Background Information and Data for KCTCS Strategic Plan 2016-2022

Efficiency, Effectiveness & Accountability Committee

KCTCS Board of Regents
June 11, 2015
DEVELOPMENT OF 2016-2022 KCTCS STRATEGIC PLAN

FRAMEWORK FOR STRATEGIC PLANNING

- KENTUCKY REVISED STATUTES
- SACS ACCREDITATION STANDARDS
- KCTCS BOARD OF REGENTS POLICY
STATUTORY FRAMEWORK FOR STRATEGIC PLANNING

KENTUCKY GENERAL ASSEMBLY

COUNCIL ON POSTSECONDARY EDUCATION

KCTCS BOARD OF REGENTS

KCTCS COLLEGE BOARDS OF DIRECTORS

- Goals for Postsecondary Education
- KCTCS Mission and Mandates

- Mission, Vision, Values
- Strategic Agenda
- Goals/Policy Objectives
- Performance Metrics

- Mission, Vision, Values
- Strategic Plan
- Goals
- Performance Measures
- Targets

- Mission, Vision, Values
- Strategic Plan
- Goals
- Performance Measures
- Targets
KENTUCKY POSTSECONDARY EDUCATION ACT OF 1997 (HB1)

Findings and goals for achievement by 2020.

(1) The General Assembly hereby finds that:
   (a) The general welfare and material well-being of citizens of the Commonwealth depend in large measure upon the
development of a well-educated and highly trained workforce;
   (b) The education and training of the current and future workforce of the Commonwealth can provide its businesses and
industries with the competitive edge critical to their success in the global economy and must be improved to provide its
citizens the opportunity to achieve a standard of living in excess of the national average; and

(2) The General Assembly declares on behalf of the people of the Commonwealth the following goals to be achieved by the year
2020:
   (e) A comprehensive community and technical college system with a mission that assures, in conjunction with other
   postsecondary institutions, access throughout the Commonwealth to a two (2) year course of general studies designed
   for transfer to a baccalaureate program, the training necessary to develop a workforce with the skills to meet the
   needs of new and existing industries, and remedial and continuing education to improve the employability of citizens;
   and
   (f) An efficient, responsive, and coordinated system of providers that delivers educational services to all adult citizens in
   quantities and of a quality that is comparable to the national average or above and significantly elevates the level of
   education of the adults of the Commonwealth.

(3) The achievement of these goals will lead to the development of a society with a standard of living and quality of life that
meets or exceeds the national average.

(4) The achievement of these goals will only be accomplished through increased educational attainment at all levels, and
contributions to the quality of elementary and secondary education shall be a central responsibility of Kentucky's postsecondary
institutions.
KENTUCKY POSTSECONDARY EDUCATION ACT OF 1997 (HB1)

KCTCS MISSION

The Kentucky Community and Technical College System shall provide:

• A general two (2) year academic curriculum with credits transferable to two (2) year and four (4) year colleges and universities;
• Technical and semiprofessional programs of two (2) years or less;
• Within a two (2) year college curriculum, courses in general education, including adult education, not necessarily intended for transfer nor technically oriented; and
• Services to Kentucky's employers and the general public to provide continuing education and customized training for purposes of improving the knowledge and skills of Kentucky workers and citizens in all regions of the state.
MANDATES
KCTCS shall be responsive to the needs of students and employers in all regions of the Commonwealth with accessible education and training to support the lifelong learning needs of Kentucky citizens, in order to:

- Increase the basic academic and literacy skills of adults through adult basic education and remedial education services;
- Increase the technical skills and professional expertise of Kentucky workers through associate and technical degrees, diploma, and certificate programs;
- Increase the access for students to complete the pre-baccalaureate associate degree in arts or associate degree in science for ease of transfer to four (4) year institutions;
- Enhance the relationship of credentials between secondary and postsecondary programs which permit secondary students to enter programs through early admission, advanced placement, or dual enrollment;
KENTUCKY POSTSECONDARY EDUCATION ACT OF 1997 (HB1)

