

President's Report

Board of Regents Meeting

September 16, 2011

Jefferson Community and Technical College, Louisville, Kentucky

The following information provides updates on President McCall's annual leadership initiative, 2011-12 CHANGE

GOAL - The KCTCS President will design and implement a formal change management process to successfully implement the Transformation Strategies in each of the following areas:

- Curriculum Review
- Developmental Education
- Dual Credit
- Financial Aid
- Job Placement and Career Development
- Student Services
- Transfer

The implementation of these Transformation strategies will support the achievement of the goals, performance measures, and targets outlined in the *KCTCS Strategic Plan 2010-16* and the three KCTCS mission areas of:

- Workforce Education
- Transfer Education
- College and Workforce Readiness

Target Measurement - The Change Initiative will include the following components:

- President McCall will create a new KCTCS leadership model and related team structures based on change management research and best practices to successfully implement the Transformation strategies.
- President McCall will visit each KCTCS college to personally engage KCTCS employees in building their awareness and desire to make the changes necessary to successfully implement the Transformation strategies.
- President McCall will develop a comprehensive training program in change management for various levels of KCTCS employees who are involved in and impacted by the implementation of the Transformation strategies.
- President McCall will create a KCTCS Office of Change Management that will provide the ongoing leadership, service, and support to the System Office and colleges to develop and implement effective change management methodologies.



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KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

2011-12 CHANGE Initiative Update

- **Cross-Functional Project Teams** - A new part of the KCTCS President's Leadership Team (PLT) has been created to lead the implementation of the Transformation strategies through cross-functional project teams. The college presidents have been surveyed to identify their "stars" in each of the seven Transformation topics who meet the following criteria:
 - Information - access to data, knowledge, and/or preferences that can inform the Transformation.
 - Interest - in the potential Transformation outcomes.
 - Impact - likely to be affected by the Transformation outcomes.
 - Influence - ability to affect Transformation outcomes, to provide resources, to "woo" others.
 - Investment - emotional commitment to the achievement of the Transformation outcomes.

Based on the nominations from the college presidents, the cross-functional project teams will be created and will also include representatives from the System Office. Each team will be supported by the newly created Change and Project Management Office (CPMO).

- **Whole-System Engagement** - Using the Appreciative Inquiry (AI) methodology, KCTCS will engage employees across the System in processes to intentionally create a culture that reflects our collective values and that enable the colleges and KCTCS as a whole to be most effective and sustainable for the future. As part of this process, each KCTCS employee is being asked to complete a Cultural Values Assessment (CVA) to inform the design of President McCall's visits to the colleges over the next several months, where he will be sharing information about the *2011-12 Change Initiative*, the nine strategies that were created under his *2010-11 Transformation Initiative*, and the associated benefits that will result from the implementation of those strategies between now and 2016. The confidential, online assessment will aid in understanding the personal motivations of KCTCS employees, their experience within their respective college, and the direction they believe their college should be heading in the future. The results will be helpful in generating deep, meaningful conversations about the purpose, priorities, and strategies of the colleges and KCTCS as a whole and the well-being of all stakeholders. The CVA also provides KCTCS with a road map for achieving high performance, resilience, and sustainability, all of which will be essential in moving forward with Transformation.
- **Change and Project Management Office** - The *Transformation Initiative* continued to unfold with the creation of the Change and Project Management Office (CPMO). The CPMO was created by reallocating funds and redeploying skilled staff from Web Services and by entering into a new outsourcing arrangement for Web Services that will result in no loss of web services, no new money, and no new hires. The CPMO will:
 1. Provide direct project/change management or support/mentoring for project and change managers.
 2. Provide project teams with software, tools, methodology, templates, and training.
 3. Track resources and progress across all the Transformation projects, keep stakeholders informed of the status, and recommend corrective actions if necessary.
 4. Help define measures and report on post-project success and lessons learned.

By infusing formal change and project management tools and methodology in the implementation of the Transformation strategies, KCTCS will be better able to build coherence around project standards and practices and improve project success. It will also aid in creating greater visibility into project status and better resource management, promoting a stronger culture of improvement and change and alignment of projects and resources with strategic priorities. A wide array of training in change management and project management will be offered to System and college leadership, project managers, supervisors, and employees through the implementation of the Transformation strategies.

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***

Blackboard Collaborate Demonstration

Blackboard (Bb) Collaborate (formerly Wimba) is a collection of tools that allows the addition of voice and live meetings to online classes. The voice tools include voice discussion boards, voice email, voice presentations, and voice announcements. The Live Classroom tool allows instructors to hold real-time, online lectures and class sessions for students. During these sessions, instructors can lecture with PowerPoints, share their screen for demonstrations, and even pass control to students. This highly interactive collaboration tool set brings an in-person feel to the online environment. In addition to the tools, the Live Classroom sessions can be archived for later viewing. This tool set was provided to all faculty through Blackboard in 2007. Many faculty use the tools. Bb Collaborate is an integral part of completely online courses and provides the “face-time” that many students enjoy.

A demonstration of the Bb Collaborate tool set will be given at the September Board meeting.

Aspen Prize for Community College Excellence–West Kentucky Community and Technical College

West Kentucky Community and Technical College was named as one of the 10 finalists community colleges by the Aspen Institute’s College Excellence Program. WKCTC now enters the last stage of the competition for the \$1 million prize fund that will be awarded in December in Washington, D.C. to the first-ever national winner and up to three runners-up. This is the first national recognition of extraordinary accomplishments at individual community colleges, and follows on the April project launch and previous White House Community College Summit that attracted participation and endorsement from President Obama, as well as luminaries in American education, labor, business and civil society.

WKCTC increased the number of students completing its programs by 23% over a recent five year period, a significant achievement and the biggest improvement out of the top ten community colleges recognized today by the Aspen Institute. WKCTC makes concerted efforts to continually improve student success, using information on student learning and completion to improve the ways programs are taught and structured. For example, the college provides advising to help students select a major because students with a declared major are more likely to finish. By focusing on what's working and fixing what isn't, WKCTC is helping more of its students earn the degrees and certificates that lead to jobs and economic stability.

The 10 community colleges selected to be finalists reflect the diversity of America's community colleges – from Mississippi Gulf Coast Community College to Florida's Miami Dade College, the largest institution in American higher education, with nearly 100,000 students, and from Walla Walla Community College in Washington to Lake Area Technical Institute in Watertown, South Dakota. Other top 10 schools, besides WKCTC, include Mott Community College in Flint, Michigan; Northeast Iowa Community College in Calmar, Iowa; Santa Barbara City College in Santa Barbara, California; Southwest Texas Junior College in Uvalde, Texas; and Valencia College in Orlando, Florida.

The finalists named from the 120 were selected by a nine-member Finalist Selection Committee, comprised of former community college presidents, respected researchers and policy experts. They identified institutions that deliver exceptional and improving completion rates, and labor-market and learning outcomes, following a review of new data collected from applications submitted by eligible institutions in June. The grand prize winner and runners-up will be selected by a "prize jury" co-chaired by John Engler, former Michigan Governor and current President of the Business Roundtable, and Richard Riley, former Secretary of Education and Governor of South Carolina.

The Aspen Institute College Excellence Program had 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.

Complete College America - \$1 Million Grant

Kentucky was one of 10 states selected by Complete College America to receive \$1 million to implement an innovative, scalable strategy to increase degree and credential completion over the next 18 months. President McCall joined Governor Steve Beshear and CPE President Bob King in announcing the receipt of the grant to fuel Kentucky policy innovations and reforms aimed at significantly transforming remedial education. Kentucky will use the grant funds to enhance developmental education opportunities for adults who enroll in the *KCTCS Learn on Demand* program.

A national non-profit organization focused solely on working with states to significantly boost college completion, Complete College America established the grant competition to inspire and enhance state efforts. The Bill & Melinda Gates Foundation provided the funding support for the grant program.

