

# SENATE JOINT RESOLUTION 179

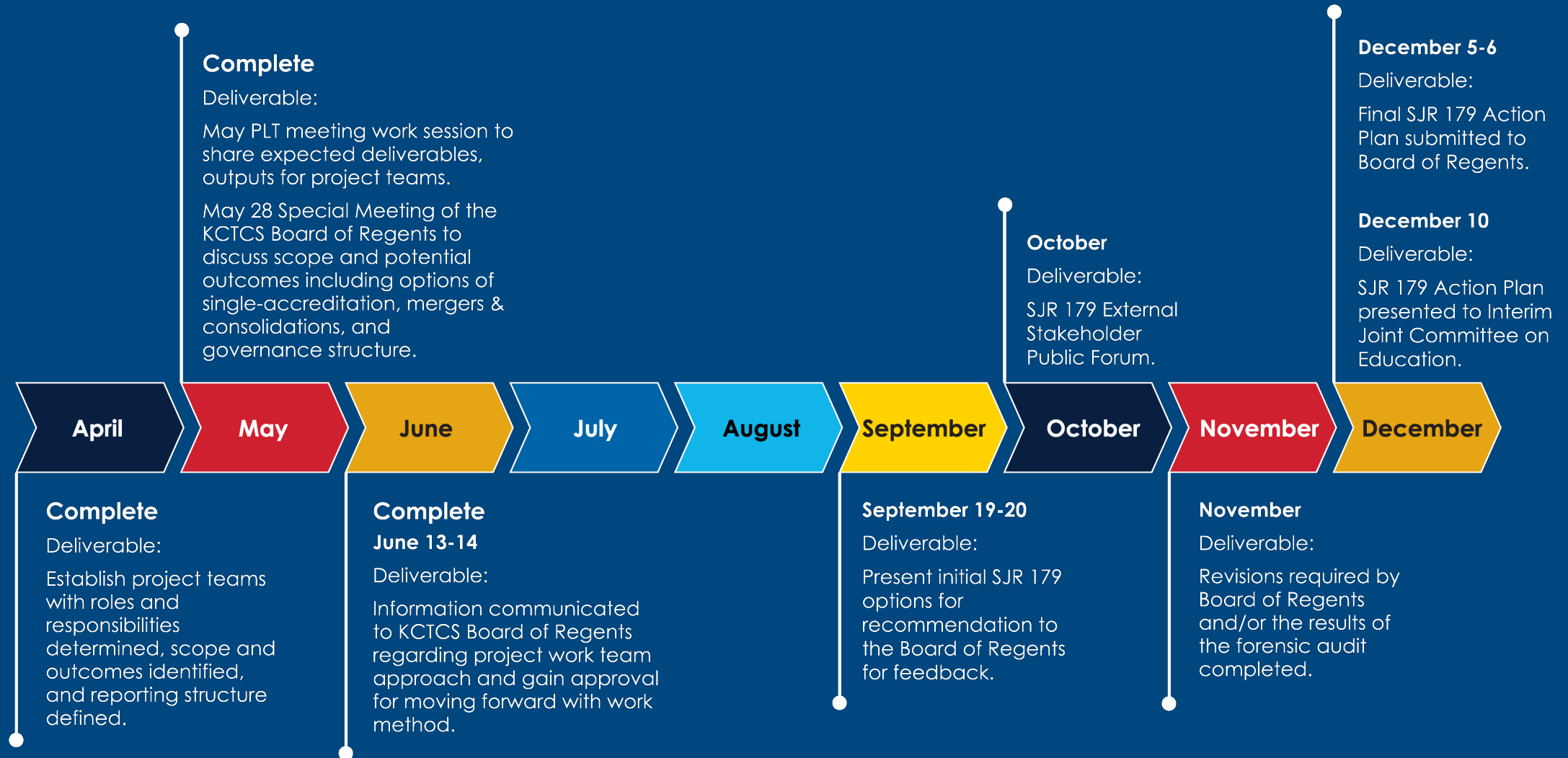
Current Options for Recommendation  
presented to the KCTCS Board of Regents

