2011-15 Strategic Agenda
State Level Implementation Plans

1/27/11

Highlighted on the following pages are draft implementation plans for the statewide strategies featured in the 2011-15 Strategic Agenda. The action steps listed for each strategy have been refined and modified over the past several months based upon feedback from college and university representatives and other key partners.

The draft implementation plans are intended to provide a general roadmap on the types of activities that Council members and staff will work on collaboratively with institutional representatives and other key stakeholders over the next four years to make progress on the key policy objectives outlined in the 2011-15 Strategic Agenda. These are intended to be statewide action steps that add value to and complement institutional strategies and action plans.

These statewide policy objectives, strategies, and action steps will be monitored on a regular basis in the Council's new Web-based dashboard using state and institutional performance metrics and other related data to track improvements. The strategies and plans will be modified or changed if they are not adding value or producing the desired improvements in the statewide performance metrics.

Key leaders and collaborators for the implementation plans include, but are not limited to:

College Readiness
- College and university faculty, staff, and students
- K-12 educators
- Department of Education
- Education Professional Standards Board
- Kentucky Adult Education providers
- Education and Workforce Development Cabinet

Student Success
- College and university faculty, staff, and students
- Kentucky Higher Education Assistance Authority
- Committee on Equal Opportunities
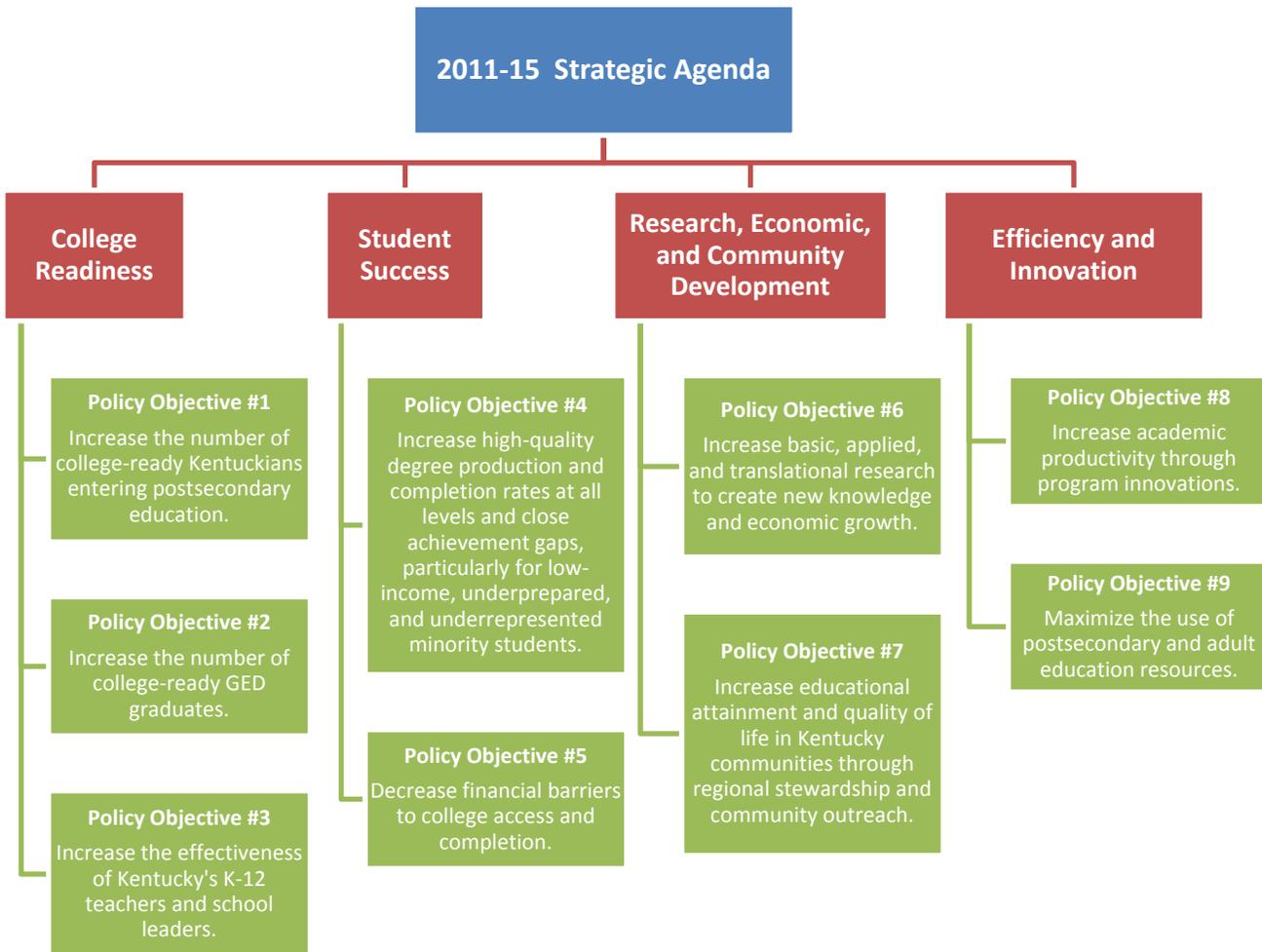- Education and Workforce Development Cabinet

