

**OWENSBORO COMMUNITY AND TECHNICAL COLLEGE**

**STRATEGIC PLAN**

**WITH EMBEDDED ANNUAL PLAN FOR 2017-18**

Approved by the  
Administrative Council  
April 17, 2017  
and  
Approved by the  
Board of Directors  
May 4, 2017

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## Introduction

This Strategic Plan, with its embedded Annual Plan for 2017-18, 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

Transforming the quality of life in our community by inspiring and empowering individuals to enhance their lives and careers.

## Values

- Accessibility and Affordability
- Collaborative Partnerships
- Critical Thinking, Innovation, and Cutting-Edge Technology
- Diversity and Inclusiveness
- Global Awareness
- Integrity and High Expectations
- Learner-Centered Culture
- Relevancy and Responsiveness
- Student Success

## Mission

To improve our community's economic development and competitive advantage by providing high-quality, world-class learning experiences through career degree programs, workforce development, and transfer to baccalaureate degree programs.

*Approved December 2, 2016*

### 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

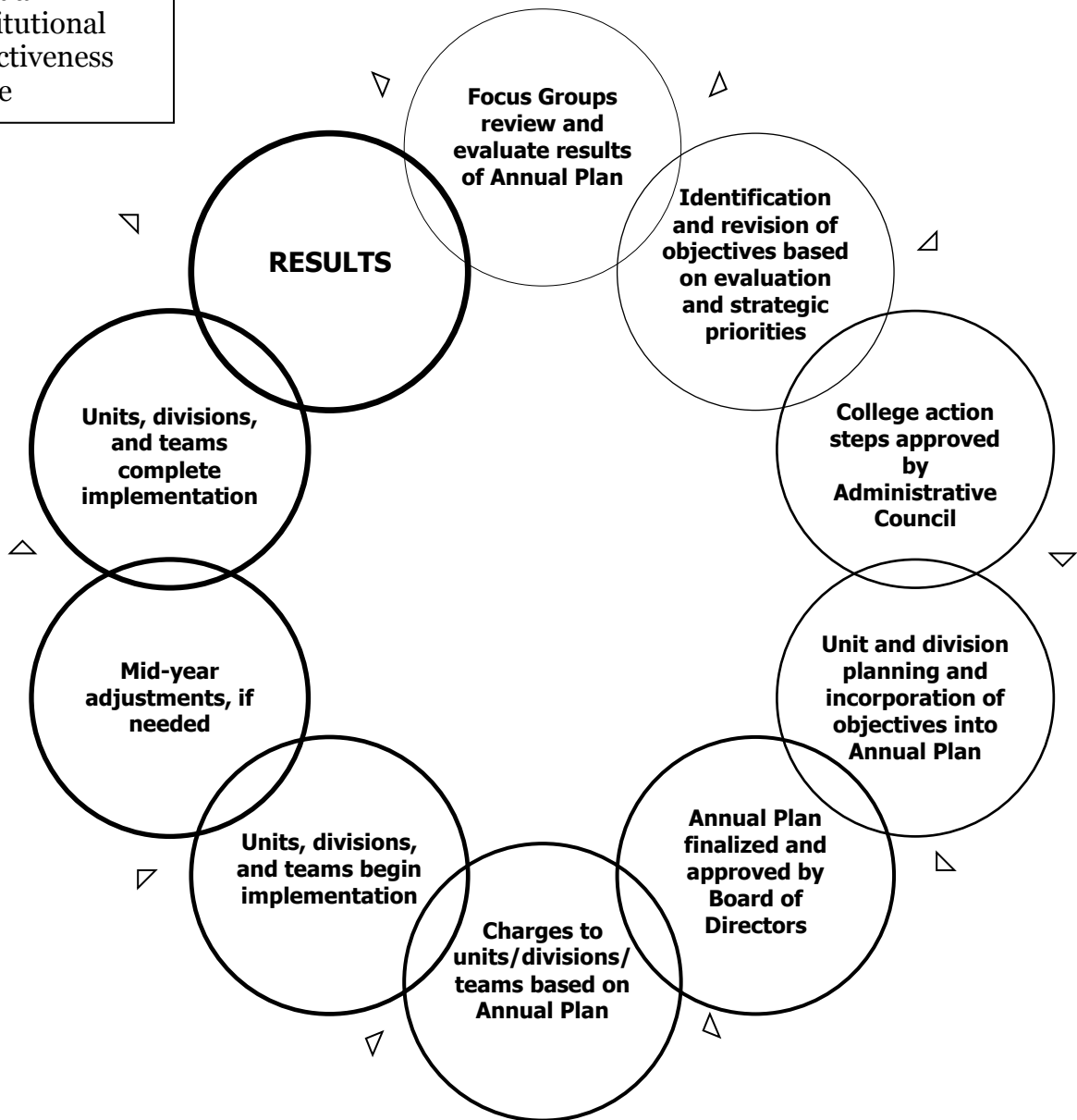
Long Range  
Strategic  
Planning Cycle

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>	<b>Unified System</b> - KCTCS will be a national leader in postsecondary education, exemplifying the dynamic, unified system of comprehensive community technical colleges. <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>	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.
<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 2017-18

## Executive Summary

*Approved by the OCTC Administrative Council April 17, 2017*

*Approved by the OCTC Board of Directors May 4, 2017*

**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	2017-18 Actions
<b>1 Accessible and Affordable – College for All</b>	<ol style="list-style-type: none"> <li>Promote the Kentucky Work Ready Scholarship</li> <li>Share information on the Dual Credit Scholarship program and refine local processes</li> <li>Implement the Kentucky Work Ready Grant</li> <li>Market “Start Here, Finish Here” with WKU-Owensboro</li> <li>Advertise jointly with our sister KCTCS colleges in our television market</li> <li>Host the second Extravaganza! on campus to reach potential students and their influencers</li> <li>Increase attendance of potential students and parents at high school college nights</li> <li>Hold a Health Careers event</li> <li>Expand Accelerating Opportunity to additional programs</li> <li>Improve the success of online application automatic processing</li> <li>Expand our Early College program to additional high schools</li> <li>Increase the total amount of Pell awarded to Early College students</li> <li>Graduate more Early College students</li> <li>Develop a financial aid “beginner’s guide”</li> <li>Develop an online recruiting toolbox for underrepresented students</li> <li>Finalize new admissions/registration policies</li> </ol>

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

Objective	2017-18 Actions
<b>2 Career and College Knowledge – Ready Academically, Ready for Work</b>	<ol style="list-style-type: none"> <li>Develop new signage plan</li> <li>Pilot the <i>Am I Job Ready?</i> soft skills development software</li> <li>Embed soft skills development and assessment in coursework – potentially in FYE 100, capstone courses, experiential learning courses, and selected general education courses</li> <li>Explore new experiential learning opportunities for all students to increase career exploration</li> <li>Develop and rollout a new Fire Science Academy for Discover College students</li> <li>Open KYOTE math (math placement and college algebra) and KYOTE reading placement testing to additional students</li> <li>Pilot co-requisite courses for MAT 126 and MAT 146 to increase access to college-level mathematics coursework</li> <li>Invite additional high schools to use EdReady for English preparation</li> <li>Prepare for e-learning Business Plan implementation</li> <li>Expand GO CAREERS to additional programs</li> </ol>
<b>3 Inclusiveness: Diversity of Individuals,</b>	<ol style="list-style-type: none"> <li>Implement Super Someday event</li> <li>Grow the Multicultural Student Association membership</li> <li>Increase TRiO Merit approved events</li> </ol>

<b>Diversity of Ideas</b>	<ol style="list-style-type: none"> <li>4. Explore additional gender neutral restrooms</li> <li>5. Enhance SAFE Space Ally information on the website</li> <li>6. Finalize a diversity and inclusion statement for the college</li> <li>7. Grow the URM enrollment in the High School Fire Science Academy</li> <li>8. Host the Start SMART workshop – Friday, April 14<sup>th</sup> - to help female students with salary negotiations</li> <li>9. Expand PACK (Parents Acquiring College Knowledge) meetings</li> <li>10. Lead the European/Holocaust student study abroad opportunity</li> <li>11. Plan one-day camp to for middle school URM students in technical study area</li> <li>12. Explore using the Inclusive Excellence Model</li> <li>13. Increase the number of handicapped accessible doors</li> <li>14. Improve URM student retention and transfer</li> <li>15. Develop a new approach for outreach to churches through a team approach</li> <li>16. Explore potential sites for a Lactation Room</li> <li>17. Examine composition of advisory boards</li> <li>18. Grow the Targeted Assistance Grant - Discretionary (TAGD) grant that helps place refugees in employment out of KY Office for Refugees</li> <li>19. Include a new March for Science in the Cricket Girl Scout Expo</li> </ol>
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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

Objective	2017-18 Actions
<b>4 Future Focused – Baccalaureate Connections</b>	<ol style="list-style-type: none"> <li>1. Pilot new Associate in Arts and Associate in Science academic plans</li> <li>2. Provide professional development in the use of new AA and AS plans</li> <li>3. Assign students to transfer institution student groups at the point of application in the START Center</li> <li>4. Promote the development of soft skills in general education coursework</li> <li>5. Increase Early College student use of TRAC Central</li> <li>6. Increase transfer awareness for technical program students</li> <li>7. Implement the 2+2 Computer and Information Technologies agreement with Brescia (pending approval)</li> <li>8. Implement the 2+2 Aviation agreement with Eastern Kentucky University</li> <li>9. Implement reverse transfer agreement with University of Southern Indiana</li> <li>10. Promote 1+1 agreements (Surgical Tech with Henderson CC; Respiratory Care with Madisonville CC)</li> <li>11. Implement Healthcare Facilities Leadership articulation agreement Champlain (VT) College</li> <li>12. Promote 2+2 opportunities for GO CAREERS Business Administration Systems students</li> </ol>
<b>5 Future Focused – Career Connections</b>	<ol style="list-style-type: none"> <li>1. Open the Industry Innovation Center</li> <li>2. Expand robotic welding, building automated systems, and pipe and tube welding curricula</li> <li>3. Review all degree programs to comply with the 60 credit hour requirement from the Council on Postsecondary Education</li> <li>4. Expand GO CAREERS model to additional programs</li> <li>5. Develop and implement a Medical Assisting program</li> <li>6. Submit the E3@OCTC Title III grant proposal to expand experiential learning opportunities</li> <li>7. Explore coding programs in partnership with the Regional Alliance</li> <li>8. Test the usefulness of Kentucky Career Focus/Focus Suites access for students</li> <li>9. Utilize Campus Compact positions for recruiting underskilled students into</li> </ol>

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- SkillTrain's college and career services
- Expand Workforce Solutions services in the area of computer-based training and online hosting of courses on our learning management system
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**KCTCS Goal:** Improve student engagement, support, experiences, and success with best-in-class academic and student services.

Objective	2017-18 Actions
<b>6 Support   Succeed</b>	<ol style="list-style-type: none"> <li>Pilot the Master Advisor program</li> <li>Refine FYE 100 based on 2016-17 data</li> <li>Compete in the NASA Human Exploration Rover Challenge</li> <li>Complete the Cobra II</li> <li>Respond to Spring 2017 CCSSE results once received in the fall</li> <li>Promote the Visual Schedule Builder</li> <li>Implement the 45+ credit hour check each semester to ensure students are taking the right classes to graduate (and for financial aid program applicability)</li> <li>Participate in SARA (State Authorization Reciprocity Agreement) for offering online courses to out-of-state students</li> <li>Provide disabilities training for faculty &amp; staff</li> <li>Explore moving the application for graduation online</li> <li>Pilot the use of the degree audit tool in PeopleSoft</li> <li>Explore an online communication policy for faculty</li> <li>Explore consistent meeting times for student organizations</li> <li>Build relationship with new Daviess County Public School superintendent</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	2017-18 Actions
<b>7 Sharing our Spirit – Advancing our Alumni and the Community</b>	<ol style="list-style-type: none"> <li>Share the value of the college to the region through the EMSI economic study</li> <li>Promote the value of the Industry Innovation Center to the community</li> <li>Host a KCTCS Regional Technology Summit</li> <li>Visit alumni offices (e.g., West Kentucky CTC and Centre College) to gain best practices</li> <li>Investigate alumni database cloud application</li> <li>Develop social media outreach once new administrative assistant in Development Office is hired</li> <li>Finalize alumni mailing list</li> <li>Update donor mailing list</li> <li>Establish Veterinary Technology Scholarship and David McCrady Scholarship</li> <li>Wrap-up Legacy Brick sale</li> <li>Explore hosting Cruise-In II</li> <li>Hold Odyssey Day in conjunction with the International BBQ festival, May 12-13, to display the Advanced Transportation fuel vehicles and provide giveaways and games</li> <li>Host, in partnership with GO FAME Board, a graduation event for the first GO FAME cohort graduates</li> <li>Create a plan for recording short videos of graduates at graduation</li> <li>Develop an authentic OCTC brand</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 (obtained by the system) 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

Evaluation of Results

The cost savings of a baccalaureate education that begins at OCTC was promoted as a part of our Strategic Enrollment Management (SEM) marketing materials. We served as lead sponsor of the Second Annual Western Kentucky/Southwest Indiana College & Career Expo in September. The enrollment capacity study was completed and used to drive the five key enrollment indicators (KEIs) selected for our SEM plan. We increased faculty and staff participation in college nights for high school students and parents. Clear, concise messaging—with an A through J mnemonic—were rolled out to faculty and staff and reinforced in SEM professional development in the fall. Our Early College program was greatly expanded, growing to nearly 60 students. The U.S. Department of Education Experimental Sites Initiative proposal was approved and we provided over \$157,000 in Pell grant funds to eligible Early College students. Marketing materials developed at KCTCS—Fall into FAFSA—were used to promote the new October 1<sup>st</sup> early FAFSA submission. Geofencing was used to advertise OCTC at high school graduations and other targeted events. ACT test names obtained by the system were targeted by the pURL direct mail. We emailed them through Radius as well. The ratio of potential students applying online greatly increased as we made the change to only using paper applications when the online application would not complete. Admissions and registration policies were revised and the new SMART START process was piloted for Fall 2016 and implemented fully for Spring 2017. We explored using Radius for applicant communications but its limited functionality (it only tracks whether an applicant is enrolled—not if they are ready to be enrolled) meant that it was not useful or practical. We participated in the Owensboro Innovation Academy and plan to expand the partnership through a new Work Ready Kentucky grant. OCTV positioned the college as the accessible and affordable choice by using the use the “WHY GO?” spot as filler between shows and events. A beginner’s guide for financial aid was postponed for the coming year due to the many changes in state financial aid that were proposed and enacted. The development of a recruiting toolbox, primarily web-based, for better serving underrepresented populations will begin in the coming year now that the website content management changeover has occurred.

