

**FLETCHER TECHNICAL  
COMMUNITY COLLEGE**



**GRAD Act Performance  
Objectives/Elements/Measures**

**2013 Annual Report**

**June 7, 2013**

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An explanation for or observation on any Targeted measure(s) in this objective for which the institution is not reporting as having met or improved for the reporting year.

Element a) Implement policies established by the institution's management board to achieve cohort graduation rate and graduation productivity goals that are consistent with institutional peers.

Element b) Increase the percentage of program completers at all levels each year

Element c) Develop partnerships with high schools to prepare students for postsecondary education

Element d) Increase passage rates on licensure and certification exams and workforce foundational skills

### **Performance Objective - Articulation and Transfer (Section 2)**

Element a) Phase in increased admission standards and other necessary policies by the end of the 2012 Fiscal Year in order to increase student retention and graduation rates

Element b) Provide feedback to community colleges and technical college campuses on the performance of associate degree recipients enrolled at the institution

Element c) Develop referral agreements with community colleges and technical college campuses to redirect students who fail to qualify for admission into the institution

Element d) Demonstrate collaboration in implementing articulation and transfer requirements provided in R.S. 17:3161 through 3169.

### **Performance Objective - Workforce and Economic Development (Section 3)**

Element a) Eliminate academic programs offerings that have low student completion rates as identified by the Board of Regents or are not aligned with current or strategic workforce needs of the state, region, or both as identified by the Louisiana Workforce Commission

Element b) Increase use of technology for distance learning to expand educational offering

Element d) To the extent that information can be obtained, demonstrate progress in increasing the number of students placed in jobs and in increasing the performance of associate degree recipients who transfer to institutions that offer academic undergraduate degrees at the baccalaureate level or higher

#### **Performance Objective – Institutional Efficiency and Accountability (Section 4)**

Element c) Upon entering the initial performance agreement, adhere to a schedule established by the institution’s management board to increase nonresident tuition amounts that are not less than the average tuition amount charged to Louisiana residents attending peer institutions in other Southern Regional Education Board states and monitor the impact of such increases on the institution.

Element d) Designate centers of excellence as defined by the Board of Regents which have received a favorable academic assessment from the Board of Regents and have demonstrated substantial progress toward meeting the following goals:

#### **Performance Objective – Reporting Requirements (Section 5) Elements (a) through (i)**

## Performance Objective: Student Success (1)

An explanation for or observation on any Targeted measure(s) in this objective for which the institution is not reporting as having met or improved for the reporting year.

Fletcher Technical Community College is among the fastest growing community colleges in the United States, and the College has been recognized accordingly in *Community College Week*. In Fall 2012, enrollment reached 2,502 students, indicating a 35 percent increase from 1,843 students in Fall 2009. Fletcher is a small emerging community college and as such, has grown exponentially since being granted approval in 2003 to be a “Technical Community College,” and institutional accreditation in 2009 by the Southern Association of Colleges and Schools – Commission on Colleges (SACS-COC). **The 2009 date for the institutional accreditation is important because the GRAD Act targeted measures are based upon data from 2008-2009, prior to SACS-COC accreditation. The benchmark data do not accurately reflect the significant change in student composition (i.e., the change of student population from a technical college to much more of that of a community college) of Fletcher since Fall 2009.**

The 1<sup>st</sup> to 2<sup>nd</sup> year retention rate (Targeted Measure 1.a.i.) for Fletcher Technical Community College decreased from 52.3% for Year 2 (2010-2011) of GRAD Act reporting to 47.0% for Year 3 (2011-2012). The 47.0% rate for Year 3 is lower than the targeted measure of 55.6%. However, **this change was concurrently experienced with a substantial increase in the cohort size, 201.0%, from the baseline cohort of 152 students in 2008-2009 to 457 students in 2011-2012.** Notably, the number of students retained in Year 3, 215, is 41% larger than the entire baseline cohort, 152. Per the standard in “Element a” for productivity to be “consistent with institutional peers”; the 47.0% for Fletcher compares to 47.5% average for LCTCS peers (excluding Fletcher) from the Louisiana Board of Regents Year 2 GRAD Act report (page 8). **By factoring those students who earned an award during 2011-2012, as well as, those students who transferred to Nicholls State University for Fall 2012 (and were thus successfully retained in Louisiana postsecondary education), the rate is 51.2% (234/457).**

