

President's Report

Board of Regents Meeting

December 9, 2011

KCTCS – System Office, Versailles, 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.

2011-12 CHANGE Initiative Update

- **Cross-Functional Topic 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



KCTCS is an equal opportunity employer and education institution.

Transformation Topic Teams. These teams have been formed and all have met at least once. The teams' first charge is to develop recommended action steps for executing each of the Transformation strategies. Those action steps will then be evaluated for cost, time, scope, and organizational change impact, resulting in a Transformation project portfolio that will be recommended to President McCall.

- **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 was 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. The assessment has been completed and the first draft report received by President McCall. 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). 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. The CPMO has been working closely with each of the Transformation Topic Teams and has assisted President McCall in the development key Transformation structures, tools, and processes.
- **Project and Change Management Training Expanded** - In continuing support of the *KCTCS Transformation*, additional change management and project management training sessions have been conducted. Participants included Transformation Topic Managers and staff from all Cabinet areas and the President's Office. This training reinforces the principles of change and discipline that are key to the Transformation and aids staff by improving their skills and knowledge as the Transformation continues to unfold.

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 President's Leadership Seminar (PLS) Class of 2011-12

Eighteen members of the 2011-12 PLS Class, representing 15 KCTCS colleges and the System Office, met in Lexington on October 25-27, 2011, at the Hyatt Regency Lexington for an intensive learning experience with national leaders. The session included opportunities for participants to interact in small group sessions with

luminaries such as Dr. Walter Bumphus, President of the American Association of Community Colleges (AACC); Dr. John Roueche, University of Texas; Dr. Jeff Hockaday, former Central Carolina Community College President, former Virginia Community College System Chancellor, and KCTCS Interim President; and many others.

In addition to the seminar sessions, the 2011-12 PLS Class is participating in a year-long online course, *PLS 2012: Seminar in Leadership*. Recent course activities have included Live Meetings focused on readings, including the *AACC Competencies for Community College Leaders*.

Accreditation Update

The following KCTCS colleges hosted 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.

KCTCS Colleges Participate in November Digital Summit

All KCTCS colleges were represented in a day-long digital summit entitled “Today’s Textbook - Tomorrow’s Digital Future Quality & Costs: An Aim toward Affordable Education”. Publishers, open education resource (OER) contributors, and Barnes & Noble provided overviews of strategies planned or implemented to lower costs of content for students while raising the quality of highly engaging, multimedia, rich content and ease of content selected by faculty.

KCTCS administrators, faculty leaders, *KCTCS Online Learn on Demand Lead Colleges/Learn by Term Distance Learning Peer Team*, SGA Presidents, and others attended. The primary objective was to create awareness of content providers’ strategies for offering digital content and how that will benefit both students and faculty, particularly related to costs savings, quality of content, and ease of use.

INCREASE STUDENT ACCESS, TRANSFER AND SUCCESS

Performance Measures:

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

National Alliance for Concurrent Enrollment Partnerships (NACEP)

NACEP hosted its annual conference, October 23-25, 2011, in Mystic, Connecticut. Focused on the theme “Charting the Course: Navigating the Future of Concurrent Enrollment”, the NACEP conference included keynote and plenary sessions that centered on national opportunities related to concurrent enrollment as a strategy for improving college readiness, postsecondary access and success, state and national legislation and policy development, NACEP accreditation, ensuring quality in concurrent enrollment programs and partnerships, creating high-quality professional development for concurrent enrollment instructors, and developing dual credit research and assessment. KCTCS was well represented at the conference with participation from several KCTCS colleges and Chancellor’s Office staff. Presentations were conducted by

the System Director for Transfer and Retention, the President of West Kentucky Community and Technical College (WKCTC), and the Director for K-12 Partnerships at WKCTC.

Student Services Center Update

The Blackboard Student Services Team has completed all 16 college visits to gather requirements and knowledgebase information. After the college visits, a comprehensive report of recommended standardized best practices and processes and organizational change to improve overall efficiency in student services at the colleges will be shared. The recommendations will be reviewed by the Student and Academic Affairs Councils. The final recommendations will then be presented to the President's Leadership Team at an upcoming meeting.

The core project team has been meeting weekly to review project status and has been publishing a monthly newsletter to assist with awareness. Additionally, the Student Services Topic Team has been established and has officially chartered the team and is working to finalize the action steps for the Student Services project. Meanwhile, the technology integrations are underway; and the project as a whole is on schedule. Regular updates will be provided to the President's Leadership Team as necessary and appropriate.

KCTCS Complete College America \$1 Million Dollar Grant Update

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.

Kentucky's proposal, submitted in May, addresses two of the funding priorities outlined by Complete College America—"transforming remediation" and "deploying transformative technology". Specifically, the project will add virtual advising and tutoring services to *KCTCS Online Learn on Demand*, an online, modularized, competency-based program administered by KCTCS. The program enhancements will improve *Learn on Demand* in three essential ways:

- Incorporating transformative advising and tutoring technologies and customizing an orientation module for developmental students.
- Providing focused training and professional development for advisors.
- Funding a communications plan that increases awareness of *Learn on Demand*'s degree and credential pathways.

In October *KCTCS Online* sponsored 11 KCTCS faculty and staff advisors to attend the *National Academic Advising Association (NACADA) Conference* – an association that promotes and supports quality academic advising in institutions of higher education to enhance the educational development of students.

