

MINUTES
Kentucky Community and Technical College System
Board of Regents Meeting
March 11, 2011

Board Members Present:

Mr. Thomas O. Zawacki, Chair
Mr. Porter G. Peeples, Vice Chair
Ms. Jackie B. Cecil
Mr. Richard A. Bean
Mr. Elijah Buell, Jr.
Mr. Danita F. Fisher

Dr. Michael Ginsberg
Dr. Gail R. Henson
Ms. Barbara A. Hoskins
Ms. Johnna N. Reeder
Ms. Marcia L. Roth
Ms. Doris C. Thomas

Board Member Absent:

Mr. C. Ronald James

Ms. Tonya J. Davidson

CALL TO ORDER

KCTCS Board of Regents Chair Zawacki called to order the meeting of the Kentucky Community and Technical College System Board of Regents at 8:30 a.m. (ET), March 11, 2011. The meeting was held in the Board Room at the KCTCS System Office in Versailles, Kentucky. Chair Zawacki announced that the press was notified of the meeting on March 2, 2011, and that Hon. Cam Cantrill, KCTCS General Counsel, would serve as parliamentarian.

There being a quorum present, Board business began with the approval of minutes.

APPROVAL OF MINUTES

MOTION: Mr. Bean moved and Ms. Thomas seconded that the December 10, 2010, KCTCS Board of Regents meeting minutes be approved.

VOTE: The minutes were approved by unanimous consent.

ADDITIONS OR CHANGES TO THE AGENDA

Chair Zawacki called for additions or changes to the agenda. Hearing none, the Board meeting continued with the next item on the agenda.

WELCOME AND INTRODUCTION OF MEETING GUESTS

Chair Zawacki welcomed guests to the meeting. He thanked KCTCS President Michael B. McCall and his staff for their hospitality.

**PRESENTATION:
COLLEGE
SOURCE'S
TRANSFER
EVALUATION
SYSTEM (TES)**

Chair Zawacki called on President McCall to introduce Dr. Jay Box, KCTCS Chancellor, and members of the Technology Solutions and Chancellor's Office staff to provide an overview of the CPE's Transfer Software, College Source's Transfer Evaluation System (TES). Ms. Suzanne McGurk, System Registrar, and Paul Czarapata, Chief Technology Officer, delivered the presentation.

The TES software tool enables KCTCS and the other postsecondary education institutions to meet the mandates of House Bill 160 (Transfer Bill) enacted by the 2010 General Assembly to develop course equivalencies to promote seamless transfer between institutions.

Chair Zawacki thanked the presenters for the information. He noted that he appreciated the responsiveness of KCTCS to the needs of students.

CHAIR'S REPORT

KCTCS Board of Regents Chair Zawacki reported that the KCTCS Foundation Board met December 14, 2010. There were two agenda items from that meeting that were shared with the Board of Regents. The first item was the upgrade of the foundation accounting system. The Foundation and Audit Committee, led by Lee Hess, reported on the recent upgrade of the foundation accounting system. The most recent audit conducted by the new auditors, Dean, Dorton, and Ford, revealed that some of the foundation assets were miscategorized on the foundation accounting system when the foundation books were originally set up in 1999. The auditors recommended the purchase of the newest version of QuickBooks and that the accounting system be rebuilt using the recommended asset categories. With the help of Dean, Dorton, and Ford, the new accounting software was acquired. The accounts and categories were rebuilt, and the Advancement staff were trained to use the new software. The Financial Statements presented to the Foundation Board for approval were produced from the new software system.

Chair Zawacki also reported that President McCall presented the *Transformation* initiative and the development of the *KCTCS Business Plan 2010-16*, which will become a roadmap for the Foundation to follow as private resources are sought to support KCTCS. President McCall also provided an overview of the KCTCS Office of Sponsored Projects, which seeks funding from a variety of funding sources beyond state appropriation, federal financial aid, and private donations. This was similar to the presentation the Board of Regents received at the December meeting.

The 2011 President's Gala and Benefactor Awards Dinner is scheduled for November 19, 2011, at the Lexington Convention Center.

Chair Zawacki announced the membership of the Nominating Committee, which will meet in conjunction with the June Board meetings to develop a slate to recommend to the Board of Regents for action at the June 17, 2011, meeting. The members of the committee are Tom Zawacki, Chair; Richard Bean; Johnna Reeder; Michael Ginsberg; and Doris Thomas.

**PRESIDENT'S
REPORT**

KCTCS President Michael B. McCall provided an update on current KCTCS activities. He introduced Dr. Steve Greiner as the new president of Hazard Community and Technical College. He also provided a report on the KCTCS/Microsoft beta program partnership and the success of the deployment of the Lync Server 2010 to enhance the KCTCS email administration.

Some other activities and information highlighted in the President's Report included a report on the success of the February 27, 2011, Super Sunday Event, the new "Go You" Marketing Campaign video clips, and the Organizational Development and Human Resources Office redesign. The written report presented at the meeting is posted in its entirety at <http://www.kctcs.edu/organization/board/meetings>

CONSENT AGENDA

RECOMMENDATION: That the following items listed under the KCTCS Board of Regents Consent Agenda be approved:

1. Academic Affairs and Curriculum Committee
 - I-1. ****Action:** Ratification of New Credit Certificate and Diploma Programs. Each of the new programs is applicable toward at least one degree program.
 - I-2. ****Action:** KCTCS Colleges' Candidates for Credentials.
2. Finance, Technology, and Human Resources Committee
 - J-3. ****Action:** Ratification of Personnel Actions. The personnel actions presented for ratification followed policy and procedures.

Chair Zawacki noted that the items on the Consent Agenda were discussed separately during committee meetings of the KCTCS Board of Regents. He asked whether any regent would like to discuss or remove an item from the Consent Agenda. Hearing none, the Consent Agenda was approved by unanimous consent.

**EXECUTIVE
COMMITTEE**

Chair Zawacki called upon Committee Vice Chair Reeder to make the committee's report.

