



Strategic Planning for the Kentucky EPSCoR Program

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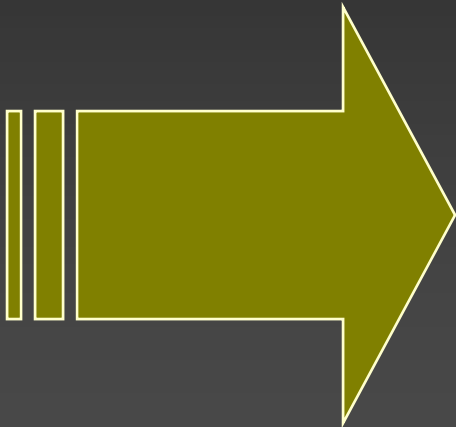
Planning Strategically for Success in the Kentucky EPSCoR : Evaluation and Planning

- What will the Kentucky EPSCoR accomplish in the near and longer term timeframe?
 - How can this be adapted based on funding allocation changes?
 - What are the most effective ways to accomplish these goals?
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The Challenge



- How to create strong research capacity while addressing other goals?
 - How do we know when we are successful?
 - What works?
 - What doesn't?
 - How close are we to accomplishing our goals?



NSF EPSCoR OBJECTIVES

- to catalyze key research themes and related activities within and among EPSCoR jurisdictions that empower **knowledge generation, dissemination and application**;
 - to activate effective jurisdictional and regional **collaborations** among academic, government and private sector stakeholders that advance scientific research, promote innovation and provide multiple societal benefits;
 - to **broaden participation** in science and engineering by institutions, organizations and people within and among EPSCoR jurisdictions;
 - to use EPSCoR for development, implementation and evaluation of future programmatic experiments that motivate positive change and progression.
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Complex and Multiple Goals of KY EPSCoR

- Research: Science & Technology
 - Outputs and outcomes
 - Capacity building
 - Effective collaboration
- Workforce and Education
 - Training new generation of scientists (students)
 - Diversity
- Regional considerations
 - Varied institutions with different resource bases, research/teaching balance
- Industry stakeholder linkages
 - Economic impacts/regional development

The collaborative environment

**Education & Training
of Future Scientists**

1
Research Themes
2
3

Science

**Outreach and
Stakeholder Interaction**

**Increased
Research
Capacity**

&

**Scientific
Outcomes**

**Economic
Impacts:
Kentucky
& Sub-Regions**

**Research
Competitiveness**

**Social and
Environmental
Impacts**

Public Management Tools Can Enhance the Ability of KY EPSCoR to Meet its Goals

- Strategic Planning
 - A tool for planning and mapping progress toward stated goals and objectives
 - Evaluation and Performance Measurement/Monitoring
 - Formative and summative process that provides feedback and accountability.
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Key Principles: Strategic Planning

- Takes a long term view
 - Focuses on outcomes and accomplishments
 - Goes beyond operational details
 - Defines specific strategies to reach goals
 - Is iterative and uses measurement to learn and adjust
 - Is often linked to other strategic planning frameworks which should be taken into consideration.
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Components of a Strategic Plan

Values

Vision

Mission

Goals

Objectives

Strategies

Measures

Criteria for Developing Goals

- Goals should be in harmony with your vision, mission, and value statements.
 - Goals should reflect your strategic issues and priorities.
 - Each goal should focus on a single issue.
 - Goals should provide a clear direction for action.
 - Goals should be long-range or unrestricted by time.
 - The total number of goals should be kept to a minimum.
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Objectives

- Quantifiable interim steps toward achieving a long-range vision and goals
 - Linked directly to goals
 - Measurable, time-based statements of intent
 - Emphasize results at the end of a specific time period
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Criteria for Well-Written Objectives

- **S**pecific
- **M**easurable
- **A**ggressive (but **A**ttainable)
- **R**esults-oriented
- **T**ime-bound

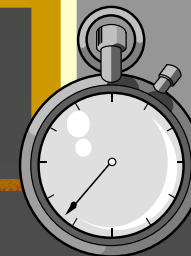
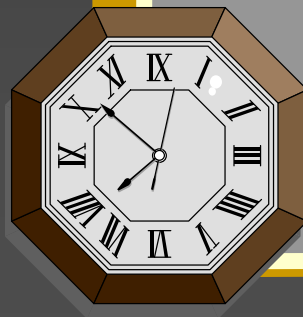
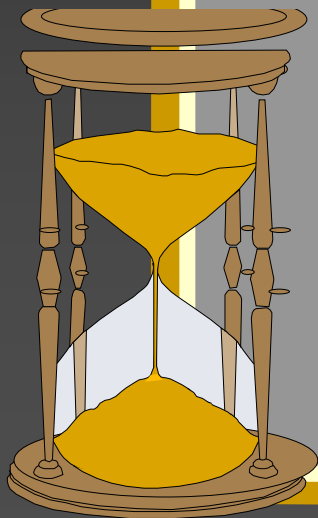
Source: *MANAGEWARE: A Practical Guide to Managing for Results* (Baton Rouge, LA: Louisiana Office of Planning and Budget, 1995), p. SP-51.

Types of Planning

Strategic - 5 to 20 Years

Long-Term - 2 to 5 Years

Short-Term



Different Levels of Planning

Program

Overall goals & objectives:

Crosses all aspects of portfolio

Portfolio

Goals and objectives specific to cluster of projects

Project

Balance of project management strategies and goals and

Outcome-based goals and objectives

Different Levels of Planning

NSF EPSCoR

Overall goals & objectives:

Crosses all aspects of portfolio

Kentucky EPSCoR

Goals and objectives specific to cluster of projects

EPSCoR Grant

Balance of project management strategies and goals and outcome-based goals and objectives

Goals, Objectives, and Performance Measures as Elements of Strategic Planning

Where Are We Now?

Internal/External Assessment

- Situation inventory/environmental scan
- Customer analysis
- Quality assessment and benchmarking
- Strategic issues

Where Do We Want to Be?

Mission and Principles

- Broad, comprehensive statement of the organization's purpose
- Core values, conduct to achieve mission
- Employees and leadership involved

Vision

- When combined with mission and principles, identifies organization's uniqueness
- Compelling image of desired future

How Do We Get There?

Goals and Objectives

- General end purposes toward which effort is directed
- Specific and measurable targets for accomplishment
- Leads to quality initiative goals and objectives
- Leads to resource allocation

Action Plans

- Strategies used to accomplish goals and objectives
- Detailed work plans

How Do We Measure Our Progress?

Performance Measures

- Methods used to ensure results
- Ensure accountability and continuous improvement-linked performance targets

Monitoring and Tracking

- Systems to monitor progress
- Compiles management information
- Keeps plan on track

Source: State of Arizona, *Strategic Planning Workshop*, 1994

Coordinating Strategic Plans

- Strategic Plans should not be developed in a vacuum
 - Other relevant strategic plans?
 - Evaluation and monitoring plan?



Measurement & Evaluation are critical to strategic planning.

A Few Definitions...

- **Performance Measures**

- Objective, quantitative indicators of various aspects of the performance of public and non-profit programs and organizations.