KCTCS Learn on Demand, an online learning portal, offers modularized, competency-based degree programs in high-wage, high-demand areas, such as nursing, business administration, and information technology. Research shows adults enter college with significantly higher developmental needs than high school graduates but are less likely to enroll in and complete developmental education in a timely fashion. The grant will improve the *Learn on Demand* program in three essential ways:

- Add academic advising and tutoring technologies and a customized orientation module for developmental education students.
- Provide focused training and professional development for advisors.
- Support a communications plan that increases student awareness of *Learn on Demand's* degree and credential pathways.

Recent efforts to increase readiness and completion in Kentucky are paying off. Degree and credential production has increased 84 percent since 2001, while the percentage of undergraduates meeting Kentucky's college readiness standards increased 11 percentage points from 2002-03 to 2008-09, according to the Council on Postsecondary Education (CPE).

Governors from all 50 states were invited to submit proposals to win one of the \$1 million, 18-month implementation Complete College America grants for innovative, high-impact college completion initiatives. Thirty-three states ultimately entered the highly competitive contest for the 10 grants available.

KCTCS Online Learn on Demand College Readiness Virtual Advising Network Workshop

KCTCS Online Learn on Demand staff sponsored a mid-August all-day training for College Readiness (Transitional/Developmental Education) Lead Colleges' Project Team leaders and Assessment Center representatives from Big Sandy Community and Technical College and Southeast Kentucky Community and Technical College as well as others involved in the *Learn on Demand* College Readiness Virtual Advising Network. The major topics for the training included introduction to the College Readiness *KCTCS Learn on Demand* website (<http://learnondemand.kctcs.edu/>) and overview of College Readiness processes and advising manual, plus other trainings for using KCTCS DSS reports, Blackboard information, and PeopleSoft Advising.

KCTCS Online Learn on Demand Launches New Programs Fall 2011

During fall 2011, *KCTCS Online Learn on Demand* launched LPN to RN Nursing through Lead College Jefferson Community and Technical College with entry applicants at approximately 70 and early enrollments of over 20 students. The *Learn on Demand* nursing program will use software that will track online students' onsite clinical experiences across multiple approved locations at Kentucky approved facilities.

Learn on Demand College Readiness (Transitional/Developmental) programs for Math, Lead College Southeast Kentucky Community and Technical College, will begin early fall 2011. Writing and Reading programs, Lead College Big Sandy Community and Technical College, will follow by mid-fall 2011. Math, Writing, and Reading are in varying stages of completing course design and assessments to diagnose students only into the *Learn on Demand* College Readiness modules they need to satisfy developmental requirements as evaluated through ACT COMPASS. *KCTCS Online Learn on Demand* College Readiness content and assessments are being developed in partnership with Pearson Learning, who provides sophisticated MyLabs interactive, learning content and experiences for Reading, Writing, and Math.

KCTCS Online Learn by Term Preliminary Enrollments Show Continued Growth

Fall 2011 preliminary student unduplicated enrollment in at least one *KCTCS Online Learn by Term* (Distance Learning) course increased to just over 35,300 students, a little over one-third of all KCTCS enrollments. The increase from over 33,200 in fall 2010 represents nearly 2,100 more enrollments for fall 2011. For fall 2011, student unduplicated enrollment in only online classes increased to just over 12,200 students, up from just over 10,900 in fall 2010, representing an increase of 1,300 students, a 12 percent increase.

KCTCS Online Team Participates in Demand Engine Marketing and Enrollment Strategies

The *KCTCS Online Team* and Demand Engine are working toward objectives as presented in the Demand Engine's Summary and Findings Report. The primary focus is:

- 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.
- Strategies involve intrusive communications through a variety of contact methods to support student engagement, enrollment, and success.

Accreditation Update

The following KCTCS colleges will host Commission on Colleges of the Southern Association of Colleges and Schools (SACS) Visiting Teams fall 2011:

- Henderson Community College (reaffirmation) – October 25-27, 2011.
- Hopkinsville Community College (reaffirmation) – October 17-19, 2011.
- Owensboro Community and Technical College (Five Year Report) – TBA.

KCTCS 2012 New Horizons Teaching and Learning Conference Dates Set

The dates for the KCTCS New Horizons Conference have been set for May 16-18, 2012. The conference will take place in Louisville. With an eye on advancing President Michael B. McCall's five year *Transformation Initiative*, the theme of next year's annual teaching and learning conference will focus on the *KCTCS Transformation*.

INCREASE STUDENT ACCESS, TRANSFER AND SUCCESS

Performance Measures:

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

KCTCS 24/7/365 Call Center Launch

On September 12, KCTCS launched the first phase of its plan to enhance the customer service experience of current and prospective students by creating a centralized 24/7/365 call center. During this phase, site visits will be conducted at all 16 colleges to review current student service policies,

procedures, and systems in order to identify areas to improve standardization and efficiency. Staff from the KCTCS System Office and Blackboard Student Services (BBS), the vendor selected to operate the new call center, will meet with individuals in the areas of recruitment, admissions, registration/records, financial aid, public relations, etc. at each college.

KCTCS will formally launch the new call center in July 2012. Initially, the 24/7/365 center will focus on providing inbound call support to students in the areas of admissions, registration/records, financial aid, student financials, Blackboard support, and identity management. In subsequent years, the support will expand to include outbound calls to support the organization's student recruitment and retention efforts.

KCTCS engaged BBS in this partnership with the goal of increasing student access, transfer, and success, while leading the nation in providing excellent academic customer service through on-demand, quality wrap-around services 24/7/365, part of the Student Services Transformation Strategy, which is part of the overall strategic plan and vision for KCTCS.

The Graduate Kentucky Initiative – July 13, 2011

President McCall participated in the Graduate Kentucky Initiative meeting held at the Governor's Mansion, July 13, 2011. This initiative began with a \$25,000 grant from America's Promise Alliance, Colin and Alma Powell's non-profit coalition of companies and organizations that provides support and awareness for issues affecting children in the United States, to hold a dropout prevention summit. The Graduate Kentucky Summit was held in September of 2009; since then, Kentuckians have continued to gather in their communities taking part in Regional Summits aimed at having regionally-centered conversations on the issues surrounding drop out in our communities and developing community-centered action plans to tackle this crisis.

It is a grassroots effort in communities across the state to sustain a reduction in the student dropout rate and increased completion rates for postsecondary or vocational training. The purpose of the initiative is to raise awareness that the dropout problem in Kentucky is a community issue, instigate a community discussion about the issue, and develop an action plan to address the problem. KCTCS is a partner in the initiative and two of the six regional summits held were hosted by Ashland Community and Technical College and Hazard Community and Technical College.

Bill and Melinda Gates Foundation's Institutional Metrics Project Meeting – August 4, 2011

President McCall participated in the invitation-only Gates Foundation's Institutional Metrics Project meeting in Washington, D.C. The agenda for the meeting included presentations and discussion of the following:

- *"Progression and Completion Metrics"* by Jordan Horowitz, Institute for Evidence Based Change.
- *"Weighted Degree Cost Calculations"* by Jane Wellman, Delta Cost Project, and Nate Johnson, Consultant.
- *"Predicted Default and Repayment Rates"* by Mark Schneider, American Institutes for Research.
- *"Update on Status of Student Learning and Job Success Metrics"* by Mike Offerman, Capella University, and Terrell Halaska, HCM Strategists.

Subsequent discussions focused on the presentation of metrics and the use of metrics, including outreach to policy makers and outreach to media.

Office of Vocational and Adult Education Guidance on Reallocation

Kentucky Adult Education (KYAE) has recently received guidance from the Office of Vocational and Adult Education (OVAE), U.S. Department of Education, regarding a process that allows KYAE to reallocate county funding from one fiscal agent to another in certain circumstances. When a county is defunded for poor performance or other reasons or if a county voluntarily relinquishes its adult education grant, KYAE will seek a fiscal agent from among its approved provider network and reallocate the funding to that fiscal agent.

