2005-2006
ANNUAL PLAN
REPORT
2005-2006 ANNUAL PLAN REPORT
EXECUTIVE SUMMARY

The annual strategies developed by each division and department within Bluegrass Community and Technology College (BCTC) were linked to areas of focus (and strategic goals) within the 2006-2010 Strategic Plan. The strategies demonstrated short-term plans for the College’s pursuit of its vision and mission. At the end of the spring semester, the status of each annual strategy was recorded in the annual plan database with the findings compiled by the Institutional Effectiveness Office and distributed to the college leadership.

The 2005-2006 Annual Plan was comprised of 328 annual strategies linked to one or two of the college strategic goals. Table 1 illustrates the association of each annual strategy to an Area of Focus and Strategic Goal. A summary of the progress made on all of the annual strategies is shown in Table 2.

Table 1

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<th>Business Services</th>
<th>Communications &amp; Marketing</th>
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The table displays the distribution of the annual strategies by functional area and their association with the strategic goals in the Strategic Plan. Duplication of annual strategies is illustrated when the initiative is linked to more than one strategic goal.

Table 2

2005-2006 Results of Annual Plan Strategies

<table>
<thead>
<tr>
<th>Progress</th>
<th>Count</th>
<th>Percent</th>
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<tbody>
<tr>
<td>Completed</td>
<td>144</td>
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<tr>
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End of year results reported on each annual strategy.

Over 90 percent of the annual strategies were either completed (43.9 percent) or demonstrated limited progress (49.7 percent). Figure 1 (below) shows the final progress made on each annual strategy as it relates to the individual strategic goals.
Figure 1

2005-2006 Annual Plan – End-of-Year Results by College Strategic Goal

The results of 2005-2006 Annual Plan showing the final status of each annual plan strategy by the strategic goal it is linked to. Since annual strategies can be linked to more than one goal, duplication of strategies is noted.

The largest number of annual strategies were associated with Strategic Goals 11 (expansion of quality instruction), 29 (assessment and evaluation), and 30 (improved customer service). Goals 20 (entrepreneurship programs) and 25 (programs for the aging populations) were not linked to any annual strategies in the 2005-2006 Annual Plan.

Several themes or issues were highlighted within the Annual Plan. The annual strategies demonstrated emphasis on access, enrollment, expansion, equitability between campuses, technological advances, collaboration, consolidation, and upgrades in classrooms/laboratories and resources.

Annual strategies identifying accessibility and expansion of academic facilities (and resources) included:
- Plans for new buildings at Cooper and Winchester
- Alternate funding initiatives (for expansions) and development of a comprehensive resource development plan
- Partnering with business and industry to expand courses and services in Georgetown
- Additional/equitable services at extended campuses
- Increased general education offerings at extended campuses
- Renovations of buildings and classrooms/laboratories
- Upgrades and improved resources
- Collaboration with four-year institutions

Projected growth at extended campuses and strategies targeting specific student populations demonstrated mixed results. Lawrenceburg and Winchester campuses met their target...
headcounts along with Multicultural Affairs projected increase of Hispanic students. Although Danville Campus did not meet its headcount target, enrollment activity (online enrollment) increased by 72 percent. In addition, an ad hoc enrollment task force, appointed by the College President, completed its charge to review enrollment trends, reporting their findings and recommendations to the college leadership.

One Stop Student Services Center was one of the strategies identified to improve services, accessibility, and increased enrollment. Other strategies included: development of program specific brochures, ongoing pursuit of a financial aid call center, negotiations with UK for health insurance for international students, and revised policy and procedures for consolidated functions within the College.

Recruitment and retention events and strategies to enhance enrollment, targeted various student populations:

- Family nights at extended campuses
- High school visits by Disability Support Services (DSS)
- Increased number of participants in Upward Bound
- Transfer Center and program specific collaboration initiatives (Computer Science and Information Systems, Sociology, Business, Civil Engineering) with four-year institutions
- Expanded tutoring services
- Early Alert Retention System (EARS)
- Advising initiatives in specific program areas (Automotive Technology, Interdisciplinary Early Childhood Education, Office Systems Technology)
- Advisory Directory
- Ready-To-Work mentoring program (and guest speakers)
- Collaboration between Humanities and Adult Education to offer ENG 101 to English Language Learners (ELL)
- Initiatives for high school students (updated Memorandum of Agreements and program specific initiatives)

Additional opportunities for students included the development of new academic offerings. New Associate in Applied Science (AAS) degrees in Automotive Technology, Electrical Technology, and Human Services were approved along with certificates in Construction, Entrepreneur, and Equine Studies. Other degrees and credentials are still in the process of being developed.

Several initiatives were the result of consolidation efforts including revisions of policy and procedure in the areas of Student Development and Enrollment Services (SDES), Distance Learning, Business Office, Institutional Research (IR), and the Mathematics/Statistics Division. In addition, various academic programs are in different stages of consolidation, with all parallel programs having one advisory committee.

In addition to being identified as an area of focus, technology was embedded in many annual strategies throughout the annual plan. Completed technology strategies included: a consolidated college website, conversion of all campuses to KCTCS active directory, open computer labs at all extended campuses, upgraded ITV (Interactive Television) facilities, wireless technology, smart and semi-smart classroom conversions, and expansion of the four-year computer refresher program to all campuses. Technology has also been used in the development of web pages within various divisions and departments.