MANDATES – HB1, continued

• Facilitate transfers of credit between certificate, diploma, technical, and associate degree programs;
• Develop a pool of educated citizens to support the expansion of existing business and industry and the recruitment of new business and industry;
• Enhance the flexibility and adaptability of Kentucky workers in an ever-changing and global economy through continuing education and customized training for business and industry;
• Promote the cultural and economic well-being of the communities throughout Kentucky; and
• Improve the quality of life for Kentucky's citizens.
164.0203 Strategic agenda -- Strategic implementation plan -- Benchmarks -- Review of goals and plan.

(1) The Council on Postsecondary Education shall adopt a strategic agenda that identifies specific short-term objectives in furtherance of the long-term goals established in KRS 164.003(2).

(2) (a) The purpose of the strategic agenda is to further the public purposes under KRS 164.003 by creating high-quality, relevant, postsecondary education and adult education opportunities in the Commonwealth. The strategic agenda shall:

1. Serve as the public agenda for postsecondary education and adult education for the citizens of the Commonwealth, providing statewide priorities and a vision for long-term economic growth;
2. State those important issues and aspirations of the Commonwealth's students, employers, and workforce reflecting high expectations for their performance and the performance of the educational institutions and providers that serve them; and
3. Sustain a long-term commitment for constant improvement, while valuing market-driven responsiveness, accountability to the public, technology-based strategies, and incentive-based motivation.

(b) The council shall develop a strategic implementation plan, which may be periodically revised, to achieve the strategic agenda. The strategic agenda shall serve as a guide for institutional plans and missions.
KRS 164.350 General powers and duties of boards of regents.

(2) Each board of regents shall periodically evaluate the institution's progress in implementing its missions, goals, and objectives to conform to the strategic agenda. Officers and officials shall be held accountable for the status of the institution's progress.
164.600 Boards of directors for community colleges and community and technical colleges.

(2) There shall be a board of directors for each community college or community and technical college under the Kentucky Community and Technical College System, except as provided in KRS 165.160. The board of regents may designate that a local board of directors serve more than one college. Each board of directors shall:

(e) Approve a strategic plan that is developed in coordination with local employers, civic leaders, campus constituents, and other postsecondary institutions in the region and that is consistent with the strategic agenda of the General Assembly.
Role of Board in Strategic Planning Process
SACS Accreditation Standards

2.4 The institution has a clearly defined, comprehensive, and published mission statement that is specific to the institution and appropriate for higher education. The mission addresses teaching and learning and, where applicable, research and public service. (Institutional Mission)

2.5 The institution engages in ongoing, integrated, and institution-wider research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals, and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution is effectively accomplishing its mission. (Institutional Effectiveness)
ACCREDITATION STANDARDS OF THE Southern Association of Colleges and Schools (SACS)
3.1 Institutional Mission

3.1.1 The mission statement is current and comprehensive, accurately guides the institution’s operations, is periodically reviewed and updated, is approved by the governing board, and is communicated to the institution’s constituencies. (Mission)

3.3 Institutional Effectiveness

3.3.1 The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.
FEDERAL REQUIREMENTS

4.1 The institution evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, course completion, and job placement rates; state licensing examinations; student portfolios; or other means of demonstrating achievement of goals. (Student achievement)

4.2 The institution’s curriculum is directly related and appropriate to the mission and goals of the institution and the diplomas, certificates, or degrees awarded. (Program curriculum)
4.3 KCTCS Review of Educational Units

(I) STRATEGIC PLANNING. The *Kentucky Community and Technical College System Strategic Plan* establishes the broad framework for planning at all levels of the institution.