**The College’s graduation rate for Year 3 reporting is 17.1%, beating the targeted measure of 14.2%. To ensure accuracy, the Board of Regents, NCES, and LCTCS approved updates to the IPEDS data for this rate. The graduation rate was revised upon receiving these approvals. The IPEDS resubmission is included in this report as an attachment.**

Fletcher Technical Community College accomplished significant increases in completers of total awards measured in that section (Targeted Measure 1.b.i); in total, the College accomplished a 35% increase in “Completers All Awards” category from Year 1 to Year 3, reflecting 301 completers in this combined category for Year 3, compared to 223 completers for Year 1. In addition, **the 301 completers in all awards for Year 3 is a 151% increase over the baseline number of 120 completers for the GRAD Act.**

**Table 1. Increases in Completers at all levels – Fletcher Technical Community College**

Award	Year 1 Actual	Year 3 Actual	% Change from Year 1 to Year 3
Certificate - 1 yr	127	140	10%
Diploma	48	37	-23%
Associate degree	48	124	158%
<b>Total ALL AWARDS</b>	<b>223</b>	<b>301</b>	<b>35%</b>

## Element:

- a) Implement policies established by the institution's management board to achieve cohort graduation rate and graduation productivity goals that are consistent with institutional peers

### 1.a Narrative

The College's enrollment growth has been the result of many factors, including, but not limited to, the transfer of programs from Nicholls State University and the addition of new programs such as the degrees in General Studies and Integrated Production Technologies. Transfer of developmental studies and the Criminal Justice and Cardiopulmonary Care Science associate degree programs from Nicholls State University occurred in August, 2010 and have contributed to enrollment growth. These program transfers represent successful adoption and implementation by Fletcher Technical Community College of the following LCTCS Policies: [#1.003, Elements of Two-Year Institutional Missions](#); [#1.017, Institutional Agreements](#); [#1.019, LCTCS Academic Programs Policy](#); [#1.034, Participatory Curriculum Development Policy](#).

Fletcher Technical Community College continues to implement LCTCS Policy [# 3.001, Electronic Learning Statements and Initial Procedures](#). In order to continue serving the needs of students and enhance educational programs and services, it has been necessary for Fletcher to offer an increasing number of online courses. Fletcher's participation in LCTCSOnline has had a major impact on the number of courses available to students. As enrollment increases, so does student enrollment in distance education. Therefore, during 2011 Fletcher Technical Community College requested consideration and received subsequent approval from the Commission on Colleges of the Southern Association of Colleges and Schools to offer 50% or more credits online towards the Associate of General Studies degree beginning in the Fall 2011 semester. In the approval letter from SACS-COC, the College was also granted approval to provide all existing associate degree programs more than 50% online, provided that the online program does not significantly differ from the approved program.

Fletcher's record enrollment over the last several years has resulted in the need for additional resources for instructional delivery to accommodate its current student population and to continue meeting industry and workforce development needs in the area. The College's growth thus far has been accommodated within the limited physical facilities of the main campus, Allied Health Building, and Louisiana Marine and Petroleum Institute. Consistent with both LCTCS Policies [#1.017, Institutional Agreements](#) and [#4.004, Lease of Immovable Property](#), and in order to better serve the needs of the students and enhance educational programs and services, Fletcher received permission to use the Nicholls State University Duhé Building in Fall 2010. However, these facilities were near maximum capacity.

Fletcher's Facilities Master Plan addresses long-range needs of increased enrollment. During 2011-2012 Fletcher constructed the first building of the College's new main campus. This 70-acre site is located off Highway 311 in Houma. This site opened for classes in August, 2012. This site will provide the facilities and infrastructure necessary to add new programs and to upgrade existing programs as needed to provide occupational and technical training as well as general education studies that will meet the needs of our community in future years.

**Exhibit 1. Fletcher new campus development which opened August, 2012**



**Data**

iii. Fall to Spring Retention Rate (TC) /Fall to Fall (CC)

Baseline Year/Term Data to include	Baseline data	Year 3 Benchmark	Year 3 Actual
Fall 08 to Fall 09	<b>53.3%</b>	<b>55.6%</b>	<b>47.0%</b>
<i># in Fall 08 Cohort</i>	<b>152</b>		<b>457</b>
<i># retained to Fall 09</i>	<b>81</b>		<b>215</b>

**Performance Objective:** Student Success (1)

**Element:**

b) Increase the percentage of program completers at all levels each year.