A large portion of the annual strategies was associated with teaching and learning:

- Alternate delivery methods (web-based and web-enhanced courses)
- Review of the distance learning policy
- Program specific initiatives to evaluate on-line courses for quality delivery
- Expanded course offerings
- Upgraded software
• Division and program specific web page development
• New computers and computer upgrades
• Mobile cart with 25 laptops to provide necessary technology access in GE 101 and ENC 092
• Evaluation of student learning outcomes

Strides toward maintaining student success included evaluation of parallel programs, collaboration with four-year institutions, and partnerships with business and industry. Expanded course offerings, upgraded classrooms/laboratories, and additional staffing were completed in some areas, while little or no progress was demonstrated on similar annual strategies in other areas.

Increased and enhanced diversity initiatives included revisions of the multicultural affairs portion of freshman orientation and the development of displays and web sites by the Learning Resource Center (LRC). The Hispanic Coordinator and various departments (DSS, Opportunity College, Upward Bound and Ready-To-Work) coordinated activities to improve recruitment and retention of minority or underserved populations.

Many improvements have been made since the consolidation of Central Kentucky Technical College (CKTC) and Lexington Community College (LCC). Technological advances have been made to bring the consolidation efforts together through web services, KPEN (Kentucky Postsecondary Education Network), and a college wide computer refreshment program. Many other initiatives to provide equitable access throughout the college campuses have been implemented or are being pursued.

The annual plan results attest to the many successes made in the areas of technology, collaboration, consolidation and ongoing enrollment. As BCTC moves forward, importance should be maintained in these areas along with additional emphasis on equitable services and upgrading resources and classroom/laboratories. Assessment of the “health” of academic program areas is needed to prioritize needs in staffing, resources, and course offerings. Additionally, strategies should be considered for strategic goals 20 and 25.

Having been the first consolidated annual plan, increased understanding of the short range strategies associated with the Annual Plan should result in less emphasis on “wish lists”. Measurability of the 2006-2007 annual strategies will be stressed, with increased understanding of the role the strategies have as stepping-stones for BCTC’s long-range goals..

An in-depth 2005-2006 Annual Plan Report can be obtained online (http://www.bluegrass.kctcs.edu/BL/IACD/IEP/annualplanning.php) or through the Institutional Effectiveness Office. It provides an overview of the 2005-2006 Annual Plan along with a detailed summary of the annual strategies within each area of focus.
Overview

The 2005-2006 Annual Plan is an intricate component of the 2005-2010 Strategic Plan. The Strategic Plan is comprised of eight areas of focus with strategic goals identified for each area. The strategic goals guide the College in long range planning. The strategies in the annual plan provide the short-range initiatives (or pathway) the institution will take to reach each strategic goal.

The 2005-2006 Annual Plan consisted of 328 strategies linked to at least one of College’s 30 strategic goals (Table 1).

Table 1

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<thead>
<tr>
<th>Association of Annual Strategies with Areas of Focus and Strategic Goals</th>
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Display of the annual strategies by functional area and their association with the strategic goals in the strategic plan. Duplication of annual strategies are illustrated when the initiative is linked to more than one strategic goal.

At the end of the year, annual plan coordinators determined the progress made for each strategy within their division/department. A summary of all the annual strategies and their progress in 2005-2006 is shown in Table 2.

Table 2

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<th>2005-2006 Results of Annual Plan Strategies</th>
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<td>Progress</td>
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End of year results of all annual strategies.

In looking at the progress of the 328 strategies, over 90 percent were either completed (43.9 percent) or indicated limited progress (49.7 percent). No progress was made on 13 strategies (4.0 percent).
percent) and five strategies (1.5 percent) were abandoned. The final status of three goals was not reported. Figure 1 (below) shows the results of all initiatives by the strategic goals they were linked to.

Figure 1

2005-2006 Annual Plan End-of-Year Results by College Strategic Goal

Goals 11 (expansion of quality instruction), 29 (assessment and evaluation), and 30 (improved customer service) have the largest number of annual strategies associated with them. Goals 20 (enhance and promote entrepreneurship) and 21 (programs and services for the aging population) did not have any annual strategies linked to them in the 2005-2006 Annual Plan.

Accessibility and enrollment, equitability between campuses, technological advances, consolidation and collaboration are some of the major themes rising out of many of the strategies.

Annual strategies to increase student accessibility included expansion of academic facilities and resources. Plans related to new buildings at Cooper and Winchester campuses, and alternate funding initiatives (fund-raising, capital campaign, development of comprehensive resource development plan) supported expansion strategies.

Collaborating with business and industry supported expansion of courses and services in Georgetown. Collaborative strategies were developed to utilize Toyota's training facilities. Other expansion strategies related to additional resources, services, and increased general education offerings at the extended campuses.

Multiple campus sites provide increased accessibility to students. Projected enrollment growth targets were established for the extended campuses. The projected increases in headcounts were exceeded at Lawrenceburg and Winchester. Danville experienced an increase in enrollment.
activity. Special population targets exhibited mixed results with the Hispanic target being met and African American and International student growth showing limited progress.

Additional student enrollment and retention initiatives were identified within many different academic and academic support areas. An ad hoc enrollment task force was developed an enrollment plan with recommendations to college leadership.

