

Stage IV

Pursuit of Accreditation (SACS)
And
Consolidation

Jefferson Community College
Jefferson Technical College



August 2004

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Introduction

This document describes the continuation of a process initiated by the *Kentucky Postsecondary Education Improvement Act of 1997*. Jefferson Community College (JCC) and Jefferson Technical College (JTC) seek to consolidate and pursue single accreditation. The anticipated effective date for the new institution is July 1, 2005. Upon approval by the KCTCS Board of Regents and the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), the consolidated institution will provide a variety of educational programs and services to the constituents in the region in a more streamlined, efficient, and effective manner.

The *Stage IV: Pursuit of Accreditation (SACS) and Consolidation* document provides information about the chronology of the process and the plan for implementation. The three parts outlined in this document include:

- I. Public Information Forum and Letters of Community Support
- II. Prospectus for Substantive Change (Excerpts)
- III. Implementation Plan and Organizational Charts

Part I includes documentation of public support for the consolidation of Jefferson Community College and Jefferson Technical College. Part II contains excerpts from the *Prospectus for Substantive Change* document that provide the rationale and plan for consolidation that will allow for single accreditation of the consolidated institution once approved by the KCTCS Board of Regents and the Southern Association of Colleges and Schools. Part III is the college's plan for implementation of the consolidation process.

Jefferson Community College and Jefferson Technical College have experienced a strong and growing presence in their multi-county service region. Strong partnerships with educational institutions, community associations, and business and industry have evolved over the years. In order to expand and strengthen their service to the community, JCC and JTC decided to pursue consolidation and single accreditation. In October of 1999, the colleges submitted their proposal for the Board's endorsement of the concept. This was followed by the solicitation of further community input through a public forum held on March 2, 2000. Assured of community support, the colleges submitted a proposal and received Board approval in June 2000 for a Memorandum of Agreement to consolidate functions, services, and programs. The MOA provided for the consolidation of the administrative functions for the Business Affairs areas and the Student Affairs areas as well as consolidation of resources for selected academic programs. Planning for full consolidation and single accreditation continued until April 2001. At that time, Jefferson Community College underwent a reaffirmation of accreditation visit by the Southern Association of Colleges and Schools. Based on the result of that visit, Jefferson Community College focused solely upon responding to SACS recommendations in order to achieve

reaffirmation of accreditation, which was approved by the Commission on Colleges in December 2002. In January 2003, extensive planning for the pursuit of full consolidation and single accreditation resumed.

Thus, this document reflects the nature of the consolidation planning process and represents the culmination of many years of partnerships between the two colleges. Recognizing the strengths and traditions of both colleges, our goal is to offer comprehensive educational opportunities to students and the community in the Jefferson district by blending the best of both institutions.

Part I

**Public Information Forum
and
Letters of Community Support**

Public Information Forum on Pursuit of Single Accreditation and Consolidation: An Overview

Jefferson Community College and Jefferson Technical College held a public forum on the evening of March 2, 2000, in the Broadway Building (Room 302) of Jefferson Community College. The forum gave representatives from the community, business and industry, faculty, staff and students the opportunity to speak regarding the consolidation of the two institutions.

In attendance were members of the KCTCS Board of Regents, KCTCS President Michael B. McCall, KCTCS Cabinet members, JCC Board of Directors members, JTC Advisory Board members, representatives from business and industry, faculty, and staff.

Dr. Pam Besser, Interim Director of Human Resources for Jefferson Community College, serving as moderator, welcomed the audience and introduced the platform guests. She explained the purpose of the forum, asking for comments, questions, and concerns about the consolidation. Dr. Besser explained the process for conducting the forum, including information about handouts and the ground rules for speaking. A number of the guests spoke favorably about the consolidation, noting the advantages to the students, the community, and business and industry resulting from the consolidation. Ample time was provided for questions from the audience at the end of the forum.

All comments were audio taped and transcribed. Dr. Besser invited guests to submit additional written comments. She thanked all in attendance for their presence and interest in the two institutions and their future in the region.

Letters of Community Support

KCTCS Board of Regents Resolutions

Jefferson Community College Board of Directors Resolution

Jefferson Technical College Advisory Board Resolution

Part II

Prospectus for Substantive Change (Excerpts)

1. ABSTRACT

Proposed Change: Jefferson Community College (JCC), a two-year comprehensive community college accredited by the Southern Association of Colleges and Schools, proposes to consolidate with Jefferson Technical College (JTC), which is currently accredited by the Council on Occupational Education. The consolidated institution will offer a comprehensive program of transfer, technical, and occupational programs leading to associate degrees, diplomas, and certificates and will continue to offer workforce development training and continuing education programs. Since June 2000, the Business Affairs areas and the Student Affairs areas have operated on a consolidated basis via a Memorandum of Agreement. All service areas will continue to provide support to the consolidated institution. The proposed change is consistent with the Mission, Goals, and Strategic Priorities of both institutions. A Draft Mission and Goals Statement for the consolidated institution has been developed for approval by the JCC Board of Directors, the JTC Advisory Board, and the KCTCS Board of Regents.

Location: JCC is located at 109 E. Broadway, Louisville, KY 40202 and consists of three campuses: Downtown, Southwest, and Carrollton. JTC is located at 727 W. Chestnut Street, Louisville, KY 40203 and consists of two campuses: Downtown and Shelby County. Additionally, JTC has sites at Shawnee High School and at Correctional Facilities in Oldham, Shelby, and Marion Counties.

Initial Date of Implementation: Upon acceptance of the Substantive Change Prospectus by SACS and approval by the KCTCS Board of Regents, the fully consolidated institution will begin operating under the name of Jefferson Community and Technical College as of July 1, 2005. [The colleges plan to present a name change request for approval and a revised mission statement for approval at the December 2004 Board of Regents meeting.]

Projected Number of Students: The official enrollment for JCC in Fall 2003 was 9,646 and for JTC was 3,697 for a district total of 13,343 students. This is an increase in official enrollment from Fall 2002, which was 13,029.

Primary Target Audience: The primary target audience for JCC and JTC includes students interested in transfer, technical, and occupational education as well as students interested in workforce development and continuing education. The consolidated institution will serve students primarily located in Jefferson, Bullitt, Oldham, Shelby, and Carroll counties with growing numbers of students from Henry and Spencer counties.

Instructional Delivery Methods: Current delivery methods include in-person classroom-based instruction, laboratory group instruction, online instruction, telecourses, practicums, apprenticeships, and clinical observations. Instructional delivery methods will not change with the consolidation.

2. BACKGROUND INFORMATION

In 1997 the General Assembly of the Commonwealth of Kentucky passed the *Kentucky Postsecondary Education Improvement Act (Act)* that created the Kentucky Community and Technical College System (KCTCS). As a result of that *Act*, Jefferson Community College, along with other community colleges and technical colleges across the Commonwealth of Kentucky, were placed under the governance of KCTCS.

Specifically, the *Act* stipulated the following goals to be achieved by the year 2020:

A comprehensive community and technical college system with a mission that assures, in conjunction with other postsecondary institutions, access throughout the Commonwealth to a two (2) year course of general studies designed for transfer to a baccalaureate program, the training necessary to develop a workforce with the skills to meet the needs of new and existing industries, and remedial and continuing education to improve the employability of citizens.