KCTCS Online Learn on Demand Launches College Readiness Fall 2011

KCTCS Online Learn on Demand has launched the College Readiness Reading, Writing, and Math program through two lead colleges, Big Sandy Community and Technical College and Southeast Kentucky Community and Technical College. The *Learn on Demand* College Readiness program will use a College Readiness diagnostic that provides credit for students who demonstrate mastery of content for specific modules. Students are only enrolled in the modules they need.

The program is designed to support individuals who are not college ready and includes a College Readiness Virtual Advising Network where trained advisors support *Learn on Demand* students to become college ready

through intrusive advising and support toward enrollment in college courses. The *KCTCS Online Learn on Demand* College Readiness content and assessments were developed in partnership with Pearson Learning, who provides sophisticated MyLabs interactive, learning content and instructional design support as well as strong expertise in Reading, Writing, and Math pedagogy. For more information visit the *Learn on Demand* website and click on the College Readiness icon <http://learnondemand.kctcs.edu/>.

KCTCS Online Preliminary Enrollments Show Continued Growth

Fall 2011 preliminary student unduplicated enrollment in *KCTCS Online Learn by Term* and *Learn on Demand* has increased. Both of these online opportunities offer numerous program and course options. Students must designate a KCTCS college as the Home College; the Home College accepts all systemwide online courses and programs delivered by other KCTCS colleges.

For *KCTCS Online Learn by Term* (Distance Learning), unduplicated students increased to just over 35,100 students, representing about one-third of all KCTCS enrollments. The increase from over 33,200 in fall 2010 represents just over 1,900 more enrollments for fall 2011. For fall 2011, student unduplicated enrollment in only online classes increased to just over 12,800 students, up from just over 10,900 in fall 2010, representing an increase of just over 1,900 students, a 17 percent increase. *KCTCS Online Learn by Term* online courses are the traditional three to four credit courses, offered by semester, and lead to certificates, diplomas, and degrees. *Learn by Term* is an alternative for many students who cannot attend classes on campus due to scheduling conflicts, childcare, work, or other commitments.

For *KCTCS Online Learn on Demand* student headcount for fall 2011 August through October is over 530 students, as compared to fall 2010 August through December headcount of almost 326 students, representing an increase, thus far, of over 200 students through October 2011. *Learn on Demand* offers education in "bite-sized chunks" and is aimed at the working adult. Courses start every day and are divided into smaller modules that are only three to eight weeks long and focus on specific skills. Each module earns credit at KCTCS colleges - and credits build toward degrees.

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 contacts to support student engagement, enrollment, and success.

Dual Credit Memorandum of Agreement Signing Ceremony – October 6, 2011

President McCall joined Governor Beshear to participate in a signing ceremony for a new agreement among the Kentucky Education and Workforce Development Cabinet's Office of Career and Technical Education (OCTE), the Kentucky Department of Education (KDE) and the Kentucky Community and Technical College System (KCTCS).

The initiative, one of the recommendations of the Governor's Task Force on Transforming Education in Kentucky, will allow students in high school to earn both high school and college credit for approved career

and technical education courses and general education courses. While the educational systems have worked together for many years, this marks the first time the three partners have worked together to provide dual credit opportunities for students in one agreement.

The dual credit initiative's goal to produce graduates better prepared for the world also addresses a larger effort to increase the academic rigor of Kentucky's career and technical education system. Improved career and technical education is a critical component of Kentucky's college- and career-readiness goals.

CULTIVATE DIVERSITY, MULTICULTURALISM, AND INCLUSION

Performance Measures:

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

ACCT Charles Kennedy Equity Award

KCTCS was the 2011 recipient of the Charles Kennedy Equity Award from the Association of Community College Trustees (ACCT). The national award recognizes the trustees and chief executive officers for the contributions made by faculty and staff in implementing equity programs. The awards were announced during the ACCT Awards Gala on October 14, 2011, in Dallas, Texas.

KCTCS was specifically recognized for outstanding efforts and commitment to diversity through a number of initiatives, including:

- **Enrollment** - Diversity among the student body has grown significantly from 2005 to 2010 at the 16 KCTCS colleges. The total student enrollment has grown by almost 26 percent, while enrollment for diverse students has grown by 76 percent. The largest growth has been observed in Hispanic student enrollment which grew from 929 students to 2,058, a 121.5 percent increase. Other enrollment increases of note include: African-Americans with a 59.1 percent increase and Whites with a 34.5 percent increase.
- **Campus Environment** - Offices of Cultural Diversity - The 16 colleges and the System Office each created an Office of Cultural Diversity (OCD). The OCDs are designed to develop/implement strategies to increase access and success of diverse students as well as enhance the participation and engagement of employees from diverse backgrounds.
- **KCTCS Diversity Action Planning Process** - In alignment with the KCTCS Strategic Plan, the KCTCS diversity action research/planning process initiated an appreciative dialogue about diversity, built critical relationships, and constructed a shared vision of cultural diversity. The outcome of the planning process was the KCTCS Diversity Action Plan and framework, *Beyond the Numbers: KCTCS 2010-16 Diversity Action Plan for Inclusion, Engagement, and Equity*. The plan was designed as a roadmap to a future where diversity is infused throughout all functional areas of the organization. The plan's four priority areas are:
 - Student Success and Access
 - Education, Scholarship, and Service
 - Campus Climate
 - Institutional Leadership and Transformation
- **Involvement in Minority Community** - KCTCS Super Sunday - Super Sunday is an annual student recruitment initiative specifically targeting African-American students and their families with information

and resources to support college admission and enrollment. The inaugural event was held on February 27, 2011, and was declared "KCTCS Super Sunday Day" in the state by Governor Steve Beshear. All 16 KCTCS colleges and the System Office partnered with 23 African-American churches across the Commonwealth. Next year's event will be February 12.

