

Kentucky Community and Technical College System Board of Regents

Action Question: Should the Board approve revisions to the KCTCS 2022-2026 Strategic Plan, including the values, infused priority, and objectives?

Recommendation: Approve; it is recommended that the KCTCS Board of Regents approve revisions to the KCTCS 2022-2026 Strategic Plan to comply with Kentucky House Bill 4.

Background: Board of Regents Policy [4.9, Kentucky Community and Technical College System Policy on Strategic Planning and Institutional Effectiveness](#), and Administrative Policy [4.9.1, KCTCS Strategic Planning Process and Plan](#), provide the framework and direction for strategic planning processes. This includes the requirement that the KCTCS Board of Regents approve the KCTCS Strategic Plan. Consistent with policy, the KCTCS Board of Regents approved the KCTCS 2022-2026 Strategic Plan on March 25, 2022. Approval of KCTCS 2022-2026 Strategic Plan revisions are now needed to maintain compliance with Kentucky law.

Rationale: One June 27, 2025, Kentucky House Bill 4 will go into effect requiring higher education institutions to be in compliance with initiatives related to diversity, equity, and inclusion. After reviewing the KCTCS 2022-2026 Strategic Plan, including the KCTCS mission, vision, values, infused priority, goals, objectives, and key performance indicators, three necessary revisions were identified. Revisions pertain to the KCTCS values, infused priority, and objectives.

The following pages include a redline version of the KCTCS 2022-2026 Strategic Plan highlighting necessary revisions, as well as a revised version submitted for Board review and approval.



KCTCS 2022-2026 Strategic Plan

Strategic Plan Revisions

MISSION STATEMENT:

The mission of the Kentucky Community and Technical College System is to enhance the quality of life and economic vitality of the Commonwealth by serving as the primary provider of:

- College and Career Readiness
- Transfer Education
- Workforce Education and Employment Training

KCTCS VISION:

KCTCS will be the primary provider of skilled talent to grow Kentucky.

KCTCS VALUES:

- Quality and excellence
- Integrity
- Student-centered
- Openness, accountability, and transparency
- Continuous improvement
- Timely and responsive
- Flexibility and innovation
- ~~Inclusion, equity, respect, and global diversity~~

Kentucky Community and Technical College System Board of Regents

Infused Priority:

Ensure diverse, equitable, and inclusive campus communities.

Goal: Increase Learner Success

Strategic Plan Objectives	Strategic Plan Performance Metrics
Grow enrollment at KCTCS institutions to meet the needs of the Commonwealth by expanding the number and diversity of learners achieving their career and lifelong learning goals.	Academic Year Enrollment <i>Definition:</i> Unduplicated total enrollment headcount (for credit) in most recently completed academic year (summer, fall, spring)
Leverage proven practices to increase learner success through the completion of credential pathways and (credit and non-credit) industry training, including <ul style="list-style-type: none">transfer to four-year institutions (bachelors to employment)employment entry, re-entry, or upskilling	Two-Year Persistence Rate <i>Definition:</i> Unduplicated percentage of students entering in the fall semester who earn a credential at the initial institution by the end of the following academic year, transfer by the end of the following academic year, or are still enrolled at the initial institution at any time during the following academic year

Goal: Increase Employment Success

Strategic Plan Objectives	Strategic Plan Performance Metrics
Expand workforce training to ensure skilled talent to meet employer and economic development needs.	Targeted Industry Sector Credentials <i>Definition:</i> Credentials awarded in academic programs aligned with the Kentucky Workforce Innovation Board's Targeted Industry Sectors (Healthcare; Manufacturing, Transportation, Distribution, and Logistics; Information Technology, Business, and Finance; and Construction)
Strengthen industry and transfer partnerships to enhance programs and improve speed to work to ensure a skilled talent pipeline to grow Kentucky's economy.	Post-KCTCS Outcomes <i>Definition:</i> Percentage of non-returning credential earners (degree, diploma, certificate) in one academic year that enroll at a four-year institution or are employed and earn a wage greater than or equal to the federal poverty level in the following academic year

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Goal: Increase Organization Success	
Strategic Plan Objectives	Strategic Plan Performance Metrics
Invest in human, physical, and operational infrastructure to promote long-term sustainability.	Employee Retention Rate <i>Definition:</i> The retention rate of regular KCTCS employees during the academic year
Expand recognition of the value of the KCTCS System and its Colleges.	Alternative Revenue <i>Definition:</i> Annual dollar amount of financial contributions from grants, contracts, advancement, and other external sources and endowment income



KCTCS 2022-2026 Strategic Plan
Draft for Board of Regents Approval

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