

**OWENSBORO COMMUNITY AND TECHNICAL COLLEGE**

**STRATEGIC PLAN**

**WITH EMBEDDED ANNUAL PLAN FOR 2016-17**

Approved by the  
Administrative Council  
April 18, 2016  
and  
Approved by the  
Board of Directors  
May 5, 2016

# Contents

Introduction.....	3
Mission of the College.....	4
Overview of the College and Community .....	5
Key Events Leading to the Development of the Strategic Plan .....	6
Layout of the Strategic Objectives .....	8
Owensboro Community and Technical College Goals.....	10
Owensboro Community and Technical College 2016-17 Action Steps – Executive Summary .....	11
<b>Objectives</b>	
College Objectives and Reviews .....	14
Academic Affairs.....	33
Division of Arts and Sciences	
Arts and Humanities .....	41
Math, Science, and Social Sciences .....	43
Division of Professional and Technical Studies	
Business, Health, and Public Service.....	49
Manufacturing and Skilled Trades .....	52
Nursing .....	53
Library Services.....	56
Business Affairs.....	59
Information Technology.....	61
Student Affairs .....	62
Workforce Solutions.....	66
Appendix - OCTC Strategic Planning Sessions – November 2016 .....	70

## Introduction

This Strategic Plan, with its embedded Annual Plan for 2016-17, defines the goals of Owensboro Community and Technical College, the rationale for these goals, the actions that we will take in the pursuit of these goals, and the measures that we will use to determine our success.

The plan is the product of many individuals, all of whom share a devotion to the continued growth and improvement of Owensboro Community and Technical College. Faculty, staff, students, the Board of Directors, Advisory Boards, the Foundation Board, and community members shared their visions for the college and discussed the issues that must be resolved to achieve this vision. This process encouraged a clarification of our values, a sharing of diverse perspectives, candid discussion, and debate. It was through these meetings that ideas were collected, categorized, and prioritized, leading to the formation of the strategic priorities and outcomes.

This plan is a “living” plan, one that we revisit every year to improve and build upon. We review our successes and our shortcomings so that we can learn from them and we revise our plans to better meet the needs of a future that we can never quite predict. Through all these actions, it is our hope that we will better be able to ensure that our visions become a reality.

# Owensboro Community and Technical College

## Vision

Inspire and empower individuals to enhance their lives through progressive educational experiences.

## Values

- Accessibility and Responsiveness
- Civic Engagement and Outreach
- Collaborative Partnerships
- Creative Thinking, Innovation, and Cutting-Edge Technology
- Cultural Diversity and Global Awareness
- Excellence in Liberal Arts, Technical, and Community Education
- Individual and Community Success
- Integrity and High Expectations
- Learner-Focused Faculty and Staff
- Learning for All Ages
- Safe Learning Environment

## Mission

To cultivate lifelong learning opportunities through career degree programs, workforce and community development, and transfer-to-baccalaureate degree programs.

*Approved Spring 2009  
Reviewed and renewed Spring 2013*

### OCTC First Year Philosophy

Create supportive, challenging, and flexible learning environments that build confidence, cultivate an appreciation for diversity, provide a competitive edge in an increasingly global workforce, and inspire students to achieve their full potential.

*Approved February 2014*

### OCTC Transfer Philosophy

Owensboro Community and Technical College provides students a high-quality education and empowers them to actively plan for transfer, resulting in superior academic performance at four-year institutions.

*Approved November 2012*

## Overview of the College and the Community

Owensboro Technical College was opened as the first trade school in the area by the Owensboro Board of Education in 1929. By 1931 enrollment had increased and the school was moved into a building formerly known as the Owensboro Female College. Eight years later, it was razed and a new school was opened in 1941. It was transferred to the State Department of Education in 1957 and operated by the Office of Vocational Education as an institution for both high school students and adults. The 1960s and 1970s saw an increasing demand for vocational programs. The Daviess County State Vocational Technical School, the second state owned and operated in the area, opened in 1971, and the Owensboro Vocational School building was razed and a new school (the third on the site) opened in 1977. With the forming of the Cabinet for Workforce Development in 1991, the two schools were made a part of Kentucky Tech System. With the passage of the *Kentucky Postsecondary Improvement Act of 1997*, these two postsecondary schools became Owensboro Technical College, a member of the Kentucky Community and Technical College System, in July 1998.

In July 1986, Owensboro Community College was founded as the fourteenth community college in the University of Kentucky Community College System. The College grew quickly, and moved to its current 104 acre campus in 1989. The College became a member of the newly created Kentucky Community and Technical College System in 1997.

As part of the KCTCS initiative to consolidate the services provided by its colleges at the local level and in response to a long held community belief in the need for one college, the two colleges began the process of consolidation in 1999. The KCTCS Board of Regents approved a Memorandum of Agreement on the consolidation of the colleges' functions, services, and programs in September 2000. This resulted in the submission of a Prospectus for Substantive Change to the Southern Association of Colleges and Schools. It was accepted in June 2002, with final approval in June 2003.

Owensboro Community and Technical College offers the associate in arts degree, the associate in science degree, the associate in applied science degree, and diplomas and certificates in technical programs. General arts and sciences programs designed to provide the first two years of a baccalaureate degree program, and career oriented programs designed to prepare students for immediate technical or semi-professional employment are available to students. The college offers continuing education programs that include workforce training for business and industry and community education opportunities.

The college features an open door admissions policy, flexible course schedules including evening, weekend, and off campus classes, and financial aid for qualified students. Counseling, advising, and academic services are provided to help students assess their aptitudes, determine their vocational and educational goals, and develop skills that will assure student success. The college is an equal opportunity institution and does not discriminate on the basis of race, color, religion, national or ethnic origin, handicap, or gender in its admission policies, programs, or employment practices.

The college serves Owensboro, Kentucky, and the surrounding area, including Daviess, Hancock, Ohio, and McLean Counties. With a total population of approximately 140,000, the area has traditionally relied on agriculture, mining, and manufacturing as its economic foundations; however, recent changes have promoted a transition toward a service oriented economy and efforts toward economic diversification. Featuring cultural opportunities unusual for similar size communities, the area also benefits from strong community leadership in support of education.

## Key Events Leading to the Development of the OCTC Strategic Plan

The “first” OCTC Strategic Plan was a joint Owensboro Technical College and Owensboro Community College plan for 2001-2005, one that included a focus on the consolidation of the two colleges. This plan proceeded with annual updates, resulting in a “new” version of the plan, with the current year’s embedded annual plan, each year. A new five-year 2005-10 OCTC strategic plan followed it, and a 2010-2016 plan after that. As the most recent plan neared its completion, planning commenced on the current plan. During a sixteen month period, numerous stakeholders were involved in the development of this 2016-22 plan, as detailed below.

### 2015

February	Survey of KCTCS faculty, staff, students and supporters statewide (3,200+ responses). Broad themes were derived from the survey responses by a volunteer team of subject matter experts enlisted by Dr. Box, the newly appointed President of KCTCS, and the System Office Strategic Planning Team
March-April	Dr. Box’s listening tour – Visits to all KCTCS colleges (Owensboro on April 9)
Summer	Release of <i>The Four Pillars for Prosperity: Creating a Kentucky Culture of Competitiveness</i> from the Kentucky Chamber of Commerce
Summer	Kentucky Council on Postsecondary Education Town Hall meetings
Summer	Draft KCTCS Goals and Performance Measures released
Fall	KCTCS Regional Innovation Roundtables - participants included workforce and economic development professionals, secondary and postsecondary educational partners, chamber executives, elected officials, representatives from regional, community, and statewide organizations, and employers.
November	OCTC Strategic Planning meetings for faculty, staff, students, and board members <i>(See the appendix for the results of these sessions)</i>

### 2016

January	Draft OCTC Strategic Plan Objectives released and reviewed
January	OCTC Strategic Plan Objectives approved by the OCTC Administrative Council on January 12 and by the OCTC Board of Directors on January 14
January	Revised 2016-22 KCTCS Strategic Plan (Goals, Values, Mission, and Vision) released by KCTCS Board of Regents
June	Final 2016-22 KCTCS Strategic Plan (Goals, Values, Mission, and Vision) approved by KCTCS Board of Regents

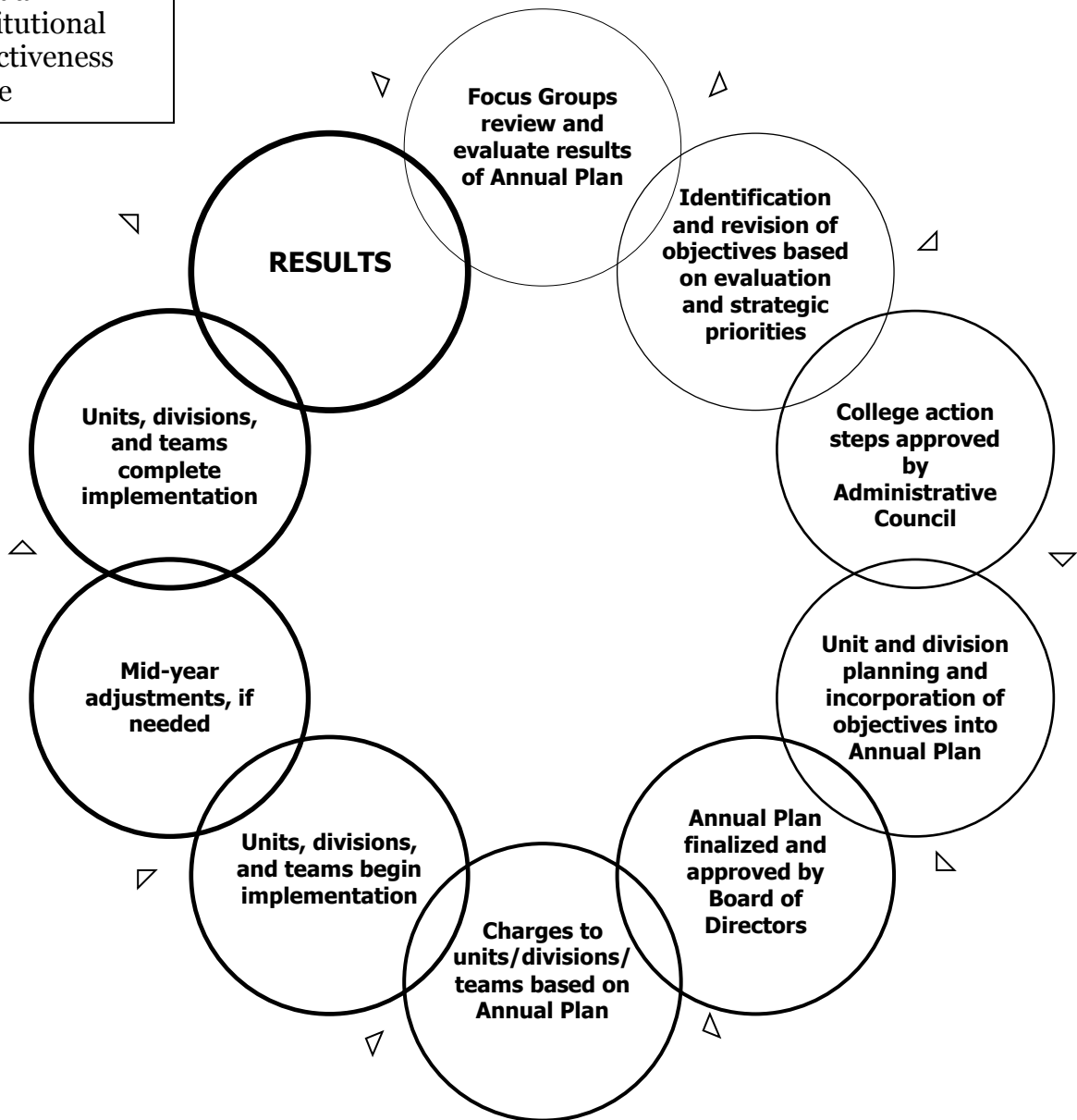
Long Range  
Strategic  
Planning Cycle

KCTCS Strategic Planning  
Survey and Listening Tour  
(Spring 2016)

KCTCS Innovation Roundtables with Economic, Government, and Education Leaders  
OCTC Strategic Planning Meetings  
(Fall 2016)

Approval of College Objectives for 2016-22  
(January 2016)

Annual  
Institutional  
Effectiveness  
Cycle



## The Layout of the Objectives

Each of the objectives in the Strategic Plan uses the same format. This allows for the clear identification of measurable objectives and the documentation of evaluation and the next action steps to be taken in response. Progress is tracked until the objective is achieved. The format below shows how the plan will progress over the next six years via the annual cycle of evaluation and improvement, a cycle that has been used by OCTC since 2001.

2016-22 OCTC Objective	A general explanation of what must be achieved. To be included in this plan it must be strategic, i.e., require <b>new</b> actions, beyond addressing the review of a current process already in operation. Objectives may be collegewide (OCTC Objective) or objectives may be from a unit/division in support of a collegewide objective.
System (KCTCS) Goals and Priorities	Collegewide objectives include a link to the goals and priorities of the Kentucky Community and Technical College System Strategic Plan. A complete listing of the KCTCS Goals may be found on page 10.
Rationale/ Resources	A rationale for the objective and the identification of resources required.
2016-22 Measures of Success	This is the “finish line,” the point at which the objective will be considered achieved.
2016-17 Action Steps	The initial steps that will be taken to reach the objective
Evaluation of Results	An evaluation of the results of the action steps, and a rationale for the next steps if the “finish line” has not yet been reached.
Response to Evaluation: 2017-18 Action Steps	Cycles of response, evaluation, and response are taken until the “finish line” is crossed and the objective is achieved.
Evaluation of Results	
Response to Evaluation: 2018-19 Action Steps	
Evaluation of Results	
Response to Evaluation: 2019-20 Action Steps	
Evaluation of Results	
Response to Evaluation: 2020-21 Action Steps	
Evaluation of Results	
Response to Evaluation: 2021-22 Action Steps	

An example from a previous OCTC Strategic Plan may be found on the next page. It includes arrows drawn from the evaluation of results in 2002-03 (through the “strengths and opportunities” analysis that we use) to the 2003-04 objectives resulting from this evaluation.



*Example:*

<b>OCTC Objective</b>	The Colleges will become a client-focused institution, marketing the education benefits provided to all citizens of our community.
<b>System (KCTCS) Goals and Priorities</b>	<p><b>Unified System</b> - KCTCS will be a national leader in postsecondary education, exemplifying the dynamic, unified system of comprehensive community technical colleges.</p> <ul style="list-style-type: none"> <li>Showcase the System with education and marketing efforts.</li> </ul>
<b>Rationale/Resources</b>	We must share our story with the community, and use various media to ensure that all community members know what we provide. Students are more than customers—they are clients. Every interaction with a student is a transaction, and we should show that we have something of value to share.
<b>Measurement of Success</b>	<ol style="list-style-type: none"> <li>A college image more recognized in the community than either of our existing names.</li> <li>Written procedures for public relations and marketing, including a framework or template for marketing specific programs.</li> <li>Development of a slogan or icon for the college district</li> <li>Increase staffing in support areas and faculty proportionate to enrollment increases that are maintained over a two year period once consolidation is complete.</li> </ol>
<b>2001-02 Action Steps</b>	<ol style="list-style-type: none"> <li>Identify new single icons/slogans for the college district</li> <li>Draft procedures for public relations and marketing</li> <li>Creation of a template/framework for marketing individual programs</li> <li>Implementation of a multimedia marketing effort with KCTCS support</li> <li>Pursue commitment for staffing/full time faculty increases based on enrollment increases once consolidation of programs and services is complete</li> </ol>
<b>Evaluation of Results</b>	“Bring Your Future Into Focus” was used as the District slogan. Information sheet program template completed along with letterhead/folders and district specific viewbook. Utilized billboard, radio, TV, and print media for fall and spring campaigns. Written procedures for public relations and marketing have been designed and shared. Through feedback from the Public Relations and Marketing Action Team and focus group sessions, it became clear that the web site is a key piece of our marketing process and should be a focus of next year’s efforts. An expansion of OCC-TV also was identified as a key area for additional efforts.
<b>Response to Evaluation: 2002-03 Action Steps</b>	<ol style="list-style-type: none"> <li>Create a website for the consolidated institution.</li> <li>Further integrate the schedule of classes.</li> <li>Complete signage project.</li> <li>Increase use of OCC-TV to market programs and services.</li> <li>Marketing support for the major gifts campaign.</li> </ol>
<b>Evaluation of Results</b>	<p>Consolidated website for OCTC was unveiled early Fall 2002. The Spring 2003 schedule of classes was the first fully integrated class schedule for the institution. New signage on the main campus is being erected (April 2003), but our “one college” identity and signage with the new name on the Downtown and Southeastern Campuses still need to be addressed. OCC-TV has changed its name to “OCTV” to reflect its consolidated status and that it is “Owensboro’s Community TV station.” OCTV is broadcast in buildings on the Main Campus, but is not on the other two campuses. In addition, the PR Director needs more input into programming on OCTV. The production of printed and video materials for the major gifts campaign is nearly complete and will be released in May 2003. This collection of stories and facts that “tell our story” of the impact the college has had on the community is expected to pay additional dividends in the marketing of the college beyond the major gifts campaign. The new Turf Management program was seen as an opportunity to make low-cost improvements to the grounds of the campuses. The Community College Survey of Student Engagement (CCSSE) will be administered in late Spring 2003. Results will be published on the CCSSE website and will allow comparisons to other two-year colleges nationwide.</p>
<b>Response to Evaluation: 2003-04 Action Steps</b>	<ol style="list-style-type: none"> <li>Design a new slogan and create media image for the consolidated institution.</li> <li>Use the major gifts campaign to “tell our story.”</li> <li>Provide access to OCTV on the Downtown and Southeastern Campuses.</li> <li>Greater involvement of the Public Relations Office with OCTV.</li> <li>New signage reflecting the name change on the Downtown and Southeastern Campuses.</li> <li>Use of Turf Management program and Golf Course for campus improvement.</li> </ol>

KCTCS Goal: Raise the level of educational attainment in the Commonwealth by positioning KCTCS as the accessible, affordable, and relevant postsecondary education choice for Kentuckians.

**OCTC Objective 1: Accessible and Affordable – College for All** - The College inspires and enables individuals to become the people they aspire to be. *Choosing to Go!*

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KCTCS Goal: Increase access and success for all KCTCS students, particularly among traditionally underserved populations.

**OCTC Objective 2: Career and College Knowledge – Ready Academically, Ready for Work** - The College helps future students prepare for the academic rigors of college and select the field of study that meets their life goals. *Ready to Go!*

**OCTC Objective 3: Inclusiveness: Diversity of Individuals, Diversity of Ideas** - Promoting global awareness and local inclusivity, the College engages students, faculty, staff, and community members in understanding the personal and universal value of all individuals. *Getting There—Together!*

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KCTCS Goal: Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for KCTCS graduates.