Research, Economic, and Community Development
- College and university faculty, staff, and students
- Economic Development Cabinet
- Department of Commercialization and Innovation
- Education and Workforce Development Cabinet
- Business, industry, and community leaders

Efficiency and Innovation
- College and university faculty, staff, and students
- Kentucky Virtual Campus and Kentucky Virtual Library
- Distance Learning Advisory Committee

Figure 1: Diagram of 2011-15 Strategic Agenda

2011-15 Strategic Agenda

College Readiness

Policy Objective #1

Increase the number of college-ready Kentuckians entering postsecondary education.

Policy Objective #2

Increase the number of college-ready GED graduates.

Policy Objective #3

Increase the effectiveness of Kentucky's K-12 teachers and school leaders.

Student Success

Policy Objective #4

Increase high-quality degree production and completion rates at all levels and close achievement gaps, particularly for low-income, underprepared, and underrepresented minority students.

Policy Objective #5

Decrease financial barriers to college access and completion.

Research, Economic, and Community Development

Policy Objective #6

Increase basic, applied, and translational research to create new knowledge and economic growth.

Policy Objective #7

Increase educational attainment and quality of life in Kentucky communities through regional stewardship and community outreach.

Efficiency and Innovation

Policy Objective #8

Increase academic productivity through program innovations.

Policy Objective #9

Maximize the use of postsecondary and adult education resources.

College Readiness

Goal: Kentucky will be stronger by ensuring more high school graduates, GED graduates, and working-age adults enter college prepared for credit-bearing work.

Policy Objective 1: Increase the number of college-ready Kentuckians entering postsecondary education.

Strategy 1.1. Align K-12, adult education, and postsecondary education standards, curriculum, and assessment processes as directed by Senate Bill 1 (2009).

Action Steps:
- 1.1.1 Develop online professional development modules around the Common Core standards in English/language arts, mathematics, science, and social studies for postsecondary and adult education instructors.
- 1.1.2 Participate in the development of the assessment and accountability system around the Kentucky Core Academic Standards.
- 1.1.3 Continue to work with institutions and their faculty to achieve collaboration on the use of Common Core assessments to inform student placement into entry-level, credit-bearing college courses.
- 1.1.4 Revise regulations to align the 2012 high school graduation requirements with pre-college curriculum and placement guidelines.
- 1.1.5 Collect, monitor, and report data pertinent to the goals established in Senate Bill 1.
- 1.1.6 Develop a budget for the 2012-14 biennium to implement revised standards in science, social studies, and other content areas.

Strategy 1.2. Support effective intervention strategies for underprepared students prior to postsecondary admission.