Prior to 1997, Jefferson Community College (founded in 1968) was part of the University of Kentucky Community College System and governed by the University of Kentucky Board of Trustees. Located in downtown Louisville, JCC later expanded to sites in southwest Jefferson County, Carroll County, and Shelby County. Jefferson Community College was first accredited by the Southern Association of Colleges and Schools in 1970 and has remained accredited by SACS, receiving its latest reaffirmation of accreditation in December 2002.

In 1953, Jefferson Technical College was chartered by the Jefferson County Board of Education as the Jefferson County State Vocational-Technical School to meet the postsecondary technical education needs of Louisville and surrounding areas. In 1990, the school began operating as Kentucky TECH, Jefferson Campus under the governance of the Kentucky Cabinet for Workforce Development, Department of Technical Education. In 1998, the name changed to Jefferson Technical College to reflect inclusion in KCTCS. And in Fall 2000, Correctional Education Centers in Oldham, Shelby, and Marion counties were linked with Jefferson Technical College. JTC is presently accredited by the Commission on Occupational Education.

With the creation of KCTCS, both colleges, Jefferson Community College and Jefferson Technical College, were brought under a single statewide system of governance—the KCTCS Board of Regents. Both colleges continued to function as separate organizational entities with separate mission statements and separate boards (Board of Directors for JCC and Advisory Board for JTC).

In April 1999, the KCTCS Board of Regents adopted a resolution in support of consolidation of services, functions, and programs offered by KCTCS community and technical colleges throughout Kentucky; the resolution stated, "...the KCTCS Board of Regents supports effective delivery of services by its colleges. Colleges that wish to do so are encouraged to bring forward for approval by the President and Board of Regents community-driven proposals to consolidate functions, services, and programs to better

serve students and citizens of the Commonwealth.” In June 2001, the KCTCS Board of Regents adopted a complementary resolution endorsing the pursuit of single accreditation (SACS) for KCTCS Colleges. These resolutions reaffirmed the purpose of the *Kentucky Postsecondary Education Improvement Act* and made it possible for Jefferson Community College and Jefferson Technical College to pursue consolidation and single accreditation.

For several years prior to the passage of the *Kentucky Postsecondary Education Improvement Act* in 1997, Jefferson Community College and Jefferson Technical College engaged in several cooperative efforts. These initiatives included the Ford Asset Program and a partnership with the Workforce Development Council. After 1997, more extensive collaborative efforts were begun including partnering with the University of Louisville for the development of Metropolitan College in conjunction with UPS, the sharing of Library Services via a Memorandum of Agreement, and the development of an integrated curriculum in Respiratory Care. These efforts laid the groundwork for the initial consolidation efforts of the two colleges.

With the passage of the resolution in support of consolidation by the KCTCS Board of Regents in 1999, the two institutions began a discussion of consolidation of selected programs and services through a Memorandum of Agreement process approved by the Kentucky Community and Technical College System. The process involved four stages: Stage I, in which the Board of Regents endorses the concept of consolidation for the institutions; Stage II, in which the colleges solicit further community input through an information forum; Stage III, in which the Board of Regents approves a resolution on the consolidation of services; and Stage IV (for those colleges which have an approved MOA), in which the colleges are ready to initiate the process for full consolidation and pursuit of single accreditation. Jefferson Community College and Jefferson Technical College have completed Stages I-III of the process described above. In October of 1999, the colleges submitted their proposal for endorsement of the concept (Stage I). This was followed by the solicitation of community input through a forum held on March 2, 2000. Assured of community support, the colleges submitted their Stage III materials for approval on June 30, 2000. At its meeting the Board of Regents passed a resolution approving the *Memorandum of Agreement for the Consolidation of Functions, Services, and Programs at Jefferson Community College and Jefferson Technical College*. This agreement included consolidation of administrative functions for the Business Affairs areas and Student Affairs areas as well as consolidation of resources for selected academic programs. Planning for consolidation and pursuit of single accreditation under SACS continued through the substantive change process.

In 1999, Jefferson Technical College underwent a reaffirmation for accreditation visit by the Council on Occupational Education. Based on the results of that visit, the College was reaffirmed for accreditation by the Commission of the Council on Occupational Education for six years. JTC submits an annual report to the Council and has maintained its accreditation.

In April 2001, Jefferson Community College underwent a reaffirmation for accreditation visit by the Southern Association of Colleges and Schools. Based on the results of that visit, Jefferson Community College was placed on warning status by the Commission on Colleges of the Southern Association of Colleges and Schools in December 2001. Thus, all efforts at consolidation between the two colleges were put on hold. Jefferson Community College focused on responding to the recommendations that had been issued and achieving reaffirmation with removal of the warning status. Significant changes were initiated at the college, especially in relation to leadership of the college and in relation to the planning and evaluation process for the college. These actions led ultimately to the removal of warning status and reaffirmation of accreditation for Jefferson Community College in December 2002. In Spring 2003, extensive planning for the pursuit of full consolidation and single accreditation resumed. This document reflects the nature of that planning process and the resulting recommendations for substantive change.

3. ASSESSMENT OF NEED AND PROGRAM PLANNING/APPROVAL

Shortly after the KCTCS Board of Regents adopted the *Resolution on Consolidation of Functions, Services, and Programs* in April 1999, Jefferson Community College and Jefferson Technical College began the formal consolidation process as outlined by KCTCS. In September 1999, the Board of Directors of Jefferson Community College and the Advisory Board of Jefferson Technical College passed resolutions in support of consolidation "...to provide additional opportunities to expand programs and services which will allow the newly formed institution to expand its efforts in fulfilling the mission to meet the ongoing educational and workforce needs of the community." An open forum for community and business leaders was held in March 2000 to assess the level of support for the consolidation. Strong support for consolidation of the two colleges was voiced at the meeting and many letters of support were gathered. A Memorandum of Agreement for consolidation was approved in June 2000. As a result of recommendations received by Jefferson Community College from a reaffirmation for accreditation visit in April 2001, activities related to consolidation with Jefferson Technical College were placed on hold. Upon satisfaction of the recommendations, removal from warning status, and reaffirmation of accreditation in December 2002, discussion of the consolidation process resumed.

A commitment to proceed with consolidation efforts at the two colleges was initiated through the establishment of a strategic priority focused on seamless educational opportunities. The process used for identifying this priority was the newly implemented planning and evaluation process at Jefferson Community College. Within the context of the Institutional Effectiveness Framework, the strategic plan was reviewed and revised. Multiple meetings were held with all major stakeholders including the College Leadership Team, the College Quality Council, the Faculty Council, the Staff Council, Campus Advisory Committees, and the Board of Directors to examine strengths, weaknesses, opportunities, and threats to review relevant external data (population, labor market, education, government) and relevant internal data (College Quality Council Recommendations, College Leadership Team Responses to Recommendations, and College Quick Facts). Based on these discussions, possible areas for strategic priorities were identified. By December 2002, a *Strategic Priorities* document was drafted and was approved by the Board of Directors in January 2003. A similar process was conducted at Jefferson Technical College resulting in a *Strategic Priorities* document. One of the strategic priorities contained in both documents focused on achieving a seamless educational framework. Specifically, both documents include the statement: "Create a framework for seamless educational opportunities in the district." Additionally, as part of the capital campaign for both colleges, focused areas of need were identified by community and business leaders in March 2003. The strategic priorities of the colleges were linked with these identified areas. Thus, development of a seamless educational framework (consolidation) would support expansion of programs, facilities and equipment through community partnerships, allied health initiatives, and arts initiatives.