**OCTC Objective 4: Future Focused – Baccalaureate Connections** - The College creates seamless pathways for successful transitions to four-year colleges and universities. *Go 2 Transfer!*

**OCTC Objective 5: Future Focused – Career Connections** - The College creates seamless pathways, including experiential learning opportunities, for successful transitions to the workplace. *Go 2 Work!*

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KCTCS Goal: Improve student engagement, support, experiences, and success with best-in-class academic and student services.

**OCTC Objective 6: Support | Succeed** - With excellence, integrity, and high expectations, the College's learner-focused faculty and staff help students reach their educational goals. *Race 2 Success!*

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KCTCS Goal: Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of KCTCS graduates.

**OCTC Objective 7: Sharing our Spirit – Advancing our Alumni and the Community** – The College engages employers, responds to business and industry needs, and expands partnerships for regional economic, social, cultural, and intellectual prosperity. *Fueling the Future!*

# OCTC Strategic Plan with Embedded Annual Plan for 2016-17

## Executive Summary

*Approved by the OCTC Administrative Council April 18, 2016*

*Approved by the OCTC Board of Directors May 5, 2016*

**KCTCS Goal:** Raise the level of educational attainment in the Commonwealth by positioning KCTCS as the accessible, affordable, and relevant postsecondary education choice for Kentuckians.

Objective	2016-17 Actions
<b>1 Accessible and Affordable – College for All</b>	<ol style="list-style-type: none"> <li>1. Increase awareness of the cost savings realized by completing an associate in arts or associate in science before transferring to a four-year college or university</li> <li>2. Serve as lead sponsor of the Second Annual Western Kentucky/Southwest Indiana College &amp; Career Expo</li> <li>3. Complete an enrollment capacity study</li> <li>4. Establish key enrollment indicators (KEIs)</li> <li>5. Increase participation in high school parent night events</li> <li>6. Create clear, concise messages related to student choice factors (not generic and no acronyms)</li> <li>7. Train recruiters on the messages</li> <li>8. Develop a “beginner’s guide” to financial aid as a part of messaging</li> <li>9. Expand our Early College program</li> <li>10. Submit plan for participation in the U.S. Department of Education Experimental Sites Initiative to provide Pell to eligible Early College students</li> <li>11. Promote and implement the new October 1 early FAFSA submission process</li> <li>12. Develop plan for advertising and social media timed with key recruitment and enrollment events</li> <li>13. Use ACT test names (obtained by the system) to conduct search for potential applicants</li> <li>14. Increase ratio of students applying online v. paper</li> <li>15. Update admissions/registration policies and procedures</li> <li>16. Explore the use of Radius for Spring 2017 applicant communications</li> <li>17. Develop a recruiting toolbox for better serving underrepresented populations, including non-traditional age students</li> <li>18. Participate in the Owensboro Innovation Academy</li> <li>19. Use OCTV to position the college as the accessible and affordable choice</li> </ol>

**KCTCS Goal:** Increase access and success for all KCTCS students, particularly among traditionally underserved populations.

Objective	2016-17 Actions
<b>2 Career and College Knowledge – Ready Academically, Ready for Work</b>	<ol style="list-style-type: none"> <li>1. Increase awareness of all our health career programs</li> <li>2. Promote Career Coach to potential students</li> <li>3. Refocus the employment data displayed on Career Coach to better match the credentials we offer</li> <li>4. Implement new placement guidelines</li> <li>5. Expand TABE, KYOTE, and Wonderlic testing with the end of COMPASS</li> <li>6. Implement EdReady test preparation for English</li> </ol>

	<ol style="list-style-type: none"> <li>7. Submit a TRiO Educational Opportunity Center grant proposal</li> <li>8. Revise web site—more user friendly, more intuitive, and simplified—with compelling text and clear reasons why choosing OCTC benefits the student</li> <li>9. Support Work Ready Community recertification applications for McLean County and Ohio County</li> <li>10. Explore new possibilities for the Gateway Academy</li> </ol>
<b>3 Inclusiveness: Diversity of Individuals, Diversity of Ideas</b>	<ol style="list-style-type: none"> <li>1. Increase success rates for low-income students</li> <li>2. Increase success rates for underrepresented minorities</li> <li>3. Plan for gender neutrality and inclusion</li> <li>4. Explore partnership with Owensboro Public Schools to increase opportunities for underrepresented groups to enter fire science career pathways leading to a 2-year AAS at OCTC and a 4-year degree at WKU-O</li> <li>5. Revive the Multicultural Student Association</li> <li>6. Improve support for our international students</li> <li>7. Host community discussion events</li> <li>8. Finalize a diversity and inclusion statement for the college</li> <li>9. Explore enhancements to the structure of Super Sunday</li> <li>10. Increase the number of SAFE Space ALLY-trained faculty and staff</li> </ol>

**KCTCS Goal:** Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for KCTCS graduates

Objective	2016-17 Actions
<b>4 Future Focused – Baccalaureate Connections</b>	<ol style="list-style-type: none"> <li>1. Explore a Computer Information Technology 2+2 with Brescia</li> <li>2. Provide more transfer advising training for our advisors</li> <li>3. Implement a campaign to support the Help Office with late spring donations that includes Brescia, Kentucky Wesleyan, and WKU-O</li> <li>4. Promote support for TRiO eligible transfer students</li> <li>5. Implement new fall Transfer Madness event and Transfer Fair</li> <li>6. Expand transfer information on our website</li> <li>7. Support Owensboro Health advising for employees seeking a BSN degree</li> <li>8. Develop and offer RATZ topic workshops</li> <li>9. Implement a 2+2 Agricultural Studies to Bachelor of Science in Business degree at Brescia</li> </ol>
<b>5 Future Focused – Career Connections</b>	<ol style="list-style-type: none"> <li>1. Explore expanding GO FAME model to other technical programs</li> <li>2. Develop a plan for stackable certificates for Healthcare Facilities Leadership</li> <li>3. Open the large animal facility on the Main Campus</li> <li>4. Implement the AAS in Welding</li> <li>5. Implement the AAS in Industrial Maintenance Technology</li> <li>6. Develop/strengthen student attainment of workplace behavioral expectations</li> <li>7. Explore 1+1 agreements with nearby KCTCS colleges</li> <li>8. Expand internship/apprenticeship opportunities</li> <li>9. Submit a NSF Advanced Technological Education grant to advance our current work in automotive technology and alternative fuels</li> <li>10. Explore new healthcare career pathways, possibly to include a new medical assisting certificate</li> <li>11. Pursue national accreditation for Nursing through the National League for Nursing Commission for Nursing Education Accreditation</li> <li>12. Collaborate in the development and launch of GO BILD: Business Institute for Leadership &amp; Development: an umbrella for industry-driven Work &amp; Learn program options outside the manufacturing sector</li> </ol>

**KCTCS Goal:** Improve student engagement, support, experiences, and success with best-in-class academic and student services.

Objective	2016-17 Actions
<b>6 Support   Succeed</b>	<ol style="list-style-type: none"> <li>1. Finalize the Quality Enhancement Plan</li> <li>2. Refine FYE 100 to include smaller class sizes</li> <li>3. Increase Merit use by students</li> <li>4. Implement a communications plan for new and continuing students</li> <li>5. Improve interoffice communication and create a student process flow chart</li> <li>6. Set consistent and student-friendly office hours</li> <li>7. Conduct Blackboard training for all staff and faculty with access to it</li> <li>8. Build the second Cobra kit car</li> <li>9. Expand co-requisite class offerings</li> <li>10. Improve the advisor assignment process</li> <li>11. Promote use of college and system mobile applications</li> <li>12. Develop the new Title III grant proposal</li> <li>13. Expand the integration of the Hager Scholars program with Phi Theta Kappa</li> <li>14. Administer the refreshed Community College Survey of Student Engagement (CCSSE) in Spring 2017</li> <li>15. Open a biology/microscopy lab</li> </ol>

**KCTCS Goal:** Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of KCTCS graduates.

Objective	2016-17 Actions
<b>7 Sharing our Spirit – Advancing our Alumni and the Community</b>	<ol style="list-style-type: none"> <li>1. Build the Industry Innovation Center</li> <li>2. Plan for use of space vacated by HVAC and Welding once they move into the Industry Innovation Center</li> <li>3. Celebrate the college’s 30<sup>th</sup> Anniversary</li> <li>4. Complete our SACSCOC reaffirmation of accreditation</li> <li>5. Use Merit to promote the college to parents and the community</li> <li>6. Showcase students, faculty, and staff via Feature Friday</li> <li>7. Partner with WKU, GO Chamber &amp; EDC to host input sessions by industry sector from business and industry leaders about future workforce needs</li> <li>8. Publish articles in GO Business magazine</li> <li>9. Host Greater Owensboro Chamber of Commerce Rooster Booster</li> <li>10. Launch Kentucky Society of Healthcare Engineers (KSHE) Healthcare Technician Certification Spanish version</li> </ol>

**KCTCS Goal:** Raise the level of educational attainment in the Commonwealth by positioning KCTCS as the accessible, affordable, and relevant postsecondary education choice for Kentuckians.

**OCTC Objective 1:** Accessible and Affordable – College for All

2016-22  
OCTC Objective 1      The College inspires and enables individuals to become the people they aspire to be.

Rationale/  
Resources

- Our college’s values include:
- Accessibility and Affordability
  - Collaborative Partnerships
  - Diversity and Inclusiveness
  - Integrity and High Expectations
  - Learner-Centered Culture
  - Student Success

Access is at the heart of a public two-year college. We are here to help anyone and everyone who wishes to improve themselves through our programs.

2016-22  
Measures of Success

Graduation Rate - Increase graduation rate by 1.0 percentage points each year.  
*Definition: Cohort of full-time, first-time degree/certificate-seeking undergraduate students who complete their program within 150% of normal time as reported to the Integrated Postsecondary Education Data System (IPEDS).*

Affordability - Achieve and maintain a net price equal to or less than half that of public four-year institutions.  
*Definition: KCTCS net price as a percentage of the weighted net price for students paying the in-state or in-district tuition rate & receiving grant or scholarship aid at Kentucky public four-year colleges.*

2016-17 Action Steps

1. Increase awareness of the cost savings realized by completing an associate in arts or associate in science before transferring to a four-year college or university
2. Serve as lead sponsor of the Second Annual Western Kentucky/Southwest Indiana College & Career Expo
3. Complete an enrollment capacity study
4. Establish key enrollment indicators (KEIs)
5. Increase participation in high school parent night events
6. Create clear, concise messages related to student choice factors (not generic and no acronyms)
7. Train recruiters on the messages
8. Develop a “beginner’s guide” to financial aid as a part of messaging
9. Expand our Early College program
10. Submit plan for participation in the U.S. Department of Education Experimental Sites Initiative to provide Pell to eligible Early College students
11. Promote and implement the new October 1 early FAFSA submission process
12. Develop plan for advertising and social media timed with key recruitment and enrollment events
13. Use ACT test names to conduct search for potential applicants
14. Increase ratio of students applying online v. paper
15. Update admissions/registration policies and procedures
16. Explore the use of Radius for Spring 2017 applicant communications
17. Develop a recruiting toolbox for better serving underrepresented populations, including non-traditional age students
18. Participate in the Owensboro Innovation Academy
19. Use OCTV to position the college as the accessible and affordable choice

**KCTCS Goal:** Increase access and success for all KCTCS students, particularly among traditionally underserved populations.

**OCTC Objective 2:** Career and College Knowledge - Ready Academically, Ready for Work

2016-22  
OCTC Objective 2

The College helps future students prepare for the academic rigors of college and select the field of study that meets their life goals.

Rationale/  
Resources

Our college’s values include:

- Accessibility and Affordability
- Collaborative Partnerships
- Integrity and High Expectations
- Learner-Centered Culture
- Relevancy and Responsiveness
- Student Success

As a learning-centered institution, we partner with K-12 school districts and employers to ensure that students are prepared for success and continuously improve the processes in place to assist students in reaching their goals.

2016-22  
Measures of Success

Total enrollment - Increase from 3981 students in Fall 2015 to 4336 students in Fall 2020.

*Definition: All students*

Total program enrollment - Increase from 2940 students in Fall 2015 to 3295 students in Fall 2020.

*Definition: Includes all students in academic programs - Does not include non-credential, non-program enrollment*

Fall first-time credential seeking students – Increase to 700 by Fall 2020.

*Definition: Credential seeking students who have not been credential seeking students at another institution of higher education prior to enrolling at OCTC.*

2016-17 Action Steps

1. Increase awareness of all our health career programs
2. Promote Career Coach to potential students
3. Refocus the employment data displayed on Career Coach to better match the credentials we offer
4. Implement new placement guidelines
5. Expand TABE, KYOTE, and Wonderlic testing with the end of COMPASS
6. Implement EdReady test preparation for English
7. Submit a TRiO Educational Opportunity Center grant proposal
8. Revise web site—more user friendly, more intuitive, and simplified—with compelling text and clear reasons why choosing OCTC benefits the student
9. Support Work Ready Community recertification applications for McLean County and Ohio County
10. Explore new possibilities for the Gateway Academy

**KCTCS Goal:** Increase access and success for all KCTCS students, particularly among traditionally underserved populations.

**OCTC Objective 3:** Inclusiveness: Diversity of Individuals, Diversity of Ideas

2016-22 OCTC Objective 3	Promoting global awareness and local inclusivity, the College engages students, faculty, staff, and community members in understanding the personal and universal value of all individuals.
Rationale/ Resources	Our college's values include: <ul style="list-style-type: none"><li>• Collaborative Partnerships</li><li>• Diversity and Inclusiveness</li><li>• Global Awareness</li><li>• Learner-Centered Culture</li><li>• Student Success</li></ul> <p>As educators, these values must permeate our actions and approaches to realizing the potential of each individual we serve.</p>
2016-22 Measures of Success	First to second year retention of underrepresented minorities - Increase retention rate by 1.0 percentage points each year. <i>Definition: Fall-to-fall retention rates of first-time, credential-seeking students by Underrepresented Minorities (URM) (American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Two or More Races).</i>
	Graduation rate of underrepresented minorities - Increase graduation rate by 1.0 percentage points each year. <i>Definition: Cohort of full-time, first-time degree/certificate-seeking undergraduate students who complete their program within 150% of normal time as reported to IPEDES limited to Underrepresented Minorities.</i>
2016-17 Action Steps	<ol style="list-style-type: none"><li>1. Increase success rates for low-income students</li><li>2. Increase success rates for underrepresented minorities</li><li>3. Plan for gender neutrality and inclusion</li><li>4. Explore partnership with Owensboro Public Schools to increase opportunities for underrepresented groups to enter fire science career pathways leading to a 2-year AAS at OCTC and a 4-year degree at WKU-O</li><li>5. Revive the Multicultural Student Association</li><li>6. Improve support for our international students</li><li>7. Host community discussion events</li><li>8. Finalize a diversity and inclusion statement for the college</li><li>9. Explore enhancements to the structure of Super Sunday</li><li>10. Increase the number of SAFE Space ALLY-trained faculty and staff</li></ol>



**KCTCS Goal:** Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for KCTCS graduates.

**OCTC Objective 4:** Future Focused – Baccalaureate Connections

2016-22  
OCTC Objective 4      The College creates seamless pathways for successful transitions to four-year colleges and universities.

Rationale/  
Resources

Our college’s values include:

- Accessibility and Affordability
- Collaborative Partnerships
- Learner-Centered Culture
- Relevancy and Responsiveness
- Student Success

A seamless transition from a two-year college to a four-year college is not just a goal—it is an expectation. We must help students navigate between the two environments. It is essential to student success.

2016-22  
Measures of Success

Associate Degree Transfers - Increase transfers by an average of 1.0 percentage points each year.

*Definition: Percent of Associate earners in academic year who enrolled at a four-year institution that academic year after the term end date of the term the first Associate credential was earned or in the next academic year.*

2016-17 Action Steps

1. Explore a Computer Information Technology 2+2 with Brescia
2. Provide more transfer advising training for our advisors
3. Implement a campaign to support the Help Office with late spring donations that includes Brescia, Kentucky Wesleyan, and WKU-O
4. Promote support for TRiO eligible transfer students
5. Implement new fall Transfer Madness event and Transfer Fair
6. Expand transfer information on our website
7. Support Owensboro Health advising for employees seeking a BSN degree
8. Develop and offer RATZ topic workshops
9. Implement a 2+2 Agricultural Studies to Bachelor of Science in Business degree at Brescia

**KCTCS Goal:** Develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for KCTCS graduates.

**OCTC Objective 5:** Future Focused – Career Connections

2016-22  
OCTC Objective 5      The College creates seamless pathways, including experiential learning opportunities, for successful transitions to the workplace.

Rationale/  
Resources

Our college’s values include:

- Collaborative Partnerships
- Critical Thinking, Innovation, and Cutting-Edge Technology
- Learner-Centered Culture
- Relevancy and Responsiveness
- Student Success

A seamless transition from an Associate in Applied Science program to the workplace is not just a goal—it is an expectation. We must help students navigate between the two environments and experiential learning opportunities are one of the primary means to realizing this.

2016-22  
Measures of Success

Experiential Learning - Increase number of students engaged in experiential learning by an average of 1.0 percentage points each year.

*Definition: Cohort of first-time diploma and AAS graduates who complete a clinical, a co-op, an internship or service learning prior to earning the credential. Students with AAS degrees who earned a diploma in an academic year prior to receiving their AAS are counted in both the academic year they obtained the diploma and the academic year they were awarded their AAS degree.*

2016-17 Action Steps

1. Explore expanding GO FAME model to other technical programs
2. Develop a plan for stackable certificates for Healthcare Facilities Leadership
3. Open the large animal facility on the Main Campus
4. Implement the AAS in Welding
5. Implement the AAS in Industrial Maintenance Technology
6. Develop/strengthen student attainment of workplace behavioral expectations
7. Explore 1+1 agreements with nearby KCTCS colleges
8. Expand internship/apprenticeship opportunities
9. Submit a NSF Advanced Technological Education grant to advance our current work in automotive technology and alternative fuels
10. Explore new healthcare career pathways, possibly to include a new medical assisting certificate
11. Pursue national accreditation for Nursing through the National League for Nursing Commission for Nursing Education Accreditation
12. Collaborate in the development and launch of GO BILD: Business Institute for Leadership & Development: an umbrella for industry-driven Work & Learn program options outside the manufacturing sector

**KCTCS Goal:** Improve student engagement, support, experiences, and success with best-in-class academic and student services.

**OCTC Objective 6:** Support | Succeed

2016-22  
OCTC Objective 6 With excellence, integrity, and high expectations, the College’s learner-focused faculty and staff help students reach their educational goals.

Rationale/  
Resources

- Our college’s values include:
- Collaborative Partnerships
  - Integrity and High Expectations
  - Learner-Centered Culture
  - Relevancy and Responsiveness
  - Student Success

When our students succeed, we succeed.