Enhanced services to improve accessibility and increase enrollment included the One Stop Student Services Center, development of program specific brochures, ongoing pursuit of a financial aid call center, and negations with UK for health services for international students.

Recruitment and retention were targeted with various events and services for different student populations.

- Family nights at extended campuses
- High school visits by Disability Support Services
- Increased participants in Upward Bound
- Transfer Center
- Expanded tutoring services
- Early Alert Retention System
- Automotive Technology advising (students on waiting list)
- Enhanced advising by Interdisciplinary Early Childhood Education (IECE)
- Advisory Directory
- Office Systems Technology Advising Model
- Ready-To-Work mentoring (and guest speakers)

Strategies also targeted the adult learner and high school students. The Humanities Division collaborated with Adult Education to provide courses at the Downtown Development Center such as an English 101 course for English Language Learners (ELL). Several strategies encouraged seamless transition from high school to college. Opportunity College updated all of the high school "Memorandum of Agreements". Program specific initiatives identified strategies to adult learners and high school students such as Computer Science and Information Systems' (CSIS) initiative to develop a marketing plan specific for high school students.

In addition to the implementation of a Transfer Center, other initiatives identified collaboration with four-year institutions. The program areas identifying collaborative strategies included CSIS, Sociology, Business, and Civil Engineering. Nuclear Medicine also had a strategy to advise students about block transfers to four-year institutions.

Consolidation resulted in review and development of policy and procedures in the offices of Admissions, Financial Aid, Registrar, Upward Bound, Experiential Education, Distance Learning, Business Office, and Institutional Research. In addition, Math/Statistics Division implemented an initiative to centralize their resources. Academic programs are at various stages in consolidation processes with single advisory committees for all parallel programs and a bridging/cross mapping process is being developed in CSIS. IECE program directors are at one location and Radiography anticipates its first consolidated enrollment in 2007. The Environmental Studies Program located in Lawrenceburg is being "taught out" and Engineering at Cooper is in the process of merging with parallel programs at the other campuses.

A major challenge faced by the College in 2005-2006 was the ability to provide equitable course offerings, resources, and services at multiple campus sites. Issues related to consolidation, expansion of equitable services and technology was a theme that emerged from many of the annual strategies. Expansion of faculty, student services, learning resources, and general education offerings were identified in many areas. Many annual plans requested additional staffing. Chemistry and development mathematics staffing initiatives were completed. Limited or no progress, however, was noted for positions in LRC, Dental Assisting, Medical Assisting,
Biology, Chemistry (at Winchester/Clark County Campus), Radiography, Information Management and Design (IMD), Anthropology, English, Student Development & Counseling, and for a campus liaison (full-time) at the Winchester/Clark County Campus.

In addition to being identified as an area of focus, technology was embedded in many annual strategies throughout the annual plan. Completed technological strategies include a consolidated college website, conversion of all campuses to KCTCS active directory, open computer labs at all extended campuses, upgraded ITV facilities, wireless technology, and expansion of the four-year computer refresher program for all campuses. Consolidated annual plan and community service/professional databases were also implemented.

Initiatives to increase the use of technology in the classroom included smart and semi-smart conversions with plans implemented to annually enhance technology in two classrooms at each campus.

Other initiatives utilized technology to develop additional web or web-enhanced courses. The end-of-year status of web page development strategies ranged from being initiated, waiting for approval, and being implemented. The web pages were developed to provide information to students and part-time faculty on up-to-date information about specific program areas.

Alternate delivery methods included developing web-based online courses and web-enhanced courses. Review of distance learning policy and procedures was initiated along with program specific initiatives to evaluate on-line courses for quality delivery.

Expansion of program offerings resulted in approval of additional credentials. Associate in Applied Science degrees (AAS) in Automotive Technology and Electrical Technology were approved along with several certificates (Construction, Entrepreneur, Equine Studies). An AAS in Human Services and additional certificates (CIS) are being developed.

Technological strategies in program areas included improved computer technology with new computers in Machine Tool, upgraded software for Enrollment Development & Student Services (Life Map), Surgical Technology, and English. The LRC increased their reference guides and Dental Hygiene/Assisting clinical operations became computerized. A mobile cart with 25 laptops provided the necessary access to computers needed for GE 101 and ENC 091. Student Services developed kiosks for student accessibility to internet and PeopleSoft.

Many strategies focused on upgrades to campus buildings, classrooms/laboratories, and resources. Renovations to the buildings at Leestown were completed. Upgrades in classroom/laboratory facilities and resources were completed in Industrial Maintenance (Lawrenceburg), CSIS-Information Technology, and Small Engine Repair. Limited or no progress was made on upgrade initiatives in the areas of Automotive Technology, Auto Body, Nurse Aide, and Electrical Technology.

With expansions and upgrades, the need for additional financial resources required emphasis on advancement initiatives. A Development Office was established pursuing initiatives in fund-raising, capital campaign, and development of a comprehensive resource development guide.

Increased and enhanced diversity strategies included revisions of the multicultural affairs portion of freshman orientation and LRC displays and web site development initiatives. The Hispanic Coordinator, Disability Support Services, Opportunity College, Upward Bound and Ready-To-Work coordinated activities to improve recruitment and retention.