Given the previous consolidation work between the two colleges, it was decided that extensive groundwork sessions were needed to build a broad-based foundation of support from faculty, staff, and administration. Beginning in February 2003, planning sessions were held with the leadership of JTC. An open forum was held in March, and a meeting to analyze strengths, weaknesses, opportunities, and threats (SWOT) was held in May with JTC faculty and staff. A planning discussion was held in July with the President's staff which includes administrative representatives from both colleges. Meetings with the division chairs and faculty leaders of JCC and JTC were held in the summer. Discussion regarding the consolidation process was held with the Board of Directors in August 2003. Discussion of consolidation was held at the first JCC faculty meeting in August 2003. During the Fall semester, the President, Provost, and Academic Deans held meetings with each JCC academic division to discuss issues and concerns regarding consolidation. Additional Fall meetings included a meeting with the District Staff Council, an all College meeting at JTC in October, and an Open Forum at JCC in November. During these meetings, participants were asked to identify issues and concerns regarding consolidation efforts as well as areas of strength within each college. Based on the strengths, areas of agreement between the two colleges were identified and used as a basis for moving forward. Renewed support for the consolidation was sought and received from the JCC Board of Directors and the JTC Advisory Board. Additionally, letters of support were received from business and community leaders.

In November, the President and Provost held a meeting with the leadership of the Faculty and Staff Councils to plan a joint district-wide consolidation conference for January 2004. A conference agenda and process were developed. Specifically, an all-day conference for administrative, faculty, and staff employees of both colleges was held on January 30, 2004. As part of that conference, the process for development of the consolidation plan was outlined. Nine distinct workgroup sessions were held to identify consolidation issues and concerns in the following areas: structure of academic divisions, governance, personnel, institutional effectiveness and accreditation, curriculum, integration of academic support areas, building a common culture/shared vision, and student impact. Participants at the conference had the opportunity to attend at least three different workgroup sessions. The workgroups were staffed with faculty and staff who volunteered on an individual basis. Each workgroup elected co-chairs; one from the community college and one from the technical college. Charges were developed for each workgroup based on the issues and concerns identified at the January 30th conference. Two facilitators were assigned to each workgroup to assist the groups in their discussions. In addition, a Steering Committee was established with volunteers from both colleges and representatives of faculty, staff, and administrative areas. Co-chairs were elected also for the Steering Committee (one from each college), and a charge was given to the group.

The workgroups were charged with submitting to the Steering Committee consolidation recommendations related to their area. The Steering Committee was charged with reviewing all recommendations received from the workgroups and submitting any and all recommendations regarding consolidation that it deemed necessary to the President of the College so that a prospectus for substantive change could be drafted representing input

from all areas of both colleges. In April 2004 the Steering Committee submitted its consolidation recommendations to the President. These recommendations were largely incorporated in the development of the plan for the consolidated institution as discussed in the next section of this document.

The overall consolidation timeline calls for the submission of the Substantive Change Prospectus to the Commission on Colleges/Southern Association of Colleges and Schools in April 2004 for review at its June 2004 meeting. A Stage IV consolidation presentation is scheduled for review by KCTCS in July 2004 and by the KCTCS Board of Regents in August 2004. A visit by a SACS Substantive Change Committee is tentatively scheduled for November 2004. Pending final approval by SACS of the substantive change at its June 2005 meeting, the new institution will officially be launched July 1, 2005.

4. DESCRIPTION OF THE CHANGE

Acceptance of the Substantive Change Prospectus by the Commission on Colleges of the Southern Association of Colleges and Schools and approval by the Commission on Colleges and the KCTCS Board of Regents will result in the full consolidation of Jefferson Community College and Jefferson Technical College into a single, comprehensive community and technical college. The new institution will operate under the name of Jefferson Community and Technical College beginning July 1, 2005 [pending approval of the name change by the KCTCS Board of Regents in December 2004]. A process for selecting the proposed name for the new institution was developed in January 2004 and involved volunteers for a Name Selection Committee and district-wide input to the committee. While currently the Business Affairs areas and the Student Affairs areas are operating on a consolidated basis via a Memorandum of Agreement, this consolidation will result in a common organizational structure encompassing all areas of the two colleges, both academic and administrative.

There will be no change in the specific outcomes and learning objectives of the academic programs. The consolidated institution will continue to offer transfer, technical and occupational course offerings that lead to associate degrees, diplomas, and certificates as well as workforce development and continuing education. A list of degree, diploma, and certificate programs to be offered by the consolidated college is attached. Faculty credentials and program curricula are in compliance with SACS *Principles*. Samples of course syllabi are included with this document.

In developing the plan and process for consolidation, one of the initial major efforts undertaken was the development of a revised mission and goals statement for the new institution. The Vision Consolidation Workgroup submitted a draft of a new Mission and Goals Statement after studying the current mission statements of both colleges. The new Mission and Goals Statement incorporates the work of both institutions. This Consolidation Workgroup also drafted a Vision and Values Statement for the new institution. Both of these documents are being reviewed by faculty, staff, and administration in April and May. A final proposed Mission and Goals Statement will be presented for approval to the Board of Directors [Fall 2004] and to the KCTCS Board of Regents [December 2004].

No changes are anticipated in policies or procedures governing the admission of students to the consolidated institution. Both colleges admit students via the KCTCS admission policy as published in the *KCTCS Catalog*. For students enrolled in Jefferson Community College or Jefferson Technical College prior to July 1, 2005, the consolidated college will afford the students the option of receiving their diploma, certificate, or associate degree in the name of Jefferson Community College or Jefferson Technical College if they complete the requirements of the award prior to July 1, 2007.

Policies and rules relating to faculty governance, status, and workload that are now different for the two college faculties are in a state of transition. During 2003 – 2004, the plan for faculty governance calls for maintaining separate governing councils, but calls

for the establishment of a single term to denote the governing body of the faculties (executive council). Additionally, executive council meetings will be parallel, at the same site, on the same date but at different times. There will be designated members, including the Vice Chairs, from each council attending the other institution's executive council meetings. The term "Faculty" will be used to denote the entire body of faculty members at each institution. A joint faculty meeting is planned for April 23, 2004, with two joint faculty meetings to be held in the next academic year. It is anticipated that the colleges will move to a consolidated faculty governance structure sometime after July 2005. During 2004, the faculties of both colleges will be working on the development of a transition plan for establishment of their unified governance structure.

In terms of performance review, faculty will complete a Distribution of Effort Agreement (DOEA) and will be reviewed by their respective Division Chairs. Additionally, based on the recommendation of the Consolidation Steering Committee, a Faculty Workload Committee will be established by the Provost to formulate policies leading to equitable workload.

The consolidated institution will operate under a single administrative structure with Dr. Anthony L. Newberry as President. The President will delegate administrative responsibility for all programs and services to the senior administrative staff. This staff consists of the Provost; the Chief Financial Officer; the Academic Deans; the Dean of Student Affairs; the Director of Institutional Effectiveness, Research, and Planning; the Director of Community and Workforce Development; the Director of Institutional Advancement; and the Director of Public Relations. Each of these staff persons is empowered to perform the appropriate functions for effective management, planning, and evaluation of their respective areas.