- **Performance Measurement**

- The process of defining, collecting, and maintaining data that tracks and assesses programmatic outcomes.

- **Program Evaluation**

- A comprehensive often multi year and multi-methodological effort designed to address a range of evaluative questions. May be formative, summative, or both.

Distinctions

	Performance Measurement	Program Evaluation
Purpose	Provides a broad, shallow snapshot of program functioning. Typically answers the question of whether a program has achieved its objectives, expressed as measurable performance standards.	Provides a narrower, deeper examination of program functioning. Typically answers questions of why a program worked, unintended benefits or consequences of a program, and how a program might be improved or changed.
Components	Identification of program goals or outcomes, indicators to measure progress, and regular collection and reporting of data.	Collection of broader range of information on program performance and its context. Information often includes both qualitative and quantitative data.
Scope	Usually involves data collection from all sites.	Usually involves data collection from only a subset of sites.
Timeframe	Annually, or at least at pre-determined intervals.	As needed.
Uses	To examine progress over time, to compare sites, to understand progress toward pre-established outcomes. Can serve as an early warning system to management and a tool for improving accountability to the public.	The more in-depth nature of program evaluation allows for an overall assessment of whether the program works and identification of adjustments that may improve its results. Program evaluation is also used to determine whether a program "caused" outcomes to be achieved.

Performance Encompasses a Range of Dimensions

- Activities
- Outputs
- Outcomes
- Productivity
- Efficiency
- Quality
- Effectiveness

To Be Effective, Performance Measurement Should Also Include:

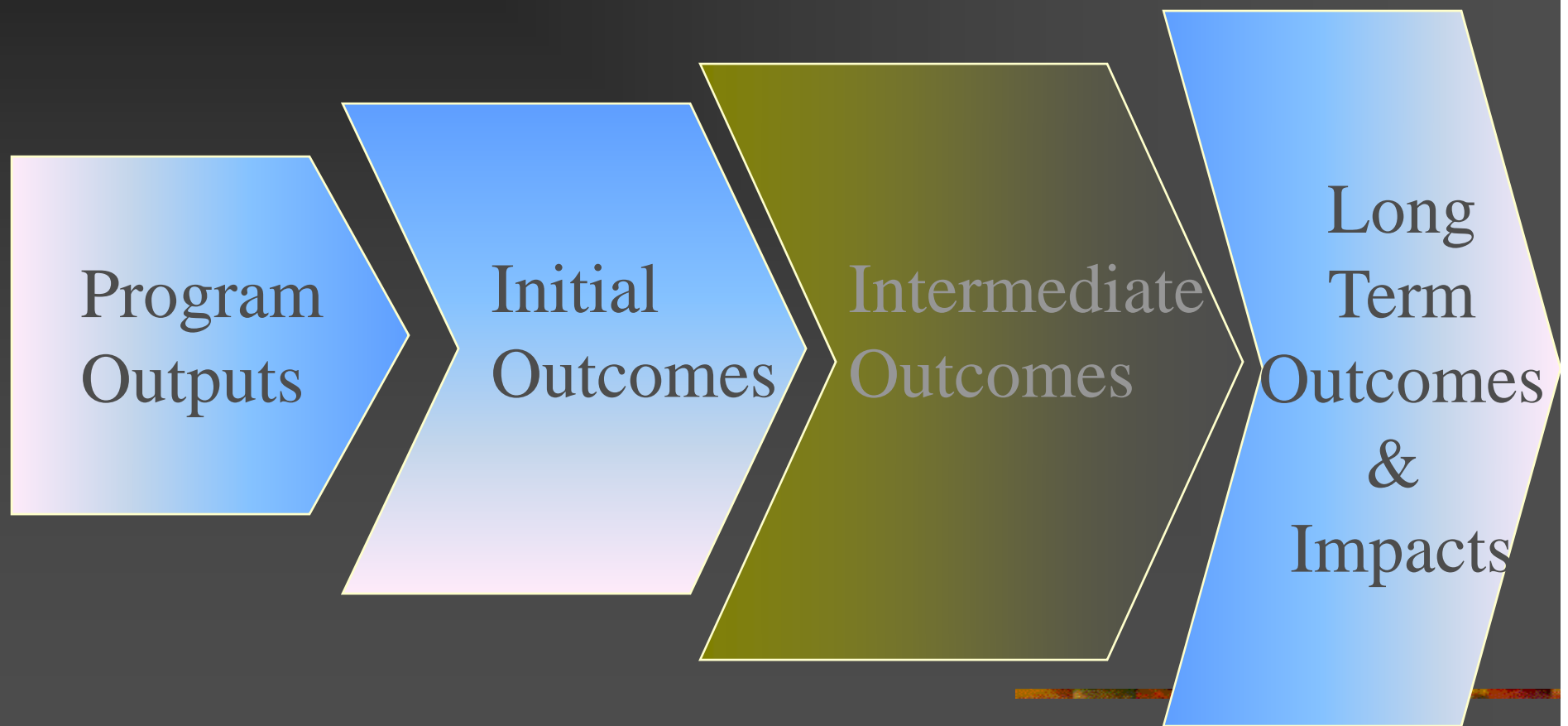
- Performance Targets
- Attention to causality

A comprehensive performance measurement system should be:

- Linked to strategic goals and objectives
- Inform key audiences about performance, depending on information demands and needs.
- Go beyond strategic goals and objectives to meet operational and management needs.