The following section provides an analysis by area of focus. It is based on the progress made on annual strategies associated with the strategic goals located in each area of focus. All of the annual strategies linked to a strategic goal within the area of focus are included. Many annual
strategies are linked to two strategic goals; therefore, their findings are described within multiple areas of focus.
STUDENT ACCESS

Progress on Annual Plan Strategies

1. Expand transfer general education and/or technical education where needed including at extended campuses and off campus sites.
2. Expand opportunities for non-traditional learners to access postsecondary education (including high school students, adult learners, and seniors).
3. Develop an enrollment growth strategy/plan through which access and opportunity are expanded throughout the Bluegrass Region.
4. Expand scholarship opportunities for students.
5. Expand course offerings and educational delivery in non-traditional ways (such as evening and weekend courses).

Annual strategies from all functional areas within the college identified initiatives related to student access. Over half (53.8 percent) of the 93 strategies were completed and 41.9 percent indicated limited progress. No progress was made on three strategies (3.2 percent) and one (1.1 percent) was abandoned.

Emphasis was placed on enrollment strategies in many areas. Projected enrollment growth was exceeded at two extended campuses (50 percent increase at Winchester/Clark County Campus and 127 percent increase at Lawrenceburg Campus). Although the projected headcount at Danville Campus was not met, a 72 percent increase in enrollment activity was achieved.

Ethnic growth projections demonstrated mixed results. Hispanic enrollment met their 3% growth target. Limited progress was reported on international and African American student enrollments.

An enrollment growth plan was included in the Annual Plan. A task force, appointed by the college president, was formed which developed an enrollment growth plan for the college. Furthermore, a strategy completed by the Institutional Research Office provided an in-depth enrollment report. This report extracted enrollment data with breakdowns by FTE’s, headcounts, and enrollment activities.

Communications and Marketing targeted program enrollments with program specific brochures. Additional program specific strategies completed included architecture’s early enrollment strategy, improvement of student advising in automotive technology, needs assessment for...
nursing personnel, and maximum enrollment for the esthetician program. Limited progress was made on enrollment strategies in the areas of Civil Engineering, CSIS, Electrical Technology, Engineering, Fire Science and Practical Nursing.

Other strategies to increase enrollment included additional course offerings (Psychology, CIS, English, Philosophy, Nursing) at extended campuses, building additional trainers for Industrial Maintenance, and increased public awareness through marketing. Collaborative meetings with four-year institutions (University of Kentucky, Kentucky State University) are ongoing in several program areas.

Increased credentials provide additional opportunities for students. Certificates in CIS and Polysomnographic technologist (Respiratory Care) have been approved. A program option in Internet Technology, associate degrees in Automotive Technology, Electrical Technology, and Human Service have been completed or are continuing in 2006-2007.

Alternate delivery methods enhance student access and opportunities. Completed strategies which have increased accessibility and opportunities for students include a completely on-line Paraprofessional Certificate and increased distance learning initiatives (Medical Information Technology, Industrial Maintenance-IMT150, Biology, Chemistry, and Physics). In addition, Psychology has received approval to provide additional online course offerings (PSY 215 and PSY 195).

In many areas, expansion of course offerings requires additional faculty. Positions have been approved for education (part-time instructor), Machine Tool, and Developmental Math (coordinator). Requests for a full time faculty in Teacher Education, Economics, and Student Development and Counseling (three additional faculty-line counselors) were not met.

Strategies related to curriculum and courses resulted in several changes. Laptops were acquired for ENC 091 to meet technology requirements embedded in the course. Technical program offerings at the extended campuses were also evaluated resulting in cancellation of electrical courses and “teaching out” students in Environmental Studies at Lawrenceburg.

Financial assistance in the form of scholarship initiatives included a donation to the Dental Laboratory Program of funds for instrument kits and the development of five scholarships for 2005-2006 by the Development Office. The Development Office is anticipating a scholarship handling manual and a scholarship dinner for donors in 2006-2007.

Many strategies targeted opportunities for specific populations and non-traditional learners through seminars/course offerings, and marketing to increase awareness of specific programs. Correctional facilities sought to enhance learning support services by providing a personal growth/employability seminar. The seminar resulted in nine inmates earning the Kentucky Employability Certificate (WINS).

High school students were also targeted by strategies within the Annual Plan. Opportunity College revised and updated dual credit/enrollment agreements. It experienced increased enrollment in technical courses by 2.5% and general education courses by 242% (from 33 to 113). A recruitment initiative by Disability Support Services was also completed which involved attending area high schools, career days, and visiting Kentucky School for the Deaf.

Other strategies addressing high school students which were not completed include Information Management and Design’s (IMD) plan to develop a marketing program specific for local high school students and Psychology’s goal to increase high school enrollment.

Adult Education sought to raise awareness of their programs and improve the transition of adult education students to college. This strategy involved increased involvement of Adult Education faculty in college activities and an expansion of services for English Language Learners.
Strategies for underserved populations included:

- **Work-To-Learn** – Work-To-Learn had successful participation in the work study program. They also met their WorkKeys assessment goal of 50-75 percent.
- **Upward Bound** – Upward Bound conducted workshops to assist students in financial aid, ACT preparation, college applications, etc.
- **Ready-To-Work (RTW)** - All RTW work-study participants met KTAP (Kentucky Transitional Assistance Program) work requirements. Peer group and guest speakers were other activities implemented to improve retention of students in the program.