**1.b Narrative**

As reported on the Board of Regents GRAD Act portal, Fletcher Technical Community College accomplished significant increases in completers of total awards measured in that section (Targeted Measure 1.b.i); in total, the College accomplished an 35% increase in “Completers All Awards” category from Year 1 to Year 3, reflecting 301 completers in this combined category for Year 3, compared to 223 completers for Year 1. In addition, **the 301 completers in all awards for Year 3 is a 151% increase over the baseline number of 120 completers for the GRAD Act.**

**Data**

**Increases in Completers at all levels – Fletcher Technical Community College**

Award	Year 1 Actual	Year 3 Actual	% Change from Year 1 to Year 3
Certificate - 1 yr	<b>127</b>	<b>140</b>	<b>10%</b>
Diploma	<b>48</b>	<b>37</b>	<b>-23%</b>
Associate degree	<b>48</b>	<b>124</b>	<b>158%</b>
<b>Total ALL AWARDS</b>	<b>223</b>	<b>301</b>	<b>35%</b>

**Performance Objective:** Student Success (1)

**Element:**

- c) Develop partnerships with high schools to prepare students for postsecondary education.

**1.c Narrative**

Fletcher Technical Community College served as a pilot site for Louisiana’s dual enrollment program and for six years has successfully implemented the program in coordination with both Terrebonne and Lafourche Parish School Systems. Dual Enrollment programs prepare students for the academic rigors of post secondary education, lowers the cost of college, and facilitates acclimation to college. Though dual enrollment programs have historically focused on high-achieving students, Fletcher’s programs support the preparation of average-achieving students in career and technical education programs.

As indicated in the data submitted for this element and in the example provided on the table below, Fletcher Technical Community College continues to successfully build upon strong partnerships with local high schools. Dual enrollment student population increased by 19% from 145 students during the Spring 2011 semester, to 173 students during the Spring 2012 semester.

Given the success of the dual enrollment program at the College, Fletcher may consider expanding the program (provided funding and other necessary resources become available) through the development of a Science and Technology Institute that would provide students with an opportunity to earn up to an associate degree (60 credit hours of post secondary education credit) upon high school graduation. The Science and Technology Institute would be developed and constructed at Fletcher Technical Community College’s new campus site in Schriever, Louisiana. The new campus is strategically located between both Lafourche and Terrebonne parishes. The curriculum of the institute would offer courses and would be specialized in the areas of science and technology. Such an Institute is a means to successfully achieve the policy goals of the Louisiana GRAD (Granting Resources and Autonomy for Diplomas) Act.

**Data**

<b>Dual Enrollment Student Population Fletcher Technical Community College</b>		
<b>Spring 2011</b>	<b>Spring 2012</b>	<b>% increase from Spring 2011 to Spring 2012</b>
<b>145</b>	<b>173</b>	<b>19%</b>

**Performance Objective:** Student Success (1)

**Element:**

- d) Increase passage rates on licensure and certification exams and workforce foundational skills.

**1.d Narrative**

The new targeted measure for Fletcher Technical Community College for “Element d” is the 1.d.i.c., Passage rates on the licensure exam in Nursing (PN). Per the definition for reporting data for the most recent year that published data is available reconciling to the established targeted measure (2011), Fletcher met the target with a 83.3% passage rate.

The 2012 licensure pass rate for the Practical Nursing group was 100.0% and the Registered Nursing group was 96.2%. During the past year the College has worked with the Louisiana State Board of Nursing (L.S.B.N.) and has implemented a L.S.B.N.-approved plan for improving the pass rates on the R.N. licensure examination.

Fletcher Technical Community College took over the Associate of Science in Cardiopulmonary Care Science in August, 2010, as a result of a program transfer from Nicholls State University. The first Fletcher graduating class of the Cardiopulmonary Care Program consisted of 8 students. The pass rate for the 2012 class was 100%.

In addition, 14 students received WorkKeys certificates from Fletcher Technical Community College during 2011-2012, with 9 of those students earning the Bronze certificate and 5 students earning the Silver certificate.

**Data 1.d**

- i. Passage rates on licensure/certification exams.

