



KCTCS Strategic Plan 2022-2026

**Board of Regents
September 2024 Update**

Introduction

In 2022, The Kentucky Community and Technical College System (KCTCS) unveiled a strategic plan, *Building Kentucky's Talent Pipeline: KCTCS 2022-2026 Strategic Plan*, that provides a roadmap for KCTCS to achieve its mission. The plan focuses on one infused priority, three core goals, six objectives, and six key performance indicators (KPIs):

Infused Priority: Ensure Diverse, Equitable, and Inclusive Campus Communities

Goal 1: Increase Organization Success

Objective 1.1: Invest in human, physical, and operational infrastructure to promote long-term sustainability.

- KPI: Employee Retention Rate

Objective 1.2: Expand recognition of the value of the KCTCS System and its Colleges.

- KPI: Alternative Revenue

Goal 2: Increase Employment Success

Objective 2.1: Expand workforce training to ensure skilled talent to meet employer and economic development needs.

- KPI: Targeted Industry Sector Credentials

Objective 2.2: Strengthen industry and transfer partnerships to enhance programs and improve speed to work to ensure a skilled talent pipeline to grow Kentucky's economy.

- KPI: Post-KCTCS Outcomes

Goal 3: Increase Learner Success

Objective 3.1: 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.

- KPI: Academic Year Enrollment

Objective 3.2: Leverage proven practices to increase learner success through the completion of credential pathways and (credit and non-credit) industry training, including transfer to four-year institutions (bachelors to employment) and employment entry, re-entry, or upskilling.

- KPI: Two-Year Persistence Rate

This report provides a quantitative summary of the progress made by KCTCS during the second year of the strategic plan (2023-24). Specifically, this report provides an analysis of the performance of KCTCS relative to each KPI target. Additional data disaggregation are available on the [KCTCS 2022-2026 Strategic Plan Dashboard](#) in Tableau.

Infused Priority:
Ensure diverse, equitable, and inclusive campus communities.

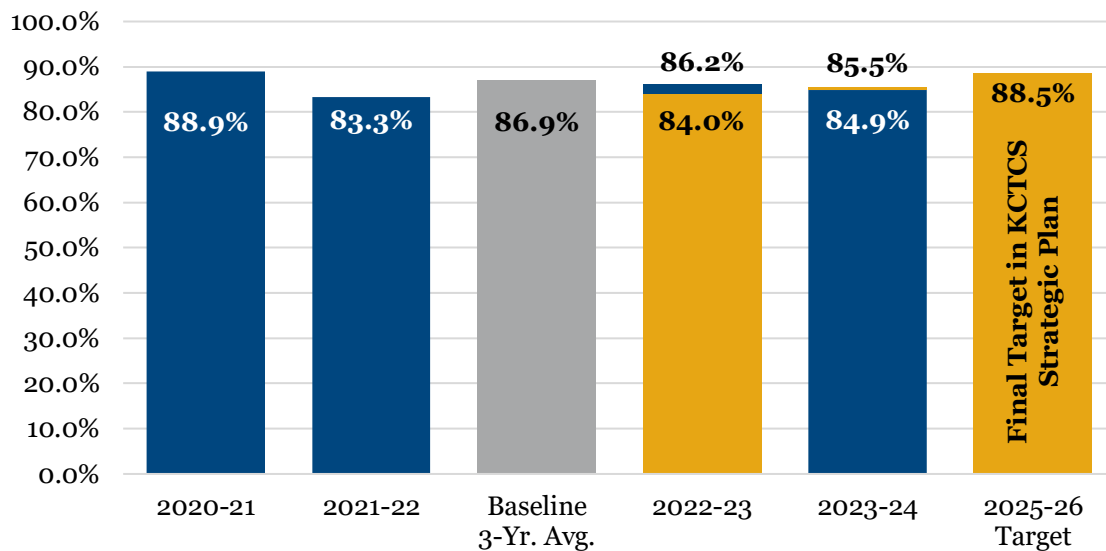
Strategic Goal 1: Increase Organization Success

Strategic Objective 1.1: Invest in human, physical, and operational infrastructure to promote long-term sustainability.

KPI – Employee Retention Rate:

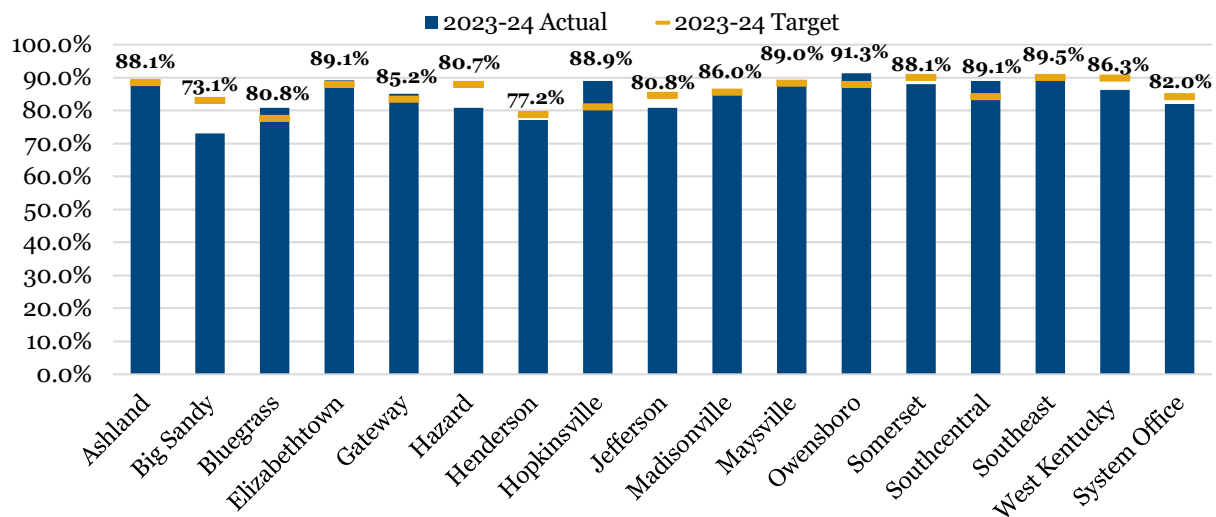
- **Definition:** The retention rate of regular KCTCS employees during the academic year. Calculated by dividing the total number of departing employees (excluding those with an eliminated position) by the average number of employees, then subtracting from 100.
- **Baseline:** 86.9% (three-year average – unweighted)
- **Targets:** 2022-23 = 84.0%; 2023-24 = 85.5%; 2024-25 = 87.0%; 2025-26 = 88.5%

Chart 1: Employee Retention Rate



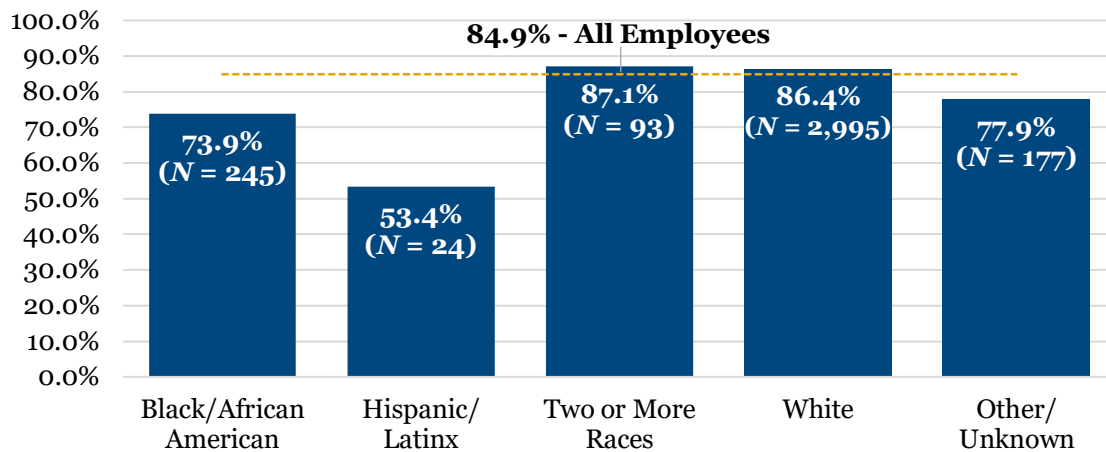
Notes: Blue columns represent KCTCS performance on this metric, while gold columns represent targets. When blue columns extend above gold columns, it indicates that KCTCS met or exceeded the target for the year shown.
Source: KCTCS Human Resources

