



**Strategic  
Planning:  
PATHWAYS**

**Board of Directors  
January 27, 2011**



**KNOWLEDGE MANAGEMENT  
& STRATEGIC INITIATIVES**

KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

# Discussion Points

- Strategic Planning Relationships
- Educational “pipeline” as context
- Pathways as a major component of the Plan
- Measuring and monitoring progress of Pathways as a Strategic Focus Area
- Discuss next steps

**Kentucky Community and Technical College System (KCTCS)**

**Strategic Plan**

**2010-2016**

**6-Year Plan**

**Gateway Community and Technical College**

**Strategic Plan**

**2010-2016**

**6-Year Plan**

**Annual Operational Planning**

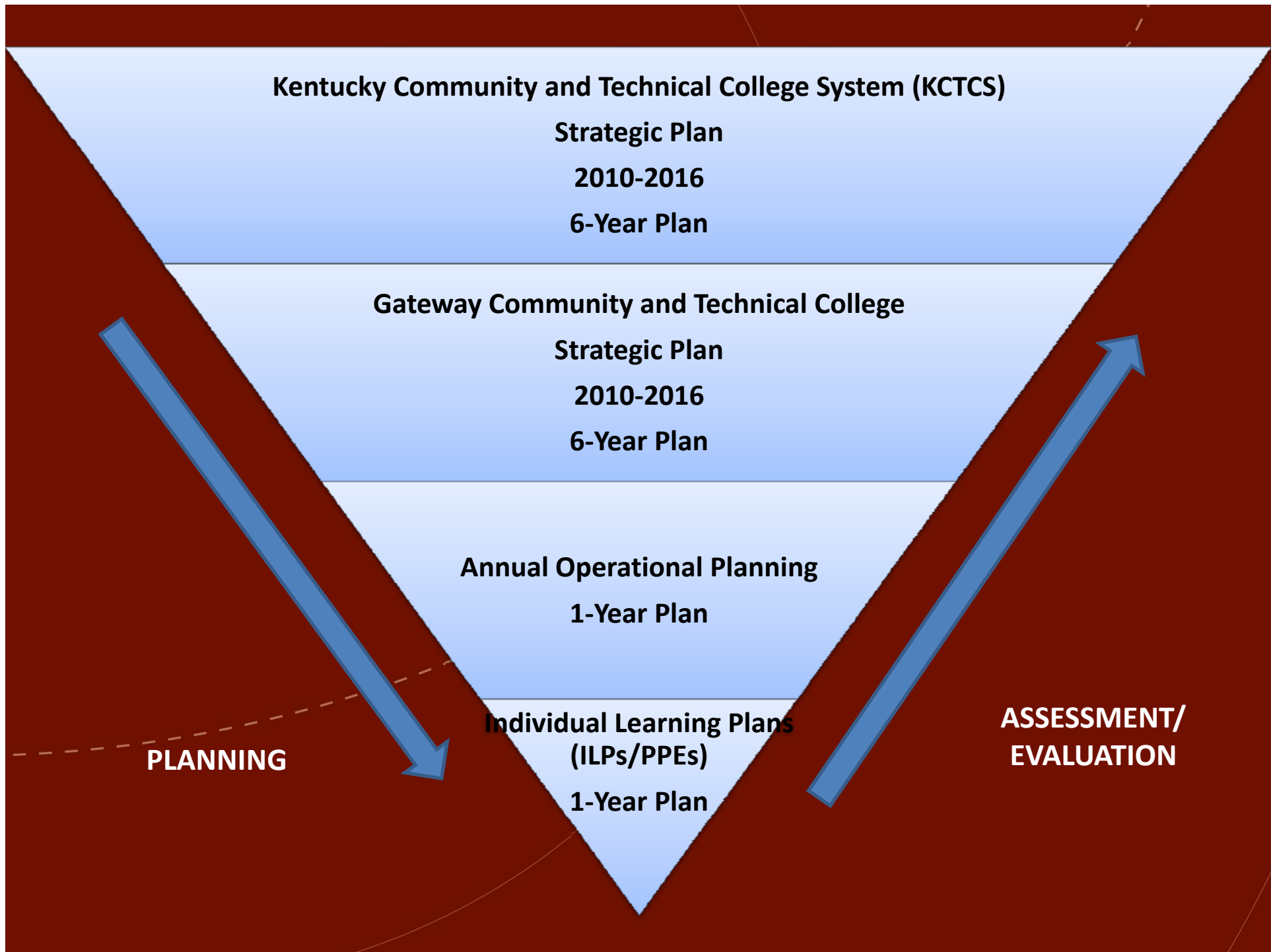
**1-Year Plan**

**Individual Learning Plans  
(ILPs/PPEs)**

**1-Year Plan**

**PLANNING**

**ASSESSMENT/  
EVALUATION**



# Gateway Strategic Plan Components

- 5 KCTCS Strategic Goals
- 3 Gateway Strategic Focus Areas
- 10 Gateway Strategic Goals
- 16 Gateway Key Performance Indicators

# KCTCS 2010-2016 Strategic 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

# Gateway 2010-2016 Strategic Focus Areas

## **PATHWAYS**

Gateway will reach out to students, wherever they are, and provide them with access to a variety of educational pathways to enhance their individual quality of life, the overall economic development of the Northern Kentucky/Greater Cincinnati Region, and the global community at large.

