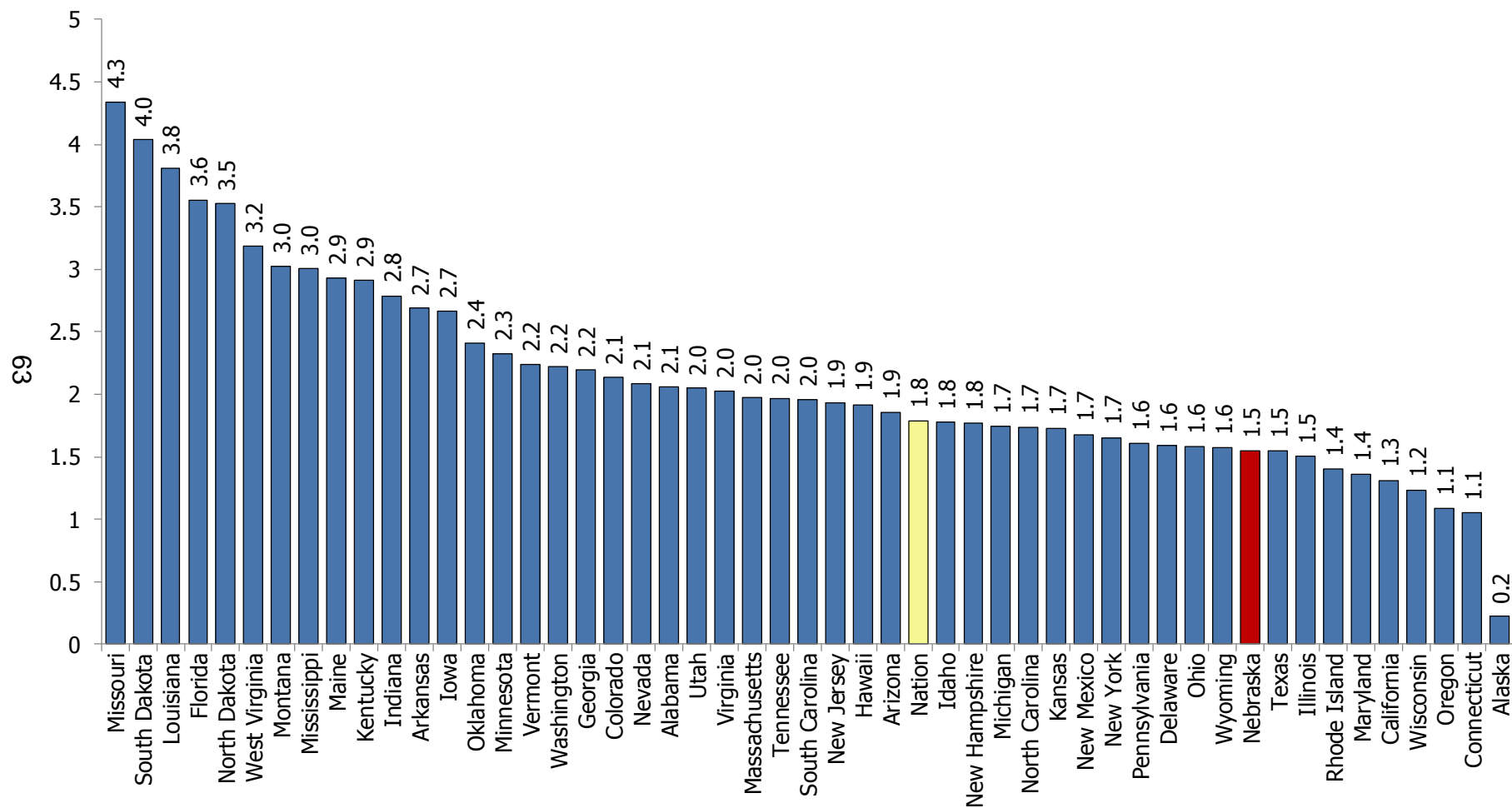
Public FTE Enrollment, Educational Appropriations and Total Educational Revenue per FTE, Kentucky -- Fiscal 1988-2013