The academic areas of the new institution are organized into academic divisions reporting to an academic dean or a campus director. The Consolidation Steering Committee recommendation to designate technical and occupational areas as programs and general education transfer areas as departments will be implemented beginning in July 2004. Academic divisions will remain as they currently exist with the exception of the Allied Health Divisions, the Correctional Facilities Programs, and the Shelby Campus. The reorganization of the Allied Health Division will take place in stages. The first stage, beginning in July 2004, will consist of retaining a temporary project manager to oversee an analysis of consolidation issues and submit change recommendations by December 2004. Recommendations will be implemented in Spring 2005. Ultimately, it is anticipated that by July 2005 there will be two different divisions, one reflecting a nursing focus and one reflecting an allied health focus, both reporting to an Associate Dean for Allied Health Programs and Initiatives. The specific programs for each division will be decided based on the need to establish seamless curricula for students to respond in an effective and timely manner to health care providers in the community. The Associate Dean will report to the Provost and will serve as a point of contact for the development of initiatives directed toward the needs of health care providers in the community as well as new and emerging businesses in the biotechnologies.

The Correctional Facilities will be organized into two divisions: Occupational and Academic, reporting to the Academic Dean for what is now the main campus of Jefferson Technical College, to be called the Northwest Campus. The Shelby Campus faculty will be organized into one academic division and will report to the Campus Director who, in turn, will report to the Provost. The JTC Aviation Program is offered at Shawnee High School in Jefferson County. The Program Coordinator reports to the Division Chair of the Technology and Industry Division, who in turn, reports to the Academic Dean at the Northwest Campus.

5. FACULTY

The Roster of Instructional Staff identifies all faculty members employed to teach at Jefferson Community College and Jefferson Technical College as of April 2004. The roster describes each faculty member's qualifications and the course load currently being taught.

Both Jefferson Community College and Jefferson Technical College possess faculties sufficient to support their current missions. It is not anticipated that consolidation will necessitate the hiring of additional faculty beyond those that have currently been identified through the budget request processes of the institutions. Jefferson Community College currently employs approximately 225 full-time faculty; Jefferson Technical College currently employs approximately 90 full-time faculty. Each institution also employs full-time temporary and adjunct faculty in numbers that vary every semester. All teaching faculty will meet the qualifications outlined in *Principles of Accreditation*.

Since its inception, Jefferson Community College, originally as a part of the University of Kentucky, has operated on a credit hour model, with 15 credit hours or its equivalent normally considered a full load for teaching faculty not reassigned for all or a portion of their time to other duties. Until late in the 1990's however, Jefferson Technical College—in all its previous iterations—operated on a clock hour basis, with both courses and faculty loads calculated on this basis. Currently, JTC operates on a credit hour basis. However, because of the heavy laboratory and skills components of many of its programs of study, contact hour to credit hour ratios are often significantly different from class to class. Especially in single-teacher programs, one faculty member may be in the classroom 24-30 hours a week as part of his or her regular load. The workload policies for KCTCS currently stipulate that “The normal teaching load for faculty members in the KCTCS colleges is a combination of credit and contact hours—fifteen (15) credit hours per semester or equivalent for the academic year, fall and spring semesters. The maximum number of contact hours per week for a full-time occupational/technical instructor shall be determined by the chief executive officer but shall not exceed thirty (30).” To ensure comparable workloads and to ensure that Jefferson Technical College faculty have equal opportunities to participate in the life of the consolidated college, the Consolidation Steering Committee recommended that the Provost convene a “Faculty Workload Committee.” The workgroup would be composed of faculty from both institutions and multiple disciplines (similar to a committee created at Jefferson Community College after its last reaffirmation visit) to formulate workload policies for the district that will accommodate differing instructional needs of dissimilar disciplines but provide for equitable workloads and opportunities for all faculty. The President has accepted this recommendation, and the Provost—in conjunction with the academic leadership of the college—has begun to identify faculty to participate on this committee.

Faculty who teach in distance learning courses must provide students with multiple options for structured access to and interaction with the faculty member. Structured access methods could include e-mail, chat rooms, threaded discussion (electronic bulletin boards), phone, and fax. The syllabi for these courses must identify the access options

available to the student. It should be noted that all students receive a KCTCS e-mail account. In support of distance learning, a Distance Learning Committee (now entitled E-Learning Committee) was established at Jefferson Community College to develop and evaluate the goals, policies, and effectiveness plan of the distance learning program and includes representatives from both colleges.

6. LIBRARY AND LEARNING RESOURCES

Library and learning resources are currently available to all Jefferson Community College students through Learning Resource Centers on each campus staffed by librarians with master's degrees in library science. Each learning center complies with the *Principles of Accreditation* by providing print, media, and electronic resources for students; training in the use of resources on site and on-line; access to holdings of other local and state libraries through memoranda of agreement; and staffing and services sufficient to support the College's education mission.

Jefferson Technical College students currently have access to library and related services as well. On the main campus, resources to support the technical programs (such as laboratory manuals, videotapes, and reference books) are housed within each program's laboratories. All faculty, staff, and students also have access to the JCC libraries' databases and the Kentucky Virtual Library (its catalogues, databases, and—in many cases—full-text articles) from their desktops or on computers made available for student use. Because Jefferson Community College's Downtown Campus library is only seven blocks away, students have access within close proximity to all of its resources through a Memorandum of Agreement.

The recently-opened Shelby County Campus of Jefferson Technical College has a library on site, staffed by a librarian with a Master's in Library Science. Working with experts on "start-up" academic libraries, the Director of Library Services at the Southwest Campus of Jefferson Community College assisted the Shelby County Campus in its purchase of more than \$80,000 of initial holdings. Additional money is being allocated each year to enhance the campus' collection. Students at this site can also access the holdings of the Kentucky Virtual Library from campus or home.

Each of the correctional facilities at which JTC operates schools—Kentucky State Reformatory, Roderer Correctional Facility, Luther Lockett Correctional Facility, Kentucky Correctional Institute for Women, and the Marion County Adjustment Center have libraries on site. While students have access to hard copies of electronic resources through interlibrary loan, state law prohibits internet access to inmates. Instructors regularly supplement materials for classes held at the correctional facilities. In addition, students have access to materials through interlibrary loan.

As KCTCS students, all students also have access to all library resources within KCTCS; with the exception of corrections students, they also have the capacity to search all libraries' holdings from computers on campus or at home. One additional advantage for all Jefferson students is that they have privileges at all Metroversity institutions' libraries. Metroversity is a consortium of public and private colleges and universities in the Louisville area to which JCC belongs.

The Consolidation Steering Committee recommended that a location be identified on the main campus of Jefferson Technical College for a small library (primarily for database access) with a part-time librarian on staff to assist students on site in identifying and

using the resources available to them. The Academic Dean is currently identifying space for this facility; a part-time librarian, to be under the direction of the Director of Library Services for Jefferson Community College's Downtown Campus, will be hired as of July 1, 2004.