**INFORMATION:
TRANSFORMATION
INITIATIVE - KEY
STRATEGIES OF
THE KCTCS
BUSINESS PLAN**

Committee Chair Reeder reported the highlights of President McCall's 2010-11 *Transformation* PowerPoint presentation. She noted that the *Transformation* initiative is continuing with an evaluation of the top strategies in each of the following eight selected topic areas:

- **SERVICE**
 - Career Development
 - Job Placement Services

- Student Services
- Financial Aid
- **INSTRUCTION**
 - Transfer
 - Dual Credit
 - Developmental Education
 - Curriculum Review

In fall 2010, a total of 136 strategies were submitted from the colleges and System Office for these eight topic areas and were assigned to the President's Leadership Team (PLT) for consideration. President McCall reorganized the PLT committee structure by appointing eight presidents to a Service Team and eight presidents to an Instruction Team, with Cabinet members assigned to assist these teams with their work. For each topic area, two presidents were selected to review 17 strategies (one from each college and the System Office) and to make a recommendation to the PLT on the top strategy in that topic area. A System Office team evaluated the top recommended strategies and began the Strategic Needs Analysis (SNA) process to identify the necessary resources to implement the proposed strategies. Criteria used for the review of the strategies included: outsourcing, standardization, automation, realignment, and reallocation.

Since December 2010, the PLT Instruction and Service Teams have narrowed the list of strategies down to nine key strategies for the *KCTCS Business Plan 2010-16* being developed. The nine strategies have been reviewed and accepted by the PLT. They align with the eight topic areas as follows:

Curriculum Review (A) – Create a technical program development and review process supported by research, development, and analysis.

Curriculum Review (B) – Create a standardized rapid response curriculum and program approval process.

Developmental Education - Develop and implement an alternative model for the delivery of developmental/transitional education in reading, writing, and math.

Dual Credit – Develop a consistent, statewide program of dual credit using the National Alliance of Concurrent Enrollment Partnerships (NACEP) standards as a framework.

Financial Aid - Establish unified financial aid standards based on industry-wide best practices.

Job Placement and Career Development – Provide comprehensive career development and job placement services to engage students in their educational pursuit from pre-enrollment to post-graduation.

Student Services – Develop a comprehensive outsourced student services delivery model that provides a seamless, scalable, virtual 24/7/365 call center help desk to all KCTCS students.

Transfer (A) - Develop a holistic/integrated approach to transfer by developing coherent structures and integrated processes in the design and delivery of instructional and student services.

Transfer (B) – Utilize a comprehensive approach to developing partnerships and agreements with four-year institutions by creating pathways for students completing associate degrees to transfer to baccalaureate degree programs.

The next step is to complete the SNA process on these strategies for including them in the *KCTCS Business Plan 2010-16*.

**UPDATE:
2011 KCTCS
LEGISLATIVE
AGENDA**

Chair Zawacki called on Ms. Reeder to present this item. Ms. Reeder reviewed the list of bills enacted by the 2011 General Assembly that impact KCTCS and/or Kentucky's higher education institutions. It was noted that House Bill 296 (the Kentucky Board of Emergency Medical Services (KBEMS) legislation, which included technical edits to their governing statutes in order to enhance functional flexibility for KBEMS and streamline their regulatory framework) did not advance in the legislative process due to a request for a fiscal note, requiring an analysis to determine any financial costs associated with the bill.

It was also reported that negotiations concerning House Bill 305 (a bill amending the 2010-12 Executive Branch budget bill relating to Medicaid and postsecondary education, which included the Senate's call for potential cuts to postsecondary education during the current biennium to help offset the state's Medicaid shortfall) were discontinued with no compromise being reached. Governor Breshear called for a special session to be held on March 14, 2011. This special session was called to address the Medicaid shortfall and consider House Bill 75 (a bill to change the high school dropout rate from age 16 to 18). Both the House and Senate adjourned until March 14, 2011, in order to give the Governor time to veto any legislation he opposed.

Ms. Reeder also reported that President McCall updated the Executive Committee on the status of the inquiry from the Legislative Research Commission's (LRC) Program Review and Investigations Committee. President McCall informed the Committee that a response to the LRC Committee's request for information on KCTCS's marketing, lobbying, and administrative costs was being prepared.

**INFORMATION:
KCTCS BOARD OF
REGENTS 2012
REGULAR MEETING
CALENDAR**

Chair Zawacki asked Ms. Reeder to report on this item. Ms. Reeder noted that the KCTCS Board of Regents is mandated to meet quarterly. Regular meetings for 2012 are proposed for the following dates: March 15-16, 2012; June 14-15, 2012; September 20-21, 2012; and December 6-7, 2012. Regents were asked to review their calendars and let staff know their availability to attend the proposed meetings by April 29, 2011. The proposed dates do not conflict with federal holidays. The Board's 2012 regular meeting calendar will be adopted at the June 17, 2011 meeting.

**INFORMATION:
KCTCS REGENT
PARTICIPATION ON
THE ASSOCIATION
OF COMMUNITY
COLLEGE
TRUSTEES (ACCT)
BOARD OF
DIRECTORS**

Chair Zawacki asked Ms. Reeder to report on this item. Ms. Reeder reported that Regent P.G. Peeples, who was officially appointed as a member of the ACCT Board in July 2010 for a one-year term, attended the ACCT National Legislative Summit in Washington, D.C., February 13-16, 2011. She noted that Mr. Peeples provided a full report of the meeting to the Executive Committee and highlighted the following:

- ACCT would be conducting regional forums at various locations across the U.S. that align with President Barack Obama's agenda for community colleges. Mr. Peeples was asked to serve as a Regional Coordinator to assist with information dissemination.
- ACCT has an annual awards program designed to recognize and honor outstanding community college trustee/regents, equity/diversity programs, presidents, faculty, and staff at regional and national levels. Mr. Peeples suggested that KCTCS be nominated for the equity/diversity programs award and noted that KCTCS could be nominated in any of the other categories.

RECESS

The KCTCS Board of Regents recessed at 9:55 a.m. (ET) and reconvened at 10:10 a.m. (ET).

**ACADEMIC
AFFAIRS AND
CURRICULUM
COMMITTEE**

Academic Affairs and Curriculum Committee Chair Roth presented the committee's report to the Board of Regents.

**NEW PROGRAM
PROPOSALS**

**ACTION:
ASSOCIATE IN
APPLIED SCIENCE
IN CRIMINAL
JUSTICE FOR
BLUEGRASS
COMMUNITY AND
TECHNICAL
COLLEGE**

RECOMMENDATION: That the KCTCS Board of Regents approve an Associate in Applied Science (AAS) in Criminal Justice with options in Criminal Justice, Law Enforcement, Corrections, and Security and Loss Prevention and a certificate in Computer Forensics for Bluegrass Community and Technical College to be implemented in fall 2011.