Chart 2: Employee Retention Rate by College – 2023-24



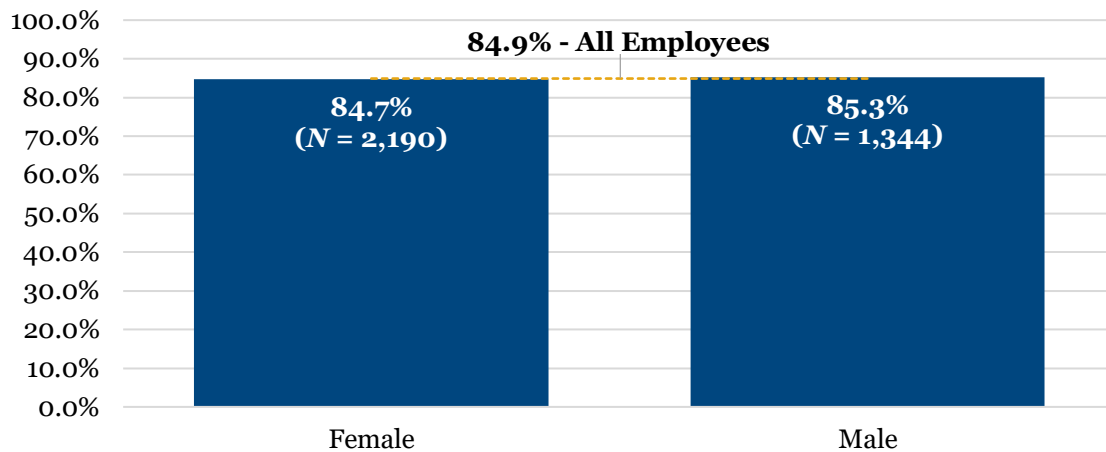
Source: KCTCS Human Resources

Chart 3: Employee Retention Rate by Race/Ethnicity – 2023-24



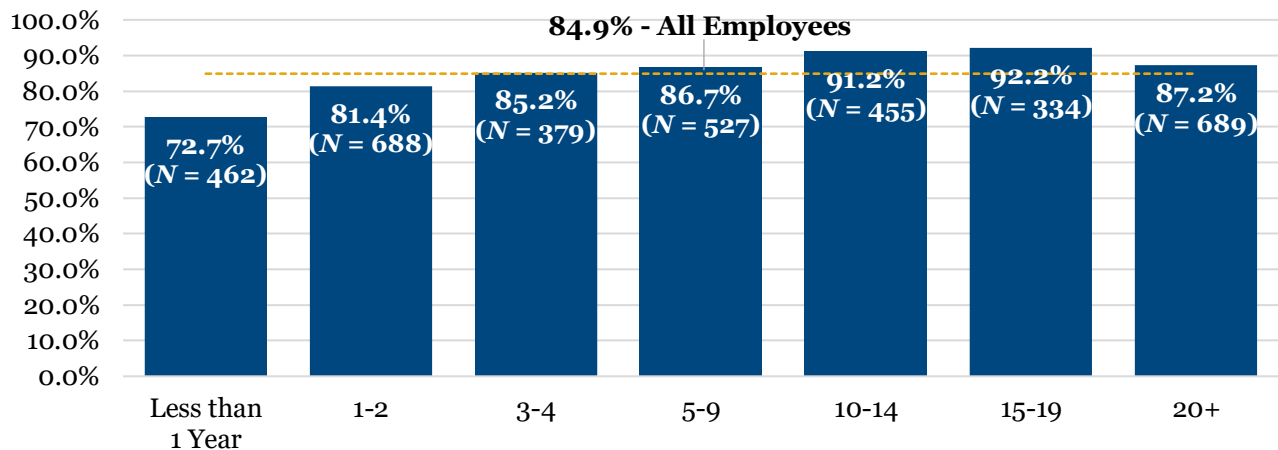
Source: KCTCS Human Resources

Chart 4: Employee Retention Rate by Gender – 2023-24



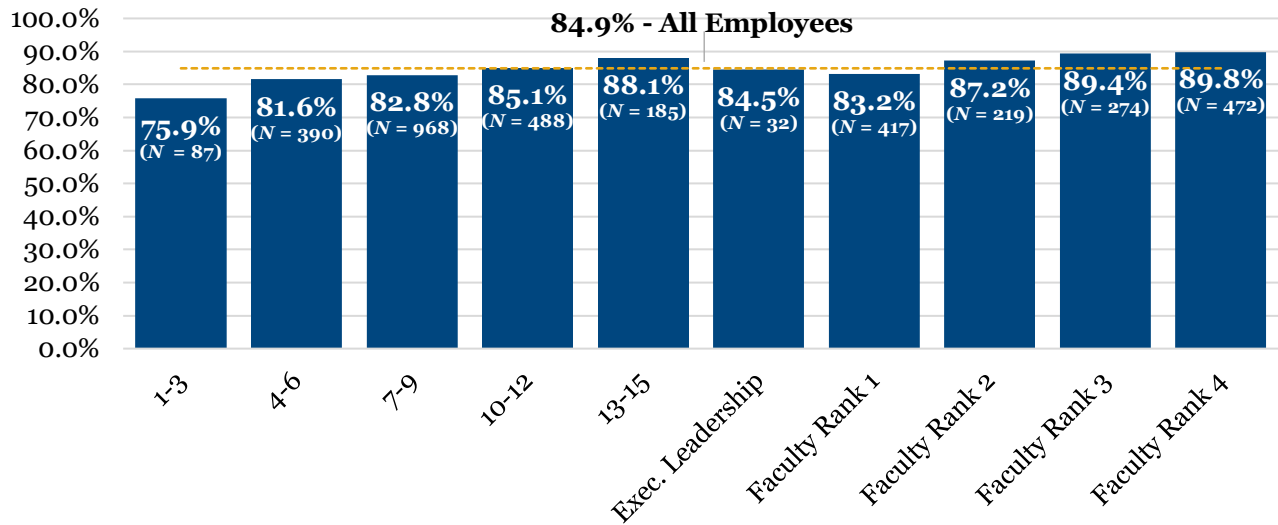
Source: KCTCS Human Resources

Chart 5: Employee Retention Rate by Years of Service – 2023-24



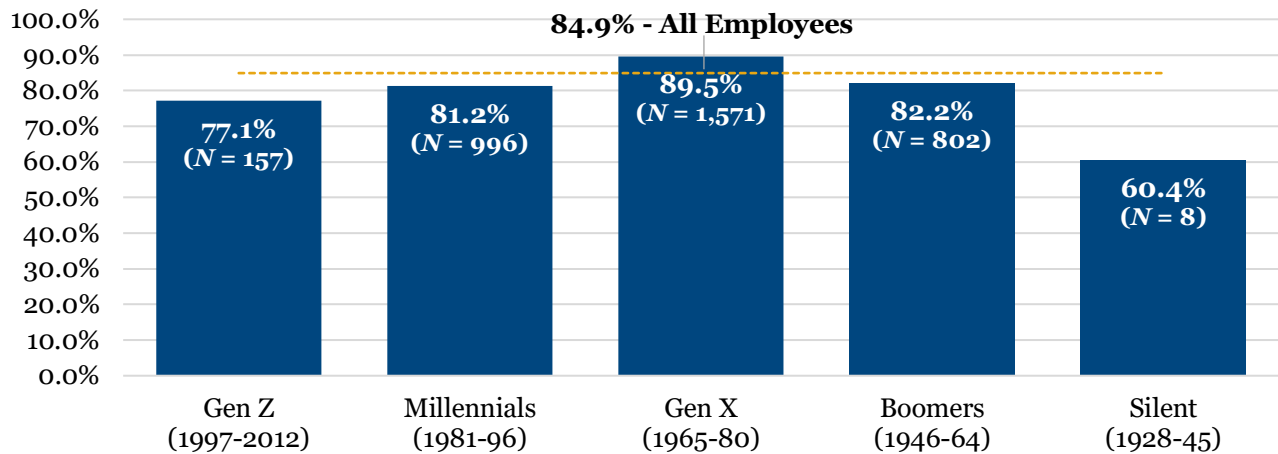
Source: KCTCS Human Resources

Chart 6: Employee Retention Rate by Employment Band – 2023-24



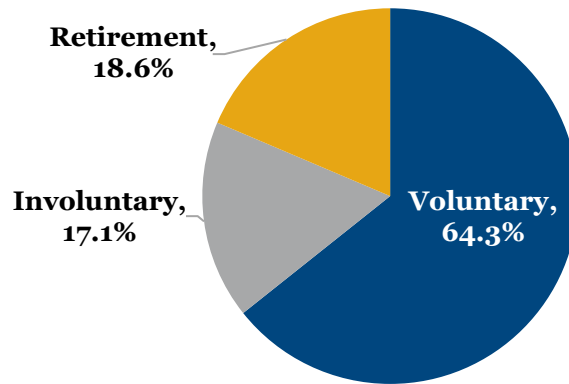
Source: KCTCS Human Resources

Chart 7: Employee Retention Rate by Generation – 2023-24



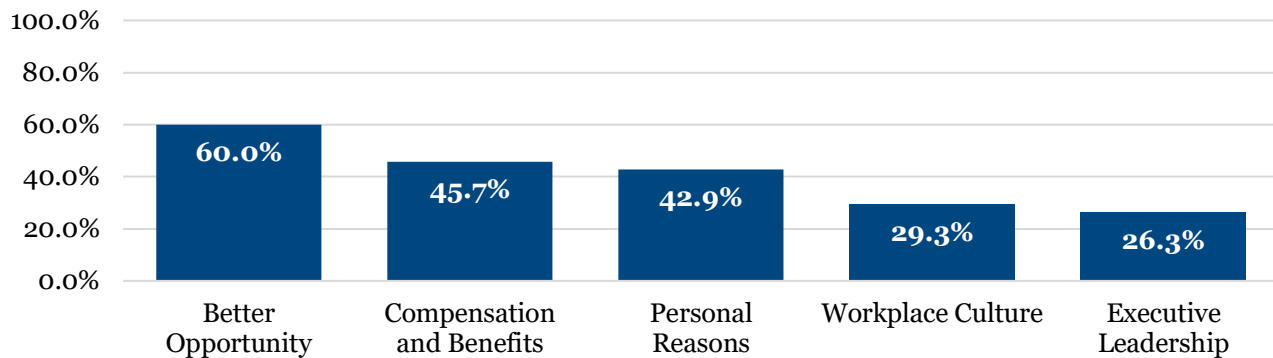
Source: KCTCS Human Resources

Chart 8: Departing Employees by Separation Type – 2023-24



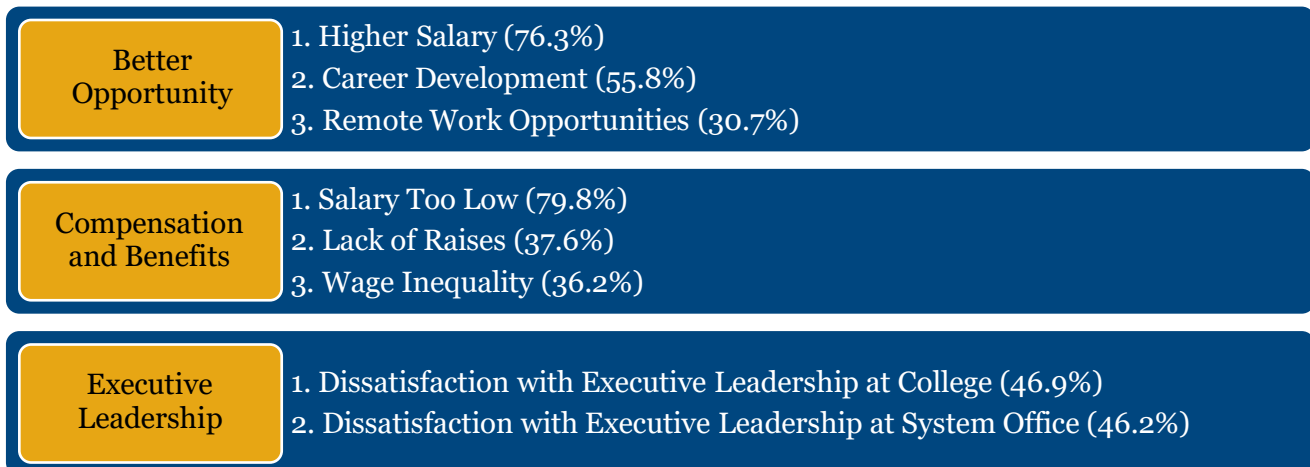
Source: KCTCS Human Resources

Chart 9: Top 5 Reasons for Voluntary Separations – 2023-24



Notes: Departing employees indicating that “retirement” contributed to their decision to leave were excluded. Percentages reflect the proportion of voluntary departures indicating the factors listed “contributed” or “significantly contributed” to their decision to leave.
Source: KCTCS Exit Survey, July 1, 2023 – June 30, 2024

Figure 1: Top Components of Separation Reasons (Ranked Order)



Notes: Employees citing personal reasons and workplace culture as a contributing factor to their decision to leave were not asked additional follow-up questions. Percentages reflect the proportion of voluntary departures indicating the factors listed “contributed” or “significantly contributed” to their decision to leave.

Source: KCTCS Exit Survey, July 1, 2023 – June 30, 2024.

Highlights

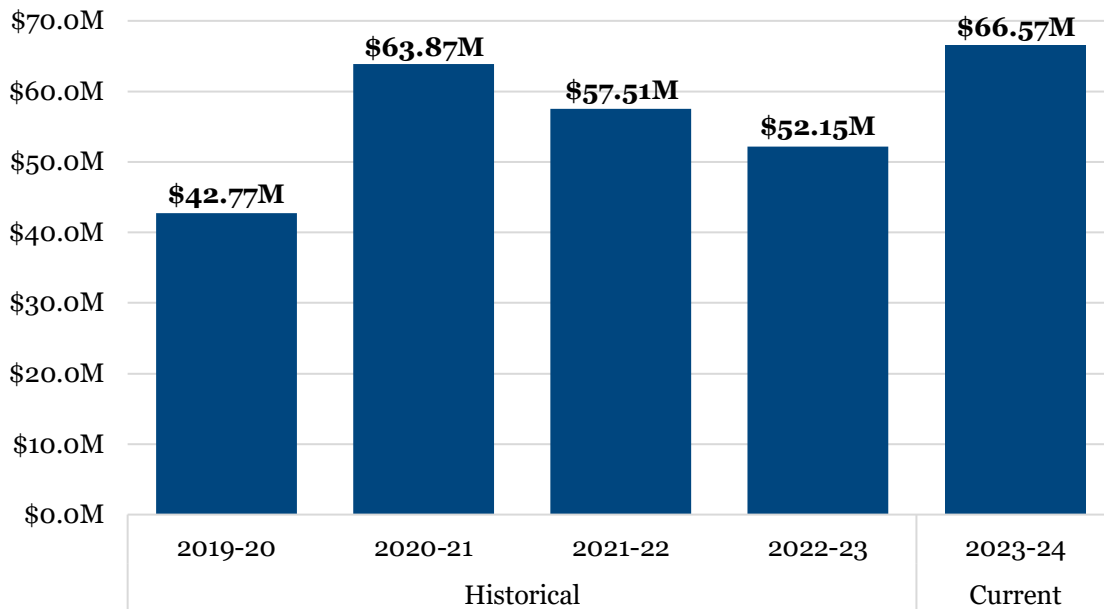
- As shown in Chart 1, the employee retention rate for KCTCS in 2023-24 was 84.9%. This represents a decrease of 1.3 percentage points from the prior year and falls short of the KCTCS target for 2023-24 by 0.6 percentage points.
- Employee retention rates across KCTCS colleges ranged from a low of 73.1% at Big Sandy to a high of 91.3% at Owensboro (see Chart 2). A total of eight KCTCS colleges exceeded their retention rate target for 2023-24.
- KCTCS employees identifying as Black/African American and Hispanic/Latinx were retained at a lower rate on average than White employees (see Chart 3). However, employees identifying as Two or More Races had the highest retention rate of all races/ethnicities, at 87.1%.
- Employee retention rates were consistent across gender (see Chart 4).
- As shown in Chart 5, there is a positive correlation between employee retention and longevity until employees reach 15-19 years of service, at which point retention rates begin to decline as employees approach retirement age. KCTCS is most likely to lose employees with less than 1 year of service.
- A positive correlation was also seen between employment band/faculty rank and employee retention – the higher the employment band/faculty rank, the more likely employees were to be retained (see Chart 6).
- As seen in Chart 7, members of Gen X (born 1965-1980) were retained at a rate that was substantially higher than all other generations. Members of the Silent (born 1928-1945) and Gen Z (born 1997-2012) generations were retained at the lowest rates.
- Of employees who left KCTCS in 2023-24, 18.6% retired, 17.1% left involuntarily, and 64.3% chose to leave voluntarily (see Chart 8).
- As shown in Chart 9, KCTCS Exit Survey results revealed that the top reasons employees departed KCTCS voluntarily included finding a better opportunity elsewhere (60.0%), compensation and benefits (45.7%), personal reasons (42.9%), workplace culture (29.3%), and executive leadership (26.3%). Percentages do not equal 100 as employees could select multiple factors that contributed to their decision to leave KCTCS.
- A recurring theme from departing employees was dissatisfaction with salaries (salaries too low, lack of raises, wage inequality). These were the most commonly cited reasons for departing employees who left for a better opportunity and/or because of compensation and benefits. Career development and remote work opportunities were also commonly cited when individuals indicated they left KCTCS for a better opportunity.

Objective 1.2: Expand recognition of the value of the KCTCS System and its Colleges.

KPI – Alternative Revenue:

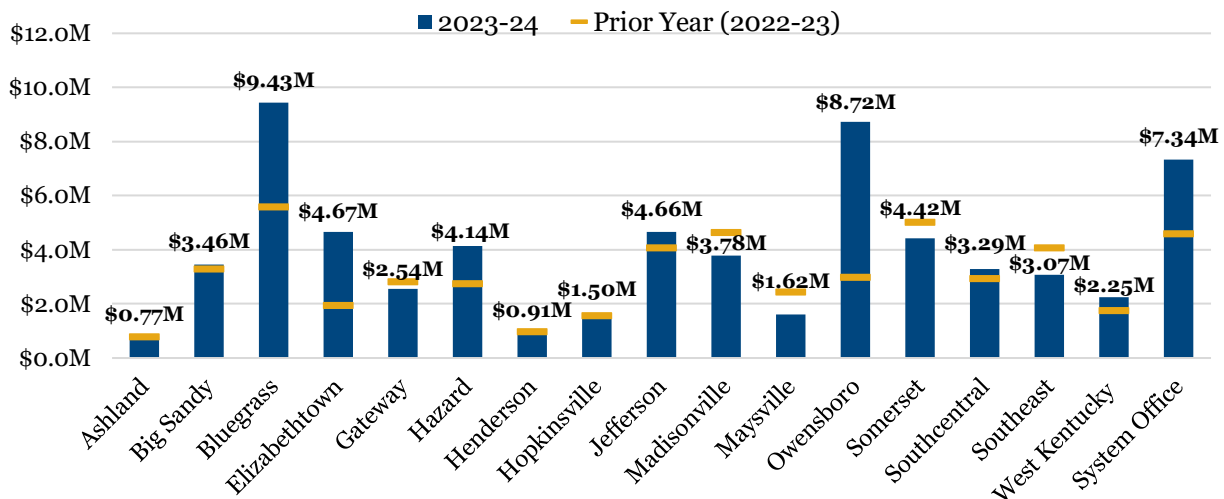
- **Definition:** Annual dollar amount of financial contributions from gifts to colleges and recognized foundations combined with competitive grant revenue.
- **Baseline:** N/A
- **Targets:** N/A