2016-22  
Measures of Success

Student Engagement - Maintain CCSSE average benchmark scores at or above the national average.  
*Definition: Average scores on the Community College Survey of Student Engagement (CCSSE) benchmarks of effective educational practice (Active Learning, Student Effort, Academic Challenge, Student/Faculty Interaction, and Support for Learners).*

Retention - Increase retention by an average of 1.0 percentage points each year.  
*Definition: Fall-to-fall retention rates of first-time, credential-seeking students as reported to IPEDS.*

Fall to spring persistence of credential-seeking students: Reach 80% by Spring 2021.  
*Definition: Cohort of all credential-seeking students in fall who graduate in fall or continue enrollment in spring.*

Spring to fall persistence of credential-seeking students: Reach 75% by Fall 2020.  
*Definition: Cohort of all credential-seeking students in spring who graduate in spring or summer—or continue enrollment the following fall.*

2016-17 Action Steps

1. Finalize the Quality Enhancement Plan
2. Refine FYE 100 to include smaller class sizes
3. Increase Merit use by students
4. Implement a communications plan for new and continuing students
5. Improve interoffice communication and create a student process flow chart
6. Set consistent and student-friendly office hours
7. Conduct Blackboard training for all staff and faculty with access to it
8. Build the second Cobra kit car
9. Expand co-requisite class offerings
10. Improve the advisor assignment process
11. Promote use of college and system mobile applications
12. Develop the new Title III grant proposal
13. Expand the integration of the Hager Scholars program with Phi Theta Kappa
14. Administer the refreshed Community College Survey of Student Engagement (CCSSE) in Spring 2017
15. Open a biology/microscopy lab

**KCTCS Goal:** Align programs and curricula with needs of employers that enhance the employability, job placement, and career development of KCTCS graduates.

**OCTC Objective 7:** Sharing our Spirit – Advancing our Alumni and the Community

2016-22  
OCTC Objective 7      The College engages employers, responds to business and industry needs, and expands partnerships for regional economic, social, cultural, and intellectual prosperity.

Rationale/  
Resources

Our college’s values include:

- Collaborative Partnerships
- Critical Thinking, Innovation, and Cutting-Edge Technology
- Integrity and High Expectations
- Relevancy and Responsiveness
- Student Success

We must expand and enhance our partnerships with business, industry and local governmental entities to provide workforce training to meet local and regional needs. Beyond this, we must share our value with the community by promoting our alumni. Their success is our success.

2016-22  
Measures of Success

Licensure/Certification Pass Rate - Exceed national average for cohort pass rate.

*Definition: The number of students in the Voluntary Framework of Accountability’s (VFA) Career and Technical Education (CTE) completer/ leaver cohort who achieve a passing grade on their first attempt of a licensure exam within one year divided by the number of students in the CTE completer/ leaver cohort who sat for the first time to take the licensure exam within one year.*

Credit Hour Conversion - Increase credit hours by 1% in the first year with 2.5% each year thereafter from a baseline of a three year average.

*Definition: Number of credit hours of workforce non-credit courses (clock hour conversion to credit hours).*

2016-17 Action Steps

1. Build the Industry Innovation Center
2. Plan for use of space vacated by HVAC and Welding once they move into the Industry Innovation Center
3. Celebrate the college’s 30<sup>th</sup> Anniversary
4. Complete our SACSCOC reaffirmation of accreditation
5. Use Merit to promote the college to parents and the community
6. Showcase students, faculty, and staff via Feature Friday
7. Partner with WKU, GO Chamber & EDC to host input sessions by industry sector from business and industry leaders about future workforce needs
8. Publish articles in GO Business magazine
9. Host Greater Owensboro Chamber of Commerce Rooster Booster
10. Launch Kentucky Society of Healthcare Engineers (KSHE) Healthcare Technician Certification Spanish version

## OCTC Objective 1: Accessible and Affordable – College for All

### Key performance indicators:

Graduation Rate - Increase graduation rate by 1.0 percentage points each year.

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
OCTC	31.7%	35.4%	29.5%	30.9%	31.0%		
KCTCS	24.4%	24.9%	23.0%	23.4%	25.5%		

*Definition: Cohort of full-time, first-time degree/certificate-seeking undergraduate students who complete their program within 150% of normal time as reported to the Integrated Postsecondary Education Data System (IPEDS).*

Affordability - Achieve and maintain a net price equal to or less than half that of public four-year institutions.

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
OCTC		54.3%	60.2%	55.2%	57.0%	53.0%			
KCTCS		55.5%	59.6%	54.3%	56.1%	54.0%			

*Definition: KCTCS net price as a percentage of the weighted net price for students paying the in-state or in-district tuition rate & receiving grant or scholarship aid at Kentucky public four-year colleges.*

### Analysis of strengths and opportunities based on key performance indicators and feedback from students, colleagues, and the community:

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Purchasing new X-ray machine</li> <li>• Expanding classroom &amp; lab space for Rad Tech</li> <li>• Fall 2016 new welding tech AAS (approved Dec. 2015)</li> <li>• FYE 100</li> <li>• TRIO</li> <li>• WKU 3+1</li> <li>• Math Boot camp</li> <li>• Cobra project</li> <li>• Tuition rate we offer online nationally - instate rates for out of state students</li> <li>• Professional Development partnerships</li> <li>• Vet Tech barn on main campus</li> <li>• GO FAME (first class)</li> <li>• Alt fuels E85 ethanol research - Kohler engine project</li> <li>• Articulation agreements with other schools (4-year colleges)</li> <li>• Hager Scholar program</li> <li>• Starfish</li> <li>• Four students graduating from HS &amp; college</li> <li>• Dr. Williams goes everywhere and talks to everybody including the surrounding chambers</li> <li>• MS Cobra clubs &amp; MS &amp; HS tours</li> <li>• Shadowing</li> <li>• Science Bldg. recruitment &amp; retention initiative</li> <li>• Going to the jail offering whatever we offer &amp; treatment centers</li> </ul>	<ul style="list-style-type: none"> <li>• Phase II</li> <li>• Increase enrollment in Rad Tech</li> <li>• Keep tuition affordable</li> <li>• Expansion of GO FAME to new programs</li> <li>• FYE 100</li> <li>• Investigate grant opportunities for student tuition</li> <li>• TRIO</li> <li>• Stackable HFL certificates &amp; diplomas</li> <li>• Multi-department interaction working to meet a need</li> <li>• Anniversary (30th)</li> <li>• Automotive/Diesel &amp; Collision repair instructional space increase after phase II completed</li> <li>• replacement of COMPASS - testing accessibility</li> <li>• In-progress Cobra project</li> <li>• Professional Development partnerships</li> <li>• Retirees coming back to college - second academic life (e.g. gardening, cooking, art, animal care) w/certificate "master gardener"</li> <li>• Alumni-driven &amp; current student panel discussion as a marketing tool</li> <li>• Experience works through the Career Center - they pay for these individuals to get on the job training- Government pays, we train.</li> <li>• Take advantage of Library resources - Learning Express Library that has a lot of different</li> </ul>

<ul style="list-style-type: none"> <li>• Annex at Lewisport &amp; Titan for welding</li> <li>• Partnership with Supplies Over Seas for Allied Health Programs</li> <li>• Having Chelsea for Ag Campus farm at Mt. St. Joe</li> <li>• PRIMO - Library's "Google" a discovery tool</li> <li>• First Lego League</li> </ul>	<p>practice tests &amp; tutorials for our students &amp; high school students</p> <ul style="list-style-type: none"> <li>• Owensboro Innovation Academy</li> <li>• Reach out to Veterans more</li> <li>• Increase our marketing budget - Get the word out about the value of the college</li> <li>• Offering GED training and testing at other sites</li> <li>• Stop the Governor's budget cuts of higher ed at all costs</li> <li>• Land near the Main Campus for vegetable growing for Ag studies</li> <li>• Take Work &amp; Learn (like GO FAME) to hospitals nationally</li> <li>• Super Sunday</li> <li>• Automated Academic plans</li> </ul>
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## OCTC Objective 2: Career and College Knowledge – Ready Academically, Ready for Work

### Key performance indicators:

Total enrollment - Increase from 3981 students in Fall 2015 to 4336 students in Fall 2020.

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
5439	5585	6328	7061	7095	4768	4297	4162	3981	

*Definition: All students*

Total program enrollment - Increase from 2940 students in Fall 2015 to 3295 students in Fall 2020.

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
2703	2869	3560	3849	3861	3504	3386	3224	2940	

*Definition: All students in academic programs - Does not include non-credential, non-program enrollment*

Fall first-time credential-seeking students – Increase to 700 by Fall 2020.

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
608	617	713	752	725	708	719	671	616	

*Definition: Credential-seeking students who have not been credential-seeking students at another institution of higher education prior to enrolling at OCTC.*

### Analysis of strengths and opportunities based on key performance indicators and feedback from students, colleagues, and the community:

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• FYE 100</li> <li>• STEM</li> <li>• Alt fuels training</li> <li>• TRIO</li> <li>• FAME</li> <li>• Early College/Discover College</li> <li>• Boot Camps</li> <li>• Hagar Civic Engagement Scholars</li> <li>• HS Tours</li> <li>• Math/science Career exploration day</li> <li>• Barn - LAHF</li> <li>• Federal work study</li> <li>• FLL &amp; FTC</li> <li>• Project Lead the way</li> <li>• TRAC Central helping students pick their majors</li> <li>• Scrub Craze</li> <li>• ESL for Burmese refugees</li> <li>• Burmese Heritage Scholarship</li> <li>• Career Coach</li> <li>• Safe Spaces</li> <li>• Merit</li> <li>• STEM teach PD - MS&amp; HS</li> <li>• SGA &amp; student groups</li> <li>• Cobra club - MS</li> <li>• Super Sunday</li> <li>• WISE</li> </ul>	<ul style="list-style-type: none"> <li>• Pell Experimental Site proposal- HS Early college FT AA/AS</li> <li>• Expansion of FAME</li> <li>• SEM</li> <li>• Co-requisite model</li> <li>• Cobra II</li> <li>• DOL Grant</li> <li>• Demise of COMPASS - and something new</li> <li>• Parent nights at HS</li> <li>• Industry Innovation Center</li> <li>• Innovation Academy</li> <li>• CMM visiting Ohio, Muhlenberg, &amp; Breckenridge Co ATCs</li> <li>• English Lang training geared to workplace &amp; college readiness for non-native speakers</li> <li>• Gender neutrality &amp; inclusion planning</li> <li>• Recruitment for Vet Tech at the high schools</li> <li>• Ow Health Career Exploration Day - April 27</li> <li>• Be more involved with the Innovation Academy</li> <li>• Undecided Career Fair</li> <li>• Strengthen career development &amp; career exploration</li> <li>• Strengthen workplace skills &amp; behaviors</li> <li>• SKYCTC workplace ethic initiative</li> <li>• Oct. 1 FAFSA PPY</li> <li>• EKV transfer for aviation</li> </ul>

<ul style="list-style-type: none"> <li>• New President</li> <li>• Common Read</li> <li>• OCTC Facebook page</li> <li>• Fleece Friday</li> <li>• Recruitment films made by OPS</li> <li>• Ohio Co HS videos</li> <li>• QEP</li> <li>• New lighting in parking lots</li> <li>• Spring &amp; Fall fling</li> <li>• College &amp; Career Expo</li> <li>• Girl scout Cricket Expo</li> <li>• ACBSP accreditation</li> <li>• AOKY</li> <li>• PTK</li> <li>• Extravaganza!</li> <li>• Leader in Me night at Burns Elementary</li> </ul>	
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### OCTC Objective 3: Inclusiveness: Diversity of Individuals, Diversity of Ideas

#### Key performance indicators:

First to second year retention of underrepresented minorities - Increase retention rate by 1.0 percentage points each year.

		F10-11	F11-F12	F12-F13	F13-F14	F14-F15	F15-F16	F16-F17
OCTC		42.6%	46.9%	47.5%	29.4%	33.8%		
All OCTC		55.7%	55.6%	57.3%	49.2%	48.5%		
KCTCS		44.6%	39.9%	38.1%	41.0%	39.4%		

*Definition: Fall-to-fall retention rates of first-time, credential-seeking students by Underrepresented Minorities (URM) (American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Two or More Races).*

Graduation rate of underrepresented minorities - Increase graduation rate by 1.0 percentage points each year.

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
OCTC			15.6%	20.0%	11.4%	29.2%	31.0%		
All OCTC			31.7%	35.4%	29.5%	30.9%	31.0%		
KCTCS			16.2%	13.3%	13.1%	14.3%	14.1%		

*Definition: Cohort of full-time, first-time degree/certificate-seeking undergraduate students who complete their program within 150% of normal time as reported to IPEDS limited to Underrepresented Minorities.*

#### Analysis of strengths and opportunities based on key performance indicators and feedback from students, colleagues, and the community:

Strengths	Opportunities
<ul style="list-style-type: none"> <li>Owensboro Area World Affairs Council hosting programs here</li> <li>Global Studies</li> <li>Caritas School of Social Work partnership visiting faculty arriving 2-26-16</li> <li>Safe Spaces Program</li> <li>Display of LGBT material in Library</li> <li>SAFE group</li> <li>Constitution Day presentation - Immigration &amp; Race</li> <li>ESL courses</li> <li>Pizza with President</li> <li>Burmese Heritage Scholarship</li> <li>Super Sunday</li> <li>TRIO</li> <li>Extra credit for tutoring (TRIO)</li> <li>Supplier Diversity Initiative</li> <li>MLK Day activities</li> <li>Safe Space Allies</li> <li>FLL professionalism</li> <li>It's On Us Campaign</li> <li>Campus Clarity</li> <li>Accommodation/Disability Services - Special Needs</li> <li>Green River Asset Building condition tax services of the largest in state</li> </ul>	<ul style="list-style-type: none"> <li>Faculty Achievement Center</li> <li>Parents Acquiring College Knowledge w/ African American Community</li> <li>Multicultural Student Club</li> <li>LOGOS - leap day</li> <li>Third Tuesday writers coffee house</li> <li>SEM</li> <li>Childcare</li> <li>International Students population</li> <li>Study Abroad</li> <li>Recruitment of non-traditional gendered students in programs</li> <li>Recruitment of non-traditional students to online programs</li> <li>Fill a role in community for hosting controversial topics for discussion</li> <li>Pumping room for new moms</li> <li>Celebrating Women's History Month</li> <li>Black History Month</li> </ul>

<ul style="list-style-type: none"> <li>• Green Dot</li> <li>• Automotive summer camp targets underrepresented</li> <li>• IWTTTS training</li> <li>• Cornerstone Campus Ministry</li> <li>• City Bus Service</li> <li>• Veterans services</li> <li>• Summer Study Program</li> <li>• Pastor's Luncheon</li> <li>• OCTC F1 &amp; M1 VISA provided</li> <li>• NEH funding completed</li> <li>• Diversity Hiring Committee</li> <li>• Caring Faculty &amp; Staff</li> <li>• New President</li> <li>• Online webinars for advising and teaching diverse population</li> <li>• OCTC compliance for CPE diversity requirement</li> <li>• G.G. Talbott 5K</li> <li>• Partnership with local Owensboro Fairness Coalition</li> <li>• BOSS - mentoring program for African American males</li> </ul>	
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## OCTC Objective 4: Future Focused – Baccalaureate Connections

### Key performance indicators:

Associate Degree Transfers - Increase transfers by an average of 1.0 percentage points each year.

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
OCTC	40.9%	37.5%	41.6%	44.8%	41.9%	45.6%		
KCTCS	35.0%	35.3%	36.3%	37.8%	37.4%	37.9%		

*Definition: Percent of Associate earners in academic year who enrolled at a four-year institution that academic year after the term end date of the term the first Associate credential was earned or in the next academic year.*

### Analysis of strengths and opportunities based on key performance indicators and feedback from students, colleagues, and the community:

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• TRAC</li> <li>• CIT program into WKU CIT</li> <li>• New Criminology B.S. at WKU fits hand in glove w/ our CJ</li> <li>• Excellent collaboration w/ WKU "model partnership"</li> <li>• Joint admissions w/ WKU</li> <li>• When we have new programs work to align w/ WKU</li> <li>• General education certification on transcripts</li> <li>• Clearinghouse online transcript request</li> <li>• More &amp; more 4-year colleges recruiting KCTCS transfer students</li> <li>• improved transfer scholarships at state universities</li> <li>• hospital wanting nurses to be BSN</li> <li>• Progress w/ technical students exploring 4-year degrees</li> <li>• CJ intern program w/ WKU</li> <li>• Large # of graduates</li> <li>• S-STEM scholarship</li> <li>• In-person transfer fair in fall</li> <li>• TRIO transfer field trip to WKU</li> <li>• more HS student completing the AA &amp; AS in HS</li> <li>• Science &amp; Math Career Exploration Day - Feb. 26</li> <li>• FYE 100 transfer into to new students early on</li> <li>• U of L nursing program</li> <li>• WKU Blitz w/ fee application &amp; transcript fee waiver c/o WKU &amp; OCTC Student Affairs</li> <li>• WKU advising students to take certain gen education courses (love for Charlotte, Kevin, Hannah, &amp; David expressed)</li> </ul>	<ul style="list-style-type: none"> <li>• Find a way to improve advising for Brescia &amp; KWC transfer</li> <li>• Theresa Schmitt - CIT 2+2 w/ Brescia</li> <li>• STEM group w/ Brescia to get more females in STEM careers HS students &amp; Brescia students mentoring potential and current students</li> <li>• Provide more transfer advising training for our advisors</li> <li>• Build greater understanding between students at Owensboro higher ed institutions.</li> <li>• Enhance transfer info on our website - especially articulation and 2+2 agreements (a CPE goal)</li> <li>• U of L financial aid agreement</li> <li>• work w/ alumni who have transferred to speak with current students</li> <li>• Could do via social media CJ has been doing</li> <li>• Provide more transfer advising training for our advisors</li> <li>• Increase transfer awareness for technical students</li> <li>• S-STEM scholarship extension</li> <li>• Transfer Madness moving to fall</li> <li>• TRIO support for transfer</li> <li>• CPE site - KnowHow2Transfer trying to expand info on it</li> <li>• Promoting transfer to parents</li> <li>• 4-years waiving application fee for KCTCS transfers</li> <li>• Sending transcripts after final grades posted</li> </ul>

## OCTC Objective 5: Future Focused – Career Connections

### Key performance indicators:

Experiential Learning - Increase number of students engaged in experiential learning by an average of 1.0 percentage points each year.

