

President's Report

Board of Regents Meeting

June 17, 2011

West Kentucky Community and Technical College, Paducah, 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's nine key strategies and proposed action steps were reviewed during a special meeting of the college leadership teams on May 16, 2011, led by President McCall and Dr. Cheri Torres, an expert on appreciate inquiry from the Company of Experts. The college leadership team members were asked to list the key factors that would encourage faculty/staff buy-in for the strategies and action steps and their top three wishes for how KCTCS would implement the strategies moving forward.

During the *2011 KCTCS New Horizons Conference* in Lexington May 17-18, two panels of college presidents presented the Transformation key strategies and proposed action steps to more than 700 KCTCS faculty and staff in attendance. One panel included the college presidents who comprise the Service Team, and the other panel included the college presidents who comprise the Instruction Team. Each panel reviewed the components of the Transformation Initiative, presented the strategies



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and proposed action steps for their respective topic areas, answered questions, and collected feedback.

On May 23-25, 2011, the KCTCS President's Leadership Team (PLT) Retreat focused on the elements of change required of KCTCS faculty and staff to implement the Transformation key strategies and proposed action steps. Mr. Phil Eastman, a master trainer from Prosci Research based in Colorado, trained the PLT on the "ADKAR" (*Awareness, Desire, Knowledge, Ability, Reinforcement*) Change Management Model and the essential role of executives in leading successful change initiatives. The PLT used the feedback received from the college leadership teams and the faculty and staff who attended New Horizons in evaluating the change characteristic and organizational attributes of KCTCS in preparing for the changes required by the Transformation Initiative. From these evaluations, the PLT defined the sponsorship model and team structures needed to successfully implement the Transformation strategies and proposed action steps between now and 2016.

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 Colleges Selected as Top 10 Percent in the Country

The Aspen Institute College Excellence Program has selected eight KCTCS colleges among the nation's 120 best community colleges, the top 10 percent in the country. The colleges include Ashland Community and Technical College, Big Sandy Community and Technical College, Hazard Community and Technical College, Madisonville Community College, Maysville Community and Technical College, Somerset Community College, Southeast Kentucky Community and Technical College, and West Kentucky Community and Technical College.

The KCTCS colleges were chosen from nearly 1,200 community colleges nationwide for demonstrating high standards for learning, college completion without delay, and proving to be excellent training grounds for jobs that pay competitive wages. These areas of success make the colleges eligible to compete for the \$1 million Aspen Prize for Community College Excellence. The Aspen Prize was announced at the White House Community College Summit hosted by President Obama and Second Lady Dr. Jill Biden last October.

KCTCS selected colleges are now eligible to submit applications containing detailed data on degree/certificate completion (including progress and transfer rates), labor market outcomes (employment and earnings), and student learning outcomes. They must demonstrate that they deliver exceptional student results, use data to drive decisions, and continually improve over time.

Eight to 10 finalists will be named in September. The Aspen Institute will conduct site visits to each of the finalists in the fall. Based on this evidence, the prize “jury” will select a grand prize winner and two-to-three runners-up to be announced in December.

KCTCS 2010 New Horizons Teaching and Learning Conference

“Transforming KCTCS,” the *2011 New Horizons Teaching and Learning Conference*, was held at the Lexington Convention Center, May 16-18, 2011. Over 700 attendees from across the System participated in more than 35 presentations which focused on the KCTCS Transformation Initiative; a vendor fair; a KCTCS Faculty/Staff Art Exhibit; entertainment provided by KCTCS Faculty/Staff; and other special events, including the Faculty/Staff Awards Banquet, the Student Achievement Luncheon, and the Keynote Address Luncheon.

This year three nationally known presenters who are experts in their fields enhanced the conference program:

- Mr. Karl Schoemer motivated and inspired, while providing the tools and techniques to manage transition and change in a positive way. (<http://www.vqsolutions.com/team>)
- Dr. Jim Black introduced new transformation strategies and helped unify colleges to prepare students for gainful employment in high demand occupations and to increase seamless transfer into baccalaureate degree programs. (<http://www.semworks.net/>)
- Dr. John Gardner revealed a comprehensive approach to increase student success and transform campus culture by approaching students from their entrance into postsecondary education. (<http://www.jngi.org/>)

To further the understanding of the KCTCS Transformation Initiative, two panel discussions by the KCTCS college presidents were included in the conference program. One panel focused on the KCTCS Transformation Instruction Strategies and the other focused on the KCTCS Transformation Student Services Strategies.

New Horizons is the KCTCS premier systemwide professional development activity. Faculty and staff are provided unsurpassed opportunities to learn what colleagues are doing and to share innovations and successes.

The keynote address for this year’s conference was presented by KCTCS President Michael B. McCall.

KCTCS Faculty and Staff Systemwide Awards of Excellence and NISOD Awards

The 2011 KCTCS Faculty and Staff System Awards of Excellence were presented on May 16, 2011, during the *2011 New Horizons Teaching and Learning Conference* in Lexington. A total of 50 winners, three from each of the 16 KCTCS colleges and two from the System Office, were honored. Three college-level winners, one for each of the three awards categories of Faculty, Support Staff, and Administrative Staff, received recognition as systemwide award winners.

Recipients of Systemwide Awards of Excellence were:

- Support Staff: Pamela Wilson, Bowling Green Technical College.
- Administrative Staff: Amber Decker, Gateway Community and Technical College.
- Faculty: Shawn Payne, Owensboro Community and Technical College.

Winners from the colleges and the System Office also received 2011 National Institute for Staff and Organizational Development (NISOD) awards. The NISOD awards were presented at the *NISOD Annual Conference*, which was held in Austin, Texas, in May 2011.

2011 Kentucky Conference on Converging Trends in Teaching and Learning

Over 400 faculty, administrators, and technologists participated in the *2011 Kentucky Conference on Converging Trends in Teaching and Learning* held May 23-25, 2011, at Northern Kentucky University's Metropolitan Education and Training Services (METS) Center in Erlanger.

Michael B. Horn, author of *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns*; Tim Birtwistle, an expert on the Bologna Process and advisor to the Tuning Project; Holiday Hart McKiernan, Vice President of the Lumina Foundation for Education; and Mark Taylor, a nationally recognized educator, expert, speaker, and consultant on teaching today's learners, were the keynote speakers at the conference.

KCTCS co-chaired the *Converging Trends Conference* and was featured in an executive plenary panel. *Converging Trends* was established as a trial merger between the *Kentucky Convergence Conference* and the Council on Postsecondary Education-sponsored Faculty Development Workgroup's *Kentucky Conference on the Scholarship of Teaching and Learning*. 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 provided opportunities to discuss the scholarship of teaching and learning and to share innovative instructional techniques and technologies.