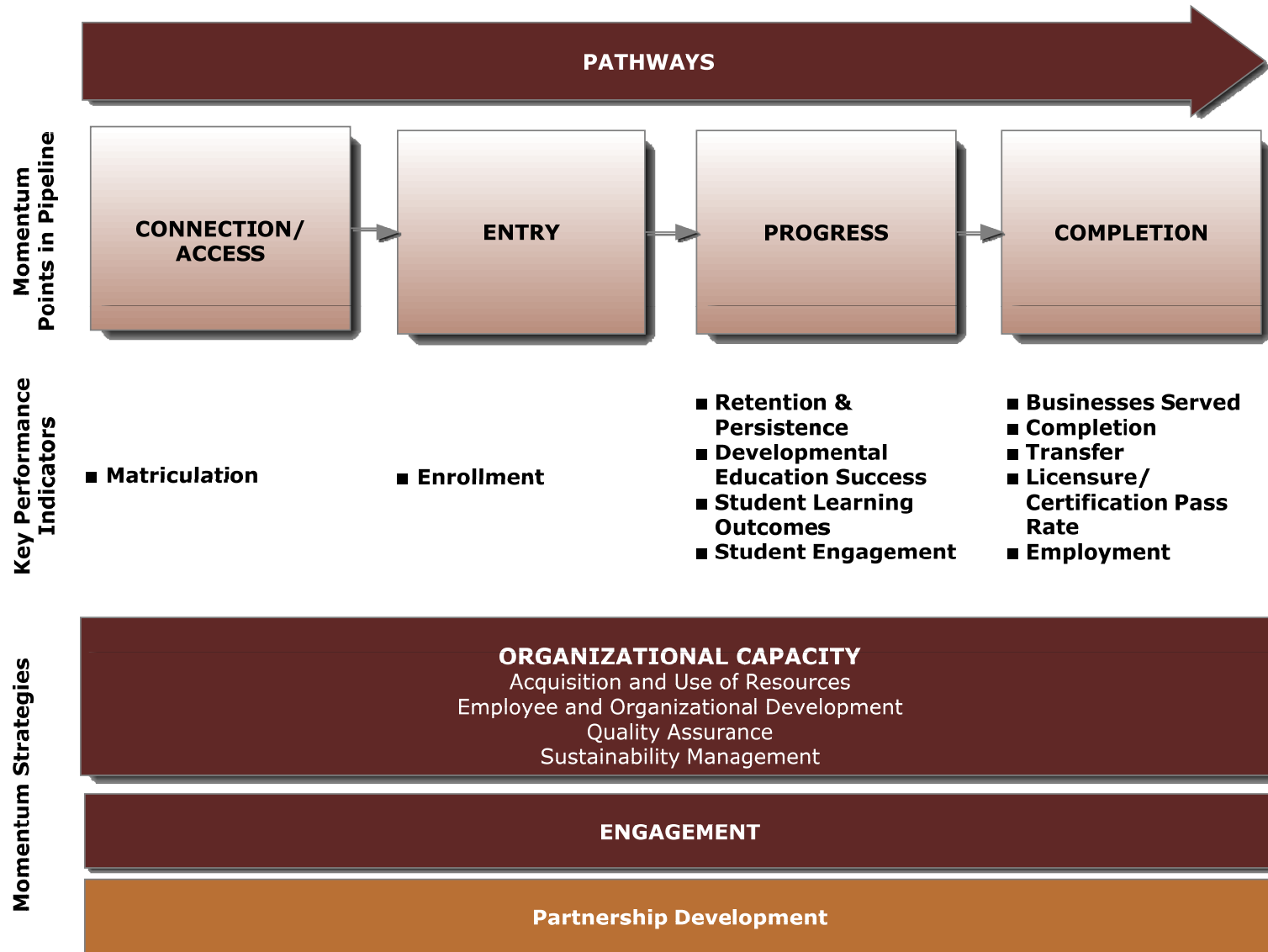
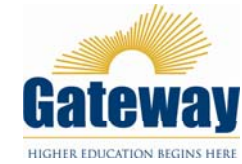
## **ENGAGEMENT**

Gateway will engage all learners as full partners in the learning process by: providing as many options for learning as possible, assisting learners to form and participate in collaborative learning activities; and defining the roles of the learning facilitators by the needs of the learners, the community, and business and industry.

## **ORGANIZATIONAL CAPACITY**

Gateway will embrace individual accountability and knowledge management in the development of a sustainable culture that supports increasing organizational capacity while ensuring a consistent, quality educational experience for students, and a valuable working environment for employees.

# 2010-2016 Strategic Plan MAKE CHANGE HAPPEN



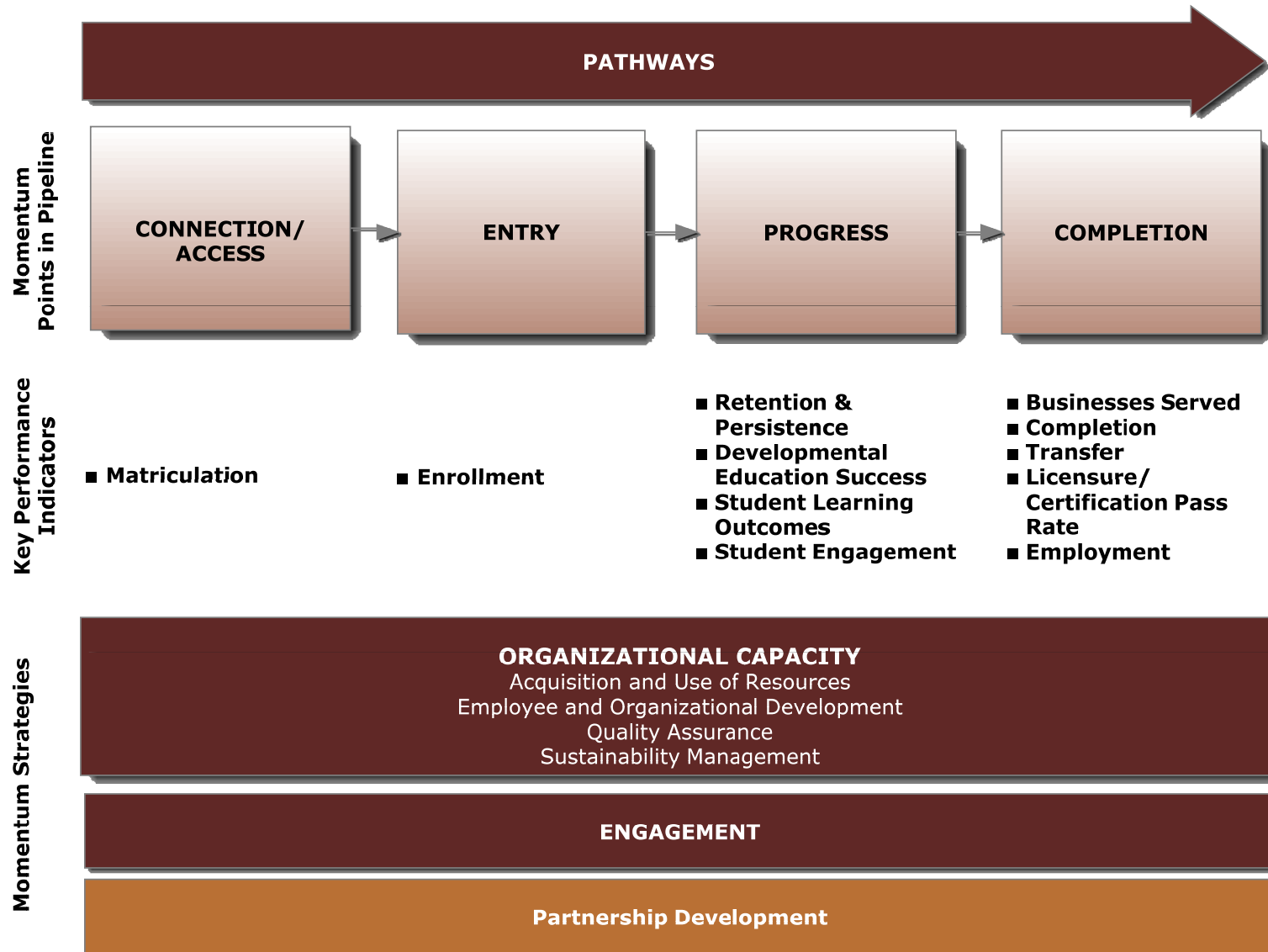
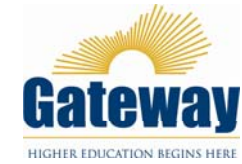
# Gateway 2010-2016 Strategic Focus Areas