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
OCTC	22.1%	19.7%	22.8%	18.4%	20.8%		
KCTCS	28.4%	25.6%	25.4%	25.2%	24.5%		

*Definition: Cohort of first-time diploma and AAS graduates who complete a clinical, a co-op, an internship or service learning prior to earning the credential. Students with AAS degrees who earned a diploma in an academic year prior to receiving their AAS are counted in both the academic year they obtained the diploma and the academic year they were awarded their AAS.*

### Analysis of strengths and opportunities based on key performance indicators and feedback from students, colleagues, and the community:

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• KY FAME model</li> <li>• Using TABE scores</li> <li>• English language Learning program - Hunter Douglas wanting to hire students &amp; support their ELL studies &amp; workplace success</li> <li>• Online classes for career certifications - KSHE, CALP - pre-hire screening Continuous Annealing Line Process</li> <li>• Work Keys to SkillTrain students</li> <li>• Training for underskilled incumbent workers, largely technical training</li> <li>• Adult Ed - always ready to help workers who are laid off - unemployed</li> <li>• WS has an excellent reputations</li> <li>• Gateway Academy students &amp; transition to credit classes</li> <li>• Developed new computer based design service for instruction - e.g. GRITS, CALPH, &amp; KSHE</li> <li>• OCTC students participating in WKU Dynamic Leadership Institute</li> <li>• Work ready communities Daviess Co re-certified - 1st in state</li> </ul>	<ul style="list-style-type: none"> <li>• Additional programs for KY FAME (e.g. CMM)</li> <li>• New placement guidelines</li> <li>• Accelerating Opportunity - CMM, Allied Health - Medical Assisting, Nurse Aide, Welding</li> <li>• Online Career Certifications</li> <li>• Work Keys &amp; National Career Readiness Certification growth</li> <li>• Increase these on site</li> <li>• Increase providing soft skills millennials talk w/ their thumbs</li> <li>• Cisco Academy offered at OCTC</li> <li>• Train law enforcement &amp; private business in digital forensics</li> <li>• Creation of a new medical assisting certificate</li> <li>• Clinical Informatics - IT certification for nursing</li> <li>• Explore more certifications that will meet fed fin aid criteria</li> <li>• New programs in PeopleSoft</li> <li>• Online applications for workforce trainings</li> <li>• HFL program growth</li> <li>• TRIO &amp; Ready to Work - working together</li> <li>• Increasing FlexTrain - potentially with OMU &amp; others</li> <li>• Create more internships</li> <li>• Explore a Building information modeling/ management software (CAD on steroids)</li> <li>• Creating regional HFL cohorts</li> <li>• SkillTrain Taking a second look at standing partnerships &amp; new ones</li> <li>• McLean &amp; Ohio Work Ready community certification completed</li> <li>• Professional organizations - getting students involved - intentionally to support mentoring</li> </ul>

## OCTC Objective 6: Support | Succeed

### Key performance indicators:

Student Engagement - Maintain CCSSE average benchmark scores at or above the national average.

#### CCSSE Benchmark: Active Learning

	2003	2005	2007	2009	2011	2013	2015		
<i>OCTC</i>	54.7	51.9	48.1	46.0	44.1	40.8	45.6		
<i>KCTCS</i>			50.3	49.2	47.5	48.7	47.3		
<i>National</i>	50.0	50.0	50.0	50.0	50.0	50.0	50.0		

#### CCSSE Benchmark: Student Effort

	2003	2005	2007	2009	2011	2013	2015		
<i>OCTC</i>	51.1	48.3	48.2	50.5	48.0	45.7	44.3		
<i>KCTCS</i>			51.5	51.4	51.5	51.1	50.4		
<i>National</i>	50.0	50.0	50.0	50.0	50.0	50.0	50.0		

#### CCSSE Benchmark: Academic Challenge

	2003	2005	2007	2009	2011	2013	2015		
<i>OCTC</i>	52.8	49.8	48.6	47.9	46.5	45.7	46.4		
<i>KCTCS</i>			51.9	50.9	50.3	50.4	49.2		
<i>National</i>	50.0	50.0	50.0	50.0	50.0	50.0	50.0		

#### CCSSE Benchmark: Student/Faculty Interaction

	2003	2005	2007	2009	2011	2013	2015		
<i>OCTC</i>	57.6	54.2	51.8	51.2	50.3	49.8	53.1		
<i>KCTCS</i>			53.9	52.9	53.2	53.7	52.8		
<i>National</i>	50.0	50.0	50.0	50.0	50.0	50.0	50.0		

#### CCSSE Benchmark: Support for Learners

	2003	2005	2007	2009	2011	2013	2015		
<i>OCTC</i>	52.1	48.5	50.8	51.0	49.9	53.9	47.1		
<i>KCTCS</i>			52.8	51.7	51.8	52.5	51.1		
<i>National</i>	50.0	50.0	50.0	50.0	50.0	50.0	50.0		

*Definition: Average scores on the Community College Survey of Student Engagement benchmarks of effective educational practice (Active Learning, Student Effort, Academic Challenge, Student/Faculty Interaction, and Support for Learners).*

Retention - Increase retention by an average of 1.0 percentage points each year.

			F10-11	F11-F12	F12-F13	F13-F14	F14-F15	F15-F16	
<i>OCTC</i>			55.7%	55.6%	57.3%	49.2%	48.5%		
<i>KCTCS</i>			53.3%	50.7%	50.2%	50.6%	49.4%		

*Definition: Fall-to-fall retention rates of first-time, credential-seeking students as reported to IPEDS.*

Fall to spring persistence of credential-seeking students: Reach 80% by Spring 2021.

F07-S08	F08-S09	F09-S10	F10-S11	F11-S12	F12-S13	F13-S14	F14-S15	F15-S16	F16-S17
75%	78%	76%	76%	74%	73%	74%	71%	76%	

*Definition: Cohort of all credential-seeking students in fall who graduate in fall or continue enrollment in spring.*

Spring to fall persistence of credential-seeking students: Reach 75% by Fall 2020.

S07-F07	S08-F08	S09-F09	S10-F10	S11-F11	S12-F12	S13-F13	S14-F14	S15-F15	S16-F16
71%	72%	71%	70%	66%	67%	68%	66%	69%	

*Definition: Cohort of all credential-seeking students in spring who graduate in spring or summer—or continue enrollment the following fall.*

**Analysis of strengths and opportunities based on key performance indicators and feedback from students, colleagues, and the community:**

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• FYE 100</li> <li>• Library/TLC/Cyber Center collaboration</li> <li>• TRIO</li> <li>• Awards &amp; Honors at graduation</li> <li>• PTK</li> <li>• Common Read</li> <li>• Permanent art collection</li> <li>• SEC (Success, Economic &amp; Caring)</li> <li>• Growing student org &amp; clubs</li> <li>• Merit</li> <li>• TRAC Central</li> <li>• Career Coach</li> <li>• TLC</li> <li>• Student Affairs Offices</li> <li>• Skylark</li> <li>• Theatre Production</li> <li>• GO FAME</li> <li>• Faculty &amp; staff</li> <li>• Fire Up The Grill</li> <li>• FLL &amp; FTC</li> <li>• ACM</li> <li>• Cobra Project</li> <li>• Scrub Craze</li> <li>• 2+2 &amp; all our work with Western</li> <li>• Transfer partnerships</li> <li>• Steady stream of transfer from other colleges</li> <li>• Allied Health Program pass rates</li> <li>• CIT service learning projects</li> <li>• Joint research with Western on polycystic disease</li> <li>• completing the NEH endowment</li> <li>• S-STEM scholarships</li> <li>• Hagar Scholarship</li> <li>• Alt fuels project</li> <li>• increased student participation in college activities related to FYE 100 &amp; Merit</li> <li>• Online presence, e.g. Twitter</li> <li>• Award winning debate team</li> <li>• Success of welding students in competitions</li> <li>• Relationship with Green Dot</li> <li>• IT Help Desk</li> <li>• NASA grant</li> <li>• Early College</li> <li>• Student Fest</li> </ul>	<ul style="list-style-type: none"> <li>• HS Recruitment events</li> <li>• Shifting in English - co-requisite model &amp; math &amp; ready</li> <li>• Growing community partnerships</li> <li>• Inter-departmental cross training</li> <li>• Appropriate qualified staff trained to be technical assistants for online class instructors</li> <li>• 1+1 agreements with other KCTCS colleges - HCC to OCTC Surgical Tech or OCTC to MCC Respiratory Tech</li> <li>• Planning the next Title III grant</li> <li>• Campus newsletter - services and events all in one place</li> <li>• Sharing our success with the community for example through the media</li> <li>• Adding a QR code to recruitment material</li> <li>• Getting into companies where workers are being laid off</li> <li>• Rad expansion</li> <li>• Expand GO FAME to additional program areas</li> <li>• Expand ways to communicate w/ students - Remind 101</li> <li>• Additional Advising/RATZ trainings</li> <li>• Soon to be here microscopy lab in S103</li> <li>• IT HelpDesk needs more help</li> <li>• To get rid of the call center</li> <li>• Pell Grant for HS proposal</li> <li>• Earlier FAFSA</li> <li>• To submit recommendations for improving Blackboard</li> <li>• Connect with community on the value of liberal arts along with STEM</li> <li>• Overall value of liberal arts for community growth</li> <li>• Expansion of technical programs due to IIC</li> <li>• Improve Student Fest &amp; Fling attendance</li> <li>• Continue to re-vamp work on FYE to meet student needs</li> </ul>

## OCTC Objective 7: Sharing our Spirit – Advancing our Alumni and the Community

### Key performance indicators:

Licensure/Certification Pass Rate - Exceed national average for cohort pass rate.

	VFA15	VFA16	VFA17
OCTC	95.1%		
KCTCS	88.9%		
National			

*Definition: The number of students in the Voluntary Framework of Accountability's (VFA) Career and Technical Education (CTE) completer/leaver cohort who achieve a passing grade on their first attempt of a licensure exam within one year divided by the number of students in the CTE completer/leaver cohort who sat for the first time to take the licensure exam within one year.*

Credit Hour Conversion - Increase credit hours by 1% in the first year with 2.5% each year thereafter from a baseline of a three year average.

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
			516	1,940	274	260	1,054		

*Definition: Number of credit hours of workforce non-credit courses (clock hour conversion to credit hours).*

### Analysis of strengths and opportunities based on key performance indicators and feedback from students, colleagues, and the community:

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• KYFAME</li> <li>• Industry training &amp; testing</li> <li>• Partnership between WS &amp; AA for B&amp;I training</li> <li>• Partnership w/chamber, EDC &amp; Hancock County Industrial Foundation &amp; local school systems</li> <li>• OAWAC - partnering with other colleges</li> <li>• Discover College</li> <li>• Titan Welding program</li> <li>• Strong program advisory boards</li> <li>• LRC/Cyber Center TLC - alumni help (IE interlibrary loans, help with online classes, interlibrary loans)</li> <li>• External service activities (e.g., board service, volunteering) also an opportunity</li> <li>• Cobra program/partnerships</li> <li>• David Powers @ WKU helps our alumni with resumes</li> <li>• NEH project</li> <li>• FLL/FTL</li> <li>• Merit</li> <li>• TRIO Peer Panels w/ recent grads</li> <li>• OCTC chosen for CALP training project</li> <li>• 5-K</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a specific alumni process/database</li> <li>• Expand internship &amp; apprenticeship opportunities</li> <li>• Discover college - add numbers</li> <li>• Promoting seniors to alumni after graduation</li> <li>• Develop alumni panel to talk to students after grad</li> <li>• Further develop industry partnerships with all programs</li> <li>• Integrate alumni with OCTC career center</li> <li>• Recruit business to provide discounts to alumni</li> <li>• Invite alumni to college events using social media</li> <li>• Providing resume support after graduation</li> <li>• Use process like DAUCM with alumni/focus group to develop ideal alumni program from their perspective</li> <li>• Use more alumni for Merit activities</li> <li>• Put together group of alumni for Scott to meet with regularly</li> <li>• Put together companies around a signature project (like Cobra or GO FAME)</li> <li>• Increase marketing of our stories (without killing Bernie)</li> <li>• Seek grant funding to develop alumni program</li> <li>• Using alumni working the field for shadowing opportunities for current students</li> <li>• Hosting alumni speaking engagements</li> <li>• Creating branding/marketing for soft skills, general education, leadership, humanities (well-rounded education)</li> <li>• Idea State University participation - open to everyone on campus</li> <li>• Improve outreach directly into high schools (all K-12)</li> <li>• Create short videos of students at graduation - interview</li> </ul>

<ul style="list-style-type: none"> <li>• Support of non-profits/community service (e.g., reverse yard sale)</li> <li>• Cornerstone</li> <li>• Early College programs</li> <li>• Library cards good beyond graduation</li> <li>• Social networking</li> <li>• Global Studies speakers</li> </ul>	<p>them while they are excited "Graduation Night Spotlight"</p> <ul style="list-style-type: none"> <li>• Get messages from alumni who have completed 4 year + programs</li> <li>• Track alumni</li> <li>• Keep student email active longer</li> <li>• Recruit corporate sponsors for art exhibits, other programs, etc.</li> <li>• Promote library usage after grad - card doesn't expire</li> <li>• Social networking</li> <li>• Use community events (e.g., Mavericks Night) to get alumni, students, others together</li> <li>• Kick-off year of "OCTC Proud" to collect alumni info, experiences, etc.</li> <li>• Having master calendar that the community can access</li> <li>• 30 year anniversary celebration</li> <li>• Create OCTC alumni YouTube channel &amp; Office 365 video</li> <li>• Create an alumni newsletter</li> <li>• Collect personal email and other information when students apply for graduation</li> <li>• Create alumni "Remind" group</li> <li>• Emphasis on OCTC's presence in the community</li> <li>• Develop card/handout to give away when asked about working @ OCTC</li> </ul>
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## Academic Affairs

### **1: Modify and/or create new curricula and programs based on student and community needs.**

**OCTC Objective:** 1. Accessible and Affordable

#### **Rationale/Resources**

For OCTC to successfully carry out its mission, our teaching and learning must be responsive to the needs of employers and students. Excellence in teaching and innovation are critical to match the skills of graduates to employer needs.

Existing resources are to be allocated to meet high demand program areas.

#### **2016-22 Measures of Success**

Approval and implementation of new curriculum and programs.

#### **2016-17 Action Steps**

1. Develop new credentials/programs in Bluegrass Music, Medical Assisting, Healthcare Facilities Leadership, Fire Rescue Science, and Air Conditioning Technology
2. Pursue Nursing accreditation

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### **2: Coordinate college recruiting and outreach efforts in support of Strategic Enrollment Management (SEM) plan goals.**

**OCTC Objective:** 1. Accessible and Affordable

#### **Rationale/Resources**

To achieve OCTC Strategic Enrollment Management goals, the college must increase its recruiting efforts.

Existing resources are to be allocated to support the Strategic Enrollment Management Goals.

#### **2016-22 Measures of Success**

OCTC will increase overall enrollment by 8.9% (4336 total student enrollment; 3295 program enrollment) by 2020.

#### **2016-17 Action Steps**

1. Participate in high school parent nights and campus tours
2. Host Discover College Technical Program Symposium
3. Participate in Early College parent nights and recruiting events at local high schools
4. Develop recruiting participation expectations for academic departments
5. Participate in OCTC Extravaganza with newly created Healthcare event
6. Participate in OCTC's 30th Anniversary "Family Fun Day"
7. Participate in monthly meetings with WKU-O staff to develop common marketing campaign
8. Launch wall decal campaign for concurrent enrollment program

### **3: Support transitional education initiatives.**

**OCTC Objective:** 2. Career and College Knowledge

#### **Rationale/Resources**

To promote the college-going rate and provide a seamless transition to college, it is essential that a transitional education system support and prepare students for postsecondary education.

#### **2016-22 Measures of Success**

Increased percentage of students successfully completing the English, mathematics, and reading transitional education coursework.

Existing funds supplemental by grants will support these efforts.

#### **2016-17 Action Steps**

1. Expand and refine co-requisite courses
- 

### **4: Enhance student attainment of program and general education competencies.**

**OCTC Objective:** 2. Career and College Knowledge

#### **Rationale/Resources**

Continuous improvement in learning and preparedness for the workplace and other educational institutions is necessary for students' future success.

OCTC will allocate resources for CampusLabs software to implement and assess this goal.

#### **2016-22 Measures of Success**

Establish benchmarks and improve course success rates.

#### **2016-17 Action Steps**

1. Receive training in Campus Labs Outcomes software
- 

### **5: Improve college retention and persistence rates.**

**OCTC Objective:** 2. Career and College Knowledge

#### **Rationale/Resources**

To achieve OCTC Strategic Enrollment Management goals, the college must increase its retention and persistence rates.

Existing resources are to be allocated to support the Strategic Enrollment Management Goals.

#### **2016-22 Measures of Success**

- Two out of every three (67%) first-time, full-time fall credential-seeking students return the next fall
- Four out of every five (80%) fall credential-seeking students return in the spring or graduate

- Three out of every four (75%) spring credential-seeking students return in the fall or graduate

### **2016-17 Action Steps**

1. Develop and implement early alert retention initiative
2. Develop Starfish flag process for selective admission programs
3. Develop and implement Healthcare Facilities Leadership student survey
4. Improve FYE 100 course

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## **6: Support academic learning through cultural enrichment**

**OCTC Objective:** 3. Inclusiveness

### **Rationale/Resources**

To produce well-rounded, actively engaged citizens, the college must provide access to a variety of cultural activities and diverse viewpoints.

Resources include, but are not limited to, the National Endowment for Humanities, collaborative efforts with Sister Cities, and the TRiO grant program.

### **2016-17 Action Steps**

Support programming in the following areas:

1. Common Reading programs
2. Global Studies Committee presentations
3. Owensboro Area World Affairs Council
4. Study abroad opportunities
5. TRiO activities

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## **7: Develop, coordinate, and track transfer agreements with postsecondary educational institutions.**

**OCTC Objective:** 4. Baccalaureate Connections

### **Rationale/Resources**

Maintaining accurate records will allow OCTC to renew and expand transfer agreements in the future and promote transfer opportunities to students. Resources: Existing resources.

### **2016-22 Measures of Success**

Academic Affairs will have a complete and accurate level of all transfer agreements with postsecondary educational institutions.

### **2016-17 Action Steps**

1. Collect and maintain existing transfer agreements
2. 2+2: Computer and Information Technologies agreement with Brescia University
3. 1+1: Surgical Technology agreement with Henderson Community College
4. 2+2: Aviation agreement with Eastern Kentucky University
5. Reverse transfer agreement with the University of Southern Indiana

6. 1+1: Respiratory Care agreement with Madisonville Community College
  7. Healthcare Facilities Leadership articulation agreement with Champlain (VT) College
- 

## **8: Support Council on Postsecondary Education (CPE) guidelines**

**OCTC Objective:** 4. Baccalaureate Connections

### **Rationale/Resources**

CPE provides guidelines to promote academic excellence and seamless transfer opportunities.  
Resources: Existing resources.

### **2016-22 Measures of Success**

Successful program reviews, initiative alignment, and compliance with guidelines.

### **2016-17 Action Steps**

1. Begin process of streamlining program curricula to meet 60-credit hour requirement
  2. Complete CPE program reviews
  3. Support dual credit scholarships through course availability and career pathways
- 

## **9: Expand experiential learning opportunities for students.**

**OCTC Objective:** 5. Career Connections

### **Rationale/Resources**

Experiential learning exposes students to work environments prior to graduation and enhances their employability.

Anticipated Resources: Title III grant funding

### **2016-22 Measures of Success**

Experiential learning opportunities (internships, Co-ops, clinical, service learning, etc.) will be embedded into an increased number of programs and courses.

### **2016-17 Action Steps**

1. Conduct survey of current practices regarding experiential learning opportunities
  2. Assist with Title III grant proposal focusing on experiential learning
- 

## **10: Improve academic advising**

**OCTC Objective:** 6. Support|Succeed

### **Rationale/Resources**

Increased engagement in advising will help learners be more successful in reaching their educational goals. Existing resources will be utilized.