Within this framework, each unit must engage in a continuous planning process which involves faculty, staff, and students. Clear goals and expected outcomes should be developed for the unit overall as well as for each of its instructional, research, and service programs.
4.9 Strategic Planning and Institutional Effectiveness

To be the nation’s premier community and technical college system, KCTCS shall develop, implement, and maintain a broad-based process that measures institutional effectiveness. The process shall assess functions, services, and programs in order to provide data to demonstrate the following:

• How well KCTCS is fulfilling its mission “to improve the employability and quality of life of Kentucky citizens....”
• The progress KCTCS is making toward the accomplishment of its strategic plan articulated in goals and stated vision and guided by its values;
• The responsiveness of KCTCS to the statewide planning and accountability efforts expressed in documents such as The Public Agenda for Postsecondary Education in Kentucky of the Council on Postsecondary Education; and
• The responsiveness of KCTCS to stakeholders, including students, employers, faculty, staff, K-12 schools, four-year colleges and universities, accrediting agencies, government agencies, elected officials, and others.

The KCTCS strategic goals shall be used to determine the measurement of institutional effectiveness while considering internal and external factors and including comprehensive, systematic planning and evaluation in all major components, including educational programs, educational support services, financial and physical resources, and administrative procedures.

The institutional effectiveness process shall include performance measures as determined for the strategic plan and may include others as determined at KCTCS colleges.

The process shall provide KCTCS with quantitative and qualitative data that can be used for systematic decision making; for the continuous improvement of functions, services, and programs; and for the realization of system-wide strategic goals.
10.2.3 Executive Committee.
The Executive Committee shall be responsible for all matters related to the overall administration of KCTCS. Specifically, the Executive Committee shall advise KCTCS and recommend action on policies related to creating and maintaining the highest level of quality, public accountability, and institutional effectiveness at KCTCS colleges as it pertains to the following areas: 1) ensuring that the System’s strategic planning process is completed, including institutional missions and plans, the KCTCS strategic plan, and the statewide strategic agenda; 2) organizational issues, including presidential evaluation and searches, bylaws, and policies; 3) legislative issues; 4) naming opportunities for colleges, campuses, and buildings and local boards of directors; and 5) institutional effectiveness, including the CPE accountability program and benchmarks.
The Kentucky Community and Technical College System

The Rise of a Premier Public Two-Year College System
KCTCS’ Largest Target Audience: Younger Adults with Educational Need

KY with the 42nd Largest Percentage in 2012 (748,000 Residents)

Note: Adults aged 18 to 34 with no college degree.

Source: U.S. Census Bureau, 2012 American Community Survey
How Has KCTCS Increased Access?
How Well Does KCTCS Provide Access?

KY Ranked 25th Among States in 2012

Note: Annual headcount enrollment per 100 adults aged 18 to 34 with no college degree.

Source: U.S. Census Bureau, 2012 American Community Survey; NCES, IPEDS Enrollment Survey
KCTCS Has Greatly Improved Access Since 2000

KY Ranked 5th Among States in Improvement Since 2000
(Moved from 38th in 2000 and 25th in 2012)

Note: Annual headcount enrollment per 100 adults aged 18 to 34 with no college degree.
Source: U.S. Census Bureau, 2012 American Community Survey; NCES, IPEDS Enrollment Survey
How Much Has the Younger Adult Population Grown Since 2000?

63%

How Much Has Credential Production Grown Since 2000?

2%

10%

16%

Kentucky United States

Note: Includes all adults aged 18 to 34

Source: U.S. Census Bureau, 2012 American Community Survey: NCES, IPEDS Enrollment Survey
How Many KCTCS Students are Completing?
How Many KCTCS Students are Completing?

- Diplomas have held steady
- Associate degrees have more than doubled
- Certificates have increased ten-fold

Source: KCTCS Fact Book
How Well Does KCTCS Award Credentials?

KY Ranked 4th in the Nation in 2012

Note: Credentials awarded per 1,000 adults aged 18 to 34 with no college degree.