Chart 10: Alternative Revenue



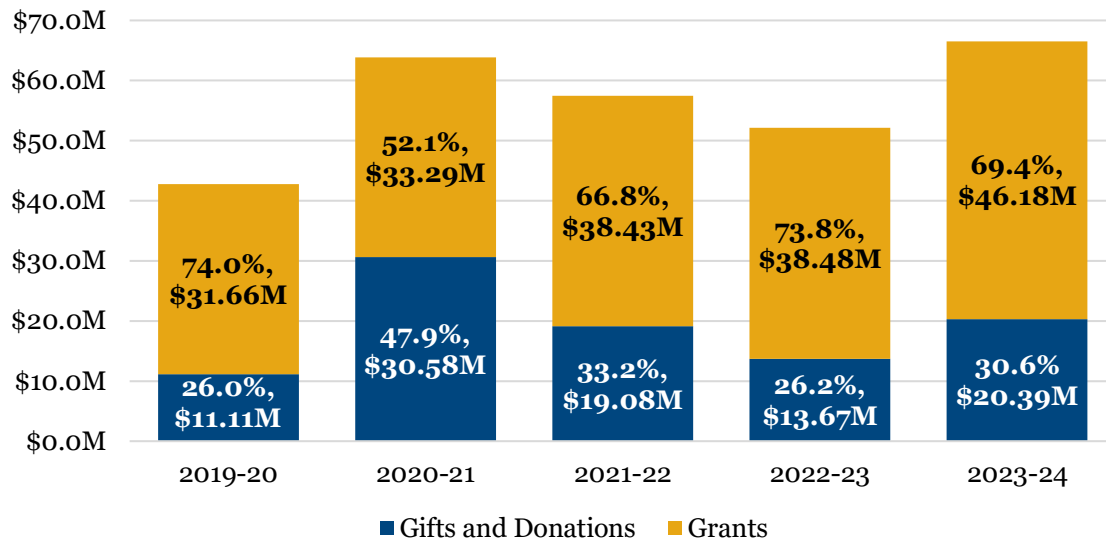
Notes: Grant revenue reflects receivables and not necessarily the entire award amount as this may cross fiscal years. Items such as Student Financial Aid, TRAINS, KY Coal Academy, Department of Insurance, Board of Cosmetology, Board of Auctioneers, STARS Quality Childcare, Perkins, Ready to Work, Veterans Support, KBEMS, Fire Commission, and most COVID Stimulus funds are excluded. Sources: KCTCS Institutional Advancement (gifts and donations); PeopleSoft Finance (grant revenue)

Chart 11: Alternative Revenue by College – 2023-24 vs. 2022-23



Notes: Grant revenue reflects receivables and not necessarily the entire award amount as this may cross fiscal years. Items such as Student Financial Aid, TRAINS, KY Coal Academy, Department of Insurance, Board of Cosmetology, Board of Auctioneers, STARS Quality Childcare, Perkins, Ready to Work, Veterans Support, KBEMS, Fire Commission, and most COVID Stimulus funds are excluded. Blue bars and labels reflect 2023-24 funding levels; gold lines reflect 2022-23 funding levels. Sources: KCTCS Institutional Advancement (gifts and donations); PeopleSoft Finance (grant revenue)

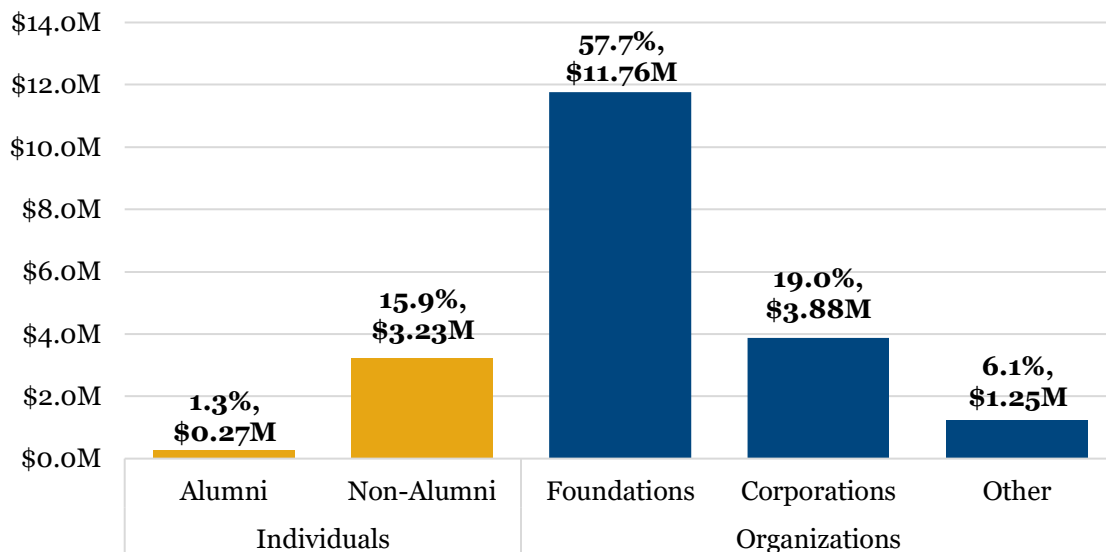
Chart 12: Alternative Revenue by Funding Type



Notes: Grant revenue reflects receivables and not necessarily the entire award amount as this may cross fiscal years. Items such as Student Financial Aid, TRAINS, KY Coal Academy, Department of Insurance, Board of Cosmetology, Board of Auctioneers, STARS Quality Childcare, Perkins, Ready to Work, Veterans Support, KBEMS, Fire Commission, and most COVID Stimulus funds are excluded.

Sources: KCTCS Institutional Advancement (gifts and donations); PeopleSoft Finance (grant revenue)

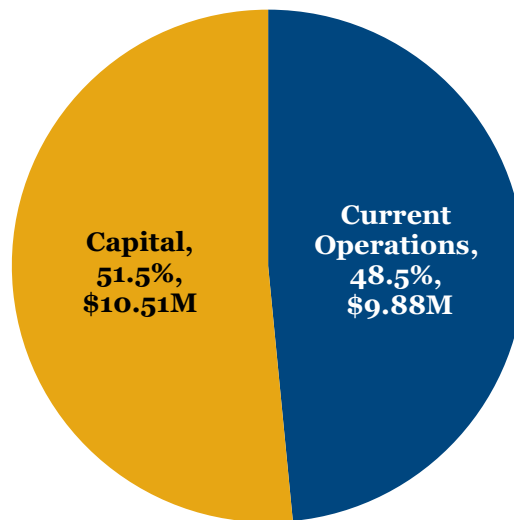
Chart 13: Gifts and Donations by Funding Source – 2023-24



Notes: The “Other” category includes associations, governmental entities, donor-advised funds, donor-directed funds, trusts, religious organizations, and the fund-raising consortia.

Source: KCTCS Institutional Advancement

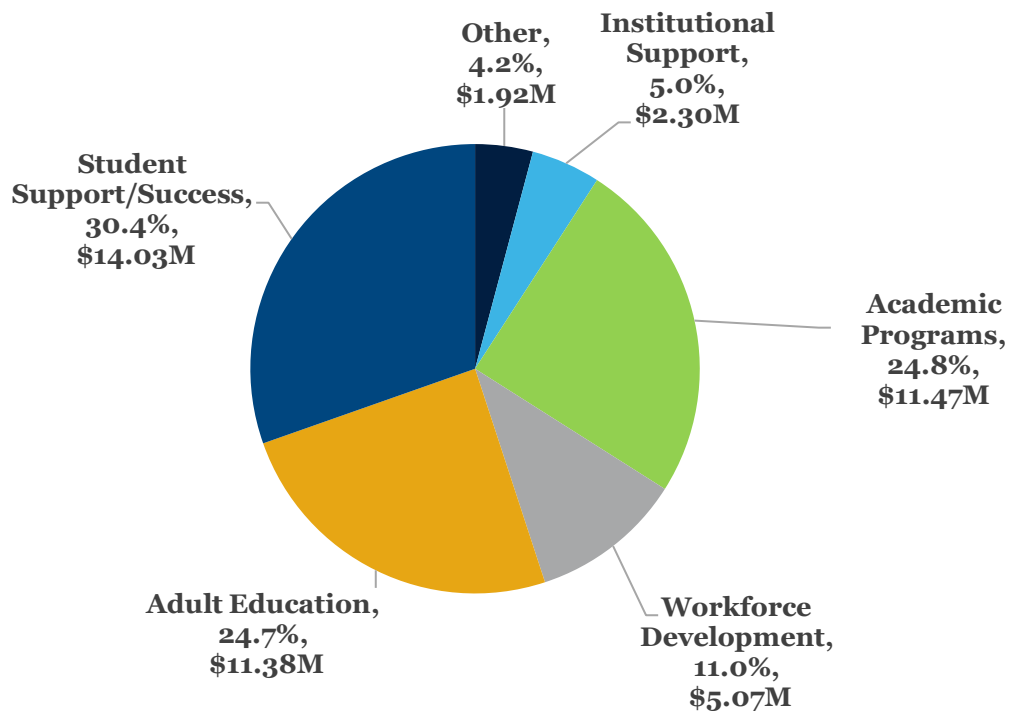
Chart 14: Gifts and Donations by Purpose of Funds – 2023-24



Notes: Capital purposes include property, buildings, equipment, and endowments (restricted and unrestricted). Current operations include unrestricted and restricted funds, academic divisions, faculty/staff compensation, public service, library, and student financial aid.

Source: KCTCS Institutional Advancement

Chart 15: Grants by Purpose of Funds – 2023-24



Notes: Grant revenue reflects receivables and not necessarily the entire award amount as this may cross fiscal years. Items such as Student Financial Aid, TRAINS, KY Coal Academy, Department of Insurance, Board of Cosmetology, Board of Auctioneers, STARS Quality Childcare, Perkins, Ready to Work, Veterans Support, KBEMS, Fire Commission, and most COVID Stimulus funds are excluded. The "Other" category includes funding for scholarships, institutional development, health outreach, community services/supports, business/entrepreneurial services, hazard planning, and similar efforts.

Source: PeopleSoft Finance

Highlights

- KCTCS secured over \$66.5 million in alternative revenue in 2023-24, an increase of \$14.41 million or 27.6% from the prior year (see Chart 10). This includes a year-over-year increase in gifts and donations of \$6.72 million or 49.2% and in grants of \$7.69 million or 20.0% (see Chart 12).
- While alternative revenue levels have varied consistently from year to year, KCTCS has secured over \$50 million in each of the last four years. From 2019-20 to 2023-24, KCTCS increased total alternative revenue by \$23.80 million or 55.6%.
- A total of eight KCTCS colleges saw an increase in alternative revenue from 2022-23 to 2023-24, with the largest increases seen at Owensboro (+193.1%), Elizabethtown (+141.3%), Bluegrass (+68.8%), and Hazard (+51.2%). Jefferson, Southcentral, West Kentucky, and the System Office also saw year-over-year increases of 10% or more in alternative revenue generated (see Chart 11).
- KCTCS received gifts and donations from 3,581 individuals in 2023-24, with a median donation amount of \$125. Elizabethtown obtained gifts and donations from the largest number of unique individuals (410), while Madisonville received the largest donation amount on average (median donation amount of \$300).
- As shown in Chart 13, the primary source of gifts and donations for KCTCS were foundations (57.7%), followed by corporations (19.0%) and non-alumni donors (15.9%).
- As shown in Chart 14, gifts and donations were equally allocated for capital purposes (51.5%) and current operations (48.5%). Capital funds were used for property, buildings, equipment, and endowments, while current operation funding was used to support academic divisions, faculty/staff compensation, public services, libraries, and student financial aid.
- Grant funding was used to support KCTCS colleges in a variety of areas. As shown in Chart 15, the majority of grant funding was utilized for student support/success infrastructure and initiatives (30.4%), followed by academic programs (24.8%), adult education (24.7%), and workforce development (11.0%).

Infused Priority:
Ensure diverse, equitable, and inclusive campus communities.

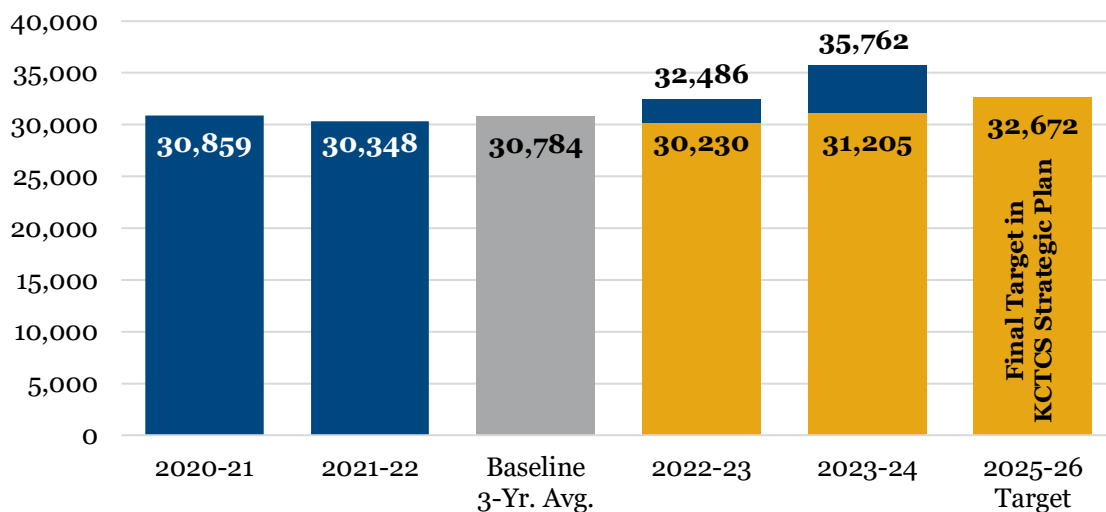
Strategic Goal 2: Increase Employment Success

Objective 2.1: Expand workforce training to ensure skilled talent to meet employer and economic development needs.