### **2016-22 Measures of Success**

- Increased number of awarded degrees, diplomas, and certificates.
- Improved CCSSE survey results for advising.
- Increased student Persistence Rate.
- Improvement in advisor evaluation results.

### **2016-17 Action Steps**

1. Develop advising evaluation instrument
2. Implement Master Training program
3. Develop new process for advisor assignments
4. Create work group to review and revise current academic plan
5. Implement review of students near graduation for on-track graduation and financial aid requirements

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## **11: Provide support for full-time and adjunct faculty and staff.**

**OCTC Objective:** 6. Support | Succeed

### **Rationale/Resources**

Support for faculty and staff enhances teaching and learning excellence.

### **2016-22 Measures of Success**

Professional development opportunities on- and off-campus will be provided each semester. Equipment and classroom needs will be met.

### **2016-17 Action Steps**

1. Revise online Adjunct Faculty Handbook and distribute electronically to all adjunct faculty
2. Acknowledge contributions of adjunct faculty
3. Hold Curriculum Alignment Day for concurrent enrollment adjunct faculty
4. Distribute Perkins and Innovation funds to maximize professional development opportunities
5. Provide on-campus professional development activities

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## **12: Improve efficiency of student evaluation of instruction process.**

**OCTC Objective:** 6. Support | Succeed

### **Rationale/Resources**

It is essential that faculty receive results from student evaluations of instructions so that continual improvement can be realized. Moreover, it is necessary for the institution to be able to analyze data collected to bring about institutional improvement in instruction.

### **2016-22 Measures of Success**

New tools and processes for evaluating instruction will be implemented and refined.

## 2016-17 Action Steps

1. Pilot EvaluationKIT software in spring 2017.
- 

### 13: Improve communication with divisions and departments

**OCTC Objective:** 6. Support | Succeed

#### Rationale/Resources

Communication between college units, divisions, and departments is necessary to ensure focus on strategic goals and actions.

#### 2016-22 Measures of Success

Academic Affairs will regularly and efficiently notify divisions and departments of upcoming events, strategic initiatives.

#### 2016-17 Action Steps

1. Create academic calendar and distribute important dates to faculty
  2. Establish position responsibilities among department leadership and support staff
  3. Hold bi-weekly meeting of Chief Academic Officer and Academic Deans
  4. Hold bi-weekly meetings of Academic Deans and department heads
  5. Hold annual planning session to establish yearly priorities for Academic Affairs
  6. Publish and distribute Academic Affairs newsletter each semester
- 

### 14: Improve efficiency of class scheduling process.

**OCTC Objective:** 6. Support | Succeed

#### Rationale/Resources

Efficient and timely class scheduling improves academic advising and thus enhances student retention.

#### 2016-22 Measures of Success

Class schedules will be ready for publication before registration period begin each semester.

#### 2016-17 Action Steps

1. Use course scheduling template campus wide
  2. Place 'linked' classes in PeopleSoft
  3. Utilize Ad Astra's Higher Education Scheduling Index
- 

### 15: Establish process for establishing and meeting program equipment and professional development needs.

**OCTC Objective:** 6. Support | Succeed

**Rationale/Resources**

Academic programs require up-to-date and functioning equipment to provide our students with the best educational experience.

**2016-22 Measures of Success**

Program equipment and professional development needs will be met annually.

**2016-17 Action Steps**

1. Meet with program coordinators and faculty to identify needs
  2. Purchase equipment and fund professional development opportunities as feasible
- 

**16: Align curriculum with business and industry needs.**

**OCTC Objective:** 7. Sharing our Spirit

**Rationale/Resources**

To enhance students' employability, OCTC curriculum must meet the needs of area employers.

**2016-22 Measures of Success**

Program advisory boards will participate in curriculum recommendations. Partnerships with business and industry will be forged to develop new programs.

**2016-17 Action Steps**

1. Update program advisory boards
  2. Hold Joint Program Advisory Board meeting and distribute survey regarding business and industry needs
- 

**17: Develop work-and-learn programs.**

**OCTC Objective:** 7. Sharing our Spirit

**Rationale/Resources**

Work-and-learn programs allow for connections with business and industry and provide students with opportunities to further their education with assistance from their employers.

**2016-22 Measures of Success**

Work-and-learn programs will be developed and refined. Student completion rates in work-and-learn program will exceed the college average.

**2016-17 Action Steps**

1. Develop internal team for planning and trouble-shooting work-and-learn models
2. Implement the GO CAREERS program with US Bank
3. Offer the necessary courses for the GO FAME program
4. Offer new courses for the IBEW program
5. Begin development of Medical Assisting program

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**18: Emphasize the development of ‘soft skills’ across the curriculum in accordance with KCTCS guidelines.**

**OCTC Objective:** 7. Sharing our Spirit

**Rationale/Resources**

Employers have voiced the need for workers who possess communication and interpersonal skills and character traits that will allow them to be effective and responsible employees.

**2016-22 Measures of Success**

Soft skills will be included and measured in both general education and technical program curricula.

**2016-17 Action Steps**

1. Pilot PAN “Am I Job Ready?” assessment
2. Host professional development program featuring CEO of Center for Work Ethic Development
3. Josh Davies (“Give Employers What They Want: Work Ethic”)
4. Host Reality Fair



## Division of Arts and Sciences

### Humanities and Fine Arts

#### Arts & Humanities 1: Expand Perspectives

**OCTC Objective:** 1. Accessible and Affordable

**Rationale/Resources**

The Humanities and Fine Arts must provide classes and programs responsive to our changing environments in cultural interests, applicability through experiential opportunities, and providing opportunities for creative expression and innovations.

**2016-22 Measures of Success**

Provisions for classroom and teaching innovation, unique applications, and diverse experiences will be supported, discussed, and shared within the unit and its disciplines.

**2016-17 Action Steps**

1. New opportunities for specific classes, programs, and/or activities will be explored.
2. Evaluation of the potential for collaboration with the A.F.A. degree in Bluegrass Music will continue.

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#### Arts & Humanities 2: Student Success

**OCTC Objective:** 2. Career and College Knowledge

**Rationale/Resources**

While the number of students successfully completing the English transitional coursework and continuing to be successful have consistently been at or near the top of KCTCS institutions, we would like to continue to see significant improvement in this percentage.

**2016-22 Measures of Success**

Increased percentage of students successfully completing the English and reading transitional education coursework.

**2016-17 Action Steps**

1. Revise placement grids due to change in available placement tests.
2. Expand the inclusion of reading supplemental instruction.

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#### Arts & Humanities 3: Cultural Enrichment

**OCTC Objective:** 3. Inclusiveness

**Rationale/Resources**

This unit has a long tradition of providing cultural enrichment activities and experiences for students. It is essential that we develop community awareness for these

endeavors.

#### **2016-22 Measures of Success**

1. Increase participation in art, music, and theatre both as participants and as audiences.
2. Continue to develop a wider range of liberal arts activities.

#### **2016-17 Action Steps**

1. Provide opportunities for exposure to the arts in campus activities

## Mathematics, Sciences, and Social Sciences

### 1: Modify and/or create new curricula and programs based on student and community needs. (AA 1)

**OCTC Objective:** 1. Accessible and Affordable

#### **Rationale/Resources**

Modifying and developing new curricula/programs in response to student and community needs would support OCTC mission and vision to improve our community's economic development and competitive advantage and transform the quality of life in our community.

#### **2016-22 Measures of Success**

The department of MSSS will have support courses available in a variety of formats and locations towards every new credential modified and developed by both the Divisions of the Academic Affairs.

#### **2016-17 Action Steps**

In support of Academic Affairs objective 1, MSSS department would provide support courses in a variety of formats (traditional, hybrid, on-line), locations (off-campus, SE/DT, Main Campus) and times (AM, PM, and evening).

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### 2: Coordinate college recruiting and outreach efforts in support of Strategic Enrollment Management (SEM) plan goals. (AA 2)

**OCTC Objective:** 1. Accessible and Affordable

#### **Rationale/Resources**

To achieve OCTC Strategic Enrollment Management goals, the college must increase its recruiting efforts.

Existing resources are to be allocated to support the Strategic Enrollment Management Goals.

#### **2016-22 Measures of Success**

OCTC will increase overall enrollment by 8.9% (4336 total student enrollment; 3295 program enrollment) by 2020.

#### **2016-17 Action Steps**

1. Participate in high school parent nights and campus tours: All MSSS disciplines would be represented in each of the high school recruiting event during the year. At least one MSSS department faculty member would assist with each campus tour.
2. Participate in OCTC Extravaganza with newly created Healthcare event: The relevant MSSS departments/majors' advisors would participate in the event.
3. Participate in OCTC's 30th Anniversary "Family Fun Day": MSSS faculty members would participate and provide support for activities for the "Family Fun Day".

### 3: Improve and support transitional education initiatives. (AA 3)

**OCTC Objective:** 2. Career and College Knowledge

**Rationale/Resources**

To promote the college-going rate and provide a seamless transition to college, it is essential that a transitional education system support and prepare students for postsecondary education.

**2016-22 Measures of Success**

Increased percentage of students successfully completing the mathematics transitional education coursework.

Existing funds supplemented by grants will support these efforts.

**2016-17 Action Steps**

1. Connie Booker (math faculty) would participate in the CPE grant with the OCTC Transitional coordinator as the co-PI to expand and refine co-requisite courses in mathematics. Will pilot with one section of MAT126/96 in fall and then expand this in spring with multiple sections of MAT126/96 and pilot also MAT146/96.
2. Math department would develop and offer MAT146/96 MAT126/96, and continue to offer MAT150/100 at various times, days and formats.
3. Discontinue Modularized MAT 65 but offer one section of each module to help students in the "pipeline" complete the course.
4. Offer non-modularized/regular MAT65 sections as scheduled for fall (in early spring 2016) and then transition to fewer sections of MAT65 and more of the co-requisite MAT126/96 in spring 2017.
5. Offer MAT11 and MAT116 at the DT campus.

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### 4: Enhance student attainment of program and general education competencies. (AA 4)

**OCTC Objective:** 2. Career and College Knowledge

**Rationale/Resources**

Continuous improvement in learning and preparedness for the workplace and other educational institutions is necessary for students' future success.

OCTC will allocate resources for CampusLabs software to implement and assess this goal.

**2016-22 Measures of Success**

Establish benchmarks and improve course success rates.

**2016-17 Action Steps**

1. Develop AA and AS program outcomes: Most full-time and part-time faculty, including Discover College faculty, will teach and document attainment of SLOs for general education in Quantitative Reasoning, Natural Science and Social Science courses as part of AA and AS. The gen ed SLOs will be entered in current Campus Lab.

2. The Associate Dean would attend training/webinar on new Campus Lab Outcomes software.

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## **5: Improve college retention and persistence rates. (AA 5)**

**OCTC Objective:** 2. Career and College Knowledge

### **Rationale/Resources**

To achieve OCTC Strategic Enrollment Management goals, the college must increase its retention and persistence rates.

Existing resources are to be allocated to support the Strategic Enrollment Management Goals.

### **2016-22 Measures of Success**

- Two out of every three (67%) first-time, full-time fall credential-seeking students return the next fall
- Four out of every five (80%) fall credential-seeking students return in the spring or graduate
- Three out of every four (75%) spring credential-seeking students return in the fall or graduate

### **2016-17 Action Steps**

1. MSSS department faculty would work towards Retention and Persistence efforts outlined in SEM for 2016-2017 and address those efforts and achievements in their PPEs.
2. MSSS faculty would participate in Starfish. They will include the Starfish statement in their syllabi.

---

## **6: Support academic learning through cultural enrichment (AA 6)**

**OCTC Objective:** 3. Inclusiveness

### **Rationale/Resources**

To produce well-rounded, actively engaged citizens, the college must provide access to a variety of cultural activities and diverse viewpoints.

Resources include, but are not limited to, the National Endowment for Humanities, collaborative efforts with Sister Cities, and the TRiO grant program.

### **2016-17 Action Steps**

1. MSSS Department faculty members would participate in global, inclusiveness, and diversity activities:
2. Sister City, SAFE space/Ally training, Start SMART workshop, new March for Science in the Cricket Girl Scout Expo, For the Child/ Joy of Travel (Ohio County), Owensboro Multicultural Festival etc.

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## **7: Improve academic advising (AA 10)**

**OCTC Objective:** 6. Support | Succeed

### **Rationale/Resources**

Increased engagement in advising will help learners be more successful in reaching their educational goals. Existing resources will be utilized.

### **2016-22 Measures of Success**

- Increased number of awarded degrees, diplomas, and certificates.
- Improved CCSSE survey results for advising.
- Increased student Persistence Rate in MSSS.
- Improvement in advisor evaluation results in MSSS.

### **2016-17 Action Steps**

1. Participate in Master Advisor Training program if and when invited.
2. Serve in the work group to review and revise current academic plans, if invited by the Academic Dean.

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## **8: Provide support for full-time and adjunct faculty and staff. (AA 11)**

**OCTC Objective:** 6. Support | Succeed

### **Rationale/Resources**

Support for faculty and staff enhances teaching and learning excellence.

### **2016-22 Measures of Success**

Professional development opportunities on- and off-campus will be provided each semester. Discipline equipment and classroom needs will be met in MSSS.

### **2016-17 Action Steps**

1. MSSS discipline faculty serving as the Discover College/Concurrent Enrollment liaison will attend Curriculum Alignment Day along with the concurrent enrollment adjunct faculty.
2. MSSS discipline faculty serving as the Discover College/Concurrent Enrollment liaison will make the site visits to the high schools and submit the reports. They will also help Concurrent Enrollment faculty complete the paperwork and SLOs.
3. MSSS department head would look for alternative sources of travel/PD funds to support faculty due to lack of travel funds in 2016-2017 budget.
4. Full-time faculty will participate in on-campus and on-line professional development activities.

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## **9: Improve efficiency of student evaluation of instruction process. (AA 12)**

**OCTC Objective:** 6. Support| Succeed

**Rationale/Resources**

It is essential that faculty receive results from student evaluations of instructions so that continual improvement can be realized. Moreover, it is necessary for the institution to be able to analyze data collected to bring about institutional improvement in instruction.

**2016-22 Measures of Success**

New tools and processes for evaluating instruction will be implemented and refined.

**2016-17 Action Steps**

Pilot EvaluationKIT software in spring 2017: All part-time and volunteer full-time MSSS faculty would be evaluated by the new EvaluationKIT.

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**10: Improve efficiency of class scheduling process. (AA 14)**

**OCTC Objective:** 6. Support| Succeed

**Rationale/Resources**

Efficient and timely class scheduling improves academic advising and thus enhances student retention and completion.

**2016-22 Measures of Success**

Class schedules will be ready for publication before registration period begin each semester.

**2016-17 Action Steps**

1. Develop MSSS course schedules using the template provided by Academic Affairs.
  2. Work with faculty towards developing the year round schedules.
  3. Work with AA to utilize Ad Astra's Higher Education Scheduling Index for identifying "candidates" for reduction and increase in class offerings.
- 

**11: Participate and assist Academic Affairs to establish process for determining and meeting discipline/program equipment and professional development needs. (AA 15)**

**OCTC Objective:** 6. Support| Succeed

**Rationale/Resources**

Academic programs require up-to-date and functioning equipment to provide our students with the best educational experience.

**2016-22 Measures of Success**

Discipline equipment and professional development needs will be met annually.

**2016-17 Action Steps**

1. Meet with discipline faculty/coordinators and invite them to identify needs and submit the requests (for supplies, equipment, services, faculty).
2. Purchase/obtain supplies, equipment and fund professional development opportunities as feasible. Manage the MSSS budget effectively to meet needs requested as much as possible by "stretching the dollars".

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**12: Develop existing and new work-and-learn programs. (AA 17)**

**OCTC Objective:** 7. Sharing our Spirit

**Rationale/Resources**

Work-and-learn programs allow for connections with business and industry and provide students with opportunities to further their education with assistance from their employers with likelihood to be promoted/employed full-time.

**2016-22 Measures of Success**

Work-and-learn programs will be developed and refined. Student completion rates in work-and-learn program will exceed the college average.

**2016-17 Action Steps**

1. Implement the GO CAREERS program with US Bank: Provide Psychology and Math courses at the US bank location.
2. Offer the necessary courses for the GOFAME program: Provide MAT 126 per GOFAME schedule.
3. Offer new courses for the IBEW program: provide Psychology, Math, and Biology classes at DT campus per IBEW program schedule.



## Division of Professional and Technical Studies

### Business, Health, and Public Service

#### **1: Modify and/or create new programs and curricula to address community and student need.**

**OCTC Objective:** 1. Accessible and Affordable

**Rationale/Resources**

Address the need for an educated workforce, communicated by students and industry leaders locally, regionally and nationally.

**2016-22 Measures of Success**

Develop new or modify curricula and programs as evidenced by community and student need.

**2016-17 Action Steps**

1. Develop and implement an HFL Certificate
2. Develop and implement an HFL Diploma
3. Adopt the existing Medical Assisting Diploma and AAS degree
4. Begin the modification of curricula for the existing Medical Assisting Diploma and AAS degree

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#### **2: Coordinate recruiting and outreach efforts of the Business, Health, and Public Service department**

**OCTC Objective:** 1. Accessible and Affordable

**Rationale/Resources**

Coordinate programs within the department for a more unified recruitment and outreach program to remain in compliance with the Strategic Enrollment Management plan.

**2016-22 Measures of Success**

Programs within the department will work together on planning and participation at recruiting events and work together on marketing campaigns.

**2016-17 Action Steps**

Participate in OCTC's Extravaganza.

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#### **3: Assist academic leadership with developing transfer agreements with postsecondary educational institutions**

**OCTC Objective:** 4. Baccalaureate Connections

**Rationale/Resources**

Provide improved/new pathways for student transition to other postsecondary

institutions.

**2016-22 Measures of Success**

Improved and new transfer agreements with other postsecondary institutions.

**2016-17 Action Steps**

1. 1+1: Surgical Technology with Henderson Community College.
2. 1+1: Respiratory Care with Madisonville Community College.
3. Healthcare Facilities Leadership: articulation agreement with Champlain College (Vermont).

---

**4: Complete CPE Program reviews**

**OCTC Objective:** 4. Baccalaureate Connections

**Rationale/Resources**

Comply with guidelines set forth by the CPE for program reviews.

**2016-22 Measures of Success**

Completion of program reviews.

**2016-17 Action Steps**

Complete the three-year Healthcare Facilities Leadership program review

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**5: Review and strengthen existing experiential learning opportunities; and seek expansion of available experiential learning opportunities offered by the Business, Health, and Public Service Department.**

**OCTC Objective:** 5. Career Connections

**Rationale/Resources**

Support KCTCS Goal 3 by emphasizing experiential learning.

**2016-22 Measures of Success**

Complete reviews of existing experiential learning opportunities and make adjustments for improvement as needed. Seek possible new experiential learning opportunities. Develop and implement new experiential learning opportunities when possible.

**2016-17 Action Steps**

1. Participate in the Academic Affairs experiential learning survey.
2. Participate in the Title III Grant proposal activities.