Expansion of course offerings and educational delivery are illustrated in completion of phases A and B for the Winchester building project. Expansion of the Writing Center services, however, had limited success at Leestown and the extended campuses.

Student Services identified several strategies to enhance services to students including the implementation of the One Stop Student Services Center at Leestown. In addition, the Financial Aid Office developed a communication plan to increase communication efforts and assistance to students. Work is also being pursued on initiatives to consolidate overall policy and procedures, specifically for admissions and financial aid.
6. Develop programs and services designed to consistently improve retention for all student populations.
7. Enhance developmental education at all campuses.
8. Enhance learning support services for all students.
9. Increase credentials awarded and facilitate student transfer to four-year colleges.
10. Enhance technological support services for students.

The strategic goals in this area of focus illustrate the disparate factors influencing the success of students. Student success strategies targeted:

- Retention
- Developmental education (delivery and monitoring)
- Academic support service and advising (with emphasis on developmental students)
- Expanded services (including tutoring)
- Course offerings at extended campuses
- Consolidation of similar programs
- Collaboration with four-year institutions
- Enhanced technology/technology support services.

Progress on over half (58.9 percent) of the 95 strategies in this area of focus was limited. Completed strategies comprised 29.5 percent, and no progress was made on 8.5 percent of the initiatives. Two strategies lacked results and two were abandoned.

Retention was addressed by BCTC academic support areas and program areas. Student assistance through advising, tutoring, and improved academic support service policy and procedures comprised a major portion of the strategies in this area.
Strategies to improve advising

- Automotive Technology – Improve advising to students on the waiting list
- Office Systems Technology – Development of a new advisory model (piloted at Lawrenceburg)
- Nuclear Medicine – Informing students of block transfer options
- Development – Improved advising for students taking developmental courses.
- Directory – A district wide advisory directory was developed.
- Counseling – Educational and counseling pamphlets were distributed to all campuses.

Additional services to enhance and support learning included license renewal of ACT Discover software and the pursuit of LifeMap© which provides online exploration tools for students. A strategy to expand the Writing Center at all campuses met with limited progress due to poor student response.

Strategies tracking student retention were identified by several academic areas (Biology, Math/Statistics, and Communications). Unfamiliarity to PeopleSoft, however, was explained for the limited progress made on several of these initiatives. The final status of CAD’s (Computer Assisted Drafting) retention strategy was not available.

Academic support strategies to aid in the success of students included the implementation of an Early Alert Retention Service (EARS), mandatory attendance at Orientation (Leestown), online orientation for high school students, and implementation of a Transfer Center. Learning Resource Center expanded their services for online research, provided instructional seminars and enhanced library services at Leestown. In addition, the Hispanic Coordinator is continuing several programs and services targeting the retention of the Hispanic student population.

Humanities and Math/Statistics divisions targeted developmental studies. Mandatory placement in development areas of humanities resulted in collaboration with the registrar to develop a method to enforce compliance through increased communication, explaining the College’s mandatory requirements. Math/Statistics division updated there mandatory placement plan and are pursuing methods to enforce compliance.

Strategies to improve policy and procedures in several areas were not completed in 2005-2006 and have been included in the 2006-2007 annual plan. They included a new handbook for Upward Bound, evaluation of transfer credit, and guidelines for computer usage. No information was available for distance learning’s policy and procedures initiative.

The effect of adequate staffing on student services and learning resulted in several staffing initiatives identified in the Annual Plan. Limited progress was made on staffing requests for audiovisual services staff, (Leestown), librarian (Leestown), and radiography faculty. In addition, the Math/Statistics division is pursuing the development of an adjunct mentoring program.

Increased and effective course offerings include 109 SDC (Employability Skills) at Leestown (fall 2006), and web enhanced natural science courses. Limited progress was made to add an internet technology option in CIS, and a laboratory section for the astronomy course (which would satisfy AA graduation requirements). Math/Statistics is reviewing several courses including expanded delivery of 108 MA, updating 109 MA, and evaluation of the online 291 STA course.

Other strategies addressed increased program offerings. Credentials were approved for AAS degrees (Automotive Technology and Electrical Technology) and certificates (Construction, Entrepreneur, and Equine Studies). Certificates in CIS are being developed.

Several strategies targeted collaboration with four-year institutions and are ongoing with the exception of one completed initiative. These initiatives are in CSIS (IMD and CIS), Sociology, Business, and Civil Engineering.
Consolidation strategies resulted in bridging CIT and IT, consolidating engineering programs and teaching out Environmental Science at Lawrenceburg. Consolidation is also taking place in lECE and Radiography program areas.

Strategies identifying enhanced technology support services ranged from web page development to technology expansions such as a college wide four-year computer rotation/refreshment program. Website development included the college website and the completion of comprehensive website for MIT. Work is ongoing for several other websites (Natural Sciences, ELL, Humanities, and Physics).

Enhanced learning support initiatives included completion of open computer lab strategies for Danville, Lawrenceburg and Leestown. Information Technology Services is also pursuing a Document Imaging system as suggested by SACS.
TEACHING AND LEARNING

Progress on Annual Plan Strategies

11. Promote and support expansion of quality instruction.
12. Maintain or improve licensure/certification pass rates.
13. Enhance professional development.
15. Enhance technology to improve the quality and delivery of teaching and learning (including distance learning technology).

