



**KCTCS
STRATEGIC
PLAN**

2010-2016

A MESSAGE FROM THE PRESIDENT



To KCTCS Friends and Colleagues:

Since our creation in 1998, the Kentucky Community and Technical College System (KCTCS) has transformed the lives of more than 500,000 Kentuckians by being the primary provider of postsecondary education and workforce training in the state. Our system of 16 colleges and 68 campuses is critical to the state's economic future because we provide Kentuckians with the skills and training they need for high growth, high wage jobs. Over the past two years, KCTCS has involved a broad base of internal and external stakeholders in assessing the role KCTCS will play in Kentucky's future between now and 2016 and in the development of our new strategic plan.

This is our third strategic plan and builds on our many achievements over the past 12 years. The KCTCS Strategic Plan 2010-2016 is designed to place more Kentucky citizens on the path to a postsecondary credential (certificate, diploma and/or associate degree) and a successful career. The plan is built on five overarching System goals with specific performance indicators and five-year targets creating a yardstick for measuring our success. Reaching these goals by 2016 will move us closer to achieving the mandates outlined for KCTCS in the 1997 Postsecondary Education Improvement Act and lead to more competitive businesses and the enhanced employability and quality of life for Kentucky citizens.

Thank you for your continued support. It is the primary reason KCTCS is recognized as the best community and technical college system in the nation.

Sincerely,
Dr. Michael B. McCall

VISION

To be the nation's premier community and technical college system.

VALUES

- Responsiveness to students, employers and communities
- Access with innovative and flexible delivery
- Trust, respect and open communication
- Continuous improvement
- Inclusion, multiculturalism and engagement

MISSION

To improve the employability and quality of life of Kentucky citizens as the primary provider of:

- College and workforce readiness
- Transfer education
- Workforce education and training

GOALS

- Advance excellence and innovation in teaching, learning and service
- Cultivate diversity, multiculturalism and inclusion
- Increase student access, transfer and success
- Enhance the economic and workforce development of the Commonwealth
- Promote the recognition and value of KCTCS

GOAL

ADVANCE EXCELLENCE AND INNOVATION IN TEACHING, LEARNING AND SERVICE

PERFORMANCE MEASURE:

Engagement

Results from Community College Survey of Student Engagement (CCSSE) and Community College Faculty Survey of Student Engagement (CCFSSE) that measure:

- Active learning
- Student/faculty interaction
- Student effort
- Support for learners
- Academic challenge

 **TARGET:** Exceed the national average

PERFORMANCE MEASURE:

Licensure/Certification Pass Rate

Annual percent of first-time takers passing licensure and certification exams required by the following professions for entry-level positions:

- Cosmetology
- Real Estate Sales Associate
- Heating/Ventilation/
Air Conditioning
- Emergency Medical
Technician
- Dental Hygiene
- Physical Therapy Assistant
- Radiography
- Mining
- Respiratory Care
- Nursing & Nurse Aides
- Occupational
Therapist Assistant

 **TARGET:** Exceed the national average

GOAL

CULTIVATE DIVERSITY, MULTICULTURALISM AND INCLUSION

PERFORMANCE MEASURE:

Student Diversity

Percent of minority students compared to percent minority population:

CURRENT: 104.0%

 **2016 TARGET:** 106.7%

PERFORMANCE MEASURE:

Employee Diversity

Percent of minority employees compared to percent minority population:

CURRENT: 61.6%

 **2016 TARGET:** 100%

PERFORMANCE MEASURE:

Persistence Rate — Diversity

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

CURRENT: 31.7%

 **2016 TARGET:** 44.9%

GOAL

INCREASE STUDENT ACCESS, TRANSFER AND SUCCESS

PERFORMANCE MEASURE: Developmental Education Success Rate

Percent of students referred to developmental courses by subject who complete a developmental course in that subject or re-test at a college level by the end of the second year:

TARGET: 100% of developmental students enroll in remedial courses and achieve the following pass rates:

- English 74.7%
- Math 65.8%
- Reading 74.7%

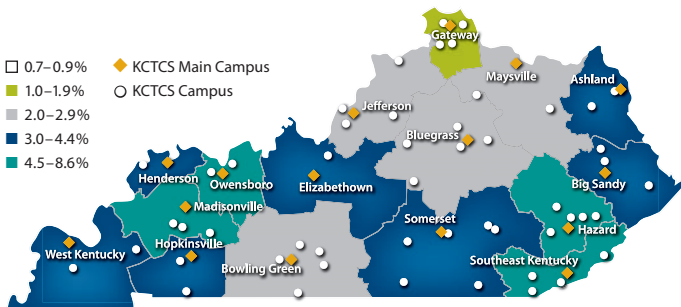
PERFORMANCE MEASURE: Participation Rate

KCTCS fall credit enrollment, as a percentage of adult (ages 18-64) population:

CURRENT: 3.2%

TARGET: 3.5%

KCTCS ENROLLMENT CLUSTER PARTICIPATION RATES FALL 2008



PERFORMANCE MEASURE: Credentials

Annual count of associate degrees, certificates and diplomas awarded:

CURRENT: 22,744 Credentials Awarded
30.2% Associate Degrees

TARGET: 26,026 Credentials Awarded
40.2% Associate Degrees

PERFORMANCE MEASURE: Persistence Rate

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

CURRENT: 43.6%

TARGET: 44.9%

PERFORMANCE MEASURE: Transfer

Definition: KCTCS/CPE definition, including in-state transfers, out-of-state transfers, students transferring additional credit, transfer credit, transfer credit applied to degree programs and two transfer rates:

CURRENT: 22.1%

TARGET: 28.1%

GOAL

ENHANCE THE ECONOMIC AND WORKFORCE DEVELOPMENT OF THE COMMONWEALTH

PERFORMANCE MEASURE: Workforce Matriculation

Percent of first-time credit workforce students who enroll as credential-seeking students within three years:

CURRENT: 5.4%

 **2016 TARGET: 13.5%**

PERFORMANCE MEASURE: Wage Index

Median wage of KCTCS completers earning \$2,500 or more in the second quarter after completion, indexed to the state median occupational wage:

CURRENT: 91.5%

 **2016 TARGET: 100%**

PERFORMANCE MEASURE: High Wage/High Demand Completions

Annual number of credentials awarded in fields with:

- Average salaries at or above the 75th percentile.
- Growing at a rate greater than or equal to the state average, or exceeding 100 annual job openings.

CURRENT: 3,207

 **2016 TARGET: 3,496**

High Wage/High Demand Jobs

- Aircraft Power plant Technology/Technician
- Allied Health Diagnostic, Intervention and Treatment
- Business Administration and Management, General
- Carpentry/Carpenter
- Cinematography and Film/Video Production
- Computer and Information Sciences, General
- Computer Technology/Computer Systems Technology
- Construction/Heavy Equipment/Earthmoving Equipment Operation
- Criminal Justice/Law Enforcement Administration
- Data Processing and Data Processing Technology/Technician
- Dental Hygiene/Hygienist
- Diagnostic Medical Sonography/Sonographer and Ultrasound Technician
- Electrical, Electronic and Communications Engineering Technology/Technician
- Electrician
- Environmental Engineering Technology/Environmental Technology
- Industrial Mechanics and Maintenance Technology
- Mason/Masonry
- Medical Radiologic Technology/Science Radiation Therapist
- Nuclear Medical Technology/Technologist
- Nursing (RN Training)
- Occupational Therapist Assistant
- Plumbing Technology/Plumber
- Radiologic Technology/Science — Radiographer
- Real Estate
- Respiratory Care Therapy/Therapist


GOAL

PROMOTE THE VALUE AND RECOGNITION OF KCTCS

PERFORMANCE MEASURE: Media Focus

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

CURRENT: 4,173 Media Citations
96% Positive

 **2016 TARGET: 7,393 Media Citations**
95% Positive

PERFORMANCE MEASURE: Financial Contributions

Annual dollar amount (rounded to nearest thousand) of financial contributions from grants, contracts, advancement and other external sources, and endowment income:

CURRENT: \$71,227,000 (Rounded to the nearest \$1,000)

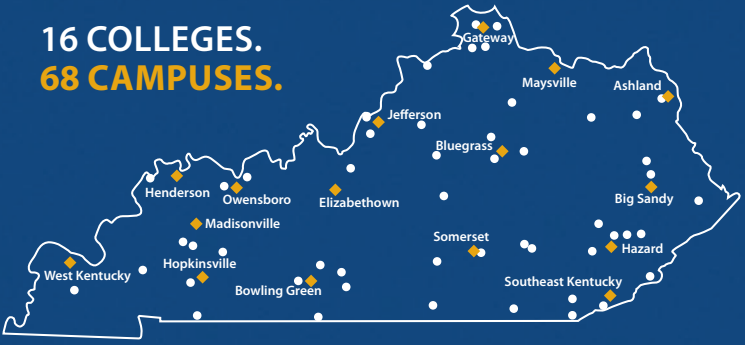
 **2016 TARGET: N/A (Monitor only)**

Summary

Through Leadership, Service and Support of our Colleges, KCTCS will:

- Effectively engage students in positive learning outcomes
- Increase the number of people who are professionally licensed or certified
- Help under prepared students be more successful in college
- Attract more working age adults to college
- Increase the number of credentials we award—especially at the Associate Degree level
- Focus on helping students stay in school to achieve their goals
- Increase the number of students transferring successfully to 4-year schools
- Attract more ethnically diverse students and employees
- Assist ethnically diverse students to stay in school to achieve their goals
- Prepare more workers for high wage/high demand jobs
- Increase the number of workforce students who return to pursue a KCTCS credential
- Provide students an education that leads to economic prosperity
- Increase awareness and a positive image of KCTCS
- Continue to attract financial support from non-government sources

16 COLLEGES.
68 CAMPUSES.



KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

TRANSFORMING LIVES. TRANSFORMING KENTUCKY.

Ashland Community & Technical College
Big Sandy Community & Technical College
Bluegrass Community & Technical College
Bowling Green Technical College
Elizabethtown Community & Technical College
Gateway Community & Technical College
Hazard Community & Technical College
Henderson Community College
Hopkinsville Community College
Jefferson Community & Technical College
Madisonville Community College
Maysville Community & Technical College
Owensboro Community & Technical College
Somerset Community College
Southeast Kentucky Community & Technical College
West Kentucky Community & Technical College

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