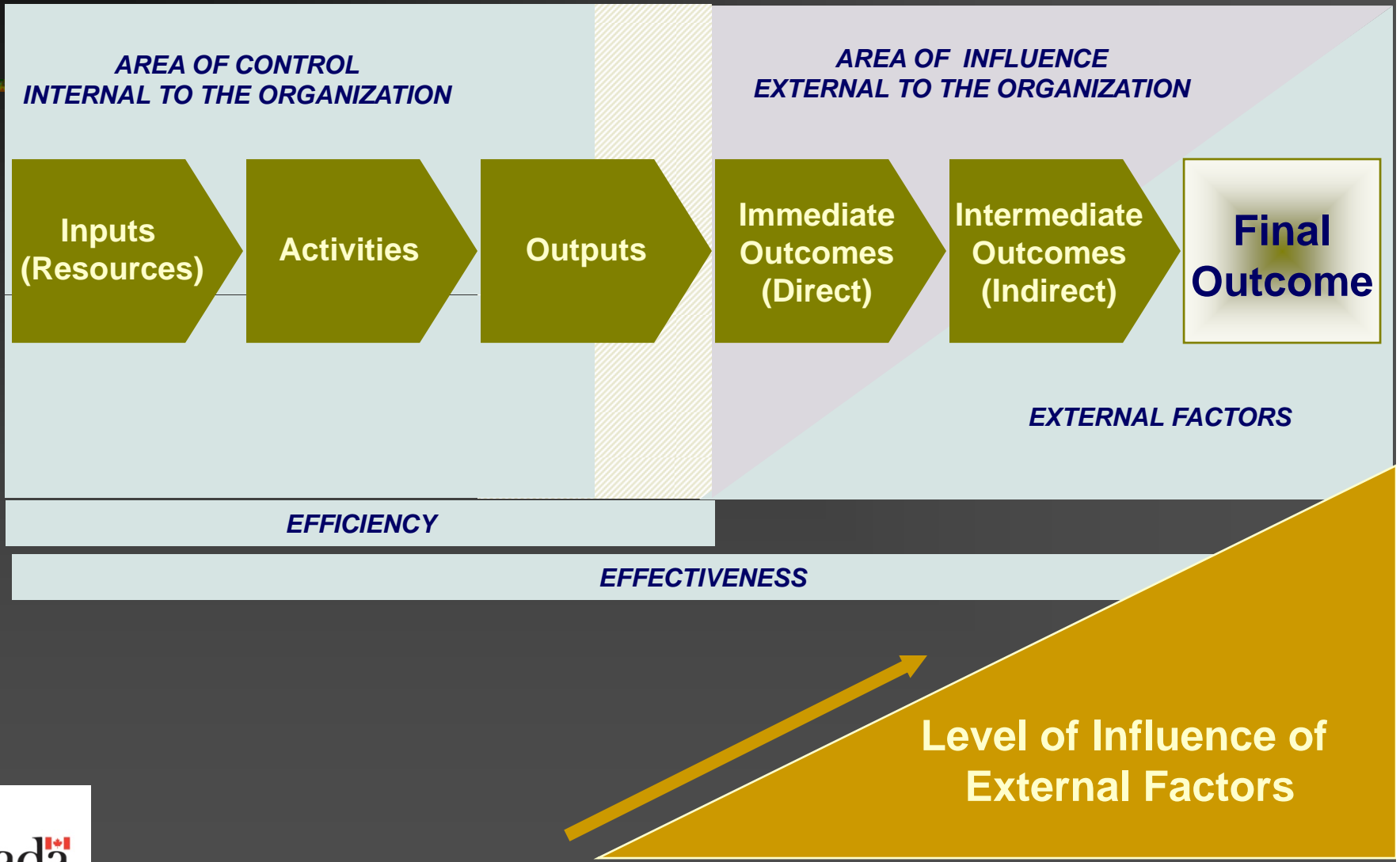


An Important FACT: Outcomes Occur on a Continuum.... Performance Measurement Must Capture This



Understanding the Range of Outcomes

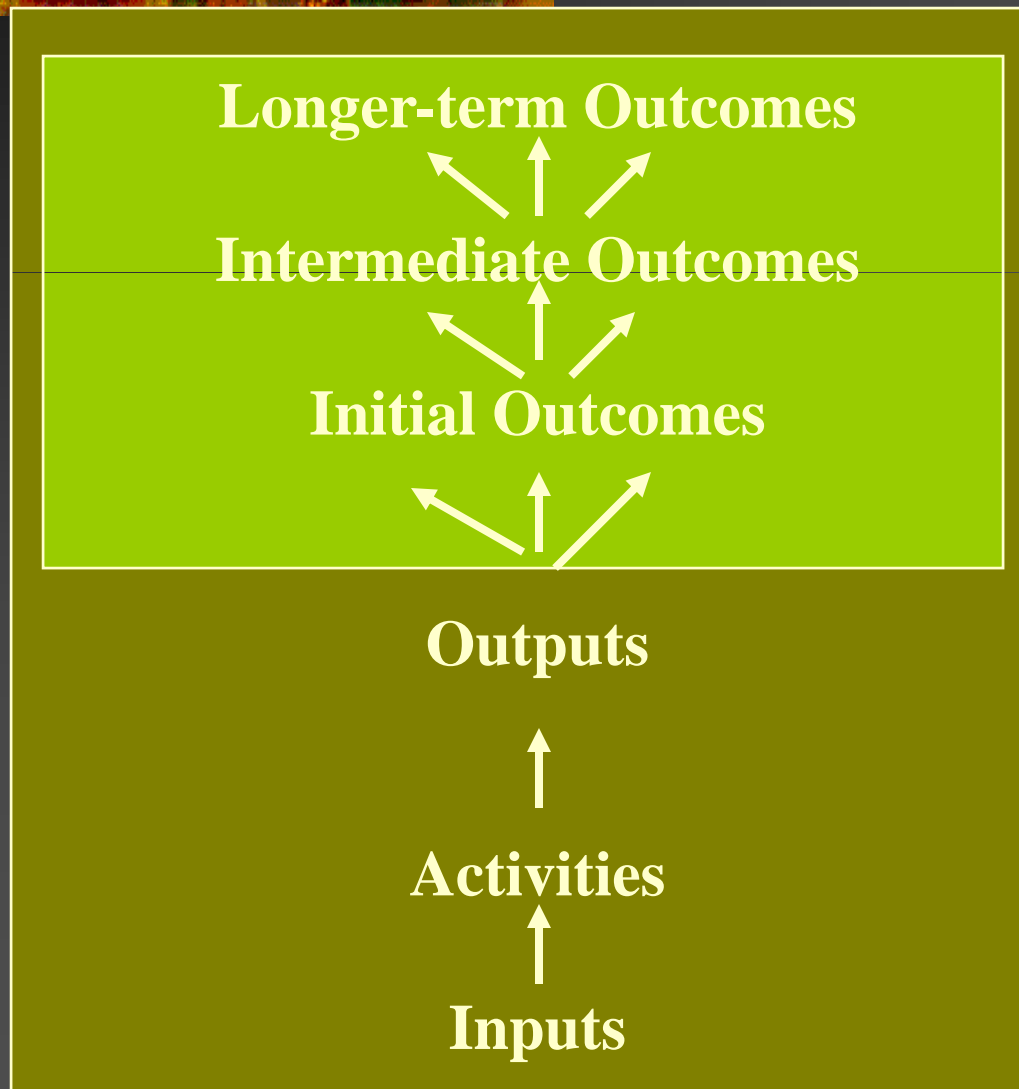
(Canadian Model)



