4.9.1 KCTCS Strategic Planning Process and Plan

4.9.1.1 KCTCS Strategic Planning Process

A. Activities for developing the *KCTCS Strategic Plan* may include an environmental scan, surveys, focus groups, and/or other methods of analysis.

B. Involvement in the development of the *KCTCS Strategic Plan* shall include the KCTCS Board of Regents; the KCTCS President’s Leadership Team; faculty, students, and staff; foundation board members; College Boards of Directors; and external stakeholders.

C. The KCTCS strategic planning process shall align with the KCTCS budget cycle, including the fiscal year and the biennial budget development.

4.9.1.2 KCTCS Strategic Plan

A. Goals, reflective of the KCTCS mission and other mandates found in the *Kentucky Postsecondary Education Improvement Act of 1997* (as amended), shall be determined from the analysis of current statuses and future trends influencing KCTCS and postsecondary education, in general.

B. Progress toward accomplishing a goal may be determined through core indicators, measures and targets. An indicator is a performance category that describes an outcome of a goal; a measure is a statistic used to define an indicator; and a target is a performance objective or standard identified for a measure. Progress toward priority targets will be reported regularly to the KCTCS Board of Regents.

C. The KCTCS Board of Regents shall approve the KCTCS Strategic Plan.

D. An action plan, based on the *KCTCS Strategic Plan* and including input from all system office departments, shall be ongoing and include strategies for successfully meeting KCTCS goals.

4.9.2 KCTCS College Strategic Planning Process and Plan

4.9.2.1 KCTCS College Strategic Planning Process

A. The KCTCS strategic goals shall serve as the foundation for each college strategic plan.

B. Activities for developing a KCTCS college strategic plan may include an environmental scan, surveys, focus groups, and/or other types of analysis.

C. A KCTCS college strategic plan shall be 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 Kentucky General Assembly.

4.9.2.2 KCTCS College Strategic Plan
A. College strategic goals shall be aligned with the KCTCS strategic goals.

B. Progress toward accomplishing a goal may be determined through core indicators, measures and targets. An indicator is a performance category that describes an outcome of a goal; a measure is a statistic used to define an indicator; and a target is a performance objective or standard identified for a measure.

1. Indicators may include productivity/effectiveness, professional development, remediation/developmental education, student engagement, affordability, completers/attainers, enrollment, retention, transfer, employment diversity, enrollment diversity, global awareness, business/industry services, community stewardship, licensure/certification, and workforce development.

2. College measurements of progress shall be determined at both the system and local levels.
   a. College may have performance targets in addition to those established by the system strategic plan.
   b. College measures will include annual institution program review.

3. The KCTCS President and college president/chief executive officer shall negotiate specific indicators and targets to be used in the college president/chief executive officer’s annual evaluation.

C. The board of directors for each KCTCS college shall approve and implement the strategic plan.

D. A copy of the college’s approved strategic plan shall be submitted to the KCTCS Office of Institutional Advancement.

E. A college-wide action plan shall include strategies for meeting the college’s strategic goals and be coordinated with the development of the college’s institutional effectiveness annual plan and subsequent report.

4.9.3 KCTCS Institutional Effectiveness Organizational Responsibilities

A. The KCTCS Office of Institutional Advancement shall:
   1. Coordinate system-wide strategic planning and serve as a resource to individual institutions as they develop an annual strategic plan.

   2. Evaluate, in concert with the System leadership, the implementation and achievement of goals through measures of progress.

   3. Serve as a repository for copies of each college’s strategic plan.
4. Coordinate the linkages of outcomes to the planning and budgeting process.

B. The KCTCS Office of Technology Solutions shall:

1. Ensure the timely availability and integrity of data on human resources, finances, students, facilities, and programs to meet information needs for institutional decision-making.

2. Work closely with each institution regarding availability of and access to institutional data for sector management and effectiveness needs.

C. The KCTCS Chancellor shall:

1. Coordinate academic program plans and program approvals with the KCTCS and with external agencies.

2. Review new program proposals.

3. Maintain an updated inventory of degree programs and accredited degree programs.

D. The KCTCS Office of Policy Research and Analysis shall:

1. Coordinate external reporting on students, faculty, finances, and staffing to the Council on Postsecondary Education, other state government offices, and federal agencies. This includes all reports required by the Kentucky Council on Postsecondary Education reporting guidelines, US Dept. of Education’s National Center for Educational Statistics database (IPEDS database), and the National Student Clearinghouse.

2. Provide support to the colleges as they complete reports related to accreditation and major federal and state agency funding.

3. Provide executive decision support information to the System leadership.

4. Provide the KCTCS President with status reports on strategic plan outcomes.

E. The KCTCS college presidents/chief executive officers shall:

1. Identify and appropriately staff an institutional effectiveness function.

2. Ensure that reviews and evaluations of educational and support programs and units are conducted in an appropriate and timely manner.
3. Provide the KCTCS President with status reports on the implementation and achievement of the KCTCS core indicators, measures, and targets, including ones selected as a part of the college president’s annual evaluation, as requested.

4. Be responsible for the development of the strategic plan which includes elements of institutional effectiveness.

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(SIGNED) 9-14-10
Recommended by Date

(SIGNED) 9-14-10
President, KCTCS Date