In a statewide competitive Request for Proposal (RFP) year, KYAE plans to use the reallocation process when a fiscal agent does not submit an approvable proposal, as determined by RFP review teams. In this circumstance, instead of conducting a re-bid process for that county, KYAE will solicit a fiscal agent from among those approved through the RFP process and reallocate the funding.

Ready to Work/Work and Learn 2012 Allocations

Fiscal year (FY) 2011-12 marks the 14th year of the Ready to Work/Work and Learn (RTW/WL) collaboration with the Kentucky Cabinet for Health and Human Services, Department for Community Based Services. FY 2011-12 is the second year of the current two year contract that provides level funding of the RTW/WL initiative at \$10,769,567 with \$7,685,513 earmarked for Temporary Assistance for Needy Families (TANF) funded work study. In order to ensure that the \$7,685,513 work study budget serves as many students as possible, the work study wage statewide will be limited to \$7.25 per hour; and funding will be allocated to colleges in 20 hour per week slots based on the percentage of work study students the college served in FY 2010-11. It is anticipated that this will assist colleges/coordinators in managing the work study budget in a way that will reduce the possibility of overcommitting the funds available.

Spring 2011 Ready to Work Report Submitted

The Spring 2011 Ready to Work (RTW) Report reflected a 26 percent increase in the spring semester RTW caseload and a 45 percent increase in Temporary Assistance for Needy Families (TANF) funded work study students over the last two years. There are more Kentucky Transitional Assistance Program (K-TAP) students working more hours, which presents both programmatic (balancing of school, work, and family) and budgeting challenges.

The reported number of Department of Community Based Services (DCBS) referrals increased 19 percent (1,446) compared to the previous spring semester. DCBS referrals appeared to be especially strong this program year in the Maysville (221), Gateway (175), Jefferson (173), Bluegrass (130), Hazard (125), Ashland (110), and Big Sandy (100) areas. Especially notable are the increases in the spring 2010 to spring 2011 RTW/K-TAP caseloads at Bluegrass from 106 to 129, at Ashland from 51 to 76, at Somerset from 66 to 90, and at Hazard from 64 to 87. RTW has served a total of 1,817 students year-to-date (July 2010 through June 2011).

The number of TANF-funded work study students has increased 17 percent from 930 in spring 2010 to 1,116 in spring 2011 and 45 percent over the last two years. This represents 78 percent of the spring caseload placed in a TANF-funded work study position with nonprofit and private sector employers. TANF work study placements are designed to support both the student's career interest and program of study. In addition, 125 RTW students also accessed federal work study resources.

In spring 2011, the KCTCS statewide within-semester retention rate (the number of students registering for class, attending class, and completing the semester) for RTW students was 94 percent, which exceeded the statewide average college within-semester retention rate of 93 percent. The fall 2010 to spring 2011 across-semester RTW statewide retention rate of 78 percent also exceeded the KCTCS statewide average of 73 percent. This meets the contractual outcome expectation that RTW student retention rates will meet or exceed the KCTCS statewide average.

Work and Learn End-Of-Year Report

In FY 2010-11, the Work and Learn (WL) Program enrolled 715 Kentucky Transitional Assistance Program (K-TAP) participants. WL enrollment growth this year was strongest at Elizabethtown (100 percent), Bowling Green (48 percent), and Hazard (30 percent). WL programs have reported receiving 682 referrals from DCBS offices across the state. The 2010-11 End-of-Year Work and Learn Report is a progress report on activity from July 1, 2010, through June 30, 2011. The final report (September 15, 2011) included additional outcomes achieved by this population, such as GED tests which have been taken. The information reported indicates that Work and Learn has currently met all but two of the outcome expectations for both the College Transition and College Prep sub categories of students. The only outcome measures that have not currently been met are the academic outcomes demonstrated by the percentages of the Transition students with a high school credential that have achieved a progress point of a level gain in the National Reporting System (NRS) or earned a Kentucky Employability Certificate and the College Prep students who have earned a GED, passed the Optional GED Practice Test, or made an NRS level gain.

Of the 715 Work and Learn participants enrolled, 24 percent (169 students) were in the higher functioning College Transition category; 76 percent (546 students) were in the lower functioning College Prep category. Of the 715 participants served, 604 or 85 percent participated in a TANF-funded work study placement; 219 or 31 percent had a high school credential or GED when enrolled. It is worth noting that 23 percent or 128 of the students TABE testing below 9th grade level had a high school credential. WL transitioned 198 or 28 percent into postsecondary education, and 169 earned their GED.

Bluegrass Community and Technical College - Newtown Campus Groundbreaking Ceremony – August 15, 2011

Bluegrass Community and Technical College (BCTC) broke ground on its first building at the Newtown Campus in Lexington on August 15, 2011. Mr. P.G. Peeples, KCTCS Board of Regents Chair, joined Dr. August Julian, Bluegrass Community and Technical College President; Governor Beshear; Lexington Mayor Jim Gray; State Senator Kathy Stein and State Representatives Jessie Crenshaw, Kelly Flood, and Jimmy Lee along with other college and community representatives for the event.

The 92,240 square-foot, four-story classroom building will house 11 academic programs, including high-wage, high-demand programs such as Computer Information Technology. The building will accommodate approximately 1,000 students and will be Leadership in Energy and Environmental Design (LEED) Certified, meeting the highest green building and performance measures. The \$28.3 million building is scheduled to be ready for spring 2013.

BCTC's move to the historical Eastern State Hospital campus is the result of an innovative partnership among the state, Lexington, the University of Kentucky (UK), and the Kentucky Community and Technical College System. Eastern State Hospital is building a new facility on UK's Coldstream Research Campus.

The college unveiled the 20-year master plan for the campus in May 2010. The Newtown Campus is located at the former 48 acre site of the historic Eastern State Hospital. The master plan is divided into four phases and includes renovation of historically significant buildings for adaptive use. At completion, the campus will have between 14 to 17 buildings on site.

CULTIVATE DIVERSITY, MULTICULTURALISM, AND INCLUSION

Performance Measures:

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

American Association of Community College Trustees Central Regional Award for Equity

KCTCS President Michael B. McCall received notice from the American Association of Community College Trustees (ACCT) that KCTCS will receive its Central Regional Award for Equity. The ACCT Equity Award recognizes the commitment of the governing board and the chief executive officer who demonstrates leadership in setting policies, champions an environment of inclusiveness, and ensures results for the enhancement and expansion of opportunities for minorities and women in a variety of areas.

Those recognized at the regional level will contend for the national-level recognition of the ACCT 2011 Charles Kennedy Equity Award. The outstanding award recipient will be announced during the Annual ACCT Awards Gala on Friday, October 14, 2011, at the Hyatt Regency in Dallas, Texas.

KCTCS Governor's Minority Student College Preparation Program (GMSCPP)

For summer 2011, the KCTCS GMSCPP was comprised of 15 active programs. These programs, which served almost 300 students from 66 secondary schools across the Commonwealth, were co-sponsored by the following KCTCS colleges: Ashland Community and Technical College, Big Sandy Community and Technical College, Bluegrass Community and Technical College, Bowling Green Technical College, Elizabethtown Community and Technical College, Gateway Community and Technical College, Henderson Community College, Hopkinsville Community College, Madisonville Community College, Maysville Community and Technical College, Owensboro Community and Technical College, Somerset Community College, Southeast Kentucky Community and Technical College, and West Kentucky Community and Technical College.

The Governor's Minority Student College Preparation Program is an academic enrichment program funded by the Kentucky General Assembly through the Council on Postsecondary Education. The goal of the program is to increase the number of prepared underrepresented minority high school graduates who enroll in Kentucky colleges and universities. The program targets minority middle school students (grades 6 through 8) for services that will achieve the program goal. Services include academic tutoring (which includes hands-on engagement in STEM coursework), multicultural education, personal development, and cultural excursions. Students and their parents are also presented information about how to gain admission to a postsecondary education institution.

