

AGENDA

2016-20 Strategic Agenda Steering Committee

Council on Postsecondary Education

Thursday, April 16, 2015

11:30 AM

Morehead State University - CHER Building, Room 102 C/D

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- | | |
|--|----|
| 1. Welcome and Opening Remarks | |
| 2. Discussion | 2 |
| a. Mission, Vision, and Values | 21 |
| b. Strategic Agenda Framework (policy focus areas and key objectives) | |
| 3. Updates | |
| a. Policy Forums | 25 |
| b. Town Hall meetings | |
| 4. Kentucky's Workforce Development Action Plan | 26 |
| <i>Beth Brinly, Deputy Cabinet Secretary, Education and Workforce Cabinet</i> | |
| 5. Other Business | |
| 6. Adjournment | |
| <i>Next Meeting: May 12, 2015, 1:00-3:00 p.m., Elizabethtown Community and Technical College</i> | |



CPE STRATEGIC PLANNING STEERING COMMITTEE

April 16, 2015

Agenda

1. Mission, Vision and Values with Working Lunch (45 minutes)
2. Building the Framework (40 minutes)
3. Break (10 minutes)
4. Updates:
 - Policy Forums (15 minutes)
 - Town Hall Meetings (10 minutes)
5. Workforce Development Action Plan (30 minutes)
A Conversation with Deputy Secretary Beth Brinley

MISSION



A mission statement describes what you do, for whom you do it, and the benefit.

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Proposed 2016-20 Mission Statement

To prepare students to excel in a global culture, create and apply new knowledge, and advance the social, economic and civic well-being of the Commonwealth.

VISION



A vision statement describes how the ideal future will look if the organization achieves its mission.

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Proposed 2016-20 Vision Statement

Kentucky citizens will experience a higher standard of living and quality of life through increased educational attainment.

VALUES



Value statements explain your organization's core principles—what you stand for and what you believe in. They guide the organization's work.



Proposed Value Statements:

- The promotion of higher education as a critical investment in Kentucky's future, and a powerful tool to disrupt poverty
- 7 □ Access for all who are committed to the pursuit of postsecondary education
- Collaboration and mutual respect
- A culture of inclusion that provides equitable opportunities and integrates the perspectives of diverse people
- Accountability, transparency, and fiscal stewardship
- A commitment to academic excellence and student success

Building the Framework



The Current Agenda

- **Four policy areas**
 1. College Readiness
 2. Student Success
 3. Research, Economic, & Community Development
 4. Efficiency & Innovation
- **Nine objectives (2-3 in each policy area)**
- **Thirty-four strategies (2-7 in each objective)**
- **Thirteen state-level and ten campus-level metrics**

West Virginia



Leading the Way Access. Success. Impact.

ACCESS

- Enrollment in public 4-yr. institutions, by targeted populations
- College-going rate

SUCCESS

- Developmental education outcomes
- Retention rates
- Percentage of first-year students earning 30 or more hours
- Graduation rates

IMPACT

- Degrees awarded
- R&D expenditures
- Annual licensure income
- Patents & start-ups based on university technology

Texas



Closing the Gaps

Participation

- Higher education participation rates: total and broken out by race (% of population in higher education)

Success

- Degrees produced: by race, level and type (STEM, education, and health degrees)

Excellence

- Institutional rankings
- Programs of national distinction at university and community college

Research

- Federal research funding
- Research expenditures

Indiana



COMPLETION

- Degree Completion
- Remediation Success
- Persistence



PRODUCTIVITY

- On-time Completion
- Cost per Degree
- Average Student Loan Debt



QUALITY

- Learning Outcomes (Voluntary System of Accountability)
- Transfer
- Return on Investment (job placement rates, average salaries, licensure pass rates)

Preliminary Discussions:

Common Themes and Suggestions

- The strategic agenda may need tweaks, but many **objectives and strategies still resonate.**
- The Agenda **lacks a unifying, visible goal.** Consider establishing a “big goal” around education attainment (certificate and higher) linked to economy of state.
- The **structure of the Agenda works well** (simple presentation, organized around policy priorities, objectives and strategies)
- **Workforce and economic development** should be a more central and fleshed out part of the Agenda.
- The Agenda **should reflect employers' need** for critical thinking abilities, diversity & liberal arts backgrounds, as well as specific vocational skills/attributes.