Source: U.S. Census Bureau, 2012 American Community Survey; NCES, IPEDS Completions Survey
KCTCS Has Improved Its Completions More than 49 Other States Since 2000

KY Ranked 2\textsuperscript{nd} Among States in Improvement Since 2000
(Moved from 32\textsuperscript{nd} in 2000 and 4\textsuperscript{th} in 2012)

Note: Credentials awarded per 1,000 adults aged 18 to 34 with no college degree.
Source: U.S. Census Bureau, 2012 American Community Survey; NCES, IPEDS Completions Survey
KCTCS is Near the National Average in Associate Degree Production

KY Ranked 28th Among States in 2012.

Note: Associate degrees awarded per 1,000 adults aged 18 to 34 with no college degree.

Source: NCES, IPEDS Completion Survey; U.S. Census Bureau, 2012 American Community Survey
KCTCS is Well Above the National Average in Improvement in Associate Degree Production Since 2000

KY Ranked 13th Among States in Improvement Since 2000
(Moved from 42nd in 2000 and 28th in 2012)

Note: Associate degrees awarded per 1,000 adults aged 18 to 34 with no college degree.
Source: U.S. Census Bureau, 2012 American Community Survey; NCES, IPEDS Completions Survey
How Has KCTCS Impacted the State’s Population?
For the First Time, Kentucky Exceeds the National Average in Associate Degree Attainment Among Younger Adults

<table>
<thead>
<tr>
<th>State</th>
<th>Degree Attainment</th>
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</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>8.9</td>
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<tr>
<td>Alaska</td>
<td>8.7</td>
</tr>
<tr>
<td>Arizona</td>
<td>9.3</td>
</tr>
<tr>
<td>Arkansas</td>
<td>7.4</td>
</tr>
<tr>
<td>California</td>
<td>7.5</td>
</tr>
<tr>
<td>Colorado</td>
<td>8.4</td>
</tr>
<tr>
<td>Connecticut</td>
<td>9.2</td>
</tr>
<tr>
<td>Delaware</td>
<td>8.9</td>
</tr>
<tr>
<td>DC</td>
<td>8.4</td>
</tr>
<tr>
<td>Florida</td>
<td>8.6</td>
</tr>
<tr>
<td>Georgia</td>
<td>8.3</td>
</tr>
<tr>
<td>Hawaii</td>
<td>10.0</td>
</tr>
<tr>
<td>Idaho</td>
<td>9.7</td>
</tr>
<tr>
<td>Illinois</td>
<td>8.0</td>
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<tr>
<td>Indiana</td>
<td>9.6</td>
</tr>
<tr>
<td>Iowa</td>
<td>14.1</td>
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<tr>
<td>Kansas</td>
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<tr>
<td>Kentucky</td>
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<td>Louisiana</td>
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<tr>
<td>Maine</td>
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<td>Massachusetts</td>
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<td>New Jersey</td>
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<td>Rhode Island</td>
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<td>South Carolina</td>
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<td>Tennessee</td>
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<td>Texas</td>
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<td>Utah</td>
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<td>Vermont</td>
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<td>Virginia</td>
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<td>Washington</td>
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<td>West Virginia</td>
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<td>Wisconsin</td>
<td>12.6</td>
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<tr>
<td>Wyoming</td>
<td>10.6</td>
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</tbody>
</table>

KY Ranked 26th Among States in 2012

Note: Percentage of adults aged 25 to 34 with associate degrees.
Source: U.S. Census Bureau, 2012 American Community Survey
Kentucky is Among the Top States in Improving Associate Degree Attainment Since 2000

KY Ranked 7th Among States in Improvement Since 2000
(Moved from 41st in 2000 and 26th in 2012)

Note: Percentage of adults aged 25 to 34 with associate degrees.