- **Representation** - Kentucky Community and Technical College Board of Regents - In July, the Board elected Porter G. Peeples, Sr. as its new chair. Not only is he the first African-American to serve in this position but he is also a community college graduate who offers a unique perspective, serving as a role model to KCTCS students.
- **Contracting and Vendor Participation** - Diversity Supplier Initiative - KCTCS has developed a strategy to increase both the number of diverse suppliers from which purchases are made and the dollar volume of business conducted with diverse suppliers. The business classifications used by KCTCS to define diverse suppliers include, but are not limited, to ethnic minorities, women-owned businesses, veterans, and individuals with disabilities.

KCTCS was recognized by ACCT earlier in the year with the regional-level equity award. All regional winners were the sole contenders for the national-level award.

Bluegrass Community and Technical College Partnership with Lumina Foundation To Increase Graduation Rates Among Latinos

Bluegrass Community and Technical College (BCTC) has partnered with the Lumina Foundation to strengthen ventures to improve the postsecondary attainment of Latino students. The Lumina Foundation will provide more than \$600,000 over a four-year period for this grant project. The BCTC partnership is one of 12 in 10 states.

BCTC will collaborate with other KCTCS colleges (Gateway, Hopkinsville, Jefferson, Owensboro, and Somerset) and educational, business, and community leaders across the state, including the Council on Postsecondary Education, to expand current programs and create new initiatives to increase Latino student college completion. The project will strengthen existing programs and create pipelines to postsecondary education for traditional and adult learners through the creation of the Kentucky Latino Education Alliance (K'LEA). K'LEA will assist Kentucky Latinos in overcoming the barriers that hinder postsecondary participation. The goal is to help more than 78,000 Latinos in Kentucky to attain a high-quality degree or credential by 2025.

Strategies of the K'LEA project include:

- Specialized outreach efforts.
- Student and family support through Latino outreach coordinators.
- Financial aid support and financial literacy training.
- Career counseling and employment support.
- Peer mentoring.
- Two-year to four-year transfer and articulation support.
- "Latino Student Success" training for educators and student mentors.

At more than 50 million, Latinos represent the largest and fastest-growing population group in the United States. Fifty-six percent of Kentucky's Latino population is represented in the two largest cities in the state along with their surrounding counties. Currently, only 19 percent of those individuals in Kentucky have an associate degree or higher.

KCTCS Recruits Minority Scholars at Southern Regional Education Board (SREB) Faculty Compact

To advance the *KCTCS Strategic Plan 2010-16* performance metric, Employee Diversity, staff from the Organizational Development and Human Resources (ODHR) Engagement Center attended the *Southern Regional Education Board's Institute on Teaching and Learning* from October 20-22, 2011, in Atlanta, Georgia. This institute is the nation's largest gathering of racial/ethnic minority pre- and post-doctoral scholars seeking faculty careers in academia. The SREB conference presented an opportunity to showcase KCTCS colleges and the System Office as the largest educational institution in Kentucky and an employer of choice to

this audience of highly-qualified, prospective faculty and administrators. During the faculty recruitment trip, the KCTCS staff received contact information from almost 20 pre-doctoral, doctoral, and post-doctoral scholars across the nation. In an effort to connect these scholars with KCTCS institutions, this information will be shared with college representatives, including diversity directors, human resource directors, and appropriate division chairs.

National Association of Foreign Student Advisers (NAFSA) Region VI Annual Conference

The National Association of Foreign Student Advisers (NAFSA) is an association of individuals worldwide advancing international education and exchange and global workforce development. NAFSA serves international educators and their institutions and organizations by establishing principles of good practice, providing training and professional development opportunities, providing networking opportunities, and advocating for international education. KCTCS participated in the annual regional conference where the theme "Be the Change" recognized the role individuals play in changing campuses, communities, states, nations, and the world through international education. Of particular interest were sessions focused on community colleges, such as Community Colleges Issues and Updates where participants from Indiana, Ohio, and Kentucky were able to openly discuss common themes. In addition, sessions on *Qualitative Assessment of Global Competency Learning Outcomes*, *Customer Service in International Education*, *Response to Crisis: Varying Perspectives from the Field*, and *Journey to Success: Pre-Trip Activities and Study Abroad* were most informative.

Lexington Urban League Annual Empowerment Dinner

KCTCS served as a sponsor and President McCall attended the October 17, 2011, Urban League Annual Empowerment Dinner featuring Dr. Eli Capilouto, University of Kentucky President. The 2011 theme was "Education Empower."

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 38,050 insurance licensure assessments. Of that amount, 453 insurance licensure assessments were administered during October 2011.