Preliminary Discussions:

Common Themes and Suggestions

- ❑ **Innovation/efficiency does not need to be a separate focus area.** Campuses have no choice but to be efficient. Also, this is a cross cutting issue in all policy areas.
- ❑ **Student success** (improved degree completion and closing achievement gaps) should continue to be a central focus.
- ❑ **State-level diversity planning & metrics** should be better integrated with the strategic agenda and accountability system.
- ❑ The Agenda should **call attention to declining state funding** per student and the relationship between state funding and tuition.
- ❑ The Agenda should **promote the impact of higher education** in advancing the state's economy and the quality of life of all citizens.

Preliminary Discussions

Common Themes and Suggestions

- The Agenda should **recognize sector and mission differences**.
- The Agenda should **advance regional, as well as state level** responses to educational challenges and opportunities.
- **College readiness (academic and social/emotional)** continues to be a major challenge for many incoming students; some suggested this area could be combined with the student success policy area.
- Clearly link **the new funding model** with the performance expectations in the new agenda.
- The Agenda should **align with HB 1 goals** and advance the priorities established in the 1997 reform legislation.

Preliminary Discussions

Common Themes and Suggestions

- **Align the new higher education plan** with K-12, Economic Development, KHEAA and Workforce plans.
- The Agenda should recognize **college affordability** as a growing concern for students and families and campuses, and a barrier to college access and student success.

1. Review the current policy focus areas. Are the they right focus areas? What elements are missing? What areas need more emphasis?
2. Does the current agenda resonate with the public? Does it communicate the goals, values and contributions of postsecondary education? If not, why?

BREAKOUT ACTIVITY

Updates



❖ Policy Forums

- College Access
- Diversity
- Academic Readiness
- Regional and Community Development
- Financial Barriers to College

Updates



❖ Town Hall Meetings

- North – NKU
- South – Somerset Community College
- West – Murray State University
- East – University of Pikeville (pending)
- Central – Kentucky State University

❖ Upcoming Steering Committee Meetings



Kentucky's New Workforce Development Action Plan

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*Beth Brinly, Deputy Cabinet Secretary, Education
and Workforce Development Cabinet*



CPE STRATEGIC PLANNING STEERING COMMITTEE

April 16, 2015

2016-20 Strategic Agenda Steering Committee
Mission, Vision, and Values
Prepared for meeting on April 16, 2015
Draft - Not for Distribution

MISSION: *A mission statement describes what you do, for whom you do it, and the benefit.*

2011-15 Mission Statement: To deliver a world-class education to students, create and apply new knowledge, and grow the economy of the Commonwealth.

Notes from the March 3, 2015 meeting

Group feedback:

- Ambivalence about focus on economic development.
- Mission should reference transformative power of higher education to the individual and Commonwealth.
- Need to include “excellence” in mission statement.
- The term “excellence” is over-used—who doesn’t seek excellence?
- The word “knowledge” is restrictive: does not capture arts, technology, etc. Consider adding “enhance creative talents”
- A focus on excellence is needed
- “World-class” is important, but it’s impossible to fairly compare our educational system with that of other countries and cultures. Would suggest globally competent, competitive or excellent.

Suggested re-writes from the groups:

- To enable and deliver a world-class education, and create and apply new knowledge that transforms and enhances the lives of Kentuckians.
- To educate students to excel globally, create and apply new knowledge, and innovate and continuously improve Kentucky’s quality of life.
- To prepare students to excel globally, create and apply new knowledge, and advance the social, economic, and civic well-being of the Commonwealth.