KPI – Targeted Industry Sector Credentials:

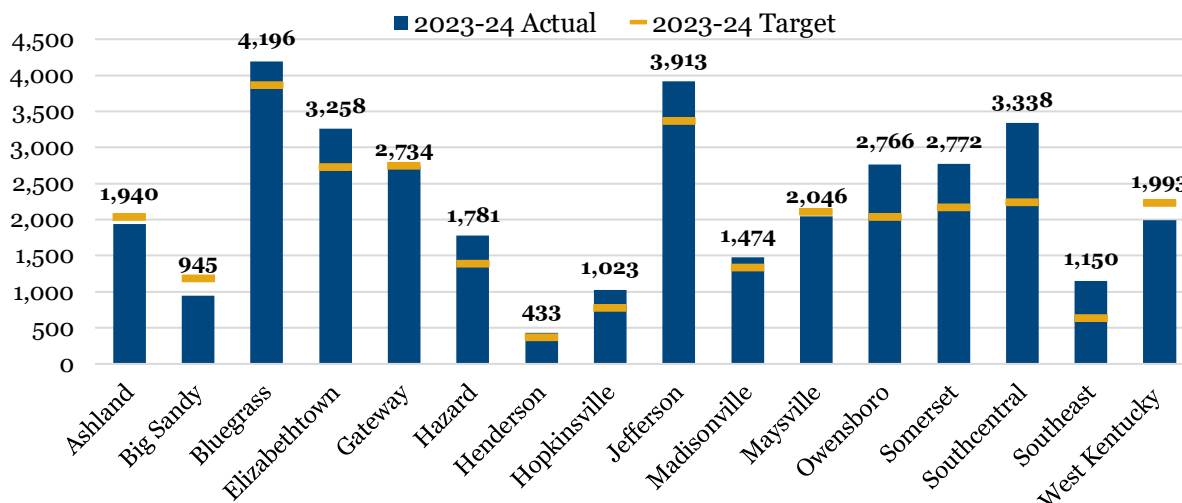
- **Definition:** Credentials awarded in academic programs aligned with the Kentucky Workforce Innovation Board's Targeted Industry Sectors (Advanced Manufacturing; Business/IT Service; Construction; Healthcare; Transportation/Logistics).
- **Baseline:** 30,784 (three-year average)
- **Targets:** 2022-23 = 30,230; 2023-24 = 31,205; 2024-25 = 31,941; 2025-26 = 32,672

Chart 16: Targeted Industry Sector (TIS) Credentials Awarded



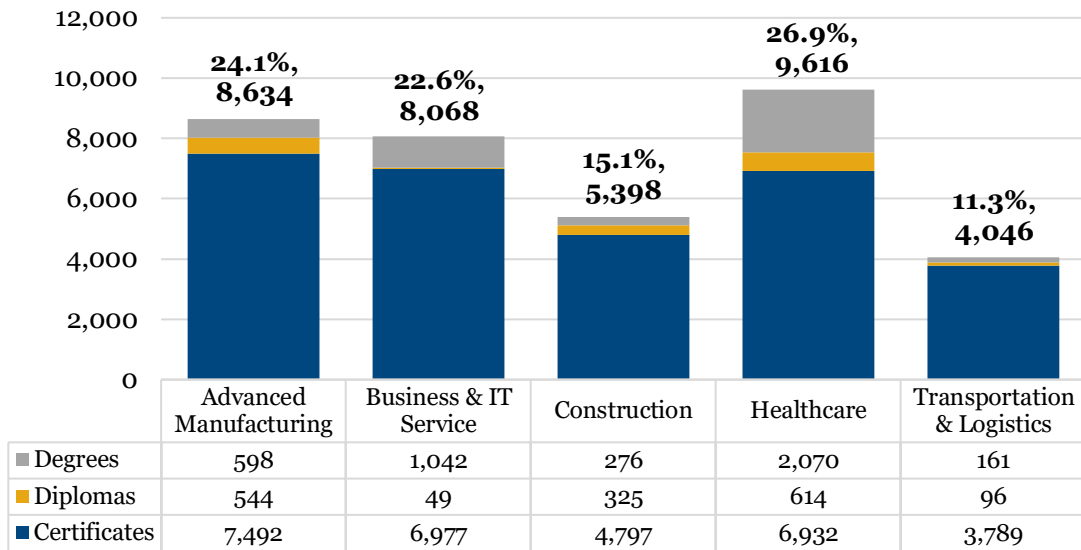
Notes: Blue columns represent KCTCS performance on this metric, while gold columns represent targets. When blue columns extend above gold columns, it indicates that KCTCS met or exceeded the target for the year shown. TIS credentials include certificates, diplomas, and degrees aligned to occupations in Advanced Manufacturing, Business/IT Service, Construction, Healthcare, and Transportation/Logistics. Source: Official data as reported to CPE (Type 5)

Chart 17: TIS Credentials Awarded by College – 2023-24



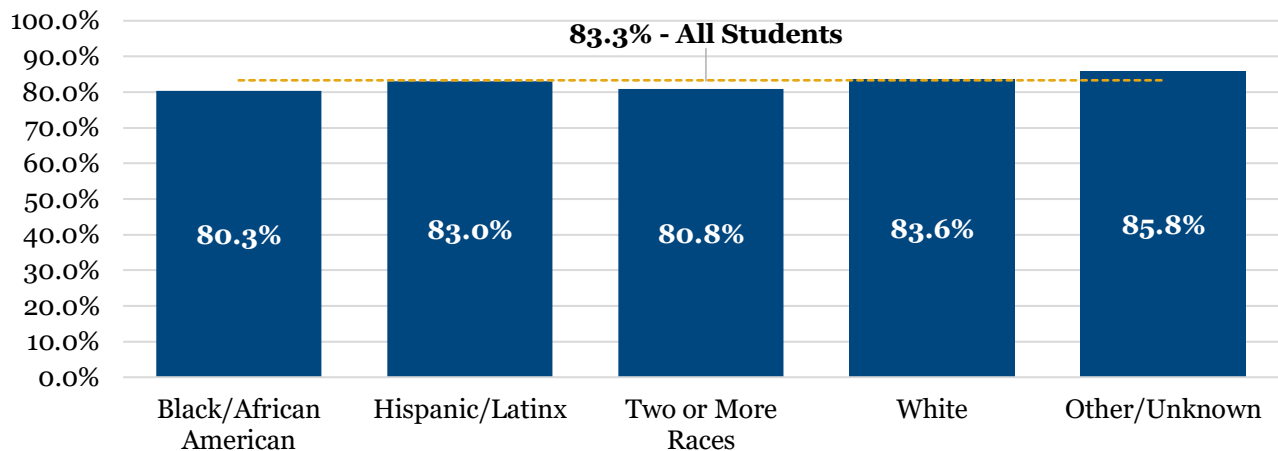
Notes: TIS credentials include certificates, diplomas, and degrees aligned to occupations in Advanced Manufacturing, Business/IT Service, Construction, Healthcare, and Transportation/Logistics. Blue bars and data labels reflect actual performance; gold lines reflect targets. Source: Official data as reported to CPE (Type 5)

Chart 18: TIS Credentials Awarded by Industry Sector and Credential Level – 2023-24



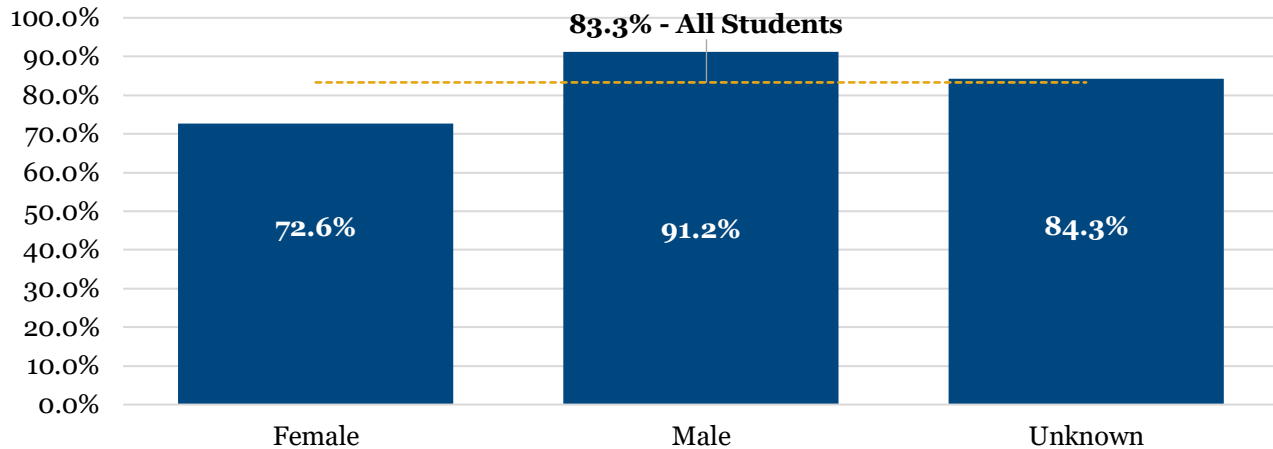
Notes: TIS credentials include certificates, diplomas, and degrees aligned to occupations in Advanced Manufacturing, Business/IT Service, Construction, Healthcare, and Transportation/Logistics.
Source: Official data as reported to CPE (Type 5)

Chart 19: TIS Credentials Awarded by Race/Ethnicity (as a Percentage of Total Credentials Awarded) – 2023-24



Notes: Additional analysis revealed that white students were less likely on average to complete a degree designed to transfer (AA/AS/AFA) than were students identifying with another race/ethnicity. As such, white students earned TIS credentials (as a percentage of total credentials) at a higher rate than did other students. TIS credentials include certificates, diplomas, and degrees aligned to occupations in Advanced Manufacturing, Business/IT Service, Construction, Healthcare, and Transportation/Logistics.
Source: Official data as reported to CPE (Type 5)

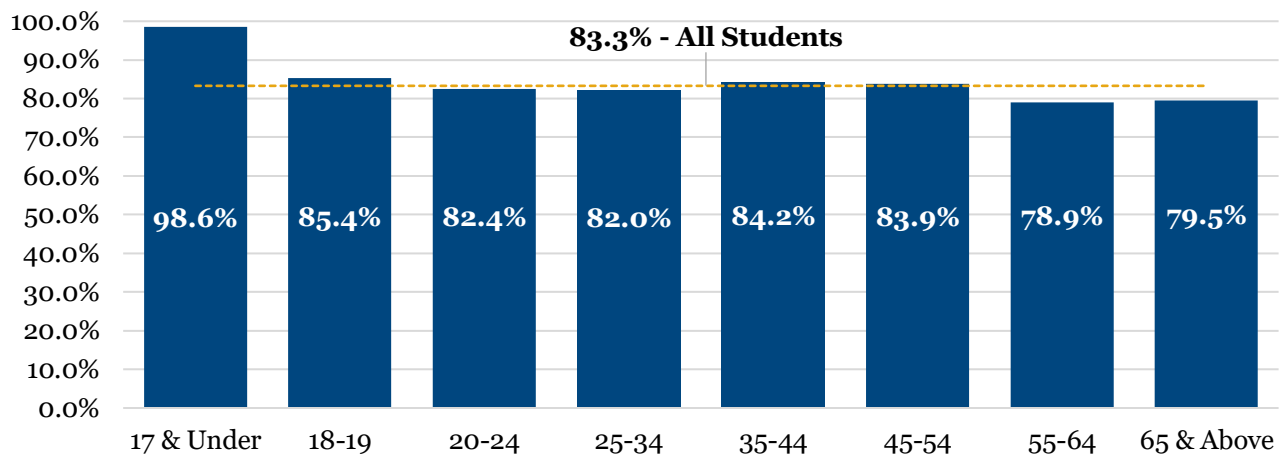
**Chart 20: TIS Credentials Awarded by Gender
(as a Percentage of Total Credentials Awarded) – 2023-24**



Notes: Additional analysis revealed that female students earned over 68% of degrees designed to transfer (AA/AS/AFA), which do not qualify as TIS credentials. As such, female students earned TIS credentials (as a percentage of total credentials) at a much lower rate than did male students. TIS credentials include certificates, diplomas, and degrees aligned to occupations in Advanced Manufacturing, Business/IT Service, Construction, Healthcare, and Transportation/Logistics.

Source: Official data as reported to CPE (Type 5)

**Chart 21: TIS Credentials Awarded by Age Group
(as a Percentage of Total Credentials Awarded) – 2023-24**



Notes: TIS credentials include certificates, diplomas, and degrees aligned to occupations in Advanced Manufacturing, Business/IT Service, Construction, Healthcare, and Transportation/Logistics.

Source: Official data as reported to CPE (Type 5)

Highlights

- As shown in Chart 16, KCTCS awarded 35,762 credentials from programs aligned to the state's top five Targeted Industry Sectors in 2023-24 (Advanced Manufacturing, Business/IT Service, Construction, Healthcare, and Transportation/Logistics). This represents an increase of 3,276 credentials or 10.1% over the prior year and places KCTCS well above its target for 2023-24.
- As shown in Chart 17, 11 KCTCS colleges met their target for TIS credentials awarded in 2023-24. Twelve KCTCS colleges increased TIS credentials awarded from 2022-23 to 2023-24, with the largest increase seen at Somerset (+38.6%). Nine additional colleges saw year-over-year increases in TIS credentials awarded of over 10% (Bluegrass, Elizabethtown, Hazard, Henderson, Hopkinsville, Jefferson, Maysville, Southcentral, and Southeast).