Currently, bibliographic instruction is available at all Jefferson Community College campuses, either formally through classes or through one-on-one assistance from library staff. While this instruction is currently available to Jefferson Technical College students at the JCC site, it will be available on JTC's campus once a librarian is hired. In addition, Jefferson Community College has a Library Council, composed of all campus librarians, who ensure the most efficient use of resources and the provision of comparable services across the campuses. With the consolidation of Jefferson Community College and Jefferson Technical College, the librarian at JTC will become a member of the Council.

7. PHYSICAL RESOURCES

The two colleges have adequate physical facilities to accommodate programs and staff. The Downtown Campus of Jefferson Community College is comprised of six buildings as is the Southwest Campus. The main campus of Jefferson Technical College is comprised of two buildings with additional off site resources for the aviation and horticulture programs. Both the Shelby Campus and the Carrollton Campus each have one building.

The proposed consolidation will not increase or decrease the total amount of space available to the two colleges. Academic programs will remain at the campus where they are currently housed. With regard to services provided to students, faculty, and staff, no changes are anticipated with the exception of library services. The Consolidation Steering Committee has recommended that a physical space be identified at the main campus of Jefferson Technical College for a small library, primarily for database access. The Academic Dean is currently identifying space for this facility.

The equipment resources for instructional, administrative, and service functions of the colleges are adequate to ensure quality programs. Requests for additional space and/or equipment are developed and submitted from all programs and departments through the budgeting process, which is part of the institutional effectiveness planning and evaluation process. In support of this process, and following a recommendation from the Consolidation Steering Committee that major committees of the colleges become joint committees as soon as possible, the College Leadership Team will add divisional and administrative representatives to its membership. The College Leadership Team is the administrative body which reviews the budget requests based on findings from a review of institutional effectiveness assessment findings by the College Quality Council and from a review of specific departmental budget request forms.

8. FINANCIAL SUPPORT

A Statement of Revenues, Expenses, and Changes in Net Assets for FY ending 2003 is included for both Jefferson Community College and Jefferson Technical College along with a Statement of Net Assets for both colleges covering FY 2002 and FY 2003. A consolidated operating budget for FY 2003-2004 of Jefferson Community College and Jefferson Technical College is attached to this document as well. There is no anticipated revenue growth reflected in the budget due to declining state revenues. In addition, a copy of the 2002-2003 Annual Financial Report of KCTCS is included with this document.

The consolidation will not change the funding provided to the consolidated institution. The consolidated budget will be used to support the programs, functions and services offered by both institutions.

9. EVALUATION AND ASSESSMENT

In today's world, accredited educational institutions seek to demonstrate the quality of their college or university through institutional effectiveness efforts describing a planning and evaluation process, whereby an institution can demonstrate that it is achieving its mission. Thus, institutional effectiveness is mission driven and results focused. The process itself encompasses all areas and functions of a college and utilizes data analysis to develop improvement actions for programs, services, and operations.

In order to comply with SACS accreditation criteria and to demonstrate to students, businesses, community members, legislators, and to all constituents of the college that Jefferson Community College is a quality institution that is achieving its mission and goals, the college developed (in the summer of 2001) an institutional effectiveness plan and process which is broad-based, systematic, interrelated, and appropriate to the institution. The institutional effectiveness plan and process of the college is depicted in the Jefferson Community College Institutional Effectiveness (IE) Framework. This diagram describes the relationships among all parts of the institutional effectiveness plan and process. Specifically, the Framework indicates that divisional and unit goals are derived directly from the Mission and Goals Statement, that data is collected to assess expected results, and that these results are analyzed and used for improvement. Furthermore, the Framework shows how program review and curriculum development link with the assessment of divisional and unit goals and also how the use of results for improvement links with the strategic planning and budgeting process. A timeline for the integration of all of these processes was also developed. As part of this process, the faculty committees that have responsibility for overseeing specific academic support related functions such as distance learning, submit an IE Plan for the work of the committee. The Distance Learning Committee, now known as the E-Learning Committee, has among one of its goals to assess the effectiveness and comparability of distance learning with other methods of instruction. Specifically, the Committee examines retention rates, success rates, and student satisfaction with distance learning courses. This data is then compared with data from courses with traditional instructional formats. Programs offering courses with compressed time frames are responsible for assessing the effectiveness and comparability of the results of these courses as part of their IE Plan.

Concurrent with the implementation of the Institutional Effectiveness Framework, the college established a broad-based body to monitor and review the planning and evaluation process of the college. Thus, the College Quality Council was created in September 2001 and adopted as its charge to review, monitor, and revise the planning and evaluation process of the college. Recognizing from the beginning that institutional effectiveness is a continuous process, improvement actions to the process itself have been undertaken by the college. Based on assessment by the College Quality Council, the need to improve the quality of expected results statements was identified in 2003. In response to this need, the College Quality Council and the College Leadership Team approved the implementation of Core Indicators of Effectiveness for all areas and levels of the college. In 2004 all areas of the college used these core indicators in developing

expected results statements for their Institutional Effectiveness Plans. In support of this effort, the Office of Institutional Research expanded its efforts to provide data sets as requested by academic programs and administrative and support areas. Another significant improvement action implemented this past year to the process was the revision of the IE/Planning/Budgeting Timeline. The realignment of reporting of assessment results from all areas this Spring allowed the College Quality Council to forward its budget and process recommendations to the College Leadership Team in a timelier manner for consideration during the college's 2004-2005 budget discussions.

With the consolidation of the two colleges, the institutional effectiveness plan and process of Jefferson Community College will be extended in August 2004 to include all areas that currently exist within Jefferson Technical College. Initial steps taken to accomplish this have included the development of a draft Mission and Goals Statement for the new institution that will serve as the driving force for the planning and evaluation process. Education sessions will be held in May, June, and July to orient the faculty and staff of Jefferson Technical College to the Institutional Effectiveness Framework, the Institutional Effectiveness Plan and Assessment Form, the annual Timeline, and the Core Indicators of Effectiveness. All areas of the consolidated institution (programs, departments, academic support areas, and administrative support areas) will submit Institutional Effectiveness Plans in August 2004 for review by the College Quality Council at their September 2004 meeting. The College Quality Council will review and revise its charter at its May 2004 meeting to add representatives from all of the divisions of the consolidated institution. An orientation session for new members of the CQC will be held in August 2004.

As part of the institutional effectiveness plan and process, and in accordance with the IE/Planning/Budgeting Timeline, the two colleges will begin the process of reviewing and revising the goals and strategic priorities. These efforts will involve all areas of the consolidated institution and will include multiple meetings and open forums. A SWOT analysis will be conducted with major stakeholder groups including Faculty/Executive Councils, Staff Council, College Leadership Team, College Quality Council, Advisory Committees, and the Board of Directors, utilizing data generated from the Office of Institutional Research and other major educational, business, labor market, and governmental data sources. By the end of 2004, a revised draft of goals and institutional strategic priorities will be completed.

In all of its planning and evaluation efforts, the college seeks continuous improvement and fulfillment of its mission through a process that is systematic, research based, integrated, broad based, and appropriate to the institution.