September 2024



COLLEGE FOR **YOUR** WORLD

# SJR 179 TIMELINE



# GOVERNANCE AND ORGANIZATION STRUCTURE

# SCOPE OF WORK

SJR 179 topics addressed by this Work Team are:

- The KCTCS **geographic footprint**, including but not limited to the need for **mergers and consolidations**;
- **Single system accreditation** versus **individual college accreditation**;
- **Governance reform**, including the KCTCS Board of Regents and the 16 college boards of directors

# RESEARCH AND CONSIDERATIONS

- Consultation and review with current accrediting body and other agencies.
- Research/benchmarking/case study review on national higher education landscape.
- Analysis of internal/external data.
- Evaluation of post-secondary governance models.
- Consideration/review of feedback from KCTCS Stakeholders.

# OPTIONS FOR RECOMMENDATION

## SJR 179 Topic: Accreditation

- Merge/consolidate 15 colleges into 1 existing college with single accreditation and maintain 16 campuses/colleges. Post successful merger and accreditation, considerations of repurposing, revitalizing, and/or closing individual facilities at the 16 campuses/colleges could be analyzed and researched.
- Under the current individually accredited 16 college structure, consolidate administrative structures through the implementation of enhanced shared services across all functional areas/activities.
- Based on further analysis and research, merge/consolidate selected colleges into single institutions and reaccredit the merged institutions via a substantive change. Post successful merger/consolidation, considerations of repurposing, revitalizing, and/or closing individual facilities at the selected campuses/colleges could be analyzed and researched.

# RECOMMENDATION

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

## Decision Criteria:

- level of disruption;
- anticipated associated costs;
- anticipated savings;
- time it would take for completion and implementation; and
- opportunity costs.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: The KCTCS geographic footprint

- 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.



# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Governance reform – Representation

Establish a **full vote** for the faculty, staff and student regents on the KCTCS Board of Regents, meaning that there would be **one faculty representative, one staff representative, and one student representative**. These three representatives will be **elected**.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Governance reform – Representation

Adopt a board structure that mandates the **inclusion of industry sectors** in the board composition. The statutory guidance should encourage nominations from industries that are pivotal to the institution's strategic goals and regional impact.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Governance reform – Representation

Ensure geographic representation by requiring **at least one member** from each of the seven **judicial districts** of the **Kentucky Supreme Court District**.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Governance reform – Board Size

## OPTION

Maintain the current total number of votes at 11, with 8 appointed votes and 3 elected votes. This reduces the number of elected seats by 3, from 6 to 3, which is a reduction of total seats from 14 to 11. The vote total remains the same at 11 votes.

## OPTION

Expand the **total number of votes to 13, with 10 appointed votes and 3 elected votes**. This allows flexibility in ensuring industry and/or cross-sector representation.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Governance reform – Term Limits

Establish term limits of **three years** with **eligibility to be reappointed for one additional three-year term**. This option could include language that allows for a term extension for elected chair in the last year of the term.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Governance reform – Local Boards

Rename to **Board of Advisors** and **clarify roles/responsibilities**.

- Establish an additional responsibility: Each Board of Advisors shall convene regularly with the advisory 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 Board of Regents to appoint some or all members** of the local Boards of Advisors based on nominations from the local colleges.

Maintain the current structure of **7 appointed and 3 elected** members but **modify the term limits** so that they align with the Board of Regents.

# QUESTIONS & DISCUSSION

# ACADEMIC PROGRAMMING OPTIMIZATION



# SCOPE OF WORK

SJR 179 topics addressed by this Work Team are:

- **Academic programming and training offerings**, including the **quality of credentials** and **program relevancy**

# RESEARCH AND CONSIDERATIONS

- The Huron Study resulted in three Academic Programming Optimization Teams (Program Portfolio Process Improvement, Modality Trends Assessment, Course/Program Sharing).
- Huron had already provided a robust framework for market trends and data analysis.
- Additional input was sought from KCTCS Stakeholders.
- Most of the goals can be achieved internally, but we must also continue engaging CPE.