Potential 2016-20 Mission Statement:

To prepare students to excel in a global culture, create and apply new knowledge, and advance the social, economic and civic well-being of the Commonwealth.

2016-20 Strategic Agenda Steering Committee
Mission, Vision, and Values
Prepared for meeting on April 16, 2015
Draft - Not for Distribution

VISION: *A vision statement describes how the ideal future will look if the organization achieves its mission.*

2011-15 Vision Statement: All Kentuckians will be prepared to succeed in a global economy.

Notes from the March 3, 2015 meeting

Group Feedback:

- The vision should more closely reflect vision of House Bill 1, which talks about the power of education to improve our standard of living and quality of life through increased educational attainment.
- Several comments about the use of the term “global.” Definition unclear.
- Language about the economy is limiting.
- The vision should reference “excellence of the educational system.”
- The vision should include something about growing the economy through business development, R&D efforts, etc.
- The vision should focus on Kentuckians being educated to achieve their highest potential (this includes intellectual, economic, health, etc.)
- Be cautious of using the word “Kentuckians.” Not every resident of the Commonwealth is a native or identifies as a Kentuckian. We don’t want to exclude international KY residents or others who moved here from other states.

Suggested re-writes from the groups:

- By 2020 or 25, the postsecondary system will be nationally acclaimed for its progress in improving the educational attainment of Kentuckians.
- Kentuckians will be educated to their highest potential to be healthy and prosperous.
- The Commonwealth of Kentucky will be versatile, diverse and educated to its highest potential to be healthy and prosperous.

Potential 2016-20 Vision Statement:

Kentucky citizens will experience a higher standard of living and quality of life through increased educational attainment.

2016-20 Strategic Agenda Steering Committee

Mission, Vision, and Values

Prepared for meeting on April 16, 2015

Draft - Not for Distribution

VALUES: *Value statements explain your organization's core principles—what you stand for and what you believe in. They guide the organization's work.*

2011-15 Value Statements:

- The highest standards of excellence in teaching, research, and public service.
- Access for all who are committed to the pursuit of higher learning.
- Cooperation, teamwork, and mutual respect for the differing missions of institutions.
- A culture of inclusion that provides equitable opportunities and celebrates diversity in people and thought.
- A postsecondary experience that prepares individuals to be informed, competent, knowledgeable, and engaged citizens and leaders.
- Prudent fiscal, intellectual, and environmental stewardship that employs resources effectively and efficiently.
- A commitment to the continuous monitoring and improvement of performance.
- Creative and innovative approaches, including the use of technology, in meeting the needs of the Commonwealth.
- Engagement with business, industry, and other community partners to improve economic vitality and quality of life.
- The promotion of education as a public good and an investment in Kentucky's future.

Notes from the March 3, 2015 meeting

Group Feedback:

- The new agenda should include fewer value statements and they should be presented more concisely.
- Several comments that "excellence" should be a key value
- Diversity and inclusion highlighted by the groups, as was power of education to combat poverty
- Diversity should be a thread that runs throughout the Strategic Agenda, as opposed to a separate entity, value, or thought.
- Highlight education as an investment rather than expense

Comment from the Diversity Forum:

- To say we "celebrate diversity in people and thought" is a little out of vogue. It's more than just celebrating diversity (e.g., serving rice and beans on a certain day of the week); it's about incorporating diverse perspectives into our culture. "A culture of inclusion" is all about engaging with diversity in a meaningful way.
- Possible re-write: "A culture of inclusion that provides equitable opportunities and integrates the perspectives of diverse people."