KCTCS Systemwide Workshop/Meeting on Mathematics Course Redesign

Approximately 90 KCTCS faculty and administrators, representing the 16 KCTCS colleges, met in Louisville on March 25, 2011, to explore redesigning mathematics courses. Participants explored the state-of-the-art mathematics course redesign, received updates on mathematics course redesign in KCTCS, and discussed what KCTCS could do to facilitate course redesign. The session also included a tour of the Math Emporium at Jefferson Community and Technical College. Emporium models of instruction utilize faculty and tutor support in a computerized learning resource center to provide individualized support to students engaged in doing mathematics.

The workshop was led by John Squires, Chattanooga State Community College. Mr. Squires led course redesign efforts at Cleveland State Community College in Tennessee and was later hired to lead redesign efforts at Chattanooga State Community College in Tennessee. Mr. Squires is also a fellow with the National Center for Academic Transformation (NCAT).

Acceleration in Developmental Reading and Writing

Teams from six KCTCS colleges (Ashland Community and Technical College, Gateway Community and Technical College, Jefferson Community and Technical College, Madisonville Community College, Somerset Community College, and Southeast Kentucky Community and Technical College) received support for participation in the third annual *Conference on Acceleration in Developmental Education*, to be held June 15-17, 2011, in Baltimore, Maryland.

College teams were selected for support based on competitive applications documenting their readiness for redesigning transitional reading and writing courses. The *Conference on Acceleration in Developmental Education* is the country's leading opportunity for faculty and administrators to explore research-based course/curriculum redesign in Reading, Writing, and Language Arts.

Participating teams will return to KCTCS to develop/implement innovative models to lead the KCTCS Transformation in Transitional Reading/Writing.

Career and Technical Education Summer Program Planning Meeting

KCTCS was represented by staff on the Kentucky Career and Technical Education (CTE) Summer Program Planning Committee on March 16, 2011, in Frankfort. The meeting was to coordinate and finalize the CTE Summer Program agenda. The CTE Summer Program provides professional development for CTE professionals in all program disciplines and at all instructional levels. The Summer Program will be held in Louisville, July 17-21, 2011.

KCTCS Organizational Development and Human Resources (ODHR) Self-Service Success

As a part of the ODHR Transformation, work was done collaboratively with KCTCS Payroll, Technology Solutions, and Web Services to better meet the needs of KCTCS employees. Through this partnership, enhanced self-service options in PeopleSoft are now available to KCTCS employees. With these updated self-service options, employees are now able to change their personal information, download a copy of their W-2, and update their direct deposit account information. The data for April and May 2011 show over 900 self-service changes have been made by KCTCS employees.

2010-11 President's Leadership Seminar Sessions - National Leadership Issues

On April 4, 2011, participants in the 2010-11 President's Leadership Seminar (PLS) Class met with Dr. Walter Bumphus, President and CEO of the American Association of Community Colleges. Bumphus, a Kentucky native, discussed current issues facing community colleges on the national level and talked about the role of the American Association of Community Colleges in these efforts.

The final in-person meeting of the 2010-11 Class took place May 15-17, 2011. Participants had the opportunity to meet with President McCall for in-depth discussion and also explored topics including leadership lessons, culturally proficient leadership, career paths and professional development, campus politics, and vocation.

PLS participants were honored at the May 18, 2011, keynote luncheon held at the *New Horizons Teaching and Learning Conference*. Participants will complete leadership portfolios based on the experience and will receive three hours of graduate credit in August.

2011-2012 President's Leadership Seminar Class Named

Twenty KCTCS faculty and staff members, representing 15 KCTCS colleges and the System Office, were selected for the 2011-2012 KCTCS President's Leadership Seminar (PLS). 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 and will be awarded in summer 2012.

Carnegie Foundation Team Site Visit

On March 23, 2011, a team from the Carnegie Project on the Education Doctorate (CPED) visited KCTCS as part of a study of the University of Kentucky's (UK) Ed.D. program focused on community and technical college leadership. This program, designed for KCTCS faculty and staff and developed in conjunction with KCTCS, includes applied and action research opportunities focused on KCTCS issues. The UK program was one of a sub-sample of the CPED programs

selected as a case study for the CPED initiative. The Carnegie study will provide an external view of program efforts and feedback, which will support program development for the next cohort.

“The Future of the Textbook” Kentucky Meeting

Representatives from KCTCS participated in a CPE-sponsored half-day meeting around the theme “The Future of the Textbook”. Panelists representing a six-publisher team from the largest textbook and course material publishers in the U.S., in conjunction with the Association of American Publishers, discussed broad-based strategies that influence textbook costs.

Discussions centered on cost effective solutions for student success to learn more about current options to:

- Lower institutions' cost per pupil for instruction.
- Improve student success rates - grades, retention, and graduation.
- Lower student spending on course materials.
- Understand the changing business model of the “textbook” chain.

The group actively discussed new technologies, new business models, metrics, and outcomes among other topics.

KCTCS Distance Learning Peer Team Spring Retreat

KCTCS Distance Learning Peer Team members held a spring retreat in April 2011 hosted at Gateway Community and Technical College, Boone Campus. The team focused on completing position papers centered on flexible, continuous improvement strategies with *KCTCS Online Learn by Term* online courses offered systemwide and marketed through the Kentucky Virtual Campus (KYVC). The recommended solutions support improved course quality as evaluated by a quality checklist reflecting agreed upon guidelines, faculty support for use of instructional technologies, student support for online success through development of a student orientation, and leadership guidelines at the colleges to support growth in online education. The team also participated in a joint meeting with the Technology Solutions Advisory Team (TSAT) to discuss common interests, including software and campus computer labs that support student online learning.

Bill and Melinda Gates Foundation Innovative Mission-Driven Institution’s Role in Reshaping Higher Education

KCTCS Online staff participated in a Gates Foundation workshop entitled “Hands-On Working Session for Leaders of High-Quality, Scalable Online/Blended Colleges and Universities.” The workshop was held at Rio Salado Community College. Discussions centered on four “deep dive” topics: 1) Data Driven Decision Making: Student Loss and Momentum Research, Analytics and Metrics, Tools and Interventions, 2) Service Member Opportunity College (SOC) for Course and Credit Exchange, 3) Competency-Based Design and Master Courses: New Curricula for High Quality Programs that Scale, 4) New Partnerships Between Online/Blended Leaders and Oversubscribed Colleges (and Colleges with Underdeveloped Online Presence). Meeting participants presented final “compelling” innovative solutions framed around each of the four topics toward reshaping higher education for 21st Century challenges.