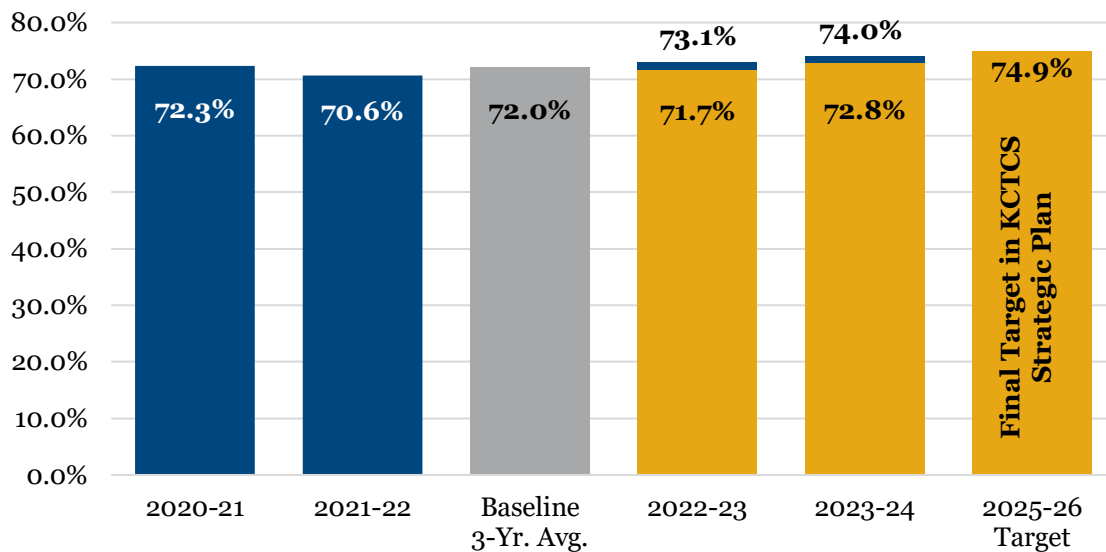
- As shown in Chart 18, certificates made up the majority of TIS credentials awarded at KCTCS (83.9%), followed by degrees (11.6%) and diplomas (4.6%). Additionally, nearly three-quarters of the TIS credentials awarded by KCTCS in 2023-24 were in the Healthcare (26.9%), Advanced Manufacturing (24.1%), and Business/IT Service (22.6%) sectors.
- As shown in Charts 19 and 20, students who are white and male were more likely to earn TIS credentials than were other students. However, additional analysis revealed that this finding is primarily explained by the types of degrees students pursue. Specifically, female students and minority students were much more likely to complete a transfer degree than were students who are white and/or male (transfer degrees do not qualify as TIS).
- TIS credential attainment was relatively consistent across age group (see Chart 21). The exception is students who are under 18 years of age. These individuals earned TIS credentials at a much higher rate. However, this finding was driven by the certificate options available to high school students, which require far fewer credit hours to completion than do degrees, as well as the Work Ready Kentucky Dual Credit Scholarship which provides financial support to high school students for earning college-level credit/credentials in programs aligned to occupations in the state's targeted industry sectors.

Objective 2.2: Strengthen industry and transfer partnerships to enhance programs and improve speed to work to ensure a skilled talent pipeline to grow Kentucky's economy.

KPI – Post-KCTCS Outcomes:

- **Definition:** Percentage of non-returning credential earners (degree, diploma, certificate) in one academic year that enroll at a four-year institution or are employed in Kentucky and earn a wage greater than or equal to the federal poverty level in the following academic year.
- **Baseline:** 72.0% (three-year average – unweighted)
- **Targets:** 2022-23 = 71.7%; 2023-24 = 72.8%; 2024-25 = 73.8%; 2025-26 = 74.9%

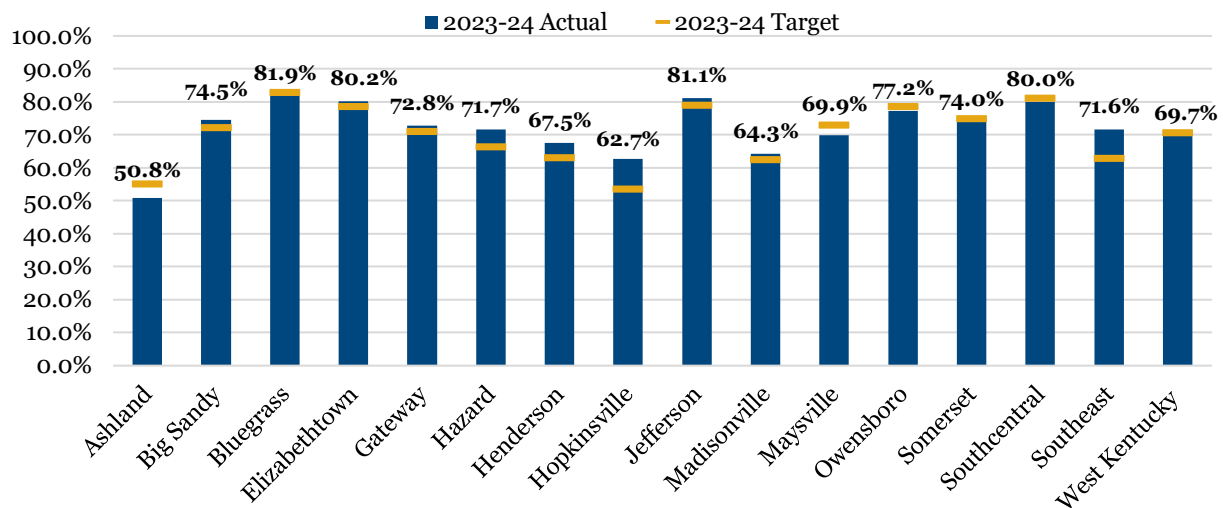
Chart 22: Post-KCTCS Outcomes



Notes: Blue columns represent KCTCS performance on this metric, while gold columns represent targets. When blue columns extend above gold columns, it indicates that KCTCS met or exceeded the target for the year shown.

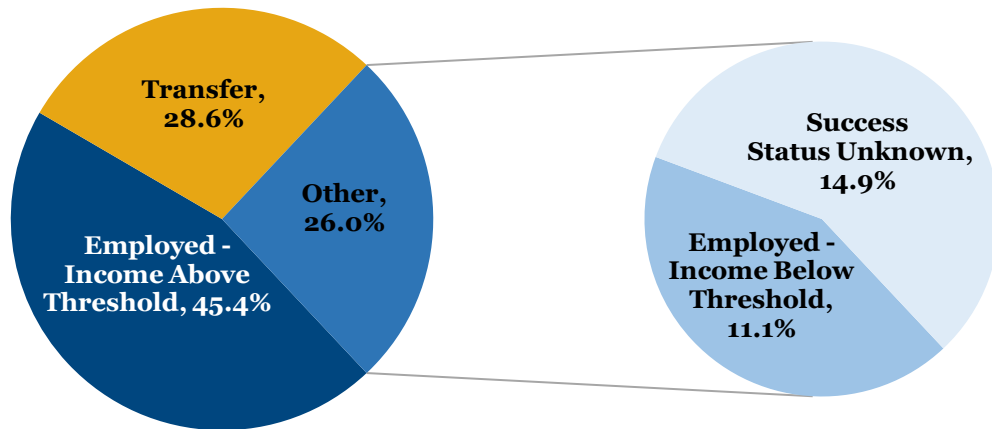
Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5)

Chart 23: Post-KCTCS Outcomes by College – 2023-24



Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5)

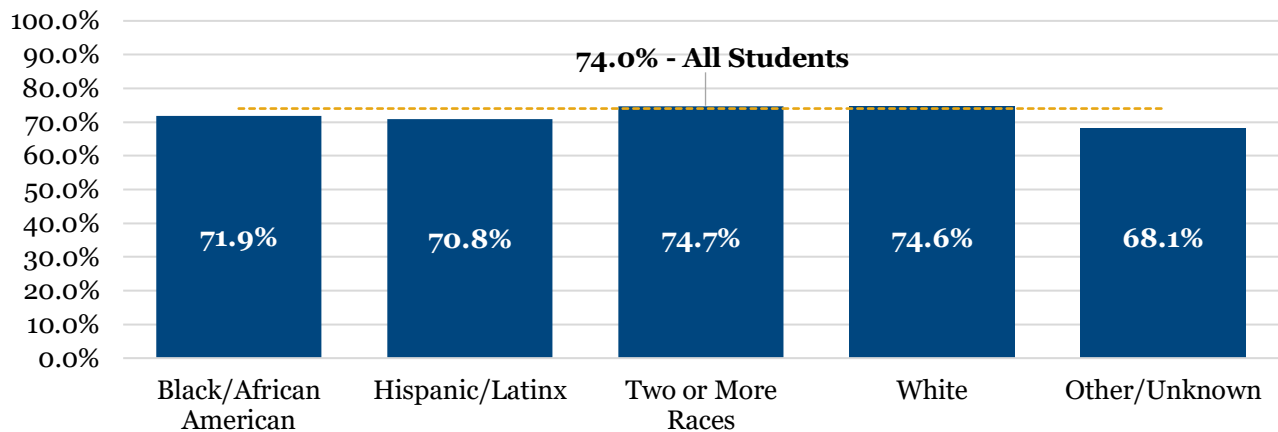
Chart 24: Post-KCTCS Outcomes by Success Status – 2023-24



Notes: Success Status Unknown refers to graduates for which no transfer or employment data were found.

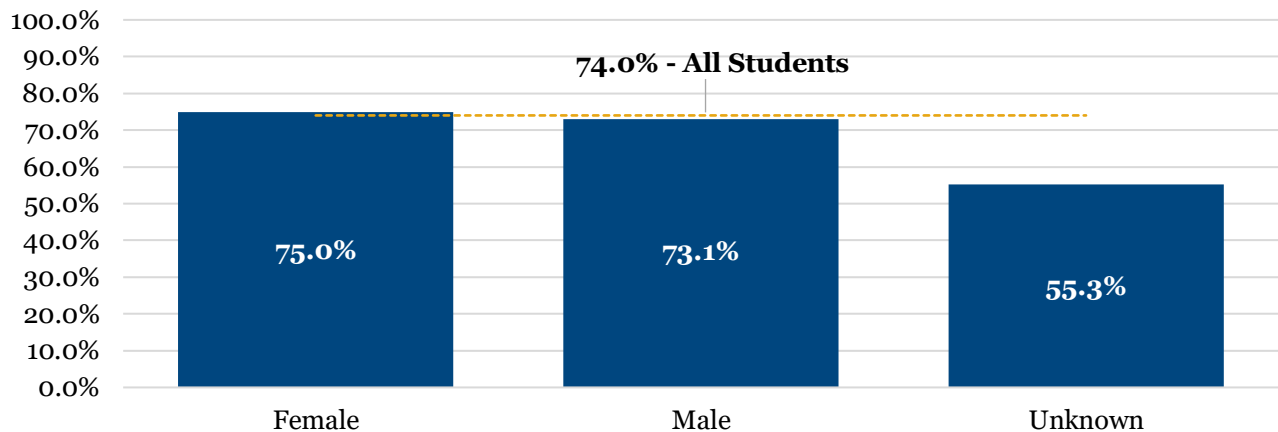
Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5)

Chart 25: Post-KCTCS Outcomes by Race/Ethnicity – 2023-24



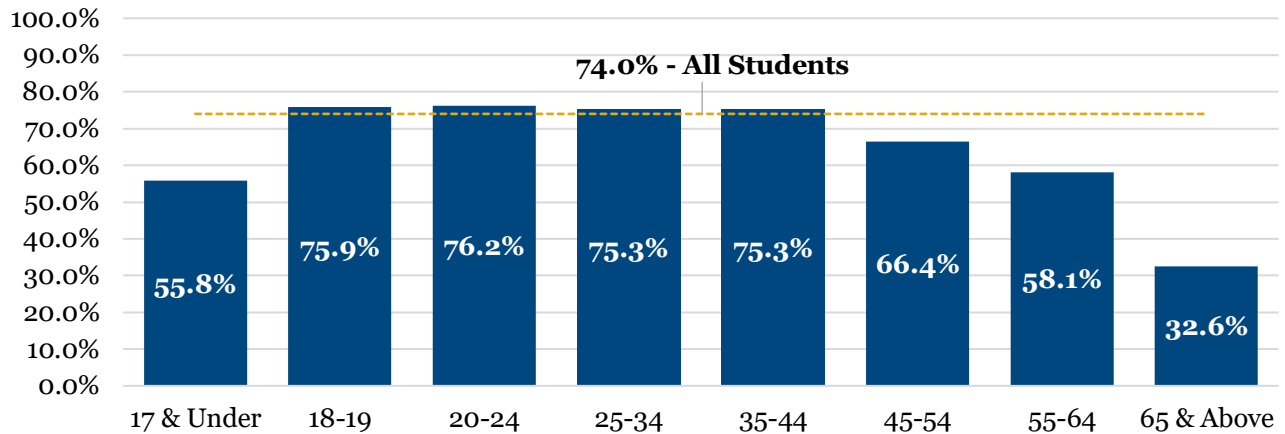
Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5)

Chart 26: Post-KCTCS Outcomes by Gender – 2023-24



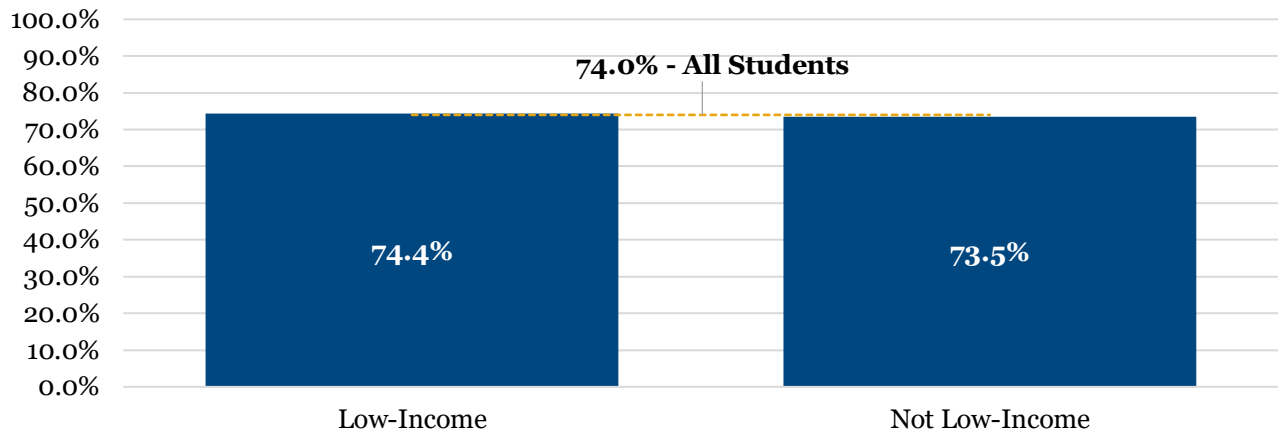
Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5)