Action Steps:
- 1.2.1 Facilitate development and implementation of transition courses and ensure that all Kentucky secondary schools have fully operational intervention systems and targeted interventions.
- 1.2.2 Facilitate collaboration between K-12 schools and colleges and universities to develop bridge programming at appropriate grade levels.
- 1.2.3 Increase access to and quality of college and career readiness advising (e.g., Kentucky College Coaches Program).
- 1.2.4 Eliminate barriers to the college admission processes (e.g., financial assistance and placement exams).
- 1.2.5 Secure support from external partners to implement evidence-based, high impact intervention strategies (e.g., Kentucky GEAR UP).

Strategy 1.3. Strengthen the college-going and completion culture in Kentucky.

Action Steps:
- 1.3.1 Work with business, philanthropic, alumni, community, and education leaders to help generate sustained interest and support for the state's efforts to increase educational attainment.
- 1.3.2 Encourage baccalaureate degree granting institutions to set admission standards that, at minimum, align with college readiness standards.
- 1.3.3 Scale public awareness efforts to available resources and, to the extent possible, deliver the message through existing campus, business, and government marketing channels.

1.3.4 Support expansion of student outreach and effective advising in middle school and high school.

1.3.5 Develop Web-based resources related to educational attainment for students/families, regional/community leaders, educators, state policy leaders.

1.3.6 Promote programs like Advance Kentucky, Project Lead the Way, and other initiatives that help improve college readiness and generate college credit for high school students.

1.3.7 Maximize the use of KEES as an early financial aid commitment and college readiness tool (e.g., communications to students and parents).

Policy Objective 2: Increase the number of college-ready GED graduates.

Strategy 2.1. Increase enrollment in Kentucky Adult Education programs and services.

Action Steps:

2.1.1 Implement the Kentucky Core Expand outreach efforts to motivate adults to increase their educational attainment.

2.1.2 Fully implement managed program models to enhance retention in adult education programs.

2.1.3 Adopt common core standards and develop engaging, applied, and relevant curricula to support standards.

2.1.4 Continue implementation of college and career readiness initiatives, such as Skill Up, Kentucky's National Career Readiness Certificate (NCRC), and Integrated and Education Training (IET) models.

Strategy 2.2. Implement initiatives to increase the number of Kentucky Adult Education students advancing to postsecondary education.

Action Steps:

2.2.1 Enhance career counseling and advising of adult education students.

2.2.2 Coordinate the development of transition plans by each adult education provider to enhance college and career readiness.

2.2.3 Support efforts leading to higher GED scores to increase the potential that students will transition into postsecondary, credit-bearing work.

Strategy 2.3. Attract, retain, and prepare highly effective adult educators.

Action Steps:

2.3.1 Explore adult education credentialing models.

2.3.2 Enhance professional development opportunities that prepare highly effective adult educators.

2.3.3 Collaborate with Adult Education Academy, Kentucky Center for Mathematics (KCM), Collaborative Center for Literacy Development (CCLD), and National Center for Family Literacy (NCFL) to provide, high-quality research-based professional development.

Policy Objective 3: Increase the effectiveness of Kentucky's K-12 teachers and school leaders.

Strategy 3.1. Ensure K-12 educator preparation programs attract, retain, and prepare highly effective teachers and school leaders.

Action Steps:

3.1.1 Ensure the alignment of the K-12 educator preparation curriculum with Senate Bill 1 expectations and the Kentucky Core Academic Standards.

3.1.2 Work with campuses and EPSB to implement the redesign of the Teacher Leader master's degree programs to reflect a greater focus on assessment for learning, increased field experiences, and learner-focused strategies.

3.1.3 Support and help facilitate the redesign of principal and superintendent preparation programs to reflect a greater focus on assessment for learning, school culture, and learner-focused strategies.

3.1.4 Support campus efforts to implement the recommendations from the EPSB Committee on the Redesign of Admissions and Clinical Experiences that will increase the admission standards for teacher preparation programs.

3.1.5 Work with EPSB, KDE, and campuses to develop a systematic way to assess the effectiveness of Kentucky educator preparation programs that incorporates improvement in student learning outcomes.