Technology Solutions and Distance Learning Staff College Visits

KCTCS Technology Solutions Leadership Team staff visited 15 KCTCS colleges during the spring semester and met with college administrators, faculty, staff, and students with topics focused on growth of online learning, *KCTCS Online Learn on Demand* and *Learn by Term* initiatives, increased use of educational technology for teaching and learning, and efforts for improving technology infrastructure.

Accreditation Update

The following KCTCS colleges submitted Compliance Certification Reports to the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) in March 2011:

- Henderson Community College.
- Hopkinsville Community College.

Reaffirmation visits are scheduled for fall 2011.

INCREASE STUDENT ACCESS, TRANSFER AND SUCCESS

Performance Measures:

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

KCTCS Graduation Spring 2011

KCTCS honored 15,008 candidates for graduation this spring in 16 college ceremonies across the state. In addition to the spring graduates, many KCTCS college commencement exercises also recognized students who have graduated since the May 2010 commencement. These students total 3,866 in summer 2010, and 9,894 in fall 2010 ceremonies.

KCTCS Systemwide Transfer Initiatives in April – Community College Month

KCTCS is kicked off Community College Month (April) by celebrating the transfer opportunities it provides students through signing transfer agreements with many of the state's universities and sponsoring transfer fairs at each of its 16 colleges.

Transfer education is a key mission of KCTCS and is critical to increasing the state's educational attainment level and enhancing the lives of Kentucky citizens. In 2009-10, more than 14,692 KCTCS students transferred to four-year institutions. During the 2010 Kentucky General Assembly, KCTCS spearheaded the passage of a revolutionary transfer bill (HB160) that creates a more clearly defined path to a bachelor's degree for KCTCS students who plan to transfer to a four-year college or university within the state.

On April 5, the first statewide multi-program transfer agreement was signed between KCTCS and Campbellsville University for students who have completed their associate degree and want to continue their education at Campbellsville University, working toward a bachelor's degree in one of the following programs: Criminal Justice, Business Administration, Business Management, Early Childhood Education and Interdisciplinary Early Childhood Education. On April 20, 2011, a statewide agreement with Morehead State University (MSU) was signed, enabling KCTCS students with an Associate Degree in Applied Science (AAS) to pursue an online Bachelor's Degree in Professional Studies at MSU.

Additional KCTCS transfer signing agreements are planned with Lindsey Wilson College, Kentucky State University, and Pikeville College.

Another integral part of KCTCS' systemwide transfer initiative was transfer fairs, sponsored by the Kentucky Association of Collegiate Registrars and Admissions Officers. The transfer fairs occurred on all KCTCS college campuses to educate students and create awareness about successfully transferring to four-year institutions.

2011 KCTCS All-Academic Team Recognized

At the opening luncheon of the *2011 New Horizons Teaching and Learning Conference*, 32 of the best students from KCTCS colleges were recognized as the 2011 KCTCS All-Academic Team. Over 500 faculty, staff, and guests attended the Student Achievement Awards Luncheon. A highlight of the luncheon was the recognition of Ms. Chris Garland from Somerset Community College as the New Century Scholar for Kentucky (see below for more details). This is the fourth student from Somerset Community College to receive this national honor, which is part of the All-USA Today Academic Team competition conducted by Phi Theta Kappa.

USA Today's 2011 All-USA Community College Academic Team

KCTCS announced that Natalie "Chris" Garland, a student at Somerset Community College (SCC), has been named a member of the 21st annual *USA Today's* All-USA Community College Academic Team. Garland has been recognized throughout her academic career at SCC. In 2010, she was named the recipient of the James H. Anderson Award, presented annually to one student who has the potential to make a significant impact upon the physical therapy profession as selected by their peers. She was elected to serve on the Board of Directors of the American Physical Therapy Association's (APTA) Student Assembly, was named the APTA Orthopedic Section's National Student of the Year, and is the recipient of the 2011 Mary McMillan Scholarship Award.

The annual recognition program, administered by Phi Theta Kappa Honor Society (the national honor society for community college students), honors outstanding two-year college students who show intellectual rigor in their course of study, demonstrate academic leadership and civic growth, and who extend their community college education to better themselves, their schools, and their communities. The All-USA Community College Academic Team is a merit award based on students' community college accomplishments.

In addition to being named to the All-USA Community College Academic Team, Garland has been named the 2011 New Century Scholar for Kentucky. She was honored April 11, 2011, at a ceremony in New Orleans, where she received a \$2,000 stipend from the Coca-Cola Foundation, a pin, and a medallion from Phi Theta Kappa.

The New Century Scholar program began in 2000, recognizing students for community involvement and student leadership. Two other Kentucky students were recognized through the program - Stacie Brasher of West Kentucky Community and Technical College and Lisa Rutherford of Big Sandy Community and Technical College. They were named "Silver Scholars," and each received a \$1,250 scholarship.

Garland will graduate from SCC in May with an Associate of Applied Science Degree in the Physical Therapist Assistant.

More than 1,600 students from 800 community colleges in the United States and Guam were nominated for *USA Today's* 2011 All-USA Community College Academic Team.

KCTCS and Rotary Club of Louisville's Promise Scholarship Program

President McCall addressed the Rotary Club of Louisville on May 19, 2011, to celebrate the partnership between the Louisville Rotary and Jefferson Community and Technical College (JCTC) to establish a scholarship endowment targeting support for at-risk Louisville high school students. The Louisville Rotary Club made a \$250,000 pledge to establish the Louisville Rotary College Promise Scholarship Challenge Endowment, which will focus on at least four Jefferson County public high schools with low college going-rates. Students must earn a minimum 2.5 GPA by graduation, achieve a 90 percent or better attendance record, and have no major disciplinary issues to qualify. The scholarship will pay for 60 credit hours at JCTC. Fund raising efforts are currently underway by the Rotary Club; if efforts reach a \$2 million goal in time, the program will begin with freshman in the Class of 2016. The funds are eligible to be matched by the KCTCS Endowment Match Program.

2012 Legislative Internship Awards

The Legislative Research Commission (LRC) has selected three KCTCS students to serve as interns in the upcoming 2012 Legislative Session in Frankfort. Those students are:

- Stacy Chad Auterson - Somerset Community College
- Bilynda Rae Hodge - Jefferson Community and Technical College
- Bruce Dwayne Lainhart, II - Bluegrass Community and Technical College

All three have officially accepted the intern position with the LRC.

