

President's Report

Board of Regents Meeting

March 11, 2011

KCTCS System Office - Versailles, Kentucky

*The following information provides updates on President McCall's annual leadership initiative, **TRANSFORMATION 2010-11***

GOAL - The KCTCS President will transform KCTCS by revising the **KCTCS Business Plan** to achieve the goals, performance measures, and targets outlined in the new **KCTCS Strategic Plan 2010-16**. The **KCTCS Business Plan** supports the three KCTCS mission areas of:

- Workforce Education
- Transfer Education
- College and Workforce Readiness

The Business Plan will focus on high school students, incumbent workers, and unemployed adults by implementing access, retention, and success strategies that result in more KCTCS students being gainfully employed in high demand occupations in Kentucky and/or their pursuing a baccalaureate degree at a Kentucky four-year institution.

Target Measurements - The Business Plan will include:

- Key strategies to achieve *KCTCS Strategic Goals, Measures, and Targets*.
- Strategic Needs Analysis of resources required to fund key strategies.
- Resource Development Plan to fund implementation of key strategies.

Transformation Initiative Update

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



KCTCS is an equal opportunity employer and education institution.

In fall 2010, a total of 136 strategies were submitted from the colleges and System Office for these topics and were assigned to the President's Leadership Team (PLT) for consideration. President McCall reorganized the PLT by appointing eight presidents to a Service Team and eight presidents to an Instruction Team, with cabinet members assigned to assist the teams in their work. Two presidents were selected to review the 17 strategies that were submitted for their respective topic area, to facilitate team discussion, and to make a recommendation to the PLT on the top strategy in each topic area. A System Office team evaluated the top recommended strategies and began the Strategic Needs Analysis process to identify the necessary resources to implement the proposed strategies.

Since December 2010, the PLT Service and Instruction Teams have narrowed the list of strategies down to nine key strategies for the *KCTCS Business Plan* being developed. The nine strategies have been reviewed and accepted by the PLT. These nine key strategies align with the eight topic areas listed above and are being presented to the KCTCS Board of Regents at the March 2011 meetings.

The following information provides updates on the efforts to accomplish the GOALS as outlined in the KCTCS Strategic Plan 2010-16.

ADVANCE EXCELLENCE AND INNOVATION IN TEACHING, LEARNING, AND SERVICE.

Performance Measures:

- ***Engagement***
- ***Licensure, Certification Pass Rate***

KCTCS Faculty and Staff Systemwide Awards of Excellence

Reviews have been completed for the 2011 KCTCS Faculty and Staff Systemwide Awards of Excellence. Application packets for the Awards of Excellence were submitted from the 16 KCTCS colleges. Three review teams, one for each of the three awards categories of Faculty, Support Staff, and Administrative Staff, assessed the materials and ranked the packets. Each of the teams met in February to develop a list of recommendations to forward to President Michael B. McCall. President McCall will make the final award decisions. Statewide awards will be presented at the New Horizons Conference in May 2011.

Winners from all 16 colleges and the System Office will also receive 2011 National Institute for Staff and Organizational Development (NISOD) awards. The NISOD awards are presented at the NISOD Annual Conference, which will be held in Austin, Texas, May 2011.

2011 Kentucky Conference on Converging Trends in Teaching and Learning

Michael B. Horn, author of *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns*, and Tim Birtwistle, an expert on the Bologna Process and advisor to the Lumina Tuning Project, are two of the internationally renowned speakers for the upcoming *Kentucky Converging Trends Conference*. *Converging Trends*, established as a trial merger between the *Kentucky Convergence Conference* and the CPE-sponsored Faculty Development Workgroup's

Kentucky Conference on the Scholarship of Teaching and Learning, will take place May 23-25, 2011, at Northern Kentucky University's Metropolitan Education and Training Services (METS) Center in Erlanger. The two conferences have united forces to form a learning community focused on examining topics related to P-12, adult education, and postsecondary education. Preconference sessions, presentations, panel discussions, poster sessions, and corporate partners will provide opportunities to discuss the scholarship of teaching and learning and to share innovative instructional techniques and technologies.

KCTCS is co-chairing the *Converging Trends Conference*. Many KCTCS faculty and staff participated in the two precursor conferences. The conference planning committee is made up of representatives from state technology, library, faculty development, higher education, teacher education, and P-12 groups and is currently holding biweekly meetings. The conference web page is available at: <http://www.kyconvergingtrends.org/>

KCTCS President's Recognition of Innovation, Diversity, and Excellence (PRIDE) Workgroup

On January 31, 2011, the KCTCS President's Recognition of Innovation, Diversity, and Excellence (PRIDE) Workgroup conducted a work session to collaborate on refining the general criteria for the PRIDE awards.

Subcommittees will develop and refine materials and plans. The PRIDE Award, resulting from the launching of the *2010-2016 KCTCS Strategic Plan* and the Diversity Action Plan Framework, was established by the President's Leadership Team as a yearly award to be presented to a KCTCS college based on achievement toward a designated strategic plan goal. The first PRIDE Award is focusing on the *KCTCS Strategic Plan Goal - Cultivate Diversity, Multiculturalism, and Inclusion* and will be presented in May 2012.

KCTCS President's Leadership Seminar (PLS) 2010-11

The 2010-11 President's Leadership Seminar (PLS) class continues to meet in the year-long program that includes the online course *PLS 2011: Seminar in Leadership*. Recent course activities included an examination of Leadership Ethics with Dr. Larry Donnithorne, President Emeritus of Colorado Christian University and Distinguished Professor of Ethics and Leadership. Dr. Donnithorne, author of *The West Point Way of Leadership: From Learning Principled Leadership to Practicing It*, taught ethics and leadership at the United States Military Academy at West Point for 13 years before becoming a college president. He now teaches ethical leadership at several institutions in the U.S. and abroad.

Additionally, the application process for the PLS Class of 2011-12 has begun. Participants will be identified later this spring. PLS is an intensive, year-long opportunity to interact with President McCall and other national leaders in community college education as well as with one another. In addition to two intensive seminars, participants will engage in online meetings and discussions, readings, reflective analyses, and leadership portfolio development. Graduate credit for PLS is offered by the University of Kentucky.