Chart 27: Post-KCTCS Outcomes by Age Group – 2023-24



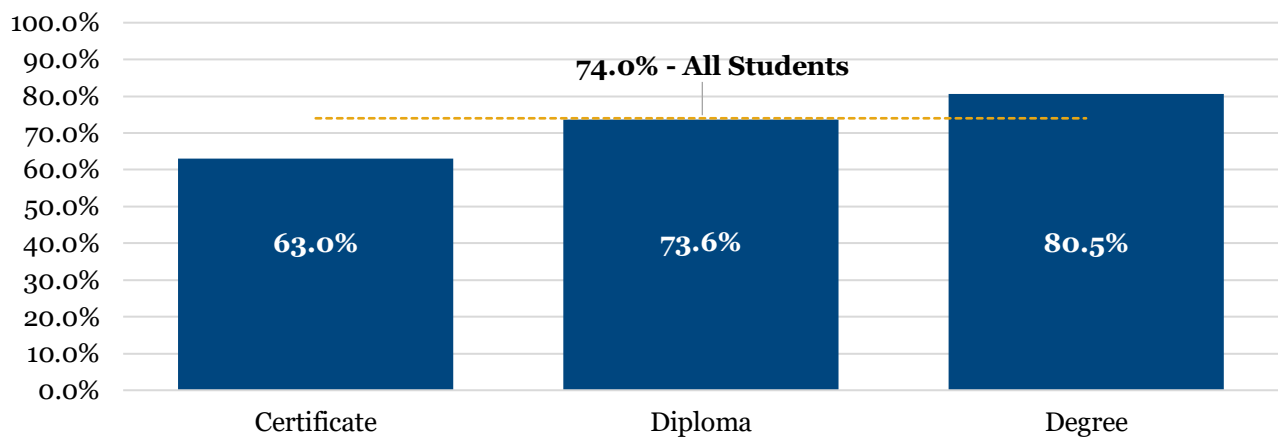
Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5)

Chart 28: Post-KCTCS Outcomes by Low-Income Status – 2023-24



Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5, Type A)

Chart 29: Post-KCTCS Outcomes by Highest-Level Credential Earned– 2023-24



Sources: Commonwealth Office of Technology Unemployment Insurance Database (Employment in Kentucky); National Student Clearinghouse Student Tracker (Transfer); Official data as reported to CPE (Type 5)

Highlights

- As shown in Charts 22 and 24, KCTCS increased the percentage of students achieving successful outcomes one year after graduation by 0.9 percentage points from 2022-23 (73.1%) to 2023-24 (74.0%), exceeding the current year target by 1.2 percentage points. An additional 11.1% of non-returning graduates obtained employment with an income below the poverty threshold, while the status of the remaining 14.9% of students is unknown (no employment or transfer records found – these graduates may be self-employed, employed out-of-state, etc.).
- Success rates across KCTCS colleges ranged from a low of 50.8% at Ashland to 81.9% at Bluegrass (see Chart 23). In total, 11 KCTCS colleges saw improvements in the outcomes of graduates from 2022-23 to 2023-24, eight colleges met or exceeded the systemwide target for this metric, and nine colleges exceeded their locally established target for this metric.
- Graduates identifying as Two or More Races (74.7%) and White (74.6%) had success rates that were consistent with the success rates for all graduates (74.0%), while the success rates for Black/African American and Hispanic/Latinx students were lower, at 71.9% and 70.8%, respectively (see Chart 25).
- As shown in Chart 26, outcomes were consistent across gender, with female students (75.0%) finding success at a slightly higher rate than male students (73.1%).
- As shown in Chart 27, students aged 18-44 were generally more successful post-graduation than other age groups. This finding is likely a reflection of the decreased propensity to transfer after completion for the youngest and oldest graduates (i.e., many high school students complete credentials prior to their senior year and would not be reflected in transfer numbers for the following academic year).
- Low-income students found success post-completion at a rate that was consistent with (and slightly higher than) students who were not low-income (see Chart 28).
- As shown in Chart 29, post-KCTCS outcomes were improved for graduates who earned higher-level credentials, with 80.5% of degree earners gaining employment (above the wage threshold) or transferring one year after completion, compared to 73.6% and 63.0% employment/transfer rates for diploma and certificate graduates, respectively. This finding demonstrates both the increased job prospects associated with higher-level credentials as well as the increased likelihood that degree earners will continue their education at a four-year institution.

**Infused Priority:
Ensure diverse, equitable, and inclusive campus communities.**

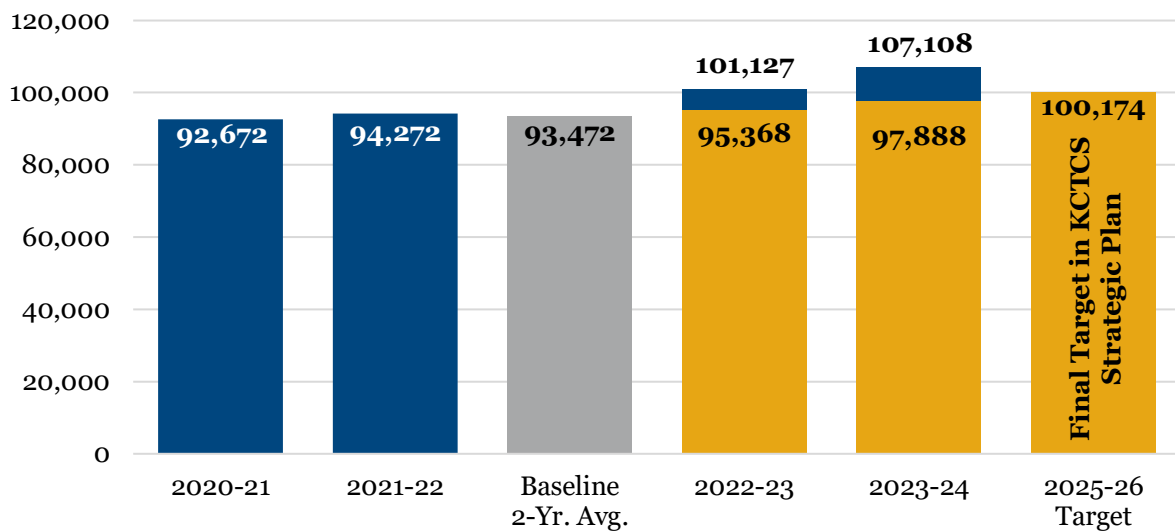
Strategic Goal 3: Increase Learner Success

Objective 3.1: 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.

KPI – Academic Year Enrollment:

- **Definition:** Unduplicated total enrollment headcount (for credit) in most recently completed academic year (summer, fall, spring).
- **Baseline:** 93,472 (two-year average)
- **Targets:** 2022-23 = 95,368; 2023-24 = 97,888; 2024-25 = 99,030; 2025-26 = 100,174

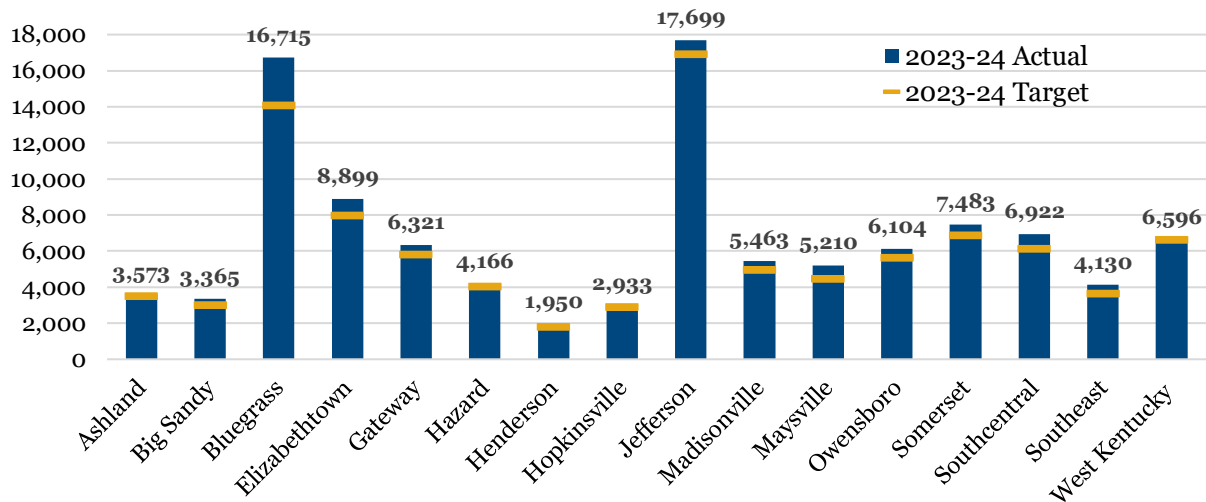
Chart 30: Academic Year Enrollment



Notes: Blue columns represent KCTCS performance on this metric, while gold columns represent targets. When blue columns extend above gold columns, it indicates that KCTCS met or exceeded the target for the year shown.

Source: Official data as reported to CPE (Type 1)

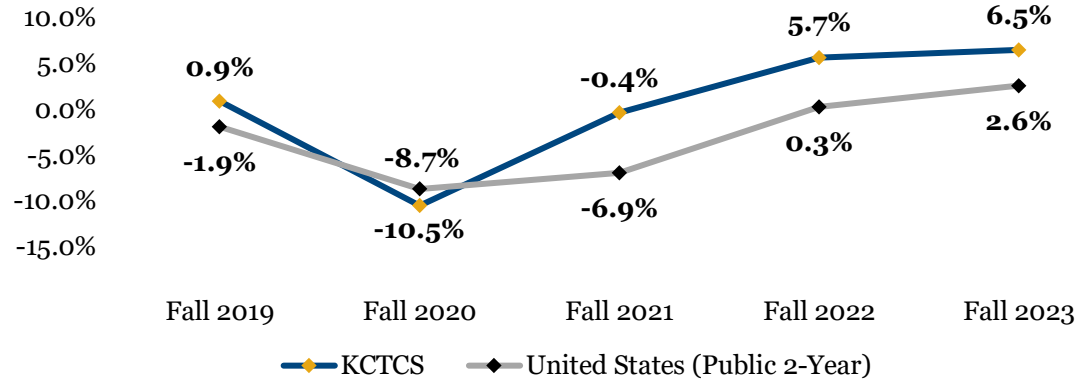
Chart 31: Academic Year Enrollment by College – 2023-24



Note: Blue bars and data labels reflect actual performance; gold lines reflect targets.

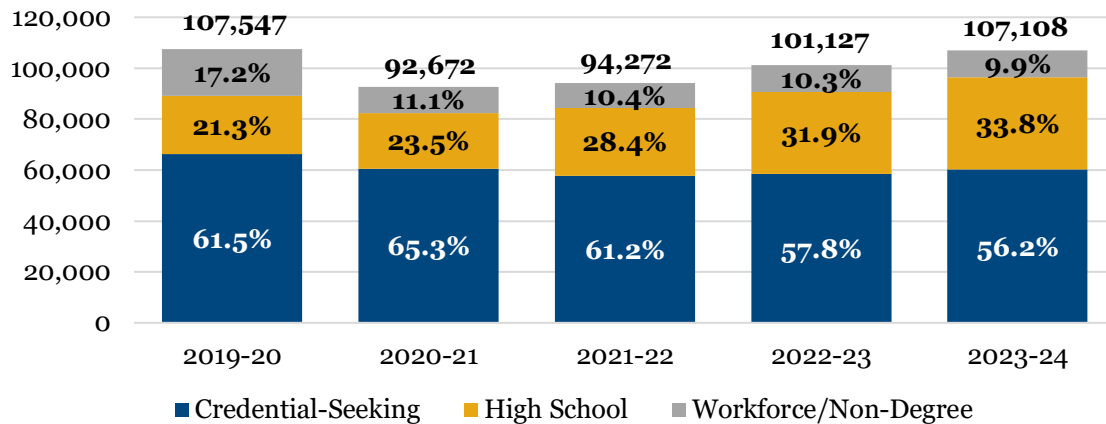
Source: Official data as reported to CPE (Type 1)

Chart 32: National Comparison – Percent Increase/Decrease in Fall Semesters – Five-Year Trend



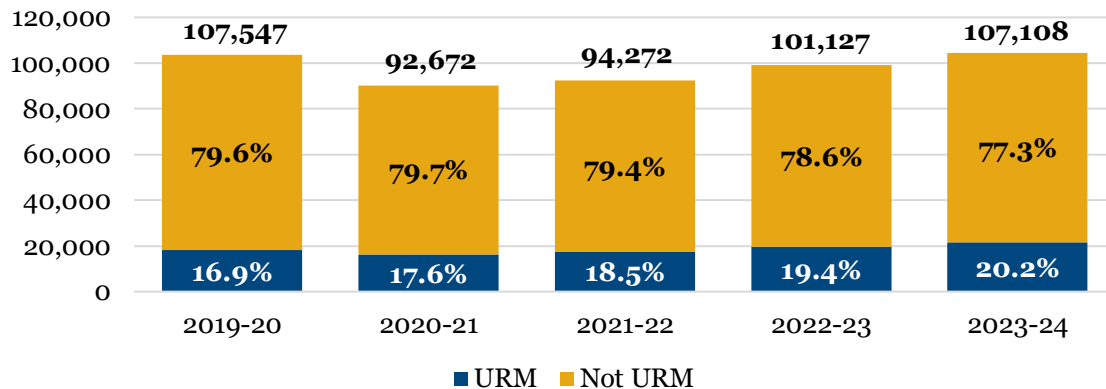
Note: National comparison data limited to undergraduate enrollment at public 2-year institutions.
Sources: National Student Clearinghouse Fall 2023 Enrollment Overview; Official data as reported to CPE (Type 1)