Ms. Roth noted that 11 KCTCS colleges offer this degree (Ashland, Big Sandy, Elizabethtown, Gateway, Hopkinsville, Jefferson, Madisonville,

Owensboro, Somerset, Southeast, and West Kentucky). The 60-64 credit hour program is designed to prepare students for entry into the field of police work and related occupations. The curriculum provides the student theory, principles, and techniques employed by criminal justice agencies and police units. Graduates may move into administrative or supervisory positions in Corrections, Security, and/or Law Enforcement.

She also noted that KCTCS has an articulation agreement with UofL (Bachelor of Science in Administration of Justice) and that local demand is high for criminal justice graduates. The average salary for a graduate is \$43,500 or higher. The Kentucky Workforce Development Cabinet predicts the growth rate for police patrol to be 12 percent by 2016 and correctional officers to be 6 percent. No new funding is required for implementation of this program.

MOTION: On behalf of the Academic Affairs and Curriculum Committee, Ms. Roth moved that the KCTCS Board of Regents approve an Associate in Applied Science (AAS) in Criminal Justice with options in Criminal Justice, Law Enforcement, Corrections, and Security and Loss Prevention and a certificate in Computer Forensics for Bluegrass Community and Technical College (BCTC) to be implemented in fall 2011.

VOTE: The motion was approved unanimously.

**ASSOCIATE IN
APPLIED SCIENCE
IN AIR
CONDITIONING
TECHNOLOGY FOR
ELIZABETHTOWN
COMMUNITY AND
TECHNICAL
COLLEGE**

RECOMMENDATION: That the KCTCS Board of Regents approve an Associate in Applied Science (AAS) in Air Conditioning Technology for Elizabethtown Community and Technical College to be implemented in fall 2011.

Ms. Roth reported that there are four colleges that offer the AAS degree program (Bluegrass, Bowling Green, Big Sandy, and Madisonville). A total of 14 colleges offer the diploma program (Ashland, Bluegrass, Bowling Green, Big Sandy, Elizabethtown, Gateway, Hazard, Jefferson, Madisonville, Maysville, Owensboro, Somerset, Southeast, and West Kentucky). The 60-66 credit hour Air Conditioning Technology program involves installing and servicing heating, air conditioning, and refrigeration equipment. Graduates will be qualified for job titles such as Heating, Air Conditioning, Ventilation, and Refrigeration Maintenance Technician; Heating and Air Conditioning Mechanics and Installers; and Refrigeration Mechanics and Installers.

The AAS degree in Air Conditioning Technology articulates to the Bachelor of Science in Applied Technology at Western Kentucky University (WKU), providing the first two years of that degree. No new funding is required for implementation of this program.

MOTION: That the KCTCS Board of Regents approve an Associate in Applied Science (AAS) in Air Conditioning Technology for Elizabethtown Community and Technical College to be implemented in fall 2011.

VOTE: The motion was approved unanimously.

**ASSOCIATE
IN APPLIED
SCIENCE IN
APPRENTICESHIP
STUDIES FOR
ELIZABETHTOWN
COMMUNITY AND
TECHNICAL
COLLEGE**

RECOMMENDATION: That the Board of Regents approve an Associate in Applied Science (AAS) in Apprenticeship Studies for Elizabethtown Community and Technical College to be implemented in fall 2011.

Ms. Roth noted that there are two other AAS programs (Gateway and Jefferson). The 61 credit hour Apprenticeship Studies program provides specialized study in a national- or state-approved apprenticeship curriculum, for example, 8,000 hours on the job in a supervised work environment and at least 576 hours of related classroom instruction.

KCTCS has an articulation agreement with Western Kentucky University in Applied Technology that will provide the student with an opportunity for a bachelor's degree upon completion of an AAS degree at ECTC. Many of the courses can be taken on the ECTC campus.

Faculty are in place for general education and advising. Employers or groups of employers and unions design, organize, manage, and finance registered apprenticeship programs under a set of apprenticeship standards which include an on-the-job training outline, related classroom instruction curriculum, and apprenticeship operating procedures. These standards are registered with the Kentucky Labor Cabinet.

This program was requested by the International Boilermakers Union Training Facility in Elizabethtown. No new funding is required for implementation of this program.

MOTION: That the Board of Regents approve an Associate in Applied Science (AAS) in Apprenticeship Studies for Elizabethtown Community and Technical College to be implemented in fall 2011.

VOTE: The motion was approved unanimously.

**ASSOCIATE IN
APPLIED SCIENCE
IN CONSTRUCTION
TECHNOLOGY FOR
ELIZABETHTOWN
COMMUNITY AND
TECHNICAL
COLLEGE**

RECOMMENDATION: That the Board of Regents approve an Associate in Applied Science (AAS) in Construction Technology for Elizabethtown Community and Technical College to be implemented in fall 2011.

Ms. Roth noted that one KCTCS college (Bluegrass) offers the Associate in Applied Science (AAS), diploma, and certificate programs; Ashland, Big Sandy, Hazard, Jefferson, Maysville, Owensboro, Somerset, Southeast, and West Kentucky have diploma and certificate programs. The 60-63 credit hour program is designed to prepare students for entry-level positions in the construction industry. The program includes instructional units in blueprint reading, building site layout procedures,

foundation systems, etc. KCTCS currently has articulation agreements with Northern Kentucky University in Construction Management and Western Kentucky University in Technology Management. According to the Kentucky Office of Employment and Training, projected annual job vacancies 2006-16 in the Lincoln Trail area for Construction Managers and Carpenters are 25 and 47, respectively, and in the state 180 and 495, respectively.

No new funding is required for implementation of this program. It was noted that veterans are especially interested in this program.

MOTION: That the KCTCS Board of Regents approve an Associate in Applied Science (AAS) in Construction Technology for Elizabethtown Community and Technical College to be implemented in fall 2011.

VOTE: The motion was approved unanimously.

**ASSOCIATE IN
APPLIED SCIENCE
IN CULINARY ARTS
FOR
ELIZABETHTOWN
COMMUNITY AND
TECHNICAL
COLLEGE**

RECOMMENDATION: That the Board of Regents approve an Associate in Applied Science (AAS) in Culinary Arts with options in Culinary Arts, Food and Beverage Management, and Catering and Personal Chef for Elizabethtown Community and Technical College (ECTC) to be implemented in fall 2011.