## **PATHWAYS**

Gateway will reach out to students, wherever they are, and provide them with access to a variety of educational pathways to enhance their individual quality of life, the overall economic development of the Northern Kentucky/Greater Cincinnati Region, and the global community at large.



# 2010-2016 Strategic Plan MAKE CHANGE HAPPEN



# PATHWAYS Strategic Goals:

**1.1** Increase access to postsecondary education for residents of Northern Kentucky through the development of a new urban campus in Covington, and the expansion of the Boone and Edgewood Campuses to provide increased physical access to programs and services

**1.2** Expand access to affordable postsecondary education through high school dual credit, distance education, and customized industry training delivered through a variety of academic and career pathways that provide flexible scheduling and diverse delivery modalities

**1.3** Recognize and celebrate the accomplishment of student educational goals including GED and credential attainment, workforce skill upgrades, transfer, licensure/certification, and enhanced quality of life

# PATHWAYS Strategic Goals:

**1.1** Increase access to postsecondary education for residents of Northern Kentucky through the development of a new urban campus in Covington, and the expansion of the Boone and Edgewood Campuses to provide *increased physical access* to programs and services

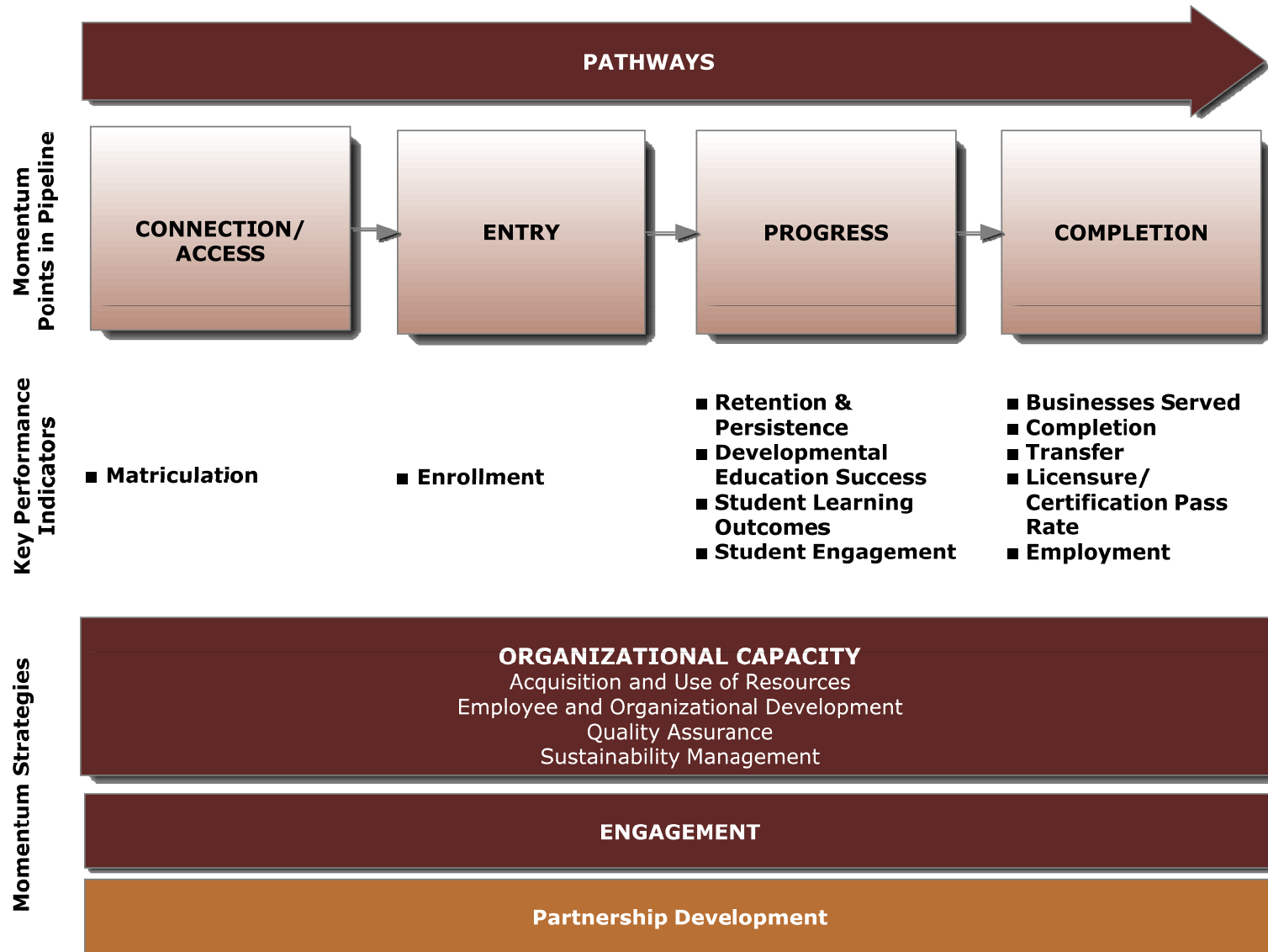
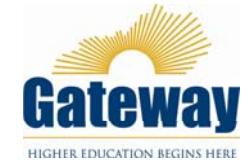
**1.2** Expand access to affordable postsecondary education through high school dual credit, distance education, and customized industry training delivered through a variety of academic and career pathways that provide *flexible scheduling and diverse delivery modalities*

**1.3** Recognize and celebrate the *accomplishment of student educational goals* including GED and credential attainment, workforce skill upgrades, transfer, licensure/certification, and enhanced quality of life