Strategy 3.2. Expand the role of higher education institutions in the delivery of professional development programs for teachers, school leaders, guidance counselors, adult education instructors, and faculty members.

Action Steps:
3.2.1 Maintain and expand postsecondary education involvement in the professional development for K-12 educators around the Kentucky Core Academic Standards being coordinated by the eight educational cooperatives in Kentucky.

3.2.2 Partner with institutions to create, develop, and implement professional development for postsecondary faculty around Senate Bill 1 and the Kentucky Core Academic Standards as outlined in university plans submitted to the Council.

3.2.3 Develop and monitor agreements with the Kentucky Center for Mathematics, the Collaborative Center for Literacy Development, the P-20 Innovation Lab, the Kentucky Association of Colleges of Teacher Education, and the Association of Independent Kentucky Colleges and Universities to provide professional development on Senate Bill 1 statewide.

3.2.4 Utilize the P-20 Evaluation and Assessment Lab at the University of Kentucky to ensure effective implementation of Senate Bill 1 K-12 and postsecondary professional development.

3.2.5 Develop online professional development modules around the Common Core standards in English/language arts, mathematics, science, and social studies for postsecondary and adult education instructors.

Student Success

Goal: Kentucky will be stronger by ensuring more of its people complete college with the skills and abilities to be productive, engaged citizens.

Policy Objective 4: Increase high-quality degree production and completion rates at all levels and close achievement gaps, particularly for lower-income, underprepared, and underrepresented minority students.

Strategy 4.1. Maximize KCTCS's role as a high-quality, low-cost provider of postsecondary education and transfer opportunities encouraging college access and success.

Action Steps:
4.1.1 Develop policies and funding recommendations that encourage the development of programs and services that cater to and encourage successful degree and credential completions of working adults.

4.1.2 Implement the Kentucky Transfer Action Plan and encourage students to take advantage of the benefits of its provisions.

4.1.3 Implement and promote the use of the College Source Transfer System at KCTCS and Kentucky colleges and universities.

4.1.4 Facilitate the process to identify common student learning outcomes for general education and pre-major requirements at the 100 and 200 levels to facilitate a seamless transfer experience for students, as directed by HB 160 (2010).

4.1.5 Support KCTCS efforts to expand high quality associate degree level programs.

Strategy 4.2. Provide institution and student incentives to increase high-quality degree production and completion rates.

Action Steps:
4.2.1 Develop a performance funding component in the biennial budget request that rewards improvement in degree and credential production for all students and students in target populations with historic achievement gaps.

4.2.2 Explore ways to provide tuition flexibility to institutions in exchange for improvements in degree and credential production.

4.2.3 Encourage the development of new and innovative state financial aid policies.

4.2.4 Support campus efforts to develop incentives that reduce time to degree and keep unnecessary credit accrual to a minimum.

Strategy 4.3. Increase the use of data, information, research, and technology to improve student learning and outcomes.

Action Steps:
4.3.1 Increase statewide capacity to analyze and disseminate data and information related to student success, with greater emphasis on Web-based reporting and action analytics.

4.3.2 Develop, assist with governance, and implement the P-20 Data Collaborative.

4.3.3 Develop a catalog of national best practices and successful practices and programs implemented by Kentucky's colleges and universities.

4.3.4 Pursue and encourage the development of new data sources that provide employer and alumni feedback on postsecondary education.

Strategy 4.4. Support new pathways for adult learners to enroll and complete postsecondary education degrees and credentials.

Action Steps:
4.4.1 Encourage the development of policy, funding recommendations, programs, and services that cater to and support successful degree and credential completions of working adults.

4.4.2 Promote or develop technology-enhanced systems that increase the delivery of high-demand academic programs to adult learners in a flexible and engaging manner using new or existing models (e.g., KCTCS Learning On-Demand and Western Governors University).

4.4.3 Promote the development and implementation of a prior learning assessment tool and a comprehensive credit for prior learning policy.

