Call to Order

Roll Call

Approval Minutes
Approval of March 13, 2014, Meeting Minutes

1. Update: *KCTCS Strategic Plan 2010-16 Performance Measures*


Adjournment
Committee Chairman Cooper called to order the meeting of the Kentucky Community and Technical College System Board of Regents Efficiency, Effectiveness, and Accountability (EEA) Committee at 1:55 p.m. (ET) on March 13, 2014. The meeting was held in Regency Ball Room 2 of the Hyatt Regency Hotel in Lexington, Kentucky. The press was notified of the meeting on March 5, 2014. Hon. J. Campbell Cantrill, KCTCS General Counsel, served as parliamentarian.

There being a quorum present, committee business began with the approval of minutes.

APPROVAL OF MINUTES

MOTION: Dr. Henson moved and Ms. Roth seconded that the minutes of the March 14, 2013, KCTCS Board of Regents Efficiency, Effectiveness, and Accountability Committee be approved.

VOTE: The motion was approved by unanimous consent.

ADDITIONS OR CHANGES TO THE AGENDA

There were no changes to the agenda.

ACTION: KCTCS STRATEGIC PLAN 2010-16 PERFORMANCE MEASURES - REVISIONS

RECOMMENDATION: That the KCTCS Board of Regents approve the revised targets for the KCTCS Strategic Plan 2010-16 Performance Measures as discussed at the March 2014 meeting.

Chair Cooper noted that the KCTCS Board of Regents Effectiveness, Efficiency, and Accountability (EEA) Committee is a committee of the whole Board that is responsible for advising KCTCS and recommending action on policies related to accountability. Routine items considered by the EEA Committee relate to strategic planning and performance measures.

Chair Cooper called on KCTCS President Michael B. McCall to present the item. KCTCS System Director of the Office for Research and Policy Analysis Christina Whitfield assisted with presenting an annual update on the status of the KCTCS Strategic Plan 2010-16, the performance measures results, and the progress made toward System level targets.
The achievement or progress toward the strategic plan goals is currently measured based upon the performance measures and targets that build upon the KCTCS Mission and other mandates found in the Kentucky Postsecondary Education Improvement Act of 1997 (as amended). “Measures” are specific, quantifiable, and provide a framework for monitoring progress toward a strategic plan goal and analysis of KCTCS performance and effectiveness. “Targets” are performance objectives. Results for measures assigned targets are reported regularly to the Board. Priority assigned to measures selected for performance targets and the targets themselves may change over the course of the strategic planning period.

The committee discussed the need to consider revising some of the targets for the performance measures since there are only two years remaining in the strategic plan, and trend and data analysis indicate such revisions are warranted at this time.

Chair Cooper called for a motion.

MOTION: Ms. Thomas moved and Mr. Martin seconded that the Efficiency, Effectiveness, and Accountability Committee recommend that the KCTCS Board of Regents approve the revised targets for the KCTCS Strategic Plan 2010-16 Performance Measures as follows:

- Transfer – from 9,580 to 12,330
- Student Diversity – from 106.7 to 111.9 percent
- Media Focus (Citations) – from 7,392 to 13,000
- Participation Rate – from 3.5 to 3.3 percent
- Persistence Rate – from 54.3 to 43.9 percent
- Diversity Persistence – from 54.3 to 36 percent
- Wage Index – from 100 to 83.3 percent
- Workforce Matriculation – from 10.2 to 6.8 percent
- Developmental Education Success Rate –
  - English – from 77.7 to 59 percent
  - Math – from 69.2 to 50.5 percent
  - Reading – from 78.9 to 65.6 percent

VOTE: The motion was approved unanimously.

INFORMATION:

Chair Cooper called on KCTCS President Michael B. McCall to present the item. KCTCS Vice President Tim Burcham assisted with the presentation on the next iteration of strategic planning for 2016-22.

The role of the KCTCS Board of Regents in strategic planning is clearly defined in the Kentucky Revised Statutes, Southern Association of Colleges and Schools (SACS) accreditation requirements for KCTCS colleges, and KCTCS Board of Regents Policies.

The EEA Committee discussed the need to continue an inclusive approach as the next plan is developed, similar to the approaches taken in the development of past strategic plans. It was noted that special circumstances will influence the development of the strategic plan for 2016-22, including the hiring of a new KCTCS President (2014-15),
the election of a new Governor (2015), the adoption of the 2016-18 Biennial Budget (2016), the election of a new U.S. President (2016), and the assessment of the achievement of the 2020 Goals of House Bill 1.