Kentucky Workforce Investment Network Systems (KY WINS)

To date, KY WINS has funded 1,149 projects; 1,014 are completed and 135 remain active. The average wage for trainees is \$23.62; and 175,926 participants are projected to be served through training and assessment.

Green Initiative

KCTCS Workforce Solutions and Facilities Management participated in a meeting with representatives from the Kentucky Department for Energy Development and Independence (DEDI), Kentucky Finance and Administration Cabinet, Kentucky Department of Education (KDE), and a consultant from Diamond Engineering to discuss the opportunities for a Building Operator Certification Program for commercial buildings. KCTCS Facilities Management is currently working with Diamond Engineering on green building efficiencies, and the firm is championing jobs for energy managers and building operators to maintain LEED standards and the required systems implemented through energy efficient changes to existing buildings. The meeting was successful, and information shared. Substantial research will continue for identifying the direct connection to the national standard for these types of programs and certifications. Plus, the consultant will be reaching out for support of this being a Kentucky initiative and to possibly include the Building Operator as a recommendation from KDE in their annual report.

BPI Building Analyst training continues; Jefferson, Maysville, and Somerset had 44 participants in the third quarter 2011. BPI equipment has been ordered for West Kentucky Community and Technical College and Ashland Community and Technical College. Initial capacity building for the BPI Envelope Specialist certification is underway, but the expansion of the “Green Team” for KCTCS is being discussed with the intention of having additional faculty as subject matter experts (in addition to Jefferson Community and Technical College) and expediting implementation of a broader program approach to include both residential and commercial green programs.

AACC’s SEED Center initiative representatives have engaged KCTCS Workforce Solutions to develop case studies to feature on their website. The materials will be highlighting best practices, including KCTCS Green Initiative Strategic Planning and KCTCS Workforce Credit.

Accelerating Opportunity (formerly ABE to Credentials) Initiative

The Accelerating Opportunity (AO) proposal along with all its deliverables was submitted to Jobs for the Future (JFF) on October 14, 2011. The deliverables include:

- Data Report
- Analysis of State Labor Market Trends and Selection of Industry Sectors and Pathways
- College Capacity Report
- Policy Work Plan
- Financial Plan
- State Capacity Report
- Program Model
- College Selection
- Communication Plan
- Scaling Up Plan
- Risk Assessment and Mitigation Strategies

A bound copy of the proposal and deliverables was shared at President's Leadership Team (PLT) on October 19, 2011. Ten states submitted a proposal; four or five will be awarded the grant. Awardees will be announced on November 18, 2011.

Eight members of the State Design Team (including the Executive Team, which includes Dr. Jay Box, KCTCS; Beth Brinly, Kentucky Education and Workforce Development Cabinet; and Reecie Stagnolia, Kentucky Adult Education) participated in the *Accelerating Opportunity Technical Assistance Institute* in St. Louis, Missouri, October 22-23, 2011. Some of the design team members, along with several of the colleges' AO teams, also participated in the *National Council for Workforce Education Conference* October 23-25, which included a track for Accelerating Opportunity. Workforce Solutions staff also presented at the conference on Kentucky's Breaking Through initiative, the precursor to Accelerating Opportunity.

CampusCE – Non-Credit Course Management Software

The Workforce Solutions CampusCE non-credit course management implementation project has focused its attention on implementing financial data exchange modifications, development of registration, and course data exchange with the KCTCS data warehouse and standardization of end-user business process integration. As user activity increases, ongoing system-level technical and advisory support continues to remain available for both Workforce Solutions and Business Office CampusCE users.

Financial data file modifications identified by the project Financial Services sub team and addressed by CampusCE technical engineers began final end-user acceptance testing October 3, 2011. Over the course of three weeks, four incremental test data sets were processed and financial data output files reviewed for accuracy by the CampusCE Project Lead and Financial Services sub team. Successful end-user acceptance testing was completed and communicated to CampusCE technical engineers October 17, 2011. All approved modifications were pushed to the CampusCE Production environment November 13, 2011, to provide accurate PeopleSoft Financials General Ledger Journal accounts receivable and refund transactions.

With the assistance of CampusCE technical engineers, the registration and course data exchange testing between CampusCE and the KCTCS data warehouse is currently being tested by the project's Data Warehouse sub team. Additional development of relational data tables was required of CampusCE technical engineers, while internal technical measures are being completed for receiving the daily exchanged data files. In preparation of the data exchange, review and analysis of current CampusCE data is underway to identify data entry errors and increase the validity of the data. Initial templates for required end-user non-credit data reports are being reviewed for development and inclusion on the Workforce Solutions Dashboard.

Workforce Transitions and Lumina Adult Degree Completion

The System Office Workforce Transitions Project Manager attended the Lumina Project meeting held as part of the *National Council for Workforce Education Conference* in St. Louis, MO, on October 20–25, 2011. Jobs for the Future (JFF) hosted the meeting for the three states in this initiative: Michigan, North Carolina, and Kentucky. The meeting focused on the overarching goals of the initiative and each individual state's work plan. A facilitated discussion about each state's approach to creating policy levers (concerning prior learning assessments, non-credit to credit articulation, definition and identification of the target population, and integration of the Adult Degree Completion Policy Project (ACPP) into existing state initiatives) was the primary focus.