Response to Evaluation: 2017-18 Action Steps

1. Promote the Kentucky Work Ready Scholarship
2. Share information on the Dual Credit Scholarship program and refine local processes
3. Implement the Kentucky Work Ready Grant
4. Market “Start Here, Finish Here” with WKU-Owensboro
5. Advertise jointly with our sister KCTCS colleges in our television market
6. Host the second Extravaganza! on campus to reach potential students and their influencers
7. Increase attendance of potential students and parents at high school college nights
8. Hold a Health Careers event
9. Expand Accelerating Opportunity to additional programs
10. Improve the success of online application automatic processing
11. Expand our Early College program to additional high schools
12. Increase the total amount of Pell awarded to Early College students
13. Graduate more Early College students
14. Develop a financial aid “beginner’s guide”
15. Develop an online recruiting toolbox for underrepresented students
16. Finalize new admissions/registration policies

**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

Evaluation of Results

We created a new SEM health career team. Activities included publishing a new OCTC healthcare careers guide and building on successful events such as Scrub Craze. A simulation event that included all healthcare career programs at OCTC was designed for the 2017 Extravaganza. Career Coach was promoted in FYE 100 but was not used with marketing to potential students since the employment mapping to our programs required significant updating. Draft changes were completed in the spring and will be rolled out in the fall. TABE-A, KYOTE, and Wonderlic testing was expanded with TABE-A and KYOTE used as the primary placement tests. New



placement guidelines were developed to reflect this and staff were trained on the new procedures post-COMPASS. EdReady test preparation for English was piloted with Hancock County. Our TRiO Educational Opportunity Center grant proposal was not funded. We made the changeover to a new web content management system. Content revisions are underway and are adhering to the “Julie” persona. The primary media writers received training in the persona this year. The Work Ready Community recertification application for Ohio County was approved and the McLean County one is in progress. Workforce Solutions continues its discussions with OPS on Gateway Academy opportunities. Implementation is pending the OPS realignment of alternative school offerings and related facilities usage.

Response to  
Evaluation: 2017-18  
Action Steps

1. Develop new signage plan
2. Pilot the *Am I Job Ready?* soft skills development software
3. Embed soft skills development and assessment in coursework – potentially in FYE 100, capstone courses, experiential learning courses, and selected general education courses
4. Explore new experiential learning opportunities for all students to increase career exploration
5. Develop and rollout a new Fire Science Academy for Discover College students
6. Open KYOTE math (math placement and college algebra) and KYOTE reading placement testing to additional students
7. Pilot co-requisite courses for MAT 126 and MAT 146 to increase access to college-level mathematics coursework
8. Invite additional high schools to use EdReady for English preparation
9. Prepare for e-learning Business Plan implementation
10. Expand GO CAREERS to additional programs

**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:
- Collaborative Partnerships
  - Diversity and Inclusiveness
  - Global Awareness
  - Learner-Centered Culture
  - Student Success

As educators, these values must permeate our actions and approaches to realizing the potential of each individual we serve.

2016-22  
Measures of Success

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

*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.

*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.*

2016-17 Action Steps

1. Increase success rates for low-income students
2. Increase success rates for underrepresented minorities
3. Plan for gender neutrality and inclusion
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
5. Revive the Multicultural Student Association
6. Improve support for our international students
7. Host community discussion events
8. Finalize a diversity and inclusion statement for the college
9. Explore enhancements to the structure of Super Sunday
10. Increase the number of SAFE Space ALLY-trained faculty and staff

Evaluation of Results

To address increasing success rates for low income students, we took two steps. First, we examined data from Satisfactory Academic Progress appeals. Second, we expanded student engagement on campus through increased numbers of TRiO sponsored Merit approved event. To increase the success rates for underrepresented minorities we are using Starfish to identify students in academic distress and follow up with phone calls. We shared the system gender neutrality plan with the Campus Diversity Planning Team and the Safe Space Allies. We are already compliant with the recommendation for gender neutral individual/family restrooms but more are needed. We increased our number of Safe Space Allies to twenty-eight faculty/staff on campus through an additional professional development session. The Fire Science Academy initiative is underway for Fall 2017 admission with diverse marketing materials. The

Multicultural Association is again active. We encouraged our international students to participate in TRiO-sponsored activities even though they cannot be part of the TRiO cohort. We, in partnership with the Owensboro Human Relations Commission, hosted Community Conversations: White Privilege and Race Conversations in America on October 18, 2016. The diversity and inclusion statement is still a work in progress. Super Sunday transitioned to Super Someday and will be held in concert with our April 2017 Extravaganza event. We hosted our first PACK meeting in March 2017 and plan to expand it next year. Global studies panel on immigration April 12 - visit to the local mosque in April. Matt Alschbach presented on Mohammed Ali on February 22, 2017 for Black History Month and WISE hosted a panel discussion, "Wise Women, Wise Choices, Wise Voices," on March 1 for Women's History Month.

Response to  
Evaluation: 2017-18  
Action Steps

1. Implement Super Someday event
2. Grow the Multicultural Student Association membership
3. Increase TRiO Merit approved events
4. Explore additional gender neutral restrooms
5. Enhance SAFE Space Ally information on the website
6. Finalize a diversity and inclusion statement for the college
7. Grow the URM enrollment in the High School Fire Science Academy
8. Host the Start SMART workshop – Friday, April 14<sup>th</sup> - to help female students with salary negotiations
9. Expand PACK (Parents Acquiring College Knowledge) meetings
10. Lead the European/Holocaust student study abroad opportunity
11. Plan one-day camp to for middle school URM students in technical study area
12. Explore using the Inclusive Excellence Model
13. Increase the number of handicapped accessible doors
14. Improve URM student retention and transfer
15. Develop a new approach for outreach to churches through a team approach
16. Explore potential sites for a Lactation Room
17. Examine composition of advisory boards
18. Grow the Targeted Assistance Grant - Discretionary (TAGD) grant that helps place refugees in employment out of KY Office for Refugees
19. Include a new March for Science in the Cricket Girl Scout Expo

**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

Evaluation of Results

A Computer Information Technology 2+2 with Brescia was negotiated and is awaiting final approval. Transfer advising training was included in our spring SEM meeting (formerly known as RATZ). A late spring campaign for donations to the Help Office included Brescia, Kentucky Wesleyan, and WKU-O was carried out. We hope to increase donations in the coming year. TRiO attracted many eligible transfer students and filled its cohort. They sponsored trips to universities as well, including Western Kentucky University, Western Kentucky University – Owensboro, University of Louisville - Owensboro BSN campus, and Murray State University. The Transfer Madness event was cancelled by the Council on Postsecondary Education, but our Transfer fair had the largest number of 4-year colleges attending in its history (21 four-year colleges) with every public university in Kentucky participating. We had 97 students attend the mid-day session from 11 till 2 pm; we had 43 students attend our evening session from 5:30 to 7pm. Transfer information was expanded on our website as well. We provided advising for Owensboro Health employees seeking a BSN degree and had multiple representatives at their health care program fair in April. RATZ topic workshops will become SEM meetings and be a part of the Master Advisor professional development offerings. The 2+2 Agricultural Studies agreement

has been completed and Brescia is awaiting final approval from SACSCOC.

Response to  
Evaluation: 2017-18  
Action Steps

1. Pilot new Associate in Arts and Associate in Science academic plans
2. Provide professional development in the use of new AA and AS plans
3. Assign students to transfer institution student groups at the point of application in the START Center
4. Promote the development of soft skills in general education coursework
5. Increase Early College student use of TRAC Central
6. Increase transfer awareness for technical program students
7. Implement the 2+2 Computer and Information Technologies agreement with Brescia (pending approval)
8. Implement the 2+2 Aviation agreement with Eastern Kentucky University
9. Implement reverse transfer agreement with University of Southern Indiana
10. Promote 1+1 agreements (Surgical Tech with Henderson CC; Respiratory Care with Madisonville CC)
11. Implement Healthcare Facilities Leadership articulation agreement Champlain (VT) College
12. Promote 2+2 opportunities for GO CAREERS Business Administration Systems students

**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

Evaluation of Results

GO FAME was expanded to Computerized Manufacturing and Machining with the first cohort beginning in Fall 2016. GO FAME was also used as a model for GO CAREERS and its Business Administration Systems program (the current implementation of GO BILD) in partnership with U.S. Bank. The Healthcare Facilities Foundation Certificate and Healthcare Facilities Leadership Diploma proposal is scheduled to go before the KCTCS Board of Regents in June, 2017. We opened the Large Animal Facility on the Main Campus in the fall. The AAS degrees in Welding and Industrial Maintenance Technology were implemented. *Am I Job Ready?* was piloted in the spring semester to explore strengthening student attainment

of workplace behavioral expectations. A 1+1 agreement with Madisonville CC was made. The expand internship/apprenticeship opportunities became the focus of a new Title III grant proposal. The NSF Advanced Technological Education grant proposal to advance our current work in automotive technology and alternative fuels was funded and implemented. A new medical assisting certificate is under development. Accreditation for Nursing is a continued goal.

Response to  
Evaluation: 2017-18  
Action Steps

1. Open the Industry Innovation Center
2. Expand robotic welding, building automated systems, and pipe and tube welding curricula
3. Review all degree programs to comply with the 60 credit hour requirement from the Council on Postsecondary Education
4. Expand GO CAREERS model to additional programs
5. Develop and implement a Medical Assisting program
6. Submit the E3@OCTC Title III grant proposal to expand experiential learning opportunities
7. Explore coding programs in partnership with the Regional Alliance
8. Test the usefulness of Kentucky Career Focus/Focus Suites access for students
9. Utilize Campus Compact positions for recruiting underskilled students into SkillTrain's college and career services
10. Expand Workforce Solutions services in the area of computer-based training and online hosting of courses on our learning management system

**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

Evaluation of Results The revised Quality Enhancement Plan was accepted by SACSCOC and the new iteration of FYE 100 was rolled out for 2016-17 based on what we learned in the first year. This included smaller class sizes and fewer large group meetings. All students



were signed up for Merit at the beginning of each semester. The release of the Dean's List via Merit generated the most interest in the honor in memory. A new communication plan was implemented for new students—Radius from inquiry to applicant, e-mails and KNECT from applicant to enrolled—and octc.info e-mails for continuing students were coordinated through the Public Relations Office with assistance from the President's Office and Student Affairs. Interoffice communication and student flow was improved through cross training and a fall "Amazing Race 2 Success" event to help faculty and staff become more familiar with the services we offer and the experiences students have. Consistent office hours were set for academic and student services. Blackboard training was offered but additional trainings were postponed in anticipation of a new version of Blackboard. The second Cobra kit car build is underway and should be completed next year. Co-requisite coursework for MAT 146 and MAT 126 was piloted in Spring 2017 and initial results are promising. The advisor assignment process was completely revamped and has resulted in a more centralized and timely assignment of advisors. College and system mobile applications were promoted with physical media on campus and on the website. The new Title III proposal was a team effort with over a dozen faculty and staff directly involved in brainstorming, writing, and reviewing. The integration of Hager Scholars with Phi Theta Kappa was limited by the small number of Hager Scholars in 2016-17. The new CCSSE was administered. The microscopy lab is under construction and work should be completed later this year.