Source: U.S. Census Bureau, 2012 American Community Survey, 2000 Decennial Census
How Well Does KCTCS Prepare Its Students for the Workforce?
“Education Pays” for KCTCS Graduates

Earnings of High School Graduates

- **Business and Com**
  - Certificates: $23,726
  - Diplomas: $20,126
  - Associate Degrees: $20,963

- **Health**
  - Certificates: $20,316
  - Diplomas: $20,126
  - Associate Degrees: $26,132

- **Soc and Beh Sciences**
  - Certificates: $16,808
  - Diplomas: $17,013
  - Associate Degrees: $27,132

- **STEM**
  - Certificates: $39,154
  - Diplomas: $32,305
  - Associate Degrees: $30,307

- **Trades**
  - Certificates: $26,396
  - Diplomas: $30,307
  - Associate Degrees: $34,478

- **Earnings One Year After Completion**

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"Education Pays" for KCTCS Graduates

Earnings of High School Graduates

- **Business and Com**
  - Certificates: $28,211
- **Health**
  - Diplomas: $21,386
- **Soc and Beh Sciences**
  - Associate Degrees: $18,628
- **STEM**
  - Certificates: $50,011
- **Trades**
  - Certificates: $33,504
- **Business and Com**
  - Diplomas: $35,956
- **Health**
  - Diplomas: $26,107
- **STEM**
  - Certificates: $39,200
- **Trades**
  - Diplomas: $34,484
- **Arts and Humanities**
  - Diplomas: $29,895
- **Business and Com**
  - Diplomas: $24,276
- **Health**
  - Diplomas: $22,022
- **Soc and Beh Sciences**
  - Diplomas: $42,665
- **STEM**
  - Diplomas: $46,207
- **Trades**
  - Diplomas: $51,975

Earnings Five Years After Completion
ADDITIONAL KCTCS DATA
KCTCS – History of Headcount Enrollment, Fall Term

Source: Official data as reported to CPE
KCTCS – History of Total Credit Hours by Fall Term

Source: Official data as reported to CPE
ADDITIONAL KENTUCKY AND NATIONAL DATA
KY High School Graduates

Kentucky Population Estimates & Projections

KENY Population Estimates & Projections

<table>
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<tr>
<th>Year</th>
<th>KY Estimates</th>
<th>KY Projections</th>
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<td>2004</td>
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<tr>
<td>2005</td>
<td>4,171,457</td>
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<td>2019</td>
<td>4,452,327</td>
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<td>2020</td>
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<td>2021</td>
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<tr>
<td>2022</td>
<td>4,518,808</td>
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Change: +318,351
7.2% Increase

Source: US. Census Bureau, Population Estimates, 2013
Three-Year Graduation Rates at Two-Year Institutions

Source: NCES, IPEDS Graduation Rate Survey.

<table>
<thead>
<tr>
<th>Year</th>
<th>Kentucky</th>
<th>United States</th>
<th>KY Rank</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>21.4</td>
<td>30.0</td>
<td>38th</td>
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<td>2009</td>
<td>30.5</td>
<td>29.2</td>
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<td>2013</td>
<td>25.4</td>
<td>29.4</td>
<td>26th</td>
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</tr>
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</table>

Source: NCES, IPEDS Graduation Rate Survey.
Educational Attainment of Whites and Minorities
(African-Americans, Hispanics, Native Americans)
Aged 25-44, 2011-13
Kentucky

Percent of 25-64 Year Olds with College Degrees – Associate and Higher, 2013

Source: U.S. Census Bureau, 2013 American Community Survey 1-Year Public Use Microdata Sample.
Gap Between Percent of Jobs in 2020 That Will Require a College Education and the Percent of Adults, Aged 25-64 with Associates and Higher in 2012

KY Ranked 7th

Sources: U.S. Census Bureau, 2012 American Community Survey One-Year Public Use Microdata Sample; Georgetown Public Policy Institute, Recovery Job Growth and Education Requirements through 2020.
Per Capita Personal Income as a Percentage of the U.S. Average

1969-2012, Kentucky and Selected States

Source: Center for Business and Economic Research, University of Kentucky, analysis of data from the U.S. Bureau of Economic Analysis.