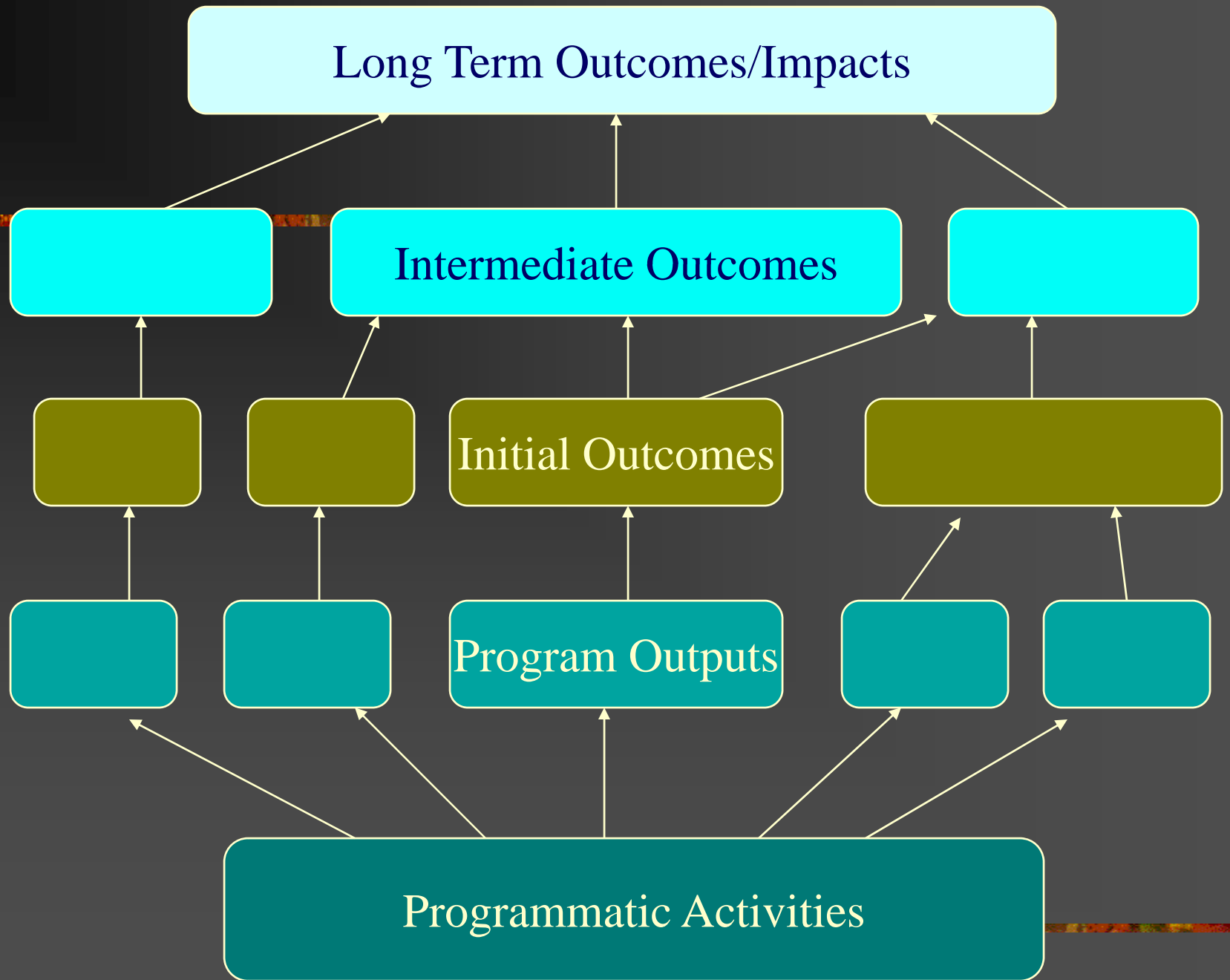
Using Logic Models as Tools in Performance Measurement Development

- Logic models are graphical depictions of core organizational activities & outcomes
 - Can be useful in distilling core/strategic activities and issues
 - It is best to use logic models to depict major, recurring items in the organization or programs.
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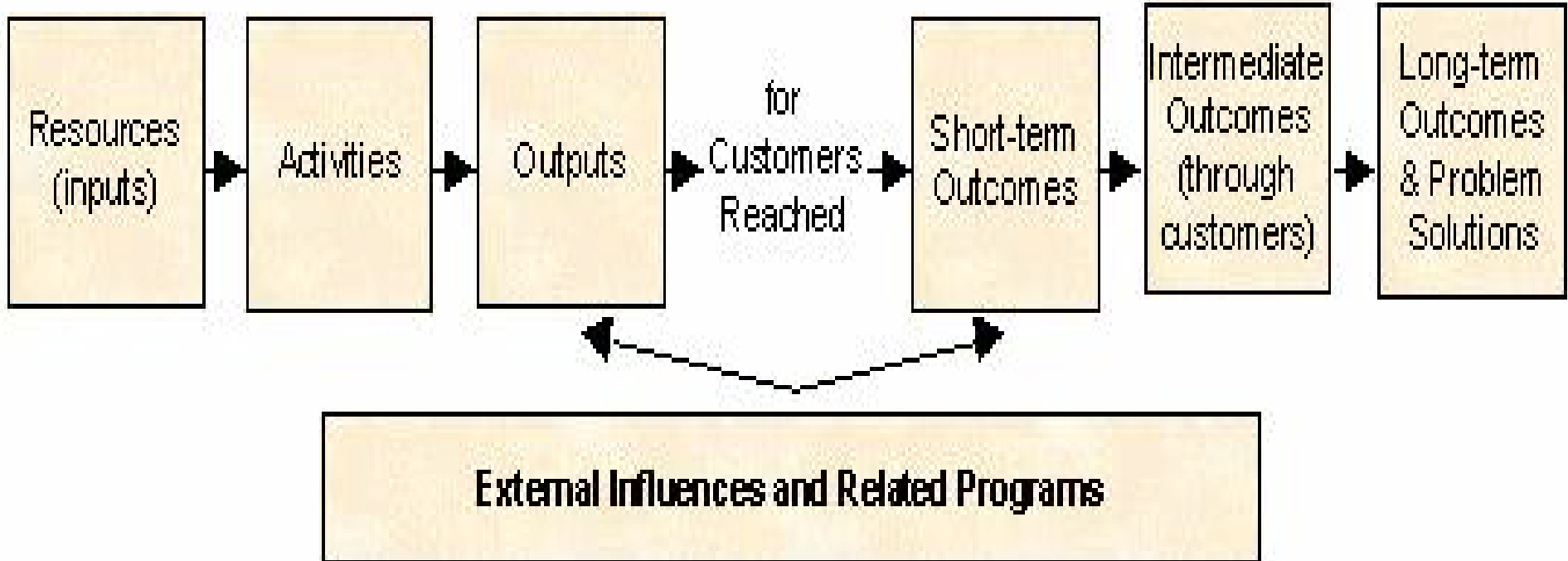
Basic Logic Model



