

SENATE JOINT RESOLUTION 179

Determinations and Recommendations
presented to the KCTCS Board of Regents

December 5, 2024



COLLEGE FOR **YOUR** WORLD

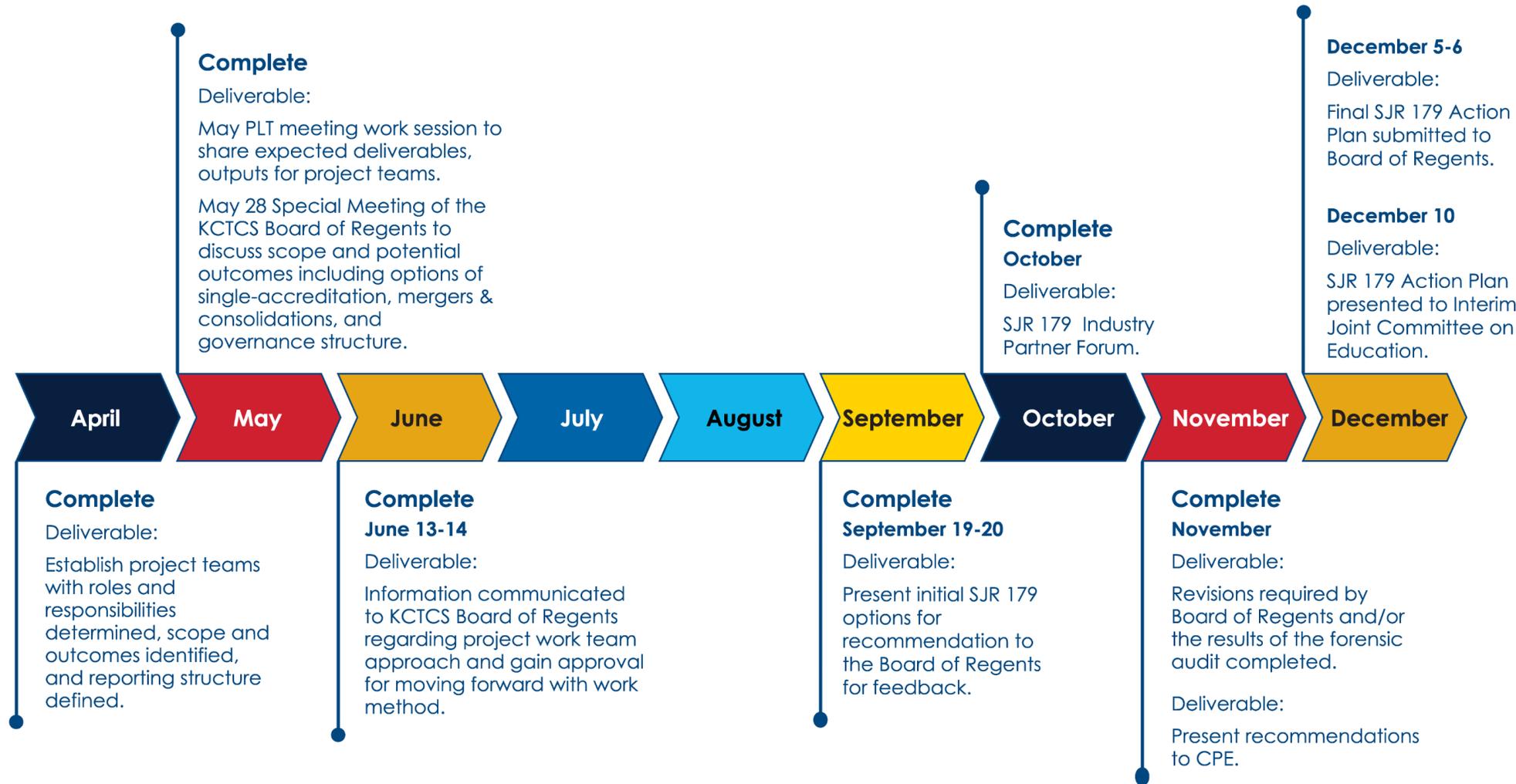
MUCH TO CELEBRATE

- KCTCS is the largest provider of postsecondary education in the state, with an annual enrollment of over **107,000 students** and 45% of the state's public higher education undergraduate students.
- Since its creation, KCTCS **has bettered the lives of over 1.2 million Kentuckians**, awarded over 600,000 credentials, and graduated over 250,000 students.
- KCTCS is #8 in the nation in credentials awarded by public, two-year institutions and **#1 in the nation in credentials awarded per capita** by public, two-year institutions.
- 60% of graduates **from low-income households** at Kentucky's public institutions receive their awards from KCTCS.
- KCTCS educates **71% of Kentucky high school students** who enroll in Dual Credit.

THE OPPORTUNITY

- SJR 179 asks KCTCS to examine nearly all facets of the system.
- This resolution provides a framework for transforming the college system and to realign with Kentucky's needs.
- State leaders asked KCTCS to be bold and think innovatively on this roadmap for its future.
- How does KCTCS best serve all Kentuckians with accessible and affordable higher education and workforce training moving forward?

SJR 179 TIMELINE



DECISION CRITERIA

In order to work efficiently and consistently within this process, the Work Teams and the KCTCS President followed a list of five guiding principles when considering each option that emerged from research:

1. The level of disruption involved with each option.
2. The anticipated associated costs.
3. The anticipated savings.
4. The time it would take for completion and implementation.
5. Opportunity costs.

RECOMMENDATIONS

(1) Academic training and program offerings, including the quality of credentials and program relevancy

- Support third-party validation of academic program quality
- Improve the structure and uses of Program Advisory Committees
- Leverage Meta Majors to strengthen AA and AS pathways
- Increase Program Sharing among Colleges
- Strengthen Program Review in alignment with CPE Program Reviews
- Work with CPE to streamline the Program Approval process