Response to  
Evaluation: 2017-18  
Action Steps

1. Pilot the Master Advisor program
2. Refine FYE 100 based on 2016-17 data
3. Compete in the NASA Human Exploration Rover Challenge
4. Complete the Cobra II
5. Respond to Spring 2017 CCSSE results once received in the fall
6. Promote the Visual Schedule Builder
7. Implement the 45+ credit hour check each semester to ensure students are taking the right classes to graduate (and for financial aid program applicability)
8. Participate in SARA (State Authorization Reciprocity Agreement) for offering online courses to out-of-state students
9. Provide disabilities training for faculty & staff
10. Explore moving the application for graduation online
11. Pilot the use of the degree audit tool in PeopleSoft
12. Explore an online communication policy for faculty
13. Explore consistent meeting times for student organizations
14. Build relationship with new Daviess County Public School superintendent

**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

Evaluation of Results

Undaunted by the bankruptcy of the general contractor, construction of the Industry Innovation Center is underway. The space vacated by HVAC and Welding will be used for (ASK MIKE). The college’s 30<sup>th</sup> Anniversary celebration was a grand success, with hundreds of community members visiting campus on Family Fun Day on the first Saturday in November 2016. The SACSCOC reaffirmation of accreditation was received. Merit was used to promote the college, particularly to parents and supporters of our students through the release of the Dean’s List. Students, faculty, and staff were showcased through the year via Feature Friday as well as in the President’s Newsletter, at College Assembly, and at meetings of the OCTC Board of Directors. Industry sector input meetings were hosted with WKU-O, GO

Chamber, and the EDC. Articles about the college were published in every issue of GO Business magazine in 2016-17 supported by full-page advertisements. The college hosted Rooster Booster in the fall. The college released the Kentucky Society of Healthcare Engineers (KSHE) Healthcare Technician Certification Spanish version as well. An Impact 100 grant of \$7000 will permit the purchase of multimedia projectors for public meeting spaces on campus.

Response to  
Evaluation: 2017-18  
Action Steps

1. Share the value of the college to the region through the EMSI economic study
2. Promote the value of the Industry Innovation Center to the community
3. Host a KCTCS Regional Technology Summit
4. Visit alumni offices (e.g., West Kentucky CTC and Centre College) to gain best practices
5. Investigate alumni database cloud application
6. Develop social media outreach once new administrative assistant in Development Office is hired
7. Finalize alumni mailing list
8. Update donor mailing list
9. Establish Veterinary Technology Scholarship and David McCrady Scholarship
10. Wrap-up Legacy Brick sale
11. Explore hosting Cruise-In II
12. Hold Odyssey Day in conjunction with the International BBQ festival, May 12-13, to display the Advanced Transportation fuel vehicles and provide giveaways and games
13. Host, in partnership with GO FAME Board, a graduation event for the first GO FAME cohort graduates
14. Create a plan for recording short videos of graduates at graduation
15. Develop an authentic OCTC brand

## 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%	31.8%	29.8%	
KCTCS	24.4%	24.9%	23.0%	23.4%	25.7%	26.8%	

*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>• HS Pell Experiment (dual credit)</li> <li>• Interest in Early College</li> <li>• Increased # of parent nights in HS</li> <li>• New programs of study - AFA in Bluegrass Music, HFL, Fire Science Academy, AAS in Air conditioning, Medical Assisting</li> <li>• Women's event hosted today</li> <li>• Recruitment has been more focused - getting more attention from targeted audiences</li> <li>• Community FAFSA nights</li> <li>• Expo</li> <li>• Expansion of GO FAME/GO CAREERS</li> <li>• 30th Anniversary</li> <li>• 30 in 30 scholarships</li> <li>• Willingness of tech programs to step out &amp; work on barn, microscope, lot of cross over</li> <li>• Diesel agreement with Southern Indiana Technical Center</li> <li>• First scholarship recipient from Cummins for Diesel Tech</li> <li>• Advanced fuels grant opened all of these doors - only one in tri-state doing this</li> <li>• Dr. Ledford, Casey Hamilton's, and Zara Basham students in Nursing Sim lab as patients/actors</li> <li>• Greater presence on social media</li> <li>• Advance Transportation Summer academy bringing more non-traditional students (ie</li> </ul>	<ul style="list-style-type: none"> <li>• WKU-O/OCTC Marketing collaboration</li> <li>• Reach out to our veterans in community a strategic way</li> <li>• Increase enrollment in the Nursing Program</li> <li>• Seek nursing accreditation</li> <li>• Radiography/imaging sciences - new related programs and increase enrollment</li> <li>• Extravaganza!</li> <li>• Odyssey Day - one side of a block at the BBQ fest</li> <li>• Target parents as potential students via their child</li> <li>• Work in field and go to school expansion of partnerships</li> <li>• Educate parents on opportunities for students</li> <li>• Changes to Accelerating Opportunity - can serve students across more than one discipline</li> <li>• New Building – Industry Innovation Center</li> <li>• Emphasis on soft skills across the curriculum</li> <li>• Expansion of robotic welding, building auto systems, pipe and tube welding</li> <li>• Work ready grant</li> <li>• Work ready scholarship</li> <li>• Program applicability - getting students to graduate - 45+ hour check</li> <li>• SEM Healthcare goal #1 - creating outreach opportunities</li> <li>• Marketing component of SEM</li> </ul>

<p>females, diverse students) into several programs.</p> <ul style="list-style-type: none"> <li>• Chamber workforce award</li> <li>• Early College coordinator</li> <li>• Dual Credit Scholarships</li> <li>• Disability services</li> <li>• Safe Spaces program</li> <li>• TRiO</li> <li>• FLL &amp; FTC</li> <li>• Nursing partnership with Supplies Overseas</li> <li>• ENG 101 on SE campus - full of tech students working phenomenally</li> <li>• New Cobra car</li> <li>• First FAME graduates getting jobs</li> <li>• Scrub Craze</li> <li>• Tremendous PR help from EDC and Chamber</li> <li>• Presentations at Roster Booster</li> <li>• Students must make contact with advisor before registration</li> <li>• More students applying for graduation</li> <li>• Increase in spring enrollment</li> <li>• Gaining greater access to scholarships for students</li> <li>• PACK session</li> <li>• Increased recruitment trips to high schools</li> <li>• Early College growth</li> </ul>	<ul style="list-style-type: none"> <li>• Review all curriculum through CPE request for 60 hour programs</li> <li>• Signage</li> <li>• Increasing retention and graduation rates for URM</li> <li>• Lower college going costs through: textbook selection, intentional advising</li> <li>• Boost Summer enrollment</li> <li>• Concerned about online course model adding fees for students</li> <li>• Assessing needs of high school dual credit courses</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	4001

*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	3019

*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	590

*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>• COMPASS is gone</li> <li>• ENG/Math co-req</li> <li>• CIT 105 co-req</li> <li>• GO FAME</li> <li>• TRiO</li> <li>• TRAC Central</li> <li>• Gainful Employment notice on website</li> <li>• <i>Am I Job Ready?</i> utilized correctly</li> <li>• Checking students schedules for courses required for credential - program applicability</li> <li>• Early College</li> <li>• Pass rate for allied health programs licensure tests</li> <li>• NASA project</li> <li>• Career counseling in TRAC</li> <li>• Pell experiment</li> <li>• NSF grants</li> <li>• Co-remediation of math courses</li> <li>• GO CAREERS</li> <li>• Partnership with IBEW</li> <li>• Common Read programs helping student explore careers</li> <li>• Expansion of Merit - e.g. Dean's List</li> <li>• Scrub Craze</li> <li>• All the camps we do</li> </ul>	<ul style="list-style-type: none"> <li>• TABE and KYOTE placement tests</li> <li>• Industry Innovation Center</li> <li>• Better planning about HS visit - need to know earlier</li> <li>• Expanding welding program</li> <li>• Establishing degrees for diploma programs</li> <li>• SEM healthcare recruitment and marketing</li> <li>• Soft skills</li> <li>• Tracking mechanism for internship placements</li> <li>• Market career counseling</li> <li>• Alternative solutions to removing gen eds</li> <li>• Do more with internships</li> <li>• Fire Science academy</li> <li>• Apollo change to semesters</li> <li>• Seek internship opportunities at joint program advisory board meeting</li> <li>• Master Advisor program</li> <li>• Super Someday</li> <li>• Continue to improve our website</li> <li>• Career Exploration events</li> <li>• Work Ready KY grant and Scholarship</li> <li>• E-learning Business Plan Implementation</li> <li>• Broadening our service area e.g. Visits to Vet Tech</li> <li>• Placement scores always changing, developing clearer pathway for placement</li> </ul>

<ul style="list-style-type: none"> <li>• Collaboration with Go Chamber</li> <li>• Collaborating with High School programs using our facilities e.g. Vet Tech/DCHS</li> <li>• Centralize our transfer agreements 2+2, 1+1, ETC</li> <li>• SAFE spaces logo</li> <li>• NCLEX student nurse competition - 2nd place</li> <li>• PACK session</li> <li>• Changes to math</li> <li>• GO FAME Model (Ready for Work)</li> <li>• TRiO Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Better assess/communicate soft skills already developed in general education courses</li> <li>• Include Oral Communication as an option for the AAS degree general education core to meet soft skill needs</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%	45.1%	
All OCTC	55.7%	55.6%	57.3%	49.2%	48.5%	56.3%	
KCTCS	44.6%	39.9%	38.1%	41.0%	39.4%	45.1%	

*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%	19.2%	
All OCTC			31.7%	35.4%	29.5%	30.9%	31.8%	29.8%	
KCTCS			16.2%	13.3%	13.1%	14.3%	14.1%	16.6%	

*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>18 people signed up for Kaye's study abroad program</li> <li>New bus routes &amp; shorter wait time</li> <li>Owensboro World affairs council</li> <li>Vet Tech graduate doing mission work</li> <li>AG-D grant linking refugee HS student &amp; worker to B&amp;I</li> <li>Expansion of SAFE spaces</li> <li>SAFE student org</li> <li>TRiO support/programming for Underrepresented Minority (URM) students</li> <li>TRAC Central retention efforts with URM students</li> <li>Women's History month program</li> <li>G. G. Talbott Road Race scholarship</li> <li>Spanish speaking advisor in START center</li> <li>HS Pell</li> <li>English Language Learners program</li> <li>Early College meet and greet</li> <li>People from college at Islamic Center after it was vandalized</li> <li>General feeling of inclusiveness and cooperation</li> <li>Tax service program</li> <li>Global studies program - CARITAS social work partnership</li> <li>MLK Day activities</li> <li>Sister Cities</li> </ul>	<ul style="list-style-type: none"> <li>Expanding short term study abroad opportunities</li> <li>Student housing near campus matching system/network</li> <li>Recruit diverse group of students for Fire/Rescue academy</li> <li>Recruit diverse population across tech programs</li> <li>Annual Women's History Month &amp; Black History Month programs</li> <li>Implementation Inclusive Excellence imitative</li> <li>More handicapped accessible doors</li> <li>More gender neutral restrooms</li> <li>Hiring more diverse faculty and staff</li> <li>Improving URM student retention and transfer</li> <li>Fix/update accessibility issues, physical, website, &amp; documents</li> <li>Signage</li> <li>Workshop - salary negotiations for women (Start Smart)</li> <li>Expand scholarships for non-Pell eligible students of need</li> <li>Child care options on campus</li> </ul>