In total, 10 KCTCS students applied for the program. The LRC received 40 overall student applications for the internships from colleges and universities across the Commonwealth. Twenty were selected, including the three from KCTCS.

2011 Kentucky Association of Collegiate Registrars and Admissions Officers (KACRAO)/KCTCS Transfer Fairs

In March and April 2011, the 16 KCTCS colleges hosted annual KACRAO/KCTCS Transfer Fairs in which representatives from four-year colleges and universities, working in conjunction with KCTCS staff and faculty, provided information to KCTCS students about academic programs and opportunities to increase their access and success toward completion of a baccalaureate degree. The KCTCS System Office supported the colleges in this effort by providing promotional materials (banners, posters, flyers, and yard signs).

KCTCS Online Team - Demand Engine Consultation

The *KCTCS Online* Team participated in workshops led by Demand Engine, a consulting firm that focuses on services for enrollment marketers. Demand Engine has provided a Summary and Findings Report based on the primary consultation objectives for KCTCS, including the following:

- Identifying *KCTCS Online Learn on Demand* enrollment goals, opportunities, and challenges.
- Understanding current strategies used to attract, engage, and retain customers.
- Reviewing current practices supporting student acquisition, conversion, and yield.

Demand Engine's expertise includes developing a comprehensive interactive enrollment marketing strategy (including email marketing programs, search engine marketing, touch point management, and social strategy) aligned to one's desired enrollment or business objectives.

Kentucky Adult Education (KYAE) 2012 Grants

Fiscal Year 2012 is considered a continuation grant year, and related information for the 2011-12 grant continuation process is now posted on the KYAE website. All current providers had to respond to KYAE expectations for grant continuation by May 9, 2011, including:

- Enrollment goals remained the same for the 2011-12 fiscal year.
- KYAE expected funding levels to remain the same unless notified of a state or federal budget cut.
- KYAE and Council for Postsecondary Education staff were reviewing GED targets. Current providers were to be notified of 2011-12 GED targets as soon as they were finalized.
- Draft performance measures were posted on the Grant Continuation webpage. The performance measures were under review by the Office of Vocational and Adult Education, U.S. Department of Education.

Ready to Work/Work and Learn Work Study

Due to the popularity and success of our Ready to Work/Work and Learn (RTW/WL) efforts statewide, we are unable to support the existing level of work study activity through the end of the fiscal year. In order to support our current students at levels of work study funding to allow them to continue to meet their Kentucky Temporary Assistance Program (KTAP) participation rate and remain eligible for our RTW/WL services through the spring semester, the following statewide strategies were implemented at all KCTCS colleges:

- An immediate freeze of the Temporary Assistance for Needy Families (TANF)-funded work study payroll.
- All TANF-funded work study positions ended statewide May 31, 2011, and will resume August 1, 2011.

Every college RTW/WL Coordinator reviewed their work study caseloads to ensure appropriate levels of TANF-funded work study participation were maintained through the end of spring semester and are working closely with students and their KTAP case managers to transition them into other countable work activities through the summer before bringing them back onto the work study payroll in the fall. TANF-funded work study will be allocated as 20 hour per week slots in FY 2012.

Dual Credit Accreditation Workshops

Approximately 60 participants representing various Kentucky-based educational groups, including KCTCS faculty and administrators, met in Louisville on April 1, 2011, to explore issues related to accreditation of Dual Credit/Dual Enrollment/Accelerated Learning programs. The KCTCS-sponsored workshop, held at Jefferson Community and Technical College, engaged partners in a day-long discussion on excellence in concurrent enrollment programs, led by the National Alliance for Concurrent Enrollment Partnerships (NACEP). NACEP is a professional organization that promotes standards of excellence for concurrent enrollment programs through accreditation and professional development.

The April 1 workshop, offered with professional development funding from the Carl D. Perkins Vocational and Technical Education Program, included a systemwide rollout and orientation to NACEP standards as well as discussions of the promises and challenges offered by efforts to accredit dual enrollment programs. Participants explored how to apply a standards-based approach to dual

credit in Kentucky, identified successful dual credit strategies already in place, and listed opportunities and challenges that colleges and high schools will face in implementing standards-based dual credit.

Groups attending the one-day workshop included representatives from the Kentucky Department of Education, the Office of Career and Technical Education, the Kentucky Virtual High School, the Council on Postsecondary Education, Kentucky high schools and area technology centers, the Kentucky Association for Career and Technical Education, and other partner groups.

KCTCS also partnered with NACEP for a second workshop on June 2-3, 2011. This workshop was an in-depth focus on the NACEP accreditation process and assessing/preparing institutional readiness to pursue NACEP accreditation.

CULTIVATE DIVERSITY, MULTICULTURALISM, AND INCLUSION

Performance Measures:

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

Diversity Plan Development Update

KCTCS has been developing a system-level diversity action plan to guide systemwide efforts to build access and transform KCTCS into an inclusive, culturally competent system of colleges. The diversity plan, *Beyond the Numbers 2010-16 Diversity Action Plan for Inclusion, Engagement, and Equity*, is to align with the *KCTCS 2010-16 Strategic Plan* and the Council on Postsecondary Education's (CPE) *Kentucky Public Postsecondary Education Diversity Policy and Framework for Institution Diversity Plan Development*, the 2011-16 statewide diversity policy. CPE's policy and framework is to guide the postsecondary institutions' diversity plan development and requires that specific strategies and measurable objectives be identified that will determine an institution's eligibility to offer new programs. KCTCS submitted the diversity plan, *Beyond the Numbers*, to CPE in March 2011. CPE has reviewed the KCTCS plan and has requested additional information regarding performance measures for each college. KCTCS will resubmit the plan July 1, 2011, with the expectation of acceptance and recommendation by CPE's Committee on Equal Opportunity to CPE for final, formal acceptance in September 2011. The diversity plan and a resolution for the Board of Regents to accept the plan will be presented to the Board of Regents at the September 15-16, 2011 meeting.

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

On May 20, 2011, the KCTCS PRIDE Workgroup worked to finalize the general criteria for the PRIDE awards. Specific criteria for the first annual award for diversity were also finalized. The workgroup refined the processes, established timelines, and developed award plans for the annual awards to include general and specific funding, awardee travel and conference presentation plans, and communications plans.

The PRIDE Award, resulting from the launching of the *2010-2016 KCTCS Strategic Plan Goals* and the Diversity Action Plan Framework, was established by the President's Leadership Team as an

annual award to be presented to a KCTCS college based on achievement of a designated strategic plan goal. The workgroup is charged with developing general criteria and processes for the award as well as specific criteria for the first PRIDE Award focusing on Diversity. The first PRIDE Award is expected to be presented in 2012.