Excellence in education through expansion of quality instruction, success of students, facility expansion, professional development and enhanced technology was exemplified with 128 strategies linked to the five goals within this area of focus. Limited progress was indicated on over half (52.3 percent) of the strategies and 41.4 percent were completed. No progress was indicated on two strategies, one was abandoned, and the final status of one was unknown.

Expansion of facilities was indicated at all levels within the college such as: coordination/documentation of renovations, raising funds, development and renovation of buildings (Winchester/Clark County, Cooper and Leestown) and program specific expansions/upgrades. Examples of program specific initiatives include:

- Esthetician program (which began in fall 2005).
- Upgraded equipment and enhancement of classroom/lab resources in several program areas (Surgical Technology, Machine Tool, Welding (exhaust system), Auto Body (air quality), HVAC, Small Engine Repair, Industrial Maintenance (Lawrenceburg), and Dental Hygiene (clinical operations)).
- Limited progress was made in the areas of Natural Sciences (increased budget for Biology, Chemistry, Physics, Environmental Science Technology), Astronomy laboratory, Horticulture, Nurse Aide, and Geography.
- No progress was made on office and lab improvements for Auto Body or in the evaluation and reorganization of didactic training for the Welding Program.
Expansion of quality instruction included several strategies addressing technology enhancements. Technology upgrades were completed in the CSIS-IT program area, ITV facilities, and conversion of rooms OB 320, 342, 243 to smart/semi-smart classrooms. Development of web-enhanced courses in Natural Sciences and Business Technology is continuing. A mobile cart of computers was implemented to meet course requirements in GE101 and ENC 091. The computer refresher program was expanded to include all campuses, and website strategies are ongoing for Women’s Studies and Natural Sciences.

Budgetary related strategies included goals related to increased resources and staffing. A strategy to decrease faculty overload was completed in Allied Health. Strategies requesting additional faculty were completed in Chemistry and Developmental Math. Limited progress was made on similar strategies in other areas (Dental Hygiene/Assisting, Medical Assisting, Biology, Chemistry Radiography, IMD, Anthropology, English, a full-time liaison for Winchester/Clark County, and a part-time Winchester/Clark County Chemistry instructor. No progress was made on the addition of a clinical dentist.

Several policy and procedure updates were identified in the annual plan. Experiential Education revised and updated their policies. Math/Statistics centralized the location of their policy and procedures and CSIS is establishing online resources for part-time faculty. No final results are documented as to the status of revisions to the distance learning policy and procedures.

Collaboration efforts and progress made in consolidating duplicate or similar programs are proceeding at various stages.
- All parallel programs have one advisory committee.
- CSIS completed a course list for crossover/mapping.
- IT is working within KCTCS to develop bridges among similar programs.
- Radiography will have its first consolidated class in 2007.
- The MOA was reviewed and approved for integrated dental assisting/dental hygiene.
- IECE programs are located at one campus.
- Collaboration to utilize UK’s organic chemistry lab is ongoing.

Strategies at the program level to maintain and expand quality education include:
- Expected approval to maintain the IMD Program (fall 2006).
- Reaccredidation of the Surgical Technology (completed) and Respiratory Care (ongoing) programs.
- IECE and HVAC (Heating, Ventilation, and Air Conditioning) are reviewing policy and procedure to obtain program specific accreditation.
- Social Work is pursuing approval of an AAS degree.
- IECE is continuing an initiative developing continuing education courses which will be delivered at campuses in Danville and/or Winchester.

Quality education is measured by student success with strategies from several program areas addressing student outcomes. Strategies were completed in Horticulture, Small Engine, HVAC, Surgical Technology, Cosmetology/Esthetician, and Fire Science. Limited progress was made on strategies to upgrade the Welding Program and to increase pass rate of first time Radiography students. Course evaluations were reviewed in Arts/Music and Philosophy resulting in the inclusion of part-time faculty in the IDEA course evaluation instruments.

Improved communication was identified and implemented by Math/Statistics and Behavioral Sciences Divisions as measures to improve teaching and learning. The Math/Statistics Division abandoned a strategy to provide an efficient and equitable schedule of division meetings across the campuses.
16. Improve the college’s ability to quickly and efficiently meet the needs of business and industry with specialized and flexible training and program offerings in current and future job growth/high demand areas.

17. Increase the number of businesses served and enhance credit enrollment in workforce development courses.

18. Develop and expand career pathways in occupational areas.

Twenty strategies to increase economic development were linked to goals in this area of focus. They included improved responsiveness, flexible training, and occupational pathways in program specific areas.

Corporate and Community Development (CCD) examined ways to improve responsiveness and accessibility to business and industry by creating a web portal to improve regional business and industry’s ability to locate information about our services. Additional, completed, strategies to improve to improve services included benchmarking other institutions and the implementation of a visual measurement system. Formation of a Customer Relationship Management Team was not completed but the new software for community education may have a component that will assist in this area.

BCTC’s Career Services Office also identified strategies in this area of focus. The Career Services Office provided information to students, alumni, and employers. Awareness of their services grew with a 67 percent increase in utilization by employers, 52 percent by students, and 56 percent by alumni.