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Mission, Vision, and Values
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Potential 2016-20 Value Statements:

- The promotion of higher education as a critical investment in Kentucky's future, and a powerful tool to disrupt poverty
- Access for all who are committed to the pursuit of postsecondary education
- Collaboration and mutual respect
- A culture of inclusion that provides equitable opportunities and integrates the perspectives of diverse people
- Accountability, transparency, and fiscal stewardship
- A commitment to academic excellence and student success

Dates and Times			Policy Forum Topic	Description
Mar 20	Fri	10am-3pm	College Access	How can Kentucky strengthen its college-going culture, particularly low-income, minority, marginalized and underserved populations? Discussion topics may include effective and early college-going messages, financial literacy/aid information, career exploration, and college mentoring and advising opportunities.
Mar 24	Tues	10am-3pm	Diversity	What can Kentucky do to create a culture of equity and inclusion on its campuses, so that all students feel supported, welcomed, and prepared to succeed? Discussion topics may include state diversity planning, cultural competency, closing achievement gaps, and embracing a broad definition of diversity.
Mar 25	Wed	10am-3pm	Regional & Community Development	What role should the postsecondary system and institutions play in regional and community development? How do you prioritize among competing needs and initiatives? Discussion topics may include regional stewardship, economic development, and entrepreneurship.
Apr 8	Wed	10am-3pm	Financial Barriers to College	How can Kentucky ensure college remains affordable? Discussion topics may include state financial aid policies, tuition setting, strategies to accelerate completion, and student debt levels.
Apr 9	Thurs	10am-3pm	Academic Readiness	How can the postsecondary and secondary sectors work together to help more students graduate from high school college-ready? How can postsecondary institutions get students up to speed most effectively and efficiently? Discussion topics may include transition and bridge programming, statewide placement policies, and redesigning or compressing the sequence of developmental education courses.
Apr 27	Mon	10am-3pm	Innovation & Research	How can postsecondary institutions collaborate on research activities to increase productivity and impact? How do research priorities and goals differ by sector? Are there barriers that prevent the commercialization of research? Discussion topics may include promoting undergraduate research and communicating and measuring the return on investment to the state's economy.
Apr 29	Wed	10am-3pm	Student Success	How can Kentucky institutions increase student engagement and ensure more students--particularly from underserved populations--complete postsecondary degrees and credentials in a timely manner? Discussion topics may include closing achievement gaps, early warning and intervention strategies, first-year experience programs, guided/accelerated pathways to degrees, flexible degree options, and credit for prior learning policies.
Apr 30	Mon	10am-12pm	Postsecondary Education & the Workforce - Employers	Are Kentucky's college graduates prepared to succeed in the workforce? Are employers satisfied with recent graduates, and is there more colleges could do to prepare students for careers? A group of business experts will offer suggestions for strengthening employer/educator partnerships.
May 4	Mon	10am-3pm	Postsecondary Education & the Workforce - Education & Training	How can the postsecondary system be more responsive to regional and workforce needs? Discussion topics include aligning degree and credential production with workforce needs, more effective career development strategies, tracking employment outcomes and measuring employer satisfaction.