<ul style="list-style-type: none"> <li>• Strong disabilities services office</li> <li>• Campus Clarity - It's on Us</li> <li>• Burmese Heritage scholarship</li> <li>• Citizenship &amp; English language training - Free</li> <li>• Increase in students of color on FLL &amp; Speech &amp; Debate</li> <li>• Library order books around inclusion</li> <li>• Increased # of non-traditional students</li> <li>• Automotive camps non-traditional participation</li> <li>• Student spotlight</li> <li>• Faculty/staff spotlight</li> <li>• Involvement of faculty/staff/admin in community</li> <li>• Access to president</li> <li>• Student groups - SGA, MSA</li> <li>• 30th anniversary celebration</li> <li>• 30 in 30 scholarships</li> <li>• Work study program</li> <li>• Coffee conversations meetings</li> <li>• Dr. Glenn's speech &amp; debate - bringing people on campus</li> <li>• IDEA State U &amp; winners</li> <li>• PACK session</li> <li>• Changes to Math</li> <li>• GO FAME Model (Ready for Work)</li> <li>• TRiO Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Lactation room</li> <li>• Expansion of Super Someday</li> <li>• Engage minority constituents in the community</li> <li>• Student groups meeting times &amp; participation</li> <li>• Look at composition of advisory boards</li> <li>• International student enrollment</li> <li>• More involvement in PD on diversity &amp; inclusion</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
<i>OCTC</i>	40.9%	37.5%	41.6%	44.8%	41.9%	45.6%		
<i>KCTCS</i>	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>• Relationship with WKU-O</li> <li>• TRAC Central</li> <li>• David Powers' work w/ internships with WKU-O OCTC students</li> <li>• Opportunity to teach FYE 100 Downtown</li> <li>• TRAC working w/ Early College Students</li> <li>• CIT 2+2 w/ Brescia</li> <li>• TRiO support for transfer including campus visits</li> <li>• Lewatis' promoting transfer to parents - PACK</li> <li>• Largest # of 4-year colleges attending our transfer fair including every public university in KY</li> <li>• Scholarships for transfer especially WKU for GPA</li> <li>• TRAC and WKU-O visiting math classes in person - MAT 126, 146, &amp; 150</li> <li>• Joy Bowlds is the bomb</li> <li>• Transfer partnerships</li> <li>• Transfer Fair</li> <li>• 2+2 agreements (CIT w/Brescia; Aviation w/EKU); reverse transfer agreement with USI; 1+1 agreements (Surg Tech w/Henderson CC; Respiratory Care w/Madisonville CC); articulation agreement (HFL with Champlain (VT) College)</li> <li>• Dual Credit scholarships</li> </ul>	<ul style="list-style-type: none"> <li>• Bond between adult education &amp; main campus</li> <li>• Graduation of first group of AMT Techs</li> <li>• 2+2 W/ GO CAREERS Bus Admin enrollees</li> <li>• Providing transfer support services to our online students</li> <li>• U of L financial aid agreement</li> <li>• Improve advising for Brescia &amp; KWC</li> <li>• Transfer Fair in Fall 2016 included an evening session - make it available to more people including online students</li> <li>• More transfer advising training</li> <li>• Increasing transfer awareness for technical students - transfer opportunities</li> <li>• Transfer program from GED to Main Campus</li> <li>• WKU Transfer Day - March 14, 2017</li> <li>• Reverse transfer agreement with USI</li> <li>• Getting transfer data</li> <li>• Utilize the transfer student groups more</li> <li>• Updated WKU GPA info</li> <li>• Marketing partnership with WKU-O</li> <li>• Improve transfer advising with USI</li> <li>• Inventory and update all transfer agreements with other colleges and universities</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>• GO FAME &amp; GO CAREERS with Katie Vincent (crowned)</li> <li>• Internships in Criminal Justice</li> <li>• # of assessments we are doing in our Skills Test area high stakes testing, industry specific tests, day/night/weekends</li> <li>• WS partnerships with companies for assessment/training such as safety, CALP, KSHE, GRITS, Hospital</li> <li>• Work and Learn/Ready to work</li> <li>• TAGD - grant helping place refugees in employment - Targeted Assistance Grant - Discretionary - out of KY Office for refugees</li> <li>• Ongoing in-house apprenticeship training for college credit awarded for Industrial Maintenance Technology training</li> <li>• IBEW</li> <li>• Ready to Work working with TRiO</li> <li>• Skill Train students who meet certain criteria can get a WorkKeys assessment for free</li> <li>• Sigi3</li> <li>• Working with high schools for Early College</li> <li>• Surveyed program coordinators regarding Experiential Learning Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• E3 at OCTC Title III grant proposal - career and internship opportunities</li> <li>• SkillTrain awarded 2 positions through KY Campus Compact</li> <li>• Experiential learning opportunity through AmeriCorp</li> <li>• Workplace behavioral expectations in <i>Am I Job Ready?</i></li> <li>• Grow TAG D</li> <li>• Expand GO CAREERS to Bus Admin &amp; Medical Assisting</li> <li>• AO KY's latest iteration</li> <li>• Which AOKY pathways make most sense for our college using Ability to Benefit funds</li> <li>• Funding for AOKY staff - a whole \$1200/student</li> <li>• Exploration of Regional Alliance around coding programs for HS &amp; adults</li> <li>• Work Ready Grant Funding</li> <li>• OMICO videos - job orientation videos for non-native English Speakers</li> <li>• Work Ready Scholarship</li> <li>• Work Ready Skills</li> <li>• Hosting industry training internal professional development for clients &amp; agency partners on a Learning management system - we are their learning management system provider</li> <li>• Part of a system pilot to align academic credit in auto tech for individuals taking ASE exams</li> <li>• Ready to Work &amp; Work &amp; Learn has opportunity to go to Department of Community Based Services once a month</li> <li>• Online soft skills program</li> <li>• Career Coach</li> <li>• KY Career Focus - Focus Suites</li> <li>• Offer internship experiences to AA &amp; AS</li> <li>• Internships on and off campus</li> <li>• Title III grant on Experiential Learning Opportunities</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%	56.3%	
<i>KCTCS</i>			53.3%	50.7%	50.2%	50.6%	49.4%	52.5%	

*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%	75%

*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%	72%

*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>• Early FAFSA</li> <li>• Co-req for math &amp; English</li> <li>• Microscopy lab</li> <li>• Communication w/media</li> <li>• Feature Friday</li> <li>• Expansion of technical programs</li> <li>• GO CAREERS &amp; GO FAME</li> <li>• Experimental Pell</li> <li>• Getting data from FYE students about grad/retention</li> <li>• CIT service learning projects</li> <li>• Transfer partnerships</li> <li>• Partnership between Downtown &amp; Main Campus &amp; increase in company support</li> <li>• Early College</li> <li>• Academic services for students in LRC</li> <li>• Carry forward great program strengths from 2016</li> <li>• Faculty &amp; staff leading TRiO Workshop</li> <li>• Administrative leadership</li> <li>• Online apps</li> <li>• Student Spotlight</li> <li>• Merit use increase</li> <li>• Scrub Craze camps</li> <li>• Barn - Large Animal Facility</li> <li>• NASA activities</li> <li>• Completed the Build Smart</li> <li>• FIRST LL &amp; FTC</li> <li>• Dayman Gallery</li> <li>• Oak Island Theatre</li> <li>• Women's Forum</li> <li>• WISE</li> <li>• Nature Committee</li> <li>• Tri-State Career Expo</li> <li>• OAWAC</li> <li>• Common Reading</li> <li>• Allied health program pass rates</li> <li>• Fantastic students</li> <li>• Caritas cooperation opportunity to interact w/ student overseas - faculty &amp; exchanges students</li> <li>• Perkins funding</li> <li>• FYE 100</li> <li>• TLC</li> </ul>	<ul style="list-style-type: none"> <li>• Clocks in buildings</li> <li>• More interaction with students due to the data retrieval tool not working</li> <li>• Microscopy credential</li> <li>• Online students hearing from faculty - online communication policy</li> <li>• Increase experiential learning</li> <li>• Master Advisor training</li> <li>• Title III Grant</li> <li>• Expand GO CAREERS</li> <li>• Increase awareness of ESL classes</li> <li>• Second Cobra car</li> <li>• SAFE Spaces</li> <li>• High School Fire Science Academy</li> <li>• Use KYVC as a marketing tool</li> <li>• Virtual Schedule Builder</li> <li>• Creatively build cohorts beyond GO FAME , Early College</li> <li>• Participation in SARA agreement</li> <li>• Strategic Enrollment Management recruitment efforts</li> <li>• Relearning the revamped web page</li> <li>• Extravaganza</li> <li>• Increase use of Ad Astra for event scheduling</li> <li>• Provide disabilities training for faculty &amp; staff</li> <li>• Go to Blackboard Ultra</li> <li>• Faculty/staff PD availability</li> <li>• Vote for us for reader's choice award</li> <li>• Graduation applications online</li> <li>• <i>Am I Job Ready?</i></li> <li>• Healthcare Career Fair</li> <li>• Program applicability for student success</li> <li>• Student clubs and organizations more opportunities</li> <li>• Consistent meeting times for student orgs</li> <li>• Student activities</li> <li>• OCTC Family Fun Day II</li> <li>• make it easier for faculty/staff to take students on trips</li> <li>• Bus that is handicap accessible</li> <li>• Industry Innovation Center (IIC)</li> <li>• Utilize Advisory Board for placement &amp; internship opportunities</li> <li>• Alumni connection</li> <li>• Academic plans</li> <li>• Vet Tech scholarship</li> </ul>

	<ul style="list-style-type: none"> <li>• Start SMART workshop - Friday April 14th 8:30 - noon</li> <li>• Build relationship with new DCPS superintendent</li> <li>• Super Someday</li> <li>• PACK - Parents Acquiring College Knowledge</li> <li>• Hosting IDEA State U competition</li> <li>• Regional Technology Summit</li> <li>• New more comfortable chairs for classrooms</li> <li>• Global studies panel on immigration April 12 - visit to the local mosque in April</li> <li>• Awards Night</li> <li>• Girl Scout Expo &amp; March for Science</li> <li>• European/Holocaust tour</li> <li>• Engagement w/ refugee population</li> <li>• Partnership between intercultural classes and the Daviess County library KY room for Genealogical research</li> <li>• How can we foster the cohort feeling for more students for support such as the GO FAME groups?</li> <li>• Increase participation in student clubs and organizations.</li> </ul>
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## 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%	84.9%	
KCTCS							88.9%	88.8%	
National								90.6%	

*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	468	

*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>• Feature Friday interviews</li> <li>• The 30 year celebration connection to community</li> <li>• Expansion of GO CAREERS</li> <li>• Customized training by WS for companies</li> <li>• Early college</li> <li>• Reciprocal agreements w/public &amp; academic Libraries</li> <li>• TRiO</li> <li>• GG Talbott 5K</li> <li>• Highlighting alumni in President's newsletter &amp; college assembly &amp; at graduation</li> <li>• Alumni Hall of fame</li> <li>• Increase marketing of our stories &amp; Bernie lives! &amp; thank you to Ceary</li> <li>• External service activities</li> <li>• Service on local boards</li> <li>• Cobra program &amp; partnerships</li> <li>• Sold Cobra I &amp; still get to use it</li> <li>• Lewatis McNeal &amp; Casey Hamilton served on superintendent selection committee</li> <li>• Nursing /RAD/Surg Tech extremely high pass rates</li> <li>• NEH completed</li> <li>• Build Smart completed</li> <li>• 30 on 30 scholarships</li> <li>• FLL &amp; FTC</li> <li>• Cornerstone reverse yard sale</li> </ul>	<ul style="list-style-type: none"> <li>• Using OCTV for promotion/outreach</li> <li>• Alumni database</li> <li>• 30th GG Talbott</li> <li>• Invite Alumni to campus events like the Common Read</li> <li>• Alumni: Facebook page</li> <li>• Alumni mailing list</li> <li>• Create short videos at graduation</li> <li>• Host alumni speaking engagements</li> <li>• Mock interview &amp; resume bootcamp</li> <li>• Cobra II</li> <li>• Improve pass rates of other tech programs</li> <li>• Marketing WKU-O &amp; OCTC jointly</li> <li>• Pilot a post grad placement rate in Education OCTC &amp; WKU-O work</li> <li>• Legacy Brick sale</li> <li>• First "real" international student graduating</li> <li>• Recruiting events</li> <li>• PACK</li> <li>• Extravaganza!</li> <li>• OCTC proud or other catchy hashtag</li> <li>• BBQ festival Odyssey Day - alt fuels program being highlighted</li> <li>• Students completing a propane conversion on campus - one of our training vehicles</li> <li>• Recruit businesses to provide discounts for alumni</li> <li>• Grants - Impact 100</li> </ul>

<ul style="list-style-type: none"> <li>• High school students in Early College</li> <li>• Sharing our spirit stores</li> <li>• Dayman Gallery</li> <li>• Oak Island Theatre</li> <li>• Skylark</li> <li>• Free tax service</li> <li>• Ag program selling produce at farmer's market</li> <li>• Farm at Mount St. Joe</li> <li>• Garden on WKU-O</li> <li>• Having elementary schools students on campus</li> <li>• End in Mind Day - Ed student hosting second graders from 2 elementary schools</li> <li>• IECE hosting kindergarten students</li> <li>• Surg Tech middle school club</li> <li>• Nature Day on campus</li> <li>• Alt fuels Summer camps on campus for high schools</li> <li>• Large number of customized WS non-credit training</li> <li>• ESL Downtown</li> <li>• New TABE &amp; KYOTE testing</li> <li>• Scrub Craze</li> <li>• Upgrade on Southeast Campus</li> </ul>	<ul style="list-style-type: none"> <li>• Title III</li> <li>• Combined allied health program health fair</li> <li>• Recruiting events at area high schools</li> <li>• Keeping student emails active longer</li> <li>• Cruise - In Part II</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

#### **Evaluation of Results**

1. AFA degree program in Bluegrass Music curriculum proposal and CPE pre-proposal drafts have been completed.
2. Medical Assisting program was approved in June 2017.
3. Healthcare Facilities Leadership and diploma certificate was approved in June 2017.
4. Fire Rescue Science Academy was established. Program announcement took place in October 2016. Promotion and enrollment took place in Spring 2017. The Academy is on schedule to launch Fall 2017.
5. Air Conditioning Technology AAS was approved in May 2017.
6. Nursing Department accreditation is underway with self-study.

#### **Response to Evaluation: 2017-18 Action Steps**

1. AFA Bluegrass proposal will be submitted to CPE and KCTCS.
2. Medical Assisting GO Fame model will be launched in Fall 2017.
3. Healthcare Facilities leadership will offer the certificate and diploma in Fall 2017.
4. Air Conditioning Technology AAS program will begin in Fall 2017.
5. Nursing Accreditation will host a site visit in April 2018.
6. As the new Industry Innovation Center is open, Academic Affairs will begin exploring additional academic programs in the areas of specialty welding and building automated systems.

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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

### **Evaluation of Results**

1. OCTC participated in high school recruiting events at Apollo High School, Daviess County High School, Hancock County High School, and Ohio County High School. Campus tours of high school and middle school students (1,900+ students) were conducted throughout the academic year.
2. Discover College Technical Program Symposium was held in December. Approximately 10 academic programs were represented and 15+ guidance counselors and college readiness coaches participated.
3. Early College held recruitment and/or parent nights at Daviess County High School, Apollo High School, Hancock County High School, McLean County High School, Owensboro High School, and Ohio County High School.
4. Recruiting participation expectations have been discussed with department leadership.
5. Academic Affairs personnel participated in OCTC's Extravaganza, including a Healthcare program promotion.
6. Academic Affairs personnel participated in OCTC's 30th Anniversary "Family Fun Day."
7. Monthly meetings were held with Western Kentucky University-Owensboro personnel to develop a common marketing campaign.
8. Bi-weekly meeting were held with Western Kentucky University-Owensboro in the areas of recruitment and outreach.
9. Over 30 decals were distributed through concurrent enrollment instructors to use within their school district during the 2017-18 academic year.

### **Response to Evaluation: 2017-18 Action Steps**

1. Coordinate and streamline middle and high school on-campus tours.
2. Designate an academic advisors recruiting liaison.
3. Participate in the College and Career Expo with a focus on healthcare careers.
4. Participate general recruitment and outreach events on campus and in the community.
5. Establish recruiting expectations for academic departments.
6. Work in conjunction with Workforce Solutions to recruit for Work and Learn models.
7. Participate in the joint marketing with Western Kentucky University Owensboro.