Accreditation Update

Elizabethtown Community and Technical College (ECTC) submitted a substantive change proposal to establish an off-campus site in Springfield, Kentucky, to the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) on February 3, 2011. ECTC will host a SACS visiting team on March 22-24, 2011.

INCREASE STUDENT ACCESS, TRANSFER AND SUCCESS

Performance Measures:

- ***Developmental Education Success Rate***
- ***Participation Rate***
- ***Credentials***
- ***Persistence Rate***
- ***Transfer***

KCTCS Colleges Among Nation's Fastest Growing

Four Kentucky Community and Technical College System (KCTCS) colleges are included on a new list of two-year public colleges with the fastest-growing enrollment. ***Community College Week***, a national publication, ranked colleges based on enrollment size and growth.

Elizabethtown Community and Technical College (ECTC) is ranked 20th on the list of the Top 50 Fastest-Growing Public Two-Year Colleges from Fall 2008 to Fall 2009 with enrollments of 5,000 to 9,999. ECTC enrollment was 5,758 in 2008; and it grew to 6,913 in 2009, a 20 percent increase. Three additional KCTCS colleges are on a separate list that ranks the top 50 two-year colleges with fastest-growing enrollments of 2,500 to 4,999. Bowling Green Technical College (BGTC) is ranked 28th with an enrollment jump of 3,940 to 4,844, a 23 percent increase; Gateway Community and Technical College (GCTC) is ranked 33rd with an enrollment growth of 3,477 to 4,206, a 21 percent increase; and Maysville Community and Technical College (MCTC) is ranked 41st with an enrollment change of 3,426 to 4,111, a 20 percent increase.

At all community colleges nationwide, there was an 8.3 percent jump in enrollment between 2008 and 2009, according to a ***Community College Week*** analysis. This is the continuation of a decade-long upward trend. Additionally, community colleges nationwide enroll 54 percent of all public higher education students. In Kentucky, 50.5 percent of all public higher education students begin their education at KCTCS.

KCTCS Colleges Participate in Increasing Student Success in Developmental and College-Level Math Conference

Representatives from Elizabethtown Community and Technical College (ECTC), Hopkinsville Community and Technical College (HCTC), Madisonville Community College (MCC), Maysville Community and Technical College (MCTC) and Southeast Kentucky Community and Technical College (SKCTC) participated in the ***Increasing Student Success in Developmental and College-Level Math Conference*** February 6-8, 2011, in Orlando, Florida

The ***Increasing Student Success in Developmental and College-Level Math Conference*** provided a three-day opportunity for participants to receive an extensive orientation to the National Center for Academic Transformation's (NCAT) model of course redesign and to interact with faculty who have led successful redesigns in developmental mathematics as well as faculty from across the country who are in the process of implementing redesign efforts.

General Education Course Equivalency Project

House Bill 160, passed by the legislature in 2010, and the supporting Transfer Action Plan were created to ensure seamless transfer for students. One mandate of the Transfer Action Plan and House Bill 160 requires KCTCS and the Kentucky public universities to develop course equivalencies to promote seamless transfer between institutions. A software tool, CollegeSource Transfer Evaluation System (TES), was identified to assist with this initiative. Chancellor's Office staff, in conjunction with college staff and faculty, have identified course equivalencies for all general education courses from the eight public universities in Kentucky. There are over 1,300 courses in this initial phase of the project. The results of this work will be available to students, advisors, policy stakeholders, and the public this spring. A collaborative website is being developed as a repository of information to support seamless transfer. It will contain course equivalency information, accreditation statements, transfer admission policies, and transfer assistance information to allow students to plan in advance for their transfer.

Skill Up Kentucky Pilot

Skill Up pilots are moving forward with classes this spring semester at Elizabethtown (Information Technology), Jefferson (Allied Health), Maysville (Energy), Owensboro (Allied Health and Construction), and Southeast Kentucky (Information Technology). Instructional staff attended a curriculum development training session January 27-28, 2011, at General Butler State Park sponsored by Kentucky Adult Education. The Skill Up Kentucky program aims to deliver a contextualized GED program that incorporates technical training as a means to develop essential workplace skills for entry-level jobs in targeted industries. Central to the Skill Up Kentucky curriculum is the development of digital literacy skills, 21st century skills, and professional soft skills that will prepare learners for employment in a variety of contexts as they complete their GED credential and Career Readiness Certificate (CRC). The program is a six month model and focuses on four core content strands delivered through integrated instruction:

- I. GED Curriculum and Career Readiness Certificate
- II. Professional Soft Skills
- III. Contextualized Curriculum (e.g. IT, allied health, manufacturing, etc.)
- IV. 21st Century Skills

Ready to Work (RTW) and Work and Learn (WL) Initiatives See Significant Growth

In fall 2010, the Department for Community Based Services (DCBS) referrals increased approximately 27 percent and RTW enrollments 10 percent over the previous fall semester. The fall 2009 to fall 2010 retention rate for RTW students at 62 percent (with their multiple barriers and high risk factors) was 17 percent higher than the KCTCS statewide average of 45 percent.

The number of TANF-funded work study students escalated 58 percent from 703 in fall 2009 to 1,111 in fall 2010. This represents 86 percent of the fall RTW caseload placed in a TANF-funded work study position with nonprofit and private sector employers. There are more K-TAP/RTW students working more hours, which intensifies the challenges of helping these students balance school, work, and families. The positive impact is that Kentucky's TANF participation rate has increased considerably, and it appears Kentucky is on track to meet the federal participation rate of 50 percent this year.

RTW served 1,299 K-TAP clients fall 2010, which is a 10 percent increase over the 1,184 clients served in fall 2009; the reported number of DCBS referrals increased 27 percent from 636 in fall 2009 to 807 in fall 2010. Especially notable are the increases in the fall 2009 to fall 10 RTW/K-TAP

caseloads at Hazard from 60 to 110, at Madisonville from 72 to 105, and at Somerset from 53 to 86 students.

Work and Learn (WL)

Both referrals to WL from DCBS and enrollments have sustained significant growth into fiscal year 2011. After a 45 percent increase in WL enrollments last fiscal year, WL enrollments are 36 percent higher this year than at the same time last year (681 students in December 2010 compared to 500 students in December 2009) with approximately 634 DCBS referrals year-to-date. DCBS referrals are up 12 percent from this time last year.