# PATHWAYS Key Performance Indicators

- Matriculation
- Enrollment
- Businesses Served
- Completion
- Transfer
- Licensure/Certification Pass Rate
- Employment

# 2010-2016 Strategic Plan MAKE CHANGE HAPPEN





CONNECTION/ACCESS

**MATRICULATION**

# CONNECTION/ACCESS: Matriculation

*Students transitioning to credit-bearing courses at Gateway from educational pathways made possible by partnerships with high schools, Adult Education, and business and industry*

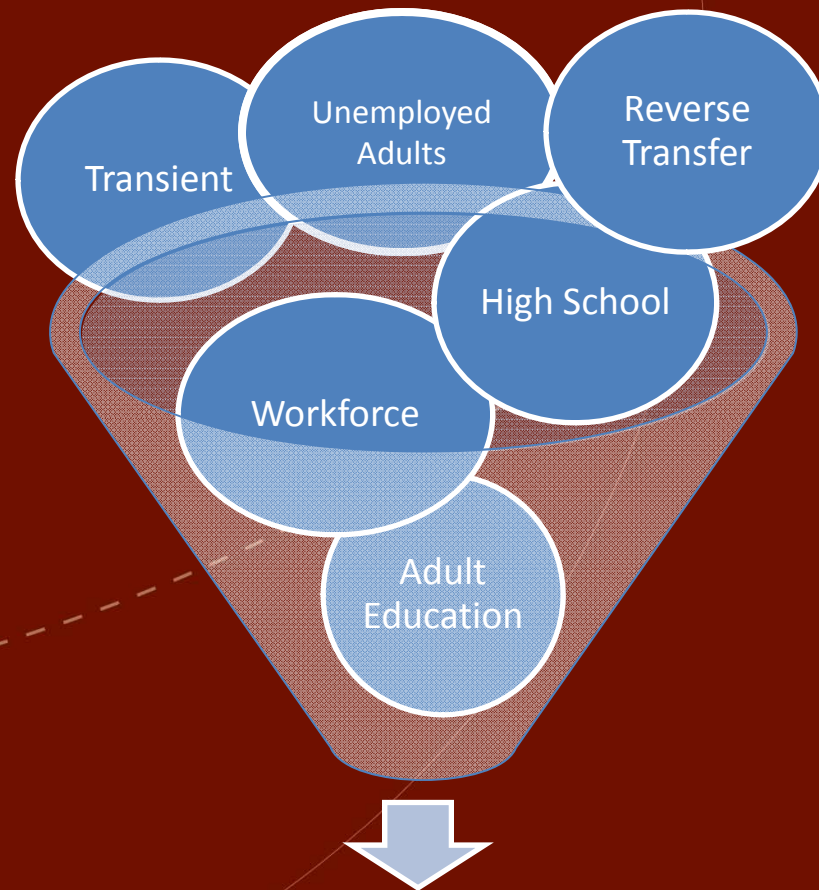
## Performance Measures:

- GED students from adult education
- College Access Center
- Dual Credit
- Workforce\*

\*KCTCS Performance Measure; +Perkins Performance Measure; #Strive Performance Measure

# CONNECTION/ACCESS: Matriculation

*How students come to Gateway*

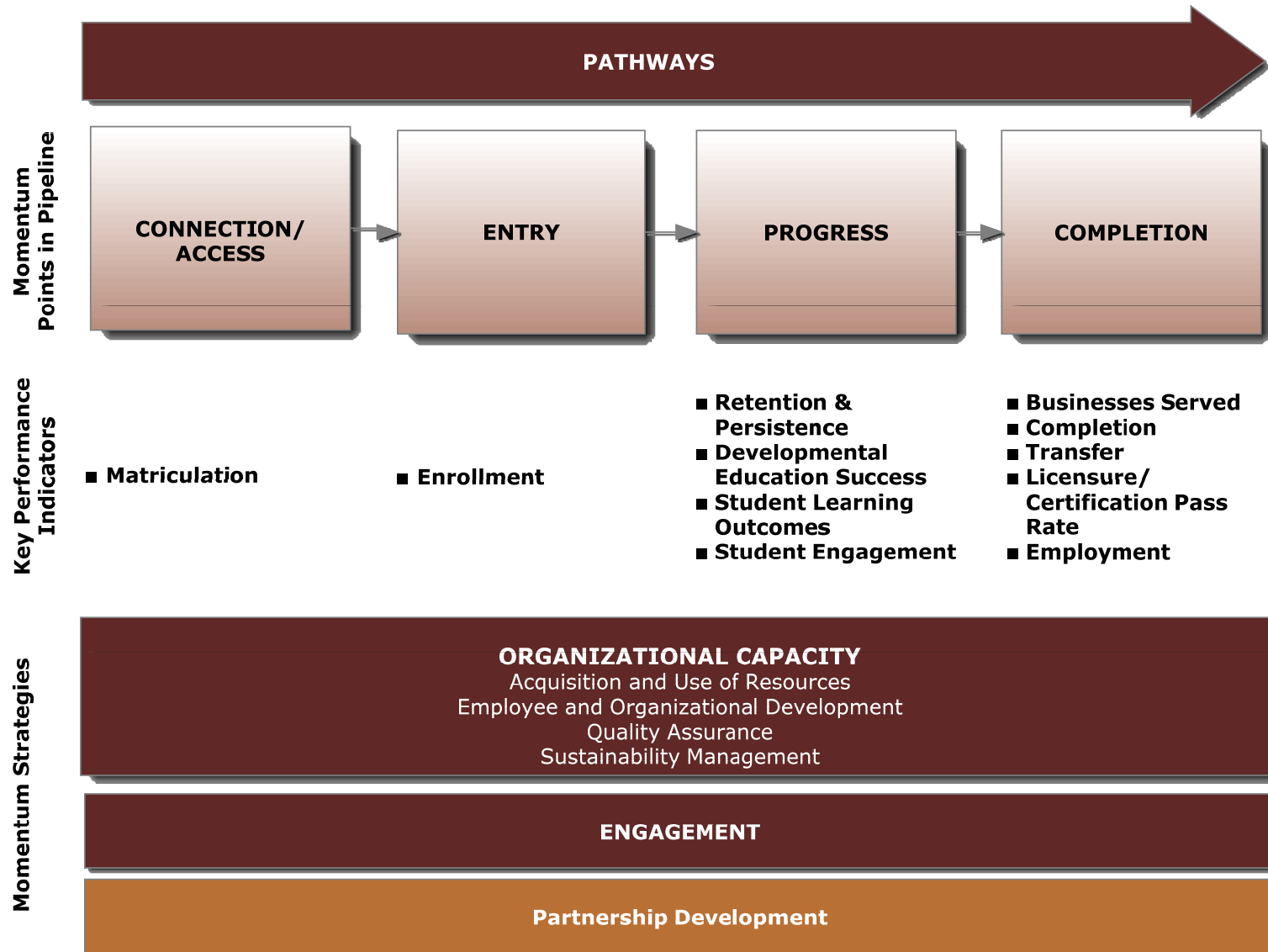
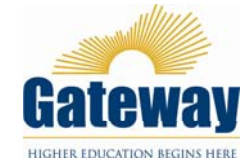