The tentative timeline for the KCTCS Strategic Plan 2016-22 planning process, beginning January 2015, will include the formation of Strategic Planning Teams, the conducting of environmental scans, and research and data analysis. In June 2015, surveys will be sent to internal and external KCTCS stakeholders. During January–June 2016, draft vision, values, and goals will be reviewed by the Board; performance measures and targets will be identified. The KCTCS Strategic Plan 2016-22 will be presented to the Board for final approval by June 2016.

**NEXT MEETING** Chair Cooper announced that the next meeting would be in March 2015.

**ADJOURNMENT** MOTION: Ms. Carroll moved and Ms. Roth seconded that the committee adjourn.

VOTE: The motion passed unanimously, and the meeting adjourned at 3:06 p.m. (ET).

6/11/15

Date Approved by the Efficiency, Effectiveness, and Accountability Committee

Robert G. Cooper
Committee Chair
At the June 11, 2015, Efficiency, Effectiveness, and Accountability (EEA) Committee meeting, President Jay K. Box will provide an update on the KCTCS Strategic Plan 2010-16 Performance Measures.

Background

The KCTCS Board of Regents EEA Committee is responsible for advising the KCTCS Board of Regents and recommending action on policies related to accountability. The *KCTCS Board of Regents Bylaw 10.2.4* states:

> The purpose of the Efficiency, Effectiveness, and Accountability Committee is to recommend policies related to creating and maintaining the highest level of quality, public accountability, and institutional effectiveness at KCTCS colleges. Specifically, the Committee’s responsibility shall be to advise KCTCS and recommend action on policies related to accountability. The Committee shall operate as a committee of the whole and will meet at least annually to review the System’s accountability reports and recommend accountability goals for the upcoming year.

Routine items considered by the EEA Committee relate to strategic planning and performance measures.

The Board of Regents approved the comprehensive *KCTCS Strategic Plan 2010-16*, including *KCTCS Values, Vision, Mission, Strategic Goals*, and the Performance Measures for 2010-16 (Attachment A), at the March 2010 Board of Regents meeting. The 2010-16 Strategic Plan went into effect July 1, 2010.

The Board began identifying the performance measures for the *KCTCS Strategic Plan 2010-16* during the September 2009 EEA Workshop. Feedback from the Board’s September 2009 EEA Committee meeting and subsequent input from the KCTCS President’s Leadership Team was used to identify the proposed performance measures presented for consideration in the comprehensive strategic plan at the March 2010 Board meeting. Performance measures provide a framework for monitoring progress toward a strategic plan goal. One or more measures have been assigned to each strategic plan goal. The KCTCS Office for Research and Policy Analysis staff maintains data on each of these measures as part of the continuous improvement and institutional effectiveness process.

At the March 15, 2012, Board of Regents meeting, the Board of Regents approved the revision of definitions for the *KCTCS Strategic Plan 2010-16* Performance Measures for *Transfer* and *Workforce Matriculation*. The revision to the Transfer definition allows for annual monitoring of progress and aligns with the Council on Postsecondary Education’s (CPE) *2011-15 Strategic Agenda: Stronger by Degrees* performance measure for Transfer. The revision for Workforce
Matriculation redefines the cohort to include all workforce students and exclude students who earn a credential without becoming credential-seeking as matriculated students.

At the March 14, 2013, meeting, the Board of Regents approved revisions to the Credentials performance measure definition and target for 2015-16. The revised definition now includes the total number of credentials (certificates, diplomas, and associate degrees) awarded and the number of associate degrees awarded. The previous definition included total credentials awarded and associate degrees as a proportion of the total. Additionally, the target established for the previous Credentials performance measure for the total credentials awarded had been exceeded, and the continued growth in the number of certificates awarded masked the increase in the associate degrees in the previous definition. The revised definition acknowledges the increase in certificates awarded and aligns with the CPE’s Stronger by Degrees performance measure for credentials.

At the March 13, 2014, meeting, the Board of Regents approved revised targets for the KCTCS Strategic Plan 2010-16 Performance Measures as follows:

- Transfer – from 9,580 to 12,330
- Student Diversity – from 106.7 to 111.9 percent
- Media Focus (Citations) – from 7,392 to 13,000
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- Developmental Education Success Rate –
  - English – from 77.7 to 59 percent
  - Math – from 69.2 to 50.5 percent
  - Reading – from 78.9 to 65.6 percent

A complete list of the current KCTCS Strategic Plan 2010-16 Performance Measures and their definitions are included in Attachment B.

Updated information for all of the performance measures and their targets will be provided during the EEA meeting.
KCTCS Values, Vision, Mission, and Strategic Goals
for the KCTCS Strategic Plan 2010-16
(as Approved March 2010)

KCTCS Values

KCTCS values:

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

KCTCS Vision

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

KCTCS Mission

The mission of KCTCS is 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.