Chart 33: Academic Year Enrollment by Student Classification



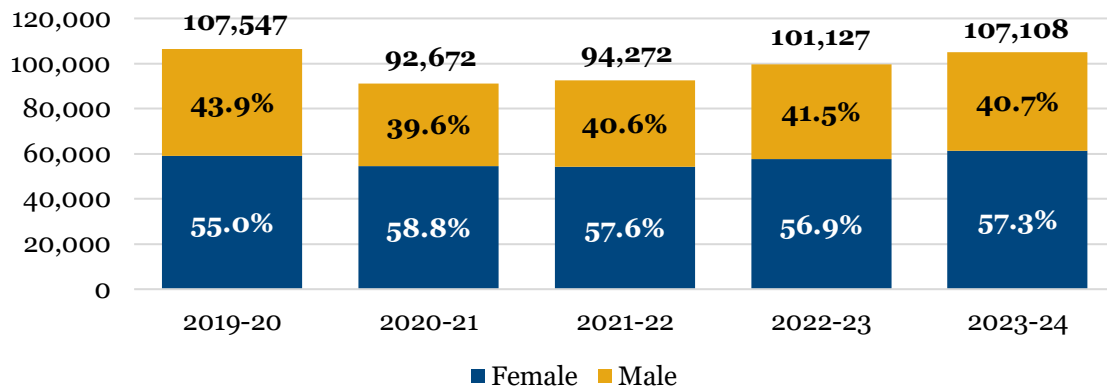
Notes: Percentages may not equal 100 due to rounding. Student auditors are included in Workforce/Non-Degree counts.
Source: Official data as reported to CPE (Type 1)

Chart 34: Academic Year Enrollment by URM Status



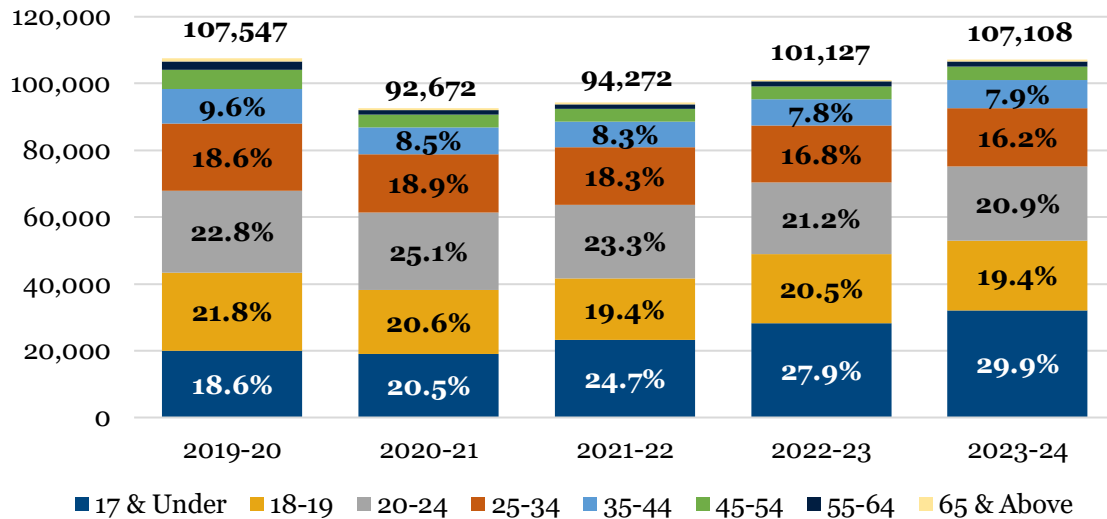
Notes: URM = Underrepresented Minority defined by the Kentucky Council on Postsecondary Education (CPE) to include students identifying as American Indian/Alaska Native, Black/African American, Hispanic/Latinx, Native Hawaiian or Other Pacific Islander, and Two or More Races. Percentages do not equal 100 as students with an unknown race/ethnicity were excluded.
Source: Official data as reported to CPE (Type 1)

Chart 35: Academic Year Enrollment by Gender



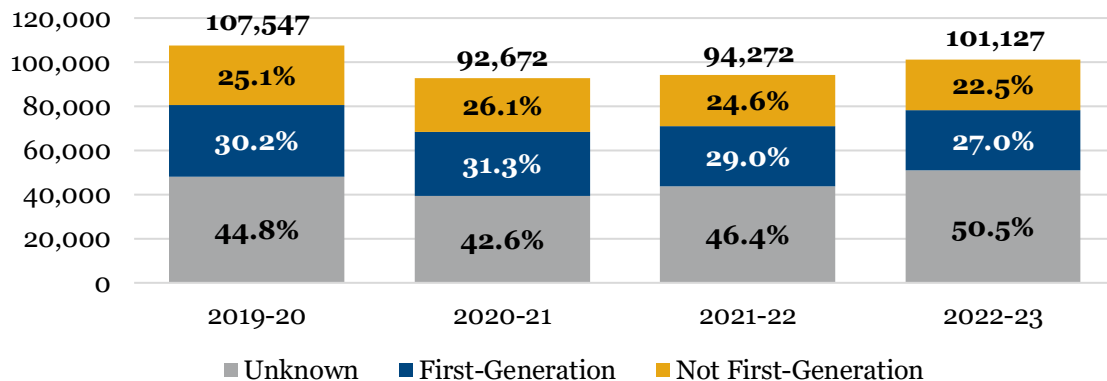
Notes: Percentages do not equal 100 as students with an unknown gender were excluded.
Source: Official data as reported to CPE (Type 1)

Chart 36: Academic Year Enrollment by Age Group



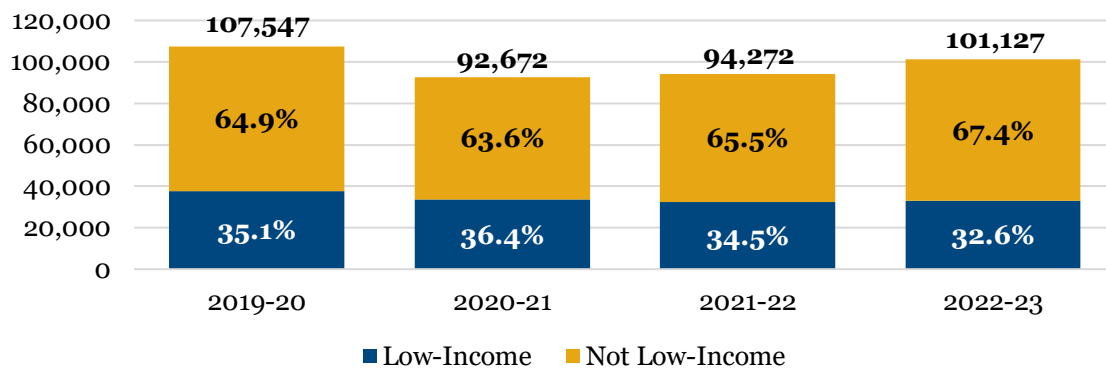
Notes: Percentages do not equal 100 as students with an unknown date of birth were excluded.
Source: Official data as reported to CPE (Type 1)

Chart 37: Academic Year Enrollment by First-Generation Status



Note: Financial aid data to identify first-generation students are not yet available for 2023-24.
Source: Official data as reported to CPE (Type 1, Type A)

Chart 38: Academic Year Enrollment by Low-Income Status



Notes: Financial aid data to identify low-income students are not yet available for 2023-24. Students with an unknown income status are considered not low-income.

Source: Official data as reported to CPE (Type 1, Type A)

Highlights

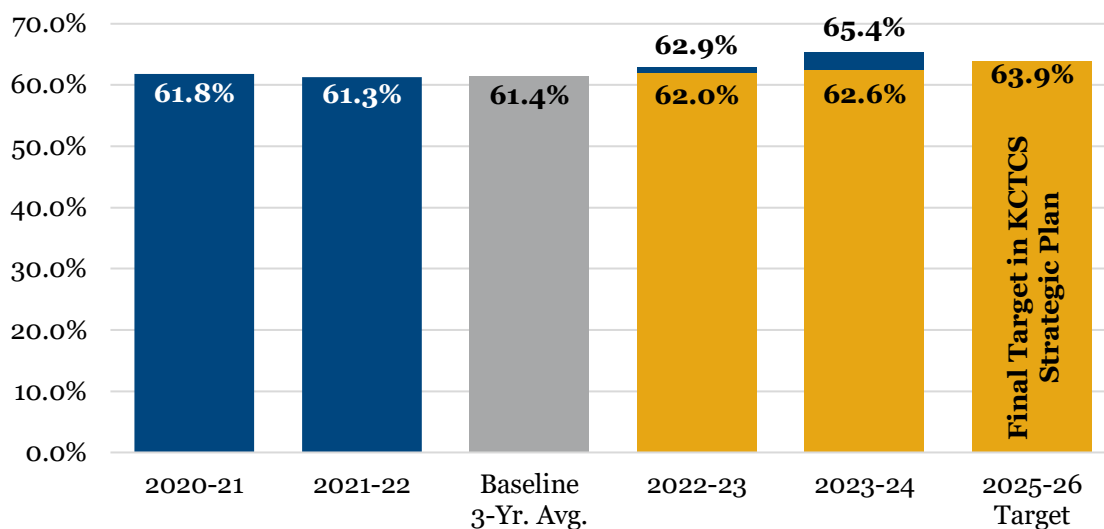
- As shown in Chart 30, enrollment increased substantially at KCTCS in 2023-24, with nearly 6,000 additional students enrolling compared to the prior year (+5.9%). Total enrollment for KCTCS in 2023-24 was 107,108, nearly matching pre-pandemic enrollment levels.
- All but one KCTCS college (West Kentucky) exceeded its target for academic year enrollment in 2023-24 (see Chart 31), and a total 14 colleges increased enrollment from 2022-23 to 2023-24, with increases of over 10.0% seen at Bluegrass (+11.7%) and Madisonville (+10.3%). Enrollment at Big Sandy was flat from 2022-23 to 2023-24.
- The enrollment trend observed at KCTCS over the last five years largely mirrors the national trend (see Chart 32). However, KCTCS has been able to rebound from the COVID-19 pandemic at a faster rate than the national average.
- KCTCS continues to see significant growth in high school student enrollment (see Chart 33). In 2019-20, dual credit/dual enrollment students constituted 21.3% of the KCTCS student body. As of 2023-24, this percentage grew to 33.8%.
- As shown in Chart 34, the KCTCS student body is becoming increasingly diverse. Over the last five years, underrepresented minority student enrollment has increased from 16.9% of the student body to 20.2%.
- As shown in Charts 35 and 36, KCTCS has seen declines in enrollment for male students and older students. Male student enrollment (as a percent of total enrollment) decreased from 43.9% in 2019-20 to 40.7% in 2023-24. Similarly, enrollment of working-aged adults (25+) has decreased from 36.8% of students in 2019-20 to 29.7% in 2023-24. Low unemployment, increasing wages and job opportunities, and the increase of high school students enrolling in postsecondary courses have all contributed to lowering the average age of KCTCS students.
- Enrollment of first-generation students has declined slightly over the last four years (see Chart 37). However, the percentage of students who are not first-generation has also declined. These results likely reflect the increase in students with an unknown first-generation status, which has grown from 44.8% in 2019-20 to 50.5% in 2022-23. Recent increases in high school enrollment (i.e., dual credit/dual enrollment students) may be driving this trend as these individuals are less likely to complete the Free Application for Federal Student Aid (FAFSA).
- The percentage of KCTCS students identifying as low-income has decreased from 35.1% in 2019-20 to 32.6% in 2022-23 (see Chart 38). As with first-generation status, this trend may reflect the growing number of high school students enrolled in KCTCS courses.

Objective 3.2: Leverage proven practices to increase learner success through the completion of credential pathways and (credit and non-credit) industry training, including transfer to four-year institutions (bachelors to employment) and employment entry, re-entry, or upskilling.

KPI – Two-Year Persistence Rate:

- **Definition:** 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.
- **Baseline:** 61.4% (three-year average – unweighted)
- **Targets:** 2022-23 = 62.0%; 2023-24 = 62.6%; 2024-25 = 63.3%; 2025-26 = 63.9%

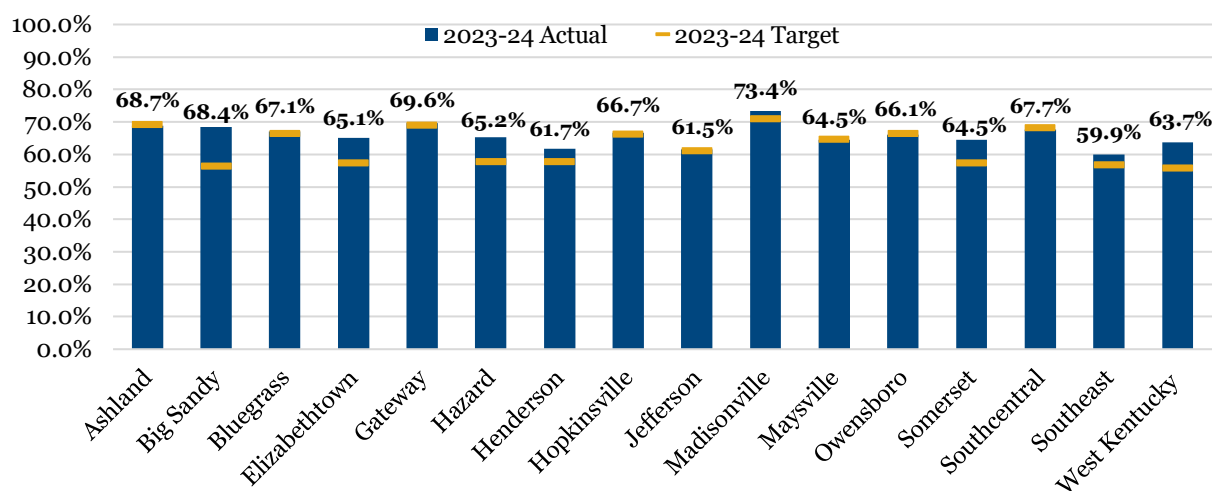
Chart 39: Two-Year Persistence Rate



Notes: Blue columns represent KCTCS performance on this metric, while gold columns represent targets. When blue columns extend above gold columns, it indicates that KCTCS met or exceeded the target for the year shown.

Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

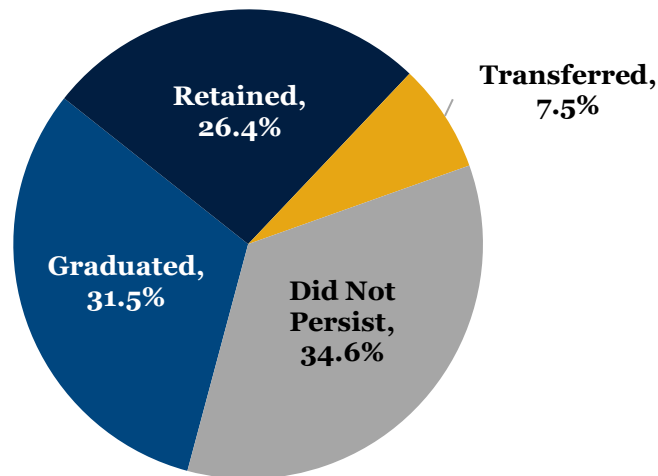
Chart 40: Two-Year Persistence by College – 2023-24



Note: Blue bars and data labels reflect actual performance; gold lines reflect targets.