Between July 1, 2010, and December 31, 2010, the Work and Learn Program served 681 K-TAP participants. Of these 681 participants, 36 percent (246 students) were in the College Transition category (9th to 12th grade functional level); and 64 percent (435 students) were in the College Prep category (6th to 9th grade functional level).

The System Ready to Work/Work and Learn Coordinator has targeted three colleges (Big Sandy, Bowling Green, and Elizabethtown) with intensive technical assistance in the first half of this program year. Multiple site visits have been made, and colleges were assisted in program evaluation and goal setting to improve collaboration with local partners and increase caseloads/enrollments and student success. Enrollment has increased at all three sites, with the most notable improvement at Bowling Green (from 16 WL students in December 2009 to 38 students in December 2010).

Ready to Work/Work and Learn Program Coordinators Meeting

The Ready to Work (RTW)/Work and Learn (WL) Program Coordinators and Case Managers met in Versailles on February 3-4, 2011. Technical training was the focus of the first day of the meeting:

- The Office of Research and Policy Analysis created an updated WL Reporting Form per staff's request.
- PeopleSoft Technical Training on properly "flagging" RTW students into student groups was provided by KCTCS Technology Solutions staff. Proper flagging is essential so that reporting data is more precise.
- Training on Provost Pulse, the monitoring system that indicates the number of hours students are spending actively engaged in on-line courses, was provided by Edison, the vendor that created the program. This training was also supported by *KCTCS Online* staff.

The second day of the meeting included a Domestic Violence presentation by Dr. T.K. Logan of the University of Kentucky School of Medicine. This training will reinforce the RTW/WL Coordinators in supporting students who are involved in domestic violence situations. Having the support of informed Coordinators, who can make appropriate social service referrals, will assist the students in personal and academic success as well as contribute to their on-going safety.

Proposed Amendment to State TANF/K-TAP Regulation

The Cabinet for Health and Family Services, Department for Community Based Services has filed a proposed amendment to the Kentucky Administrative Regulation that addresses the technical requirements for participation in the Temporary Assistance for Needy Families (TANF) and Kentucky Transitional Assistance Programs (K-TAP). The proposed amendment would eliminate the option for a K-TAP/RTW student to spend 24 months in postsecondary education without participating in a core work activity. This will limit students to 12 months of postsecondary as a full-time student without having to participate in another countable TANF work activity. The purpose is to align state regulations more closely with the federal TANF law that allows states to count just 12 months of postsecondary education toward the state participation rates. KCTCS RTW staff do not

anticipate a major impact on RTW students due to the ongoing successful efforts to engage these students in the TANF-funded work study component of RTW.

CULTIVATE DIVERSITY, MULTICULTURALISM, AND INCLUSION

Performance Measures:

- ***Student Diversity Index***
- ***Employee Diversity***
- ***Persistence Rate Diversity***

Super Sunday - February 27, 2011

Prospective college students of all ages, from elementary school to adults, attended the Kentucky Community and Technical College System (KCTCS) Super Sunday events throughout the state on February 27. The focus of Super Sunday was to educate African-American students and their families about the importance of a college education in an effort to increase the number of African-American students enrolling in college. KCTCS advocates were on hand at each college fair site to assist with admissions, financial aid, and more.

More than 3,000 prospective students and their families attended the 23 statewide events, sponsored by KCTCS and each of its 16 colleges. The events were community focused with each church and college varying their schedule and agenda to accommodate participants.

KCTCS-Berea College Transfer Partnership Expands

In alignment with the KCTCS strategic diversity goal, as well as Berea College's historic mission to provide interracial education to students from Appalachia, the transfer agreement encourages African-American students to attend KCTCS and then transfer coursework to Berea College. This African-American initiative, which began as a pilot program in 2010 to encourage students to transfer from Ashland Community and Technical College, Big Sandy Community and Technical College, Hazard Community and Technical College, Somerset Community College, and Southeast Kentucky Community and Technical College to Berea College, will expand this year to all 16 KCTCS colleges. Diversity directors and transfer coordinators from all KCTCS colleges have been invited to nominate KCTCS students to Berea College as prospective transfer students who will enroll fall 2011. The deadline to nominate students has been set for March 15, 2011.

KCTCS International Initiatives

The Office of Global Studies and International Partnerships defined and created a KCTCS International Development Capacity Tour (PDCBT) for faculty and staff. The PDCBT is defined as an experiential learning seminar to immerse KCTCS faculty and staff in the culture of host countries and international education institutions in order to gain a broader perspective on international learning, experiential learning, and state-of-the-art curriculum.

International study tours for students are being offered at seven colleges. Big Sandy, Gateway, Elizabethtown, Bowling Green, Owensboro, West Kentucky, and Jefferson are offering the following courses: Ecology and Conservation in Costa Rica, Culinary Arts in Puerto Rico, The Art of Renaissance Rome and Florence, The Art of Rome, Study in the Czech Republic, Spanish in

Ecuador, and Study in Montpellier and Paris. The study tours are open to all KCTCS students who wish to participate. Credit is earned if taken as part of the course.

Students who participate in study abroad programs, as suggested in Susan Goldstein and Randi Kim's longitudinal study,

...differed significantly from those who did not in terms of concern about completing their major, study abroad expectations, ethnocentrism, prejudice, and foreign language interest. Study abroad expectations and levels of ethnocentrism distinguished participants from nonparticipants in a binary logistic regression analysis. These findings suggest that participation in international study may be facilitated in part by interventions that seek to modify expectations, reduce ethnocentrism and prejudice, and help students understand the value of language study.

KCTCS Diversity Action Planning Process

The KCTCS Diversity Action Planning process continues with further refining more than 400 campus and System Office diversity action steps into a set of eight top system-level commitments and actions. These system commitments were recommended by the President's Leadership Team in February 2011. The diversity commitments will be used to construct a draft system-level diversity action plan (*Beyond the Numbers*) that aligns with the *KCTCS 2010-2016 Strategic Plan* and the *2011-2016 Statewide Diversity Policy*. A draft of *Beyond the Numbers* will be submitted to the Council on Postsecondary Education Committee on Equal Opportunities (CPE-CEO) on March 15, 2011.