Workforce Investment Action Plan

Strategic Agenda Steering Committee
Council on Postsecondary Education

Morehead State University

April 16, 2015



Agenda

Vision

WORKSmart Update

Workforce Innovation and Opportunity Act

NGA Policy Academy on the Talent Pipeline

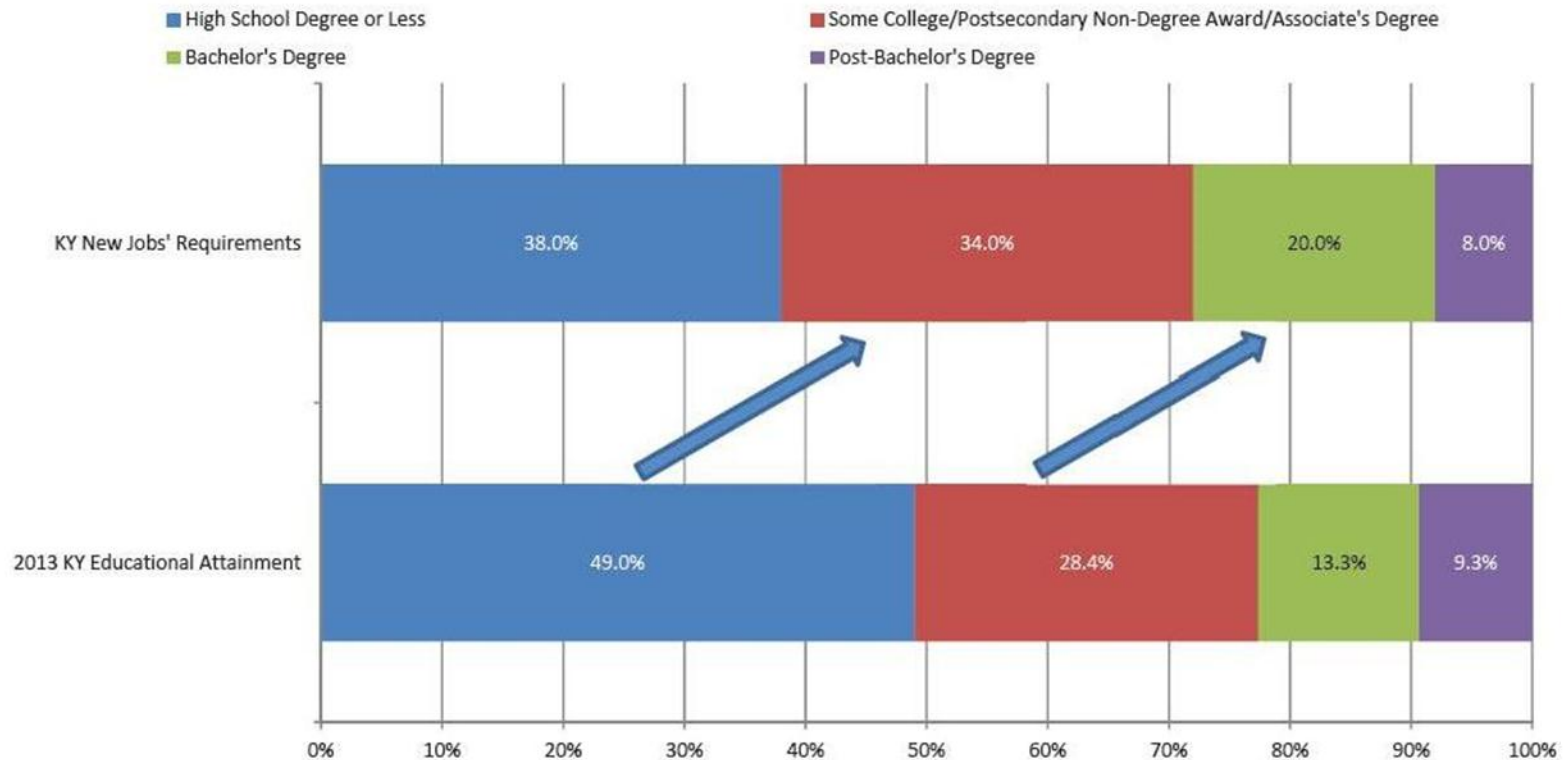
Q and A

Kentucky's Vision

Create a world-class talent pipeline to fuel economic growth in Kentucky by aligning workforce, education and economic development strategies which enhance sustainable economic and job growth to improve the lives of Kentuckians.

Kentucky Supply and Demand for New Jobs

KY's Educational Gap for New Jobs



Sources:

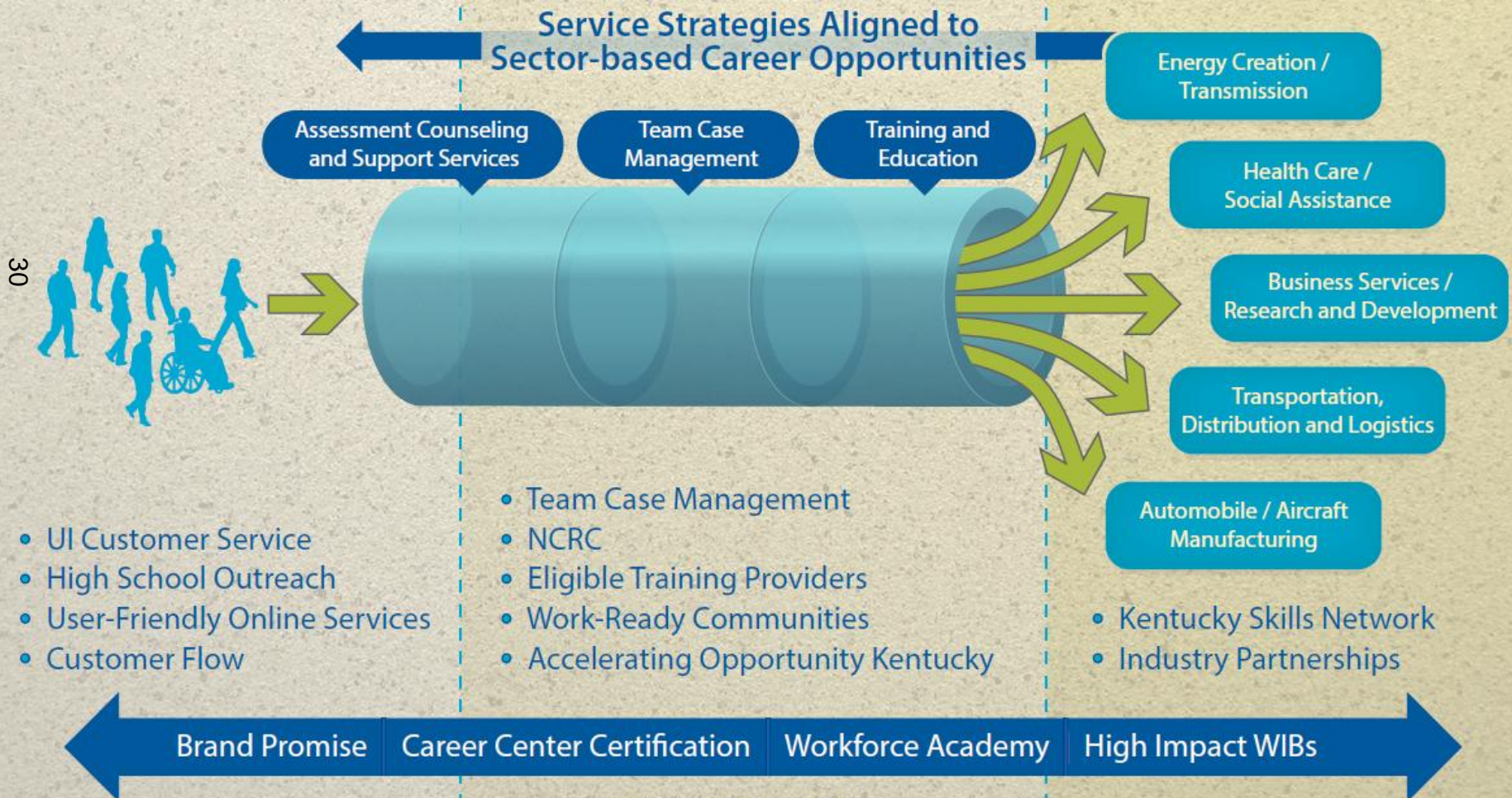
KY New Jobs' Requirements: *Recovery: Job Growth and Education Requirements Through 2020*, Georgetown Public Policy Institute
(<http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/Recovery2020.SR.Web.pdf>)