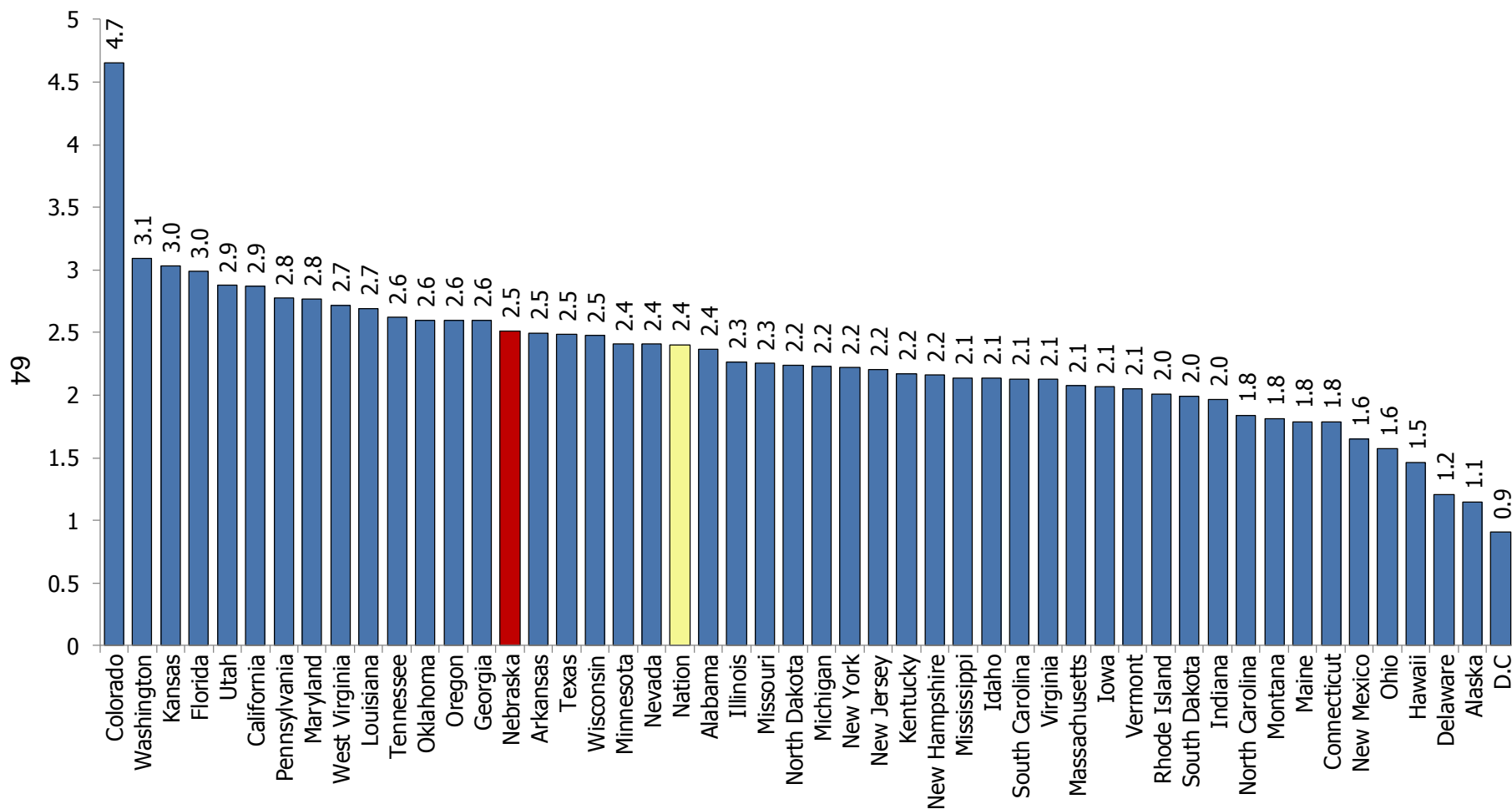
Note: Constant 2013 dollars adjusted by SHEEO Higher Education Cost Adjustment (HECA). Educational Appropriations include ARRA funds.