Logic Model Example

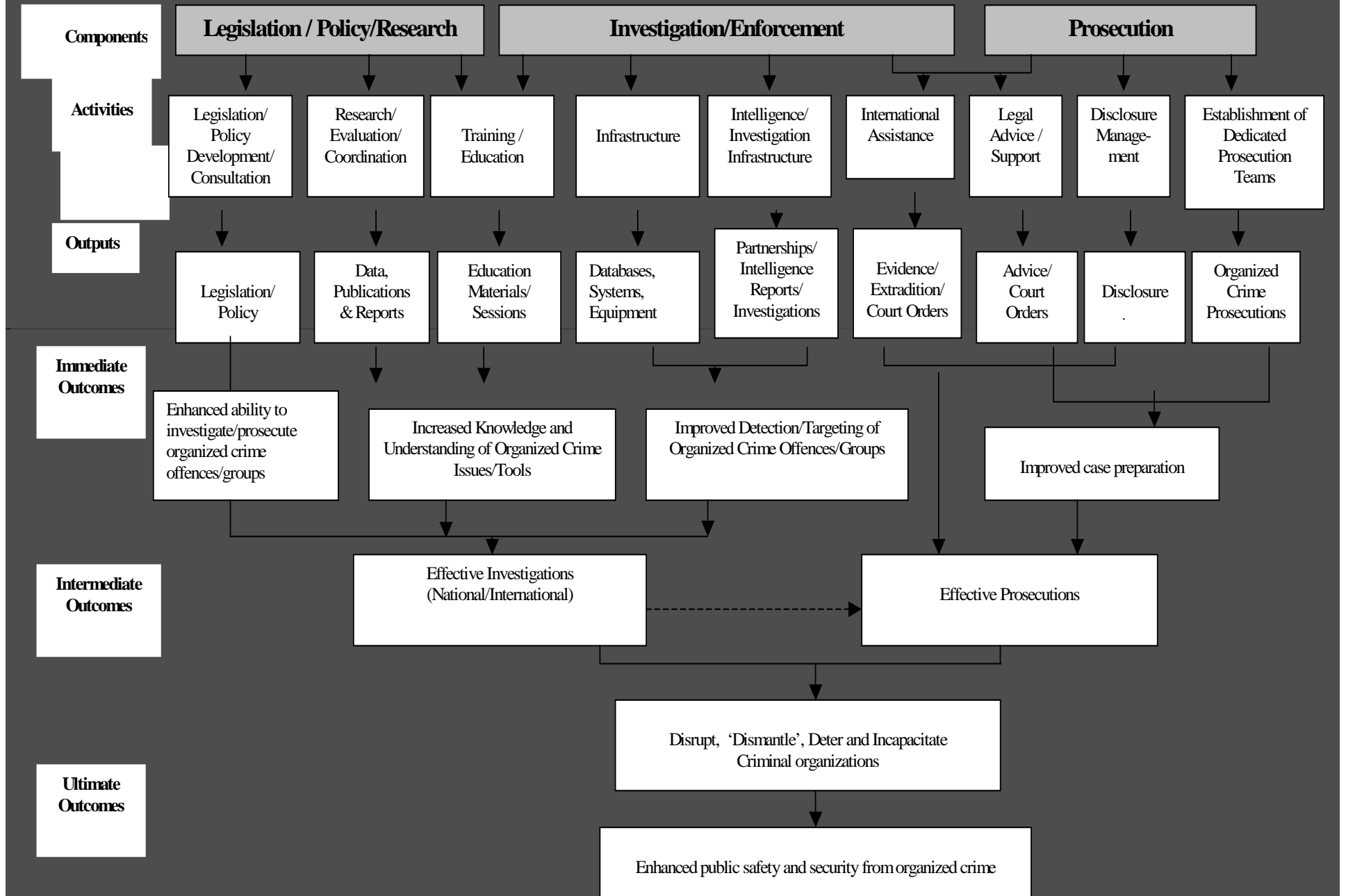


Elements of the Logic Model

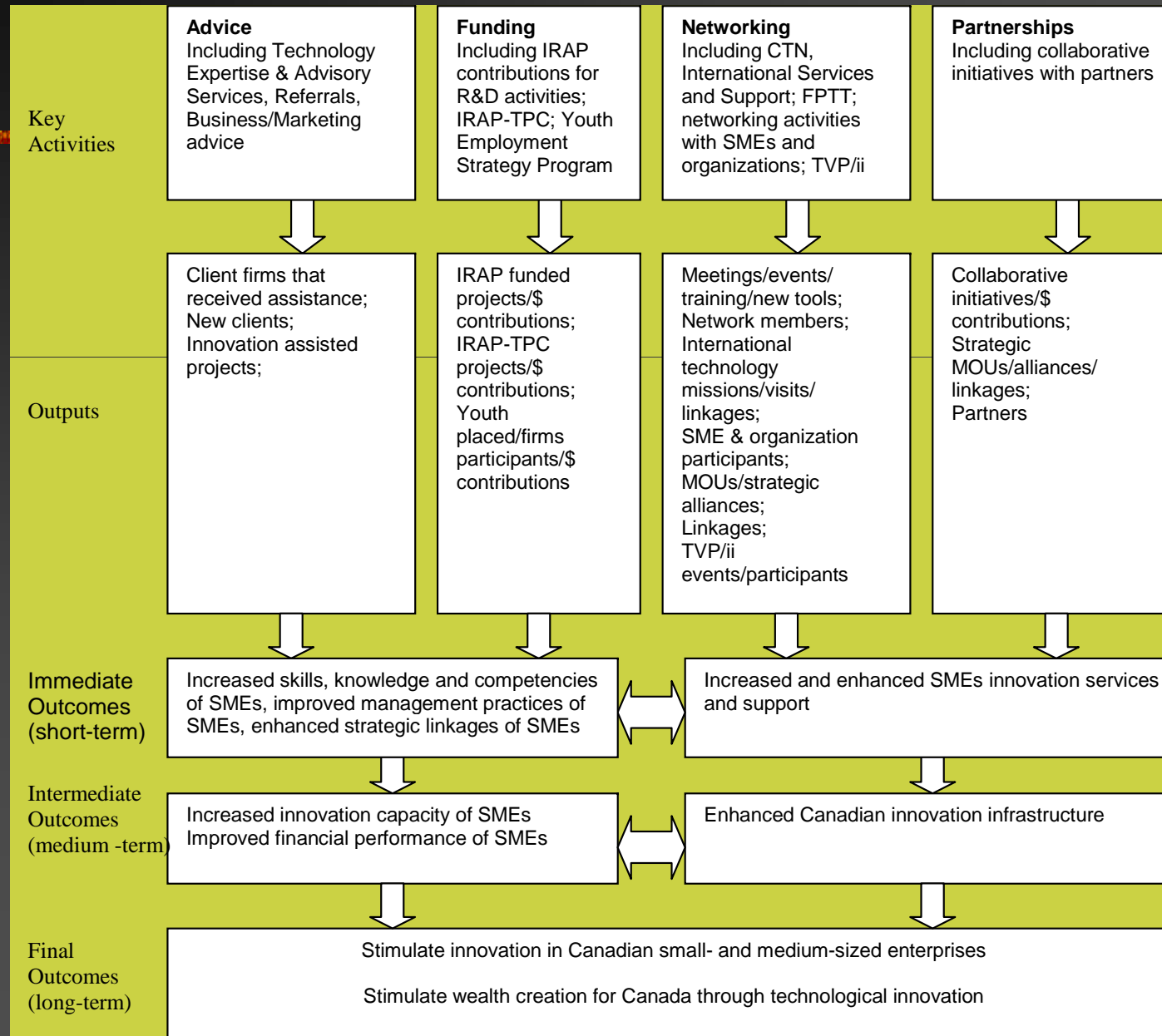


LOGIC MODEL

MEASURES TO COMBAT ORGANIZED CRIME



Sample Logic Model (IRAP, Canada)