The Adult Degree Completion Policy Project is a part of the multi-state, Lumina-funded Adult Degree Completion program aimed at supporting and encouraging degree completion for adults with some college credit. This target population is significant, numbering over 37 million nationwide, and includes learners that fall across a broad spectrum of college preparedness. While many individuals within this group are college ready, many more will require remediation. The ACPP is designed to serve this latter group, in particular, dislocated and under-employed workers returning to college after years of employment, a growing group of adult students that have earned lifetime learning credits or articulated credit from completing non-credit programs.

The focus for KCTCS is the Workforce Transitions initiative and is aligned to the Workforce Matriculation Performance Indicator that measures the percent of first-time workforce students who enroll as credential-seeking students. This is a three year initiative that is still in the planning phase.

The Kentucky Workforce Transitions work plan is being revised and expanded and will be shared at a later date with the College Workforce Transitions Coordinators (10 of the 16 colleges have completed their hiring process) and their supervisors at an orientation meeting in December 2011.

National Council for Workforce Education (NCWE) Presentation

KCTCS staff, college representatives, and Bob LePage, The Clements Group, presented at NCWE in St. Louis, MO, on October 24. The presentation entitled “Workforce Competitiveness: Re-Engineering Corporate Training Departments” focused on the accomplishments of the KCTCS Workforce Competitiveness Initiative and awarding academic credit for workforce training, including the KCTCS Workforce Transition initiative.

PROMOTE RECOGNITION AND VALUE OF KCTCS

Performance Measures

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

The 2011 President’s Gala and Benefactors Awards Dinner

The Kentucky Community and Technical College System (KCTCS) hosted the 12th annual President’s Gala and Benefactors’ Awards Dinner on Saturday, November 19 at 7 p.m. in the Bluegrass Ballroom of The Lexington Center, downtown Lexington. More than 600 state and local dignitaries from across the Commonwealth attended the event. President Michael B. McCall presented the President’s Medallion for Distinguished Service to U.S. Congressman Hal Rogers. The only other recipient of this award is former Kentucky Governor Paul E. Patton. He was presented the medallion in 2008.

This event also provides an opportunity for KCTCS to honor 35 of the state’s leading individuals, business, and foundations for their generous philanthropic and voluntary support to KCTCS. They are, by college:

Kentucky Community and Technical College System

- Windstream Communications, Inc., Little Rock, Arkansas

Ashland Community and Technical College

- Guy and Lisa Spriggs, Campobello, South Carolina
- Robert J. Maher, Ashland

Big Sandy Community and Technical College

- Jean and John Rosenberg, Prestonsburg

- Olin and Muriel Prather Charitable Foundation, Prestonsburg

Bluegrass Community and Technical College

- Joey and Tina Payne, Lexington
- Scott County Fiscal Court, Georgetown

Bowling Green Technical College

- Robert and Mary L. Tincher, Bowling Green

Elizabethtown Community and Technical College

- John and Julia DuPlessis, Elizabethtown
- Twin Lakes Regional Medical Center, Leitchfield

Gateway Community and Technical College

- Oakley and Eva Farris, Covington
- Robert Elliston and Friends, Florence

Hazard Community and Technical College

- Dr. Mitchell Wicker, Jr., Hazard
- Breathitt Skills Center, Inc., Jackson
- Perry Distributors, Inc., Hazard

Henderson Community College

- Margaret McCollom, Henderson
- Rotary Club of Henderson, Henderson

Hopkinsville Community College

- Sam Miles Estate, Hopkinsville
- The Pioneers, Inc., Hopkinsville

Jefferson Community and Technical College

- Rotary Club of Louisville, Louisville
- Carroll County Fiscal Court, Carrollton
- Carrollton College Educational Foundation, Inc., Carrollton
- North American Stainless, Ghent

Madisonville Community College

- Bonita and James Hatfield, Marion
- Judge Bill and Dorothy Paxton, Central City

Maysville Community and Technical College

- 3M, Cynthiana
- DeKalb Lodge, Maysville

Owensboro Community and Technical College

- Tom and Alice Ford Wilson, Charlotte, North Carolina
- J. Rodgers Badgett Sr. Foundation, Inc., Madisonville

Somerset Community College

- U.S. Helicopters, Inc., Marshville, North Carolina

Southeast Kentucky Community and Technical College

- Pauline “Penny” Ritter Combs, Whitesburg
- Hall High Alumni Association, Grays Knob
- Lillian Faye Simpson, Cumberland

West Kentucky Community and Technical College

- Graves Growth Alliance, Mayfield
- Rotary Club of Paducah, Paducah

National Conference for Marketing and Public Relations (NCMPR) Medallion Awards

KCTCS took top honors in several categories at the National Conference for Marketing and Public Relations (NCMPR) District 2 conference after receiving 26 awards for outstanding achievement in marketing communications. The Medallion Awards ceremony was part of the NCMPR District 2 conference held October 16-19 in Atlanta, Georgia.

NCMPR District 2 is comprised of community colleges in 11 Southeastern states, along with the Bahamas and Bermuda. The NCMPR District 2 Medallion Awards event is an annual award celebration honoring the marketing and communication efforts of community college marketing and public relations professionals.