ENHANCE THE ECONOMIC AND WORKFORCE DEVELOPMENT OF THE COMMONWEALTH

Performance Measures

- ***High Wage/High Demand Completions***
- ***Workforce Conversion Rate***
- ***Wage Index***

Career and Technical Education (CTE) Assessment Project

The following programs held a Developing A Curriculum (DACUM) meeting in January: Environmental Technology, Environmental Science Technology, and Professional Studio Artist. The following Business Studies programs met in February to align their curriculum to industry standards: Administration, Management and Marketing, Medical Information Technology, and Office Systems Technology.

Automotive Manufacturing Technical Education Collaborative (AMTEC)

The Automotive Manufacturing Technical Education Collaborative (AMTEC) has received from its developers 41 of the 59 modules to be included in the national AMTEC General Maintenance Mechatronics curriculum. In addition, AMTEC has completed the initial configuration and design of a new learning management system that will allow for the curriculum to be shared with AMTEC partners while maintaining standardized alignment with skill standards endorsed by industry. To

ensure the most effective use of the learning management system for delivery of the AMTEC modules, a team of instructional designers has been enrolled in training and will begin working with module developers to create the online versions of the AMTEC curriculum. The initial virtual learning scenario has been created by the KCTCS Interactive Digital Center and will serve as the model for the remaining virtual learning scenarios to be included in the online curriculum.

AMTEC sponsored an academy hosted by AMTEC partner Alamo Community College in San Antonio, Texas, February 9-11, 2011. The Academy, "Creating Career Pathways in Automotive Careers: The 'How to' of Attaining Successful Pipeline Models," included a presentation by Emily DeRocco, President of The Manufacturing Institute and Senior Vice President, National Association of Manufacturing on Credentialing and Certifications. Keith Bird, Chancellor-Emeritus of KCTCS and now Senior Policy Fellow for Workforce and Postsecondary Education at the Corporation for Skilled Workforce, was keynote speaker for the evening session, presenting "Giving Credit Where Credit is Due: Credentialing and Role of Postsecondary, Non-Credit Workforce Learning."

Eighty-seven participants attended the Academy, including representatives from General Motors, Ford, Toyota, and the United Auto Workers. The AMTEC Strategy Board, which consists of representatives from these organizations, engaged with the participants in a question and answer session on what the employers need in career pathways. Colleges that presented their best practices in career pathways were Alamo Community College (San Antonio, Texas), Lansing Community College (Lansing, Michigan), CARCAM Center (Gadsden, Alabama), and Florida Advanced Technological Education – FLATE (Tampa, Florida). Participants toured Kelly Aviation Center-Lockheed Martin and St. Philip's College to view their career pathway program. The Academy concluded with a preview module of the AMTEC online curriculum. The curriculum is soon to be released.

Prior to the Academy, AMTEC held a meeting with its leading members where Emily DeRocco gave an overview of the Trade Adjustment Assistance-Department of Labor grant.

Kentucky Office of Insurance

Since July 2004, KCTCS, through its partnership with the Kentucky Office of Insurance, has administered 25,869 insurance licensure assessments.

Kentucky Workforce Investment Network Systems (KY WINS)

To date, KY WINS has funded 1,024 projects; 898 are completed and 126 remain active. The average wage for trainees is \$23.36; and 153,522 participants are projected to be served through training and assessment.

Green Initiative

KCTCS and Kentucky Housing Corporation (KHC) have finalized the MOA for the grant money to purchase the Building Performance Institute (BPI) training equipment. The KHC has requested that the equipment be released in phases over the next several months and will be phased in as capacity and demand are developed. After the first phase of locations are equipped, program review will be undertaken to determine the location of additional training sites and whether some sites are able to provide a full spectrum of weatherization training. Three sites have been identified to receive equipment - Somerset, Elizabethtown, and Big Sandy; and we are in the process of identifying the remaining sites. In order to get the equipment in the first phase, the colleges will need to demonstrate they have developed a market for this and that they are working with their faculty in the construction and trades programs.

The next BPI class is at Jefferson Community and Technical College (JCTC) from February 23-March 1, 2011, and is a 40-hour class.

Breaking Through Initiative

KCTCS engaged Dr. Laurie Henry, Innovative Global Education Solutions, to conduct professional development sessions for the *Breaking Through* colleges on contextualized curriculum. The *Breaking Through* Coordinators, adult education instructors, and faculty were invited to attend. To date, 17 participants have been trained from Gateway Community and Technical College; 10 participants have been trained from Southeast Kentucky Community and Technical College; and 7 participants have been trained from Owensboro Community and Technical College. Additional professional development sessions are being scheduled to cover the areas of career pathway mapping tools and intrusive advising. KeyTrain licenses were secured for sites to help prepare dually enrolled students for the National Career Readiness Certificate (NCRC) testing with the high schools/Area Technology Centers, which is one of the goals and strategy for the *Breaking Through* initiative. The KCTCS Grants Coordinator has been selected as the Team Leader for the design phase of *ABE to Credentials, Breaking Through 2.0*. KCTCS submitted their response to the RFP on February 7, 2011. Jobs for the Future will be announcing states selected to participate in Phase I of *ABE to Credentials*.

As part of the *Breaking Through* initiative, KCTCS will host a workshop conducted by the Center for Law and Social Policy (CLASP) on their Workforce Toolkit on February 16, 2011. This toolkit is designed to help interagency state teams identify and facilitate "braiding" of federal resources to design and develop career pathways and bridges into them for adults and out-of-school youth. The toolkit also will help state teams identify state policy barriers to using federal resources for career pathways and bridges and, ideally, address them. KCTCS System Office staff along with representatives of Kentucky Adult Education, Cabinet for Education and Workforce Development, and the Cabinet for Families and Children will attend the workshop.

Non-Credit Course Management Software Implementation

The Workforce Solutions System Office staff is leading a weekly KCTCS core project team meeting and a project/implementation meeting with CampusCE twice weekly for the non-credit course management software implementation. The project plan and timelines have been developed as well as a decision making process that includes the colleges. The four main deliverables being managed currently are focused on website design, URLs, payment processing, and data export and import.