KCTCS Student Receives the Gilman Scholarship to Study in Morocco

Sean Ritchie of Bluegrass Community and Technical College (BCTC) received a prestigious scholarship to study in Morocco. The Gilman Scholarship Program offers awards for undergraduate study abroad and was established by the *International Academic Opportunity Act of 2000* and sponsored by the Bureau of Educational and Cultural Affairs of the U.S. Department of State. This scholarship provides awards for U.S. undergraduate students who are receiving Federal Pell Grant funding at a two-year or four-year college or university to participate in study abroad programs worldwide. Of the 525 awards this year, only two were community college students. Sean Ritchie of BCTC will be studying in Morocco during summer 2011.

ENHANCE THE ECONOMIC AND WORKFORCE DEVELOPMENT OF THE COMMONWEALTH

Performance Measures

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

Kentucky Office of Insurance

Since July 2004, KCTCS, through its partnership with the Kentucky Office of Insurance, has administered 27,547 insurance licensure assessments.

Kentucky Workforce Investment Network Systems (KY WINS)

To date, Kentucky WINS has funded 1,056 projects; 935 are completed and 121 remain active. The average wage for trainees is \$23.44; and 158,367 participants are projected to be served through training and assessment.

Green Initiative

KCTCS and the Kentucky Housing Corporation (KHC) continue the process of ordering and purchasing the Building Performance Institute (BPI) training equipment. The three colleges that most recently ordered equipment are Madisonville Community College, Owensboro Community and Technical College, and Maysville Community and Technical College. This is a direct result of the partnership with KHC and the grant awarded to KCTCS and KHC. In addition to the three aforementioned colleges, there is equipment at Big Sandy Community and Technical College, Bluegrass Community and Technical College, Elizabethtown Community and Technical College, Gateway Community and Technical College, Jefferson Community and Technical College, and Somerset Community College.

Jefferson Community and Technical College (JCTC) had two 40-hour courses scheduled for May 23–27 and June 9–13, 2011. To date, JCTCS has trained a total of 104 individuals. Maysville had a class that began the week of May 9, which had 12 participants.

KCTCS participated in the *Midwest Regional Energy Conference* as a presenter with Kentucky Home Performance and had a booth with information on the Energy Efficiency/Building Analyst training program. KCTCS also participated in the *Kentucky Energy Workforce Development (KEWD) Conference* in April, and the KCTCS Chancellor presented KCTCS energy initiatives around programs and workforce development.

KCTCS is partnering with the Department of Housing Buildings and Construction to deliver training workshops across the state for the new International Energy Code implementation. As part of that partnership, KCTCS faculty were invited to participate in a train-the-trainer session in April for the energy code changes. The training is part of the partnership between the Department of Housing Buildings and Construction and the Building Codes Assistance Project (BCAP); there were 24 participants.

Breaking Through Initiative

The *Breaking Through* colleges (Gateway Community and Technical College, Owensboro Community and Technical College, and Southeast Kentucky Community and Technical College) completed testing for the National Career Readiness Certificate (NCRC) for dually enrolled students at their local area technology centers. A total of 514 students were tested; of those students, 331 earned a Silver Certificate or higher.

KCTCS continued to work with Dr. Laurie Henry, Innovative Global Education Solutions, to conduct professional development train-the-trainer sessions on teaching with a contextualized curriculum. The training was hosted at each of the *Breaking Through* colleges, but instructors from all KCTCS colleges were invited to attend these trainings. A total of 45 instructors from 12 colleges participated in these trainings.

As part of the *Breaking Through* initiative, KCTCS hosted a workshop on April 18, 2011, conducted by Andrew Roessler, Program Manager, Portland Community College Career Pathways Program, on Mapping Career Pathways. The half-day workshop was attended by representatives from our *Breaking Through* colleges and partners from Kentucky Adult Education and Office of Employment and Training. As a result of the training, KCTCS will develop a standardized template for mapping career pathways that will be piloted in the coming months.

As a result of KCTCS' partnership with Jobs for the Future, our *Breaking Through* colleges along with the System Office have been invited to participate in a pilot program to test real time labor market data with software from Burning Glass. KCTCS participated in an all-day orientation workshop on April 14, 2011. The purpose of the pilot is for schools to identify ways to use the data to assist community colleges to better align with the needs of the labor market.

KCTCS was awarded the planning grant for *ABE to Credentials* (which is the second phase of the *Breaking Through* initiative), totaling \$200,000. The KCTCS Chancellor is leading the design team in the planning phase. The team will have until November 15, 2011, to develop and align programs and policies to launch a statewide initiative that will achieve the implementation goals of increasing the number of Adult Basic Education (ABE) students that earn postsecondary credits and credentials.

One of the main deliverables of the grant will be to develop two career pathways at eight colleges for the target population, incorporating I-BEST like designs.

KCTCS participated in the *Jobs for the Future's National Conference on Basic Skills* in Seattle, Washington, May 2-4, 2011. Representatives from our *Breaking Through* colleges and the *ABE to Credentials* design team participated in the conference, which included site visits to I-BEST programs.

KCTCS began working on a case study of Owensboro Community and Technical College's (OCTC) *Breaking Through* initiative to capture how the project has evolved and the process by which the initiative became institutionalized. The case study will serve as a "how to" process-based framework for the current (and upcoming) *Breaking Through* institutions to use while they consider adopting or emulating the innovations spearheaded by OCTC.

Non-Credit Course Management Software Implementation

The Workforce Solutions System Office staff continues to approach the final development phase of the CampusCE non-credit course management software project. The following final deliverables are currently in progress:

- College customizations of developed CampusCE websites.
- End-user training for adopted CampusCE process/procedures.
- Integration of payment processing gateway and automated CampusCE/PeopleSoft Financials data exchange.

Workforce Solutions System Office staff has worked with each college CampusCE point of contact to reach consensus in the adoption of a consistent CampusCE website course catalog structure for marketing Workforce Solutions non-credit course offerings. In addition, end users are in the process of creating FY 2012 course offerings and web descriptions in preparation for go-live website publishing. Final CampusCE website customizations were implemented in each CampusCE Production database environment by May 13, 2011.

A five part functional and administrative training model has been in progress since mid-April, which has involved two representative staff from all 16 colleges. CampusCE training has covered all functional modules of the colleges' administrative sites and student registration websites. Training sessions have been conducted in both face-to-face and remote, online training environments. Final database preparation walk-through sessions are in process to provide system-level support for obtaining college-level authorization of database and website preparedness for final project implementation.