Entrance to the Pipeline



Performance Measure	Definition
GED students from adult education	GED graduates from Kenton County and Grant County Adult Education who transition into postsecondary education at any institution or a training program
College Access Center	Number of students who utilize the services of the College Access Center, who enroll within seven months of high school graduation
Dual Credit	Number of Area Technology Center students who matriculate to Gateway within 12 months of high school graduation
Workforce*	Percent of first-time credit workforce students who enroll as credential-seeking students within three years

# 2010-2016 Strategic Plan MAKE CHANGE HAPPEN

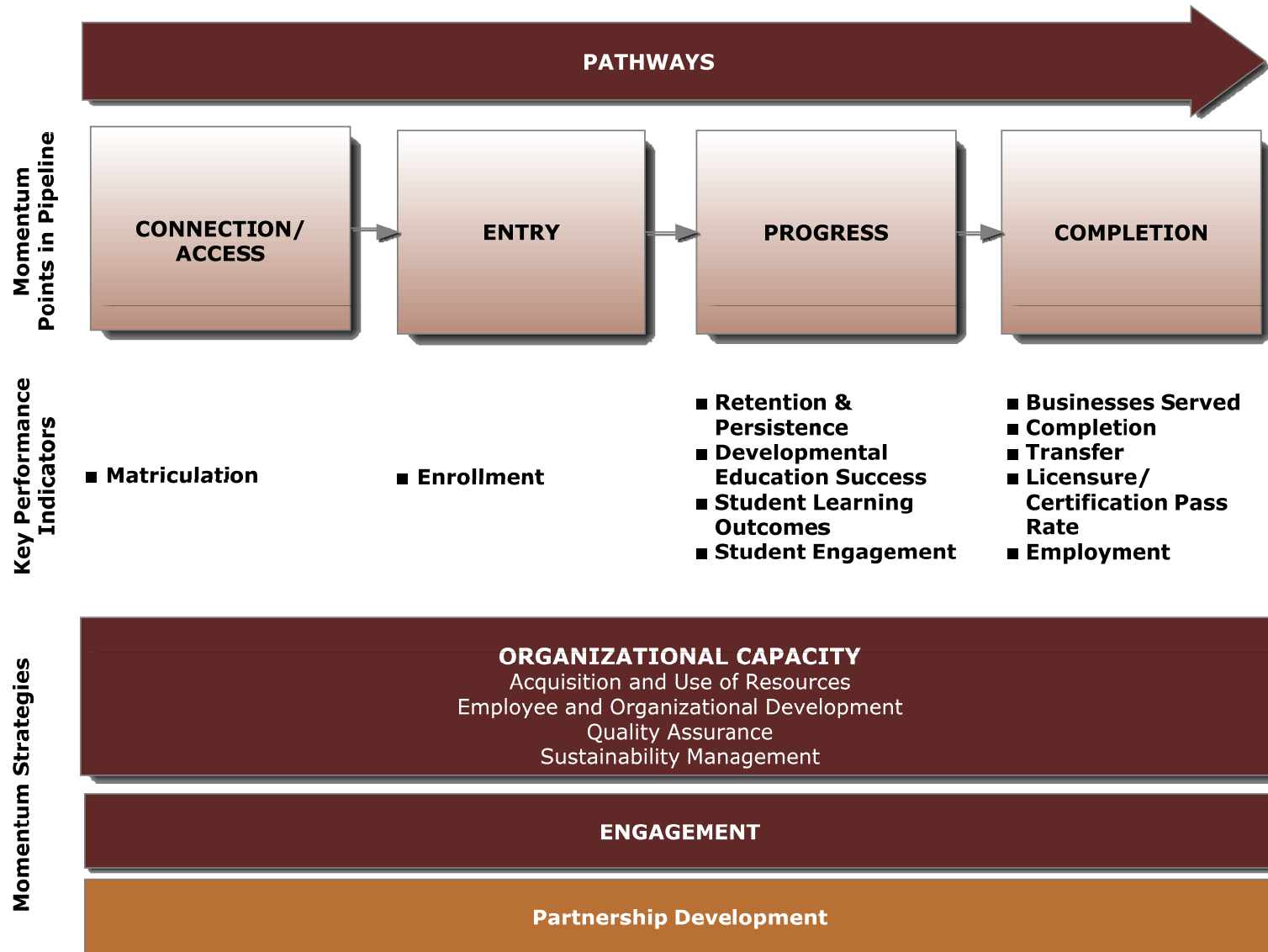
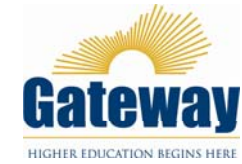




ENTRY

**ENROLLMENT**

# 2010-2016 Strategic Plan MAKE CHANGE HAPPEN



# ENTRY: Enrollment

## *Student (customer) profile*

*Enrollment composition at Gateway, including student demographics, full-time equivalent (FTE), credit hours generated, and participation rate of adult population*