PROMOTE RECOGNITION AND VALUE OF KCTCS

Performance Measures

- ***Financial Contributions***
- ***Media Focus***

Fox News Feature – Elizabethtown Community and Technical College’s Soldier Training Program

In December, Fox News Channel focused on Elizabethtown Community and Technical College’s program for 53 soldiers from Fort Knox preparing for deployment to battlefields in Afghanistan who

were receiving specialized training at ECTC to enhance their ability to complete their upcoming mission. The program aired live on www.foxnews.com, and the broadcast team remained on campus for live updates on Fox News Channel throughout the day.

Members of the Army's 3rd Infantry Brigade Combat Team, 1st Infantry Division, are enrolled in a five-week program that will give them new skills in basic construction techniques, including electricity, plumbing, and carpentry. The soldiers will be able to provide coaching and teaching in these new trade skill areas to Afghan partners committed to rebuilding their country. The electrical, plumbing, and carpentry skills learned will also enable soldiers to competently inspect Commander's Emergency Response Program (CERP) projects to ensure they are safe.

The soldier-student trainees received 165 contact hours of instruction over the course of the program. Each participant earned nine hours of college credit and received an Electrical Trainee Level I certificate for successfully completing the training. Planning for the \$60,000 program began in early October 2010 when the Army sought assistance from ECTC to develop and deliver a training curriculum that would provide the specific construction skill-set needed by members of the combat team. Members of ECTC's technical faculty designed the program and provided instruction, which included classroom lecture and hands-on training in a laboratory specially designed for the Army program.

National Accountability System Pilot

KCTCS is one of 40 two-year institutions and systems nationwide chosen to pilot a new Voluntary Framework of Accountability (VFA) designed to measure what success means for two-year institutions nationwide. The VFA is the first national initiative that will provide accurate data, operational transparency, and the ability for colleges to benchmark student progress and completion data against peer institutions.

The VFA is being developed by the American Association of Community Colleges (AACC) in collaboration with the Association of Community College Trustees and the College Board and with funding from the Bill & Melinda Gates Foundation and Lumina Foundation for Education.

The pilot colleges include 37 institutions, two statewide systems (including KCTCS), and one multi-college district in 29 states. Starting in mid-January, the VFA pilot colleges will test a series of custom metrics that community college professionals developed over the last several months. The project fills what community college advocates have seen as a void in measures appropriate to the unique two-year college mission.

VFA pilot colleges will work from a draft technical manual developed by four VFA working groups, a technical committee, and a national steering committee made up of veteran research experts and educators from within the college community. Project leaders are developing the VFA in stages so that they can release and test core measures for which there is broad consensus on technical definitions and available data. Additional measures will be proposed as the participants report outcomes and assess how well they gauge institutional effectiveness.

Pending outcomes of the pilot testing, reaction to the VFA among AACC member institutions and future funding, a full-scale roll-out to the nation's close to 1,200 community, junior, and technical colleges could take place starting in 2012.

Kentucky Chamber of Commerce Annual Policy Conference – December 13, 2010

President McCall participated in the December 13, 2010, *Annual Policy Conference of the Kentucky Chamber of Commerce* held at the Griffin Gate Marriott in Lexington. The Annual Policy Conference provides business leaders, government relations professionals, and organizations across Kentucky a convenient opportunity to hear what is on the minds of elected and appointed officials and other key policy leaders for the year ahead. President McCall served on the Education and Workforce Panel along with Senator Ken Winters, Senate Education Committee Chair; Representative Carl Rollins, House Education Committee Chair; Bob King, CPE President; and David Karem, Kentucky Board of Education Chair.

Kentucky Chamber of Commerce’s “Chamber Day” – January 6, 2011

As a member of the Kentucky Chamber of Commerce’s Board of Directors, President McCall participated in the “Kentucky Chamber Day” in Frankfort while the 2011 Kentucky General Assembly was in session. He was joined for the Chamber Day dinner at the Lexington Convention Center by KCTCS Board Chair, Tom Zawacki; KCTCS Board Vice Chair P.G. Peeples; and Representative Bob Damron, Majority Caucus Chair, of Nicholasville.

U.S. Senator Mitch McConnell – January 10, 2011

Senator Mitch McConnell visited President McCall at the KCTCS System Office on January 10, 2011, while in Versailles for a Woodford County Chamber of Commerce event.

Governor Beshear’s Luncheon for Postsecondary Education – January 24, 2011

Governor Beshear hosted the postsecondary education presidents, board chairs, and vice chairs at the Governor’s Mansion for a luncheon and discussion of higher education issues, his education priorities for the upcoming legislative session, and the state’s new 2011-15 Public Agenda for Postsecondary Education. President McCall, KCTCS Board Chair Tom Zawacki, and KCTCS Board Vice Chair P.G. Peeples attended the luncheon.

Association of American Community Colleges Future Leaders Institute – January 25-26, 2011

President McCall was invited to participate in the Future Leaders Institute that was held in conjunction with *AACC’s Workforce Development Conference* in Newport Beach, California, January 25-26, 2011. President McCall presented at the session entitled “Pathways through External Politics: Advocating and Advancing Your Vision.” The participants in the Future Leaders Institute included community college directors and deans in workforce education.

Kentucky Educational Television (KET) Program Interview – January 24, 2011

President McCall was interviewed by Renee Shaw for the *Connections with Renee Shaw* program on KET regarding the February 27, 2011, Super Sunday event. The program aired February 11, 2011.

Super Sunday Event Press Conference – February 17, 2011

Governor Steven Beshear proclaimed Sunday, February 27, 2011, as the *Kentucky Community and Technical College System Super Sunday Day in Kentucky* during a press event at Jefferson Community and Technical College. President McCall was joined by eight college presidents, numerous college administrators, faculty, and staff who attended the press event. The press conference included remarks from selected Super Sunday Hall of Fame honorees.