4.4.4 Work with one or more universities and KCTCS to focus increased attention on serving adult learners.

Strategy 4.5. Secure adequate institutional funding to support high-quality faculty and staff, effective student and academic support services, technology enhancements, and other resources to enhance student success.

Action Steps:
4.5.1 Generate a long-term needs assessment and aligned funding request for postsecondary and adult education.
4.5.2 Develop materials, presentations, handouts, etc., to highlight funding needs with legislators and other government leaders.
4.5.3 Develop materials to clarify campus expenditures and revenues, priority budget areas, and areas of cost increases over the past decade.
4.5.4 Use state educational attainment campaign messaging to help communicate funding needs.
4.5.5 Build a coalition of representatives of institutions, partner agencies, and other stakeholder groups to advocate for adequate education funding.

Strategy 4.6. Promote student engagement, undergraduate research, internships, and other educational opportunities that improve the quality of the student experience, develop leaders, and lead to success after graduation.

Action Steps:
4.6.1 Analyze NSSE and CCSSE student engagement data to identify high-impact opportunities for change.
4.6.2 Work with institutions and other statewide partners, including civic and business leaders, to increase the number of enriching educational experiences for students, including undergraduate research, internships, service learning, work study, and study abroad options.
4.6.3 Encourage institutions to conduct campus-based climate and culture studies to identify opportunities to enhance a supportive campus environment for all students.
4.6.4 Coordinate statewide discussions of faculty, staff, and students on the effectiveness of recruitment and admission practices, active and collaborative learning techniques, student-faculty interaction, intrusive advising, and early warning systems.
4.6.5 Focus statewide faculty development conference and other CPE-led professional development offerings for faculty and staff members around effective "closing the gap" strategies.

Strategy 4.7. Implement a statewide diversity policy that recognizes diversity as a vital component of the state's educational and economic development.

Action Steps:
4.7.1 Coordinate the development of institution diversity plans consistent with the new statewide policy, focused on student diversity, student success, workforce diversity, and campus climate.
4.7.2 Align the mission and responsibilities of the CEO with the statewide diversity policy.
4.7.3 Evaluate success in implementing statewide diversity policy through the collection and dissemination of data, in addition to reports developed by the institutions.

Policy Objective 5: Decrease financial barriers to college access and completion.

Strategy 5.1. Increase funding for the state's need-based student financial aid programs and ensure they address the needs of part-time, transfer, and adult learners, as well as traditional students.
Action Steps:
5.1.1 Develop reports on need-based aid program usage, additional funds required to fill unmet need, and any changes to increase program effectiveness (e.g., distribution criteria and timing).

        5.1.2   Structure the state's existing need-based financial aid programs so they better address the needs of part-time, nontraditional students.

        5.1.3   Explore and promote new sources of state need-based financial aid that encourage both student access and success.

        5.1.4   Encourage the Governor and legislature to ensure that all net lottery revenues are directed to student financial aid.

Strategy 5.2. Advocate for sufficient state operating support, financial aid, and campus efficiencies to reduce pressure on tuition.

     Action Steps:

        5.2.1   Produce an annual summary of tuition and other college going costs to assist in the tuition setting process.

        5.2.2   Explore the possibility of reconnecting the tuition setting process with the budget recommendation process on a biennial basis.

        5.2.3   Draft a long-term financial resource assessment to assist in the biennial budget recommendation process.

        5.2.4   Secure adequate base operating funds for Kentucky's public postsecondary education institutions to provide appropriate balance between state share and student share of costs.

Strategy 5.3. Support Pell Grants, the simplification of FAFSA, college savings programs, college work study, tax credits, and other federal aid initiatives intended to maximize student access and success.

     Action Steps:

        5.3.1   Explore the development of a statewide policy that would require Kentucky students to complete the Free Application for Federal Student Aid (FAFSA) and state financial aid forms as part of high school requirements, with opt-out options if needed.