DISCIPLINE	EXAM THAT MUST BE PASSED UPON GRADUATION TO OBTAIN EMPLOYMENT	ENTITY THAT GRANTS REQUIRED LICENSURE/CERTIFICATION (source for reporting)	BASELINE YEAR	# Students who took exam	# Students who met standards for passage	Calculated Passage Rate
Nursing (PN)	NCLEX-PN	Louisiana State Board of Practical Nursing Examiners (LSBPNE)	2012	6	6	100%



Nursing (RN)	NCLEX-RN	Louisiana State Board of Nursing	2012	26	25	96.2%
Radiologic Technology	American Registry of Radiologic Technologists (AART) Exam in Radiation Therapy	Louisiana State Radiologic Technology Board of Examiners	0 (a)	0 (a)	0 (a)	0 (a)
Respiratory Therapy	National Board for Respiratory Care (NBRC) CRT- Exam	Louisiana State Board of Medical Examiners (LSBME)	2012	8	8	100%

**(a) Radiologic Technology is not currently an active program at Fletcher Technical Community College.**

- ii. Number of students receiving certification(s), program and/or discipline related.

INDUSTRY-BASED CERTIFICATIONS	EXAM THAT MUST BE PASSED TO OBTAIN CERTIFICATION	ENTITY THAT GRANTS REQUIRED CERTIFICATION (source for reporting)	BASELINE YEAR	# Students receiving certifications
American Petroleum Institute- 6th Edition Rigger	API	Database	2011-2012	0
Automotive (ASE) -- 47.0604	ASE	National Institute for Automotive Service Excellence	2011-2012	3
Certified Respiratory Therapist	CRT	National Board for Respiratory Care (NBRC)	2011-2012	8
Drafting -- 15.1301	CD	American Design Drafting Assn.	2011-2012	12
Electrician -- 46.0302	State License	Louisiana State Licensing Board for Contractors	2011-2012	0
EMT Basic	NREMT-B	State Database	2011-2012	3

Heating, Ventilation and Air Conditioning -- 47.0201	HVAC Excellence	ESCO Institute	2011-2012	0
HVAC - EPA -- 47.0201	EPA	Air Conditioning Heating and Refrigeration Institute (AHRI)	2011-2012	0
NCCER - all areas (National Center for Construction Education and Research)	NCCER	NCCER	2011-2012	8
Nursing-PN	NCLEX-PN	Louisiana State Board of Practical Nursing Examiners (LSBPNE)	2011-2012	6
Nursing-CNA	LABENFA	Louisiana Nurse Aide Registry in BR- Department of Health and Hospitals	2011-2012	24
Petroleum Education	PEC, PEC-OPPS, Safe Gulf	Safety, Environmental & Operational Training Inc.	2011-2012	0
Phlebotomy - CPT	CPT/NRCPT	Nat. Health Career Assn./Nat. Allied Health Test Registry	2011-2012	5
U.S. Coast Guard all specialty areas	USCG	USCG	2011-2012	1659
WorkKeys (all areas, levels)	workkeys	ACT	2011-2012	14

iii. Number of students assessed and earning WorkKeys certificates, in each of the award levels (Bronze, Silver, Gold, Platinum).

Number of students who took WorkKeys assessment	22
Number of students who earned Bronze certificate	9
Number of students who earned Silver certificate	5
Number of students who earned Gold certificate	0

Number of students who earned Platinum certificate	0
Total Number of students who earned WorkKeys certificate	14
WorkKeys certificate passage rate	63.6%

- iv.** Other assessments and outcome measures for workforce foundational skills maybe identified to report on workforce foundational skills. *Pending identification of other assessment and outcomes, institutions are not required to report on this measure.*

## Performance Objective: Articulation and Transfer (2)

### Element:

- a) Phase in increased admission standards and other necessary policies by the end of the 2012 Fiscal Year in order to increase student retention and graduation rates.

### 2.a Narrative

Fletcher Technical Community College continues to build upon its already strong relationship with our four-year university partner, Nicholls State University. The relationship between Fletcher Technical Community College and Nicholls State University has been frequently cited as the “model relationship” between Louisiana Community and Technical College System (LCTCS) institutions and their four-year counterparts throughout the State of Louisiana.

Agreements have been signed between Fletcher and Nicholls that fulfill the following LCTCS policies: [#1.003, Elements of Two-Year Institutional Missions](#); [#1.016, LCTCS Cross-Enrollment Policy](#); [#1.017, Institutional Agreements](#); [#1.025, Articulation](#); [#1.029, Disclosure of Degree Program Transferability](#); [#1.032, Cross Enrollment Guidelines](#); and, [#1.033, Enrollment Management](#).