---

**6: Develop and/or modify Business, Health, and Public Service curriculum and/or**

**credentials that will address identified and growing needs of business and industry at the local, region, and national levels.**

**OCTC Objective:** 7. Sharing our Spirit

**Rationale/Resources**

Respond to need of the community, region, and nation for a better educated, well-prepared workforce.

**2016-22 Measures of Success**

Collect information and data from business and industry, then utilize this information to review and/or modify existing curriculum and credentials, and/or develop new curricula and credentials.

**2016-17 Action Steps**

The following actions are anticipated:

1. Participate in joint advisory committee meeting.
2. Implement the U.S. Bank GO Careers Business Administration Systems program.
3. Collect information and begin the process for a Medical Assisting program.

## **Manufacturing and Skilled Trades**

### **1: Implement the Associate in Applied Science degree for the Industrial Maintenance program**

**OCTC Objective:** 5. Career Connections

#### **Rationale/Resources**

We are in the first year of implementing the Associates of Applied Science degree for Industrial Maintenance Technology. We need to update academic plans to reflect the change of the General Occupational Technical Studies degree. Inform returning and incoming students of change. The degree officially starts Fall 2016.

#### **2016-22 Measures of Success**

Produce new academic plan.

#### **2016-17 Action Steps**

New plan will available by end of Fall 2016 on the website.

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### **2: Complete CPE Program Reviews**

**OCTC Objective:** 4. Baccalaureate Connections

#### **Rationale/Resources**

All Associates of Applied Science program are on a five year review cycle.

#### **2016-22 Measures of Success**

Engineering and Electronic Technology program will complete a CPE Program Review.

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### **3: Recruiting new students into the Manufacturing and Skilled trades department.**

**OCTC Objective:** 1. Accessible and Affordable

#### **Rationale/Resources**

College stability and growth depends on recruiting new students. We need to make students aware of the potential opportunities for education.

#### **2016-22 Measures of Success**

The Manufacturing and Skilled Trades Department will attend and participate in 85 % of recruiting events held by schools and the college.

#### **2016-17 Action Steps**

The Manufacturing and Skilled Trades department has been invited to the following scheduled events: Daviess County High School Parent night fall 2016 and spring 2017; Apollo High School Parent night Spring 2017; Owensboro Extravaganza Spring 2017.

## Nursing

**1: Exceed the Kentucky Board of Nursing (KBN) recommended minimum pass rate on first-time NCLEX test takers.**

**OCTC Objective:** 2. Career and College Knowledge

### **Rationale/Resources**

A program of nursing shall maintain at least an 85% annual pass rate for graduates taking the National Council Licensure Examination for Registered Nurses (NCLEX-RN) or National Council Licensure Examination for Practical Nurses (NCLEX-PN) for the first time. (201 KAR 20:360 Section 2)

### **2016-22 Measures of Success**

KBN will validate annually that more than 85% of OCTC nursing students taking the NCLEX-RN in the state of Kentucky were successful in passing the licensure examination on their first attempt.

### **2016-17 Action Steps**

1. Graduating RN students will be required to achieve a 94% predicted probability of passing the NCLEX licensure examination on their first attempt as determined by a standardized comprehensive predictor exam.
2. OCTC Nursing Division will host live NCLEX review program each semester for graduating students.
3. All courses will promote early utilization of ATI to increase graduate learning outcomes.

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**2: Pursue national accreditation with National League of Nursing Commission on Nursing Education Accreditation (NLN CNEA).**

**OCTC Objective:** 1. Accessible and Affordable

### **Rationale/Resources**

NLN CNEA accreditation provides recognition that a nursing education program has been evaluated by a qualified, independent group of respected and competent peers who have found the program to meet appropriate postsecondary and higher educational purposes in a satisfactory manner. Accreditation assures professional development opportunity and validation for faculty and serves as a gateway to licensure, certification and eligibility for entitlement programs

### **2016-22 Measures of Success**

NLN CNEA site visit for initial accreditation will be scheduled.

### **2016-17 Action Steps**

1. Begin compiling nursing program self-study in preparation for initial accreditation for site visit (Ongoing).
2. Revise and submit required program self-evaluation to NLN CNEA for review in order to continue Pre-Candidacy status Spring 2017.
3. Determine dates for NLN CNEA initial accreditation site visit.

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### 3: Participate in college recruiting and outreach efforts

**OCTC Objective:** 1. Accessible and Affordable

**Rationale/Resources**

Allied Health programs increased enrollment aligns with and supports the colleges "Strategic Enrollment Plan" goals. Students need to be made aware of the potential opportunities in Allied Health career choices.

**2016-22 Measures of Success**

The Nursing Department will attend and participate in 85% of recruiting events for Allied Health programs.

**2016-17 Action Steps**

1. Nurse Administrator will share recruiting events with nursing department to engage faculty and staff to participate in opportunities to increase qualified admission candidates by showcasing the department.

---

### 4: Promote the pursuit of advanced nursing degrees for ADN Graduates.

**OCTC Objective:** 4. Baccalaureate Connections

**Rationale/Resources**

In 2008 the Robert Wood Johnson Foundation (RWJF) partnered with the Institute of Medicine (IOM) to begin work on what would become the 2010 IOM Report, "The Future of Nursing Leading Change, Advancing Health". This study evaluated the need to transform nursing to meet the changing health care demands of our nation and included action oriented recommendations to achieve public and institutional policies changes required to meet the needs of a reformed health care system. A key message of the report was that "Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression" with a recommendation to "Increase the proportion of nurses with a baccalaureate degree to 80% by 2020" (The Future of Nursing, Leading Change, Advancing Health. RWJF & IOM. The National Academies Press. Washington, DC. October 2010).

**2016-22 Measures of Success**

Greater than 80% of all ADN graduates will report continuing their education on the Graduate Exit Survey

**2016-17 Action Steps**

1. Participate in KCTCS ADN committee of Nursing Dean's and Director's discussions to revise curriculum to align with CPE's requirement of 60-credit-hour ADN degree program.
2. Participate in KCTCS ADN Ad Hoc committee to evaluate BSN curriculum requirements prohibiting seamless transfer and evaluating existing agreements between various universities and KCTCS.
3. Invite recruiters from various RN-BSN programs to meet with students enrolled in the ADN program.
4. Advise students in the Associates in Applied Science in Nursing (AAS) degree

tract to obtain either the Associates in Science (AS) or the Associates in Arts (AA) in order to be general education certified.

5. Include inquiry on Graduate Exit survey regarding interest in continuing education goals.

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## **5: Promote the pursuit of employment of ADN Graduates**

**OCTC Objective:** 2. Career and College Knowledge, 5. Career Connections

### **Rationale/Resources**

Alignment of program and curriculum to enhance the employability, job placement, and career development of KCTCS graduates.

### **2016-22 Measures of Success**

90% of graduates will be employed in the nursing field within 6 months of graduation.

### **2016-17 Action Steps**

1. Provide students access to local employment opportunities.

## Library Services

### **1: Create and maintain comfortable, inviting environment for students to gather, study, and complete classwork.**

**OCTC Objective:** 6. Support | Succeed

#### **Rationale/Resources**

Studies show students who have a pleasant academic setting to study, either alone, or as a group, tend to stay in college longer. Physical library space, as well as integrated services of library, tutoring, and computer access is available to students five days a week.

#### **2016-22 Measures of Success**

Information/data from students' FYE classwork/results from print and online scavenger hunt; results of the CCSSE Library-related questions will all be assessed, along with satisfaction surveys administered in house/campus-wide.

#### **2016-17 Action Steps**

1. Create an online First Year Experience scavenger hunt.
2. Revise/update face to face First Year Experience scavenger hunt.
3. Collaborate with TRIO Staff in offering tours by student worker to new students.
4. Investigate creating coffee spot in back of library.
5. Provide display table with literature from local social services and other organizations to students.

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### **2: Promote career-related online resources**

**OCTC Objective:** 2. Career and College Knowledge

#### **Rationale/Resources**

As the Library is in close proximity to TRiO and TRAC Central staff, we will promote the library's career-related resources to them, as well as the Cyber (computers) and Teaching and Learning Centers, collaborating with all these departments to offer "wrap around services" as much as possible to students.

#### **2016-22 Measures of Success**

Feedback from students via the CCSSE and in house satisfaction surveys. Usage statistics from using the products, such as Learning Express Library, Films on Demand, Infoguides and feedback from TRIO staff, and other faculty and staff.

#### **2016-17 Action Steps**

1. Create and offer workshops on Learning Express Library and Films on Demand.
2. Collaborate with TRIO in offering workshops to students.
3. Promote career-related information resource or website on a monthly basis to students.
4. Create career-related InfoGuide, based on Occupational Outlook Handbook for students.



### **3: Support Inclusiveness**

**OCTC Objective:** 3. Inclusiveness

#### **Rationale/Resources**

Library will continue to serve each and every student, as well as community users, and internal patrons - faculty and staff. In order to make students feel welcome, a diversified collection of materials, resources, and services are necessary.

#### **2016-22 Measures of Success**

Analysis from results of campus-wide survey on library services and information; comments from faculty and staff involved with events/presentations sponsored by library;

#### **2016-17 Action Steps**

1. Collaborate with Counseling Center faculty in planning and presenting a presentation on self-esteem for students.
2. Offer/invite back of library space for meetings of Students Aligned for Equality (SAFE) group.
3. Maintain/increase items in the Out of the Stacks collection. 4. Offer display case to faculty for student works/projects.

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### **4: Increase awareness of library importance in retention of transfer students**

**OCTC Objective:** 4. Baccalaureate Connections

#### **Rationale/Resources**

Collaboration between librarians at KCTCS and the state regional colleges and universities will have impact on the transfer students. Working together and know expectations of the transfer college helps us, and most importantly, helps students be successful.

#### **2016-22 Measures of Success**

Feedback from faculty and staff from the various libraries; results from the various surveys administered.

#### **2016-17 Action Steps**

1. Help plan and coordinate visit by Murray State University Dean of Libraries who will make presentation to the Administration and Faculty.
2. Administer survey to state-wide library directors and share results with appropriate parties on importance of library research skills.
3. Administer survey to state-wide nursing directors and share results with appropriate parties on importance of library research skills.
4. Offer retention-related article to faculty and staff via email, Facebook posting, and Twitter.

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### **5: Highlight programs and accomplishments of faculty, staff, students, and alumni accomplishments.**

**OCTC Objective:** 7. Sharing our Spirit

**Rationale/Resources**

Recognizing staff and faculty accomplishments help to strengthen attitudes and performance of all. Library will strive to offer a place to display such works.

**2016-22 Measures of Success**

Survey results and comments/feedback from faculty and staff.

**2016-17 Action Steps**

1. Work with faculty to create display of scholarly works, i.e. Thesis, Dissertations, etc.
2. Add related materials to the collection for possible Medical Assistance program (if offered.)
3. Promote health-related programs/careers with displays and various signage.
4. Create bulletin board to spotlight faculty and staff accomplishments.

## Business Affairs

**1: Improve efficiency and increase accountability by supporting additional training, implementing internal initiatives, and continuous awareness of business policies and procedure changes to increase operational effectiveness.**

**OCTC Objective:** 6. Support | Succeed

### **Rationale/Resources**

The Business Office and HR/Payroll offices are required to follow many procedures and guidelines. To improve efficiency within these units, new processes and internal procedures may be implemented to streamline operations. We need to respond to overall evaluation of technical procedures within Business Affairs. PeopleSoft applications and KCTCS business procedures create an environment of continuous training and cross-training for the Business Affairs areas, including M&O. Additionally, it is important to continue to strive for a more diverse vendor base as well as seek to recruit a more diverse workforce. Training for our faculty and staff to inform them of the changes is imperative to create more customer accommodating units.

### **2016-22 Measures of Success**

Limit the number of exceptions for normal business procedures by implementing industry best practices. Also, pursue new contracts and processes that bring additional services at lower cost to the College community. Increase training on technical business office functions and increase training of faculty and staff to help create better informed customers. Seek out and implement programs to improve the overall efficiency of the College by implementing operational changes using technology and personnel.

### **2016-17 Action Steps**

1. Reorganization of HR/Payroll due to the retirement of an employee and inability for the College to replace that position due to budget pressures.
2. Business Office staff plan to attend professional development and training.
3. Business Office, HR/Payroll Office and M&O continue to implement operational efficiencies.

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**2: Implement safety and security measures with an emphasis on awareness to help ensure a safe environment for students, faculty, and staff.**

**OCTC Objective:** 6. Support | Succeed

### **Rationale/Resources**

OCTC faces more challenges with safety and security as our student enrollment increases. Additional focus on awareness of safety and security protocols is needed.

### **2016-22 Measures of Success**

Increased focus on safety and security through the use of additional personnel, equipment, and training.

### **2016-17 Action Steps**

1. Improve communication and visibility.
2. Continue to improve emergency plans.
3. Continue security and safety training and professional development for faculty and

staff.

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**3: Updating, renovating and maintaining OCTC facilities and grounds to provide an atmosphere conducive to learning.**

**OCTC Objective:** 6. Support | Succeed

**Rationale/Resources**

The surroundings can inspire learning. Continued focus on improving the OCTC facilities and grounds with updated classroom furniture, workstations, study spaces and gathering spots can encourage student learning.

**2016-22 Measures of Success**

Focus on projects that update, renovate and maintain OCTC facilities and grounds.

**2016-17 Action Steps**

1. Relocate Radiography Lab from the Science Building on the Main Campus to the Southeastern Campus.
2. Repair damage done by hail storm in May 2015.
3. Renovate Southeastern Campus lower level HVAC.
4. Continue working with ESOS and CEMCS to create efficiencies to save energy and expenditures.
5. Upgrade exterior of Downtown and Southeastern Campuses
6. Install new and donated equipment with the academic programs.
7. Continue with the construction of the Industry Innovation Center

## Information Technology

### 1: Technology installs and upgrades

**OCTC Objective:** 6. Support | Succeed

**2016-17 Action Steps**

Implement TRIO grant technology initiatives

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### 2: Revise and update data security and recovery strategy

**OCTC Objective:** 6. Support | Succeed

**2016-17 Action Steps**

Document procedures to shut down the ATC server room systems in the event of a power outage.

## Student Affairs

### 1: Graduation Academic Plans will be checked through the Degree Audit Process

**OCTC Objective:** 6. Support | Succeed

**Rationale/Resources**

To assist with the update to the PeopleSoft Degree Audit in response to using this software with Regent 8.

**2016-22 Measures of Success**

Approximately 15 + Graduation Academic Plans will be compared to the Degree Audit and report back to the system office any discrepancies.

**2016-17 Action Steps**

The staff of the Student Records Office will procedure Degree Audit Reports for 15+ potential graduates to see if the Audit matches the submitted Graduation Academic Plan.

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### 2: The Student Records Staff will assist in the Smart 2 Start initiative by training the College's clerical staff on the on-line application processes.

**OCTC Objective:** 6. Support | Succeed

**Rationale/Resources**

The College needs to be able to be more responsive to the applications received on-line. Currently there is only one Admissions processor to handle all of the college's applications.

**2016-22 Measures of Success**

The time between students applying on-line and the data be checked and the applicant ready to register will be completed in 48 hours.

**2016-17 Action Steps**

1. Complete a "new" specific OCTC PeopleSoft Admissions manual.
2. Train Division Assistants on the processes as explained in the Admissions manual.
3. Develop a schedule for the Division Assistants to share the on-line applications.
4. Follow up training as necessary.

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### 3: Implement SMART 2 START Accelerated Admissions

**OCTC Objective:** 1. Accessible and Affordable

**Rationale/Resources**

Eliminating perceived barriers to student registration has the potential to get students enrolled sooner. The earlier they are enrolled, the more likely they are to transition to thinking about themselves as an OCTC student--even before classes begin. The primary resources that will be utilized are the KCTCS online application and the expertise of our admissions, records, registration, financial aid, and institutional research staff members.

**2016-22 Measures of Success**

Students are enrolled earlier than the Fall 2015/Spring 2016 baseline year. Ideally enrollment may increase as well.

**2016-17 Action Steps**

1. Use the online application for in-person applications with the paper application only as a back-up.
2. Register students the same day if possible.
3. Do not place service indicators for HS transcripts, testing, or SkillTrain
4. Send reminders about HS/GED transcripts sent at beginning of December for spring, May for summer, and July for fall. If transcripts are not supplied, change the student to non-credential seeking

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**4: Revamp placement guidelines and placement testing processes**

**Objective:** 2. Career and College Knowledge

**Rationale/Resources**

Initiatives at the national, state, and system level are promoting the acceleration of transitional education for underprepared students, particularly through co-requisite models. OCTC is piloting courses such as these while simultaneously preparing for the sunset of COMPASS in November 2016. We will need to explore new placement testing options and revamp our testing guidelines to reflect the new processes we develop.

**2016-22 Measures of Success**

Students are able to take new placement tests and the new transitional education sequence is reflected in our guidelines.

**2016-17 Action Steps**

1. Pilot TABE, KYOTE, and Wonderlic
2. Explore additional testing options
3. Revise placement testing guidelines

---

**5: Help students select the field of study that meets their life goals**

**OCTC Objective:** 2. Career and College Knowledge

**Rationale/Resources**

Goal-focused students are more likely to persist and complete. We need to help orient student to their goal and track this information through their career at OCTC. This can be done via academic plans, the academic plan drive, and PeopleSoft student groups with the leadership of advisors.

**2016-22 Measures of Success**

All credential-seeking students have an identified goal on academic plans published on the academic plan drive. All AA and AS students have a transfer program of study or transfer institution (or both) identified by student groups in PeopleSoft.

### **2016-17 Action Steps**

Implement new SMART admissions process with a supporting pre-application. The first two letters of the SMART acronym focus on this:

**Sit.** Introduce yourself (hopefully they will share their first name—remember it). Ask for last name. Find if the student is in PS, look for test scores, ask whether they have they attended any other college.

**Make a plan** - Can apply non-credential if the student wants to register today but have credit from other colleges, then switch. Decide on a major otherwise. Complete a major change that includes the student group if needed. Include any transfer institution student groups.

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## **6: Implement Pell for Early College Experiment**

**OCTC Objective:** 1. Accessible and Affordable

### **Rationale/Resources**

The availability of Pell Grants will allow more students to enroll in the Early College program.

### **2016-22 Measures of Success**

Pell Grants awarded to Early College students.

### **2016-17 Action Steps**

1. Coordinate with College and Career Readiness Coordinators at participating secondary schools.
2. Hold a Parent Night to introduce the Pell experiment.
3. Distribute the Early College -Pell Experiment Parent Guide to interested families.
4. Work with the OCTC Bookstore to ensure that all institutional charges are covered.

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## **7: Implement the Early FAFSA using Prior-Prior Year Income Data**

**OCTC Objective:** 1. Accessible and Affordable

### **Rationale/Resources**

Changing the availability of FAFSA to October 1 allows student and families more time to make a plan to pay for college.

### **2016-22 Measures of Success**

ISIRS loaded into PeopleSoft prior to January 1 and financial aid awards offered based on PPY information.

### **2016-17 Action Steps**

1. Implement a public relations campaign on the introduction of early FAFSA.
2. Attend parent nights at local high schools to assist families in filing FAFSAs.
3. Present information on the availability of early FAFSA at FYE 100 and TRiO workshops.
4. Assist students in filing FAFSAs.