        5.3.2   Assist with national efforts to simplify FAFSA and promote other financial assistance programs.

        5.3.3   Review effectiveness of Kentucky's state education tax credit and other state programs designed to reduce financial barriers to college.

        5.3.4   Encourage and enhance college work study opportunities for students to perform college and university services.

Strategy 5.4. Increase students' and families' understanding of the net costs of going to college and the availability of financial resources to assist them.

     Action Steps:

        5.4.1   Explore ways to leverage the KEES program as an effective early financial aid commitment program.

        5.4.2   Work with institutions and other partners to contain textbook costs, monitor fees, and assess the impact of other indirect costs of going to college that may create barriers to student access and success.

        5.4.3   Encourage families and students to plan and save more for college (e.g., 529 plans).

        5.4.4   Encourage employers to offer Lifelong Learning Accounts or other educational assistance benefits and develop personnel policies that can help adults as they pursue postsecondary education.

Research, Economic, and Community Development

Goal: Kentucky will be stronger by generating new knowledge and research investments, producing high-demand degrees, increasing the educational attainment of its workforce, and improving its communities.

Policy Objective 6: Increase basic, applied, and translational research to create new knowledge and economic growth.

Strategy 6.1. Support the critical role that the University of Kentucky and the University of Louisville play in the creation of new knowledge and recognize universities and faculty members for the advancement of knowledge and enlightenment.

Action Steps:
6.1.1 Partner with institutions to better understand the most effective way for the state to support basic research and the creation of new knowledge and understanding.
6.1.2 Encourage new and innovative ways to recognize and reward research excellence.
6.1.3 Support institutional efforts to increase the number of undergraduate and graduate students involved in university research activities.

Strategy 6.2. Support collaborative research efforts that leverage university expertise, lead to research investments and commercialization in high-growth or emerging areas, and are aligned with business and industry growth.

Action Steps:
6.2.1 Work with key stakeholders to identify best practices related to technology transfer centers and business incubators.
6.2.2 Survey private sector growth areas and align with related research strengths in order to build new or strengthen existing research centers (e.g., nanotechnology, energy, transportation, and agriculture) and incubator space.
6.2.3 Create statewide database of basic, applied, and translational research, sophisticated equipment, and faculty expertise that can be made available to Kentucky employers.

Strategy 6.3. Develop and implement a strategic communications plan that highlights campus-based research and development initiatives and the impact of this work on Kentucky's economic and community competitiveness.

Action Steps:
6.3.1 Create a strategic communications workgroup of campus representatives, KSTC, and DCI and facilitate face-to-face meetings and virtual meetings.
6.3.2 Conduct an environmental scan of current communications around Kentucky's campus-based research and development initiatives.
6.3.3 Identify high-profile research initiatives with a special emphasis on collaborative research.
6.3.4 Identify goals, objectives, strategies, audiences, roles and responsibilities of partners, communications channels, deliverables, timeline, budget and in-kind resources, and evaluation measures for the plan.
6.3.5 Develop campaign deliverables and implement plan.

Strategy 6.4. Secure additional funding for research matching programs and explore new funding approaches to maximize research, Kentucky Innovation Act investments, and multi-campus collaborations.

Action Steps:

6.4.1 Collaborate with institutions to identify and prioritize existing trust funds or funding programs that support research, economic development, and job creation.

6.4.2 Evaluate the utility of implementing a new research grant matching program that provides added incentives for faculty, departments, and institutions to generate an increased level of federal or extramural research grants.

6.4.3 Work with institutional representatives to identify program funding levels and draft guidelines to maximize return on the state's investment.

6.4.4 Secure funding for Kentucky Innovation Act investments and other knowledge-based economy programs sufficient to meet federal matching requirements and maximize economic and job growth.

6.4.5 Explore the possibility of a joint budget request with the Department of Commercialization and Innovation within the state's Cabinet for Economic Development, related to its high-tech construction pool and investment pool to support postsecondary institution research initiatives.

Strategy 6.5. Advance Kentucky's STEM+H agenda through ongoing leadership, advocacy, and collaborative efforts.