KCTCS International Professional Development Capacity Building Tour

The International Professional Development Capacity Building Tour, “The Art of Rome, Florence and Paris”, was held June 21-July 1, 2011, and focused on the art and history of the specified regions with emphasis on the Italian Renaissance.

Twenty-three members of the KCTCS community had the opportunity to participate in the 11 day tour. The participants represented the colleges at Somerset, Jefferson, Hazard, West Kentucky, and Hopkinsville.

In addition to the lectures and visits to historical sites, participants were provided with time to experience the culture of the individual locations, observe life in a culturally different environment, and see what it is like to be in a location where English is not the primary language and the currency has a different value. According to the evaluation comments, the experience will enhance teaching and learning as well as the ability to understand and successfully work with a global society.

ENHANCE THE ECONOMIC AND WORKFORCE DEVELOPMENT OF THE COMMONWEALTH

Performance Measures

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

Kentucky Department of Insurance

Since May 2001, KCTCS, through its partnership with the Kentucky Department of Insurance (DOI), has administered 36,308 insurance licensure assessments. Of that amount, 6,114 insurance licensure assessments were administered in FY 2010-11.

For the first time since the inception of the partnership, KCTCS negotiated with DOI a price increase per assessment administered. For the past 10 years, the price has been \$15.00 per assessment. Effective FY 2010-11, the price became \$18.50 per assessment; and, for FY 2011-12, the price is \$20.00 per assessment. For FY 2010-11, the participating colleges received \$16.00 per assessment administered; and for FY 2011-12, the participating colleges will receive \$18.50 per assessment administered.

Kentucky Workforce Investment Network Systems (KY WINS)

To date, KY WINS has funded 1,101 projects; 987 are completed and 114 remain active. The average wage for trainees is \$23.47; and 168,679 participants are projected to be served through training and assessment.

Green Initiative

KCTCS and Kentucky Housing Corporation (KHC) ordered equipment for Madisonville Community College, Owensboro Community and Technical College, and Maysville Community and Technical College, continuing the process of building capacity and working in partnership with KHC as part of the grant awarded to KCTCS and KHC for our Building Performance Institute (BPI) Training and Certification program. In addition to the three aforementioned colleges, there is equipment at Jefferson Community and Technical College, Bluegrass Community and Technical College, Elizabethtown Community and Technical College, Gateway Community and Technical College, Somerset Community College, and Big Sandy Community and Technical College.

More than 20 participants have attended classes and become certified since May at the various locations. Classes are currently scheduled by five colleges.

A strategy and planning session took place in June to discuss goals, direction, and timeline for the initiative. The purpose was to identify additional areas of training and certification for both residential and commercial, program and resource development, and cost.

KCTCS is working with the American Association of Community Colleges (AACC) Sustainability Education and Economic Development (SEED) initiative representatives to provide information on our green programs, the process for awarding academic credit for workforce training, and overall green strategy. The information sharing will be for KCTCS to be featured in AACC's series of Action in Success Stories, which highlights programs and best practices around green initiatives and workforce training.

Breaking Through Initiative

The *Breaking Through* initiative came to a close on June 30, 2011. On June 13-14, 2011, teams from the three participating colleges (Gateway Community and Technical College, Owensboro Community and Technical College, and Southeast Kentucky Community and Technical College) met at the System Office with consultants from Jobs for the Future (JFF) and National Council for Workforce Education (NCWE) to debrief. During the debriefing, lessons learned, best practices, and program outcomes were reviewed that will be included in a final report later. Since the *Breaking Through* initiative was the precursor to the *Accelerating Opportunity* (formerly *ABE to Credentials*) initiative, the *Breaking Through* Team shared their best practices and lessons learned with the *Accelerating Opportunity* Design Team.

In 18 months of activity, the *Breaking Through* initiative served a total of 1,793 individuals:

- 599 youth from Area Technology Centers.
- 114 high school youth.
- 250 dislocated workers.
- 354 lower-skilled incumbent workers.
- 476 under-skilled/underemployed workers.

Accelerating Opportunity (formerly ABE to Credentials) Initiative

The implementation team and its subcommittees for *ABE to Credentials* have been meeting regularly and are working on the plan for implementation strategies. On June 22, 2011, the eight colleges (Bluegrass Community and Technical College, Gateway Community and Technical College, Jefferson Community and Technical College, Madisonville Community College, Maysville Community and Technical College, Owensboro Community and Technical College, Southeast Kentucky Community and Technical College, and West Kentucky Community and Technical College) which will participate in the implementation phase of the initiative were announced.

However, it has always been Kentucky's goal to implement this initiative statewide; consequently, KCTCS' remaining eight colleges were paired with a college from the implementation phase. By matching the remaining eight colleges with a mentor college at inception, groundwork for expansion by the end of the grant period in 2014 is prepared, sharing program knowledge and professional development opportunities.

The colleges who are part of the implementation phase have formed their own leadership teams made up of representatives from Academic Affairs, Institutional Research, Student Services, and Workforce Solutions as well as the local Workforce Investment Boards and Adult Education. Once the colleges select their industry sectors, industry partners will also be represented on the leadership team. A "live" kick-off meeting was held for the college leadership teams on June 14, 2011, led by the Executive Team - Dr. Jay Box; Beth Brinly, Kentucky Workforce Investment Board; and Reecie Stagnolia, Kentucky Adult Education. Two all-day regional meetings were held to discuss the project more in depth with the local leadership teams. On July 18, 2011, the meeting was at Madisonville Community College; on July 19, 2011, the meeting was held at the System Office.

CampusCE – Non-Credit Course Management Software

The Workforce Solutions CampusCE non-credit course management software administrative database was launched June 16, 2011, and the online student registration website on June 20, 2011. During the initial implementation stage, the project brought live the capability to register and maintain non-credit course registration data, an online student self-service registration website, and a direct data file exchange of financial transactions between CampusCE and PeopleSoft Financials. In July, 14 colleges (Ashland Community and Technical College, Big Sandy Community and Technical College, Bluegrass Community and Technical College, Bowling Green Technical College, Elizabethtown Community and Technical College, Gateway Community and Technical College, Hazard Community and Technical College, Hopkinsville Community College, Jefferson Community and Technical College, Madisonville Community College, Owensboro Community and Technical College, Maysville Community and Technical College, Somerset Community College, and West Kentucky Community and Technical College) began to process registrations and maintain financial transactions for non-credit courses within the new CampusCE software; 2,094 total financial transactions were processed.

Over the course of the first full month of live user activity of CampusCE, the System Office worked closely with colleges to provide additional training and technology troubleshooting support. Serving as a point of convergence, the System Office established lines of communication to facilitate and distribute common points of clarification between software and business process integration with the colleges. Additionally, a process was developed to analyze, identify, and communicate justified software issues to CampusCE support system engineers for end-user testing and resolution.

With the maintenance of financial data within CampusCE, additional support and training has been provided to streamline and communicate changes to back office procedures between college Workforce Solutions and Business Office staff. Onsite individualized project support site visits were conducted to facilitate training users of the software from both Workforce Solutions and the Business Office. Site visits have accomplished and prepared colleges with the development of a back office financial process model that ensures required financial separation of duties and internal control of all CampusCE financial transactions that support the KCTCS PeopleSoft Financials system.

The remaining project deliverable that is being managed for the CampusCE project is the development of a daily student and course registration data exchange between CampusCE and the KCTCS internal DSS data warehouse. In preparation of the daily data exchange, the CampusCE project data warehouse sub-team has worked with CampusCE engineers to identify needed data elements to be included in the data exchange and necessary technical specifications. Final data table construction and layout revisions have been developed by CampusCE engineers and are pending internal File Transfer Protocol (FTP) site delivery preparation. A first cycle of full end-user DSS data exchange testing of processed CampusCE data took place the week of August 22; development of end user reports and dashboard interfaces began September 5, 2011.