Super Sunday Public Relations/Marketing Support

The Super Sunday initiative was one of the primary focuses of the KCTCS marketing effort during the past three months. The support included:

- Development of a unique creative design.
- Development of communications materials, including posters, direct mail, flyers, newspaper ads, etc.;
- Development of in-church materials – fans, banners, participant and advocate cards, passports, and church bulletin templates.
- Creation of unique recruitment materials including an African American viewbook and financial aid brochure.
- Creation of a Super Sunday website.
- Execution of an aggressive six week public relations editorial calendar that included a statewide op-ed from President McCall; weekly news releases; internal communications – feature on all college websites, today’s news feature, and faculty/staff e-mails; social media campaign using college Facebook Pages; targeted TV/radio interviews; half-time feature at UK/Mississippi State basketball game; statewide radio spots on top African-American radio stations; audio news releases; and a press conference with the governor.

The public relations effort resulted in more than 145 news stories, including feature above-the-fold stories in both the *Herald-Leader* and the *Courier Journal*. If the two audio news releases (paid radio news reports) are included, this increases the coverage to over 400 stories. Additionally, President McCall’s opinion/editorial piece ran in eight major newspapers, including the *Herald-Leader* and the *Courier Journal*. President McCall was also featured on Kentucky Educational Television’s *Connections with Renee Shaw* program in February 2011.

NBC Nightly News Feature – Gateway Community and Technical College

Gateway Community and Technical College’s (GCTC) new Center for Advanced Manufacturing was featured in a segment on *NBC Nightly News* program hosted by Tom Brokaw that aired Tuesday, March 1, 2011. The segment focused on the U.S. manufacturing climate and how employees need advanced skills to work in this environment. The Center for Advanced Manufacturing and the advanced manufacturing programs at GCTC were featured through the story of a GCTC student who also works for the manufacturer Cincinnati MAG.

Media Focus

Beginning July 1, 2010, media citations for KCTCS now total 6,314, with 98 percent being positive. The primary news story for this period was Super Sunday. The citations are broken down into the following media categories:

- Newspaper – 54 percent
- Internet – 27 percent
- Radio – 4.6 percent
- TV – 11 percent
- Blogs – 1 percent
- Magazine – 2 percent
- Social - .04 percent

New Marketing Campaign – “Go You”

Two new television commercials and print ads have been produced to support the new marketing campaign. The theme of the campaign is “Go You” and consists of two different creative approaches: one supporting transfer education (Go2Transfer) and one focusing on occupational/career programs (Go2Work). The commercials were produced at Elizabethtown Community and Technical College and feature one of the college’s welding professors. The new ads were introduced in February 2011 as part of our University of Kentucky and University of Louisville sports marketing campaign.

Statewide Prospective Student Market Research

In 2006 KCTCS undertook an unprecedented market research survey to understand prospects, students, and key informant’s perspectives on higher education. More than 3,000 interviews were conducted that successfully identified opportunities and barriers to continuing education, measured brand awareness and image, information collection behaviors, and decision criteria for making a post-secondary education decision. Now, five years later, KCTCS has launched a similar study to measure the impact of the external changes outlined in the first study and the internal strategies developed and executed by KCTCS leadership. The expectation of this research is to:

- Document the change, if any, in the perceptions, behaviors, and expectations of prospects and key informants to the postsecondary educational decision.
- Identify and investigate new avenues of communication (technology and social media) to better understand the information gathering process – how it has changed or how it has stayed the same.
- Investigate awareness and impressions regarding KCTCS as a “gateway to a baccalaureate” and how and why prospects choose or don’t choose the community colleges to meet those goals.
- Expand the insight of 2006 regarding “at-risk” students and the barriers they face by looking at geographically and socially diverse sub-segments to see what, if any, differences exist between them and how to best build programming and support to help.

To address these objectives, a similar sampling and measurement design strategy to 2006 is currently being executed by Horizon InSight. The study includes traditional and non-traditional student prospects, their key informants (parents, teachers, and counselors) with some special attention to students at risk.

The surveys are currently being conducted across Kentucky with sufficient sampling strength to measure not only different socio-economic groups but four regional areas of Kentucky as well. As part of this study, focus groups of at-risk students took place in February and March 2011, for students at-risk of going to college in Louisville, Hopkinsville, Hazard, and Somerset. Research results will be available in April.

Thorn Run Partners Federal Update –Kentucky Confessional Delegation Visit

On February 16-17, 2011, President McCall, Regent P.G. Peeples, and Tim Burcham met with the following members of the Kentucky Congressional Delegation: Senate Minority Leader Mitch McConnell, Senator Rand Paul, Representative Ed Whitfield, Representative John Yarmuth, Representative Brett Guthrie, Representative Geoff Davis, and House Appropriations Committee Chairman Hal Rogers.

While a wide variety of matters were discussed in each meeting, the KCTCS delegation focused on specifics for the following legislative and regulatory issues:

- Working with the Kentucky Congressional Delegation to tackle the broad federal policy issues facing higher education throughout the country and Kentucky, including:

- Reauthorization of the *Workforce Investment Act*: expanding role for community colleges, reporting requirements, better integration of adult education programs into workforce training, an emphasis on longer-term training programs, and statutory authorization of Career Pathways.
- Reauthorization of Higher Education Act: scheduled to begin debate later this year.
- Temporary Assistance for Needy Families (TANF) issues and work with Center for Law and Social Policy (CLASP).
- Support for *American Opportunity Tax Credit* (AOTC). AOTC provides up to \$2,500 for four years of college. The credit's basic eligibility formula works well for students attending low tuition institutions; it covers course materials as opposed to just tuition and fees.
- Support for *Section 127 of the IRS Code*, which allows individuals to receive up to \$5,250 of employer provided educational assistance tax free.
- The issues related to federal funding for programs, including Pell Grant funding discussions within both the Continuing Resolution for FY 2011 and President's Obama Budget for FY 2012.
- Specific details about the Transformation Initiative within the System.
- Requested support for the System's Community College and Career Training Program (CCCTP) Grant proposal.
- A report on student loan issues since the elimination of the Federal Family Education Loan Program (FFEL).