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**8: The Counseling Center will support the SMART 2 START admissions process by fostering same day registration for readmit students.**

**OCTC Objective:** 1. Accessible and Affordable

**Rationale/Resources**

Eliminating perceived barriers to student registration has the potential to get students enrolled sooner. The earlier they are enrolled, the more likely they are to transition to thinking about themselves as an OCTC student--even before classes begin. The primary resources that will be utilized are the KCTCS online application and the expertise of our admissions, records, registration, financial aid, and institutional research staff members.

**2016-22 Measures of Success**

Students are enrolled earlier than the Fall 2015/Spring 2016 baseline year.

**2016-17 Action Steps**

1. Assist in-person applicants with applying online when applicable. Use paper application only as a back-up.
2. Register students the same day if possible.

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**9: Begin investigating Online Application for Graduation Process**

**OCTC Objective:** 6. Support | Succeed

**Rationale/Resources**

Look at several online application for graduation processes used at other KCTCS Colleges. This will expedite the process for students and advisors.

**2016-22 Measures of Success**

The process will be tested in the Summer of 2017.

**2016-17 Action Steps**

Begin conversations with ECTC's Registrar to find out what is needed to begin the process.

## Workforce Solutions

### **1: Expand Workforce Solutions programming and outreach services to ensure accessible and affordable learning options.**

**OCTC Objective:** 1. Accessible and Affordable

#### **Rationale/Resources**

This objective supports the KCTCS goal of raising the level of educational attainment in the Commonwealth by positioning KCTCS as the accessible, affordable, and relevant postsecondary education choice for Kentuckians.

#### **2016-22 Measures of Success**

1. Launch one (1) new GO FAME cohort for a non-manufacturing employer. Host two (2) recruitment events – one for prospective employers and one for potential students.
2. Create and deliver computer-based training solutions to two (2) employer partners.
3. Offer at least four (4) professional development sessions for OCTC faculty and staff to help promote the college.
4. 4. Identify computer lab space for the Owensboro Innovation Academy at OCTC's Downtown Campus.

#### **2016-17 Action Steps**

1. Replicate the successful strategies of the GO FAME model for expansion to non-manufacturing industry sectors.
2. Broaden the scope of OCTV to include the development of interactive computer-based training (CBT) solutions that provide accessible learning options.
3. Support the college's strategic management enrollment efforts by training employees on techniques to promote "It's Smart to Start at OCTC" campaign.
4. Assist in the expansion of the Owensboro Innovation Academy.

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### **2: Prepare students for college and career success.**

**OCTC Objective:** 2. Career and College Knowledge

#### **Rationale/Resources**

This objective supports the KCTCS goal to increase access and success for all KCTCS students, particularly among traditionally underserved populations.

#### **2016-22 Measures of Success**

1. Meet the following goals for 2016-17 (as tracked by DSS):
  1. Workforce Credit Enrollment: 575
  2. Workforce Credit Businesses Served: 25 non-duplicated
  3. Non-Credit Enrollment: 1,500
  4. Non-Credit Businesses Served: 35 non-duplicated
  5. Workforce Assessments: 3,000
2. Offer at least two (2) new opportunities for underserved populations.
3. Commit two (2) Workforce Solutions employees to OCTC's SEM Health Care Team.
4. Commit three (3) Workforce Solutions employees to work on a new Certified Medical Assistant program.

### **2016-17 Action Steps**

1. Continue developing and offering customized training and workforce assessment services to the region.
  2. Provide opportunities to underserved populations through SkillTrain programming and services, as well as special initiatives such as GO FAME.
  3. Participate in OCTC's Strategic Enrollment Management (SEM) Health Care Team to help increase awareness of health career programs.
  4. Work with academic partners to develop a new Certified Medical Assistant program to meet an increasing need of regional employers.
- 

### **3: Support diversity and promote an inclusive environment.**

**OCTC Objective:** 3. Inclusiveness

#### **Rationale/Resources**

This objective supports the KCTCS goal of increasing access and success for all KCTCS students, particularly among traditionally underserved populations.

#### **2016-22 Measures of Success**

1. Offer at least two (2) new opportunities for low-income and underrepresented minority students.
2. Encourage at least two (2) Workforce Solutions employees to participate in the college's SAFE Space Ally program.

#### **2016-17 Action Steps**

1. Increase opportunities for underserved, low-income, and underrepresented minority students through SkillTrain programs and expanded GO FAME options.
  2. Participate in the college's SAFE Space Ally program.
- 

### **4: Create an awareness of baccalaureate opportunities.**

**OCTC Objective:** 4. Baccalaureate Connections

#### **Rationale/Resources**

This objective supports the KCTCS goal to develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for KCTCS graduates.

#### **2016-22 Measures of Success**

Discuss baccalaureate information with GO FAME students at least once a year.

#### **2016-17 Action Steps**

1. Promote the 2+2 baccalaureate opportunities to GO FAME students as a viable option after completing the program.

## **5: Provide innovative pathway programs that lead students to successful employment.**

**OCTC Objective:** 5. Career Connections

### **Rationale/Resources**

This objective relates to the KCTCS goal to develop clear pathways through all levels of postsecondary education with an emphasis on experiential learning that lead to successful employment outcomes for KCTCS graduates.

### **2016-22 Measures of Success**

1. Commit one (1) Workforce Solutions employee to serve as project manager for GO FAME.
2. Launch the first non-manufacturing GO FAME cohort.
3. Commit three (3) Workforce Solutions employees to work on the implementation of a Certified Medical Assistant program.

### **2016-17 Action Steps**

1. Continue the daily project management and student support services required to expand GO FAME programming.
  2. Launch the first cohort of a non-manufacturing GO FAME cohort.
  3. Work closely with academic partners to propose and launch a new Certified Medical Assistant program.
- 

## **6: Support student engagement and success strategies.**

**OCTC Objective:** 6. Support | Succeed

### **Rationale/Resources**

This objective supports the KCTCS goal to improve student engagement, support, experiences, and success with best-in-class academic and student services.

### **2016-22 Measures of Success**

1. Commit one (1) Workforce Solutions employee to provide personalized student success coaching.
2. Offer one (1) FYE 100 class at the Downtown Campus.

### **2016-17 Action Steps**

1. Continue providing personalized student success coaching.
  2. Offer an FYE 100 class at the Downtown Campus.
- 

## **7: Support the needs of employers and advance the community.**

**OCTC Objective:** 7. Sharing our Spirit

### **Rationale/Resources**

This supports the KCTCS goal to align programs and curricula with needs of employers that enhance the employability, job placement, and career development of KCTCS graduates.

### **2016-22 Measures of Success**

1. Assist with implementation of the KY Work Ready Grant-supported Innovation Lab for Emerging Skills and Technologies at the Downtown Campus and at the Hancock County Center.
2. Assist the GO EDC and Chamber with B&I industry sector forums.
3. Write two (2) Workforce Solutions articles for the GO Business magazine.
4. Complete the translation work for the Kentucky Society of Healthcare Engineers (KSHE) Healthcare Technician Certification Spanish version.

### **2016-17 Action Steps**

1. Work with the college to transform part of the Downtown Campus and the Hancock County Center into an Innovation Lab for Emerging Skills and Technologies as part of the Kentucky Work Ready grant.
2. Work with community partners to host business and industry forums to determine future workforce needs in healthcare, manufacturing, banking/finance and service-related sectors.
3. Promote Workforce Solutions in community publications such as the GO Business magazine.
4. Manage the translation work for the Kentucky Society of Healthcare Engineers (KSHE) Healthcare Technician Certification Spanish version.

**Appendix**  
**OCTC Strategic Planning Sessions**  
**November 2016**

**Meeting Outline**  
**OCTC Strategic Planning Meetings**  
**November 5 and 6, 2015**

**OCTC Strategic Planning 2016-22 - Key events**

2015

April	Out of the Box Listening Tour
Summer	CPE Listening Tour
Summer	KY Chamber Workforce Report
Summer	CPE and KCTCS Goals drafted
September	Coffee Conversations with Dr. Williams
October	Regional Economic Roundtables

**A Look Back - OCTC Highlights Since 2010**

Record-setting enrollments and graduates

- Highest enrollment in the history of the college: 7095 (Fall 11)
- Highest number of credential-seeking students: 3812 (Fall 10)
- Highest number of credentials awarded: 1867 (2011-12)
- Highest number of associate degrees awarded: 650 (2012-13)

Facilities opened and updated

- Maintenance Building completed and Bookstore moved
- Southeastern Campus renovated
- Hancock County Center and Annex opened
- TRAC Central and Cyber Center opened
- Food service on the Main Campus
- Campuses become tobacco free

Milestones

- 10 year anniversary of Discover College
- 10 year anniversary of the Common Reading
- 25<sup>th</sup> anniversary of the college
- Tomorrow's Tech National Program of the Year

State and community leadership

- Sister Cities exchanges, visits, and agreement
- FIRST Lego League and FIRST Tech Challenge events hosted
- Faculty, staff, and student reps elected to the Board of Regents
- EPIC training for Owensboro Health
- Super Sunday implemented and continued
- KY FAME Chapter created
- Cobra car built--and soon to be sold!

New programs

- Veterinary Technology
- Healthcare Facilities Leadership

- Horticulture
- Medical Information Technology
- Associate in Fine Arts
- Hager Scholars Program

New federal grants - Over \$5.6 million in total!

- Title III
- Department of Labor
- National Endowment for the Humanities
- National Science Foundation  
Advanced Technological Education (3 grants) and S-STEM
- TRIO

New accreditations

- Automotive Technology
- Business Administration Systems
- Diesel Technology
- Discover College
- Paramedic Technology
- Veterinary Technology

Accreditation

- SACSCOC Fifth-year Review
- SACSCOC Ten-year Reaffirmation visit
- New Quality Enhancement Plan implemented – A first year experience program with Merit Approved! activities

Impact

- Persistence rate - #1 in the system in Fall 2012 (currently #2)
- 24,541 students enrolled – Summer 2010 to date
- 4276 graduates – Summer 2010 to date
- Build Smart/Phase II funding complete!

**Moving Forward - Your role today**

Two teams (Blue and Gold) for each of four roles:

Hometown Hero

- Blue Team: Coffee Conversations with Dr. Williams – Fall 2015
- Gold Team: Out of the Box Listening Tour OCTC – Spring 2015

Explorer

- Blue Team: Other college strategic plans (Aiken – Johnston)
- Gold Team: Other college plans (Lord Fairfax – W. Georgia)

Navigator

- Blue Team: CPE Town Hall Meetings – Summer 2015 and CPE Strategic Agenda Framework (current draft)



- Gold Team: AACC 21st-Century Initiative (2014) and Kentucky’s Workforce Challenges – Executive Summary (2015)

### Historian

- Blue Team: Mission, Vision, Values, Philosophies, OCTC Objectives 2010-16, and OCTC Action Steps 2015-16
- Gold Team: Mission, Vision, Values, Philosophies, OCTC Objectives 2010-16, and OCTC Planning Meetings 2010

### Moving Forward

- Building on our strengths
- Using the winds to our advantage
- Replicating best practices
- Learning from the past

### Your task – Part I

- Review your sources
- Write down (with the big marker) ideas on the Post-it Notes as you go
- 20 minutes

### Your task – Part II

- Group your Post-It Notes by the KCTCS Goal
- If it doesn’t match, place in the “other” category

### Your task – Part III

- Place your Post-it Notes on the chart paper under the KCTCS goal (or “other”)

### Your task – Part IV

- Group/categorize the Post-Its
- Label the groups with a theme

## **Next Steps**

- Administrative Council – Monday, November 16  
Review of draft findings from these meetings
- Business and industry input from the Greater Owensboro Economic Development Corporation and the Chamber
- Strategic Planning – College Objectives introduced – Tuesday, Jan. 5 @9:00
- Administrative Council – Consideration of College Objectives - Tuesday, January 12 @3:30
- Board of Directors – Consideration of College Objectives – Thursday, January 14 @5:00
- Focus Groups – February
- College Action Steps – April
- Thank you and have a great weekend!

*Note: The results of these meetings may be found on the following pages.*

**Goal 1: Position KCTCS as the accessible, affordable, and relevant postsecondary education choice for Kentuckians.**

Thursday, November 5	Friday, November 6
<p><u>Other Colleges</u></p> <ul style="list-style-type: none"> <li>• Aiken Tech College strategic goals – Good model (I like the wording)</li> <li>• Alamance CC – Format of Strategic Plan w/clear/concise strategic priorities (don't like the activities, just the format)</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>• Bookstore costs used to be lower</li> <li>• A college education is an investment not a right or privilege</li> <li>• Keep KCTCS tuition affordable</li> <li>• Affordable relevant education</li> <li>• Be aware of layoffs to get more students</li> <li>• Increase scholarship opportunities</li> <li>• Promote WKU early scholarships</li> <li>• Enhance Veterans services</li> </ul> <p><u>Decision Making</u></p> <ul style="list-style-type: none"> <li>• Data and outcomes driven decision making</li> <li>• Dev. enrollment strategies to max. growth and adv. the institution</li> <li>• Evaluate use of adjuncts and reducing support staff as cause of eroding quality services</li> </ul> <p><u>Academic/Relevant</u></p> <ul style="list-style-type: none"> <li>• Emphasized instructional excel f&amp;s competency ongoing curr. dev. cont. quality assessment</li> <li>• Offer more paired gen ed bi-term classes</li> <li>• Engage students in a challenging atmosphere that prepares them for responsibility and leadership in an evolving global environment</li> <li>• Innovate with rapid changes in B&amp;I</li> <li>• Pursue degree credential for current non-degree tech. prog.</li> </ul> <p><u>Public Relations/Mkt/Accessible</u></p> <ul style="list-style-type: none"> <li>• Reduce college cost by reducing textbook costs (OER, [illegible])</li> <li>• Lack of understanding that tech training programs are postsecondary ed</li> <li>• Use alumni success stories to show public</li> </ul>	<p><u>Facilities</u></p> <ul style="list-style-type: none"> <li>• Complete ATC II</li> <li>• Allied Health Building</li> <li>• Keep working on alternative fuels and energy</li> </ul> <p><u>Values</u></p> <ul style="list-style-type: none"> <li>• Values should provide greater details – presently too precise</li> <li>• Don't underestimate the value of the liberal arts</li> </ul> <p><u>Excellence</u></p> <ul style="list-style-type: none"> <li>• Achieve college culture of excellence</li> <li>• World class professional dev. for faculty</li> <li>• Implement best practices for faculty support and development</li> <li>• Increase incentives to get or keep qualified instructors</li> </ul> <p><u>Enrollment</u></p> <ul style="list-style-type: none"> <li>• Class @ prisons, treatment centers</li> <li>• Recruit Spanish speaking students</li> <li>• Increase awareness of issues with borrowing \$\$</li> <li>• Market to students to finish credentials, income increase</li> <li>• Keep tuition low, quality high</li> <li>• Increase enrollment in target areas, bus. ind., high school, tech, marketing</li> </ul> <p><u>Messaging and Spirit</u></p> <ul style="list-style-type: none"> <li>• Enhance perception of OCTC</li> <li>• Unique marketing to promote OCTC, make us stand out</li> <li>• Our vision is: To be the premier community college of choice</li> <li>• Boost employee morale</li> <li>• Continue OCTC Proud Campaign</li> <li>• Change the misconception of the value of postsecondary</li> <li>• Expand media coverage of college and students</li> <li>• Advocate for restoration of higher ed funding</li> </ul>

<p>college expense is worth it</p> <ul style="list-style-type: none"> <li>• Alumni Assoc. needed</li> <li>• Don't underestimate the value of liberal arts</li> <li>• Build a bridge to link secondary schools to postsecondary education</li> <li>• Creative social media</li> <li>• Promote importance of degree attainment in Owensboro</li> <li>• Promote transfer</li> <li>• Higher profile in the community</li> <li>• We need a motto – “We are Wallace, We are Community” Wallace Community College</li> <li>• To maximize current revenue sources through proactive communication and management strategies</li> <li>• Enhance relevance</li> <li>• OCTC quality option, not just cheap option</li> <li>• Work to improve perception that college education is not of great value</li> <li>• Enhance the community's perception of the college</li> <li>• Public awareness campus for the value of PS Educ.</li> <li>• Increase “1<sup>st</sup> Option” community awareness of the college</li> <li>• Increase local promotion – more local media</li> </ul> <p><u>Recruitment</u></p> <ul style="list-style-type: none"> <li>• Recruit for OCTC not necessarily for a program</li> <li>• Outreach online students</li> <li>• New: Expand recruitment fairs. Band Contest?</li> </ul> <p><u>Diversity</u></p> <ul style="list-style-type: none"> <li>• International student program (ESL)</li> <li>• Recruit international students</li> <li>• Focus on more diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Community college spotlight: One program per month</li> <li>• Increase promotion of AAS degrees</li> <li>• Vision should be more positive and “energetic.” It should address our students’ role in the local workforce and improving the community</li> <li>• Minority community advisory group for president</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>• Recognition and rewards for excellence</li> <li>• Building communities between OCTC and ext. community</li> <li>• NACEP accr.</li> </ul>
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**Goal 2: Strengthen partnerships with educational providers at all levels to improve pathways through postsecondary education to careers.**

Thursday, November 5	Friday, November 6
<p><u>Alliance with the Community</u></p> <ul style="list-style-type: none"> <li>• Increase community partnerships</li> <li>• Forge alliances with community organizations to offer programs and services that support the college</li> </ul> <p><u>Partnerships/Communication with other Colleges/Universities</u></p> <ul style="list-style-type: none"> <li>• Relationships with four-year colleges strengthened, clear transfer vision</li> <li>• Strengthen our relationship with 4 yr. university</li> <li>• Increase #students tsf to 4-year and complete bachelors</li> <li>• Align all degrees across Commonwealth</li> <li>• Partnerships educational</li> </ul> <p><u>College readiness</u></p> <ul style="list-style-type: none"> <li>• Increase # of students ready to enter PS program</li> <li>• Connect OCTC students with graduating seniors by HS</li> <li>• College readiness – Work with high schools to prepare students for college: 1) emotional intelligence, 2) problem-solving skills, 3) diversity awareness, 4) critical thinking skills</li> <li>• Gateway Academy?</li> <li>• Dramatically improved college readiness</li> <li>• Collaborate with K-12 partners to create seamless educational pathways</li> <li>• Ensure high school curriculum is rigorous</li> <li>• Students need problem solving skills</li> <li>• OPS high school completion program</li> <li>• Partner K-12 to increase # of students ready for college degree</li> </ul> <p><u>Faculty Interaction</u></p> <ul style="list-style-type: none"> <li>• Consider Coffee Conversations in each building for faculty feedback</li> <li>• Unite the campuses</li> <li>• Encourage gen ed and tech faculty to work together</li> <li>• Better communication when new programs are rolled out</li> </ul>	<p><u>Recruitment</u></p> <ul style="list-style-type: none"> <li>• Market to high schools – Not the easy way out versus four year college</li> <li>• Work with Home School Association (recruitment) and comm. Service</li> <li>• Expand Blitz like Surg. Tech. did</li> <li>• Keep increasing high school dual credit</li> <li>• Programs target populations that fit with qualities needed [moved from Goal 4]</li> </ul> <p><u>College Readiness</u></p> <ul style="list-style-type: none"> <li>• Dramatically improve college readiness</li> <li>• Work with local high schools for college readiness</li> <li>• Improve soft skills: develop readiness/cert.</li> <li>• Ensure HS students are college-ready</li> <li>• Promote college readiness in 9<sup>th</sup> and 10<sup>th</sup> grade</li> <li>• Dev. Ed./Secondary transition gaps</li> <li>• Mandatory intervention for students not college ready</li> </ul> <p><u>A Perfect World</u></p> <ul style="list-style-type: none"> <li>• Increase state funding</li> <li>• More data from WKU/others on transfer</li> <li>• No associates @ universities</li> <li>• More appreciation of other places way of doing things</li> </ul>