Career and Technical Education (CTE) Assessment

KCTCS has been awarded \$40,000 from the Carl D. Perkins federal grant to align AAS program course competencies with current industry standards and to select end-of-program student industry recognized assessments. Plans are underway for meetings dealing with Developing a Curriculum (DACUM) and/or curriculum alignment to national standards. For FY 2011-12, the following programs will participate: Agriculture, Advanced Industrial Integrated, Biotechnology, Biotechnology Laboratory Technician, Business Studies, Accounting, Criminal Justice, Heavy Equipment Operation, Human Services, Quality Management Systems, Real Estate, and Wood Manufacturing. Sessions are scheduled to begin in late September.

Automotive Manufacturing Technical Education Collaborative (AMTEC)

The Automotive Manufacturing Technical Education Collaborative (AMTEC) has recently crossed several milestones with our industry-endorsed, standardized curriculum. As of this date, 61 curriculum modules have been completed. The first modules will be piloted at seven colleges covering six states. AMTEC has contracted the Center for Rural Development to host the modules and upload the information. This agreement will also provide AMTEC with 24/7/365 help desk availability.

Work on the curriculum identified a need for AMTEC to build a Manufacturing Simulator from scratch as there is no current equipment in existence to meet AMTEC partner specifications. Lowery Machine in southern Ohio is in the final stages of building the simulator with leadership and guidance from a cross section of automotive manufacturers. The first simulator will be installed at the Bluegrass Community and Technical College site at Toyota Motor Manufacturing Kentucky in Georgetown with a delivery date set for early September 2011; test runs are scheduled for mid-September. This will be the first AMTEC Manufacturing Simulator, and the Center will be patenting and protecting the intellectual property of the simulator.

Dr. Kitty Manley, AMTEC Director of Assessment and Evaluation, has successfully created baseline data surveys, which the AMTEC college and industry partners have completed and returned. The data will be analyzed and provided to the goal teams that are working to forward the goals and objectives of the national center. For the industry partners this data provides future training opportunities; for the colleges the survey delivers support and guidance related to the curriculum.

In July, two BCTC interns in the Toyota Manufacturing Kentucky Program attended the *High Impact Technology Conference* in San Francisco to represent the AMTEC program. These two students made a very positive impression on Dr. Celeste Carter, National Science Foundation (NSF) Program Director, Division of Undergraduate Education; and she has extended an invitation for the interns to attend the *NSF/American Association of Community Colleges Advanced Technical Education Principle Investigators Conference* in Washington, D.C., this October.

Kentucky Fire Commission Grant to Improve Volunteer Services

The Kentucky Fire Commission has been awarded a \$257,700 grant to boost volunteer firefighter services throughout Kentucky. The grant will focus on coordinating statewide volunteer firefighter recruitment and retention efforts and activities. The grant is from the Staffing for Adequate Fire and Emergency Response (SAFER) Program and will be administered by the Grant Programs Directorate through the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS). Fire departments, current firefighters, communities, and citizens will all experience improvements when volunteer services are enhanced across the Commonwealth.

PROMOTE RECOGNITION AND VALUE OF KCTCS

Performance Measures

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

National Center for Higher Education Management Systems (NCHEMS) Progress Report on Kentucky's Postsecondary Education Improvement Act of 1997

The NCHEMS report entitled *Realizing Kentucky's Educational Attainment Goal: A Look in the Rear View Mirror and Down the Road Ahead* was released September 7, 2011. The report documents Kentucky's progress in implementing the *Postsecondary Education Improvement Act of 1997* (HB 1) highlighting the movement on a number of key performance metrics since 2000. The report validates the vision of HB 1 and highlights the remarkable progress that has been made thus far.

According to the report, over the past decade, Kentucky has improved faster than any state in the nation on key higher education performance measures. Kentucky ranked second in the nation in the rate of improvement in the percentage of younger adults, ages 25 to 44, with college degrees, as well as in the rate of improvement in the three-year graduation rates at two-year institutions. Further, total undergraduate credentials produced in the Commonwealth increased at a rate that surpassed all but four states.

An executive summary of the report is attached (Attachment 1).

Recruitment Summit

More than 120 KCTCS recruiters, public relations directors, and admission staff attended the *Third KCTCS Recruitment Summit* in Versailles on July 12 and 13. The theme of this year's conference was "Telling Our Story." Karen Wunderlin, Founder and President of The Wunderlin Company, conducted a workshop on creating and telling college stories that resonate with stakeholders, particularly prospective students. During the 2011-12 academic year all 16 colleges and the System Office will create six stories for three targeted prospective student audiences: traditional students, non-traditional students, and African-American students. These stories will be incorporated into all external communications materials, including viewbooks, websites, program brochures, etc.

2011-16 Strategic Marketing Goals

The KCTCS Public Relations Peer Team and System Office marketing staff spent the 2010-11 year researching and developing marketing plans to support the *2010-16 KCTCS Strategic Plan* and *Transformation Initiatives*. The 14 new marketing goals are designed to guide future marketing efforts at both the System and college level for the next five years. This new plan is built on the results of extensive research, including:

- The 2011 KCTCS Prospective Student Market Research Study.
- General market analysis, including a review of:
 - Competitors.
 - Marketing communication trends.
 - General higher education trends.

The overall goal is to develop an integrated, customer-focused marketing plan and process at both the System and college level that supports both the *2010-16 KCTCS Strategic Plan* and the nine *Transformation Initiatives*.

1. Establish a professional, consistent brand that resonates with all stakeholders at both the system and college level.
2. Develop a proactive, strategic public relations strategy that promotes and enhances the image and reputation of KCTCS.
3. Enhance our online marketing and communications efforts.
4. Establish an integrated marketing communications process and plan at both the college and system level that capitalizes on the strength of communicating in one voice but reflects the needs of local communities.
5. Develop and execute marketing and communication plans for systemwide programs and initiatives.
6. Enhance the marketing services and tools available to support the colleges and the System Office with their marketing efforts.
7. Continue to strengthen the perception of KCTCS' role in higher education among policymakers and the thinking/talking public.
8. Embrace a market-research approach to determine customer perceptions, needs, and wants.
9. Assist the organization in the development of a comprehensive outsourced student services delivery model that provides a seamless, scalable, virtual 24/7/365 student services call center help desk for current and prospective KCTCS students.
10. Communicate and promote financial aid and scholarship programs to assist prospective and current students with obtaining the assistance they need to receive an affordable education.
11. Develop and execute strategic recruitment programs and materials for prospective students.
12. Develop and execute marketing strategies to promote the Go 2 Work/HWHD Jobs.
13. Create an internal marketing plan to increase the retention of our students.
14. Develop and execute marketing strategies to promote the Go2Transfer program.

KCTCS Launches Internal Communication Tool – KNECT

A new internal communication tool called KNECT (KCTCS Non-Emergency Communication Tool) is being rolled out this fall to assist college personnel with communicating non-emergency, deadline-driven information. The new tool will allow colleges to send automated phone and e-mail messages to students using PeopleSoft data. Initially, the use of the system will be limited to Admissions/Business Office/Financial Aid issues that require a deadline and/or immediate call to action. Examples include drop for no payment, application issues, financial aid deadlines, appointment reminders, etc.

KCTCS Statewide Umbrella Media Campaign

KCTCS will once again utilize the University of Kentucky and University of Louisville sports marketing network for our statewide media campaign. This has proven to be an extremely effective vehicle for KCTCS. The 2011 KCTCS Prospective Students Market Research Study revealed that KCTCS awareness levels have increased 19 points among older prospects, 17 points among parents of high school students, and nine points among high school students. It is believed that a significant reason for this increase is due to this media buy.

The campaign includes TV, radio, print, and on-site promotional opportunities. The featured UK football game is the Central Michigan game scheduled on September 10, 2011. Our UofL featured football game is the Rutgers game on October 21, 2011.

This year three new radio spots to support the campaign have been developed: 1) Go2Transfer radio, 2) Go2Work radio, and 3) a 30 second donut spot that will allow colleges to insert customized messages while still maintaining the Go You creative concept.