Sponsored Projects – Grants and Contracts

The KCTCS Office of Sponsored Projects and Contracts has processed grants and contracts totaling \$70,874,560 since July 1, 2010 through February 28, 2011, excluding federal financial aid awards. Some of the major awards include three U.S. Department of Education Student Support Services and Upward Bound grants totaling \$898,320 to Hazard Community and Technical College and three grants to Jefferson Community and Technical College (\$288,282 for Student Support Services, \$95,000 from the U.S. Department of Labor to provide education to veterans with disabilities, and \$1,937,519 from the Kentuckiana Works Workforce Investment Board to operate the Kentuckiana One Stop). Also of note, Somerset Community College received \$474,333 from the U.S. Department of Education for a HEP (High School Equivalency Program) Migrant Education program and West Kentucky Community and Technical College received \$258,421 for a Student Support Services grant through the U.S. Department of Education.

Gifts from the Private Sector

Since December 1, 2010, **\$1,909,145** has been realized in gifts and pledges.

OTHER HIGHLIGHTS

CPE's Posters-at-the-Capitol Transforming Education for a Brighter Tomorrow Roundtable – February 10, 2011

President McCall attended this CPE-sponsored roundtable at the Berry Hill Mansion, Frankfort, that featured remarks by Kris Kimel, Kentucky Science and Technology Corporation President; John Mateja, *Posters-at-the-Capitol* Organizing Committee Chair; F.T. "Terry" Samuel, Lexmark International Vice President; and Dr. Lee Todd, Jr., University of Kentucky President. The *Posters-at-the-Capitol* program is in its 10th year and continues to enable undergraduate students from Kentucky's public universities and colleges to present the results of their faculty-mentored research projects to decision makers in Frankfort. These learning opportunities are helping Kentucky develop

a cadre of students with the critical thinking and problem solving skills needed to make the Commonwealth competitive in today's global marketplace.

Association of Community College Trustees' National Legislative Summit and Board Meeting – February 11-16, 2011

President McCall and Regent P.G. Peeples, Sr., participated in the ACCT National Legislative Summit in Washington, D.C., February 13-16, 2011. The National Legislative Summit included a community college priorities session, a policy focus session, advocacy focus session, and visits to the House of Representatives, Senate, and Executive Branch offices. Dr. Jill Biden, U.S. Vice President Biden's wife and Northern Virginia Community College professor, was a special guest at the February 15th evening banquet and delivered remarks regarding the Obama Administration's ongoing commitment to the nation's community colleges and their students.

Regent Peeples, as a member of the ACCT's Board of Directors, attended the ACCT Board meetings in advance of the Summit on February 11-13, 2011. The Board meetings included a Board Orientation, Public Policy Committee meeting, and the full board meeting.

KCTCS Human Resources 2010-2011 Update

KCTCS administers three personnel systems. The personnel systems are defined by the employment policies, benefits packages, and retirement systems available to employees either when they were hired by or transferred to KCTCS. As of December 8, 2010 (date chosen to match IPEDS reporting), approximately 90 percent of the workforce (4,114 employees) are in the KCTCS personnel system; with 7 percent (330 employees) and 3 percent (123 employees) participating in the University of Kentucky and the state personnel systems (KRS 18A/151B), respectively. This is in sharp contrast to the 1999 report with 20 percent of the workforce (696 employees) in the KCTCS personnel system, 29 percent (1,017 employees) in the state personnel systems (KRS 18A/151B), and 51 percent (1,745 employees) in the University of Kentucky system.

Employment status determines an employee's right to continued employment with KCTCS. KCTCS employees are distributed among the seven Board-recognized employment categories as follows: 38 percent are continuing, continued, or status employees; 37 percent are term contract employees; 22 percent of the employees are tenured or tenure-track faculty; and 3 percent are "at will" employees.

The KCTCS workforce is predominately female with 61 percent (2,788 employees) female and 39 percent (1,779 employees) male. Nationally, for all two-year public institutions, 59.8 percent of the full-time workforce is female; and 40.2 percent are male. In Kentucky, the ratio of women to men employed full-time in four-year public institutions is 55.6 percent to 44.4 percent.

The KCTCS workforce is 90 percent white with 10 percent of the workforce reporting other ethnicities. Of the other ethnicities employed by KCTCS, 77 percent are African-American and 10 percent Asian. Hispanics, American Indians, and Pacific Islanders account for approximately 13 percent of other ethnicities. Nationally, the race/ethnicity of full-time employees in all two-year public institutions is 74.6 percent white and 25.4 percent other races/ethnicities. In the Commonwealth's four-year public institutions, 81.3 percent of the full-time workforce is white; and 18.7 percent are other races/ethnicities.

The KCTCS compensation package includes salary and benefits (retirement contributions, health insurance, paid leave). The total compensation package averages \$73,504 for faculty and \$58,032 for staff. Of this total, salaries account for 68.44 percent, and benefits account for 31.55 percent.

KCTCS Organizational Development and Human Resources Redesign

A charge from KCTCS President Michael B. McCall has prompted KCTCS Organizational Development and Human Resources (ODHR) to elevate its transformation toward becoming a world-class organization. Beginning with findings and recommendations from Towers Watson, a leading human capital consulting firm, ODHR has developed a new model for delivering organizational development and human resources services across the KCTCS. This new approach will:

- Provide employees more and better access to HR-related information and services.
- Clarify roles and responsibilities between the colleges and System Office.
- Reduce the administrative burden for managers and HR professionals across KCTCS.
- Promote consistent and equitable administration of policies across KCTCS.
- Make the most efficient and effective use of resources.

The model utilizes a shared/self-services component coupled with a Centers of Expertise concept. The model is highly dependent on the use of technology to address the more routine/manual transactions traditionally processed through HR. The Centers of Expertise (Operations, Innovations, Engagement, and Strategy) will reframe the role of ODHR by transforming the operations into a more customer-focused, collaborative partner.

Milestones to date include:

- Two PeopleSoft modules (E-Profile/E-Pay) have been upgraded to allow increased self-service functionality. Employees can now change certain personal information such as name, address and phone number directly from their computers. They can also view an improved PDF paycheck, review their benefits, and submit W-4's and K-4's electronically.
- KCTCS staff attended various change management training sessions provided by Prosci, a leading research and learning company.
- Each department in ODHR has identified and begun mapping and analyzing key business processes in order to streamline services provided.
- Each center has developed comprehensive transition plans outlining its mission, specific roles and responsibilities, and learning and development needs for staff. Staff members are developing knowledge transfer documents that capture the tasks, procedures, and knowledge required to perform various job duties.
- The ODHR office space has also been reconfigured to support the collaboration among team members that the new organizational model requires. In addition, the new workspace provides enhanced security for HR records.