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### **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

**Evaluation of Results**

1. OCTC increased its offerings of the MAT 96 workshop associated with MAT 126 and MAT 146
2. The college continued to offer numerous sections of the MAT 100 workshop associated with MAT 150
3. The college increases its offerings of the ENG 100 workshop associated with ENG 101

**Response to Evaluation: 2017-18 Action Steps**

1. MAT 96 workshops will increase in number as MAT 65 is phased out
2. ENG 100 workshops will increase as ENC 091 and ENC 092 have been phased out

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### **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

**Evaluation of Results**

1. Campus Labs training has been received by the Academic Deans and Administrative Assistants.

## Response to Evaluation: 2017-18 Action Steps

1. Campus Labs Outcomes training will be conducted for faculty in the fall semester.
2. Campus Labs Outcomes will be utilized in the 2017-2018 academic year for student learning outcomes and program outcomes.

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### 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

#### Evaluation of Results

1. Early Retention Initiative was developed and implemented in the fall and expanded in the spring. After identifying at-risk students (based on Blackboard log-ins), academic advisors were encouraged to contact students to offer assistance.
2. Starfish flag was implemented with select admissions programs to help retain or transition students who are not successful in a select admissions program.
3. HFL student survey was implemented in spring 2017. Former HFL students were contacted to learn about their experience, needs, and interest in the new certificate and diploma options.
4. FYE 100 improvements were implemented in the fall semester and continued in the spring. Large convocation sessions in Blandford Lecture Hall were eliminated; students instead met with their instructors for one class period of 75 minutes each week.

#### Response to Evaluation: 2017-18 Action Steps

1. Create and distribute comparative dashboard persistence reports.
2. Continue improvements of FYE 100 will be implemented; including variable time slots.
3. The Early Retention Initiative will continue in the next academic year with adjustments made based on collected data.

4. Instruction focused professional development sessions will be offered on campus.
- 

## **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

### **Evaluation of Results**

Promotion of programming occurred in the following areas:

1. Common Reading events featured Chautauqua re-enactor Sandy Harmon, musician Randy Lanham, authors Mary Ann Taylor-Hall and Scott Russell Sanders, and local presenters Aloma Dew and Micah Perkins.
2. Global Studies presentations regarding "Living, Working, and Studying in Owensboro" by members of the international community and Central Europe by Greta McDonough.
3. OAWAC presentations on the 2016 presidential election by Robert Dion and Understanding Islam by Naheed Murtaza and Bashar Mourad.
4. Summer study abroad program in the Czech Republic. HIS 299 and GEO 152 were offered to those students who participated.
5. Numerous activities for TRiO student, including trips to Mammoth Cave and "Escape Today-Owensboro."
6. Caritas College of Social Work Spring Break Study abroad. One faculty member and several students spent two weeks in Olomouc, Czech Republic in connection with OCTC's Human Services/Social Work program.

### **Response to Evaluation: 2017-18 Action Steps**

1. Common Reading Program will focus on dystopian literature in the fall and feature a nationally renowned author.
  2. Global studies will plan and offer cultural enrichment activities.
  3. Special presentations to include Women's Day and Constitution Day.
  4. World Affairs Council will have programming devoted to important global events.
- 

## **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

**Evaluation of Results**

Many transfer agreements have been collected, but process still needs to be completed.

Agreements collected include:

1. 2+2: Computer and Information Technologies agreement with Brescia University
2. 1+1: Surgical Technology agreement with Henderson Community College
3. 2+2: Aviation agreement with Eastern Kentucky University
4. Reverse transfer agreement with the University of Southern Indiana
5. 1+1: Respiratory Care agreement with Madisonville Community College
6. Healthcare Facilities Leadership articulation agreement with Champlain (VT) College

**Response to Evaluation: 2017-18 Action Steps**

1. Organize all transfer agreements within Academic Affairs.
2. Establish a process for updating agreements.
3. Create an electronic depository for all agreements; shared electronic version on a new webpage.
4. Set target goals for agreements to obtain in 2017-18.
5. Finalize transfer agreements relating to the SEM Healthcare Goal #1.

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**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

### **Evaluation of Results**

1. Coordinators (through Curriculum Committees) have begun to review program requirements. Many programs are working toward the goal of 60 hours-Computer and Information Technologies, Nursing, and Radiography.
2. Council on Postsecondary Education program reviews were submitted for Healthcare Facilities Leadership, Automotive Technology, and Diesel Technology.
3. General Education and Technical coursework was made available to dual credit scholarship recipients through the Dual Credit Scholarship Program.

### **Response to Evaluation: 2017-18 Action Steps**

1. Implement outreach, marketing, recruitment, and internal processes to support the rollout of the Work Ready Scholarship; ensure courses are available to Work Ready Scholarship recipients.
2. Submit CPE Reviews for Human Services, IECE, Medical Information Technology, AFA-Visual Arts, AFA-Theatre Arts, Criminal Justice, Agricultural Studies, Education, Engineering/Electronics, and Fire Rescue Science.

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## **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

### **Evaluation of Results**

1. Survey of current practices regarding experiential learning opportunities at OCTC was completed and results were tabulated.
2. Assistance (content review and editing) was provided by the Office of Academic Affairs for the college's Title III grant proposal, submitted in the spring. The grant's focus is on

Experiential Learning Opportunities.

### **Response to Evaluation: 2017-18 Action Steps**

1. Work to standardized consistent internal Experiential Learning Process and Procedures.
2. Explore working with Western Kentucky University Owensboro to offer Experiential Learning opportunities for joint admit students.

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## **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

### **Evaluation of Results**

1. An advising evaluation survey draft has been developed.
2. Master Advisor Training program held a compression planning session and developed an outline of training essentials.
3. New process for advisor assignments was implemented. Process worked well.
4. A work group developed a new Associate of Arts academic plan that is being piloted in the START Center over the summer.
5. Advisors reviewed academic work of their advisees (who had accumulated at least 45 hours of college credit) to ensure that financial aid program applicability requirements were met.
6. Switched focused of RATZ Meetings to Strategic Enrollment Management "SEM".

### **Response to Evaluation: 2017-18 Action Steps**

1. Implement Master Advising Cohort Training.
2. Pilot/implement Advisor Survey.
3. Offer a minimum of one campus wide advisor training or professional development per



semester.

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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

**Evaluation of Results**

1. An online Adjunct Faculty Handbook was created and distributed electronically to all adjunct faculty.
2. All adjunct faculty received thank you cards from the Office of Academic Affairs.
3. Curriculum Alignment Day was held on campus in the spring to prepare concurrent enrollment instructors for Fall 2017.
4. Perkins and Innovation funds covering various faculty professional development activities were distributed.
5. On-campus professional development activities were provided by the OCTC Office of Professional Development, and numerous campus committees. Numerous webinars were also made available to faculty and staff.

**Response to Evaluation: 2017-18 Action Steps**

1. Update the Academic Affairs Handbook.
2. Update Adjunct Instructor Handbook.
3. Recognize faculty/staff who complete Master Advisor Training.
4. Explore ways to allocate travel funds for professional development.
5. Use Division Meetings as discussion forums for college and system wide issues.
6. Provide mentors for new faculty and promotion candidates.

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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.

#### **Evaluation of Results**

1. Met with all Departments to provide information on the EvaluationKIT pilot
2. EvaluationKIT software was used in the spring semester. Implementation went smoothly, with a 77% return rate (a much higher rate than was achieved through different methods previously, Spring 2016-52%). In Spring 2017 OCTC evaluated 353 courses. This semester OCTC evaluated 427 courses. Evaluation results were available for faculty and supervisor review by mid-May.
3. Trained Deans and Associate Deans/Academic Leadership on utilizing EvaluationKIT results.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Review current evaluation instrument with the possibility of revision.
2. Move from pilot status to full scale with EvaluationKIT.
3. Analyze results to determine college wide averages and examine comparative data.
4. Review student evaluation of instruction spring semester opt out process.

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### **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

#### **Evaluation of Results**

1. An academic calendar was created in July and important dates were distributed to faculty at the beginning of each semester.
2. Position responsibilities for Academic Affairs were delineated, distributed and discussed.
3. Academic Deans met bi-weekly with the Chief Academic Officer throughout the year.
4. Academic Deans met bi-weekly with the department heads throughout the year.
5. Planning sessions were held in July and December within the Office of Academic Affairs.
6. In the fall and spring semesters, an Academic Affairs newsletter ("Academic Affairs @ OCTC") was distributed to the entire OCTC campus, providing updates regarding the unit's activities.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Explore upcoming tasks reminder via email for faculty and staff.
2. Continue Academic Affairs newsletter each semester.
3. Improve communication regarding recruiting events and campus tours through a designated liaison.
4. Set a time to meet with OCTC System level representatives to review updates from System meeting.

#### **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

##### **Evaluation of Results**

1. Course scheduling template was used by all departments.
2. "Linked" classes (ENG, MAT, Sciences) were created in PeopleSoft in the fall and spring. This helped to ensure students were enrolling in the proper classes.
3. Ad Astra's Higher Education Scheduling Index was consulted throughout the academic year to assist with class offerings.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Revise class scheduling process and timeline to create greater efficiencies.
2. Appoint Curriculum Coordinators responsible for submitting discipline schedule proposals.
3. Advance class schedule planning for work and learn program.

4. Work with Financial Aid to schedule courses for Work Ready Scholarship recipients.
- 

**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

**Evaluation of Results**

1. Dean of Professional and Technical Studies met with all program coordinators to determine program equipment needs.
2. Purchased all equipment as identified on the needs list.

**Response to Evaluation: 2017-18 Action Steps**

1. Establish an equipment needs list each fall.
  2. Create a 3-5 year equipment update and replacement list.
- 

**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

**Evaluation of Results**

1. Program advisory boards were updated with rosters submitted to Academic Affairs.
2. Joint program advisory board meeting was held in April. Survey regarding business and industry needs was distributed; results were tabulated.
3. Thank you notes/email were sent to all Program Advisory Board members.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Continue the Spring Joint Advisory Board with a condensed opening session.
2. Work with the President's Office to update newsletter distribution list to include all Advisory Board members.

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### **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

#### **Evaluation of Results**

1. Local work group was created to oversee work-and-learn programs.
2. GO CAREERS program was implemented in the fall semester and continued in the spring. Business and general education coursework was offered at a US Bank facility.
3. GO FAME program continued. Technical and general education coursework was offered at OCTC.
4. IBEW program continued. New technical and general education coursework was offered at the Centre for Business and Industry.
5. Medical Assisting program was approved with roll out coming in fall 2017.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Establish a second cohort of the GO Careers Work and Learn Program on the Downtown Campus.
2. Work to implement the Medical Assisting Program (i.e. accreditation, substantive change, curriculum revision).

**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

**Evaluation of Results**

1. "Am I Job Ready" assessment was piloted by various technical programs in the spring semester.
2. Josh Davies spoke to the campus on work ethic in March
3. Related to FYE 100, a "Reality Fair" was held on campus in the fall semester. Students were exposed to the costs and responsibilities of real life through various stations manned by local businesses and organizations.

**Response to Evaluation: 2017-18 Action Steps**

1. Explore possibilities of expansion of "Am I Job Ready" to broader sections of the student body.
2. Organize and offer professional development sessions devoted to teaching and modeling soft skills.

## 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.

**Evaluation of Results**

1. The proposal for a new English course (Introduction to Dystopian Literature and Film) was submitted to the KCTCS Senate. It met with extensive interest across the system and has been approved for pilot in the Fall of 2017.
2. Work has continued in internal collaborations which have students experiencing unique perspectives. Examples include: Students in a Theatre class providing Nursing students with "real" simulation for medical interviews and assessments; several Communication classes have been offered with direct application to career experiences.
3. The groundwork has been established for offering an travel program abroad in the summer of 2018.

**Response to Evaluation: 2017-18 Action Steps**

1. The Unit budget will provide a limited funding for innovation in teaching innovations
2. The Dystopian Literature class will be offered.
3. The summer travel opportunity will be offered.
4. New classes or opportunities will be explored.

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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.

#### **Evaluation of Results**

1. The placement grid was updated and implemented.
2. Reading supplemental instruction was successful when incorporated into the ENG 100/101 paired classes. Demand for the stand alone reading instruction for other classes did not result in sufficient enrollment.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Expand the number of ENG 100/101 options.
2. Additional adjunct reading instructors will be needed to support the course design which has proven to be successful.

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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

#### **Evaluation of Results**

1. Faculty members participated with a combo for orientation sessions and some of the recruiting events.
2. Theatre students presented class activities in a recruiting event.
3. Music was provided for graduation and other campus activities.
4. The Art Department had several excellent exhibits.



## **Response to Evaluation: 2017-18 Action Steps**

1. Explore possibilities for wider coverage.

## 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).

#### **Evaluation of Results**

MSSS department courses were scheduled for fall 2016 and spring 2017 to address this action step.

On-line (F & Sp) and hybrid (Sp) BIO 135 were scheduled so the new credentials when ready and available (BGM, HFL, Fire Sc., Med Asst.) can use them towards the credential requirements. All of basic freshmen science courses in Bio and Chem, math courses, and social sciences were available during 2016-2017 on-campus at variety of times and on-line in support of the new and existing credentials in support of "accessibility". The Vet microbiology (VET 112) and the lab was offered on the Main Campus in S102 in Spring 2017 to provide the necessary equipment and experience to the student for such a course.