Media Focus

KCTCS continues to receive strong media coverage. From July 1– August 26, 2011, media citations for all KCTCS colleges and the System Office totaled 1,319, with 99 percent being positive. The citations are broken down into the following media categories:

<u>Category</u>	<u># of media hits (stories)</u>
Newspaper	676
Internet	513
TV	65
Radio	26
Magazine	17
Blog	9
Newsletter	5
Social Media	4
Journal	<u>4</u>
TOTAL:	1,319

Acorn Award Winner

The 2011 Acorn Award recipient is Dr. David Cooper, Jefferson Community and Technical College Professor of English. The annual award is presented to outstanding faculty at Kentucky's public or independent colleges and universities and includes a \$5,000 honorarium. This year two awards will be presented – one to a faculty member at a four-year institution and one to a faculty member at a KCTCS institution.

The award will be presented during the luncheon program for the *Governor's Conference on Postsecondary Education Trusteeship* on September 23, 2011.

Sponsored Projects – Grants and Contracts

The KCTCS Office of Sponsored Projects and Contracts processed \$38,355,602 in grants and contracts (excluding federal financial aid) through the first two months of FY 2011-12. Noteworthy awards include National Science Foundation grants to Bluegrass Community and Technical College (\$138,032), Owensboro Community and Technical College (\$217,424), and Madisonville Community College (\$144,041). Madisonville Community College also received a \$352,400 Regional Kentucky Migrant Education Program grant from the Kentucky Department of Education (federal flow through Migrant Education Program funds). Southeast Kentucky Community and Technical College received a Title III Developing Institutions grant from the U.S. Department of Education (\$399,617) and a \$115,000 Coal Education Grant from the Kentucky Energy and Environment Cabinet.

Gifts from the Private Sector

Since July 1, 2011, **\$3,972,751** has been realized in gifts and pledges. Included in this total are the following gifts:

- \$100,000 pledge from AEP River Ops to PJC, Inc. at West Kentucky Community and Technical College for the marine technology program.
- \$300,000 pledge from the Gheens Foundation to Jefferson Community and Technical College for a pilot project to enhancing student services.
- \$300,000 pledge from Western Baptist Hospital to PJC, Inc. at West Kentucky Community and Technical College for the nursing program.
- \$300,000 pledge from Lourdes Hospital, Inc. to PJC, Inc. at West Kentucky Community and Technical College for the nursing program.
- \$1,575,000 gift of property from Breathitt Skills Center, Inc. to Hazard Community and Technical College.

OTHER HIGHLIGHTS

Kentucky Chamber of Commerce's Business Summit and Annual Meeting – July 11-12, 2011

As a member of the Kentucky Chamber of Commerce's Board, President McCall participated in the Business Summit and Annual Meeting in Louisville. The program included keynote speakers John Schnatter, Papa John's International Founder, President, and CEO; John Fallows, author, journalist, and columnist, *The Atlantic*; Margaret Spellings, President and CEO, Margaret Spellings & Company; and MSNBC's *Morning Joe* co-hosts Joe Scarborough and Mika Brzezinski. KCTCS Board Chair P.G. Peeples and Regents Marcia Roth and Tom Zawacki joined President McCall at the annual meeting dinner.

5th Annual KCTCS Safety Conference – July 19, 2011

President McCall participated in the 5th Annual KCTCS Safety Conference hosted by Elizabethtown Community and Technical College on July 19th. The two-day event was attended by over 200 representatives of KCTCS colleges, including college presidents, crisis management directors, public relations directors, Technology Solutions directors, student deans, facility management staff, and faculty. The conference featured speakers on the following topics: Recognizing Potential Dangers in the Classroom, Dealing with Potentially Violent Students, New Madrid Earthquake Update, Crisis Communications, Legal Issues, Best Practices, *The Michael Minger Act*, Social Media, Domestic Violence on Campus, and Campus Crisis Response Teams.

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.

Project Management Training Expanded

In continuing support of both the overall *KCTCS Transformation* and the KCTCS Organizational Development and Human Resources (ODHR) Transformation, a second project management training session was conducted. This six-day comprehensive course delivered in three, two-day sessions, detailed the terms, concepts, and best practices for successful projects. Participants included staff from the KCTCS Chancellor's Office, ODHR, and additional Cabinet areas. Additionally, two representatives from the colleges participated. The overall goal is to develop project management capacity across the System and create a standard "KCTCS way" for managing projects.

Successful IRS 403(b) Audit

The Internal Revenue Service began auditing the KCTCS 403(b) retirement plan in April 2010 for the 2008 calendar year. The audit involved a thorough review of documentation, procedures, deferrals, vendor contracts, and relationships. It then added a review of the Retiree Health plan(s) and procedures for 403(b) plan participants. The audit has now been completed, and KCTCS has been officially informed that the audit was passed with no changes necessary on the plan's procedure.

Successful University of Kentucky Open Enrollment with eBenefits; KCTCS Open Enrollment in October

A successful pilot program for University of Kentucky (UK) Open Enrollment with eBenefits has been completed. This year, active employees with UK benefits only, completed their benefits information through the PeopleSoft service-eBenefits. The UK Open Enrollment was April 25 through May 13, 2011. The eBenefits service is a self-service module made possible with enhanced options. Active employees with UK benefits did not have to complete a paper application this year. The participants entered their own data into PeopleSoft through eBenefits. KCTCS Open Enrollment for plan year 2012 will begin on Monday, October 10 and end at midnight on Friday, October 28, 2011. Active employees with KCTCS benefits will complete their benefits information through the enhanced PeopleSoft service-eBenefits and the Kentucky Department of Employee Insurance.

Ethics Point Reporting Service

Implementation of the service for reporting suspected fraud, waste, and abuse within KCTCS was implemented on July 1, 2011. This new service was announced to KCTCS faculty and staff; the KCTCS website includes a link to the reporting service for students as well as faculty and staff.

KCTCS is committed to a positive, professional working environment with high ethical standards. The *2.0 KCTCS Administrative Policy Core Values and Ethical Conduct Policy* defines guidelines regarding professional conduct for regents, faculty, staff, contractors, volunteers, and other representatives. The Office of Legal Services will oversee the review and response to all issues reported through this service in accordance with this policy and as a part of KCTCS risk management efforts.

KCTCS 2010-16 Performance Measures 2010-16

Updated baseline information is available for six performance measures adopted as part of the *KCTCS 2010-16 Strategic Plan* (for detailed information see Attachment 2).

Goal: Increase Student Access, Transfer, and Success

- **Participation Rate:** The KCTCS participation rate indicator measures the percentage of adults aged 18-64 enrolled in a KCTCS college. Between 2009 and 2010 the rate increased from 3.5 percent to 3.7 percent. The 2010 rate exceeds the target established for 2015 (3.5 percent).
- **Credentials:** The number of credentials (associate degrees, certificates, and diplomas) awarded by KCTCS increased from 24,838 in 2009-10 to 27,813 in 2010-11. The 2010-11 total exceeded the performance target established for 2015-16 (26,026 credentials). Associate degrees as a proportion of total credentials awarded decreased from 29.3 percent in 2009-10 to 28.4 percent in 2010-11. The 2015-16 performance target for associate degrees as a proportion of total credentials is 40.2 percent.

Goal: Cultivate Diversity, Multiculturalism, and Inclusion

- **Student Diversity** – The student diversity performance measure indexes minority representation in the KCTCS student body to the proportion of minorities in the state’s population. An index above 100 indicates KCTCS enrollment is more diverse than Kentucky’s population; a score below 100 indicates KCTCS enrollment is less diverse than the state. Between fall 2009 and fall 2010, the student diversity index increased from 103.8 percent to 104.9 percent. The performance target established for fall 2015 is 106.7 percent.
- **Employee Diversity** – The employee diversity performance measure indexes minority representation among KCTCS employees to the proportion of minorities in the state’s population. Between fall 2009 and fall 2010, the employee diversity index decreased from 59.2 percent to 56.4 percent. The performance target established for fall 2015 is 100.0 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 2008-09 and 2009-10 the wage index decreased from 87.5 percent to 85.1 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. Between 2009-10 and 2010-11, the workforce matriculation rate decreased from 3.1 percent to 2.7 percent. The target for 2015-16 is 5.8 percent.