Examples include the completion of an official articulation agreement between Fletcher Technical Community College and Nicholls State University in October, 2009, signed by the Chancellor of Fletcher Technical Community College and the President of Nicholls State University. This agreement provides two major opportunities for students: 1) the Fletcher Flight Guide gives admission incentives for students who were originally denied admission to Nicholls, but wish to begin at Fletcher and then move to Nicholls after a period of time and satisfactory academic performance for transfer; 2) the Cross-Enrollment completion program offers Fletcher students the ability to declare a major at Nicholls (and become locked into a catalog).

Additionally for FY 2010-2011, Fletcher took over teaching of all developmental courses in math and English from Nicholls and actually teaches the courses on the Nicholls campus in Thibodaux. This step was in fulfillment of LCTCS Policies [#1.003, Elements of Two-Year Institutional Missions](#), [#1.016, LCTCS Cross-Enrollment Policy](#), [#1.017, Institutional Agreements](#), [#1.025, Articulation](#), and, [#1.032, Cross Enrollment Guidelines](#).

Fletcher Technical Community College also has a cross-enrollment agreement with South Central Louisiana Technical College. This agreement is in fulfillment of LCTCS Policy [#1.036 Cross Enrollment Agreement between System Institutions](#).

**Louisiana Transfer Degree programs:** Fletcher Technical Community College implemented the Louisiana Transfer Associate Degree (AALT, ASLT) in Fall 2010. During the 2011-2012 year, enrollment began in the Louisiana Transfer Degree programs at Fletcher Technical Community College. The table below shows the enrollment in both Louisiana Transfer Degree programs during 2011-2012 and 2012-2013 at Fletcher Technical Community College. Because the Louisiana Transfer Degree program is 60 credit hours, the College forecasts to start having graduates in the Louisiana Transfer Degree program starting in 2013.

Fletcher Technical Community College	AALT	ASLT	TOTAL
Declared LT <i>Majors</i> , 2011-2012	11	15	26
Declared LT <i>Majors</i> , 2012-2013	40	49	89

## Performance Objective: Articulation and Transfer (2)

### Element:

- b) Provide feedback to community colleges and technical college campuses on the performance of associate degree recipients enrolled at the institution.

### 2.b Narrative

The staffs from Fletcher Technical Community College and Nicholls State University meet frequently to communicate and cooperate regarding issues associated with transfer. During 2011-2012 ongoing meetings and sharing of data occurred between the admissions and registrar's offices at both institutions, as well as, the sharing of performance data of Fletcher transfer students to Nicholls between the research offices at both institutions.

The Fall 2012 Feedback Report for Fletcher Technical Community College was provided to the College by the Office of Institutional Planning and Research at Nicholls State University.

### Fall 2012 Feedback Report for L E Fletcher Community College

#### Incoming Transfers

Fall 2012 First-Time Transfer Enrollment from L E Fletcher Community College: 41

#### Academic Progress

Cumulative Grade Point Average at End of Fall Term

GPA	#	%
0.00-0.99	0	0.0%
1.00-1.49	0	0.0%
1.50-1.99	2	4.9%
2.00-2.49	16	39.0%
2.50-2.99	9	22.0%
3.00-3.49	9	22.0%
3.50-4.00	5	12.2%
TOTAL Fall Enrollment	41	

#### Retention

Returning Spring 2013: 37  
% Retained: 90.2%

#### Grade Distribution by Subject Area and Course Level

SUBJECT	COURSE LEVEL	A	B	C	D	F	W
ENGLISH	100 Level	25%	0%	50%	0%	0%	25%
ENGLISH	200 Level	23%	38%	31%	0%	0%	8%
ENGLISH	300 Level	0%	100%	0%	0%	0%	0%
ENGLISH	400 Level	0%	0%	0%	0%	0%	100%
MATH	100 Level	15%	31%	15%	0%	8%	31%
MATH	200 Level	0%	0%	100%	0%	0%	0%

The purpose of this report is to provide feedback to community colleges and technical college campuses on the performance of transfer students enrolled at Nicholls State University who are coming from L E Fletcher Community College.

## Performance Objective: Articulation and Transfer (2)

### Element:

- c) Develop referral agreements with community colleges and technical college campuses to redirect students who fail to qualify for admission into the institution.

#### 2.c Narrative

When a student is declined admission to Nicholls State University, they are contacted through email. A sample of the email is below. The email includes the following statement:

*“Students are encouraged to consider attending one of Louisiana’s community colleges to continue their education. A link is provided to the Admissions webpage, Partners in Education. Contact information is available to River Parishes Community College, South Louisiana Community College, Baton Rouge Community College, Fletcher Technical Community College, Nunez Community College, and Delgado Community College.”*

Nicholls and Fletcher are currently working on improving the communication process. Nicholls has recently updated its student information system and Fletcher is currently in the process with the LCTCS SunGard Banner implementation. The new system will be utilized to facilitate a more seamless transfer of information between institutions.