Ms. Roth noted that Ashland, Bowling Green, Jefferson, Somerset, and West Kentucky have AAS, diploma and certificate programs and that Owensboro has diploma and certificate programs in Culinary Arts. The program is designed to prepare students for careers in Culinary Arts, Food and Beverage Management, Restaurant Management, Catering, Institutional Food Service, and as Professional Chefs. Current articulations are in place with Sullivan University and Western Kentucky University, which offer a Bachelor of Science in Hospitality Management and Nutrition. Many of the classes can be taken on the ECTC campus. No new funding is required for implementation of this program.

MOTION: That the Board of Regents approve an Associate in Applied Science (AAS) in Culinary Arts with options in Culinary Arts, Food and Beverage Management, and Catering and Personal Chef for Elizabethtown Community and Technical College (ECTC) to be implemented in fall 2011.

VOTE: The motion was approved unanimously.

**ASSOCIATE IN
APPLIED SCIENCE
IN MEDICAL
ASSISTING FOR
GATEWAY
COMMUNITY AND
TECHNICAL
COLLEGE**

RECOMMENDATION: That the Board of Regents approve an Associate in Applied Science (AAS) in Medical Assisting for Gateway Community and Technical College (GCTC) to be implemented in fall 2011.

Ms. Roth noted that Bluegrass and Henderson have the AAS program and that Bluegrass, Gateway, Henderson, Jefferson, Maysville, Somerset, and Southeast all have diploma programs. The 60-68 credit hour program

prepares graduates to be an integral member of a health care delivery team, qualified by education and experience for employment in an administrative office, an examining room, and a physician's lab.

The Kentucky Office for Employment and Training projects 25 job vacancies annually for the northern Kentucky area. No new funding is required for implementation of this program.

MOTION: That the Board of Regents approve an Associate in Applied Science (AAS) in Medical Assisting for Gateway Community and Technical College (GCTC) to be implemented in fall 2011.

VOTE: The motion was approved unanimously.

**ACTION:
EXCEPTION
REQUEST FOR
TOTAL PROGRAM
CREDIT HOUR
LIMIT: ASSOCIATE
IN APPLIED
SCIENCE IN
AUTOMOTIVE
TECHNOLOGY FOR
SEVEN COLLEGES
AND DIPLOMA FOR
13 COLLEGES**

RECOMMENDATION: That the Board of Regents approve an exception request for total credit hour limit of 69-72 for the Associate in Applied Science (AAS) in Automotive Technology: Automotive Technology Option for seven colleges and the total credit hour limit of 61-64 for the Diploma in Automotive Technician for 13 colleges to be implemented in fall 2011.

- AAS & Diploma –
 - Bowling Green Technical College
 - Bluegrass Community and Technical College
 - Big Sandy Community and Technical College
 - Elizabethtown Community and Technical College
 - Hazard Community and Technical College
 - Jefferson Community and Technical College
 - West Kentucky Community and Technical College
- Diploma Only –
 - Ashland Community and Technical College
 - Gateway Community and Technical College
 - Maysville Community and Technical College
 - Owensboro Community and Technical College
 - Somerset Community College
 - Southeast Kentucky Community and Technical College

Ms. Roth noted that the credit hour limit for an AAS was set as 60-68 credit hours. An exception to the total credit hour limit may be made by the Board if a program has external degree requirements which must be met, necessitating an exception request. The National Automotive Technicians Education Foundation (NATEF) was founded as an independent, non-profit organization with a single mission: To evaluate technician training programs against standards developed by the automotive industry and recommend qualifying programs for certification (accreditation) by the National Institute for Automotive Service Excellence (ASE).

NATEF program certification requires that 95 percent of priority 1, 80 percent of priority 2, and 50 percent of priority 3 tasks be covered in the program in order to be eligible for minimal certification. While some ASE-accredited associate degree programs have fewer credits than the KCTCS program, they do not teach 100 percent of the required tasks. The KCTCS automotive curriculum covers 100 percent of the NATEF tasks.

MOTION: That the Board of Regents approve an exception request for total credit hour limit of 69-72 for the Associate in Applied Science (AAS) in Automotive Technology: Automotive Technology Option for seven colleges and the total credit hour limit of 61-64 for the Diploma in Automotive Technician for 13 colleges to be implemented in fall 2011.

- AAS & Diploma –
 - Bowling Green Technical College
 - Bluegrass Community and Technical College
 - Big Sandy Community and Technical College
 - Elizabethtown Community and Technical College
 - Hazard Community and Technical College
 - Jefferson Community and Technical College
 - West Kentucky Community and Technical College
- Diploma Only –
 - Ashland Community and Technical College
 - Gateway Community and Technical College
 - Maysville Community and Technical College
 - Owensboro Community and Technical College
 - Somerset Community College
 - Southeast Kentucky Community and Technical College

VOTE: The motion was approved unanimously.

**UPDATE: THE
KENTUCKY PLAN
FOR EQUAL
OPPORTUNITIES**

Ms. Roth provided a summary of the committee's update on *The Kentucky Plan for Equal Opportunities*. She reminded the Board that the *KCTCS Degree Program Eligibility Report* is an annual assessment developed by the Council on Postsecondary Education (CPE) that describes institutional success in implementing strategies to achieve the objectives of *The Kentucky Plan for Equal Opportunities*. Eligibility to request new programs for the current calendar year is determined by CPE and is based on the level of compliance with following four objectives listed in the Kentucky Plan: 1) Kentucky Resident African-American Undergraduate Student Enrollment, 2) Employment of African-Americans in Executive, Administrative, and Managerial Positions, 3) Employment of African-Americans as Faculty, and 4) Employment of African-Americans as Other Professionals (Professional Non-Faculty).

CPE assigns colleges one (1) of the three (3) following degree program

eligibility status categories:

- “**Automatic eligibility**” status equals continuous progress toward or achievement of at least three (3) of the four (4) objectives.
- “**Quantitative waiver**” eligibility status equals continuous progress toward or achievement of two (2) of the four (4) objectives. New degree programs must be implemented under the waiver provisions during the 2011 calendar year.
- “**Qualitative waiver**” eligibility status equals continuous progress toward or achievement of zero (0) or one (1) of the four (4) objectives. New degree programs must be implemented under the waiver provisions during the 2011 calendar year.

In anticipation of adopting the new Statewide Diversity Policy, the annual assessment of all institutions under *The Kentucky Plan for Equal Opportunities* was modified. CPE program eligibility review for 2011 either:

- a) Maintained an institution’s automatic eligibility status, if that institution was automatically eligible to request new programs in 2010; or
- b) Resulted in a new assessment due to an institution failing to show continuous progress toward the equal educational opportunity and access goals in 2010.