PERFORMANCE ELEMENT		PERFORMANCE INDICATORS	DATA COLLECTION	FREQUENCY OF MEASUREMENT
Key element	OUTPUT			
advice	<ul style="list-style-type: none"> Client firms that received assistance New clients Innovation assisted projects 	<ul style="list-style-type: none"> No. of clients served (advice and funding) No of new clients (advice and funding) No. of innovation assisted projects 	SONAR (IRAP information management system)	Bi-annual summative evaluation/comparative analysis per year, region, industrial sector and investment
funding	<ul style="list-style-type: none"> Youth placed/firms participating/\$ contributions IRAP funded projects/\$ contributions; IRAP-TPC projects/\$ contributions 	<ul style="list-style-type: none"> No. of funded projects and clients Sum of contributions \$ for IRAP projects No. of IRAP-TPC projects Sum of contributions \$ for IRAP-TPC No. of placed youth and firms participants Sum of contributions \$ for Youth 	SONAR	Bi-annual summative evaluation/comparative analysis per year, region, industrial sector and investment <i>IRAP-TPC- quarterly reports to IC Youth – Bi-annual reports to HRDC</i>
networking	<ul style="list-style-type: none"> SME & organization participants MOUs/strategic alliances/linkages IRAP/CTN Meetings/communication events/training/new & improved tools Network members International technology missions/visits/linkages TVP/ii events/participants 	<ul style="list-style-type: none"> No. of meetings/communication events/training/new & improved tools No. of collaborative initiatives Sum of contributions \$ to network members No. of network members No. of international technology missions/visits/linkages No. of SME and organization participants No. of MOUs signed/strategic alliances No. of linkages No. of TVP/ii events and participants 	<ul style="list-style-type: none"> SONAR CTN plans, analysis, activity reports, members consultation notes International Technology Mission Activity Reports 	Bi-annual summative evaluation/comparative analysis per year and region

partnerships	<ul style="list-style-type: none"> Partners Collaborative initiatives/\$ contributions; MOUs/strategic alliances/linkages; 	<ul style="list-style-type: none"> No. of collaborative agreements/initiatives Sum of contributions \$ No. of partners and profiles 	<ul style="list-style-type: none"> SONAR Partners reports 	Bi-annual summative evaluation/comparative analysis per year and region
Outcomes	IMMEDIATE OUTCOMES (short term)			
	<ul style="list-style-type: none"> Enhanced linkages <i>Increased skills, knowledge and competencies</i> <i>Improved management practices</i> 	<ul style="list-style-type: none"> Changes in firm's in-house technical employment New technical knowledge acquired by the firm Changes in firm's management capability No. of new strategic linkages established by the firm 	Performance Snapshot (in SONAR) – ITA <i>See section 5.1 for more on performance snapshot</i>	Annual Report and/or end of project
	<ul style="list-style-type: none"> Increased and enhanced SMEs innovation services and support 	<p>Changes in services to SMEs</p> <ul style="list-style-type: none"> Enhanced support to SMEs: No. of new services to SMEs/New, improved access to assistance Awareness/knowledge of referral sources Increased networking opportunities for SMEs <p>Changes in network/partnership participants</p> <ul style="list-style-type: none"> Increased/improved service delivery Enhanced service capability and capacity No. of new alliances/joint ventures 	Network members and partners reports, Satisfaction surveys	Case by case Annual

Outcomes	INTERMEDIATE OUTCOMES (medium-term)			
	<ul style="list-style-type: none"> Increased innovations capacity of Canadian SMEs Improved financial performance of Canadian SMEs 	<ul style="list-style-type: none"> No. of new/improved products No. of new/improved processes Sustainable Development: Changes in energy cost/Changes in material cost/Changes in emission or waste/pollution control cost Changes in firm's sales Changes in firm's house employment Changes in investment within firm 	Performance Snapshot (in SONAR) – ITAs <i>See section 5.1 for more on performance snapshot</i>	Annual and/or end of project
	<ul style="list-style-type: none"> Enhanced the Canadian innovation infrastructure 	<ul style="list-style-type: none"> Changes in regional innovation infrastructure (new partners, increased new capacities in communities/fill gaps) Enhanced alignment of resources in community (collaboration & synergy) Improved understanding of innovation by partners Increased networking and partnerships opportunities among the innovation players Satisfaction level of SMEs 	Case studies Surveys	Annual
Outcomes	FINAL OUTCOMES (see note below)			
	<ul style="list-style-type: none"> Stimulate wealth creation for Canada through technological innovation Stimulate innovation in Canadian SMEs 	<ul style="list-style-type: none"> Data that demonstrate that Canadian SMEs have increased the number of innovations and their frequency Data that demonstrate the socio-economic impacts of an increase in technological innovations 	Surveys among IRAP clients	Every five year

Note: The final outcomes are not part of the regular performance measurement. The final outcomes are typically difficult to measure as well as to attribute to particular activities. The NRC Planning and Assessment group will conduct an evaluation of the Program every five years which will assess in particular the extent to which IRAP has been successful in meeting its program objectives and mission and intend reach (see section 7, Evaluation of IRAP).

NRC's Vision to 2006

Recognized globally for *research and innovation*, NRC will be a leader in the development of an innovative, knowledge-based economy for Canada through *science and technology*.

Global Reach

- Number and value of international collaborative agreements
- International advisory board/committee participation
- International technology missions and impacts
- **Joint authorship publications with international partners**
- Foreign investment

Excellence and Leadership in R&D

- Publications in refereed journals/proceedings & tech reports.
- **Citations comparison**
- External grants
- **Leadership and contribution to Federal horizontal initiatives**
- Multi-researcher networks and centres of excellence

Value for Canada

- Technology Transfer
- Knowledge dissemination
- Highly Qualified Personnel (HQP to Canada)
- Client Success
- Spin-offs/Spin-ins
- Economic, social & environmental impact

Technology Clusters

- **Community participation**
- Incubating firms and co-locating firms
- Investment to the cluster
- Venture capital to the cluster
- New companies to the cluster

Outstanding People – Outstanding Employer

- Number of 1st in class graduates recruited
- External awards
- Investment in facilities and equipment
- Training as a percentage of salary
- **Diversity (Designated group representation of employees)**
- **Bilingualism (Bilingual positions filled by qualified bilingual staff)**
- **Workplace safety (Compensation cases)**