Realizing Kentucky's Educational Attainment Goal: A Look in the Rear View Mirror and Down the Road Ahead

Overview of Progress

Kentucky's Postsecondary Education Improvement Act of 1997 (House Bill 1) has been instrumental in creating a new vision and a new set of expectations for postsecondary education in the Commonwealth tied to higher levels of educational attainment, economic growth and greater opportunity for all citizens.

Realizing Kentucky's Educational Attainment Goal: A Look in the Rear View Mirror and Down the Road Ahead, a report by the National Center for Higher Education Management Systems, documents Kentucky's movement on a number of key performance metrics since 2000. While there continues to be challenges ahead, the report validates the vision of HB1, and highlights the remarkable progress that has been made to this point.

Key Areas of Progress:

- Since the year 2000, **Kentucky's college attainment rate** (associate degrees and higher) among working-aged adults 25 to 64 years old has improved by six percentage points – from 24.5 to 30.5 percent. **The actual percentage change from 2000 to 2009 was the largest of any state in the nation.**
- The **percentage of college degree-holders among the younger adults** has improved by more than six percentage points (from 27.3 to 33.7 percent). The most notable change with respect to this age-group is the change in Kentucky's state ranking from 44th in 2000 to 36th in 2009. **Over this time period, Kentucky moved more positions in the positive direction than any state in the U.S.**
- The **six-year graduation rates at four-year institutions** (public and private) improved nearly nine percentage points from 2000 to 2009. **This is the largest percentage change of any state in the U.S.**, and Kentucky moved nine positions among the states – from 44th to 35th.
- The **three-year graduation rates at two-year institutions** increased by roughly the same amount. It was the **third highest percentage point change in the U.S.**, and Kentucky moved from 38th among states to 16th.
- **Kentucky had the 5th highest percentage point change in total undergraduate credential and degree production (one year or more in length) of any state in the U.S.** This is even more impressive considering that the states ahead of Kentucky (AR, FL, NV, and VA) benefited on this measure largely because of shifting demographics.
- **The percentage change in the number of undergraduate credentials awarded per 1,000 adults with no college degree is the largest in the U.S.** This is a measure of how well states are awarding college credentials relative to the population in need (market penetration). On this metric, Kentucky jumped nine positions from 45th among states in 2000 to 36th in 2009.

College Attainment and Completion Metrics	Kentucky Change from 2000 to 2009					
	Percent Change	Change Ranked Among States	2000	2009	State Rank in 2000	State Rank in 2009
Adults Aged 25 to 64 with College Degrees (Associate and Higher)	24.4	1	24.5	30.5	47	45
Adults Aged 25 to 44 with College Degrees (Associate and Higher)	23.6	2	27.3	33.7	44	36
Six-Year Graduation Rates at Four-Year Institutions (Public and Private)	21.7	1	39.3	47.8	44	35
Three-Year Graduation Rates at Two-Year Institutions (Public and Private)	42.7	3	21.4	30.5	38	16
Undergraduate Credentials (One-Year or More in Length)	55.7	5	23,115	35,999	NA	NA
Undergraduate Credentials Awarded per 1,000 18 to 44 Year Olds with No College Degree	63.0	1	18.4	29.9	45	36

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

Participation Rate

College	Actual						Target
	2006	2007	2008	2009	2010	2015	
Ashland	4.1%	4.5%	4.2%	4.5%	4.7%		
Big Sandy	4.2%	4.5%	4.3%	4.6%	4.9%		
Bluegrass	1.9%	1.9%	2.0%	2.2%	2.3%		
Bowling Green	1.9%	2.7%	2.1%	2.5%	2.6%		
Elizabethtown	2.6%	2.8%	3.0%	3.5%	3.9%		
Gateway	1.1%	1.1%	1.2%	1.5%	1.7%		
Hazard	5.6%	6.1%	5.7%	6.7%	7.0%		
Henderson	4.4%	4.2%	4.1%	4.8%	4.7%		
Hopkinsville	4.0%	3.5%	3.3%	3.9%	4.1%		
Jefferson	2.2%	2.3%	2.1%	2.2%	2.2%		
Madisonville	4.8%	5.3%	5.4%	5.5%	5.8%		
Maysville	2.6%	2.9%	2.7%	3.1%	3.4%		
Owensboro	5.7%	6.0%	6.1%	6.6%	6.8%		
Somerset	2.9%	3.2%	3.3%	3.7%	4.1%		
Southeast KY	5.1%	5.6%	5.4%	5.9%	6.0%		
West KY	4.6%	4.7%	4.4%	5.0%	5.0%		
System	3.1%	3.3%	3.2%	3.5%	3.7%	3.5%	

Definition: KCTCS fall credit enrollment from colleges' enrollment clusters divided by the population aged 18-64; KCTCS participation rate includes all Kentucky resident students.

Source: Official data as reported to CPE; US Census Bureau Archived Population Estimates and Census 2010; KPR Projections April 2009
 Compiled by: Office of Research and Policy Analysis
 v. 9/6/11

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

Total Credentials Awarded

College	Actual												Targets	
	2006-07		2007-08		2008-09		2009-10		2010-11		2015-16		Total	Assoc.
	Total	% Assoc.	Total	% Assoc.	Total	% Assoc.	Total	% Assoc.	Total	% Assoc.	Total	% Assoc.		
Ashland	1,136	27.0	1,010	27.8	1,030	32.6	1,348	29.2	1,236	33.2				
Big Sandy	986	31.0	972	26.2	677	39.4	947	35.9	1,060	30.6				
Bluegrass	2,891	31.9	2,755	32.6	3,161	33.4	3,203	32.1	3,694	30.8				
Bowling Green	1,142	12.1	1,310	11.7	1,294	13.7	1,292	15.3	1,853	14.1				
Elizabethtown	840	54.6	2,226	20.1	2,110	24.5	1,863	28.3	1,837	35.3				
Gateway	529	23.3	631	28.1	785	29.8	925	25.3	1,244	23.3				
Hazard	891	39.7	1,061	34.9	1,091	31.6	1,139	31.9	1,618	25.4				
Henderson	319	51.1	307	57.3	413	35.1	479	38.6	613	31.2				
Hopkinsville	637	50.2	770	46.6	624	55.3	957	40.8	1,159	37.1				
Jefferson	2,617	32.6	3,191	27.2	2,817	33.1	3,234	27.3	3,473	27.5				
Madisonville	957	42.2	977	41.4	1,089	37.8	1,086	43.6	1,122	38.5				
Maysville	1,509	13.3	1,304	14.1	1,379	13.2	1,472	16.4	1,660	16.0				
Owensboro	1,241	32.0	1,205	34.8	1,118	35.0	1,732	28.3	1,853	30.7				
Somerset	1,594	33.6	1,724	33.4	2,075	30.5	1,991	27.8	2,156	28.5				
Southeast KY	981	44.2	871	45.2	1,044	38.2	1,022	45.7	966	41.6				
West KY	2,700	20.9	2,468	21.2	2,037	24.0	2,148	23.3	2,269	24.5				
System	20,970	30.9	22,782	28.5	22,744	30.2	24,838	29.3	27,813	28.4	26,027	40.2		

Definition: Annual count of associate degrees, certificates and diplomas awarded, associate degrees as a proportion of total credentials.