#### **Response to Evaluation: 2017-18 Action Steps**

MSSS department would provide the support courses for the Medical Assisting and other credentials approved by Board of Regents in their June 2017 meeting. The schedules will be based on the need of the new program/s so the students can complete the credentials in a timely manner.

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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".

### **Evaluation of Results**

1. Participate in high school.... year. At least one MSSS.....campus tour: Faculty from all MSSS disciplines except Physics and Astronomy (taught by adjunct faculty) participated in the two HS events at AHS and DCHS. Biology, CHE, Math, PSY & SOC faculty members assisted with campus tours.
2. Participate in....Extravaganza...majors' advisors...: SSS department's two Science faculty members/pre-professional advisors set up an information and advising table for transfer and pre-professional health careers and shared the updated brochures/program cards with the visitors
3. Participate...Fun Day": Majority of the MSSS faculty members volunteered on various 30th Anniversary subcommittees including booths/tours and entertainment and music. Most MSSS faculty attended the event with their family members.

### **Response to Evaluation: 2017-18 Action Steps**

Each MSSS faculty member would participate in at least two recruitment and/or outreach events (including the campus tours) unless otherwise excused by the supervisor. They would include this information in their PPE planning and outcomes reports.

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## **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.

### **Evaluation of Results**

1. Connie Booker served as co-PI of the CPE co-requisite grant.
2. One section of MAT126/96 f2f was piloted in fall and this was expanded in spring to three sections of MAT126 f2f, and one on-line section of MAT126/96 and one section of MAT146/96. All taught by one faculty member (C.Booker).
3. Offered multiple sections of MAT150/100 f2f, on-line, hybrid, Go Careers taught by three full-time and two part-time faculty.
4. offered one set of MAT65 module in fall 2016 and multiple traditional MAT65 sections both in fall and spring with option to transition into MAT126/96 after a few weeks.
5. Offered one section each of MAT11 and MAT116 at the DT campus.

### **Response to Evaluation: 2017-18 Action Steps**

1. Increase the number of MAT126/96 sections while decreasing MAT65 sections in 2017-2018. Incorporate option to transition into MAT126/96 for MAT65 students based on acquiring the competencies.
2. Increase the number of instructors participating in co-requisite model from one to at least two as we increase the number of co-requisite sections, including at least one on-line section.
3. Provide co-requisite MAT126/96 option at SE 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.

#### **Evaluation of Results**

1. QR/Math, Natural Science, and Social Science SLOs for 2016-2017 are submitted by most (more than 90%) of the full-time and part-time faculty. They are being entered in the current Campus Lab.
2. The associate dean of MSSS attended the training on the new Campus Lab Outcomes module provided by Academic Affairs.

#### **Response to Evaluation: 2017-18 Action Steps**

MSSS Department will explore the possibility of a departmental SLO committee representing most major discipline faculty. Gen ed SLOs reports would be reviewed for "closing the loop". Will implement the new Campus Lab Outcomes module, if made available by academic affairs, for reporting 2017-218 SLOs.

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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.

### **Evaluation of Results**

1. Most faculty reported their Retention and Persistence efforts and achievements in their annual PPEs.
2. Most PPEs also indicated use of Starfish for early alert.

### **Response to Evaluation: 2017-18 Action Steps**

1. MSSS department will quantify Starfish statement in syllabi for full and part-time faculty by syllabi review or a departmental survey.
2. MSSS department will quantify Starfish usage for full and part-time faculty.

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## **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.

### **Evaluation of Results**

1. Two faculty in MSSS participated in and assisted local Sister Cities program.
2. At least three MSSS faculty attended SAFE space/Ally training.
3. Two faculty helped organize and participated in Start SMART workshop.
4. Three (math & biology) faculty members prepared for the new March for Science in the Cricket Girl Scout Expo. The Expo cancelled due to low interest.
5. A faculty member coordinated and participated in the annual For the Child day with this year's theme of Joy of Travel at Ohio County High.
6. A faculty member participated in Stand up for the Child annual event.
7. Several faculty members assisted with/attended annual Multicultural Festival.

### **Response to Evaluation: 2017-18 Action Steps**

At least 50% of the MSSS department faculty would participate in at least one

Inclusiveness activity, including Super Someday and TRIO.

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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.

### **Evaluation of Results**

1. Master Advisor training not implemented by the college yet.
2. Two of the MSSS faculty members served on the work-group to review and revise current academic plans.

### **Response to Evaluation: 2017-18 Action Steps**

1. Attend professional development offered in the use of new AA and AS academic plans.
  2. Participate in piloting new Associate in Arts and Associate in Science academic plans.
  3. Participate in the Pilot Master Advisor program, if invited.
  4. Implement (when the college implements) the 45+ credit hour check each semester to ensure students are taking the right classes to graduate.
- 

## **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.

### **Evaluation of Results**

1. Math and Biology Discover College liaison completed the assignments as stated above. High School concurrent enrollment faculty submitted SLOs.
2. MSSS full-time faculty attended on-campus PD like RATZ (Fall), SEM, Disability, and SARA workshops. Four full-time and one p/t MSSS faculty members attended KCTCS Technology conference at OCTC. Four math faculty members attended the annual KYMATYC supported by KCTCS travel funds. Two biology faculty attended conferences supported by funds from publishers.

### **Response to Evaluation: 2017-18 Action Steps**

1. Provide professional development opportunities for faculty.
2. Provide training to FYE 100 faculty on updated FYE 100.
3. Encourage faculty to complete all of the required trainings in a timely manner.

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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.

### **Evaluation of Results**

A number of full-time faculty volunteered to be evaluated using the EvaluationKit in addition to all part-time faculty. Results of the evals are in and shared by faculty this



May.

### **Response to Evaluation: 2017-18 Action Steps**

All sections of all full-time and part-time will be evaluated using the 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.

### **Evaluation of Results**

1. All full-time and some adjunct faculty in MSSS used the Course Scheduling Template for spring summer, and fall 2017 classes. The schedules were then consolidated on the template by the Associate Dean, Discipline Coordinators, and AA for each session/semester. This helped increase the efficiency of scheduling process.
2. Faculty worked on and submitted year round schedules to include tentative spring 2018. Most disciplines submitted spring 2018 schedules which are being entered in PS. Biology and Math schedules are partial in PS due to change in leadership of these departments as new math and biology discipline coordinators are appointed in late spring 2017.
3. Worked with AA/Dean of Arts and Sciences to utilize Ad Astra's Higher Education Scheduling Index during the academic year to assist with class offerings. Need more training in this aspect of schedule building.

### **Response to Evaluation: 2017-18 Action Steps**

1. Refine the scheduling process, more so for yearly schedule building, including the timeline. All faculty/disciplines to submit summer, fall, and spring schedules for the academic year.
2. Discipline/Curriculum Coordinators to work with faculty, develop, and review discipline schedules to minimize errors in schedule proposals. They are to follow the timeline so the schedules become available to students in time.
3. Develop schedules that meet needs of special student groups, such as Early College, PLW-Biomedical, HS students, WFS (GoCareers Business/Medical Assisting, IBEW, GOFAME, Work Reasy etc.) and others.
4. Explore new adjunct faculty in the area and maintain files on them to utilize

their services as needed for regular classes and special groups. This is more prudent due to current and upcoming retirements during the academic year.

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**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".

**Evaluation of Results**

1. Associate Dean of MSSS invited all faculty (in department meetings and individually) to submit current budget expense requests from time to time as needed to spend the allocated funds to meet the needs of the disciplines and students. ALL requests were honored for supplies/small equipment after evaluation of justification. Purchased all supplies equipment as identified and requested by MSSS faculty except for servicing of microscopes. 20 new low cost (half price) microscopes purchased from the bookstore instead of servicing old ones due to short time before the budget closing.
2. A large number of science supplies, equipment, and glassware were obtained from the Owensboro Health due to closing of Cancer Research Center by the joint efforts of science faculty, Associate Dean, Advancement Office, and M & O. This would provide substantial saving so the funds can be directed to other needs within the department of MSSS.
3. The MSSS faculty were invited to submit budget requests for the next year. Math faculty submitted a request for a full-time faculty position.

**Response to Evaluation: 2017-18 Action Steps**

1. Request funds and submit quotes to Academic Affairs for servicing of the microscopes.
2. Request new or upgrade computers for faculty with old machines.
3. Work with M & O and science faculty to properly distribute and locate various equipment and lab material obtained from the Cancer Research Lab. Have the instruments/equipment properly installed in science labs in S101, 102, 103, 206, 207, 208, 209, 210, ACA 117.
4. Explore external sources of travel funds for the faculty.

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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.

### **Evaluation of Results**

1. PSY 110 in fall and MAT 150/100 in spring were offered for GOCAREERS program at US Bank facility.
2. For GOFAME program, MAT 126 was offered at the Main Campus late afternoon in fall 2016.
3. For IBEW program, offered PSY 110 and MAT 126 in fall and BIO 118 in spring.

### **Response to Evaluation: 2017-18 Action Steps**

1. Provide required MSSS department courses for second cohort of the GO Careers Work and Learn Program on the Downtown Campus.
2. Provide MSSS department courses to implement the new Medical Assisting Program as needed.
3. Provide PSY, BiO and Math courses for IBEW program as per program schedule.
4. Provide a science with lab option for the Go Career at US Bank.

## 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

#### **Evaluation of Results**

1. Curricula for the Healthcare Facilities Foundation (HFF) Certificate and Healthcare Facilities Leadership (HFL) Diploma were developed and approved by the KCTCS Board of Regents in March 2017.
2. The HFL Diploma and HFF Certificate were approved as new credentials June, 8, 2017 by the KCTCS Board of Regents. At least two students will be ready to receive an HFF Certificate in December 2017. Marketing and recruitment for both credentials has begun with enrollment for both credentials expected to be in the double digits for fall 2017 semester.
3. The Medical Assisting Diploma and Associate in Applied Science degree received program approval by the KCTCS Board of Regents on June 8, 2017. These two credentials have embedded certificates to include, Medical Office Insurance Billing and Coding, and Medical Office Administrative Assistant. Also approved by the KCTCS Board of Regents on June 8, was the Phlebotomist Certificate to complement the medical assisting degree and diploma. Recruitment and marketing activities are planned for the summer of 2017 with the first cohort of medical assisting student scheduled to begin in August 2017.
4. In addition, curriculum revision to eliminate redundancy, reduce diploma credit hours, plus streamline the AAS to increase transfer opportunities for the medical assisting program has begun, but is still in the very early stages of development.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Technical course in the medical assisting program will be evaluated for redundancy and rewritten as new courses to eliminate the redundancy while meeting the competencies set forth by the national accrediting body (CAAHEP).
2. A new medical assisting diploma and degree track will be developed to

accommodate the new courses in an effort to reduce the credit hours needed to achieve the diploma credential and better align with the Council on Post-secondary Education's new guidelines regarding credit hours.

3. The new medical assisting AAS track will be developed to increase transfer opportunities to four-year institutions and better align other OCTC/KCTCS allied health programs for intra/inter transfer opportunities.
4. All new curriculum will follow KCTCS protocol for approval.
5. Evaluate the development of a Sterile Processing Certificate as an indicated need for the local health care industry.

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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.

### **Evaluation of Results**

Led by the Medical Information Technology and Surgical Technology program coordinators, a healthcare scenario was developed as the theme for the OCTC Extravaganza. Healthcare programs focused their recruiting efforts on how each individual healthcare profession would respond to the scenario. Five of the six Business, Health, and Public Service (BHPS) healthcare programs participated in the event. In addition, a Madisonville Community College (MCC) Respiratory Care faculty member participated promoting the OCTC 1+1 agreement with MCC. To further enhance the scenario, the Human Services program coordinator from the BHPS department participated in the scenario. This was an excellent group effort by the BHPS faculty which resulted in a positive response from the attendees.

### **Response to Evaluation: 2017-18 Action Steps**

Utilize the scenario healthcare modality to:

1. Add more BHPS programs to increase departmental cohesiveness.
2. Strengthen the attendee participation with each individual program.
3. Implement the scenario at the Career and College Expo.
4. Begin to implement some of these activities at other recruitment events such as Parents' Night at the High Schools.
5. Begin to implement these activities on different levels for middle school and elementary school events/activities.

### **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).

#### **Evaluation of Results**

The following agreements have been completed:

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).

#### **Response to Evaluation: 2017-18 Action Steps**

Continue to seek and/or reaffirm Business, Health, and Public Service transfer agreements with other institutions to strengthen the BHPS programs.

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### **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

#### **Evaluation of Results**

The Healthcare Facilities Leadership CPE review was completed.

#### **Response to Evaluation: 2017-18 Action Steps**

Complete the five-year CPE reviews for the following programs:

- Criminal Justice.
- Fire/ Rescue Science Technology.
- Human Services.

- Interdisciplinary Early Childhood Education.

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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.

**Evaluation of Results**

1. Program coordinators of the Business, Health, and Public Service (BHPS) Department participated in the experiential learning survey administered by Academic Affairs.
2. Four faculty of the BHPS department participated in one or more activities related to the Title III grant proposal on experiential learning. These activities included: initial proofreading with feedback, participation on a mock review panel, and final proofreading.

**Response to Evaluation: 2017-18 Action Steps**

One (or more) Business, Health, and Public Service program will participate in a review and evaluation of the selected program's experiential learning opportunities.