PERFORMANCE INDICATOR	DEFINITION OF NRC INSTITUTES PERFORMANCE INDICATORS	EXCLUSIONS	SOURCE OF INFORMATION
1. RESOURCES INPUT INFORMATION			
1.1. "A" Base Allocation	<ul style="list-style-type: none"> The total share of financial resources approved (or appropriated) by Parliament for the fiscal year (FY). 	<ul style="list-style-type: none"> Any allocation from income generating activities 	Finance Branch
1.2. Total Income	<ul style="list-style-type: none"> Includes <i>Total Revenue</i> (line 1.3.) plus funding received from contributions of collaborative (or joint) research agreements, trust accounts and spending authorities from financial arrangements with other government departments (OGDs). (<i>Includes funds 1076, 1086, and 1074 and 1009.</i>) 	<ul style="list-style-type: none"> None 	Finance Branch
1.3. Total Revenue	<ul style="list-style-type: none"> Revenue includes fees-for-services, sales, expert advice, contract research, rentals, licenses and royalties (<i>Includes funds 1074 and 1009.</i>) 	<ul style="list-style-type: none"> None 	Finance Branch
1.4. Total Expenditures	<ul style="list-style-type: none"> Wages, operating and capital expenditures. Expenditures include spending of appropriations (budgets) and revenue (fee-for-services). 	<ul style="list-style-type: none"> None 	Finance Branch
1.5. Salary Expenditures	<ul style="list-style-type: none"> Salary expenditures incurred for staff directly employed by NRC (<i>Includes funds 1050 and 1051.</i>). 	<ul style="list-style-type: none"> None 	Finance Branch
1.6. Regional Expenditures	<ul style="list-style-type: none"> Institutes outside NCR: Expenses incurred for security, building cleaning, maintenance and management, utilities, machine shop, IT support, procurement or stores, travel services, institutional travel due to being outside National Capital Region (NCR), CISTI, mail/records, reception, building coordinator/services, maintenance of large facilities, minus rental income in the regions, which would be covered by corporate branches (e.g. ASPM) if the Institute was located within the NCR. Institutes within NCR: Similar expenses not covered by corporate branches. 	<ul style="list-style-type: none"> NCR institutes / programs should not include expenses covered by ASPM.¹ Expenses for which the Institute / Program is reimbursed through other sources. 	Institute / Program
1.7. Salary Allocations	<ul style="list-style-type: none"> Appropriations (budget) for wages (<i>Fund 1050</i>). 	<ul style="list-style-type: none"> None 	Finance Branch
1.8. Operating Allocations	<ul style="list-style-type: none"> Budget for other operating expenditures (<i>Fund 1001</i>). 	<ul style="list-style-type: none"> None 	Finance Branch
1.9. Minor Capital Allocations	<ul style="list-style-type: none"> Budget for all capital projects of a total dollar value of less than \$500,000 during the FY (<i>Fund 1015</i>). 	<ul style="list-style-type: none"> None 	Finance Branch
1.10. Major Capital Allocations	<ul style="list-style-type: none"> Budget for all capital projects of a total dollar value of more than \$500,000 during the FY (<i>Fund 1021 and 1029</i>). 	<ul style="list-style-type: none"> Minor capital allocations (<i>line 1.9.</i>) 	Finance Branch
1.11. Grants & Contributions Allocations	<ul style="list-style-type: none"> Budget for grants and contributions. 	<ul style="list-style-type: none"> None 	Finance Branch
1.12. Total Level of Activity	<ul style="list-style-type: none"> The sum of <i>Total Expenditures</i> (line 1.4.) and expenditures as part of collaborative research agreements, trust accounts and/or financial arrangement with OGDs. 	<ul style="list-style-type: none"> None 	Finance Branch
1.13. Operating & Salary Carry Over	<ul style="list-style-type: none"> Total surplus operating and salary appropriations (A-Base) at year-end (limited to the lesser of 5% of the total salary and operating budget or the actual surplus). 	<ul style="list-style-type: none"> None 	Finance Branch
1.14. Revenue Carry Over	<ul style="list-style-type: none"> Unspent revenue at year-end. 	<ul style="list-style-type: none"> None 	Finance Branch
1.15. Joint Research Carry Over	<ul style="list-style-type: none"> Unspent joint research project funding at year-end. 	<ul style="list-style-type: none"> None 	Finance Branch
1.16. Total Staff (in FTEs)	<ul style="list-style-type: none"> Total number of employees on the payroll during the FY. (<i>Expressed as full-time equivalents (FTEs). An FTE is the ratio of assigned hours of work to scheduled hours of work.</i>) 	<ul style="list-style-type: none"> None 	Finance Branch
1.17. Total RPY (in FTEs)	<ul style="list-style-type: none"> Total number of employees paid through revenue-generating activities. (<i>Expressed as FTEs.</i>) 	<ul style="list-style-type: none"> None 	Finance Branch

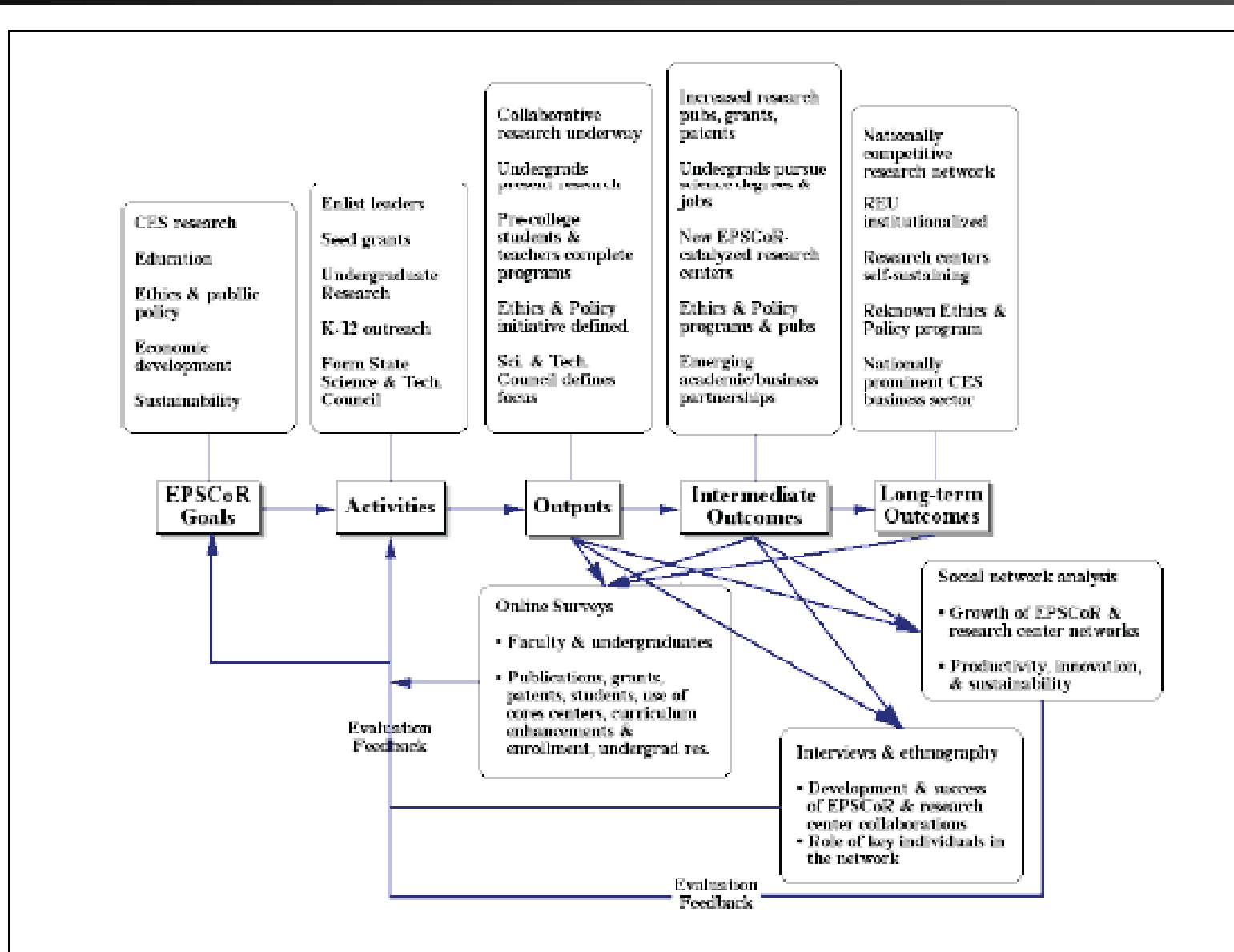
¹ For example, IAR receives revenue from the use of its wind tunnels and IAR reimburses ASPM for the cost of electricity for its facilities. Therefore the costs are not considered "regional" as they are an integral part of the expenditures incurred while undertaking contract research at the wind tunnels.