# ACADEMIC QUALITY

- Support third-party validation of academic program quality
- Improve structure and uses of Program Advisory Committees
- Revisit Meta Majors to strengthen AA and AS pathways
- Increase Program Sharing among colleges
- Strengthen Program Reviews in alignment with CPE Program Reviews

# PROGRAM RELEVANCY

- Work with CPE to streamline the Program Approval process
- Fully implement the KCTCS Technical Program Alignment process

# QUESTIONS & DISCUSSION

# STUDENT PATHWAYS

# SCOPE OF WORK

SJR 179 topics addressed by this Work Team are:

- A comprehensive statewide KCTCS workforce plan which may include financial and academic supports, comprehensive career counseling, and experiential learning elements
- Effectiveness and affordability of dual credit course offerings;
- Transferability of associate's degrees to four-year institutions;

# RESEARCH AND CONSIDERATIONS

- Research/benchmarking/case study review on national higher education landscape (dual credit, transfer, and career navigation).
- Analysis of internal/external data.
- Evaluation of post-secondary workforce plans.
- Consideration/review of feedback from KCTCS Stakeholders.

# OPTIONS FOR RECOMMENDATION

## **Create an Integrated Career Pathways Framework Across the KCTCS System**

Develop streamlined, student-focused transition pathways that integrate dual credit, transfer, and workforce opportunities, aligning with individual career goals and Kentucky's workforce demands. These pathways will equip students with the knowledge, skills, and credentials needed to succeed in high-demand career fields.

- Example of a Key Component:
  - KCTCS as sole provider of dual credit (excluding early college programs)
    - Assists with consistency, alignment with workforce needs, communication, and efficient resource allocation)



# OPTIONS FOR RECOMMENDATION

## **Develop a Supportive Infrastructure to Enhance Pathways**

A robust and supportive infrastructure is essential to ensure success. This infrastructure should focus on enhancing technology, securing funding, and providing comprehensive support systems for students, faculty, and institutions.

- Example of a Key Component:
  - KCTCS will implement a data implementation and tracking process to be able to identify students by major, enhancing advising practices for seamless transfer and informed decision-making.

# OPTIONS FOR RECOMMENDATION

## Enhance Student Guidance and Support Systems to Improve Pathway Success

- To ensure students thrive within the KCTCS pathways, comprehensive guidance and support systems are essential. This recommendation outlines a multi-tiered support structure that focuses on personalized guidance, academic assistance, and holistic student development.
- Example of a Key Component:
  - Create a clear and effective communication plan that outlines the benefits and challenges of dual credit, transfer, and workforce transition pathways, while also highlighting scholarship opportunities and the alignment of these pathways with students' academic and career goals.

# COMPREHENSIVE WORKFORCE FRAMEWORK

## Workforce Plan Elements

- Labor Market Analysis
- Program Evaluation
- Program and Pathways Development
- Faculty, Staff, and Instructor Development and Support
- Student Services Enhancement
- Technology and Infrastructure
- Partnerships and Collaborations
- Monitoring and Evaluation

# QUESTIONS & DISCUSSION

# AFFORDABILITY

# SCOPE OF WORK

SJR 179 topics addressed by this Work Team are:

- 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.
- **Tuition rates**, with a commitment to ensuring affordability and return on investment.

# RESEARCH AND CONSIDERATIONS

- Literature and benchmark institution review.
- Discussion of internal feedback and strategies for stakeholder engagement.
- Review of Huron data around affordability and funding.
- Review of all current scholarships and funding options.
- Detailed funding model analysis of comparator data.
- Detailed analysis of affordability and needs matrix of comparator institutions .
- Continual review of feedback from KCTCS Stakeholders.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: KCTCS funding model

**Option** : Create a New Model: 100% Outcomes-based Funding Model

**Option** : Modify the Existing Model: Base Appropriation Calculation Model



# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Tuition rates

**Option:** Consider a “Promise”-model scholarship for residents of the Commonwealth of Kentucky.

**Option:** Expand/Modify the existing Work Ready Kentucky Scholarship.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: System Office Funding Options

- **Option:** Retain the current process and allow Presidential discretion.
- **Option:** Retain the current budgeting process but implement organizational design “best practices” for calculating the staff-based funding for “administrative operations.”
- **Option:** Fund the KCTCS System Office through a separate line item in the budget within the KCTCS appropriation.