Action Steps:
6.5.1 Develop a STEM+H communications framework, creating awareness and encouraging involvement of all stakeholders.

6.5.2 Expand Kentucky's STEM+H talent through Project Lead the Way (PLTW), Advance Kentucky, Primary Mathematics Implementation Programs, and other programs that encourage student involvement and student success in STEM+H disciplines, particularly for minority students.

6.5.3 Expand successful programs currently in place in Kentucky (CINSAM, Teach Kentucky, SKYTeach) and work with local business and industries to increase student and teacher recruitment and retention in STEM+H disciplines.

6.5.4 Support campus efforts to align STEM+H curricula to core standards for K-12, incorporating teacher preparation and professional development agendas for current and future STEM+H educators.

Strategy 6.6. Foster an innovative, creative, and entrepreneurial culture within the postsecondary education community.

Action Steps:
6.6.1 Encourage campuses to infuse entrepreneurship training across disciplines.

6.6.2 Encourage postsecondary institutions to develop courses and modules on economic and financial literacy needed to successfully manage and operate self-owned businesses.

6.6.3 Support undergraduate and graduate research opportunities that stimulate knowledge, service, and product development.

6.6.4 Support efforts to provide time and resources needed for faculty, staff, and students (e.g., business plan competitions) to pursue entrepreneurial opportunities that could lead to job growth and increased community competitiveness.

Policy Objective 7: Increase educational attainment and quality of life in Kentucky communities through regional stewardship, public service, and community outreach.

Strategy 7.1. Strengthen and expand partnerships with business, industry, government, nonprofit, and other educational entities to meet Kentucky's workforce and community needs.

Action Steps:
7.1.1 Identify and report on current and projected labor market needs compared with degrees produced, especially in high-wage and high-demand fields and other areas linked to economic growth and community competitiveness.
7.1.2 Continue to follow-up and support Regional Stewardship plans developed by institutions.
7.1.3 Solicit advice from various business and industry groups on the creation of new postsecondary education and business forums and how they can be used to increase the global competitiveness of Kentucky's workforce.
7.1.4 Implement the new Lumina funded grant that provides Kentucky an opportunity to participate in Tuning USA, a faculty-led pilot project designed to define what students must know, understand, and be able to demonstrate after completing a degree in a specific field.

Strategy 7.2. Support collaborations among postsecondary education providers to serve regional needs and planning efforts to raise the educational attainment level of the Commonwealth.

Action Steps:
7.2.1 Develop regional educational profiles that highlight trends, challenges, and attainment targets through 2015.
7.2.2 Identify effective regional strategies in Kentucky and in other states to raise educational attainment (e.g., Northern Kentucky Vision 2015 and Louisville's 55,000 Degree initiative) and encourage their proliferation.
7.2.3 With campuses, host a planning event (or regional events) for regional education and economic development/business leaders to showcase strategies, share regional profiles, discuss progress and challenges, and identify strategies to increase attainment.
7.2.4 Develop an educational attainment toolkit (speeches, op-eds, FAQs, etc.), speakers/consultants bureau, and other resources that can be shared as needed across the state to support regional efforts.
7.2.5 Highlight regional successes at the Trusteeship Conference, legislative meetings, and other events that bring together state and regional leaders.

Strategy 7.3. Maximize the impact of postsecondary education's contribution to improving the health of Kentucky's people.

Action Steps:
7.3.1 Secure funding to assess the current impact of Kentucky's postsecondary education institutions on the state's healthcare system including training of current and future healthcare workers, medical research, and healthcare delivery.
7.3.2 Support medical research and collaborations that align with critical Kentucky health problems.
7.3.3 Support evidence-based practice and postsecondary education initiatives intended to significantly improve the health of Kentuckians.
7.3.4 Enhance the reporting and dissemination of information (e.g., sources and uses of funds and research findings) from health-related Council pass-through funding programs intended to increase the health of Kentuckians.