This year the district received 427 award entries in more than 42 categories. KCTCS received more awards than any other community college in the district. KCTCS accepted awards in the following categories:

College Annual Report

- **Bronze** - Hopkinsville Community College
West Kentucky Community and Technical College

Viewbook

- **Bronze** - KCTCS, African-American Viewbook

Brochure/Flier

- **Bronze** - Hopkinsville Community College, Transfer Brochures

Poster

- **Gold** - KCTCS, Guaranteed Tuition Poster
- **Silver** - KCTCS, Guaranteed Tuition Poster

Print Advertising, Single Ad

- **Gold** - KCTCS, Super Sunday

Print Advertising, Series

- **Gold** - KCTCS, Go You!

Video Advertisement/PSA, Series

- **Bronze** - KCTCS, Go You!

College Promotional Video

- **Silver** - West Kentucky Community and Technical College

College Video Program

- **Gold** - KCTCS, Ask a Brand Ninja
- **Silver** - West Kentucky Community and Technical College

Feature Article/General News Story/Op-Ed

- **Gold** - KCTCS, Super Sunday

Logo Design

- **Gold** - KCTCS, Green+ Initiative
- **Silver** - KCTCS, Aspen Top 10

Online Newsletter

- **Gold** - Bluegrass Community and Technical College
- **Silver** - Bluegrass Community and Technical College

Website

- **Silver** - Hopkinsville Community College

Innovation In Technology

- **Silver** - Jefferson Community and Technical College

Social Media

- **Gold** - KCTCS, Go You! Twitter
- **Silver** - KCTCS, Hug a First Responder Campaign

Media Success Story

- **Silver** - Jefferson Community and Technical College, 21st Century Campus

Promotion Campaign For A Special Event

- **Gold** - West Kentucky Community and Technical College, David Baldacci Event
- **Bronze** - Jefferson Community and Technical College, Groundbreaking

Successful Recruitment Marketing Program

- **Gold** - KCTCS, Super Sunday

Wild Card

- **Gold** - KCTCS, Diversity Displays

Stamats Conducts Brand Assessment at All Colleges - November 14 – 18, 2011

One of the key recommendations of the 2011 KCTCS statewide prospective student market research study was to conduct a brand assessment to assist the organization in enhancing imagery and knowledge among traditional and nontraditional prospects alike. KCTCS has hired Stamats, a leading marketing consultant in the higher education industry, to conduct this assessment. During the week of November 14-18 they sent a team of consultants to each college to meet with college leadership, marketing staff, recruitment/admissions personnel, and other key groups responsible for communicating to external audiences.

Brand assessments have become a common best practice in most industries as the demand for consistent, comprehensive, and professional communications has risen due to the increase in technology and communication vehicles. In today's world of information overload, an organization's only hope of breaking through the communications clutter is through the execution of a strong branding effort.

The goal of the assessment is to:

- Assist the colleges and System Office in determining the consistency and effectiveness of the messages currently being communicated to all stakeholders (primarily prospective students, workforce partners, donors).
- Assess current marketing resources and needs.
- Determine the extent and effectiveness of college integrated communication efforts.

Stamats will prepare a draft report for each college to review in January followed by general recommendations in March.

KCTCS Colleges Kick-Off High School Athletic Campaign - November 28, 2011

One of KCTCS’ primary marketing initiatives targeting the traditional student audience is the HomeTeam Marketing program. The program entails the sponsorship of winter sports at targeted high schools selected by each college. KCTCS Marketing pays for two high schools per college, and some colleges elect to fund additional schools.

The program features include:

- College banner in high school gymnasium.
- Program ads.
- Basketball schedule magnets (both girls and boys).
- Two PA announcements during every home game.
- On-site promotion.
- Cheer Cards (optional).
- Program Ad.

KCTCS Board of Regents Chair Public Relations Initiative

This fall a communications plan was executed focused on the newly elected KCTCS Board of Regents Chair designed to share his KCTCS story with students and the general public. The plan includes featuring his story in KCTCS recruitment materials, statewide media stories, and high profile involvement in key KCTCS initiatives such as Super Sunday. To date Mr. Peeples has represented KCTCS during our featured UK football game and appeared in a number of media stories, including features in the *Hazard Herald*, *Harlan Daily Enterprise*, *WUKY* and *WEKU*.

Media Tracking (July-October 2011)

KCTCS continues to receive strong media coverage. From July-October, 2011, media citations for all KCTCS colleges and the System Office totaled 4,574. The citations by college for 2010 compared to 2011 are as follows:

College	2010	2011	Popular Stories
	(July – Oct.)		
Ashland	159	340	Nurse Aide Class, ACTC Classes for Better Living, ACTC Theatre, Health Care Programs, Cake Decorating Classes
Big Sandy	62	121	BSCTC Scholarship Reception, Coal Careers Program, Automotive Technology, Alumni Spotlight
Bluegrass	118	172	Latino Student Success, Foundations of Excellence, BCTC Board, Weather Bug
Bowling Green	286	171	Culinary Cooking Segment, Automotive Schools in Kentucky, WKU Joints Admissions Agreement