# QUESTIONS & DISCUSSION

# ADMINISTRATIVE

# SCOPE OF WORK

SJR 179 topics addressed by this Work Team are:

- Outdated or conflicting statutory language
- The personnel system for KCTCS employees
- Optimized administrative structure
- Enhanced shared services

# RESEARCH AND CONSIDERATIONS

- Research/benchmarking/case study review on national higher education landscape, the 2023 Huron study, and internal materials were collected / reviewed when drafting options.
- Consideration/review of feedback and input from KCTCS Stakeholders.
- The timeline for Administrative Structure and Shared Services will be contingent on the Administrative Structure option chosen. To ensure success, the timeline will need to be extended to conduct a thorough design and implementation phase.
- As administrative structure and shared services options are being developed, decision making processes and communication processes will also need to be considered and built in.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: Outdated or conflicting statutory language

- All statutes have been identified and are under review for changes, revisions, and/or elimination.

# CURRENT STATE OF PERSONNEL SYSTEMS

## Employees in Each Personnel System:

KCTCS – 3,776

UK – 73

18A – 3

151B – 4

\*as of September 10, 2024



# CURRENT STATE OF PERSONNEL SYSTEMS

- Managing four different, separate personnel systems is highly cumbersome and presents numerous challenges that can impact efficiency, consistency, and overall organizational effectiveness.
- Key issues:
  - Administrative Burden
  - Compliance & Reporting
  - Personnel Management
  - Employee Experience
  - Decreased Organizational Flexibility

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: KCTCS employee personnel system

## **Option:**

- Maintain current state of 4 separate personnel systems.

## **Option:**

- Move to one personnel system by July 1, (XXXX) date. All UK, 18A, and 151B employees have the option to move to the KCTCS personnel system.

## **Option (in a phased approach with moving to one personnel system option above):**

- Discontinue the use of defined term employment contracts.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: KCTCS Administrative Structure

- **Option: Centralized Administrative Office Structure**

- All administrative services are consolidated in a central office.
- All operations and decision making disseminates from a central office.
- Communications flow from a central office to colleges throughout the system.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: KCTCS Administrative Structure

- **Option: Regional Administrative Structure**

- A central office provides specified system-wide services and enterprise functions.
- A central office provides coordination and facilitation of functional workgroups throughout the system.
- Regional workgroups work collaboratively to support, enhance, and grow services and functions to meet the educational and workforce needs of the region.
- Decision making processes are mapped by functional area as required by the work.
- Communications flow from a central office to colleges as well as from colleges to a central office.
- A smaller central office presence is possible with this structure.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: KCTCS Administrative Structure

- **Option: Optimized Central Administrative Office Structure**
  - Central Administrative Office maintains the System President and staff needed for system-wide and enterprise functions.
  - Most college-level functional areas maintained by local college employees.
  - Colleges may work collaboratively to support and provide services and functions to meet the educational and workforce needs in the service region.
  - Other specified central system functions maintained by employees housed in colleges throughout the system.

# OPTIONS FOR RECOMMENDATION

SJR 179 Topic: KCTCS Administrative Structure – **Shared Services**

- **Recommended Optimized Shared Services Structure**

- Central Shared Services

- Refers to those services maintained and offered through a central office for all colleges in the system.

- Networked Shared Services

- Refers to those services colleges may share within a region to meet the educational and workforce needs of the area.

- Collaborative Shared Services

- Refers to local agreements between colleges to better meet the immediate needs of their students and area.

- Reimagined Peer Teams

- Refers to enhancing the use of the peer team system in place to more effectively use the functional area expertise found in the system.

# QUESTIONS & DISCUSSION