Therefore, the *KCTCS 2011 Degree Program Eligibility Report* shows that the 13 colleges automatically eligible in 2010 maintained that status for 2011. The three remaining colleges (Big Sandy, Hazard, and Maysville) had their new program eligibility status for 2011 updated based on current CPE review and have achieved the automatic eligibility status. In summary, all 16 colleges have achieved automatic eligibility status for 2011.

**UPDATE:
BACCALAUREATE
STUDENT
TRANSFER**

Ms. Roth provided a summary of the update provided to the committee. She noted that CPE recently received a grant from the Lumina Foundation to work in conjunction with KCTCS and the public and private colleges and universities in Kentucky to develop transfer pathways. The Board was informed that Faculty Regent Lige Buell is working on the committee to develop these pathways. This project is a continuation of the work by KCTCS and public university general education faculty to align general education learning outcomes for the purpose of transfer among all public postsecondary institutions.

She also noted that each of the 16 KCTCS colleges are slated to host the annual Kentucky Association of Collegiate Registrars and Admissions Officers (KACRAO)/ KCTCS Transfer Fairs in March and April 2011. At these fairs, representatives from four-year colleges and universities, working in conjunction with KCTCS staff and faculty, will provide

information to KCTCS students about the academic programs and opportunities to increase their access and success toward completion of a baccalaureate degree.

**FINANCE,
TECHNOLOGY, AND
HUMAN
RESOURCES
COMMITTEE**

Finance, Technology, and Human Resources Committee Chair Bean presented the committee's report to the KCTCS Board of Regents.

**INFORMATION:
2011-12 KCTCS
BUDGET
DEVELOPMENT
SCENARIOS**

Mr. Bean provided an overview of the 2010-11 and 2011-12 state appropriation to KCTCS, noting that the 2011-12 appropriation of \$204,706,700 is 1 percent less than the 2010-11 appropriation of \$206,774,500, which includes the federal stimulus funds appropriation.

In addition to state appropriation for KCTCS provided through the biennial budget, the second primary source of funds to support the KCTCS operating budget is tuition revenue. The Council on Postsecondary Education (CPE) will establish tuition rates for 2011-12 at a future meeting. Each \$1 increase in the KCTCS tuition per credit hour rate for Kentucky residents (with corresponding rate increases for students from out-of-state) will produce approximately \$765,000 in new tuition revenue. This amount takes into consideration the tuition guarantee program that the Board created at the June 2010 meeting, where students enrolled at a KCTCS college in fall 2010 or spring 2011 that also enroll at a KCTCS college in 2011-12 will be assessed the 2010-11 tuition rates in 2011-12. The tuition guarantee program in 2011-12 is expected to increase student retention.

A third funding source used to support Board priorities for expenditure is the internal reallocation of the existing fund base.

The fixed costs in employee benefits are estimated to increase by \$4.0 million in 2011-12, a 9 percent increase. Current estimates indicate that utilities and property insurance costs will increase by approximately \$1.0 million in 2011-12, an 8 percent increase. Therefore, fixed costs in employee benefits, utilities, and property insurance will increase by an estimated \$5.0 million in 2011-12, an 8 percent increase.

Mr. Bean noted that a recurring salary increase for faculty and staff has not been funded over the last three years. The Board must determine compensation increases for KCTCS faculty and staff. Systemwide, in 2011-12 each 1 percent salary increase for full-time faculty and staff would cost \$2.5 million. During the Board's discussion of the 2010-11 budget scenarios, it was noted that the Board needed to be aware of the need for adequate compensation for employees.

Additionally, each year since 1998-99 the Board of Regents has funded the cost of faculty promotion in rank. In fiscal year 2011-12, the cost of faculty promotions will be approximately \$1.0 million. The Board of Regents may also consider providing funds for nonrecurring merit bonuses for high performing faculty and staff in all personnel systems, as it has done in the past several KCTCS budgets. Funding for nonrecurring merit bonuses is included in the recurring budget; therefore, there is no additional cost to maintain the current merit bonus program.

Chair Bean reported that the financial aid citations from the auditor have been addressed with the development of a financial aid manual, improved communications, and the implementation of a new PeopleSoft data entry procedure.

Chair Bean noted that the 2011-12 Budget Proposal will be brought to the Board for approval at the June 17, 2011, meeting.

**UPDATE: KCTCS
QUARTERLY
FINANCIAL
REPORT**

Mr. Bean provided a summary of the report for the Board of Regents, noting that the Statement of Revenues and Expenditures reflects actual program and operational expenditures compared to the fiscal year 2010-11 budget approved by the Board of Regents June 17, 2010. Revenue and expenditure highlights for the second quarter included the following: 55 percent of the total budgeted state appropriations had been received, 100 percent of the budgeted Federal State Fiscal Stabilization Funds had been received, and 101 percent of the total budgeted tuition revenue had been received. Other highlights included 100 percent of the nonrecurring budget reserve (from prior year funds) was in place, 100 percent of the recurring budget reserve was in place, and 100 percent of the budgeted salary supplement was in place and expended.

The Statement of Net Assets reflected the overall financial position of the System for the second quarter and included assets, liabilities, and net assets.

**UPDATE:
SUPPLIER
DIVERSITY**

Mr. Bean provided a summary of the update to the Board. He noted that beginning in 2010-11 data have been collected and compiled to show the results of KCTCS supplier diversity efforts. Diverse suppliers are those businesses owned by ethnic minorities, women, veterans, or the physically challenged. Highlights for the second quarter included an increase in the dollar amounts spent with Minority Owned and Woman Owned businesses – up 6.2 percent and 14.4 percent, respectively. It also showed an overall reduction in the number of suppliers (down 3,195) with which KCTCS conducted business and in the dollars spent (\$689,897).

He reported that brochures have been developed highlighting the Supplier Diversity Initiative with information on KCTCS' bid proposal opportunities and how to become a KCTCS Vendor. The brochures are being distributed at trade shows and diverse supplier recruiting events. He also noted that a manager position for Supplier Diversity is being created within the Business Services function by internal reallocation. This position will report directly to the System Director of Business Services. This position is expected to develop a comprehensive outreach program to work with the colleges and to

actively engage the diverse supplier population.

**UPDATE:
OFFICE OF AUDIT
SERVICES**

Chair Bean reported that, for the first time, the internal auditor made a report to the Finance Committee, which has the responsibility for the KCTCS annual financial audit. Glen Paige, Director of the Office of Audit Services, provided an overview of the Office of Audit Services, including recent activities, and outlined the current work plan for the remainder of the year consistent with the recommendations of the external auditors. Reports from the Office of Audit Services will be made regularly in the future.