Part III

Implementation Plan and Organizational Charts

**Consolidation Planning Process:
2003 - 2004**

Consolidation Planning Process: 2003 - 2004

The planning process for the consolidation of Jefferson Community College and Jefferson Technical College can be characterized as both comprehensive and broad-based. In light of the initial consolidation steps, the accreditation issues that faced JCC, and the culture of both institutions, it was determined that a careful and deliberate approach was needed. Initially, the inclusion of consolidation as a strategic priority for both institutions was the starting point for discussion and commitment to change. In 2003, a planning group was formed and an initial timetable developed. Multiple meetings and open forums were held with faculty and staff on both campuses to determine issues and concerns from the past and for the future. These meetings culminated in a joint open meeting late in 2003. In January 2004, a district-wide consolidation conference was held for over 400 faculty and staff. During this conference, issues for consideration emerged and nine workgroups were established. Membership of the workgroups was open to any faculty or staff person. Each workgroup selected two co-chairs, one from each college. Additionally, each workgroup was assisted by facilitators. The facilitators were members of the college administrative leadership. A Consolidation Steering Committee was formed and volunteers were sought. The workgroups reviewed the issues that emerged from the January conference along with any other issues that surfaced. Recommendations were forwarded from each workgroup to the steering committee. The Steering Committee reviewed all workgroup recommendations and ultimately submitted 72 separate recommendations to the President. Of these 72 recommendations, 71 were accepted and one was modified. Several items are included in this section describing the consolidation process:

- Consolidation Timeline
- District-wide Consolidation Conference Agenda
- Consolidation Conference Planning Group Membership
- Consolidation Steering Committee Membership
- Consolidation Workgroups

At the same time that the consolidation workgroups were meeting, a Name Selection Committee was established. Volunteers again were sought for this group. A survey was sent district-wide asking for suggestions. The committee evaluated the suggestions, chose the top three, and forwarded the top three back to the entire district for feedback. Based on this process, the name Jefferson Community and Technical College was selected as the proposed name for the new institution.

Overall Consolidation Timeline

Draft for Discussion At the All District Consolidation Conference

January 30, 2004

- “Groundwork” Sessions – *December 2002-January 2004*
- Letter of “Intent to Consolidate” to SACS -- *February 9, 2004*
- Development of a Comprehensive Consolidation Plan – *February-March 2004*
- Work Group Preliminary Findings Due to Steering Committee – *March 15, 2004*
- Submission of a Substantive Change Prospectus Including Preliminary Consolidation Plan to SACS – *April 15, 2004*
- Presentation to Dr. McCall and Cabinet – *July 13, 2004*
- Approval by the KCTCS Board of Regents –*August 13, 2004*
- Visit by SACS Substantive Change Committee – *November 15-17, 2004 (Tentative)*
- Formal Response to Substantive Change Committee Report – *April 15, 2005*
- Final SACS Approval – *June 2005*
- Unified Budget and Official Launch of the “New” Institution – *July 2005*

“Groundwork” Sessions – December 2002 – Spring 2004

1. Identification of the Creation of a “Seamless Educational System” as a Strategic Priority for Both JCC and JTC. *December 2002*
2. Planning Meeting with JTC Leadership *February 2003*
3. Open Forum with JTC Faculty and Staff *March 4, 2003*
4. Strengths/Weaknesses/Threats/Opportunities (SWOT) Analysis with JTC Faculty and Staff *May 21, 2003*
5. College Quality Council Votes to Add JTC Academic Dean to Membership and to Invite JTC Faculty Senate Chairs to Meetings. *May 30, 2003*
6. Planning Discussion with President’s Staff *July 2, 2003*
7. Meetings with Division Chairs *July-August 2003*
 - a) JCC Division Chairs *July 30, 2003*
 - b) JTC Division Chairs *August 12, 2003*
8. Meetings with Faculty Leaders *July-September 2003*
9. Discussion with JCC Board of Directors *August 21, 2003*
10. Initial Discussion at JCC Faculty Meeting *August 29, 2003*
11. Division-by-Division Meetings *Sept.-Nov. 2003*
12. Discussion with District Staff Council *October 2003*
13. JTC – All College Meeting *October 9, 2003*
14. Open Forum at JCC *November 7, 2003*
15. Meet with Faculty and Staff Council Leadership to Plan Consolidation Conference in January *Dec. – Jan. 2003-04*
16. Recruit Facilitators for Consolidation Conference *January 2004*
- 17. All District Consolidation Conference** ***January 30, 2004***
18. Initiate Name Selection Process *January 30, 2004*
19. First Meeting of Consolidation Work Groups *February 6, 2004*

District Consolidation Conference
January 30, 2004 – 9:30 am – 4:00 pm
Hartford Building – Rooms 006-008
(Coffee and Doughnuts in the Lobby – 8:45 am)

- **Welcome** **9:30 – 10:15**
- **Budget Update** *A. Newberry*
- **Why are we here? The Rhyme and Reason for Consolidation**
 - **Our Efforts to Date**
 - **Purpose of Today's Meeting**
 - **Establishing a Working Process**
 - **Next Steps**
- **Consolidation-What We Have Learned So Far** **10:15 – 11:00**
 - **Areas of Agreement** *(from open forums)* *D. Calhoun-French*
 - **Questions/Concerns Raised Thus Far** *(from open forums)* *J. Eames*
 - **Previous Successes**
 - **Fire Safety Program** *B. May*
 - **English/Automotive Tech Program** *B. Lawrence*
 - **Engineering Program** *P. Drake*
 - **Staff Council** *P. Dumm – M. Pierce*
- ❖ **Break** **11:00 – 11:30**
- **Workgroup Issue Identification Sessions (Three repeat sessions)**

<i>Concurrent Session I</i>	<i>11:30 -12:15</i>
<i>Concurrent Session II</i>	<i>1:00 – 1:45</i>
<i>Concurrent Session III</i>	<i>2:00 – 2:45</i>

 - **Structure of Academic Divisions** *G. Gamble/G. Bonnell*
 - **Governance Issues** *J. Matthias/M. Hyland-Murr*
 - **Personnel Issues** *G. Stradley/M. Perry*
 - **Institutional Effectiveness Issues** *L. Johnson/J. Adams*
 - **Accreditation Issues** *M. Jones/R. Wolff*
 - **Curriculum Issues** *P. Larkin/M. Mulder*
 - **Integration of Academic Support Areas** *D. Miller/S. Williams*
 - **Integration of Administrative Support Areas** *D. Gray/K. Lafferty*
 - **Building a Shared Vision** *J. Crowder/C. Eddleman*
- ❖ **Lunch** *(Box Lunch will be provided) Lobby* **12:15 – 1:00**
- **Closing Session** **3:00 – 4:00**
 - **Launch of the Name Selection Process**

Consolidation Conference Planning Group

- James Baughman
- Joe Eames
- Diane Calhoun-French
- Mary Jones
- Candy Crawford
- Pamela Larkin
- Pamela Dumm
- Martha Swain
- Tony Newberry, *ex-officio*
- *Faculty Vice Chair, JCC*
- *Academic Dean JTC*
- *Provost, District*
- *Director IE, Research & Planning, District*
- *Faculty Vice Chair, JCC*
- *Faculty Shelby Campus*
- *Staff, Business Affairs, District*
- *Faculty Co-Chair JTC*
- *President, District CEO*