KCTCS Strategic Goals

- Advance excellence and innovation in teaching, learning, and service.
- Increase student access, transfer, and success.
- Cultivate diversity, multiculturalism, and inclusion.
- Enhance the economic and workforce development of the Commonwealth.
- Promote the recognition and value of KCTCS.
## Performance Measures for the
**KCTCS Strategic Plan 2010-16**
(as Approved March 2010; Revised March 2012 and March 2013)

### Strategic Goal: Advance excellence and innovation in teaching, learning, and service

<table>
<thead>
<tr>
<th>Measure</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>Average scores on the Community College Survey of Student Engagement's benchmarks of effective educational practice; results from the Community College Faculty Survey of Student Engagement.</td>
</tr>
<tr>
<td>Licensure/Certification Pass Rate</td>
<td>Annual percent of first-time takers passing licensure and certification exams required by the profession for entry-level positions as reported by state and national examining boards or college licensure exam administrators.</td>
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</tbody>
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### Strategic Goal: Increase student access, transfer, and success

<table>
<thead>
<tr>
<th>Measure</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>Developmental Education Success Rate</td>
<td>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.</td>
</tr>
<tr>
<td>Participation Rate</td>
<td>KCTCS fall credit enrollment, divided by adult population (ages 18-64), as reported by the United States Census Bureau.</td>
</tr>
<tr>
<td>Credentials</td>
<td>Annual count of total credentials (associate degrees, certificates, and diplomas) awarded, and annual count of associate degrees awarded.</td>
</tr>
<tr>
<td>Persistence Rate</td>
<td>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.</td>
</tr>
<tr>
<td>Transfer</td>
<td>Annual number of students who enter a public, independent, or proprietary postsecondary institution in Kentucky as a first-time transfer student, and the number of students other than first-time transfer students who transfer KCTCS credit into any public, independent, or proprietary four-year institution.</td>
</tr>
<tr>
<td><strong>Strategic Goal: Cultivate diversity, multiculturalism, and inclusion</strong></td>
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<tr>
<td><strong>Measure</strong></td>
<td><strong>Definition</strong></td>
</tr>
<tr>
<td>Student Diversity Index</td>
<td>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.</td>
</tr>
<tr>
<td>Employee Diversity</td>
<td>Percent of employees with known ethnicity in all racial/ethnic categories excluding white and nonresident alien, based on fall unduplicated headcount, compared to percent minority population.</td>
</tr>
<tr>
<td>Persistence Rate Diversity</td>
<td>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.</td>
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<table>
<thead>
<tr>
<th><strong>Strategic Goal: Enhance the economic and workforce development of the Commonwealth</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
<td><strong>Definition</strong></td>
</tr>
<tr>
<td>High Wage/High Demand Completions</td>
<td>Annual number of credentials awarded in fields with (1) average salaries at or above the 75th percentile and (2) growing at a rate greater than or equal to the state average, or exceeding 100 annual job openings.</td>
</tr>
<tr>
<td>Workforce Matriculation</td>
<td>Percent of non-credential workforce students (excluding fire/rescue students) who enroll as credential-seeking students or earn a credential within three years.</td>
</tr>
<tr>
<td>Wage Index</td>
<td>Median wage of KCTCS completers earning $2,500 or more in the second quarter after completion, indexed to the state median occupational wage.</td>
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<tr>
<th><strong>Strategic Goal: Promote recognition and value of KCTCS</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
<td><strong>Definition</strong></td>
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<tr>
<td>Financial Contributions</td>
<td>Annual dollar amount of financial contributions from grants, contracts, advancement, and other external sources, and endowment income.</td>
</tr>
<tr>
<td>Media Focus</td>
<td>Number of media citations and positive citations as a percent of total, as reported by the VOCUS media-tracking service and KCTCS Public Relations.</td>
</tr>
</tbody>
</table>
Recommendation

That the KCTCS Board of Regents adopt the proposed Vision, Values and Goals for KCTCS Strategic Plan 2016-22 process as presented at the June 2015 meetings.

Rationale

- President Box has begun the 2016-22 Strategic Planning process by collecting input from stakeholders throughout Kentucky.

- The President has conducted listening sessions at all 16 KCTCS colleges and the System Office, meeting with nearly 2,000 community members, students, KCTCS employees, and business leaders to help envision a future state for KCTCS.

- A statewide survey was conducted that garnered over 3,200 responses and solicited input from nearly 20 System-wide functional Peer Teams, representing virtually every organizational area of operations.