CampusCE engineers and KCTCS system-level sub teams are currently in the progress of completing payment merchant processing and PeopleSoft financial data integration. Simultaneously, the CampusCE Financial Services sub team has analyzed current and new back office financial process/procedure that will be adopted with the implementation of CampusCE and the financial data integration. Upon engineering completion, the CampusCE Core Project Team is poised to conduct final procedure and database financial integration system-level testing.

PROMOTE RECOGNITION AND VALUE OF KCTCS

Performance Measures

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

The 2011 Brand Market Assessment – Horizon InSight

Horizon InSight has conducted a recent comprehensive brand market research assessment using the previous research from 2006 as baseline data. In general, KCTCS has been successful in increasing the awareness and overall positive perceptions of the system of colleges. This research and the findings will be helpful in developing future marketing and communications strategies.

National Conference for Marketing and Public Relations (NCMPR) - Paragon Awards

KCTCS took center stage at the *National Conference for Marketing and Public Relations (NCMPR)* after receiving an award for outstanding achievement in marketing communications for a government/community relations project. KCTCS received a bronze Paragon Award for its public advocacy campaign.

The Paragon Awards is an annual award celebration honoring the marketing and communication efforts of community college marketing and public relations professionals. A total of 1,860 entries from 277 colleges were received for this year's competition.

The Paragon Awards ceremony was part of the conference held March 13-16 at the Hyatt Regency in Philadelphia, Pennsylvania. NCMPR is the only organization of its kind that exclusively represents marketing and public relations professionals at community and technical colleges. NCMPR has more than 1,550 members from more than 650 colleges across the United States, Canada, and other countries.

The North American Racing Academy Featured on NBC's TODAY Show

The North American Racing Academy (NARA) was featured on NBC's *Today Show* on May 5, 2011. Anchor Jenna Wolfe introduced the spot live from Churchill Downs as part of the network's Kentucky Derby coverage. The spot acquainted viewers with the world-class racing school that was established in 2006 under the tutelage of Hall of Fame jockey Chris McCarron. After the airing the *Wall Street Journal* also picked up the coverage and featured a story on their online news outlet.

In addition to the jockey pathway, which teaches students skills in the art of horse racing, the NARA offers a horseman's pathway, which prepares students for careers in training, farm management, and other aspects of the industry. All NARA students become proficient in the care and management of race horses.

Students from across the state, country, and world travel to Kentucky to study at the NARA. The academy is one of the Kentucky Community and Technical College System's Centers of Excellence, with its students enrolled in and graduating from Bluegrass Community and Technical College. To date, NARA graduates have won 815 races and earned more than \$10 million in purses.

Hometeam Marketing Partnership with KCTCS

During the 2010-11 winter sports season, KCTCS partnered with Hometeam Marketing to provide each college with the opportunity to market directly in local high schools. Fifteen of our 16 colleges selected two feeder high schools to sponsor. For each school, marketing elements included:

- Signage: Colleges received dominant exposure in each participating school's gymnasium through an 8' x 4' banner displayed in a prominent location.
- PA Announcements: Colleges had a strong audio presence through a minimum of two customized announcements at each event.
- Magnetic Schedule: Colleges gained further exposure through branded magnetic schedules distributed at the first varsity home game of the season.
- On-site: Colleges had the opportunity to engage with fans (face-to-face) with the placement of a booth at selected high school facilities.
- Print Ad: Colleges received an 8.5" x 11" ad in each participating school's winter program.

Media Focus

Beginning July 1, 2010, media citations for KCTCS now total 10,346, with 99 percent being positive. The primary news story for this period was college graduation. The citations are broken down into the following media categories:

- Newspaper – 53.4 percent
- Internet – 31.97 percent
- Radio – 3 percent
- TV – 8 percent
- Blogs – 1.5 percent
- Magazine – 1.5 percent
- Newsletter - .4 percent
- Social - .03 percent
- Journal - .2 percent

Community College Times Article – March 28, 2011

President McCall co-authored an article with Terri Giltner, KCTCS Director of Marketing and Communications, entitled "It's Time to Better Target Advocacy Efforts." The article, published on March 28, 2011, was part of an occasional column submitted by the National Council for Marketing and Public Relations, which is affiliated with the American Association of Community Colleges.

The article in its entirety is available at:

<http://www.communitycollegetimes.com/Pages/Campus-Issues/It-is-time-to-better-target-advocacy-efforts.aspx>.

A hard copy is also attached. *See Attachment 1.*

Sponsored Projects – Grants and Contracts

The KCTCS Office of Sponsored Projects and Contracts has processed grants and contracts totaling \$72,950,538 from July 1, 2010, through June 1, 2011, excluding federal financial aid awards. Grant awards of note include an Adult Basic Education to Credentials project in the amount of \$200,000 funded by Jobs for the Future. The National Science Foundation awarded grants to Bluegrass Community and Technical College (Building the Biotechnician Workforce - \$207,021); Jefferson Community and Technical College (National Geospatial Center - \$90,000); and Madisonville Community and Technical College (Advanced Industrial Technology Initiative - \$168,121). Henderson Community College received a Nurse Education Practice and Retention grant in the

amount of \$255,893 from the U.S. Health Resources and Services Administration. Southeast Kentucky Community and Technical College received a Career Advantage Program grant from the Harlan County Community Action Council in the amount of \$112,000; and West Kentucky Community and Technical College received \$753,922 from the West Kentucky Workforce Investment Board for a Going Green Project grant.

Gifts from the Private Sector

Since March 1, 2011, \$2,322,763 has been realized in gifts and pledges.

OTHER HIGHLIGHTS

The 2011 President's Gala and Benefactors Awards Dinner

The 2011 Gala and Benefactors Awards Dinner will be held on November 19, 2011, at the Lexington Center Bluegrass Ballroom. Additional details will be provided when available.

Hopkinsville Community College Board of Directors Orientation – March 17, 2011

KCTCS President McCall joined Dr. James Selbe, Hopkinsville Community College President, to conduct an orientation for the new members recently appointed to the college's board of directors. The topics covered included roles and responsibilities of the college's board; the college vision, mission, and strategic planning; budget process; and board structure.

Guilford Technical Community College's 2011 President's Leadership Seminar – March 24, 2011

President McCall was a presenter at the Guilford Technical Community College's President's Leadership Seminar in Greensboro, North Carolina, on March 24, 2011. He presented "Leading in the Midst of Adversity." He also participated in a panel of community college leaders at the seminar.