PERFORMANCE INDICATOR	DEFINITION OF NRC INSTITUTES PERFORMANCE INDICATORS	EXCLUSIONS	SOURCE OF INFORMATION
4.1. TECHNOLOGY CLUSTERS (See Annex A of the Outline for Performance Reports for Atlantic Initiative Framework)			
4.1. Total Number of Co-locators and IPF Tenants During the Fiscal Year	<ul style="list-style-type: none"> Total number of external organizations that were co-locating at the Institute or were tenants in the Institute's Industry Partnership Facility (IPF) during the FY. 	<ul style="list-style-type: none"> IRAP, CISTI, HRB and OGDs should be excluded. 	Institute / Program
4.2. IPF Space Available	<ul style="list-style-type: none"> Total area of office and lab space available in the Institute's IPF for for-profit corporations as of March 31. <i>(Expressed in square metres.)</i>¹ Please note that this indicator is not the difference of the total area minus the area occupied in the Institute's IPF, it is the total floor space available for all IPF tenants. 	<ul style="list-style-type: none"> None 	Institute / Program
4.4.3. IPF Space Occupied	<ul style="list-style-type: none"> Total area of office and lab space occupied in the Institute's IPF by for-profit corporations as of March 31. <i>(Expressed in square metres.)</i>⁴ Please note that this indicator is the difference of the total area minus the unoccupied area in the Institute's IPF. 	<ul style="list-style-type: none"> Space used by not-for-profit corporations should not be counted. IRAP, CISTI, HRB and OGDs should be excluded. 	Institute / Program
4.4. Number of Graduated Tenants/Co-Locators	<ul style="list-style-type: none"> Total number of tenants/co-locators, that left the facility as on-going successful operations during the FY. 	<ul style="list-style-type: none"> None 	Institute / Program
5.2 VAI IIF TO CANADA			
5.1. Number of Spin-Offs Formed During the Year	<ul style="list-style-type: none"> Total number of new companies formed by former employees of the Institute / Program around a core technology transferred from NRC for a commercialization purpose during the FY. Please only count the incorporated firms. 	<ul style="list-style-type: none"> None 	Institute / Program
5.2. Number of Spin-Ins Formed During the Year	<ul style="list-style-type: none"> Total number of new companies formed by outside people and with a core technology transferred from NRC for a commercialization purpose during the FY. Please note that the new companies need not be tenants of the Institute's IPF. Please only count the incorporated firms. 	<ul style="list-style-type: none"> None 	Institute / Program
5.3. Total Value of Canadian Formal Collaborative Agreements	<ul style="list-style-type: none"> Total dollar value over the life of the agreement, as stipulated in the agreement, for all Canadian collaborative agreements active during the FY.² 	<ul style="list-style-type: none"> None 	Institute / Program

¹ 1m² = 10.77 square feet or 1 square foot = 0.093m²

² Count collaborative agreements as Canadian when the majority of the partner contributions are from Canadian partners.

Delaware EPSCoR Logic Model



Building a Logic Model: Describe the following when creating a Program, Outcome, and Measurement Plan

Program Plan				Outcome Plan			Measurement Plan		
Inputs	Activities	Outputs	Target Group	Outcome Statements			Success Indicator	Outcome Measurement Tools	Evaluation Design
Resources, Budget Lines	Activities, Tasks, and Strategies	Deliverables	Client Group, Sample, or Community	Short-Term	Intermediate Mid-Term (Impact)	Long-Term (Impact)	Evidence of Success	Surveys; Standardized Tests; Other Measures	Data Measurement Design
<p>Describe the resources and money that will be required to deliver service to the target group.</p>	<p>Describe the “doing” activities that will occur by staff, volunteers, and clients.</p> <p>Choose words like: Action Words and Verbs “Teach” “Provide Resources” “Provide Support” “Identify Needs” “Encourage” “Facilitate” “Promote” “Coordinate”</p>	<p>Describe the products and counts of services delivered to the target group.</p> <p>Choose words like: “Numbers of..” “Delivered...” “Counts of...” “Hours of...” “Sessions of...” “Groups of...”</p>	<p>Describe one of...</p> <p><input type="checkbox"/> Who is the population; and of these people, who is intended to benefit? <input type="checkbox"/> Who is the sample from the population? (target group) <input type="checkbox"/> Who will you approach to measure? <input type="checkbox"/> Can you find or identify a list of people so that you can ask each person about the benefit?</p> <p>How will you reach them? Describe one of...</p> <p><input type="checkbox"/> Directly, through services offered by your own organization? <input type="checkbox"/> Indirectly, through subcontracted services or other organizations?</p>	<p>Immediately After Service Ends...</p> <p>Choose one of...then describe it...</p> <p><input type="checkbox"/> Knowledge, <input type="checkbox"/> Behaviour, <input type="checkbox"/> Feelings, <input type="checkbox"/> Thoughts/ Attitude, <input type="checkbox"/> Acquisition of Resources, or <input type="checkbox"/> Characteristics</p>	<p>1 to 12 Months After Service Ends...</p> <p>By achieving the short-term outcome, describe the community needs the program will address in 1 to 12 months.</p>	<p>Years After Service Ends...</p> <p>By achieving the mid-term outcome, describe the community needs the program will address over the coming years.</p>	<p>Choose one of...and describe how you know success will occur.</p> <p><input type="checkbox"/> Increase....., <input type="checkbox"/> Decrease....., or <input type="checkbox"/> Maintain.....</p>	<p>Choose one of...then describe it...</p> <p><input type="checkbox"/> Survey...., <input type="checkbox"/> Survey Question Item...., <input type="checkbox"/> Needs Assessment...., <input type="checkbox"/> Goal Attainment...., <input type="checkbox"/> Standardized Test...., <input type="checkbox"/> Other Measure.</p>	<p>Choose one of...</p> <p><input type="checkbox"/> Internal-Direct Data Collection, (the program will do the data collection) or <input type="checkbox"/> External-Indirect Services will collect the data and forward it (subcontracted organizations will do the data collection)</p> <p>Describe when the measurement tool will be used? Choose one per measure:</p> <p><input type="checkbox"/> Post Only <input type="checkbox"/> Pre and Post <input type="checkbox"/> Follow-up</p>

Challenges for KY EPSCoR

- Develop performance measures to track progress toward outcomes.
 - Coordinate measures and planning across portfolio of grantee research.
 - Develop strategic plan to guide Kentucky EPSCoR as well as tracking and progress of EPSCoR grants.
-