Consolidation Steering Committee

- Barbara Ashley, Co-Chair
 - *Faculty JCC*
- Patty Beebe
 - *Faculty JCC*
- Jim Baughman
 - *Faculty JCC*
- Diane Calhoun-French
 - *Provost, District*
- Margie Charasika
 - *Faculty JCC*
- Candy Crawford
 - *Faculty JCC*
- Pamela Dumm
 - *Staff, Business Affairs, District*
- Joe Eames
 - *Academic Dean JTC*
- Denise Gray
 - *Associate Dean, Student Affairs, District*
- Jack Hanel
 - *Faculty JCC*
- Todd Hatfield
 - *Faculty JTC*
- John Horton
 - *Faculty JTC*
- Mary Ann Hyland-Murr
 - *Director, CED, District*
- Mary Jones
 - *Director, IE, Planning and Research, District*
- Pamela Larkin
 - *Faculty, Shelby Campus*
- Charles Ludwig
 - *Faculty, Correctional Facilities, JTC*
- Bill May
 - *Faculty JTC*
- Brandy Slaughter
 - *Staff, Student Affairs, District*
- Peggy Spears, Co-Chair
 - *Faculty JTC*
- Doris Stone
 - *Faculty JCC*
- Martha Swain
 - *Faculty JTC*
- *Ex officio: Tony Newberry*
 - *President, District CEO*

CONSOLIDATION WORKGROUPS

Schedule

Updated: 2/19/04

WORKGROUPS	MEMBERS	MEETINGS
<p>Structure of Academic Divisions <i>Co-chairs: Doris Stone, Grant Gamble</i> <i>Facilitators: Randy Davis, Katy Varner</i></p>	<p>Tom Sabetta, Betty Shiffman, Ann Finney, Grant Gamble, Sue Theobald, Margie Charasika, Paul Drake, Gail Bonnell, Jim Kolb, Gary Bowyer, Vic Nordmann, Vernessa Autry, Marian Gilkey, Robert Reidling</p>	<p>Friday February 20 3:00 pm Southwest Campus Quinlan Seminar Hall</p>
<p>Governance Issues <i>Co-chairs: Betty Weldon, Jeff Crowder</i> <i>Facilitator: Diane Calhoun-French</i></p>	<p>Jeff Crowder, Denise Merrell, Candi Crawford, Benny Warford, Betty Weldon, Cathy Wright, Jim Baughman</p>	<p>Saturdays: Feb.14 & Feb. 21, 12:00 pm BB 302</p>
<p>Personnel Issues <i>Co-chairs: Mel Tabor, Peggy Spears</i> <i>Facilitator: Joe Eames</i></p>	<p>Len Gross, Jannie Washington, Darlene Hurd, Carolyn Claxton, Nina Deeley, Melissa Tabor, Debbie White, Mary Perry, Kent Robinson, Rebecca Kniesely, Kaye Lafferty, Vic Nordmann, Lindsey Lawrence</p>	<p>Friday February 20 10:00 am Southwest Campus Quinlan Seminar Hall</p>
<p>Institutional Effectiveness Issues and Accreditation Issues <i>Co-chairs: Liz Young, Russ Wolff</i> <i>Facilitators: Mary Jones, Diane Calhoun-French</i></p>	<p>Liz Young, Anila Ragade, Bob Olsen, Willis Little, Donna Hill, Russ Wolff, Lil Bassett, Melanie Vaughan-Cooke</p>	<p>Thursdays Feb. 12 & Feb. 19 Seminary Building Conference Room West Wing 2:30 pm – 4:00 pm</p>
<p>Curriculum Issues <i>Co-chairs: Mark Woods, Pete Robertson</i> <i>Facilitators: Bob Silliman, Jo Zausch</i></p>	<p>James S. Rentschler, Pete Robertson, Liz Young, Eva Oltman, Margie Charasika, Betsy Neichter, Laurie Eiden, Tony Leslie, Jan Coleman, Donna Elkins</p>	<p>Fridays 1:30 pm – 4:00 pm HB 305 No meeting February 20</p>
<p>Integration of Academic Support Areas <i>Co-chairs: Sheree Williams, Greg Guinn</i> <i>Facilitator: MaryAnn Hyland-Murr</i></p>	<p>Donna Edgar, Annie Lotz, Sandy Smallwood, Vickie LeMaster, Telly Sellars, Greg Guinn, Craig Lemak, Sandy Roberts, Sheree Williams, Rhonda Gummer, Dan Kesterson,</p>	<p>Fridays 2:30 pm – 4:00 pm Alternate Campuses – Room to be determined</p>

	Tamara Lake, Pamela Crawford, Sandra Deane, Elizabeth Hardy, Terri Martin, Margot McGowen, Angela Seitz, Angie Henes, Wynobie Williams, Donna Woods, George Woods	
<p>Integration of Administrative Support Areas</p> <p><i>Co-chairs: Brandy Slaughter, Donna Holland-Linker</i></p> <p><i>Facilitators: Mary Etta Fisher, Dru Milby</i></p>	<p>Helen Davis, Sandra Chambers, Connie Reichert, Charles Sizemore, Melissa Payne, Judy Wingfield, Chelle Giese, Chandra Rodski, Brandy Slaughter, Pamela Dumm, Donna Linker, Craig Lemak, Rhonda Gummer, Pam Thompson, Terie Harper, Shana Simpson, Teri Martin, Angela Johnson, Venetia Lacy, Ginny Stradley</p>	<p>Thursdays 2:30 pm – 4:00 pm VTI B 40.</p>
<p>Building a Common Culture/Shared Vision</p> <p><i>Co-chairs: Wes Lites, Donna Miller</i></p> <p><i>Facilitator: Lisa Brosky</i></p>	<p>Donna Miller, Martha Swain, Peggy Spears, Hugh Browder, Robbin Knight, Stephen Ward, Caroline Eddleman, Jill Adams, Pamela Dumm</p>	<p>Friday February 13 10:30 – 12:00 pm JFT, Building B Room 206, Conference Room</p> <p>February 20 11:30 – 1:00 Quinlan Conference Room SW Campus</p>
<p>Student Impact</p> <p><i>Co-chairs: Pam Crawford, Melanie Vaughan-Cooke</i></p> <p><i>Facilitator: Cathy Wright, Jo Zausch</i></p>	<p>Kaarla Beers, Sandy Deane, Melanie Vaughn-Cook, Kathryn Lowrey, Sylvia Brite</p>	<p>Friday February 13 9:00 am JFT, Building B Room 121</p>

Mission and Goals

The workgroup focusing on the revision of the *Mission and Goals, Values and Vision Statements* for the colleges drafted two documents for review by the colleges. This workgroup is continuing to receive feedback and will submit a second draft of these statements for review district-wide in August. A request for approval of the new Mission and Goals Statement for the consolidated institution will be submitted to the Board of Regents in December 2004.

**Implementation Plan
and
Organizational Charts**

Leadership

The leadership of the consolidated institution is vested in a single President and CEO who reports to the President of KCTCS, who in turn, reports to a single Board of Directors appointed by the Governor. The President's staff consists of direct reports including the Provost/Vice President for Academic and Student Affairs, the Chief Financial Officer, the Director of Institutional Advancement, the Director of Public Relations, the Director of the Center for Community and Economic Development, and the Director of Institutional Effectiveness, Research and Planning. Additionally, the Academic Deans for the Downtown, Southwest, and Northwest campuses; the Dean of Student Affairs; and the Directors of the Shelby, Carrollton, and Correctional campuses are part of the President's staff.