To meet business and industry needs in Georgetown, development of a Bluegrass Manufacturing Learning Center is being pursued. In addition, negotiations are ongoing with Toyota at their North American Production Support Center, to develop on site training and general education offerings.
Technical program strategies targeting specific community needs have been developed. An esthetician program was introduced in fall 2005 and Phlebotomy sought to increase clinical sites and rotate the certificate program between Danville and Leestown campuses.

Practical Nursing is developing a resource growth strategy to increase overall enrollment, community partners and part-time clinical faculty. Registered Nursing developed a nursing career pathway by obtaining a Department of Labor Grant, hiring a CAEL coordinator, and developed a consortium model through collaborations with Harrodsburg Area Technology Center.

While the NSF/ATE grant to develop a multimedia option within the IMD program was rejected (and the strategy abandoned), work is continuing as they look for other financial sources.
COMMUNITY OUTREACH

Progress on Annual Plan Strategies

19. Establish a comprehensive fund-raising development program.
20. Develop and enhance programs that facilitate and promote entrepreneurship.
21. Increase individual and college participation in community service activities to enhance the quality of life in the region.

Of the ten annual strategies linked to Community Outreach, 50 percent were completed and 50 percent indicated limited progress. No annual strategies were linked to Strategic Goal 20.

The need to continue developing relationships and building support for the college resulted in the establishment of a Development Office and College Foundation. The Chief Development Officer, in conjunction with the Grant’s Coordinator, are pursuing an initiative to develop a comprehensive resource development plan.

Initiatives targeting Winchester/Clark County Campus and the capital campaign are ongoing. To raise the remaining building funds, a new plan was scheduled to be developed by June 20, 2006.

The Community Outreach strategies included increased awareness of Adult Education programs and efforts to increase the quality of life within the community. Collaboration between BCTC and Adult Education to expand English Language Learners services are ongoing. The Frankfort Career Development Center, one of the correctional facilities, developed short-term courses for inmates to acquire employability skills and receive the Kentucky Employability Certificate (WINS).

In addition to the annual strategies to increase participation in community services, Information Technology Services and Professional and Organizational Development Coordinator developed a database to provide a mechanism to record and monitor community service.
DIVERSITY AND GLOBAL AWARENESS

Progress on Annual Strategies

22. Improve diversity within student, faculty, and staff populations.
23. Enhance diversity outreach services/programs for students, faculty and staff.
24. Internationalize the curriculum and advance international education.
25. Develop programs and services designed for an aging population.

The majority of the annual plan strategies within this area of focus (21 out of 24) were related to improving and enhancing diversity and outreach services (goals 21 and 22). Over half (58.3 percent) of all of the strategies in this area of focus were completed, 35.5 percent demonstrated limited progress and no progress was made on one strategy. No strategies were identified for Goal 25.

Utilizing displays and online materials, the Learning Resource Center increased diversity awareness by promoting monthly celebrations (Women’s History, African American, Hispanic, and Native American Heritages). The scholar’s series was another initiative LRC completed to increase awareness and showcase faculty and staff.

Multicultural Affairs implemented a cultural awareness program (and services) for all campuses. Additionally, they reorganized the multicultural component of freshmen orientation and developed a diversity certificate for new faculty and staff.

The Humanities Division identified several initiatives for ELL students. Collaboration with Adult Education resulted in the expansion of course offerings at the Downtown Education Center. An English 101 course was developed for ELL students. It was offered in conjunction with ENC 099 and was taught by an instructor specially trained to teach ELL composition courses. In addition, an ELL website is being develop by the Humanities Division.
The Hispanic Outreach and Diversity Outreach and Cultural Arts Coordinators scheduled family nights in May at all extended campuses as recruitment events. Projected enrollment growth for the Hispanic student population of 4% was met but limited progress was made on a strategy targeting retention. Strategies to increase African American and International student enrollment by 2 percent also demonstrated limited progress.

Talent Search targeted recruitment of underserved students resulting in over 80 new participants for the program. Ready-To-Work provided mentoring and guest speakers to increase the success of their students.
TECHNOLOGY AND COMMUNICATION

Progress on Annual Plan Strategies

26. Enhance technology at all campuses (including wireless technology).
27. Enhance the usability and utilization of the college website and develop a college intranet to facilitate better internal communication.
28. Integrate a comprehensive marketing strategy across the college.

In addition to the 43 strategies linked to this area of focus, technology has been identified in many strategies throughout the Annual Plan. Almost half of the strategies (48.9 percent) within this area of focus were completed and 44.2 percent noted limited progress. Two strategies (4.7 percent) were abandoned and no progress was made on one initiative.

Enhanced technology involved standardization and development of many entities which were completed by Information Technology Services. District wide ITV facilities, Voice over IP deployment, district wide server backup, DHCP services to convert all campuses to the KCTCS Active Directory, addition of technology-enhanced classrooms (mobile computer station at Danville and Lawrenceburg), and a centralized proxy server for district library services are examples of completed initiatives. Conversion of Rooms OB 320, 342, and 343 to smart/semi-smart classrooms (Allied Health) and smart classroom training (Business Management & Marketing) strategies were also completed.

Limited progress was made to develop a projector rotation, maintenance/enhancement plan for classroom audiovisual materials and to hire personnel for AV services at Leestown. Expansion of wireless computing facilities is ongoing with additional wireless access points to be procured for Leestown Campus. Document Imaging Platform in fulfillment of SAC’s suggestions is currently in discussion phase at President’s Cabinet. Increased use of technology was noted in the Chemistry area and progress is being made to increase web and web-enhanced courses in Biology.