Elizabethtown	103	156	Domestic Violence Awareness Program, Dental Hygiene, ECTC Hall of Fame Alumni
Gateway	133	184	New Board Members, Urban Campus and Farris Commitment, Phlebotomy Program
Hazard	304	322	HCTC Open House, RN Program, Coal Mine Buddies, Challenger Center
Henderson	106	227	Fine Arts Center Productions, Adult Learning Center, Colonels 2 College
Hopkinsville	161	158	HCC Scholarship Gala, State of College Address, Academic All-Star Awards
Jefferson	56	40	International Chefs Prepare Breeder's Cup Cuisine, Acorn Award, Technology Training
Madisonville	336	398	Student Research Conference, National Safety Awards, Online Course Offerings
Maysville	113	126	Balloon Race, New Rowan Campus, MCTC Breast Cancer Walk, Cosmotology Program
Owensboro	223	160	Annual Conference for Student Research, A to Z Kids Zone, OCTC Domestic Violence Workshop
Somerset	212	200	SCC Diesel Technology Program, International Festival, Respiratory Program, Online Courses
Southeast Kentucky	64	137	CPR Workshop, New KCTCS Board Chairman, SKCTC Receives Donation, Kingdom Come Swappin' Meetin'
West Kentucky	166	602*	Radiography Program, Estate Planning Workshop, Top 10 Community Colleges
System Office	723*	1,060*	Adult Education, NARA, 24-hr Call Center, Transfer Signings, Improvements in Higher Education Measures
TOTAL HITS	3,325	4,574	

**These totals include purchased Audio News Releases (ANR). One ANR = 200 hits.*

Sponsored Projects – Grants and Contracts

For fiscal year 2012 (July 1, 2011 – June 30, 2012) through November 23, 2011, the KCTCS Office of Sponsored Projects and Contracts has processed \$65,207,421 in grants and contracts (excluding federal financial aid). Noteworthy awards include a U.S. Department of Labor (DOL) TAACCCT grant to

KCTCS/Jefferson (\$2.7 million over three years) that will be divided among the 16 colleges. Three-year TAACCCT grants were also awarded to Ashland (\$819,000) and Jefferson (\$1,544,542) as partners in an interstate consortia. Gateway received a DOL H1B grant of \$4,968,708 for an Innovative Pathways in Technological e-Learning project. Somerset received \$2.3 million over five years from the U.S. Department of Education's Office of Migrant Education. Bluegrass received a Latino Student Success grant of \$600,000 from the Lumina Foundation. The System Office received a sub-award for a Complete College America Innovation Challenge grant (\$900,000 over 2 years) through the Council on Postsecondary Education, funded by the Bill and Melinda Gates Foundation.

Gifts from the Private Sector

Since September 12, 2011, through November 28, 2011, \$551,901 has been realized in gifts and pledges. Included in this total are the following gifts:

- A \$52,825 gift from the Jefferson County Public Education Foundation to Jefferson Community and Technical College to be used for the Early College Pilot Program at Western High School in Louisville.
- A \$40,000 gift from the Honorable Order of Kentucky Colonels to the System Office for scholarships to single parents with children under the age of 12.
- Two Maxx Force diesel engines valued at \$32,000 from Navistar, Inc. to Somerset Community College for their Diesel Technology Program.

Governmental Affairs – Thorn Run Update

KCTCS is tracking a number of policy initiatives currently under consideration by Congress. These issues include:

- Reauthorization of the *Workforce Investment Act* expanding role for community colleges, reporting requirements, better integration of adult education programs into workforce training, an emphasis on longer-term training programs, and statutory authorization of the Career Pathways.
- Reauthorization of *Higher Education Act*.
- TANF (Temporary Assistance for Needy Family) issues supporting KCTCS work with Center for Law and Social Policy (CLASP).
- Support for the American Opportunity Tax Credit (AOTC). AOTC provides up to \$2,500 for four years of college. The credit's basic eligibility formula works well for students attending low-tuition institutions; it covers course materials as opposed to just tuition and fees.
- Support for Section 127 of the IRS Code, which allows individuals to receive up to \$5,250 of employer provided educational assistance tax free. The AACC has asked KCTCS to lead the effort to secure a co-sponsor for the legislation in the House of Representatives.

More broadly, the following are also being monitored:

- Issues related to federal funding for programs, including Pell Grant funding discussions within the normal appropriations process and the Continuing Resolution for FY 2012 and President's Obama Budget for FY 2013.
- The process for the Department of Labor's Community College and Career Training Program (CCCTP) Grant – Round 2.
- Student loan issues at the Department of Education since the elimination of the Federal Family Education Loan Program (FFEL).

The Legislative Budget Review Subcommittee on Postsecondary Education – November 29, 2011

KCTCS was invited to appear before the Budget Review Subcommittee on Postsecondary Education on November 29, 2011, at the Capitol Annex, Frankfort, Kentucky, to discuss KCTCS virtual education costs and opportunities as well as KCTCS capital prioritization process.

OTHER HIGHLIGHTS

21st Century Commission on the Future of Community Colleges

During a five week period in September and October 2011, President McCall participated in the 21st Century Commission on the Future of Community Colleges' series of conference calls/meetings of seven workgroups formed around key community college issues as follows:

- College Completion
- College Readiness
- Closing the Skills Gap: Workforce Readiness and Development
- Transition (Pre-K-12 and University): As System that Works for Students
- Financing Opportunity
- Equity and Diversity
- Big Challenges/Big Ideas (Re-Invention and Re-Design for the Future)

For each issue, the Commission identified significant challenges; opportunities; key messages for innovation, re-invention, and/or fundamental change, breakthrough technologies, and collaboration and partnership. Additionally, implications for leadership and the management and development of human capital were also discussed. As a result, recommendations for colleges, governing boards, state/federal policy makers, and external partners will be compiled and distributed at future Commission meetings.