Owensboro Community and Technical College's Presidential Inauguration – March 29, 2011

President McCall participated in the inauguration of Owensboro Community and Technical College President Dr. James S. Klauber. Dr. Klauber was formally inaugurated as the fifth President of Owensboro Community and Technical College (OCTC) in Owensboro in a ceremony held March 29, 2011.

91st American Association of Community Colleges Annual Convention – April 9-12, 2011

President McCall attended the AACC annual convention in New Orleans, Louisiana. The AACC annual meeting is the premiere event for all community college leaders with over 2,000 community college presidents and senior administrators, as well as international educators, representatives of business/industry and federal agencies in attendance. The convention offered professional development and networking opportunities with representatives in the fields of education, business and industry, and the government sector.

Annual Information Security Report

In accordance with KCTCS Policy 4.2.5, the annual Information Security Report has been submitted by the KCTCS Information Security Officer to the Chief Information Officer. The report highlights accomplishments and activities of the past year as well as goals for the upcoming year. It also summarizes security incidents and resolutions, including measures taken to prevent similar incidents in the future.

Decision Support System Technology Upgrade Underway

Technology Solutions and Cedarcrestone staff are working to upgrade the hardware behind the KCTCS Decision Support System, a data warehouse used for dashboards and reports. The upgrade will bring more flexibility in architecture, better performance for batch processing, and a faster end user experience. The upgrade is expected to be completed mid-summer 2011.

Project Management Training

In support of the KCTCS Organizational Development and Human Resources (ODHR) Transformation, as well as the overall KCTCS Transformation, ODHR has partnered with KCTCS Web Services to provide project management training for selected System Office staff. This six-day comprehensive course, delivered in three, two-day sessions, details the terms, concepts, and best practices for successful projects. Participants include staff from ODHR, Web Services, and representatives from additional Cabinet areas. The overall goal is to develop project management capacity across the KCTCS System Office and create a standard “KCTCS Way” for managing projects.

Employment Process Analysis

A new vendor has been selected to provide an online applicant tracking system for KCTCS. To ensure the system meets the requirements for the colleges and System Office, a group of Human Resources (HR) professionals from across the System met to map the employment process as it currently exists. The employment process was then analyzed by a cross-functional group that included HR professionals as well as business partners from Payroll, Web Services, Technology Solutions, and Learn on Demand/VLI to determine the best process moving forward and to capture what KCTCS requires of a new online system. These requirements have been shared with the vendor who will incorporate them into their solution for implementation in fall 2011.

Ethics Point Reporting Service

Implementation of the service for reporting suspected fraud, waste, and abuse within KCTCS will be completed on July 1, 2011. In preparation for this, the Office of Legal Services provided training for the President’s Leadership Team and Human Resources Peer Team as a part of KCTCS risk management efforts.

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 who does not wish to disclose his/her identity.

The availability of this new service will be announced through an email from President McCall and other internal communication methods.

Web Services Update

KCTCS Web Services continues to enjoy success with its new outsourced services/personnel model and web hosting environment. Both changes have saved money while improving services. These flexible and reliable models put KCTCS Web Services at the leading edge of colleges and universities.

Web Services continues to collaborate with other functional areas, recently completing business process automation projects for strategic needs analysis, employee performance evaluations, and

employee tuition waivers. Web Services has also recently completed web projects for KBEMS, *KCTCS Online Learn on Demand*, Bowling Green Technical College, Workforce Solutions, and the Gates-funded *ABE to Credentials* initiative.

The department continues to work with Technology Solutions and our consultants to create a strategic technology plan for KCTCS, with cross-functional teams in support of the many KCTCS Transformation Initiatives, and with Organizational Development/Human Resources in support of that area's transformation. Web Services also continues its service, support, and leadership for KCTCS colleges by managing our constantly improving enterprise web content management and intranet platforms, investing in core organizational proficiencies like project management and change management, and engaging functional areas in process analysis activities to better support technology decisions and implementations.

KCTCS Performance Measures 2010-16

Updated baseline information is available for two performance measures adopted as part of the *KCTCS 2010-16 Strategic Plan*. See attachment 2.

Goal: Advance Excellence and Innovation in Teaching, Learning, and Service

- **Licensure and Certification Pass Rate:** The percentage of first-time takers passing licensure and certification exams increased from 87 percent in 2008-09 to 88 percent in 2009-10. The 2009-10 KCTCS rate matches the national/state average (comparison rates are not available for all exams). The KCTCS performance target is to exceed the national/state average.

Goal: Increase Student Access, Transfer, and Success

- **Transfer Rate:** To measure the transfer rate, a cohort of first-time KCTCS students who have earned 10 non-developmental credit hours is established. The cohort is followed for 8 years. Students who transfer to a four-year Kentucky institution and earn 10 non-developmental credit hours at the receiving institution are included in the transfer rate. The rate for the cohort completing the eight-year tracking period in 2009-10 was 20.2 percent, a decline from the previous year's transfer rate (22.1 percent). The target for 2015-16 is 28.1 percent.



It's time to better target advocacy efforts

Commentary

By Michael McCall and Terri Giltner, Published March 28, 2011

Michael McCall and Terri Gilmer

Editor's note: This article is part of an occasional column submitted by the [National Council for Marketing and Public Relations](#), which is affiliated with the [American Association of Community Colleges](#).

These are both exciting and challenging times for two-year colleges. Soaring enrollments, declining state appropriations and increased pressure for accountability are requiring us to transform the way we deliver our programs and services.

Moving forward will require a radically different approach as we learn to operate under new rules, particularly when dealing with all levels of government. Compounding this new reality is the fact that community colleges are often invisible during state and national policy dialogues. This invisibility results in confusion and misunderstanding about the role we play in the success of the economy among lawmakers.

However, President Barack Obama's college completion agenda places community colleges at the forefront of the country's economic recovery, providing a once-in-a-lifetime opportunity to showcase nationally the integral role of two-year colleges. With a champion in the White House and an increased demand for our products and services, we have a unique opportunity to redefine ourselves in the minds of both the public and lawmakers. This is our time to ensure we not only have a seat at the higher education policy table, but the seat we deserve—at the head of the table.

The current state of affairs provides a significant opportunity for community colleges to redefine the way policymakers and the general public value and measure higher education in this country. We now have the ability to shift the nation's higher education paradigm to be more inline with the current needs of both citizens and the nation's economy.

To do this, we must become a very visible and vocal player in the policymaking arena and develop a clear and compelling reason for increased support of our institutions. However, this can be an uphill battle for many community colleges due to a lack of visibility in the media and the lack of a statewide cohesive and consistent communications strategy.