Source: SHEEO

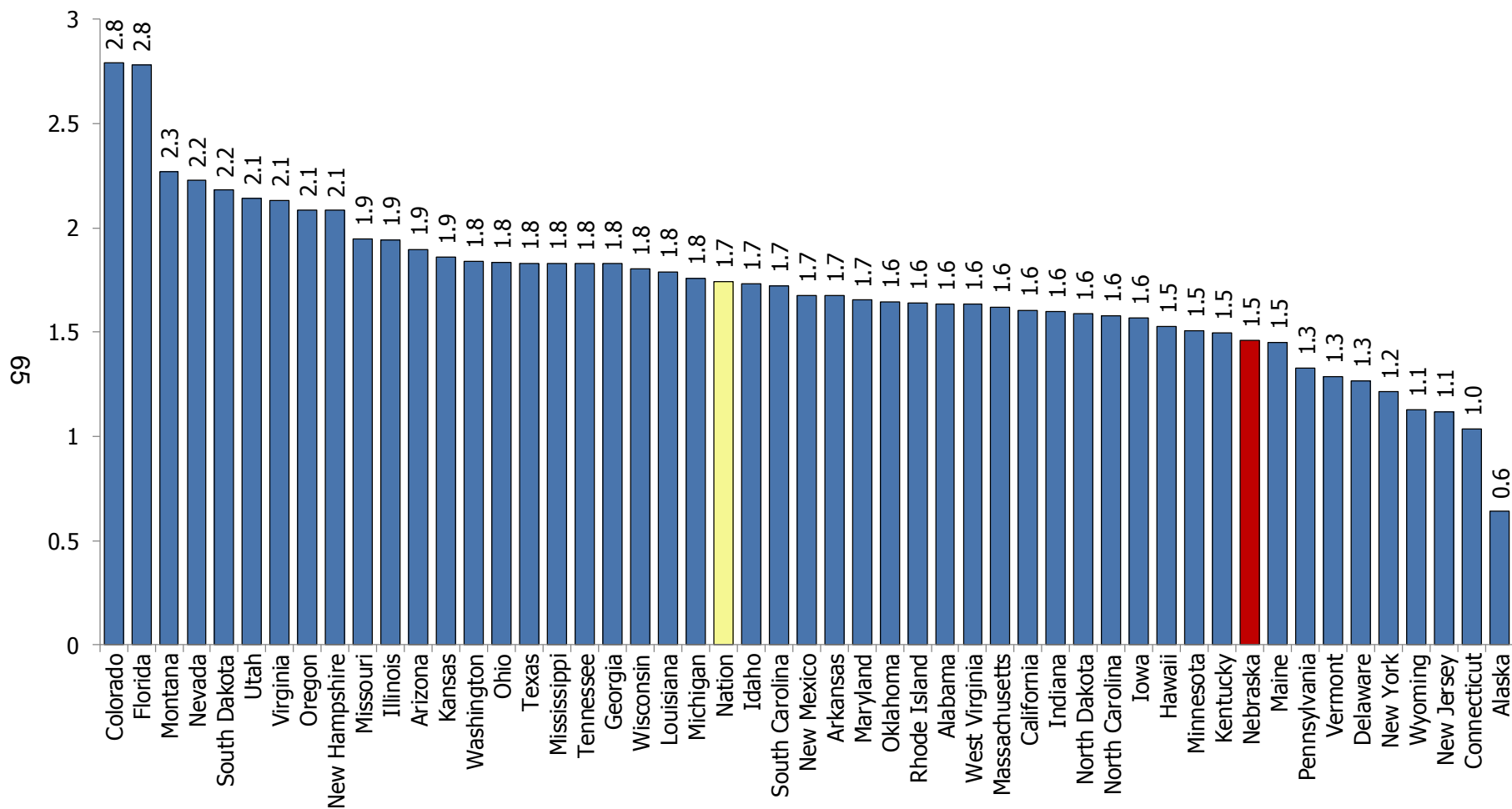
Awards per \$100,000 of State & Local Appropriations and Tuition & Fees Revenues, 2010, Public Two-Year