Efficiency and Innovation

Goal: Kentucky will be stronger by creating new ways of serving more postsecondary students at a high-quality in a challenging resource environment.

Policy Objective 8: Increase academic productivity through program innovations.

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

Action Steps:
8.1.1 Provide planning grants to stimulate and encourage course redesign efforts at Kentucky postsecondary education institutions, such as the methodology used by the National Association of Academic Transformation.
8.1.2 Promote modular postsecondary education programs that allow for exit and reentry and create transparent pathways among certificates, industry-based certifications, and degrees.
8.1.3 Expand adult completion programs, such as "Project Graduate," that incorporate compressed schedules, provide credit for prior learning, and lead to postsecondary credentials and degrees.
8.1.4 Encourage postsecondary education institutions to increase the number of courses and program offerings that blend various forms of instruction, such as online, work-based, and classroom learning.
8.1.5 Support successful programs like UPS's Metropolitan College and the University Center of the Mountains that meet business and community needs in other regions of the Commonwealth, and encourage their replication where appropriate.

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

Action Steps:
8.2.1 Promote or develop technology-enhanced systems that increase the delivery of high-demand academic programs to adult learners in a flexible and engaging manner using existing models (e.g., KCTCS Learning On-Demand and Western Governors University).
8.2.2 Increase the effectiveness of the Kentucky Virtual Campus, the Kentucky Virtual Library, and participatory organizations.
8.2.3 Examine the current "textbook" business model and recommend alternatives to increase efficiency, increase cost savings, and promote student success.
8.2.4 Encourage policies that increase the number and percent of students earning distance education credits.
8.2.5 Advocate for adequate technology funding to meet the increasing demand for online learning, technology enhanced services, and campus administrative functions.

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

Action Steps:
8.3.1 Aggregate all existing state level policies and procedures related to academic programming into a central, automated system.
8.3.2 Work with institutional representatives to revise policies and procedures to strengthen alignment with statewide programmatic needs.

8.3.3 Communicate new policies and procedures and educate appropriate personnel at each institution.

8.3.4 Determine if any other policies related to academic programming should be developed or revised.

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

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

Action Steps:
9.1.1 Secure adequate funding for state student financial aid programs, including the Kentucky Tuition Grant program.

9.1.2 Partner with independent higher education in efforts to improve college readiness, improve college completion, increase adult learners, and other initiatives that enhance the strategic agenda.

9.1.3 Enhance licensing and oversight capabilities of CPE related to independent colleges.

9.1.4 Review public and private higher education partnerships in other states that achieve economies of scale and improve opportunities for students for possible implementation in Kentucky.

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

Action Steps:
9.2.1 Develop a statewide efficiency and effectiveness work group to help indentify low-cost, high-impact strategies for current and future cost savings (e.g., energy usage, insurance, technology, and business operations such as payroll, legal services, and endowment management).

9.2.2 Improve the collection and reporting of financial, efficiency, and cost savings data to better inform statewide policymakers on the sources and uses of postsecondary education funding.

9.2.3 Explore the use of technology innovations as a way to generate additional savings and efficiencies from common business practices.

9.2.4 Provide regular updates on improvements stemming from the 2010 Summit on Productivity, Efficiency, and Cost Containment as a way to assess progress on related best practices.

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

Action Steps:
9.3.1 Develop a multi-year, balanced approach to funding asset preservation, deferred maintenance, renovation of existing facilities, and expansion and new space.

9.3.2 Increase the use and reporting of statewide space utilization data and establish statewide guidelines to strengthen capital funding requests.

9.3.3 Advocate for additional flexibility for institutions to fund, initiate, and implement major capital projects.

9.3.4 Develop a model to assess the return on investment of increased use of information technology and online learning as compared to traditional classroom space, to help offset current and future demand for new space.

9.3.5 Refine and implement stronger facilities maintenance standards that encourage asset preservation.

9.3.6 Encourage public universities and KCTCS institutions to continue to work with business and civic leaders on innovative and cost effective ways to address space and capital improvements.