- Fully implement the KCTCS Technical Program Alignment process

(2) A comprehensive statewide KCTCS workforce plan which may include financial and academic supports, comprehensive career counseling, and experiential learning elements

- Lead Robust Collaboration
 - Improve business engagement data sharing between organizations.
 - Develop proactive outreach strategy to address gaps.
 - Develop employer ROI toolkits, employer role clarity, and partnership awareness campaigns.

(2) continued

- Support & Sustain Economic Development
 - Increase TRAINS funding.
 - Support and expand business-facing staff and provide strategic professional development.
 - Invest in instructional designers for program innovation to address emerging skills and advancements in technology.
- Advance Labor Market Responsive Programs & Initiatives
 - Consistently collect and aggregate employer satisfaction data for entry-level talent.
 - Strengthen support for untapped talent pipelines including wrap-around support.
 - Instructor recruitment, retention, and professional development.
 - Invest in statewide sector strategy advisory model.

(2) continued.

- Elevate Visibility & Support for Career Pathways
 - Develop a strategy that positions KCTCS as a premier destination for Earn and Learn.
 - Design a comprehensive career development strategy.
 - Refine Dual Credit portfolio.
 - Support seamless transfer processes.
 - Expand and improve coordination between CTCs, ATCs, K-12, and 4-year partners, including cross-organization marketing and continuous improvement.
 - Advance scope for support for non-completers.

(3) The KCTCS geographic footprint, including but not limited to the need for mergers and consolidations

- To optimize educational effectiveness, KCTCS will establish an evaluation criterion and a systematic review process to evaluate the viability of colleges, campuses, and KCTCS controlled instructional sites in consideration of repurposing and revitalizing locations, and potential mergers and/or consolidations.

(4) Single system accreditation versus individual college accreditation

- Preserve college-level accreditation and focus on increasing shared services and seamless integration across the Kentucky Community and Technical College System.