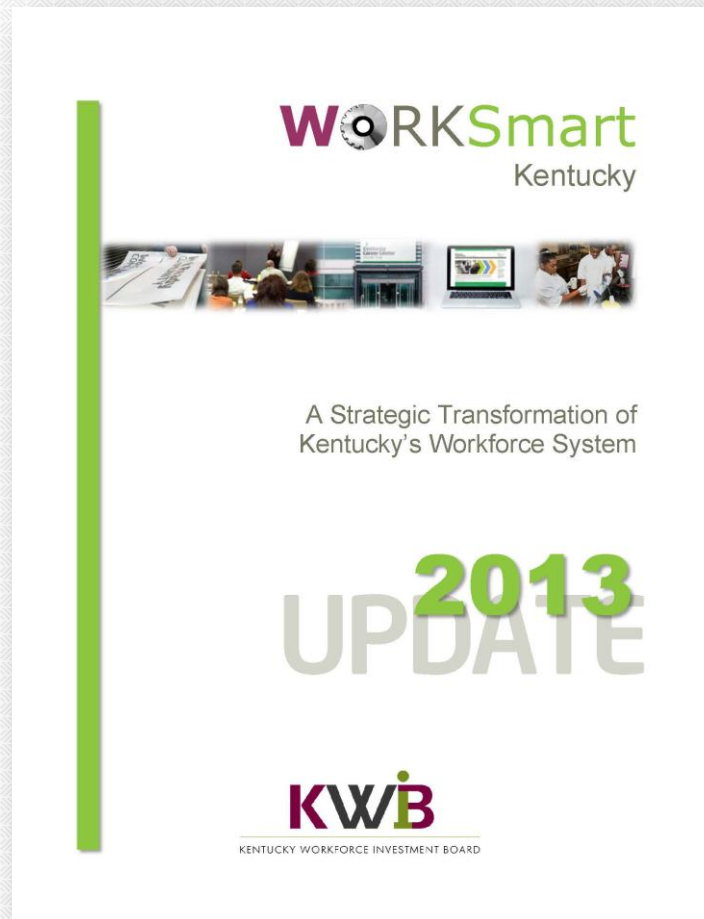
2013 KY Educational Attainment: American Community Survey, 2013 1-year ACS (ages 25+)

A World-Class Talent Pipeline

Intake

Sector-based
Career Opportunities







Themes

Demand-Driven

Business-Led

Solutions-Based

Goals

Align Education & Workforce

Align Economic Development & Workforce

Customer Service Centered

Simplify the System

Implementation

System Transformation

Education Alignment

Economic Development Alignment

System Simplification

Customer Service

Action Step 2 Branding/Identity

Description

The current identity of Kentucky's workforce system consists of an amalgam of numerous agencies and programs which have little or no synergy in the marketplace. The Kentucky Career Center system are known primarily as the "blue collar" workforce system. The majority of these centers are state-owned buildings built in the middle of the last century in a haphazard manner by a variety of names given by local boards or a workready board to represent the workforce as a whole. The current identity of the workforce system is a patchwork of what which lack a common identity and branding and are inconsistent with the complex web of state and search parameters.

A comprehensive branding strategy is needed to establish the architecture of the entire system including the brand, vision, mission, and other attributes that are required to achieve a positive return on the Commonwealth's investment in the system.

The rebranding action item must include establishing the system's foundational elements or values such as:

- quality of customer service
- user-friendly look
- consistent user engagement, and
- standard means of service

In developing the architecture of the system, flexibility for local adaptation must also be considered.

While a unifying and easily identifiable name, logo, and message is critical to the branding strategy, the branding must be developed in support of the overall goals of Kentucky's strategic plan and should enhance the experience for our customers.

Just as we should represent the workforce as a whole, we should represent the workforce as a whole. The identity of the workforce system must be based on the business and service delivery needs where customers interface with services.