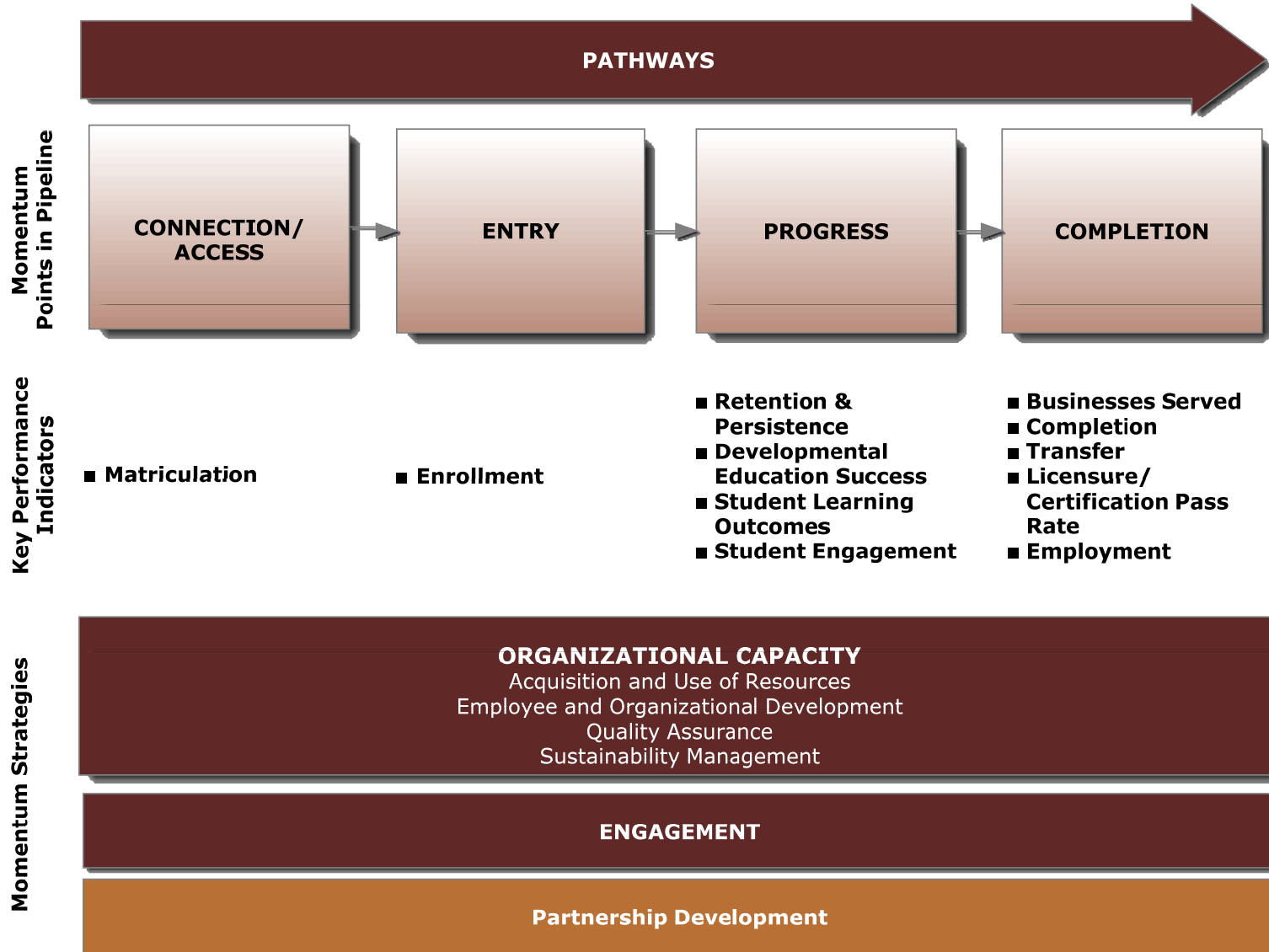
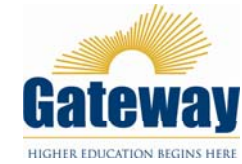
### Performance Measures:

- Headcount
- Full-Time Equivalent (FTE)
- Credit Hours
- Student Diversity\*
- Participation Rate\*
- Total Workforce Enrollment
- Non-Traditional Participation in Technical Programs+
- Number of New Students Served from Targeted Regions

\*KCTCS Performance Measure; +Perkins Performance Measure; #Strive Performance Measure

Performance Measure	Definition
Headcount	Total number of students, unduplicated, as reported in the CPE official data each semester
Full-Time Equivalent (FTE)	Total undergraduate credit hours divided by 15
Credit Hours	Total credit hours generated by student enrollment
Student Diversity*	Percent of minority students compared to percent of minority population
Participation Rate*	Fall credit enrollment, as a percentage of adult (ages 18-64) population
Total Workforce Enrollment	Number of duplicated participants who take credit and non-credit courses through Workforce Solutions and Innovations
Non-Traditional Participation in Technical Programs+	<p><u>Numerator</u>: Nontraditional students enrolled in programs leading to nontraditional employment in an occupation that employs less than 25 percent of one gender in the reporting year</p> <p><u>Denominator</u>: All students enrolled in programs leading to nontraditional employment in an occupation that employs less than 25 percent of one gender</p>
Number of New Students Served from Targeted Regions	Number of new students from Bellevue, Covington, Dayton, Ludlow, and Newport served through the development of a new urban campus and the expansion of existing campuses

# 2010-2016 Strategic Plan MAKE CHANGE HAPPEN



The background is a solid dark red color. A dashed white line curves from the bottom left towards the top right. A solid white arc is positioned on the right side of the image, partially overlapping the dashed line.

COMPLETION

**BUSINESSES SERVED**



# COMPLETION: Businesses Served

*Number of businesses served through Workforce Solutions and Innovations that invest in their employees through training*



COMPLETION

**COMPLETION**

# COMPLETION

*Number of associate degrees, diplomas, certificates, and GEDs awarded*

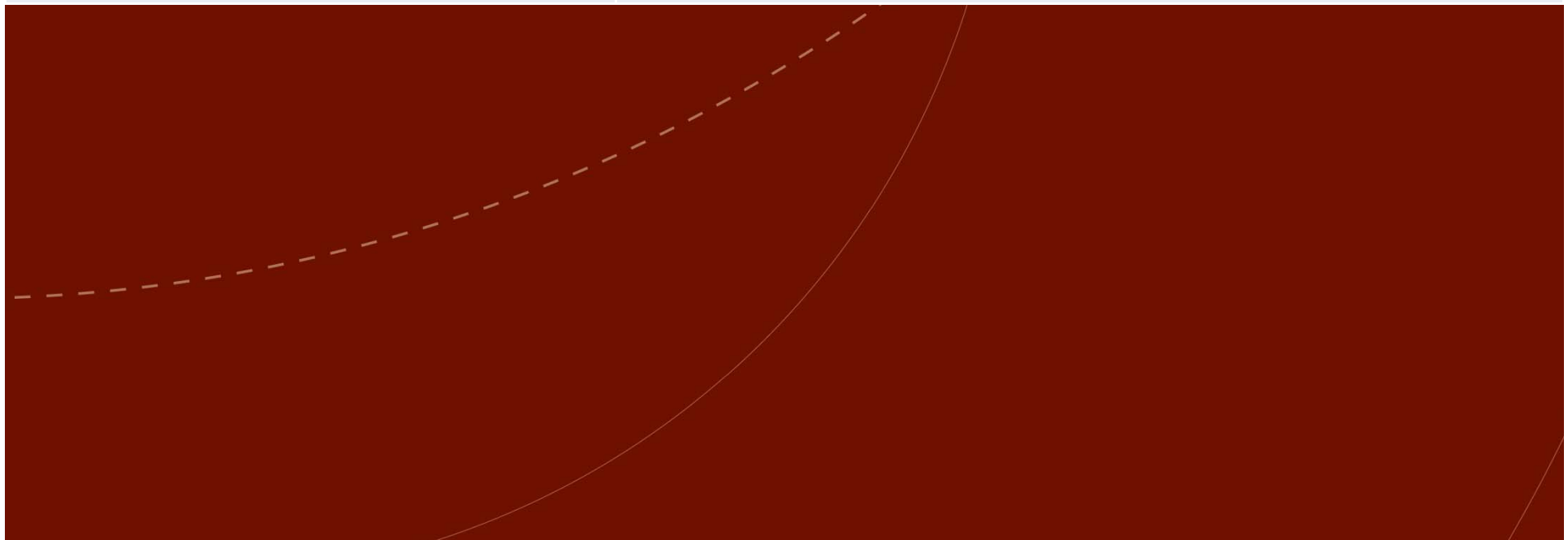
## Performance Measures:

- Total Credentials Awarded\*
- GED Recipients through Adult Education
- Degrees Conferred to Students from Strive High Schools#
- Percent of Students who Graduate from College#
- Technical Skill Attainment+
- Credential Certification or Degree Technical Programs+
- Non-Traditional Completion in Technical Programs+
- High Wage/High Demand Completions\*

\*KCTCS Performance Measure; +Perkins Performance Measure; #Strive Performance Measure

Performance Measure	Definition
Total Credentials Awarded*	Annual count of associate degrees, certificates, and diplomas awarded, associate degrees as a proportion of total credentials
GED Recipients through Adult Education	Number of individuals successfully passing the GED exam through the Kenton County and Grant County Adult Education Programs
Degrees Conferred to Students from Strive High Schools#	Total number of associate's degrees, diplomas, and certificates awarded in a given academic year to students who are graduates of Strive high schools
Percent of Students who Graduate from College#	The percent of first-time, full-time students, who are graduates of Strive high schools, who graduate from college within three years for associate's degree programs
Technical Skill Attainment+	<p><u>Numerator</u>: Preparatory students who passed the program assessment tests in the reporting year plus preparatory students who completed the program and received or were eligible to receive a credential in the reporting year</p> <p><u>Denominator</u>: Preparatory students who took the program assessment tests in the reporting year plus preparatory students who completed the program and received or were eligible to receive a credential in the reporting year plus those who left technical education during the reporting year</p>
Credential Certification or Degree Technical Programs+	<p><u>Numerator</u>: Preparatory students who completed the programs and received an industry-recognized credential plus preparatory students who completed the program and received or were eligible to receive a credential in the reporting year</p> <p><u>Denominator</u>: Preparatory students who completed the program and received an industry-recognized credential plus those who received or were eligible to receive a credential in the reporting year and left technical education during the reporting year</p>

Performance Measure	Definition
Non-Traditional Completion in Technical Programs+	<p><u>Numerator</u>: Nontraditional preparatory students who completed a program leading to nontraditional employment in occupations employing less than 25 percent of one gender in the reporting year</p> <p><u>Denominator</u>: Preparatory students who completed a program leading to nontraditional employment in occupations employing less than 25 percent of one gender and the number of concentrators who left nontraditional programs in the reporting year</p>
High Wage/High Demand Completions*	Annual number of credentials awarded in fields with: Annual salaries at or above the 75 <sup>th</sup> percentile; and growing at a rate greater than or equal to the state average, or exceeding 100 annual job openings





COMPLETION

**TRANSFER**

# COMPLETION: Transfer

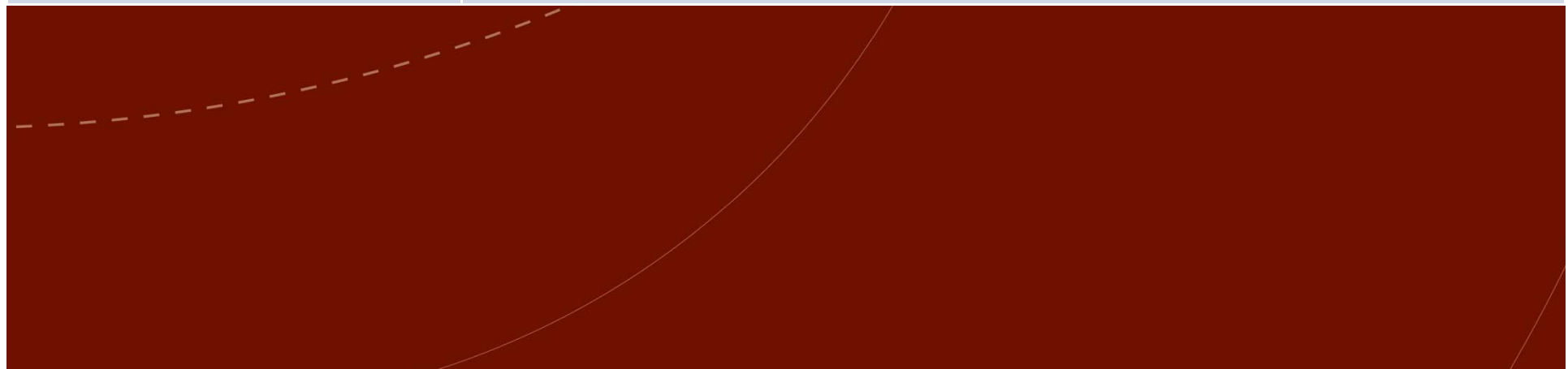
*KCTCS/Council on Postsecondary Education (CPE) definition of transfers both into and out of Gateway, including in-state transfers, out-of-state transfers, students transferring additional credit, transfer credit, transfer credit applied to degree programs and transfer rates*

## Performance Measures:

- In-State Transfers\*
- Out-of-State Transfers\*
- Students Transferring Additional Credit\*
- KCTCS Credit Accepted\*
- Transfer Rate\*

\*KCTCS Performance Measure; +Perkins Performance Measure; #Strive Performance Measure