Get the attention of media

One way to get an issue on the national agenda is raising public consciousness about its importance, and nothing does this more effectively than media exposure. News coverage is extremely important to education because what most people know about colleges, other than their personal experience, comes from newspapers, radio, television, the Internet or blogs.

Community colleges are often virtually invisible in this arena. A recent [Brookings Institution](#) report found that in 2009 only 1.4 percent of national news coverage from television, newspapers, news websites and radio dealt with education. Community

colleges fared the poorest in terms of overall news coverage, receiving only 2.9 percent of total education coverage compared to 14.5 percent for universities.

In addition to the lack of media coverage, many community colleges also lack a consistent communications strategy. Research conducted by The [Ford Foundation's Bridges to Opportunity Initiative](#), which has assisted several states with advocacy efforts, indicates state legislators believe they receive too many messages from two-year colleges and many of the messages contradict one another. The lack of a statewide, comprehensive, coordinated communications effort leads to great confusion and misunderstanding that can inhibit the ability to achieve any type of legislative agenda.

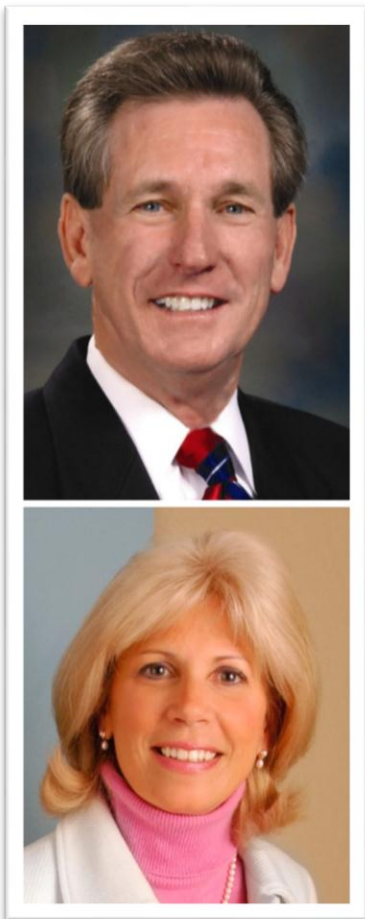
A clear, comprehensive message

A number of states, including Kentucky, Louisiana, Mississippi and Washington, have launched successful advocacy campaigns in recent years that have resulted in increased appropriations, reduction in state budget cuts and/or policy initiatives that can serve as guides to others who want to take advantage of this unprecedented period of opportunity. The common thread between all of their advocacy efforts is the execution of a comprehensive, coordinated, statewide communications campaign built on market research among key stakeholders to determine messages that resonate in building support.

In addition, each state used a unifying message when communicating to all stakeholders. Similar to the campaign Kentucky executed last year, most of the states also embraced a three-tiered approach that included a public advocacy grassroots effort, a statewide umbrella media campaign, and a legislative session public relations campaign.

Community colleges have embarked on an exciting new decade that promises to see more demand for their programs and services. We are being tapped on the shoulder to transform the nation's economy because the programs and services we provide are uniquely designed for what is needed right now to prepare individuals for the workforce and jobs. But it will only be through advocacy that we will be able to completely deliver on this promise and in turn, advocate for the students, businesses and communities we serve.

McCall is president of the [Kentucky Community and Technical College System](#). Giltner is the system's director of marketing and communications.



Performance Measures 2010 - 2016 Strategic Plan
Advance Excellence and Innovation in Teaching, Learning, and Service

Percent of First-Time Takers Passing Licensure and Certification Examinations

College	Actual				Target				
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	14-15	15-16
Ashland	85%	90%	86%	90%					
Big Sandy	84%	72%	84%	77%					
Bluegrass	91%	91%	89%	89%					
Bowling Green	83%	97%	93%	94%					
Elizabethtown	93%	90%	92%	88%					
Gateway	80%	80%	84%	93%					
Hazard	85%	87%	90%	91%					
Henderson	90%	86%	87%	94%					
Hopkinsville	90%	95%	86%	91%					
Jefferson	84%	87%	86%	82%					
Madisonville	87%	91%	89%	91%					
Maysville	90%	85%	86%	85%					
Owensboro	84%	84%	81%	85%					
Somerset	93%	79%	84%	87%					
Southeast KY	88%	83%	82%	81%					
West KY	91%	90%	92%	91%					
System	88%	87%	87%	88%	Exceed National/State Average				

Notes: Licensure exams include Apprentice Cosmetologist, HVAC Journeyman exam, Dental Hygiene National Boards, Occupational Therapist Assistant National Boards, ARRT Radiography, Respiratory Care entry-level CRT, Licensed Real Estate Sales Associate, NCLEX-ADN, NCLEX-PN, PTA, EMT, Miners Exam, and Nurse Assistant/Aide.

Definition: Annual percent of first-time takers passing licensure and certification exams required by the profession for entry-level positions as reported by state and national examining boards or college licensure exam administrators/program coordinators.

Exclusions: Historical data is incomplete for Dental Hygiene, Occupational Therapy, Cosmetology, HVAC, Mining, and Real Estate.

Source: Kentucky State Boards and/or KCTCS Colleges
 Compiled by: Office of Research and Policy Analysis

Kentucky Community and Technical College System
Performance Measures 2010 - 2016 Strategic Plan
Increase Student Access, Transfer, and Success

Transfer Rate

College	Actual		Targets					
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Ashland	17.8%	16.4%						
Big Sandy	18.9%	17.2%						
Bluegrass	29.1%	26.5%						
Bowling Green	16.5%	16.4%						
Elizabethtown	23.6%	23.4%						
Gateway	10.0%	8.6%						
Hazard	22.5%	11.3%						
Henderson	23.3%	13.8%						
Hopkinsville	16.8%	19.1%						
Jefferson	18.6%	16.8%						
Madisonville	19.2%	19.4%						
Maysville	16.1%	8.8%						
Owensboro	27.8%	25.1%						
Somerset	20.6%	21.6%						
Southeast KY	14.0%	13.7%						
West KY	26.8%	23.5%						
System	22.1%	20.2%	23.1%	23.8%	24.7%	25.7%	26.7%	28.1%

Definition: Proportion of students who completed more than ten non-developmental credit hours at KCTCS who then transferred to a public or independent four-year institution in Kentucky and completed ten or more non-developmental credit hours within eight years, as reported in CPE's Comprehensive database, cohort completing 8-year period in 2008-09.

Target: Meet national transfer rate by 2015-16.

Source: CPE Comprehensive Data Base