**Goal 3: Improve student engagement, support, experiences, and success with best-in-class academic and student services.**

Thursday, November 5	Friday, November 6
<p><u>Student Centered Support</u></p> <ul style="list-style-type: none"> <li>• Develop a learner centered culture</li> <li>• Explain connection between classroom knowledge and on the job skills</li> <li>• Share PSAs with students</li> <li>• Continue FYE Merit</li> <li>• Dedicated advisors</li> <li>• Make each student feel important</li> <li>• Communicate more/better with students – Remind text</li> <li>• Students need problem solving skills</li> <li>• More support for online students</li> <li>• Inspire a passion for learning</li> <li>• Develop minds</li> <li>• Inspires imagination</li> <li>• IRW – gone</li> <li>• Help for dev. students</li> <li>• Reduce time in remediation</li> <li>• Students need to know we are glad they are here</li> <li>• Invest in collaborative support structures</li> <li>• English/Reading Boot Camp</li> <li>• Close the American skills gap</li> <li>• Understanding student expectations – FYE doing this now</li> <li>• Improve early alert system for students who show signs of difficulty</li> <li>• Innovative and individual</li> <li>• Using Starfish for advising – Are we?</li> <li>• Academic advising – Uniform and student driven</li> <li>• Revise FYE 100 course</li> <li>• Revisit evening and extended campus courses</li> <li>• Learning communities</li> <li>• Language Arts MOOC</li> <li>• Research – develop – expand &amp; monitor program alignment to ensure each meets needs of the workforce</li> <li>• Co-requisites – Expand this</li> <li>• Student centered</li> <li>• Work with local businesses/org.</li> <li>• Establish more internships/coops through</li> </ul>	<p><u>Student Success</u></p> <ul style="list-style-type: none"> <li>• Academic quality/rigor</li> <li>• More on campus summer classes</li> <li>• Entrance guidelines with Compass leaving</li> <li>• Prescriptive curriculum for students</li> <li>• Change advising structure – Students meet with advisor more frequently and assign advisor quicker</li> <li>• Program directors meet with advisors 1<sup>st</sup> week of class make recommendations (retention)</li> <li>• Provide on-going Starfish training</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>• World class customer service in all areas</li> <li>• Identify areas where we are Center of Excellence for community</li> <li>• Continue to improve/strengthen technical programs with recruitment, retention/persistence, facilities, resources</li> <li>• Advertise more to veterans</li> <li>• Increase non-traditional recruiting</li> <li>• Increase enrollment from underserved populations</li> </ul> <p><u>Program Development</u></p> <ul style="list-style-type: none"> <li>• Improve mathematics – Math not taught with computers</li> <li>• Math pathways</li> <li>• Add more foreign languages</li> <li>• Streamline transitional</li> <li>• Change the way supplemental instruction is delivered</li> <li>• Expanding programs like welding, vet, and pharmacy</li> <li>• Faculty and staff serve as “go to person” for students.</li> <li>• More campus transport/vans</li> <li>• Increase adjunct salaries</li> <li>• Freedom to fail (not for students)</li> </ul> <p><u>Student Health Experience</u></p> <ul style="list-style-type: none"> <li>• Connect campus to greenbelt/bike paths</li> <li>• Make the Boro bikes available here</li> </ul>

<p>partnerships with business and industry</p> <ul style="list-style-type: none"> <li>• Blend workforce development students into career paths at Main Campus</li> <li>• Follow up on students needing extra help</li> <li>• Increase community feel and involvement, i.e., Student Fest type programs.</li> <li>• Pursue success-ability for low income students TRiO</li> <li>• Enhance student support</li> <li>• Large computer labs needed</li> <li>• Fitness/wellness center</li> <li>• Improve pro.....[illegible]</li> </ul> <p><u>Curriculum</u></p> <ul style="list-style-type: none"> <li>• Implement policies and practices that promote rigor and accountability</li> <li>• Streamline curriculum approval process</li> <li>• Reduce class sizes to increase faculty student interaction and quality of experience</li> <li>• Increase level of ed attainment and # of degrees and credentials</li> <li>• Learner-centered</li> <li>• Update program webpage</li> <li>• Organize a “What does your program involve?” show off day for faculty</li> </ul> <p><u>Safety</u></p> <ul style="list-style-type: none"> <li>• Enhance security</li> <li>• Awnings over walkways</li> <li>• Safe environment</li> <li>• Enhance a safe environment conducive to learning</li> <li>• Increase security (be able to open windows)</li> </ul> <p><u>Student recruitment</u></p> <ul style="list-style-type: none"> <li>• Take recruitment to the “streets” esp. high schools</li> <li>• Recruitment calendar – more user friendly</li> <li>• Strong technical program recruiting</li> <li>• Need an alumni association for recruitment</li> <li>• Develop student ambassadors for freshmen mentor opportunities – First generation, low income</li> <li>• Establish a student activities budget and director</li> <li>• Student Hall of Fame</li> </ul> <p><u>Diversity &amp; Inclusion</u></p>	<ul style="list-style-type: none"> <li>• Fitness center</li> <li>• Sidewalk from WKU-O to OCTC</li> <li>• Bike racks</li> <li>• OCTC gym</li> <li>• Bikes available on campus</li> <li>• Increase security</li> <li>• On-Campus work-out center</li> <li>• School nurse healthcare</li> </ul> <p><u>Student Support</u></p> <ul style="list-style-type: none"> <li>• Stay in touch with non-returning students to get recommitted</li> <li>• Implement Title IX training</li> <li>• Create diversity/inclusion statement for college</li> <li>• OCTC childcare for students</li> <li>• To be a student centered college</li> <li>• Remember the purpose: For the students</li> <li>• More student activities</li> <li>• Safe spaces for LGBTQT</li> <li>• Continue building 1<sup>st</sup> year experience – all freshman enrolled</li> <li>• Increase multi-cultural activities</li> <li>• Continue to improve FYE</li> <li>• Increase completion rates by our FYE course</li> <li>• Fine Arts Center</li> <li>• Make students act like responsible adults</li> <li>• Student mentors</li> <li>• We need to communicate to students in updated ways: text, Yik Yak</li> <li>• Wraparound support system for students</li> </ul> <p><u>Student Experience – Technical</u></p> <ul style="list-style-type: none"> <li>• Laptops 4U</li> <li>• Increase testing availability</li> <li>• More faculty development support</li> <li>• Update classrooms – tech</li> <li>• Improve computer literacy</li> <li>• Internet Café</li> <li>• Utilize John Lutzel’s library instruction classes</li> <li>• No canned online classes</li> <li>• Make sure student access to tech</li> <li>• Support KYVL</li> <li>• Multimedia same all over campus</li> <li>• More computer labs</li> </ul>
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<ul style="list-style-type: none"> <li>• Diversity initiatives</li> <li>• Proactive in diversity, campus, and workforce</li> <li>• Be respectful to everyone</li> </ul> <p><u>Retention</u></p> <ul style="list-style-type: none"> <li>• Establish a college retention committee</li> <li>• Establish retention committee</li> <li>• Follow up on “stop out” students - Readmit</li> </ul>	
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**Goal 4: Develop clear career pathways with experiential learning opportunities and associated services that lead to successful employment outcomes.**

Thursday, November 5	Friday, November 6
<p><u>Outcomes</u></p> <ul style="list-style-type: none"> <li>• Ensure more people complete college and can be productive citizens</li> <li>• Prepare students for success in a globalized society</li> <li>• Our students will have to compete globally</li> <li>• Include cultural component in every course</li> <li>• Create a continuum of educational opportunities with senior colleges and universities</li> <li>• Work ready community? Do we?</li> </ul> <p><u>Update</u></p> <ul style="list-style-type: none"> <li>• Updated academic plans?</li> </ul> <p><u>Partnership</u></p> <ul style="list-style-type: none"> <li>• Use of expanded learning for academic achievement</li> <li>• Develop intern/externships for tech. prog.</li> <li>• Develop better partnerships with community/alumni for internships, job placement, etc.</li> <li>• Expand GO FAME into different types of tech careers</li> <li>• Explore adding <u>other</u> health programs</li> <li>• Provide education for available jobs</li> </ul> <p><u>Professional/Soft Skills</u></p> <ul style="list-style-type: none"> <li>• Produce professional students</li> <li>• Set standard, include professional behavior</li> <li>• Tech professional soft skills (FYE 100)</li> <li>• Encourage soft skills or professionalism</li> <li>• Must keep integrity , do not lower expectations</li> </ul> <p><u>Curriculum</u></p> <ul style="list-style-type: none"> <li>• Military courses</li> <li>• Innovative class delivery</li> <li>• FYE for developmental students</li> <li>• Infuse more competency based curriculum</li> </ul>	<p><u>Authentic Learning</u></p> <ul style="list-style-type: none"> <li>• Job placement &amp; internship opp./center</li> <li>• Provide more co-ops, internships, etc.</li> <li>• Provide co-op/internship opportunities for stu. (even those not in program)</li> <li>• Hold job fair for soon to be graduates</li> <li>• Internship opportunities attract students</li> <li>• Make appropriate use of job seekers w/credentials</li> <li>• More on the job training</li> <li>• More internships at jobs in our community</li> <li>• Connect campus to community more internships and co-ops - faculty/staff/students – not just one group</li> <li>• Promote international study abroad</li> <li>• Early childhood education programs can assist with workforce dev. And child care. New governor – problem?</li> </ul> <p><u>Life</u></p> <ul style="list-style-type: none"> <li>• Promote soft skill training/education</li> <li>• Emphasize soft skills – team building and work habits</li> <li>• Promote good citizenship</li> </ul> <p><u>TRAC</u></p> <ul style="list-style-type: none"> <li>• Emphasize persistence &amp; graduation</li> <li>• Emphasize gen ed leading to 4-year degrees</li> <li>• Conference or seminar for program coordination with transfer reps from 4 years</li> </ul> <p><u>Allied Health</u></p> <ul style="list-style-type: none"> <li>• Expand Allied Health programs</li> <li>• More Allied Health</li> </ul>



**Goal 5: Enhance communication and collaboration with all stakeholders to more closely align the KCTCS mission with workforce and economic development needs.**

Thursday, November 5	Friday, November 6
<p><u>Balance, Collaboration, and Teamwork</u></p> <ul style="list-style-type: none"> <li>• Align outcomes with community need</li> <li>• More focus groups – F/S, community, students</li> <li>• Close ties with community &amp; employers</li> <li>• Prog. &amp; serv. help build, re-build, and move community forward</li> <li>• Community outreach – Partner with 4H, movie projections, literacy events on campus</li> <li>• Establish collaborative partnerships to advance educational attainment of area citizens</li> <li>• Get input from local advisory committees and businesses</li> <li>• Partner with business community to identify and develop resources and programs to assist regional economic development</li> <li>• More employer engagement</li> <li>• Target public and private investments strategically</li> <li>• Refocus the community on college mission and redefining institutional roles</li> <li>• Restore funding from General Assembly</li> <li>• Seek other funding sources (work with local businesses for scholarships)</li> <li>• More state funding</li> </ul> <p><u>Marketing and Recruiting</u></p> <ul style="list-style-type: none"> <li>• Targeting marketing</li> <li>• More cross campus recruiting events</li> <li>• More local advertising about OCTC</li> </ul> <p><u>Programming</u></p> <ul style="list-style-type: none"> <li>• Design programs that are supported by local industries that allow students to get associate degrees with little or no debt</li> <li>• Continuously analyze and modify curricula and programs</li> <li>• Encourage faculty participation in professional development emphasizing retention &amp; graduation strategies</li> <li>• Engineering Tech grads</li> <li>• More Adult Ed classes</li> </ul>	<p><u>Internal/Local Communication/Collaboration</u></p> <ul style="list-style-type: none"> <li>• Better communication across campuses – changes taking place</li> <li>• More venues for full faculty-staff discussion</li> <li>• Continue the college job fair in Sept.</li> <li>• 30<sup>th</sup> Anniversary (PR)</li> <li>• Expand support for quality early childhood programs</li> <li>• Beginning recruitment at the middle school level with engaging programs</li> </ul> <p><u>Statewide Communication Collaboration</u></p> <ul style="list-style-type: none"> <li>• Host political debate</li> <li>• Enhance healthcare</li> <li>• Transparency with state gov’t (gov. address/visit faculty/staff)</li> <li>• Target new governor with ideas—to improve success</li> <li>• Build a healthier and more competitive economy</li> <li>• Improve global competitiveness</li> <li>• Invest in collaborative support structures</li> <li>• Community connection/engagement</li> </ul> <p><u>Partnerships with Workforce and Business</u></p> <ul style="list-style-type: none"> <li>• Continue KY Fame to ensure high % of completion</li> <li>• Develop more internships, co-ops, apprenticeships</li> <li>• Internship center for students – Better help determine their career direction and strengthen relationships with local industry and companies</li> <li>• Develop a focused voice on workforce issues</li> <li>• Enhancing relationships with employers</li> <li>• Increase partnerships with local K-12 and B&amp;I</li> <li>• Need for outreach and communication to employers /job seekers</li> <li>• Expand work &amp; learn collaborations</li> <li>• Recruitment plan for employers and adult learners</li> <li>• More integration with business and industry</li> <li>• Connect local opportunities for students</li> </ul>

<p><u>Communication</u></p> <ul style="list-style-type: none"> <li>• Increase communication</li> <li>• Increased communication between programs and community supporters/employers</li> <li>• Communication across departments/campuses</li> <li>• Higher ed P-12 and employer partnerships</li> <li>• More sharing of research facilities among all P.S. institutions</li> <li>• Alumni network</li> </ul>	<ul style="list-style-type: none"> <li>• Graduates need work ready skills – education and people skills</li> <li>• FYE 100 – Incorporate business demand skills (soft)</li> <li>• Facilitate dialogue with business community to promote understanding of gen ed academics</li> </ul>
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**Other (not categorized by a goal)**

Thursday, November 5	Friday, November 6
<ul style="list-style-type: none"> <li>• Combine START and transfer centers – dedicated FT advising staff</li> <li>• Diversity and Inclusion – More than just race, ethnicity</li> <li>• Focus on responding to diverse community needs</li> <li>• Additional energy saving measures – “Thermal Thursdays,” “Shorts and T-shirts Tuesdays”</li> <li>• Green and sustainable practices protect our natural resources and model best practices for local community</li> <li>• Additional recycling containers around campus – Where going?</li> <li>• Strive for quality and excellence</li> <li>• Balance student vs. teacher needs</li> <li>• More professional development for teachers (need \$)</li> <li>• Have family/faculty fun events</li> <li>• Have more fun events for faculty and staff ☺</li> <li>• Programs that make students aware of debt while attending college</li> <li>• Handicap doors upper level campus center – <u>Busy</u> area</li> <li>• Fire up Grill (strength)</li> <li>• Make CCSSE worded better for students</li> <li>• Balance budget w/out letting employees go.</li> <li>• More soft skills learning opportunities for students</li> <li>• Align outcome assessments with course contact to prime (?) course planning</li> <li>• Spotlight successful alumni through partnering with secondary partners and public relations</li> <li>• Specific enrollment goal</li> </ul>	<p><u>Health</u></p> <ul style="list-style-type: none"> <li>• Bring back paper towel dispensers (esp. Library)</li> <li>• Hand dryers spread germs – see research</li> <li>• Campus gym – fitness</li> <li>• Health and wellness programs for faculty and staff during work hours</li> <li>• Connect to greenbelt</li> <li>• Campus to greenbelt/bike paths</li> <li>• Connect campus to green belt trail</li> <li>• Walking teams on campus for employees</li> <li>• Focus on faculty/staff/student healthier lives and choices</li> </ul> <p><u>Morale</u></p> <ul style="list-style-type: none"> <li>• Improve morale</li> <li>• C.O.L.A. raises</li> <li>• Designated staff/faculty parking</li> <li>• 4 day work week</li> <li>• Give PT a raise – WKU pays \$2000+ /course</li> <li>• Bring Tenure Back</li> <li>• Hall of Fame</li> <li>• Change FT/PT meeting format</li> </ul> <p><u>Security</u></p> <ul style="list-style-type: none"> <li>• Continue to increase campus security</li> <li>• Increase security measures</li> <li>• Explores ways to increase safety and security on campus</li> <li>• Greater security</li> <li>• Increase PD opportunities – 1) Campus safety, 2) Attend more off on campus [sic]</li> </ul> <p><u>Facilities</u></p> <ul style="list-style-type: none"> <li>• Identify facilities needs and make a plan to realize improvements</li> <li>• Increase handicap friendliness</li> </ul> <p><u>Communication</u></p> <ul style="list-style-type: none"> <li>• Communicate between buildings – SNAP, people, DCHS, WKU-O – Needs improvements. Bomb threat, etc.</li> <li>• Communicate staff/faculty changes in a more timely manner</li> <li>• Improve efficiency for strategic budgeting</li> </ul>

	<ul style="list-style-type: none"> <li>• Funding for professional development outside of college</li> <li>• Other grants than federal grant</li> <li>• Restore IT staff position</li> <li>• Invest in Human Resources – Ntl. dev. opportunity adjunct staff part time</li> </ul> <p><u>Misc.</u></p> <ul style="list-style-type: none"> <li>• Use data! Not anecdotes</li> <li>• Promotion process/procedures</li> <li>• Time capsule opened, new one in place</li> <li>• SACCS review where faculty/staff are SACCS</li> <li>• College wide cell phone policy</li> <li>• Problems with drugs in workplace – pass rate on testing, classes on topic</li> <li>• New Ag curriculum/Ag studies</li> </ul>
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## **Student Forum (Pizza with the Prez) – November 16, 2015**

### What you would like to see in 2022

- New building for Electrical Technology
- Fiber Optic program
- Gym/workout facility
- Courses for working out [exercising]
- Horse riding program/Equestrian program for individuals with special needs
- Opportunities for students in home schooling programs to learn about college
- Tours of business/industry facilities
- Boat/Barge Technology
- More 3D manufacturing courses
- Better connection with industry
- Keep aviation program growing
- More programs to create pathways to graduate school
- Aircraft Maintenance program
- Student ambassadors
- Requiring professors to post syllabi online
- More help with Devices I
- Improve First Year Experience
- Scheduling classes for shift work