Performance Measure	Definition
In-State Transfers*	The annual number of students who enter a public, independent or proprietary postsecondary institution in Kentucky as a first-time transfer student, as reported in CPE's comprehensive database
Out-of-State Transfers*	Number of students transferring to an out-of-state four-year institution within three years of enrollment at KCTCS
Students Transferring Additional Credit*	The annual number of students other than first-time transfer students who transfer KCTCS credit into any public, independent or proprietary four-year institution, such as visiting, dual credit, or workforce students, as reported in CPE's comprehensive database
<del>KCTCS Credit Accepted*</del>	<del>Credit hours transferred by KCTCS students per academic year, as reported in CPE's comprehensive database</del>
Transfer Rate*	Proportion of students who completed more than ten non-developmental credit hours at KCTCS when then transferred to a public or independent four-year institution in Kentucky and completed ten or more non-developmental credit hours within eight years, as reported in CPE's comprehensive database







COMPLETION

LICENSURE/CERTIFICATION PASS

RATE

# COMPLETION: Licensure/Certification Pass Rate

*Annual percentage of first-time takers passing licensure and certification exams required by their professions for entry-level positions*

## Gateway Programs Included:

- Apprentice Cosmetologist
- HVAC Journeyman Exam
- NCLEX-RN
- NCLEX-PN
- Nurse Assistant/Aide



COMPLETION

**EMPLOYMENT**

# COMPLETION: Employment

*Employment success of program graduates, measured through placement rates and the occupational wage index*

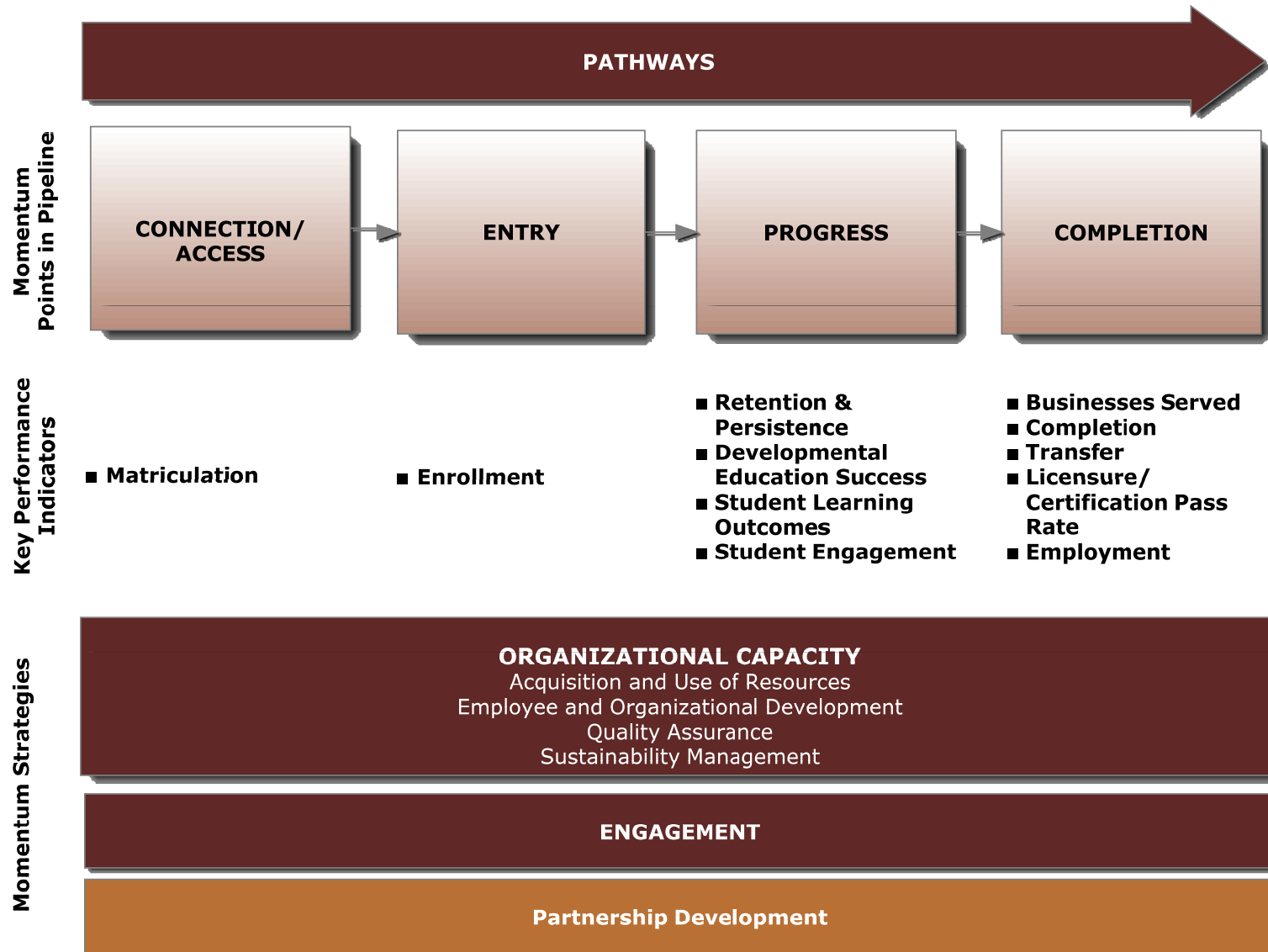
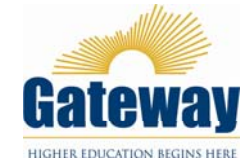
## Performance Measures:

- Student Placement+
- Wage Index\*

\*KCTCS Performance Measure; +Perkins Performance Measure; #Strive Performance Measure

Performance Measure	Definition
Student Placement+	<p><u>Numerator</u>: Preparatory students who completed the program and graduated from the institution or were eligible for graduation/degree that entered military service or apprenticeship programs, were employed or retained in employment, or employed or retained in employment that is high skill, high demand, or high wage occupations or professions in the second quarter</p> <p><u>Denominator</u>: Preparatory students who completed the program and graduated or completed the program and were eligible for graduation in the preceding reporting year</p>
Wage Index*	Median wage of Gateway completers earning \$2,500 or more in the second quarter after completion, indexed to the state median occupational wage

# 2010-2016 Strategic Plan MAKE CHANGE HAPPEN



# Next Steps

- Pathways baseline and target data for review
  - Performance Measures reviewed and modified as needed to support Key Performance Indicators (KPIs)
  - Targets reviewed periodically and adjusted as needed
- March Board Meeting
  - Begin with review of Pathways
  - Discussion of Engagement

The background is a solid dark red color. It features two abstract white lines: a solid curved line that starts near the bottom center and curves upwards and to the right, and a dashed curved line that starts near the bottom left and curves upwards and to the right, crossing the solid line.

Questions?