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**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.

### **Evaluation of Results**

1. The U.S. Bank GO Careers Business Administration Systems program was implemented and with the first two semesters of the first cohort completed.
2. The Business, Health, and Public Service Department participated in a very successful joint advisory committee meeting held in April.
3. A proposal for the adoption of the Medical Assisting AAS degree and diploma was submitted and approved by the KCTCS Board of Regents. Approval date was June 8, 2017.

### **Response to Evaluation: 2017-18 Action Steps**

The following follow-up activities are planned:

1. Graduate the first U.S. Bank Business Administration Systems cohort.
2. Begin a second Business Administration Systems cohort for various area banks.
3. Begin a Medical Assisting program.



## **Manufacturing and Skilled Trades**

### **1: Modify or Create new pathways in current technical programs to address community needs.**

**OCTC Objective:** 5. Career Connections

#### **Rationale/Resources**

The Industry Innovation Center is scheduled to open in January 2018. The equipment in the building will include upgrades to the Welding Technology and Air Conditioning Technology programs. Each program will have the opportunity to add new certificates. The rest of the programs in the department will also be reviewing community needs to access and evaluate current programs.

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

A new certificate will be offered in either Welding Technology or Air Conditioning Technology by the fall of 2019.

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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.

#### **Evaluation of Results**

The Manufacturing and Skilled Trades Department has attended 100% of all recruiting events held either at the local high school or at the Owensboro Community and Technical College campus.

#### **Response to Evaluation: 2017-18 Action Steps**

The Manufacturing and Skilled Trades department will attend 85% of recruiting events in the 2017/2018 academic year.

## 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.

### **Evaluation of Results**

1. 12/23 graduating ADN students met the required 94% predicted probability of passing NCLEX on the first attempt. (Ongoing)
2. Live three-day HURST© NCLEX review program held on OCTC campus Fall 2016 and Spring 2017. (Met-Ongoing).
3. 100% of nursing courses require completion of ATI exams and incorporate ATI resources into course requirements (Ongoing).

### **Response to Evaluation: 2017-18 Action Steps**

1. The ATI Comprehensive Predictor will be now be weighted as 15% of total course points in NSG 230 to encourage students to utilize the ATI website resources for their success. (Ongoing)
2. Nursing faculty will investigate availability and accuracy of online review courses for student success on NCLEX. Students are hesitant to participate in a live HURST review related to financial burden. (Ongoing).
3. Nursing courses will continue to require completion of ATI exams and incorporate ATI resources into course requirements (Ongoing).

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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.

**Evaluation of Results**

1. Nurse Administrator and 2 fulltime faculty attended NLN CNEA Accreditation workshop in Fall 2016 in anticipation of moving forward with writing self-study for accreditation site visit Spring 2018.
2. NLN CNEA program self-evaluation completed in order to continue Pre-Candidacy status, due March 2017.
3. NLN CNEA accreditation site visit scheduled for Spring 2018.

**Response to Evaluation: 2017-18 Action Steps**

1. Nurse Administrator and 2 fulltime faculty will attend an NLN CNEA Accreditation workshop entitled "Writing your Self-Study" in August 2017.
2. NLN CNEA Pre-Candidacy status approved. Nurse Administrator and 2 fulltime faculty will write self-study June 2017. Revision if necessary after attendance of August workshop.
3. NLN CNEA accreditation site visit scheduled for April 2018.

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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.

### **Evaluation of Results**

1. Nurse Administrator and one faculty member recruited at the Apollo High School Parent night Spring 2017. Nurse Administrator and three faculty member recruited at the OCTC 30th Anniversary "Family Fun Day" Fall 2016. Nurse Administrator and four faculty member recruited OCTC Extravaganza Spring 2017.

### **Response to Evaluation: 2017-18 Action Steps**

1. Nurse Administrator will continue to encourage faculty participation in recruitment events during off hours and on weekends.

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## **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.

### **Evaluation of Results**

1. KCTCS ADN curriculum committee meeting monthly via Skype for curriculum revision (Ongoing).
2. Nurse Administrator participated in KCTCS ADN Transfer Summit to evaluate BSN curriculum requirements prohibiting seamless transfer and evaluating 2+2 agreements and 3+1 agreements between various universities and KCTCS (Met).
3. Four recruiters from various RN-BSN programs met with fourth semester class in the ADN program Fall 2016 (Ongoing).
4. In addition to the Associates in Applied Science in Nursing (AAS) degree, faculty are assertively advising ADN students to obtain either the Associates in Science (AS) or the Associates in Arts (AA) in order to be general education certified for ease in transfer to 4-year universities BSN programs (Ongoing).
5. 100% of students reported on graduate exit survey plans to enroll in BSN program within one year of graduation.

### **Response to Evaluation: 2017-18 Action Steps**

1. KCTCS ADN curriculum committee met monthly via Skype for curriculum revision implementation date of Spring 2018 (Ongoing).
2. Nurse Administrator will continue to promote seamless transfer by sharing with third and fourth semester students KCTCS transfer summit agreements posted on system shared drive (Ongoing).
3. Post advanced degree opportunities received by faculty to Blackboard for third and fourth semester students (Ongoing).
4. Continue to encourage self-paid students to complete the Associates in Science (AS) or the Associates in Arts (AA) in order to be general education certified for ease in transfer to 4-year universities BSN programs (Ongoing).
5. Continue to encourage student to enroll in BSN program within one year of graduation (Ongoing).

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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.

### **Evaluation of Results**

1. 100% of students were placed in nursing jobs before graduation.

**Response to Evaluation: 2017-18 Action Steps**

1. Continue promoting recruiters to visit classrooms and posting employment opportunities to Blackboard for third and fourth semester students. (Ongoing).

## 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.

### **Evaluation of Results**

1. Created online First Year Experience scavenger hunt which was embedded in Blackboard for students.
2. Reviewed and tweaked face to face First Year Experience scavenger hunt.
3. Tours were performed by library student worker which resulted in positive feedback from students.
4. Coffee spot in back of library was placed on hold until fall 2017 due to change in cleaning staff/company which will start in June.
5. List of local social services was made, however, display was not created due to everyday duties and additional cross training being performed; will pick back up in fall 2017.

### **Response to Evaluation: 2017-18 Action Steps**

1. Revisit creating coffee spot in back of library with new cleaning crew.
2. Update food/drink policy statement.
3. Make permanent signage to reflect home away from home environment that we are trying to create.
4. Investigate monthly game day for students to relax and collaborate; promote games to TRIO staff/students for team building; promote to Teaching and Learning Center for students to build vocabulary skills.
5. Make decorative areas to reflect seasonal changes and related quizzes such as summer happenings and holidays.

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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.

### **Evaluation of Results**

1. Library staff created and offered workshops on Learning Express Library and Films on Demand, which were attended by several students.
2. Public Services Librarian provided a power point presentation on library resources and tours of the library at several different times to TRIO students.
3. We did not promote career-related information and resources; may reach out to the Career and Transfer Coordinator to see how library can assist them.
4. Public Services Librarian created the Occupational Outlook Handbook Infoguide for students.

### **Response to Evaluation: 2017-18 Action Steps**

1. Contact program coordinators and Career and Transfer Coordinator to inquire about ways library can promote programs/careers to students.
2. Promote the Occupational Outlook Handbook infoguide periodically via social media and email.
3. Investigate faculty webpages for career related sites and links to email and social media.

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## **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.

#### **Evaluation of Results**

1. Sponsored and collaborated with counseling faculty member on their presentation about self-esteem in fall 2016, with several students and some staff and faculty in attendance.
2. Library staff member emailed the faculty sponsor for Students Aligned for Equality (SAFE) to offer back of library space to them for their meetings. The Diversity Director held a Super Someday session during the OCTC Extravaganza Event in April 2017.
3. Purchased and cataloged several items and added them to the Out of the Stacks collection.
4. Did not offer display case, as the existing displays/materials are still in the cases.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Add new and relevant items to *out of stacks* display; arrange creation of *out of stacks* catalog location for easier access.
2. Ask Diversity Director for ideas for events to be held by/sponsored by the library which promote diversity (readings and or guest speakers' presentations.)
3. Work with TRIO to highlight students' accomplishments, possibly dedicate part of bulletin board in back of the library.

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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.

### **Evaluation of Results**

1. After several discussions (via phone and e-mail) with Dean of Murray State University Libraries, the anticipated presentation was deemed inappropriate for our needs.
2. 17 responses were received and the results showed that a number of research-based skills were considered very important for student success at Kentucky's four-year institutions.
3. Was not completed; will reach out to local librarians for related-information and then revisit action in 17-18.
4. Did some research but could not find shorter articles to send out to faculty and staff.

### **Response to Evaluation: 2017-18 Action Steps**

1. Revisit administering survey to state-wide nursing directors and share results with appropriate parties on importance of library research skills.
2. Reach out to Lib Directors at local college libraries for their opinions on importance of library skills in success of our students who transfer to them.
3. Investigate speaker event with successful OCTC alumni, possibly a current faculty or staff member, to speak about their journey through their educational process...from a two to four year college.

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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.

### **Evaluation of Results**

1. Collected some dissertations; decided not to make display until we acquire lockable display case for security of materials.

2. Emailed Academic Affairs Dean and asked if Medical Assistant program had been approved.
3. Student worker in Radiography program started work on Radiography display.
4. Created "Brag Board" for faculty, staff, and students which spotlighted/displayed accomplishments and announcements of several faculty, staff, and students.

**Response to Evaluation: 2017-18 Action Steps**

1. Highlight TRIO accomplishments on bulletin board (in back of library.)
2. Purchase locking tabletop display case for faculty and staff display of scholarly works/dissertations.
3. Oversee completion by student worker in radiography program the creation of Radiography display.
4. Revisit display of faculty dissertations/investigate having event inviting faculty to share their doctoral journeys.

## 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.

### **Evaluation of Results**

1. The HR/Payroll staff continued a retraining period where the staff had to prioritize their duties/responsibilities in reaction to the retirement with the department. The analysis was necessary to ensure all payroll and HR functions were covered. The College staff were successfully trained on the use of the electronic absence forms in the PeopleSoft Self Service Module. This new functionality increased the efficiency for employees and for HR/Payroll Staff. Additionally, in Fall 2016, the HR staff set up a training session on social security. The session was conducted by Hilliard Lyons and was very well attended by College employees.
2. The Business Office staff attended the Procurement to Pay, (P-to-P Live) training sessions via Skype. These monthly sessions began in January 2017 and covered pertinent topics such as procard, quotes, bids, RFP, PSC agreements, expense reports/reimbursements and purchase requisitions/purchase orders. The Associate Dean of Business Affairs completed the second year of the SACUBO College Business Management Institute (CBMI).
3. Business Affairs has been working to continue looking for operational efficiencies. The Business Office successfully completed the second year of the new inventory methodology. It invested an incredible amount of resources and time into the implementation of the new dual credit/high school initiatives. The implementation of CEMCS utility data collection began and is being updated monthly by the Business Office. Preparation for the Ad Astra Event Scheduling software is being

implemented. The successful bid and award of the custodial contract for the Main Campus was completed with implementation on June 1, 2017. This contract allowed the College to utilize the current full-time custodial staff at the other two campuses.

### **Response to Evaluation: 2017-18 Action Steps**

1. Hiring and training new employees in the Business Office and M&O due to retirements, transfers and resignations.
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 including continue to refine administration of the dual credit scholarship and work ready scholarship, manage the custodial contract, implement Ad Astra event scheduling, implement Work Order System and implementing new HR/payroll policies.

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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.

### **Evaluation of Results**

1. Improved communication with faculty, staff and students through emails and publication of all security phone numbers. Improved visibility of security personnel on all three campuses with the purchase of uniforms. Implementation of the emergency operation plan with the receipt of the draft OCTC Emergency Operation Plan on June 28, 2017. The College community is developing a continuity plan that is scheduled to be completed by the end of Summer 2017.
2. In May 2016, local law enforcement officers conducted an Active Shooter training for all faculty and staff. CPR/Basic First Aid class was conducted on May 12, 2017. Also, in May 2017, Jeff Hendricks was trained and certified to instruction in ALICE. The College PART Team, Academic Associate Deans and Academic Leads and SNAP Team attended a FEMA Cyber Security Virtual Table Top Exercise in May 2017.

### **Response to Evaluation: 2017-18 Action Steps**

1. Complete continuity plans and finalize the Emergency Operations Plan.
2. Provide professional development for faculty and staff including ICS courses.
3. Use security and safety training to prepare a base line of ICS familiarity to strategically

move College faculty and staff forward in preparation for an Incident Command Exercise in 2018-2019.

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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.

#### **Evaluation of Results**

1. The relocation of the Radiography Lab was completed in early January with the placement of a custom built table in the digital X-ray room. The lab equipment was expanded to include a new digital x-ray machine in addition to the conventional x-ray machine. The new lab had to have special approval and plans from the State. The hail storm in May 2105 did damage to all three campuses. Repair to the skylight in the Learning Resource Center is almost complete with final completion anticipated by end of Summer 2017. Damage to the interior surface around the skylight will be completed during Fall 2017. The HVAC renovation project which included the hail damage repair was bid out and construction began on May 8, 2017.
2. Construction was completed on the ESG/CEMCS Project. The Building Automation System is currently being fine-tuned. The College acquired and upgraded nursing beds for the majority of the Allied Health Programs. Additionally, Owensboro Health Hospital donated science lab equipment and it was relocated to the Science Building in June 2017.
3. Construction on the Industry Innovation Center was on hold from January 8, 2017 to May 9, 2017 since the General Contractor declared bankruptcy. On May 10, a new contract was put in place with Danco Construction.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Complete HVAC renovation project to include HVAC repairs from hail storm.
2. Complete construction of Industry Innovation Center.
3. Prepare Industry Innovation Center for classes beginning January 2018 including

- equipment purchase and installation and furniture purchase and installation.
4. Implement Workready grant with renovation on the Downtown Campus in preparation for new lab facilities.
  5. Work with ESOS and CEMCS to create efficiencies to save energy and expenditures.
  6. Begin planning for renovation of Welding labs on the Southeastern Campus for Automotive program use.
  7. Complete new signage project across campuses.