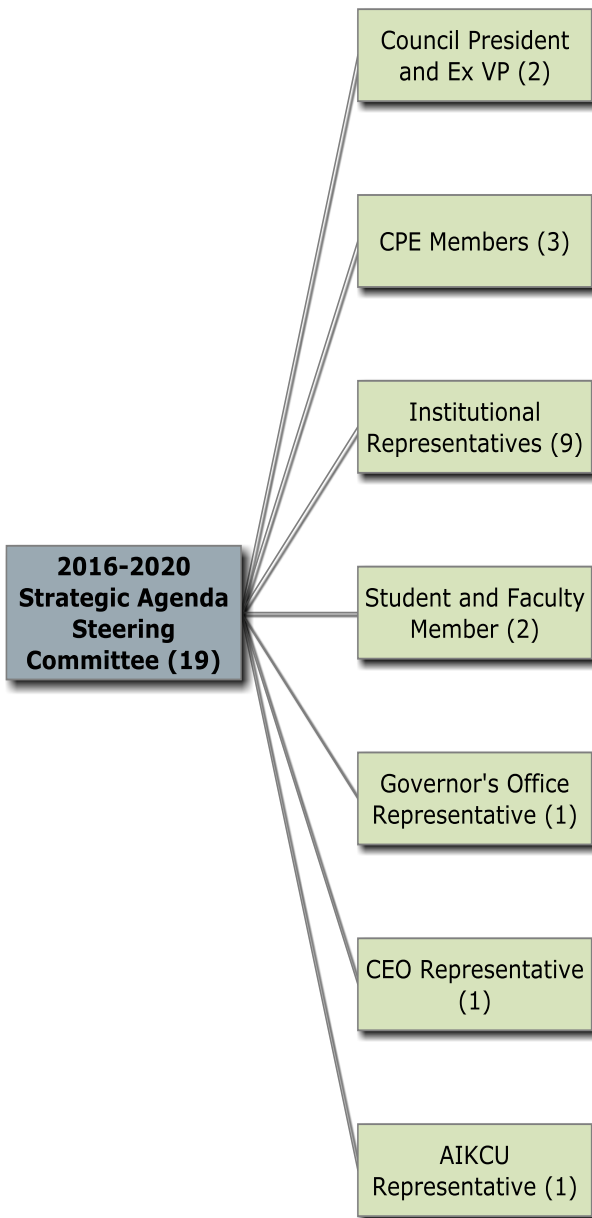


Awards per \$100,000 of State & Local Appropriations and Tuition & Fees Revenues, 2010, Public Bachelors and Masters



Awards per \$100,000 of State & Local Appropriations and Tuition & Fees Revenues, 2010, Public Research





The Strategic Agenda Steering Committee will oversee the various tasks that take place over the planning period, analyze data and information collected throughout the process, and facilitate the participation of a broad group of stakeholders in planning activities.

The Committee will meet regularly to monitor and direct the process including the drafting and review of the 2016-20 Strategic Agenda. Members of the committee will provide leadership in engaging various constituent groups in the planning process. The Committee will present the draft Strategic Agenda to the Council on Postsecondary Education for approval at their board meeting in November 2015.

The Strategic Agenda Steering Committee is comprised of representatives from the Council on Postsecondary Education, a faculty and student representative, each public university and KCTCS, a representative from the independent colleges and universities, a member of the Committee on Equal Opportunities, and a representative from the Governor's office.

Council on Postsecondary Education

2016-20 Strategic Agenda Planning Process

DRAFT - January 30, 2015

2015 Tentative Steering Committee Meeting Dates			Proposed Topics
Feb 3	Tues	1:00 PM	NCHEMS Status Report; Discuss planning process & timeline
Mar 3	Tues	1:00 PM	Update on initial round of discussions with campuses, board members, and CPE staff; Review Department of Education, Economic Development Cabinet, and Workforce Cabinet strategic planning; Discuss mission, vision and values
April 16	Thurs	10:00 AM	Review policy focus group discussions; Review draft policy focus areas and strategic plan framework; Discuss new performance funding model
May 12	Tues	1:00 PM	Continue review of policy focus group discussions; Identify/prioritize key objectives; discuss potential performance metrics
June 11	Thurs	10:00 AM	Discuss potential strategies; continue metrics discussion
No meeting in July			
Aug 11	Tues	1:00 PM	Continue strategies discussion; Finalize metrics and review accountability/monitoring system; discuss public forums.
Sept 15	Tues	1:00 PM	Review preliminary draft of 2016-20 Strategic Agenda; review input from public forums
Oct 6	Tues	1:00 PM	Review second draft; finalize accountability/monitoring system; discuss state and institutional performance target setting
Nov 13	Fri	9:00 AM	Council adopts 2016-20 Strategic Agenda
November 2015-March 2016			Finalize state and institutional performance targets