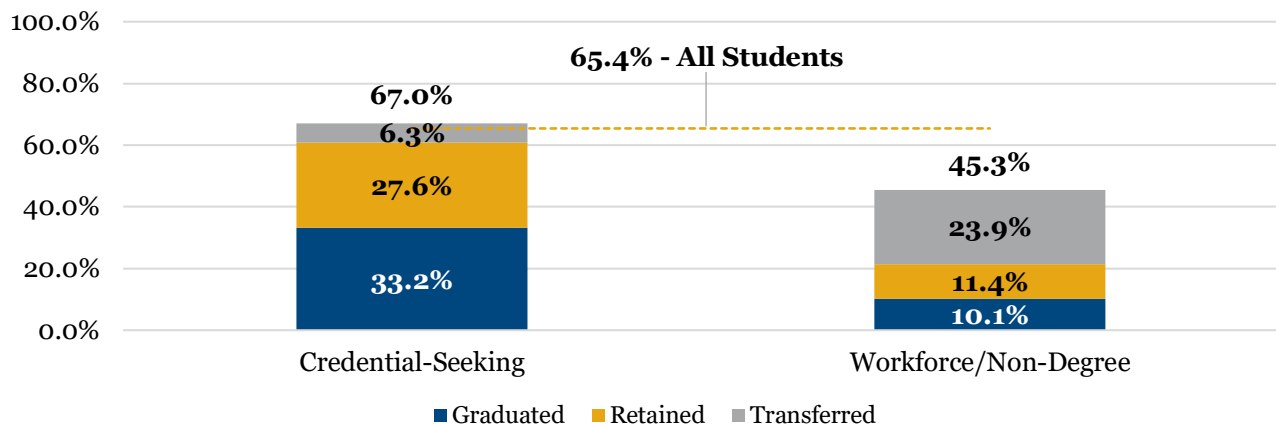
Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

Chart 41: Two-Year Persistence by Success Status – 2023-24



Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

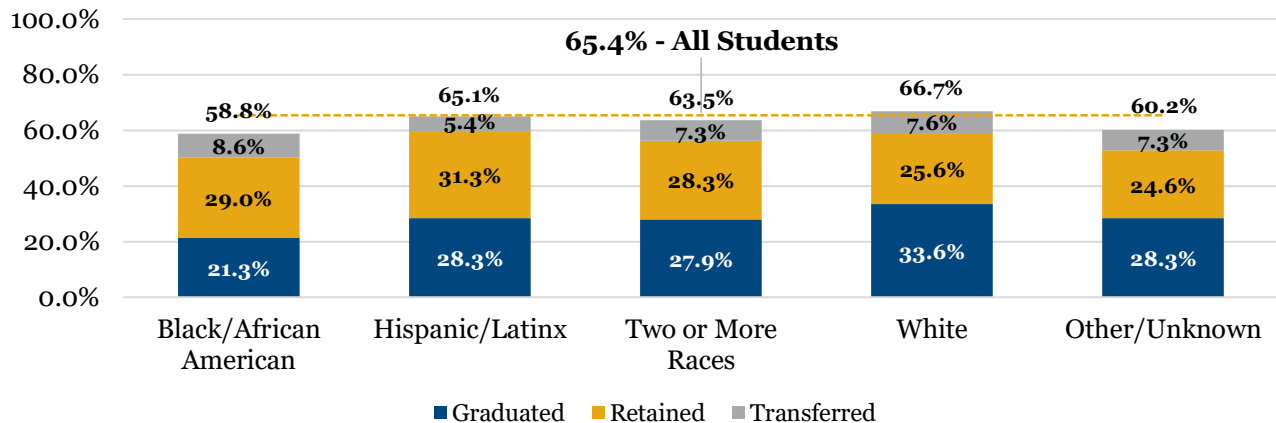
Chart 42: Two-Year Persistence by Student Classification – 2023-24



Note: Student classification is based on students' program plan in their entering fall semester.

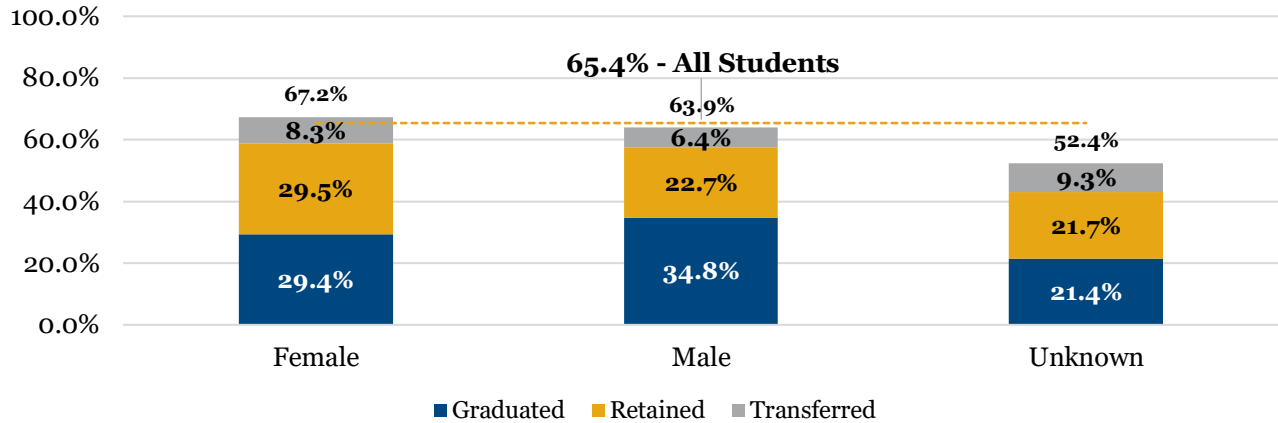
Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

Chart 43: Two-Year Persistence by Race/Ethnicity – 2023-24



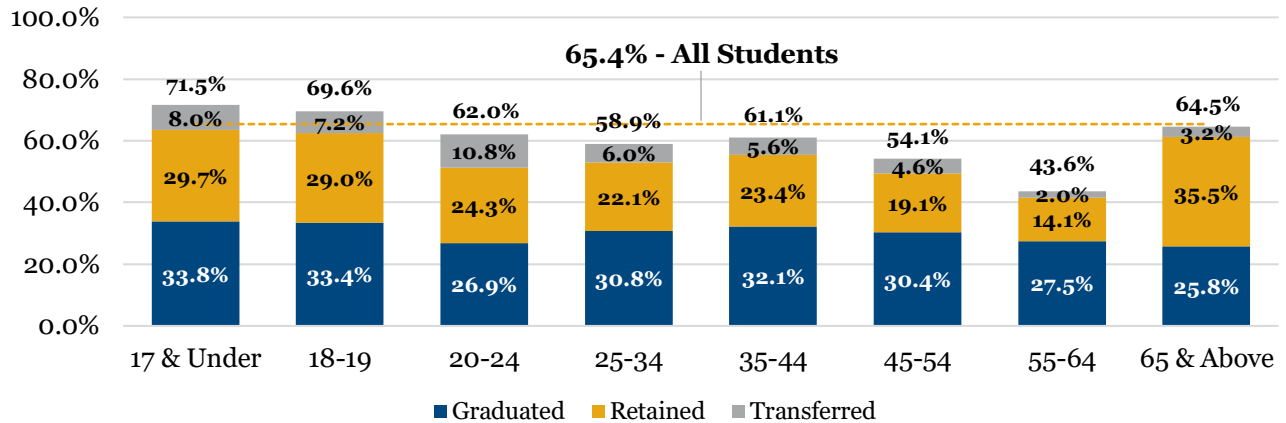
Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

Chart 44: Two-Year Persistence by Gender – 2023-24



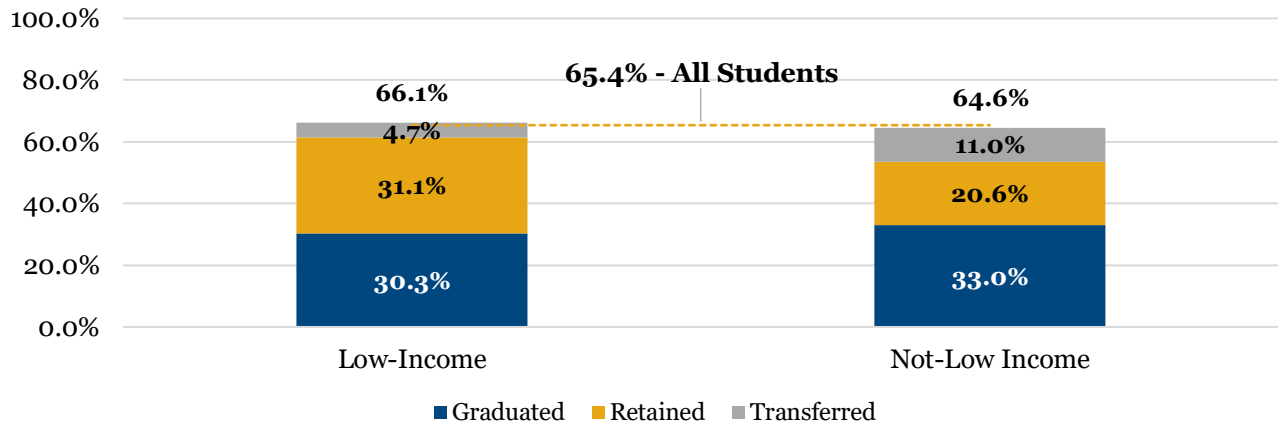
Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

Chart 45: Two-Year Persistence by Age Group – 2023-24



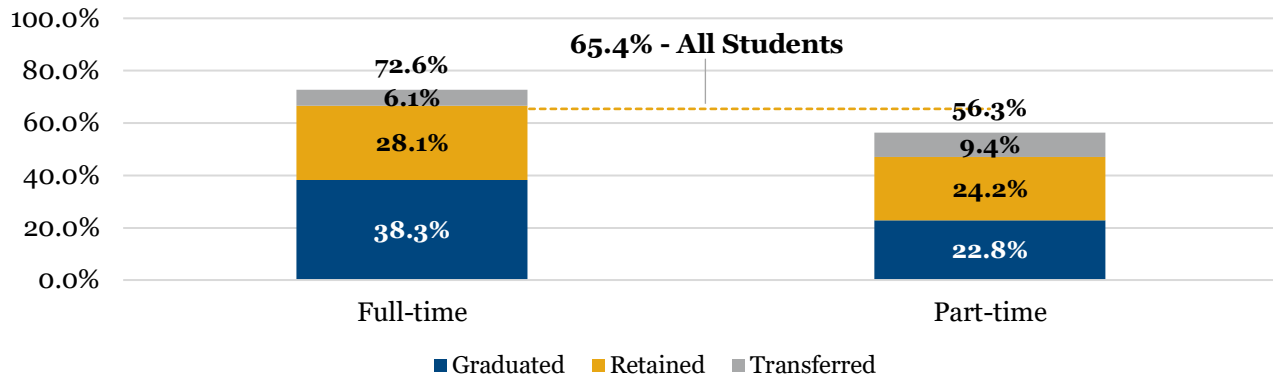
Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

Chart 46: Two-Year Persistence by Low-Income Status – 2023-24



Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1, Type 5, and Type A data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

Chart 47: Two-Year Persistence by Academic Load – 2023-24



Note: Academic load is based on students' enrolled credit hours in their entering fall semester.
 Sources: National Student Clearinghouse Student Tracker (Transfer); Official Type 1 and Type 5 data as submitted to the Voluntary Framework of Accountability (VFA; Retention/Completion)

Highlights

- As shown Chart 39, KCTCS achieved a two-year persistence rate of 65.4% in 2023-24, an increase of 2.5 percentage points over the prior year. KCTCS exceeded its target for 2023-24 by 2.8 percentage points. A total of 31.5% of students graduated, 26.4% were retained, 7.5% transferred, and the remaining 34.6% failed to persist (see Chart 41).
- As shown in Chart 40, two-year persistence rates at KCTCS colleges ranged from a low of 59.9% at Southeast to a high of 73.4% at Madisonville. Thirteen KCTCS colleges exceeded their target for 2023-24, with the remaining three colleges falling short of their target by less than half of a percentage point.
- Students who were classified as credential-seeking in their initial fall term persisted at a rate that was 21.7 percentage points higher than workforce/non-degree students (see Chart 42). This finding was not surprising given the varying educational goals of workforce/non-degree students (upskilling, self-enrichment, etc.).
- As shown in Chart 43, underrepresented minority students persisted at a rate that was below the average for all KCTCS students. The biggest gap was observed for Black/African American students, who persisted at a rate that was 6.6 percentage points lower than the average rate for all students. However, despite these gaps, it is important to note that two-year persistence rates improved from 2022-23 to 2023-24 for all races/ethnicities.
- As shown in Chart 44, Female students (67.2%) persisted at a rate that was 3.3 percentage points higher than male students (63.9%).
- There is a clear negative correlation between age group and two-year persistence; as students get older, the likelihood of persisting decreases (see Chart 45). This finding reflects the increased nonacademic barriers faced by working aged adults (e.g., caring for children or other dependents). The one exception to this trend is for individuals aged 65+. However, this finding is likely an outlier stemming from the small population size of this group ($N = 31$).
- As shown in Chart 46, students classified as low-income (66.1%) were more likely to persist than students who were not low-income (64.6%). Additional analysis revealed that this finding in 2023-24 was not an anomaly – the two-year persistence rate of low-income students has exceeded the rate of students who are not low-income in each of the last five academic years.
- Students who enrolled full-time in their initial fall semester persisted at a rate that was 16.3 percentage points higher than part-time students (see Chart 47). Part-time students often need additional support to reach their educational goals, and often stop-out (i.e., take a break from their educational pursuits) due to increased obligations outside of the classroom.