President Obama's Better Buildings Challenge Program

KCTCS was invited by U.S. Department of Energy to participate in President Obama's Better Buildings Challenge program. The goals of the Better Buildings Challenge Program is to reduce energy consumption in America's buildings by 20 percent by 2020, and in the process stimulate job creation, reduce dependency on foreign oil, and lessen the negative impacts to the environment. The Challenge is spearheaded by former President Clinton and the President's Council on Jobs and Competitiveness. As a White House inaugural partner, KCTCS has committed to reduce energy consumption across the system by 20 percent by 2020. KCTCS is one of seven universities and colleges participating in the program. KCTCS is the only community college system and the only Kentucky entity participating. These savings will be realized through the ongoing Energy Savings Performance Contracts and the Commonwealth Energy Management and Control System program that we are currently partnering with the Kentucky Finance and Administration Cabinet. This program integrates building automation systems, utility meter interval data, utility bill data, and regression analysis software allowing KCTCS to perform a software continuous commissioning process. This will lead to reduction in energy by identifying areas which need maintenance attention.

The Investiture of Dr. Eli J. Capilouto – October 18, 2011

President McCall participated in the Investiture ceremony for the 12th president of the University of Kentucky, Dr. Elli J. Capilouto.

University of Kentucky's Preparing Future Faculty Course – October 31, 2011

President McCall was invited again to speak to a class of 31 graduate students about KCTCS and community colleges to a University of Kentucky graduate course class.

Morehead-Rowan County Chamber of Commerce – November 3, 2011

President McCall was the Keynote speaker for the Morehead-Rowan County's monthly luncheon regarding the proposed campus in the Rowan area and the continuing supportive relationship with Morehead community.

KCTCS Policy Acknowledgement 4.2.5

The KCTCS Information Security Officers/Security Breach Coordinators launched this year's information security awareness campaign on October 20, 2011. This year's campaign required that all employees accessing information and using information technology in KCTCS read administrative policy 4.2.5 and verify such electronically. To date, approximately 6,500 employees have complied with this policy requirement.

KCTCS Information Security Breach Activities

There were two information security breaches since the last report. One breach involved credit card information that was exposed by an employee. The second breach exposed personal information, including grades and social security numbers. Both incidents were handled in accordance with administrative policy 4.2.5.

Enterprise Content Management (ECM) System

In response to the ever growing number of records created, managed, and accessed by KCTCS, there is a need to provide a solution for the effective management of records. The solution identified is an ECM system that will be delivered and developed in phases, beginning with human resources records in Phase I and student records in Phase II. The system will be flexible in regards to ease of use for authorized users, system administration, integration with the existing system, and routing of information. KCTCS information needs include document and records management, workflow, archiving, imaging, business process management, and content management across its 17 major locations and, ultimately, all campus locations.

This technology will assist in replacing paper-based systems and, in the long run, will lead to cost savings, enhanced collaboration, and improved access to information throughout KCTCS. The project is in the initial phase of scanning historical human resources documents.

KCTCS Open Enrollment 2012

The first phase of the annual open enrollment period for KCTCS benefits for 2012 was held October 10-28, 2011. This year the enrollment experience was enhanced by the implementation of the eBenefits self-service module of PeopleSoft that allowed employees to make their selections online. Through self-service, 3,246 employees were successfully enrolled.

Phase II of the annual open enrollment began on November 14. Phase II involves enrollment for employees who are eligible for the KCTCS Benefits Allowance to allocate their \$50 a month to certain benefit plans. Employees are eligible for the KCTCS Benefit Allowance if they waive health care coverage or elect single health care coverage.

Council on Postsecondary Education's Strategic Plan Performance Measures Presentation

On November 10, 2011, President McCall was invited by CPE to present the performance measures that CPE has negotiated for KCTCS in alignment with the CPE Strategic Plan for 2010-15, *Stronger by Degrees*. The President's presentation demonstrated how the *2010-16 KCTCS Strategic Plan* and the *KCTCS Transformation Business Plan* relate to the four focus areas of the CPE Strategic Agenda.

KCTCS 2010-16 Performance Measures 2010-16

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

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

- **Engagement:** KCTCS uses the Community College Survey of Student Engagement (CCSSE) to measure student engagement. The student engagement performance target for 2015-16 is to exceed the national average on CCSSE's five benchmarks of effective educational practice. Results from the CCSSE administrations completed in spring 2011 indicate KCTCS exceeded the national average in four of the five categories (student effort, academic challenge, student/faculty interaction, and support for learners).

Goal: Promote Recognition and Value of KCTCS.

- **Financial Contributions:** Between 2009-10 and 2010-11, financial contributions to KCTCS from external sources decreased from \$92,601,000 to \$85,740,000. These totals include funds from advancement, endowment growth, and grants and contracts. Federal financial aid is excluded. No performance target was established for this measure.