**UPDATE:
TECHNOLOGY
SOLUTIONS**

Mr. Bean discussed the items highlighted in the Technology Update provided to the Finance Committee. He reported that staff has been working for months on a revised online application that combines the *KCTCS Online* application and the traditional application into one streamlined process. The revised application became available January 18, 2011.

An expanded employee self-service function has been successfully rolled out. New functionality includes the ability to update email, name, address, phone number, ethnicity, marital status, and emergency contact information as well as PDF formatted paycheck and online submission of W-4 information.

The Board was informed that *Computerworld* named the KCTCS Chief Information Officer (CIO), Rick Chlopan, as a 2011 Premier 100 IT Leaders honoree. Premier 100 spotlights 100 award leaders from both the technology and business sides of companies for their exceptional technology leadership, innovative ideas to business challenges, and effectively managed information technology strategies. In addition, Rick Chlopan was among 250 public sector leaders (from 38 countries) invited by the City of Stockholm and Cisco to participate in a Public Services Summit entitled "From Crisis to Opportunity – Reinventing the Public Sector."

To continue and supplement the focus on innovation, the KCTCS Transformation and Innovation Learning Series is offering ½ day, one-day, and two-day workshops for faculty and staff on current and emerging technologies. Topics range from Interactive 3D Application Development with EON Studio, Creating Effective PowerPoint, and Blender as an open source 3D Modeling tool. One to two workshops are being offered per month throughout the regular academic year.

Mr. Bean noted that *KCTCS Online Learn by Term* enrollments continue to grow. Fall 2010 student unduplicated enrollment in at least one *KCTCS Online Learn by Term* course increased to over 33,200 students, about one-third of all KCTCS enrollments. The growth represents an 18 percent increase from fall 2009. About 10 percent of all KCTCS students took only online classes fall 2010. Unofficial numbers for spring 2011 show over 33,000 students enrolled in at least one online course, adding 2,565 more students in spring 2011 than spring 2010. Unofficial numbers for students

enrolled in only online courses for spring 2011 increased by over 1,200 students, 13 percent more than spring 2010.

It was reported that KCTCS staff have participated in a variety of webinars, virtual classes, and meetings pertaining to open education resources (OER), including topics about the open textbook movement and how to author, share, locate, and use quality open textbooks and content. Staff members are working toward a professional development document for KCTCS faculty. KCTCS is affiliated with the Connexions Consortium, Monterey Institute's National Repository of Online Content (NROC) and the Community College Consortium for Open Educational Resources. The goal is to provide alternative, high-quality, learning content that will reduce the costs of textbooks or content for students.

**UPDATE:
FULFILLING THE
PROMISE
CAMPAIGN**

Mr. Bean reported that as of February 18, 2011, the *Fulfilling the Promise Campaign* total is \$99,199,721 from 15,255 donors. The announced campaign goal is \$100 million. Gifts and pledges increased by \$606,876 since the December 2010 Board of Regents Meeting. The threshold for featuring gifts in the Board report is \$100,000. None of these gifts included in the \$606,876 total were more than \$100,000.

**EFFICIENCY,
EFFECTIVENESS,
AND
ACCOUNTABILITY
COMMITTEE**

Efficiency, Effectiveness, and Accountability (EEA) Committee Chair Reeder presented the committee's report to the Board of Regents. Ms. Reeder noted that since the EEA committee is a committee of the whole, and everyone present at the board meeting participated in the committee meeting on March 10, 2011, a brief report was in order. Ms. Reeder reported that an update on the 2010-11 Performance Measures and KCTCS involvement in state and national accountability efforts was provided to the committee.

NEXT MEETING

Chair Zawacki announced that the next regular meeting of the KCTCS Board of Regents would be June 17, 2011, at West Kentucky Community and Technical College, Paducah, Kentucky.

ADJOURNMENT

Mr. Cecil moved and Mr. Buell seconded that the meeting adjourn. The motion was approved unanimously, and the meeting adjourned at 11:00 a.m. (ET).

6/17/11

Date Approved by the
KCTCS Board of Regents

SIGNED COPY ON FILE

Thomas O. Zawacki, Chair
KCTCS Board of Regents

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Jackie B. Cecil, Secretary
KCTCS Board of Regents

SIGNED COPY ON FILE

Michael B. McCall, Ed.D.
KCTCS President

Performance Measures 2010 - 2016 Strategic Plan
Increase Student Access, Transfer, and Success

Developmental Education Success Rate: English

College	Actual				Target
	Fall 2005 Cohort - Successful by Fall 2007	Fall 2006 Cohort - Successful by Fall 2008	Fall 2007 Cohort - Successful by Fall 2009	Fall 2008 Cohort - Successful by Fall 2010	Fall 2013 Cohort - Successful by Fall 2015
Ashland	62.2%	59.6%	57.8%	63.8%	
Big Sandy	62.2%	62.5%	62.6%	64.8%	
Bluegrass	61.1%	60.9%	62.9%	62.8%	
Bowling Green	53.7%	44.2%	46.7%	50.7%	
Elizabethtown	74.2%	69.8%	70.0%	67.6%	
Gateway	59.8%	61.4%	63.3%	67.2%	
Hazard	60.3%	60.2%	63.9%	64.2%	
Henderson	66.1%	80.5%	71.7%	64.8%	
Hopkinsville	63.0%	60.4%	54.8%	63.9%	
Jefferson	61.0%	62.9%	62.3%	64.1%	
Madisonville	70.8%	74.7%	72.4%	76.4%	
Maysville	64.8%	56.3%	54.1%	55.3%	
Owensboro	70.5%	74.5%	75.6%	70.5%	
Somerset	71.5%	65.6%	61.7%	69.1%	
Southeast KY	62.4%	59.0%	55.3%	56.1%	
West KY	70.1%	74.1%	70.6%	69.9%	
System	64.8%	64.2%	63.1%	64.8%	77.7%

Note: Remedial English courses used: ARI 10, ENC 90, ENC 91, ENC 92, ENC 99

Definition: Percent of first-time, credential-seeking students testing at a developmental English level who successfully complete a developmental course or re-test at a college English level within two years.

Target: Assumes 100% of students with only remedial scores enroll in remedial courses; assume pass rates in remedial courses remain at level achieved by fall 2008 cohort.