Ethics Point Reporting Service

KCTCS adopted a policy that summarizes ethical values and principles as well as protections related to the reporting of suspected fraud, waste, and abuse. As a part of the policy, employees are encouraged to report any concerns to their supervisor; and KCTCS is to provide a reporting service that is available 24 hours per day, seven days per week.

Ethics Point, Inc. was selected as the vendor to provide this service; and implementation will be completed as of May 2011. Ethics Point, Inc. provides a mechanism for reporting concerns through a secure website they host and a toll free telephone number answered by their employees. Anyone reporting concerns through this system can remain anonymous and continue to communicate with

KCTCS through the use of a report key and password that is assigned to a reporter that does not wish to disclose his/her identity.

The KCTCS Office of Legal Services will receive all information obtained through Ethics Point, Inc. and coordinate the review, investigation, and response.

Web Services Update

KCTCS Web Services has successfully completed the transition of personnel from a technical staffing agency to a service model provided by the Center for Rural Development (CRD). This model provides Web Services greater flexibility, lower turnover, and lower costs compared to the technical staffing agency. It also provides those former temporary workers with benefits, better salaries, and greater stability at CRD. Web Services has also moved two full-time KCTCS employees to this model. The employees maintain an equivalent level of benefits through CRD while increasing their compensation.

KCTCS Web Services has successfully completed the transition of web hosting services to Cincinnati Bell. This move will result in lower monthly hosting costs for greatly improved services. It also puts Web Services at the leading edge of colleges and universities with a completely virtualized environment that allows for maximum flexibility and reliability.

Web Services has been a key collaborator with the Office of Organizational Development and Human Resources and others in order to bring important organizational tools to KCTCS. In recent months, Web Services personnel have sponsored and/or participated in initiatives to bring a formal organizational change management framework to the institution, to implement standards-based PMI project management tools and techniques, and to build internal capacity for business process analysis and mapping. These efforts will result in greater shared understanding and practices across functional areas, which will lead to more consistent and better implemented initiatives.

KCTCS Performance Measures 2010-16

Updated baseline information is available for several performance measures adopted as part of the *KCTCS 2010-16 Strategic Plan (for detailed information see attached table)*:

Goal: Increase Student Access, Transfer, and Success

- **Developmental Education Success Rate:** To measure success in developmental education, KCTCS establishes cohorts of first-time, credential-seeking students whose placement test scores indicate developmental needs in English, math, or reading. These cohorts are tracked for two years; students who successfully complete a developmental course in the appropriate subject or re-test at a college level are counted toward the success rate. Revised baseline calculations show baseline success rates were higher than previously reported. New information available for fall 2010 indicates improved performance on these indicators:
 - **English:** Between fall 2009 and fall 2010, the success rate for developmental English students rose from 63.1 percent to 64.8 percent. The target for fall 2015 is 77.7 percent.
 - **Math:** Between fall 2009 and fall 2010, the success rate for developmental math students rose from 59.5 to 60.2 percent. The target for fall 2015 is 69.2 percent.
 - **Reading:** Between fall 2009 and fall 2010, the success rate for developmental reading students increased from 56.0 percent to 57.4 percent. The target for fall 2015 is 78.9 percent.
- **Persistence Rate:** The persistence rate measure calculates the percentage of first-time, credential-seeking students who earn a credential, transfer to a four-year institution, or are still enrolled after three years. Revised baseline calculations show baseline success rates were higher than

previously reported. Between fall 2008 and fall 2009, the persistence rate increased from 45.8 percent to 49.1 percent. The target for fall 2015 is 54.3 percent.

Goal: Cultivate Diversity, Multiculturalism, and Inclusion

- **Diversity Persistence Rate:** The diversity persistence rate measure calculates the percentage of first-time, credential-seeking minority students who earn a credential, transfer to a four-year institution, or are still enrolled after three years. Revised baseline calculations show baseline success rates were higher than previously reported. Between fall 2008 and fall 2009, the persistence rate increased from 34.0 percent to 40.1 percent. The target for fall 2015 is 54.3 percent.

Goal: Enhance the Economic and Workforce Development of the Commonwealth

- **Wage Index:** The wage index compares the median wage of KCTCS graduates to the state's median wage; an index of 100 indicates graduates' median wage is equal to the state's median wage. Between 2007-08 and 2008-09, the wage index decreased from 91.5 percent to 87.5 percent. The target for 2015-16 is 100.0 percent.
- **Workforce Matriculation Rate:** The workforce matriculation rate measures the percentage of first-time workforce students who re-enroll as credential-seeking students within three years. Revised baseline calculations show baseline success rates were lower than previously reported. Between 2008-09 and 2009-10, the workforce matriculation rate rose from 2.6 percent to 3.1 percent. The target for 2015-16 is 5.8 percent.

Goal: Promote the Recognition and Value of KCTCS

- **Media Focus:** The media focus performance measure calculates the number of media citations KCTCS receives and positive citations as a percent of the total. Updated information shows that between 2009 and 2010, the total number of citations increased from 4,173 to 6,249. The proportion of positive citations also increased, from 96 percent to 99 percent. The targets for 2015 are 7,393 citations, and at least 95 percent positive.

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 | |
| Ashland | 62.2% | 59.6% | 57.8% | 63.8% | 77.7% |
| 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% | |

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 2013 Cohort - Successful by Fall 2015 |
|---------------|---|---|---|---|---|
| | 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 | |
| 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% | |
| Southwest 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% |

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 2013 Cohort - Successful by Fall 2015 |
|---------------|---|---|---|---|---|
| | 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 | |
| Ashtand | 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% |

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 2006 - Persisting Fall 2009 | Entering Fall 2012 - Persisting Fall 2015 | 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 2015-16 |
|---------------|--------------|--------------|--------------|--------------|-------------------|
| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | |
| 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 KC/TCS 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 KC/TCS 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 | |
| Ashland | 4.1% | 1.6% | 4.8% | 2012-13 Cohort Matriculating by 2015-16 |
| 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% | |

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