- This statewide input represents the outcome of a whole-system engagement process intended to share the design of KCTCS’s future with those who will be most impacted in that future.

- On May 19, 2015, the President’s Leadership Team (the 16 college presidents and the President’s Cabinet) considered all input, research, and data collected thus far to recommend the proposed Vision, Values and Goals for 2016-22.

- The data collected through this comprehensive process has been used to shape the recommended Vision, Values, and Goals to be presented to the KCTCS Board of Regents to consider as the basis for the 2016-22 KCTCS strategic plan.

Background

The KCTCS Board of Regents adopted its first strategic plan in October 1999 and set 10 goals that were to be accomplished by 2005, focusing on two-year priorities. Along with the plan, the Board also adopted a Vision statement for the Commonwealth’s newly created ninth institution of postsecondary education: “To create, by the year 2020, a comprehensive community and technical college system recognized as the nation’s best.”

Since adoption of that initial strategic plan and vision in 1999, KCTCS has reached numerous milestones well in advance of anticipated timeframes. When the Board of Regents adopted the
2002 edition of the strategic plan, it also aligned the KCTCS strategic planning process with the budget cycle, including the annual fiscal year and the biennial budget development.

Building on and refining the process used in 1999, work toward developing a strategic plan for 2006-10 began with the formation of a Strategic Plan Workgroup (SPW) in spring 2003 and culminated with the June 2006 Board approval of a comprehensive KCTCS Strategic Plan 2006-10.

At the March 12, 2010, Board of Regents meeting, the Board adopted the comprehensive KCTCS Strategic Plan 2010-16 consisting of values, vision, mission, strategic goals, and performance measures. The 16 KCTCS colleges’ strategic planning timelines align with the KCTCS Strategic Plan 2010-16, and the colleges’ strategic plan goals include the KCTCS Strategic Plan Goals for 2010-16. The Board of Regents accepted the KCTCS Business Plan 2010-2016 at the September 2011 Board meeting.

The Strategic Agenda for Postsecondary Education

The Kentucky Postsecondary Education Improvement Act of 1997, The Act charged the Council on Postsecondary Education (CPE) with setting the strategic agenda for postsecondary education. In response, CPE developed the 2020 Vision, An Agenda for Kentucky’s System of Postsecondary Education and an Action Agenda for implementing the goals of The Act. CPE has since adopted a new strategic agenda for Kentucky postsecondary education, Five Questions, One Mission: A Public Agenda for Postsecondary and Adult Education, 2005-2010 followed by the 2011-15 Strategic Agenda "Stronger By Degrees"; and each of Kentucky’s nine postsecondary education institutions must respond to the current plan in keeping with their respective statutory mission. As required by statute, the KCTCS Strategic Plan 2010-16 maintains alignment with the statewide postsecondary education strategic agenda set by the Council on Postsecondary Education and responds to the mandates in the Kentucky Postsecondary Education Improvement Act of 1997 (as amended).

During the new strategic planning cycle, KCTCS is working closely with CPE and other state partners including the Kentucky Department of Education, the Cabinet for Economic Development, and the Kentucky Chamber of Commerce in an unprecedented effort to collaborate on a shared vision and set of strategic goals for the Commonwealth.

Strategic Plan Measurement

Achievement or progress toward strategic plan goals currently is measured based upon performance measures and targets that build upon the KCTCS Mission and other mandates found in the Kentucky Postsecondary Education Improvement Act of 1997 (as amended). “Measures” are specific, quantifiable, and provide a framework for monitoring progress toward a strategic plan goal and analysis of KCTCS performance and effectiveness. “Targets” are performance objectives. Results for measures assigned targets are reported regularly to the Board. Priority assigned to measures selected for performance targets and the targets themselves may change over the course of the strategic planning period.

Attachment A is KCTCS Board of Regents 4.9 Policy Kentucky Community and Technical College System Policy on Strategic Planning and Institutional Effectiveness.
KCTCS BOARD OF REGENTS POLICIES

4.9 Kentucky Community and Technical College System Policy on 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 systemwide strategic goals.

As the chief executive officer of KCTCS, the President is authorized to promulgate administrative procedures and to ensure that the System infrastructure is adequate for policy implementation.

<table>
<thead>
<tr>
<th>Date Approved by KCTCS Board of Regents</th>
<th>Date of Last Review</th>
<th>Date of Last Review</th>
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<tr>
<td>(SIGNED) 9-17-10</td>
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<tr>
<td>Chair, Board of Regents</td>
<td>President, KCTCS</td>
<td>Date</td>
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(SIGNED) 9-17-10
(SIGNED) 9-17-10

Date

Attachment A