Source: KCTCS Database

Compiled by: Office of Research and Policy Analysis.

Performance Measures 2010 - 2016 Strategic Plan
Increase Student Access, Transfer, and Success

Developmental Education Success Rate: Math

College	Actual				Target
	Fall 2005 Cohort - Successful by Fall 2007	Fall 2006 Cohort - Successful by Fall 2008	Fall 2007 Cohort - Successful by Fall 2009	Fall 2008 Cohort - Successful by Fall 2010	Fall 2013 Cohort - Successful by Fall 2015
Ashland	64.2%	58.7%	62.6%	64.3%	
Big Sandy	60.9%	52.4%	60.1%	65.3%	
Bluegrass	38.2%	46.4%	54.9%	57.6%	
Bowling Green	36.3%	45.9%	57.0%	57.3%	
Elizabethtown	58.8%	59.3%	58.3%	52.5%	
Gateway	59.6%	55.3%	59.0%	66.9%	
Hazard	61.9%	64.2%	64.5%	66.1%	
Henderson	66.9%	70.5%	63.0%	56.2%	
Hopkinsville	62.1%	58.7%	64.0%	67.3%	
Jefferson	56.9%	57.6%	56.0%	57.5%	
Madisonville	68.0%	73.8%	73.6%	69.9%	
Maysville	56.4%	53.6%	52.0%	48.2%	
Owensboro	68.4%	67.9%	69.0%	69.4%	
Somerset	62.3%	61.8%	59.0%	62.1%	
Southeast KY	58.0%	52.0%	55.2%	58.4%	
West KY	68.4%	67.4%	64.6%	60.4%	
System	56.9%	58.0%	59.5%	60.2%	69.2%

81

Note: Remedial Math courses used: ARI 30, MA 108, MT 50, MT 55, MT 60, MT 65, MT 120, MT 122

Definition: Percent of first-time, credential-seeking students testing at a developmental math level who successfully complete a developmental course or re-test at a college math level within two years.

Target: Assumes 100% of students with only remedial scores enroll in remedial courses; assume pass rates in remedial courses remain at level achieved by fall 2008 cohort.

Source: KCTCS Database

Compiled by: Office of Research and Policy Analysis.

Developmental Education Success Rate: Reading

College	Actual				Target
	Fall 2005 Cohort - Successful by Fall 2007	Fall 2006 Cohort - Successful by Fall 2008	Fall 2007 Cohort - Successful by Fall 2009	Fall 2008 Cohort - Successful by Fall 2010	Fall 2013 Cohort - Successful by Fall 2015
Ashland	61.3%	62.3%	67.1%	73.9%	
Big Sandy	62.6%	64.0%	62.5%	58.6%	
Bluegrass	34.7%	31.5%	33.5%	31.8%	
Bowling Green	49.4%	41.9%	55.9%	57.9%	
Elizabethtown	62.1%	67.5%	58.7%	62.5%	
Gateway	67.6%	58.7%	55.1%	65.1%	
Hazard	53.5%	55.8%	62.9%	56.2%	
Henderson	67.3%	83.6%	77.0%	72.5%	
Hopkinsville	45.2%	45.3%	50.4%	56.9%	
Jefferson	59.8%	64.3%	59.6%	59.6%	
Madisonville	77.9%	73.2%	75.3%	78.9%	
Maysville	55.8%	54.9%	49.2%	48.6%	
Owensboro	68.6%	77.5%	75.0%	72.7%	
Somerset	63.5%	60.5%	57.8%	66.7%	
Southeast KY	51.0%	53.9%	45.7%	48.3%	
West KY	63.8%	66.6%	57.1%	67.4%	
System	56.0%	57.9%	56.0%	57.4%	78.9%

19

Note: Remedial Reading courses used: ARI 20, DRE 10, DRE 12, DRE 15, DRE 19, RDG 10, RDG 20, RDG 30,

Definition: Percent of first-time, credential-seeking students testing at a developmental reading level who successfully complete a developmental course or re-test at a college reading level within

Target: Assumes 100% of students with only remedial scores enroll in remedial courses; assume pass rates in remedial courses remain at level achieved by fall 2008 cohort.

Source: KCTCS Database

Compiled by: Office of Research and Policy Analysis.

Performance Measures 2010 - 2016 Strategic Plan
Increase Student Access, Transfer, and Success

Persistence Rate

College	Actual			Target
	Entering Fall 2004 - Persisting Fall 2007	Entering Fall 2005 - Persisting Fall 2008	Entering Fall 2006- Persisting Fall 2009	Entering Fall 2012 - Persisting Fall 2015
Ashland	50.6%	43.4%	50.9%	
Big Sandy	42.0%	41.7%	39.8%	
Bluegrass	29.5%	43.2%	47.9%	
Bowling Green	59.1%	61.9%	57.7%	
Elizabethtown	50.6%	47.6%	51.3%	
Gateway	41.9%	49.2%	46.2%	
Hazard	37.7%	45.9%	48.2%	
Henderson	43.1%	48.6%	51.3%	
Hopkinsville	42.4%	42.5%	44.1%	
Jefferson	38.0%	37.1%	41.6%	
Madisonville	47.5%	52.7%	59.3%	
Maysville	49.3%	54.1%	50.9%	
Owensboro	44.3%	51.5%	52.6%	
Somerset	48.9%	48.7%	50.0%	
Southeast KY	48.9%	51.2%	56.5%	
West KY	53.7%	56.2%	61.1%	
System	41.4%	45.8%	49.1%	54.3%

Definition: Percent of fall/summer first-time credential-seeking students who have earned a credential, transferred to a four-year institution, or are still enrolled at the end of three years.

Target: Assumes median growth (4.6 percent) over rolling three-year average.

Source: KCTCS database, National Student Clearinghouse.