## Information Technology

### 1: Technology installs and upgrades

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

**2016-17 Action Steps**

Implement TRIO grant technology initiatives

**Evaluation of Results**

Install the new TRIO grant technology components, including networking, computers, and projector.

**Response to Evaluation: 2017-18 Action Steps**

Installation of the technology for the new Industry Innovation Center building.

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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.

**Evaluation of Results**

The "server room shutdown procedure" document was completed and tested during a power outage in 2016.

**Response to Evaluation: 2017-18 Action Steps**

Develop an updated data recovery guide and data security strategy.

## 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.

#### **Evaluation of Results**

Audits were run and compared. Concerns were shared with the system office. In addition, audits were ran to show the system office how lengthy the audit reports were for student/advisor use.

#### **Response to Evaluation: 2017-18 Action Steps**

Degree Audits will be piloted with more advisors to gather feedback.

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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.

#### **Evaluation of Results**

1. OCTC PeopleSoft Admissions manual completed.
2. Division Assistants trained.
3. Schedule developed and set.
4. Follow up training continues as processes evolve.

### **Response to Evaluation: 2017-18 Action Steps**

Train division assistants on new online application once it is rolled out (July 2017).

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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

#### **Evaluation of Results**

While it was a learning process, the use of the online application has greatly accelerated the admissions/registration process for most applicants. Key issues (e.g., lack of a SSN on partial PeopleSoft record, lack of personal e-mail address/updated cell number) were identified and steps were taken at intake to resolve the issue so that the application would process. Holds are no longer placed and students are contacted about missing transcripts before classes begin. The number contacted before spring classes was in the single digits.

### **Response to Evaluation: 2017-18 Action Steps**

1. Tell applicants to not submit the application until START Center staff can check the application
  2. Use the new online application in the SMART 2 START process
  3. Train additional faculty adjunct advisors in the START Center
- 

### **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

#### **Evaluation of Results**

1. TABE, KYOTE, and Wonderlic were piloted. Wonderlic is not being actively used as an option. TABE and KYOTE were fully implemented.
2. Additional testing options were explored. It is possible that Ed Ready may be used. Accuplacer is being used by some KCTCS colleges but scores cannot be entered in PeopleSoft.
3. Placement testing guidelines were revised to reflect the new co-requisite model. RDG 100 was dropped in Spring 2017 and ENG 100 is being used in its place.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Explore moving to using KYOTE Math and Reading as the primary placement tests with TABE-A as the backup
2. Explore the use of Ed Ready for placement for out-of-state online students.

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### **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.

### **Evaluation of Results**

New process implemented and pre-application piloted.

### **Response to Evaluation: 2017-18 Action Steps**

Implement the pre-application to guide the intake process and collect student group data (i.e., transfer college intentions and selective admissions programs)

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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.

### **Evaluation of Results**

1. Throughout the year, we have worked closely with the College and Career Readiness Coordinators at each of our partner high schools. Together we were able to assist students with FAFSA completion and to answer questions throughout the year about financial aid.
2. We hosted our Early College Parent Night in July. I was pleased with the attendance at this event and our ability to speak one-on-one with families about their particular circumstances.
3. We distributed copies of the Early College Parent Guide at our meeting in July and we also had several copies to give out to interested families throughout the year. The guide was informative and was not specific to the beginning of the term only.
4. We were able to coordinate with the bookstore to ensure all textbook charges were covered. We had a few hitches along the way, so we will need to make some adjustments for next year.

### **Response to Evaluation: 2017-18 Action Steps**

1. Additional secondary schools are showing interest in allowing students to participate in the experiment. We will work with the counselors and CCRCs to get their students started in the program.
2. Visit partner high schools to assist interested students in FAFSA completion.

3. Use vouchers in lieu of continually updating a list to allow students to purchase textbooks at the bookstore.

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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.

### **Evaluation of Results**

1. KCTCS successfully implemented a marketing blitz to publicize the introduction of Early FAFSA.
2. We attended parent nights at four local high schools to assist with Early FAFSA filing in October.
3. We announced the new FAFSA deadline and encouraged Early FAFSA filing in FYE 100 and TRiO Workshop presentations.
4. We began filing 2017-2018 FAFSAs in our office on Monday, October 3rd. Over 1200 students filed a FAFSA before January 1, 2017.

### **Response to Evaluation: 2017-18 Action Steps**

1. To continue the success of Early FAFSA, we will work with our secondary partners to schedule parent nights again this year.
2. We utilize email and various social media tools to remind current students of the availability of the 2018-2019 FAFSA on October 1, 2017.

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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.

#### **Evaluation of Results**

While it was a learning process, the use of the online application has greatly accelerated the admissions/registration process for most applicants. Key issues (e.g., lack of a SSN on partial PeopleSoft record, lack of personal e-mail address/updated cell number, the need to reset passwords in order to complete the readmit application) were identified and steps were taken at intake to resolve the issue so that the application would process. Same day registration takes place when possible. Holds are no longer placed and students are contacted about missing transcripts before classes begin. The number contacted before spring classes was in the single digits.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Staff will be trained on using the new online application.
2. Calls will continue to be made to students missing transcripts and test scores.

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### **9: Begin investigating On-line Application for Graduation Process**

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

#### **Rationale/Resources**

Look at several on-line 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.

#### **Evaluation of Results**

Program that ECTC uses cannot be implemented at OCTC without considerable time and expense. A new survey software available to IT/IR may be an option.

#### **Response to Evaluation: 2017-18 Action Steps**

Explore use of survey software, in conjunction with IT, to see if it can be used for an online graduation application.

## 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.

#### **Evaluation of Results**

1. Launched a "GO CAREERS" Business Administration Degree program for incumbent workers at US BANK. Explored two new options under the GO CAREERS umbrella for 2017-18 launch.
2. With OCTV fully integrated within the Workforce Solutions umbrella, a CBT team developed new, interactive training programs for Audubon Area Community Services, the Kentucky Society for Health and Safety Engineers, US Bank, Big Rivers, and Aleris Corporation. Topics range from Contractor Safety, leadership/supervisory management, chemical and regulatory safety, technical writing, mentoring, and the Spanish translation of a current program.
3. WS offered four training sessions to 60 faculty and staff members titled, "It's Smart to Start at OCTC/Raise Your Game".
4. WS supported the Owensboro Innovation Academy's exploration and collaboration on IT training via the Work Ready Skills Initiative.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Launch two new, community-wide GO FAME/GO CAREERS cohorts based on work and learn model.
2. Explore alternative high school equivalency model with Owensboro Public School partners.
3. Engage non-native English speaking high school students in exploration of dual credit



- and college career programming.
  - 4. Expand KSHE CBT delivery into additional market areas.
  - 5. Promote Work Ready Scholarships to WS cohorts.
- 

## **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.

#### **Evaluation of Results**

1. WS provided extensive business and industry training and assessments; serving more than 340 companies, providing more than 7700 assessments, as well as enrolling more than 915 individuals in credit-bearing coursework and 3568 individuals in non-credit courses.
2. WS supported under-skilled participants through its SkillTrain Center (Adult Education Services). Hallmark initiatives, included: a TAG-D Federal Grant program which provided pre-employment training entitled: *The American Workplace* to 18 participants (ages 17-20) with 15 youth placed in summer employment, *Bridges: Connecting Schools & Refugee Families* with 40 adults and 60 children, and an Accelerating Opportunity Kentucky (AOK) - Phlebotomy course.
3. Four WS team members participated in OCTC's cross-divisional SEM Healthcare initiative.
4. WS lent major support to the college's priority to launch a new Medical Assistant Program option for launch in fall, 2017. The program was approved by the KCTCS

Board of Regents in June, 2017.

### **Response to Evaluation: 2017-18 Action Steps**

1. Expand WS CBT portfolio to additional clients and state organizations.
2. Promote career exploration, engagement, and access to support services for SkillTrain students.
3. Expand TAG-D high school student program to include campus tours and college/career exploration activities.
4. Identify and develop two, short-term, healthcare certification offerings.
5. Launch Medical Assistant program in fall, 2017 and seek national accreditation for the program.

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### **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.

#### **Evaluation of Results**

1. By expanding GO FAME to include the Computerized Manufacturing and Machining program as well as the GO CAREERS Financial Services program, approximately 40 additional low-income/low skill students are being served. Additionally, WS supported under-skilled and low income participants through its SkillTrain Center (Adult Education Services). Hallmark initiatives for ELT students, included: a TAG-D Federal Grant program which provided pre-employment training entitled: *The American Workplace* to 18 participants (ages 17-20) with 15 youth placed in summer employment.
2. OCTC's Downtown Campus has a WS employee trained and providing services under the Safe Space Ally program.

### **Response to Evaluation: 2017-18 Action Steps**

1. Engage new AmeriCorps workers to recruit non-native and at risk students, as well as to train new volunteers to support outreach activities on behalf of these populations.
2. Replicate and expand the *Bridges to English: Connecting Schools and Families* training program with secondary school partners.
3. Explore opportunities to integrate adult education and college transition supports

within the Owensboro Public School system's alternative high school completion program.

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#### **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.

##### **Evaluation of Results**

GO FAME graduated its first Advanced Manufacturing Technician cohort in May 2017. All fifteen earned Associates Degrees. Three students will begin work toward their Bachelors degrees in fall, 2017. Five students are continuing to pursue additional certifications and/or pre-Baccalaureate coursework at OCTC.

##### **Response to Evaluation: 2017-18 Action Steps**

1. Seek funding opportunities to support GO FAME/GO CAREERS success coaching and advising for college completion and transition.
- 

#### **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.

### **Evaluation of Results**

- 1. Dedicated an experienced project manager to the daily project management and student support services required to support and expand GO FAME/GO CAREERS and the IBEW Degree Completion collaborative.
- 2. In fall, 2016 WS launched the GO Careers Business Administration degree program for incumbent workers at US BANK. A cohort of eighteen students is entering their third semester of coursework.
- 3. WS led a multi-division team to: survey industry need, vet curricula and viability of an alternate program modality, develop an academic program proposal and related budget, as well as a recruitment plan for sponsoring employers and prospective participants. OCTC's Medical Assistant diploma program was approved by the KCTCS Board of Regents for launch in fall, 2017.

### **Response to Evaluation: 2017-18 Action Steps**

- 1. Launch new Medical Assistant program and identify sponsoring employers for work and learn employment during academic program window.
- 2. Provide greater outreach to long-term care facilities to assess need for advanced nursing assistant program, as well as to promote more accessible KMA course offerings.
- 3. Develop and launch two hybrid-CBT certificates, recognized by industry-partners, that would garner a salary increase or opportunity for higher skilled position upon completion.
- 4. Explore opportunities for alternative and/or refugee high school students to participate in co-op or part-time employment via WS programming or industry collaborations.

## **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.

### **Evaluation of Results**

- 1. Dedicated a highly experienced, WS project manager to provide personalized student

success coaching to the division's business and industry academic program collaborations - GO FAME/GO CAREERS and the IBEW Degree Completion partnership.

2. A WS faculty team member offered (1) FYE 100 class at the Downtown Campus.

#### **Response to Evaluation: 2017-18 Action Steps**

1. Employ an AmeriCorps volunteer for student recruitment into adult education services.
2. Collaborate with EDC partner to successfully recruit Business Administration and Medical Assistant students for fall GO CAREERS offerings.
3. Provide training for personnel new to the Success Coach and recruitment roles.
4. Host an integrated planning workshop with OPS partners launching new alternative diploma program for at risk youth.

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### **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.

##### **Evaluation of Results**

1. WS team members participated in the college's Work Ready Skills grant application. A WS senior project director crafted the successful "Innovation Lab for Emerging Skills & Technologies" proposal which included significant equipment and remodeling funds for industry training at OCTC's Downtown Campus and its Hancock County Training Center.
2. WS supported a collaborative workforce needs initiative between OCTC, WKU-O, the GO Chamber of Commerce, and GO EDC. WS lent its assistance in drafting the agenda, as well as by providing scribes and administrative support for participant

- recruitment and registration.
3. WS submitted three articles/ads for the GO Business magazine.
  4. The WS CBT team completed the Spanish version of the KSHE Healthcare Technician Certificate program, launching the program in spring, 2017.

**Response to Evaluation: 2017-18 Action Steps**

1. Hire a new WS Director of Sales and Marketing to markedly raise awareness of products and services.
2. Promote and expand CBT and hybrid training offerings.
3. Expand outreach to healthcare employers re. Medical Assistant Certificate, short-term training in technical and soft skill areas, as well as opportunities for customized CNA and KMA programs.
4. Support the remodeling and equipment installation on the downtown campus of both the allied health career center and the Work Ready Innovation labs.
5. Promote related (and expanded capacity) business and industry programming to clients and community.

**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