(5) Governance reform, including the KCTCS Board of Regents and the 16 college boards of directors

- Establish a full vote for the faculty, staff, and student regents on the KCTCS Board of Regents.
- Adopt a board structure that addresses the inclusion of industry sectors in the board composition.
- Ensure geographic representation by requiring at least one member from each of the seven judicial districts of the Kentucky Supreme Court.
- Maintain the current total number of votes at 11, with 8 appointed votes and 3 elected votes.
- Revise term limits for appointed members to four years with eligibility to be reappointed for an additional term.

(5) continued.

- Rename the Boards of Directors to the College Board of Advisors.
- In addition to the five advisory duties now in statute, establish additional responsibility: Each College Board of Advisors shall convene regularly with the Boards of other KCTCS colleges to monitor and advise on the collaborative workforce development and service sharing plans of the KCTCS colleges in a defined geographic region of the state.
- Eliminate the Nominating Committee process and replace with a model that enables the Governor to appoint members to the College Boards of Advisors based on nominations from KCTCS.

(6) The KCTCS funding model and its adequacy, including state appropriations, existing performance funding, the funding of the system office, and modern outcome-based funding structures

- KCTCS's state appropriation is not adequate when compared to benchmark comparator states (on a \$/FTE basis).
- KCTC's state appropriation should be at, or above the average \$/FTE state appropriation rate of its Benchmark Comparator States.
- IF, the Kentucky Legislature determines it will set KCTCS's state appropriation at or above the average \$/FTE state appropriation rate of its Benchmark Comparator States, it is then recommended that a modern 100% outcomes-based funding model should be created for KCTCS based on design and implementation elements within the SJR 179 report.

(6) continued.

- Utilizing the expanded and updated data set, it appears that the KCTCS System Office staffing levels were — and continue to be — lower than the comparator state systems.
- Allow the KCTCS President to determine the proper staffing levels and subsequent funding levels of the System Office, that would maximize success, organizational efficiencies, and effective leadership.

(7) Tuition rates, with a commitment to ensuring affordability and return on investment

- KCTCS graduates take loans in small percentages, pay back their loans consistently and receive positive rates of return for their educational investment.
- Expand the credential eligibility and funding for the Work Ready Kentucky Scholarship program to include:
 - All KCTCS Associate of Applied Science degrees (technical degrees)
 - Associate of Arts and Associate of Science degrees (Transfer Degrees) in high demand transfer pathways/Meta Majors (such as education, engineering, social work, accounting, etc.)
 - Allow KCTCS students access to the Work Ready Kentucky Scholarship during summer terms.
 - Include a \$1,000 annual stipend for Pell-eligible students.

(8) The personnel system for KCTCS employees

- With careful consideration of the impact on Kentucky Community and Technical College System employees, KCTCS recommends maintaining the current structure of the personnel systems while continuing to monitor organizational effectiveness.

(9) Effectiveness and affordability of dual credit course offerings

- To ensure increased student achievement and greater alignment with Kentucky's workforce needs, KCTCS should be the sole provider of Dual Credit.

(10) Transferability of associate's degrees to four-year institutions

- Building on HB 160 (2011), establish common course numbering for all public Kentucky institutions for 100- and 200-level courses.

(11) Outdated or conflicting statutory language

- 17 statutes have been identified for revision, repeal, or a determination that no action should be taken.

IN CONCLUSION

- KCTCS was established more than a quarter-century ago by merging Kentucky's community colleges and technical schools.
- Its mission was to serve all Kentuckians through affordable and accessible postsecondary education or training, therefore contributing to the state's workforce pipeline and promoting economic growth.
- KCTCS has seen much success and worked to enhance the quality of life and economic vitality of the Commonwealth by impacting over 1.2 million Kentuckians.
- KCTCS is the state's primary provider of college and career readiness, transfer education, workforce education, and employment training.
- The time is appropriate to review, reset, and realign with the needs of Kentucky.
- These recommendations provide a framework for the future of KCTCS, allowing it to remain nimble and responsive to the changing workforce needs of Kentucky.
- All recommendations focus on student success and service to all Kentuckians.

QUESTIONS