Compiled by: Office of Research and Policy Analysis

Performance Measures 2010 - 2016 Strategic Plan
Cultivate Diversity, Multiculturalism, and Inclusion

Diversity Persistence Rate

College	Actual			Target
	Entering Fall 2004 - Persisting Fall 2007	Entering Fall 2005 - Persisting Fall 2008	Entering Fall 2006 - Persisting Fall 2009	Entering Fall 2012 - Persisting Fall 2015
Ashland	33.3%	10.0%	27.8%	
Big Sandy	40.0%	50.0%	22.2%	
Bluegrass	24.6%	30.2%	44.2%	
Bowling Green	55.6%	60.6%	58.1%	
Elizabethtown	37.4%	35.7%	44.4%	
Gateway	47.8%	38.6%	30.2%	
Hazard	75.0%	22.2%	42.9%	
Henderson	12.5%	28.6%	42.9%	
Hopkinsville	36.7%	42.1%	39.0%	
Jefferson	32.0%	30.8%	34.4%	
Madisonville	32.0%	16.7%	45.0%	
Maysville	62.5%	40.9%	50.0%	
Owensboro	16.7%	35.5%	28.0%	
Somerset	54.5%	42.9%	61.1%	
Southeast KY	10.0%	33.3%	50.0%	
West KY	48.6%	42.5%	52.8%	
System Total	31.9%	34.0%	40.1%	54.3%

Definition: Percent of minority fall/summer first-time credential-seeking minority freshmen who have earned a credential, transferred to a four-year institution, or are still enrolled at the end of three years.

Target: Assumes colleges close gap between minority and total persistence by 2015.

Source: KCTCS database, National Student Clearinghouse.

Compiled by: Office of Research and Policy Analysis.

Performance Measures 2010 - 2016 Strategic Plan
Enhance the Economic and Workforce Development of the Commonwealth

Wage Index

College	Actual				Target
	2005-06	2006-07	2007-08	2008-09	2015-16
Ashland	92.1%	99.3%	101.9%	108.5%	
Big Sandy	88.8%	102.4%	95.4%	80.1%	
Bluegrass	102.1%	99.5%	92.6%	90.5%	
Bowling Green	88.2%	93.5%	86.3%	79.5%	
Elizabethtown	86.8%	100.9%	80.3%	75.3%	
Gateway	96.3%	95.9%	102.1%	81.8%	
Hazard	89.1%	87.2%	92.2%	88.9%	
Henderson	108.3%	119.7%	97.8%	113.6%	
Hopkinsville	105.0%	107.2%	84.8%	95.3%	
Jefferson	107.2%	104.7%	101.3%	95.9%	
Madisonville	117.2%	121.9%	103.4%	101.7%	
Maysville	78.5%	81.8%	79.7%	75.9%	
Owensboro	89.7%	83.4%	85.2%	81.1%	
Somerset	84.4%	91.8%	89.5%	80.0%	
Southeast KY	79.2%	80.9%	83.5%	91.5%	
West KY	93.3%	89.0%	83.4%	80.5%	
System	95.5%	97.9%	91.5%	87.5%	100.0%

Definition: Median quarterly wage of all graduates making at least \$2,500 in the 2nd quarter post-graduation divided by the Kentucky median occupational wage (occupational wage divided by four for comparison to quarterly wage).

Notes: Graduates who return to KCTCS in the following academic year are excluded from this analysis; LCC summer term graduates are not included in 2005-06.

Technical notes: Graduation is assumed to be in the 3rd quarter for summer term, 4th quarter for fall term, and 2nd quarter for spring term; wages matched to the 2nd quarter post-graduation term; for those students who graduated from two different KCTCS institutions in one academic year, the summary data for the system level reflects the average of the wages earned.

Target: Three-steps: 1) If the three-year average (2005-06 to 2007-08) is above 100%, maintain target, 2) if not, target is to grow by 1% annually, unless target will surpass 100% in 2015-16, 3) set target to 100%; same logic applies to system wide target (not weighted).

Source: Official CPE graduate data; UI wage match (2nd quarter post-graduation); Office of Employment and Training's Occupational

Compiled by: Office of Research and Policy Analysis

Performance Measures 2010 - 2016 Strategic Plan
Enhance the Economic and Workforce Development of the Commonwealth

Workforce Matriculation

College	Actual			Target
	2004-05 Cohort Matriculating by 2007-08	2005-06 Cohort Matriculating by 2008-09	2006-07 Cohort Matriculating by 2009-10	2012-13 Cohort Matriculating by 2015-16
Ashland	4.1%	1.6%	4.8%	
Big Sandy	2.5%	2.2%	4.4%	
Bluegrass	1.7%	2.7%	2.9%	
Bowling Green	2.1%	4.0%	3.4%	
Elizabethtown	3.9%	4.3%	5.0%	
Gateway	7.2%	8.3%	2.5%	
Hazard	2.6%	3.8%	2.8%	
Henderson	2.1%	1.5%	3.5%	
Hopkinsville	0.0%	0.0%	8.0%	
Jefferson	3.6%	2.6%	3.8%	
Madisonville	1.3%	1.7%	0.6%	
Maysville	5.3%	4.2%	5.8%	
Owensboro	4.4%	5.6%	4.1%	
Somerset	2.5%	2.2%	2.5%	
Southeast KY	9.3%	7.4%	7.8%	
West KY	4.6%	2.5%	1.6%	
System	2.6%	2.6%	3.1%	5.8%

Definition: Percent of first-time workforce students who enroll as a credential-seeking students within three academic years from their workforce training cohort year.

Source: Official data as reported to CPE and KCTCS database.
 Compiled by: Office of Research and Policy Analysis.

Performance Measures 2010 - 2016 Strategic Plan
Promote the Recognition and Value of KCTCS

Media Focus

College	Actual						2015	
	2007	2008	2009		2010		N	% Positive
	N	N	N	% Positive	N	% Positive		
Ashland	160	165	285	99%	378	100%		
Big Sandy	118	84	88	100%	144	100%		
Bluegrass	106	152	237	97%	218	100%		
Bowling Green	57	51	73	100%	410	100%		
Elizabethtown	124	154	157	99%	214	100%		
Gateway	108	136	157	100%	288	100%		
Hazard	151	120	152	100%	590	100%		
Henderson	90	102	124	94%	267	100%		
Hopkinsville	47	71	92	99%	231	99%		
Jefferson	54	105	169	96%	124	95%		
Madisonville	160	115	84	100%	539	97%		
Maysville	65	93	153	100%	216	100%		
Owensboro	147	195	212	77%	385	94%		
Somerset	121	260	241	100%	456	100%		
Southeast KY	44	79	147	100%	145	100%		
West KY	169	127	134	100%	329	100%		
System Office	278	398	1,668	94%	1,315	98%		
KCTCS	1,999	2,407	4,173	96%	6,249	99%	7,393	95%

Definition: Number of media citations and positive citations as a percent of total, as reported by VOCUS media-tracking service and KCTCS Public Relations.

Target: Assumes 10% annual increase in number of citations, 95% or higher positive citations.

Source: VOCUS, "Today's News," compiled by KCTCS Public Relations.