Council on Postsecondary Education 2016-20 Strategic Agenda Steering Committee

First Name	Last Name	Representing	Title	Phone	Email
Kim	Barber	CEO	CEO Rep		kbarber@thejccgroup.com
Tim	Burcham	KCTCS	Vice President	859-256-3376	tim.burcham@kctcs.edu
Laurie	Carter	EKU	Exec VP for Student Success	859-622-8835	Laurie.Carter@eku.edu
Gary	Cox	AIKCU	President	502-695-5007	gary.cox@aikcu.org
K. Renee	Fister	MuSU	Senior Presidential Advisor for Strategic Initiatives	270- 809-2491	kfister@murraystate.edu
Dan	Flanagan	CPE	CPE Rep	270-789-1657	dflanagan@campbellsville.edu
Joe	Graviss	CPE	CPE Rep	859-873-4392	joe@joegraviss.com
David	Hein	UofL	Associate University Provost for Strategic Planning	502-852-6252	dwhein01@exchange.louisville.edu
Melinda	Impellizzeri	KYSU	Special Assistant	502-597-7010	melinda.impellizzeri@kysu.edu
Robert	King	CPE	President	502-573-1555	robert.king@ky.gov
Angie	Martin	UK	CBO	859-257-5701	angie.martin@uky.edu
Doug	McElroy	WKU	Assoc. VP for Enrichment and Effectiveness	270-745-7009	doug.mcelroy@wku.edu
Sue Hodges	Moore	NKU	Sr. Vice President	859-572-5349	hodgesmoore@nku.edu
Lee	Nimocks	CPE	Exec VP	502-573-1555	lee.nimocks@ky.gov
Jill	Ratliff	MoSU	Assistant Vice President for Academic Affairs & Institutional Effectiveness	606-783-2256	ji.ratliff@moreheadstate.edu
Robert	Staat	CPE	Faculty Rep	502-852-1296	robert.staat@louisville.edu
Arnold	Taylor	CPE	CPE Rep	859-331-2000	ataylor@ortlaw.com
Josh	Tunning	CPE	Student Rep	859-512-3765	tunning.josh@gmail.com
Sherrill	Zimmerman	CPE	Chair - Steering Committee	502-228-3960	szimfotl@hotmail.com

****DRAFT****

Strategic Agenda Policy Focus Group Conversations

What: Focused discussions with key stakeholders around 8-10 specific postsecondary/adult education policy areas or issues.

Why: To get broad stakeholder input into the challenges and opportunities in each policy area. The groups should also provide some input on appropriate metrics in each area. These conversations would in lieu of the policy area workgroups formed during the last planning process, and are designed to make more effective use of stakeholders' time.

When: March and early April

Format: Professionally facilitated, ½ day discussion using a common format/structure. The first part of the meeting will be on setting the context (key challenges, progress, national context, etc). The rest of the meeting would focus on getting input from the group. Lunch will be provided.

Role of CPE Staff: Each policy conversation would be "owned" by a CPE staff member who would identify the meeting participants, present the context material, work with the professional facilitator on planning, and report on the meeting to the Steering Committee.

Participants: No more than 30 participants representing a broad group of people inside and outside the higher education system. Each should have that has a specific stake in or knowledge of the policy issue. Existing committees or workgroups might serve in this role for some policy issues.

Deliverables: A brief written report and presentation to the Strategic Agenda Steering Committee.

Tentative topics:

- Improving College Access
- Improving Academic Readiness
- Serving Non-Traditional Populations
- Improving Persistence and Completion
- Improving Academic Quality and Instruction
- Promoting and Supporting Diversity on Campus
- Decreasing Financial Barriers to College
- Aligning Postsecondary Education and the Workforce
- Institutions' Research Mission
- Institutions' Service Mission