In addition to the President's staff, the college has a district-wide College Leadership Team which is broad-based in membership, consisting of all of the President's staff, the Academic Division Chairs, the Associate Deans, Faculty Council Co-chairs (both colleges), Staff Council Co-chairs, and other selected administrative staff members. Issues relating to any aspect of college operations are discussed by this group. All major administrative committees and standing committees of the Faculty will be district-wide committees starting in July 2004. The current administrative organizational chart for the President's area and the administrative chart for the Provost's area are included in this section.

Business Affairs

The Business Affairs areas of the two institutions were consolidated under an MOA approved by the Board of Regents in 2000 and updated in 2002. All activities of the Business Affairs Office and the Human Resources Department are under the direction of the Chief Financial Officer. The functions and services of Fiscal Planning and Management, Purchasing and Accounts Payable, Accounts Receivable, Mail, Maintenance and Operations, Vehicle Fleet Management, Janitorial Service, Telecommunications and Computer Services/Information Technology, Security, and Human Resources are provided by JCC with specific personnel assigned to JTC as outlined in the MOA.

As part of a fully consolidation institution, the Business Affairs areas will be able to better align functions and services. All fiscal management functions will now be grouped into one area. Similarly, all operations functions will now be grouped into one area. The organizational chart for Business Affairs depicting these changes follows on the next page. Additionally, this realignment and final consolidation of functions and services will allow the areas to respond to effectiveness of service issues raised in the past two annual climate surveys. An interim survey will be conducted to evaluate the results of this realignment of functions and services.

Facilities

As stated in the prospectus, the consolidation will not increase or decrease the total amount of space available to the two institutions. The consolidated institution will offer degree, diploma, and/or certificate programs at five main campuses, five correctional facilities, and several other major sites.

<u>Main Campuses</u>	<u>Square Footage</u>
Downtown	302,746
Northwest	134,827
Southwest	111,214
Shelby County	33,558
Carrollton	<u>12,450</u>
Total:	594,795

Correctional Facilities

Luther Luckett Correctional Complex, Oldham County
Kentucky State Reformatory, LaGrange
Roederer Correctional Complex, Oldham County
Kentucky Correctional Institution for Women, Pewee Valley
Marion County Adjustment Center, Marion County

Other Major Sites

Shawnee High School (Aviation Maintenance Program), Jefferson County
Horticulture Farm
UPSTEC
Ford Plants (LAP, KTP)

Student Affairs

The Student Affairs areas of the two institutions were consolidated under the MOA approved by the Board of Regents in 2000 and updated in 2002. All student services activities are under the direction of the Dean of Student Affairs. The functions and services of Recruitment, Admissions, Assessment, Registration, Financial Aid, Counseling, Career Services, Graduation, Transcripts, Ready to Work, and the Student Support Services Program are provided by JCC with specific personnel assigned to JTC as outlined in the MOA.

As the colleges sought to fully consolidate, the Student Affairs areas continued to seek ways to better serve the students on the different campuses. Specifically, Student Affairs has re-assigned staff to the different campuses to provide as many of the services as possible at each campus. This past year, Assessment Services were expanded to the Northwest Campus through the development of an Assessment Center and full-time staff for Financial Aid Services was provided to the Southwest Campus with rotating coverage to Carrollton and Shelby County. This process of expansion of services to all campuses will continue as the fully consolidated institution seeks to serve students more effectively. The organizational chart for Student Affairs is included in this document.

Academic Affairs

Structure:

Recommendations for the structure of the academic divisions of the consolidated institution were submitted by a consolidation workgroup. These recommendations were forwarded to the Consolidation Steering Committee. Upon discussion, the Steering Committee forwarded recommendations to the President regarding academic division structure. The President accepted all but one of the academic structure recommendations. Specifically, the recommendation relating to the Allied Health and Nursing Divisions was not accepted. The structure of the Allied Health and Nursing Divisions will remain intact pending a review to be initiated in January 2005 by an Associate Dean to be hired in the fall. It is anticipated that there will be two academic divisions but the alignment of programs will change. The remaining recommendations regarding academic division structures were accepted, which describe academic divisions for the Downtown, Southwest, Northwest, Carrollton, and Shelby campuses. Two academic divisions have been established for the correctional facilities programs: an Occupational Division and an Academic Division. Additionally, a recommendation regarding the establishment of a position of Associate Dean for the Northwest Campus was accepted. Organizational charts for the academic divisions for all campuses are included.

Administration:

Several issues relating to academic programs and processes will be considered during 2004 – 2005. Specifically, the merging of similar academic programs will be addressed, including the following: Culinary Arts, Allied Health and Nursing, Commercial Arts and Graphic Arts, Business, and Applied Academics and General Education. Additionally, local processes related to promotion, curriculum development, performance review and planning and evaluation will be aligned across the district. Finally, the integration of Correctional Programs into the district and the creation of district-wide Division Chair teams need to be accomplished.

Faculty Governance:

During 2004 – 2005, the plan for faculty governance calls for maintaining separate governing councils, and establishing a single term to denote the governing body of the faculties (Executive Council). Additionally, Executive Council meetings are scheduled in a parallel manner: at the same site, on the same date but at different times. Designated members, including the Vice Chairs, from each Council will attend the other institution's Executive Council meetings. The term "Faculty" will be used to denote the entire body of faculty members at each institution. A district-wide faculty meeting was held on April 23, 2004, at which time faculty representatives were elected to the KCTCS Faculty Senate from which faculty members were selected to serve on the System Council, Rules Committee, and Curriculum Review Committee. During the 2004 – 2005 academic year, two joint faculty meetings will be held. It is anticipated that a consolidated faculty governance structure will be in place sometime after July 2005.

Institutional Effectiveness, Research, and Planning

As a result of consolidation, the functions of this office will become district-wide as of July 1, 2004. Specifically, the institutional effectiveness planning and evaluation process, as described in the prospectus, will become part of all areas formerly within the technical college. The research functions for both colleges will be centralized as well. The development of a strategic plan for each institution was coordinated through this office two years ago. A district-wide strategic planning process began this summer and will continue in the fall. The organizational chart for this area is included.

Community and Economic Development

The Community and Economic Development Office became a district-wide function under an MOA approved by the Board of Regents in 2000 and updated in 2002. Through this office, continuing education and training programs are offered to local business and industry. The CED office coordinates programming at off-site Ford Motor Company locations. Additionally, an ACT Testing Center and a career services center (CREW Center) are managed by this area. As part of the fully consolidated institution, the CED Office will be expanding CREW Center services to all main campus locations and program coordination will be provided for selected technical programs, such as MNA and Welding.

Institutional Advancement

Institutional Advancement is a district-wide function. The purpose of this area is to develop and implement a comprehensive resource development plan for the district. Components of this effort include alumni relations, foundation relations and fundraising. Currently, this office is engaged in coordinating the internal family campaign and external major gifts campaign. Additionally, the Director of Institutional Advancement serves as the representative to the Jefferson Foundation.

Public Relations

The Public Relations Office is a district-wide office. As part of the fully consolidated institution, this function reports directly to the President/CEO of the district.

Appendix

Memoranda of Agreement