Source: Official data as reported to CPE, LCC legacy data.
 Compiled by: Office of Research and Policy Analysis
 v. 9/6/11

Kentucky Community and Technical College System
Performance Measures 2010 - 2016 Strategic Plan
 Cultivate Diversity, Multiculturalism, and Inclusion

Student Diversity

College	Actual					Target
	2006	2007	2008	2009	2010	2015
Ashland	88.4%	68.5%	77.2%	74.6%	85.9%	
Big Sandy	130.9%	115.7%	66.3%	58.2%	69.4%	
Bluegrass	124.9%	125.3%	117.9%	124.2%	123.4%	
Bowling Green	78.3%	81.0%	107.7%	116.9%	121.3%	
Elizabethtown	121.6%	124.6%	134.9%	122.2%	116.6%	
Gateway	144.5%	129.5%	141.7%	162.4%	169.4%	
Hazard	107.0%	54.5%	62.4%	48.6%	76.9%	
Henderson	81.8%	71.6%	81.1%	73.0%	87.8%	
Hopkinsville	141.9%	149.4%	151.4%	143.2%	144.8%	
Jefferson	124.1%	130.4%	126.4%	130.7%	130.0%	
Madisonville	96.0%	89.9%	100.2%	97.8%	104.2%	
Maysville	91.0%	95.2%	91.7%	98.5%	84.4%	
Owensboro	77.1%	87.0%	92.1%	110.7%	103.8%	
Somerset	51.7%	54.1%	58.4%	78.5%	79.3%	
Southeast KY	85.7%	90.9%	103.5%	121.1%	123.5%	
West KY	94.3%	102.8%	124.6%	100.6%	117.4%	
System	102.9%	103.3%	104.0%	103.8%	104.9%	106.5%

Definition: Percent of students with known ethnicity in all racial/ethnic categories excluding white and nonresident alien, based on fall unduplicated headcount, compared to percent minority population aged 18-64 in enrollment cluster.

Source: Official data as reported to CPE; National Center for Health Statistics. Postcensal estimates of the resident population of the United States for July 1, 2000-July 1, 2009, by year, county, age, bridged race, Hispanic origin, and sex ([Vintage 2004, 2005, 2006, 2007, 2008, 2009](http://www.cdc.gov/nchs/nvss/bridged_race.htm#data)) - http://www.cdc.gov/nchs/nvss/bridged_race.htm#data; Census 2010

Compiled by: Office of Research and Policy Analysis.
 v. 9/6/11

Kentucky Community and Technical College System
Performance Measures 2010 - 2016 Strategic Plan
 Cultivate Diversity, Multiculturalism, and Inclusion

Employee Diversity

College	Actual					Target
	2006	2007	2008	2009	2010	2015
Ashland	138.7%	89.7%	118.6%	80.8%	68.5%	
Big Sandy	144.4%	137.4%	95.1%	93.0%	111.2%	
Bluegrass	79.1%	75.2%	62.0%	56.1%	59.6%	
Bowling Green	88.2%	79.6%	79.7%	66.5%	79.7%	
Elizabethtown	103.4%	88.5%	105.4%	82.7%	71.0%	
Gateway	123.1%	124.6%	126.1%	97.8%	98.3%	
Hazard	121.3%	113.1%	69.3%	142.7%	148.5%	
Henderson	64.0%	48.4%	55.1%	43.5%	28.3%	
Hopkinsville	66.4%	64.0%	71.5%	64.9%	63.0%	
Jefferson	54.7%	56.7%	58.8%	62.7%	56.3%	
Madisonville	55.4%	48.7%	61.0%	57.3%	44.1%	
Maysville	57.3%	49.6%	48.8%	45.4%	64.3%	
Owensboro	76.3%	68.8%	73.7%	87.1%	60.8%	
Somerset	99.5%	85.7%	83.7%	97.0%	80.8%	
Southwest KY	100.7%	104.0%	128.6%	138.7%	116.0%	
West KY	77.5%	69.8%	69.1%	62.8%	58.5%	
System Office	42.9%	53.7%	61.6%	56.2%	62.5%	
System	65.7%	61.9%	61.6%	59.2%	56.4%	100.0%

Definition: Percent of employees in all racial/ethnic categories excluding white, nonresident alien, and unknown compared to percent minority population aged 18-64 in enrollment cluster. Data represents employees in the following categories: Executive/Administrative/Manager, Faculty, and Other Professional as defined for IPEDS. Includes both full-time and part-time.

Source: IPEDS; National Center for Health Statistics. Postcensal estimates of the resident population of the United States for July 1, 2000-July 1, 2009, by year, county, age, bridged race, Hispanic origin, and sex (Vintage 2004, 2005, 2006, 2007, 2008, 2009) - http://www.cdc.gov/nchs/nvss/bridged_race.htm#data; Census 2010

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Wage Index

College	Actual							Target
	2005-06	2006-07	2007-08	2008-09	2009-10	2015-16		
Ashland	92.1%	99.3%	101.9%	108.5%	98.8%			
Big Sandy	88.8%	102.4%	95.4%	80.1%	78.9%			
Bluegrass	102.1%	99.5%	92.6%	90.5%	83.9%			
Bowling Green	88.2%	93.5%	86.3%	79.5%	84.9%			
Elizabethtown	86.8%	100.9%	80.3%	75.3%	85.0%			
Gateway	96.3%	95.9%	102.1%	81.8%	81.6%			
Hazard	89.1%	87.2%	92.2%	88.9%	91.8%			
Henderson	108.3%	119.7%	97.8%	113.6%	107.0%			
Hopkinsville	105.0%	107.2%	84.8%	95.3%	75.9%			
Jefferson	107.2%	104.7%	101.3%	95.9%	91.6%			
Madisonville	117.2%	121.9%	103.4%	101.7%	86.7%			
Maysville	78.5%	81.8%	79.7%	75.9%	91.6%			
Owensboro	89.7%	83.4%	85.2%	81.1%	72.0%			
Somerset	84.4%	91.8%	89.5%	80.0%	84.4%			
Southeast KY	79.2%	80.9%	83.5%	91.5%	91.3%			
West KY	93.3%	89.0%	83.4%	80.5%	80.4%			
System	95.5%	97.9%	91.5%	87.5%	85.1%	100.0%		

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

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

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

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

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Workforce Matriculation

College	Actual						Target 2012-13 Cohort Matriculating by 2015-16
	2004-05 Cohort Matriculating by 2007-08	2005-06 Cohort Matriculating by 2008-09	2006-07 Cohort Matriculating by 2009-10	2007-08 Cohort Matriculating by 2010-11	2008-09 Cohort Matriculating by 2011-12	2009-10 Cohort Matriculating by 2012-13	
Ashland	4.1%	1.6%	4.8%	1.6%	4.8%	1.6%	
Big Sandy	2.5%	2.2%	4.4%	3.5%	4.4%	3.5%	
Bluegrass	1.7%	2.7%	2.9%	1.7%	2.9%	1.7%	
Bowling Green	2.1%	4.0%	3.4%	2.5%	3.4%	2.5%	
Elizabethtown	3.9%	4.3%	5.0%	3.9%	5.0%	3.9%	
Gateway	7.2%	8.3%	2.5%	0.5%	2.5%	0.5%	
Hazard	2.6%	3.8%	2.8%	4.7%	2.8%	4.7%	
Henderson	2.1%	1.5%	3.5%	3.0%	3.5%	3.0%	
Hopkinsville	0.0%	0.0%	8.0%	0.3%	8.0%	0.3%	
Jefferson	3.6%	2.6%	3.8%	3.8%	3.8%	3.8%	
Madisonville	1.3%	1.7%	0.6%	1.2%	0.6%	1.2%	
Maysville	5.3%	4.2%	5.8%	2.9%	5.8%	2.9%	
Owensboro	4.4%	5.6%	4.1%	2.7%	4.1%	2.7%	
Somerset	2.5%	2.2%	2.5%	4.4%	2.5%	4.4%	
Southeast KY	0.9%	0.7%	0.8%	2.0%	0.8%	2.0%	
West KY	4.6%	2.5%	1.6%	2.7%	1.6%	2.7%	
System	2.6%	2.6%	3.1%	2.7%	3.1%	5.8%	

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

Note: The matriculation figures are an unduplicated count. A workforce student who matriculates at

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