Several academic support and academic program areas pursued website development in the Annual Plan. Websites have been developed in Communications & Marketing, Institutional Research and Institutional Effectiveness. Institutional Research is continuing work on an online and live data request process. Institutional Effectiveness is researching options for a web-based annual plan. Once additional guidelines are provided, LRC will be able to complete the redesign of their website and Student Activities anticipates their website to be completed in fall 2006.
Improved communication initiatives were strategies identified by the assistant deans of HLSS (History, Languages and Social Sciences) and Behavioral Sciences. Scheduled communications or meetings with program coordinators and division members kept them informed of any changes and updates. Initiatives in Business Technology and Math/Statistics Divisions to utilize ITV for meetings were abandoned.

Formation of BCTC resulted in the need for a consolidated marketing plan. An integrated marketing plan was completed along with increased awareness of college programs through program information sheets. The development of graphic standards is pending receipt of KCTCS system style guide. It is anticipated to be completed by August 2006.

Limited progress was made on a strategy in CIS to establish a marketing plan. The purpose of this plan was to increase offerings in CIS by developing relationships with high schools and attendance at job fairs. The strategy will be continued through dual credit agreements.

Marketing to increase program enrollment in engineering through increased visibility showed limited progress. A brochure for the Civil Engineering Technology program has been completed and work is ongoing towards a brochure to advertise “2 + 2.5” agreements with EKU and UK.


**EVALUATION AND STUDENT/CUSTOMER SERVICE**

**Progress on Annual Plan Strategies**

29. *Enhance assessment and evaluation across the college.*
30. *Improve student/customer service across the college.*

Evaluation and student customer service was emphasized by 83 annual strategies. Only 39.8 percent were completed and limited progress was indicated on 54.2 percent of the strategies. No progress was indicated on two goals and two were abandoned. No final result was available for one strategy.

Along with relocation of the Institutional Advancement Division, the Office of Institutional Effectiveness (IE) developed an IE plan (including the strategic plan). A final report on the 2005-2006 Annual Plan is scheduled to be presented to college leadership in August, 2006.

Several initiatives evaluating services were not completed and will be continued in 2006-2007. These include Institutional Research’s evaluation of their services and development of a comprehensive survey assessment plan, Upward Bound’s policy and procedures handbook, and the Business Office’s study of faculty productivity.

Re-accreditation was an assessment strategy for Surgical Technology and Respiratory Care. Surgical Technology completed their reaccreditation and Respiratory Care is continuing their process. In addition to re-accreditation, assessment of the Horticulture Program resulted in revisions and updates to curriculum and equipment.
Academic assessment initiatives in Philosophy, Math/Statistics, and Art/Music sought to include part-time faculty’s involvement in IDEA course evaluations. This would include the addition of critical thinking as an “essential strategy” on the IDEA evaluation. Math/Statistics Division is also developing assessment plans for several courses.

An overall assessment of general education studies was piloted. Evaluation of general education in the specific areas of Psychology, Accounting & Economics, Communications, Foreign Languages, and History was completed.

Program specific strategies evaluating the success of students were completed in Cosmetology, Surgical Technology, Engineering, Architecture, Carpentry, Fire Science, Horticulture, and Small Engine. Limited progress was made on similar strategies in Welding, Civil Engineering, IECE and Respiratory Care. No data was available on CAD’s progress. An additional strategy to achieve a satisfactory participation rate on WorkKeys was abandoned due to problems in rescheduling the test.

Two strategies addressed high withdrawal rates resulting in the development of an Office Systems Technology advising model and the evaluation of Communication’s hybrid courses.

Customer service improvements in Student Development and Enrollment Services included implementation of the One-Stop Student Services Center at Leestown, Financial Aid’s Communication Plan, online admissions application, and a survey for the Transfer Center. Initiatives still being pursued include: a financial aid process/call center, conversion of VIP stations to computer access for student financials, and health services for international students.

Measures to improve customer service by standardizing policy and procedures are continuing to be consolidated in the areas of Financial Aid, Admissions, Student Records/Registrar, and Institutional Research. Human Resources developed a written procedure to improve new hire paperwork flow and payroll cross training. A Planning/Budgetary Calendar and IR calendar is being developed to maintain efficient and effective processes within the college. Institutional Research has also developed an enrollment management process to assist college leadership in evaluating enrollment trends.

Limited progress was made on several strategies requesting additional staffing. Establishment of a faculty librarian position is pending on final budget allocations for the next fiscal year. Two additional requests for staffing included Dental Assisting and a full-time campus liaison at Winchester/Clark County Campus.

Emphasis on communication to improve student/customer service targeted part-time faculty and students. Orientation materials were developed in Psychology to improve communications with adjunct faculty and IECE is continuing to pursue their strategy for program students by offering increased advising and information about program requirements along with a Brown Bag Seminar in fall 2006.

Mixed progress was made on technology related initiatives. Limited progress was made on establishing a smart classroom budget and the development of computer usage guidelines. Initiatives for a single web presence for BCTC and a user-friendly portal for business and industry were completed. Institutional Research is continuing to work towards an on-line, live data request process and Student Activities hopes to have a website up by fall 2006. No progress was made on updating the English Division’s website but the initiative will be pursued again in 2006-2007.