Action Step 2 Work Ready Communities

Description

While the goal of manufacturing from the United States to offshore locations has become more pronounced during the past 20 years, the ability to many communities, it can be argued that the loss of these blue-collar production opportunities made open to the new generation of manufacturing and construction that is still occurring. The loss of these opportunities, and advanced manufacturing requires higher skilled workers and the state's workforce development system must be able to meet this need. —Kentucky Development Office, March 30, 2015

In order for Kentucky to remain competitive for these new industries, we need to make sure that we have the ability of the skilled workforce. To provide business and industry with the assurance of the availability of this resource, the Kentucky Workforce Development Board requires the certification of communities as work ready. Communities must apply to this certification and meet certain high standards for education, training, and laboring in order to receive the status.



Once certified, communities will receive a certificate and benefits that may be used to create opportunities for training and development within the community. Achievement of Work Ready status will be recognized by the Governor and announced to the media and appropriate data agencies. They will also have the right to use this status in their own marketing and promotion.

This is a new initiative (created with Work Ready) and may apply for Work Ready Region status.

Strategic Benefits
Increase communication and collaboration between workforce boards, economic development agencies, technical, workforce and post-secondary education, and career offices.
Encourage an increase in the number of jobless and work-ready high school graduates.

Decisions educational options, including technical education, two-year and four-year college opportunities and specialty training to younger students.
Increase awareness of educational and skills requirements for high-demand jobs, as well as those in emerging industries.
Enhance the concept of life-long learning as a norm in the 21st century.

Nature of Change
Administrative, no legislation required

Cost
Program Development and outreach in year one - \$25,000

Implementation/Testing
Program should be designed and rolled out within one year of pilot launch

Responsible Parties
Governor's Office
Kentucky Workforce Development Board
Education and Workforce Development Cabinet
Cabinet for Economic Development

Collaboration of the Action
This is a new project. However, it is increasingly competitive and of economic development need a program provides economic development professionals with additional information when

Action Step 1 Make Investment Decisions Based on Sector Strategies

Description

Industry, education, local boards and workforce development are no longer the only ways to address and meeting employers' business and new training needs of the supply of skilled workers and the educational institutions that can provide the industry-relevant skills they need to grow.

Consideration statewide and regional industry strategies to address the local labor on investment with the limited resources available to face and address the workforce that grows effective in at least 20 other states.

Sector strategies will be developed by state and regional, regional three partnerships of industry, education and training, and other stakeholders focusing on the workforce needs of these industries to develop expertise. The partnerships will coordinate information and resources to develop and implement effective, coordinated responses to workforce challenges that are current action priorities.

Sector strategies must be able, recruitment, and address needs of workers and the training, employer, and workforce development needs of workers. Sector strategies will:

Addressing the needs of employers by focusing resources on the workforce needs of specific industry sectors (such as a traditional occupation or set of related occupations) rather than industry, and ensuring training that there will be a career of skilled workers to meet labor market demands.

Addressing the needs of workers by creating and addressing needs of workers and the training, employer, and workforce development needs of workers. Sector strategies will:

Building regional economic competitiveness by engaging economic development experts in workforce issues and aligning education, training, and workforce development planning.

As sector strategies are developed, energy efficiency and "green" issues must be incorporated in strategies of the labor will meet a general economy with impacts in every sector.

Strategic Benefits
Align the Commonwealth's workforce development system with economic development strategies.
Increase communication and collaboration between workforce boards and economic development agencies, as well as higher education and their employers.

Nature of Change
Administrative



System Transformation

Sector Strategies

Career Center Certification

Eligible Training Providers

Branding & Identity

User-Friendly On Line Services

National Career Readiness Certificates

Education Alignment

Apprenticeship

High School Outreach

(<http://www.kyunbridledcareers.com/#/>)

Accelerating Opportunity KY

(<http://acceleratingopportunityky.kctcs.edu/>)

Economic Development Alignment

Entrepreneurship

Kentucky Skills Network

Economic Development Academy

Customer Service

Workforce Academy

Career Center Customer Flow

Unemployment Insurance Services

WIOA

A streamlined workforce development system

Greater value

Better coordination

Improved outreach to disconnected youth

NGA Policy Academy

Vision

Data

Partnership

Resources and Incentives



 **Kentucky
Career Center**