The table below provides the placement of Fall 2011 applicants declined admission to Nicholls State University, including Fletcher Technical Community College.

#### 2.c Data

- i. Number of students enrolled.

FALL 2011 REJECTED APPLICANTS - Nicholls State University			
Total Denied Admission	288		
		% of Total	
Total Never Attended elsewhere	97	33.7%	
Total went to 2-year college			
	Fletcher	36	12.5%
	Delgado	49	17.0%
	Other 2-year	46	16.0%
Total went to a 4-year college/university	60	20.8%	
	TOTAL	288	100.0%

### Element:

- d) Demonstrate collaboration in implementing articulation and transfer requirements provided in R.S. 17:3161 through 3169.

#### 2.d Narrative

An official articulation agreement between Fletcher Technical Community College and Nicholls State University in October, 2009 was signed by the Chancellor of Fletcher Technical Community College

and the President of Nicholls State University. This agreement provides two major opportunities for students: 1) the Fletcher Flight Guide gives admission incentives for students who were originally denied admission to Nicholls, but wish to begin at Fletcher and then move to Nicholls after a period of time and satisfactory academic performance for transfer; 2) the Cross-Enrollment completion program offers Fletcher students the ability to declare a major at Nicholls (and become locked into a catalog). In 2010-11, Nicholls designated a faculty member as Coordinator of Transitional Programs to oversee the Transfer Center and assist transfer students. The CTP does on-site advising at Fletcher Technical Community College each semester.

- i. Number of students enrolled. 63 student were enrolled in transfer degree programs in fall 2012 with 32 students in AALT and 31 students in ASLT programs.

41 transfer students from Fletcher Technical Community College enrolled at Nicholls State University per the Fall 2012 Feedback Report for Fletcher that was provided to the College by the Office of Institutional Planning and Research at Nicholls State University.

## Fall 2012 Feedback Report for L E Fletcher Community College

### Incoming Transfers

Fall 2012 First-Time Transfer Enrollment from L E Fletcher Community College: 41

### Academic Progress

Cumulative Grade Point Average at End of Fall Term

GPA	#	%
0.00-0.99	0	0.0%
1.00-1.49	0	0.0%
1.50-1.99	2	4.9%
2.00-2.49	16	39.0%
2.50-2.99	9	22.0%
3.00-3.49	9	22.0%
3.50-4.00	5	12.2%
TOTAL Fall Enrollment	41	

### Retention

Returning Spring 2013: 37
% Retained: 90.2%

### Grade Distribution By Subject Area and Course Level

SUBJECT	COURSE LEVEL	A	B	C	D	F	W
ENGLISH	100 Level	25%	0%	50%	0%	0%	25%
ENGLISH	200 Level	23%	38%	31%	0%	0%	8%
ENGLISH	300 Level	0%	100%	0%	0%	0%	0%
ENGLISH	400 Level	0%	0%	0%	0%	0%	100%
MATH	100 Level	15%	31%	15%	0%	8%	31%
MATH	200 Level	0%	0%	100%	0%	0%	0%

The purpose of this report is to provide feedback to community colleges and technical college campuses on the performance of transfer students enrolled at Nicholls State University who are coming from L E Fletcher Community College.



## Performance Objective: Workforce and Economic Development (3)

### Element:

- a) Eliminate academic programs offerings that have low student completion rates as indentified by the Board of Regents or are not aligned with current or strategic workforce needs of the state, region, or both as identified by the Louisiana Workforce Commission.

### 3.a Narrative

Fletcher Technical Community College annually reviews programs that have low number of completers and/or are not aligned with current or strategic workforce needs. This process is led by the Vice Chancellor for Instruction and includes annual review of programs for numbers of completers, as well as, cooperative review by the College with the Board of Regents regarding low completer programs identified by the Regents. In addition, the College has program advisory committees consisting of industry and workforce representatives, and they meet regularly throughout the academic year; these committee members provide valuable feedback and review of programs to ensure alignment with current or strategic workforce needs. For example, the College's review process resulted in the discontinuation of the Nautical Science program in the 2010-2011 academic year.

The College's enrollment growth has been the result of many factors, including, but not limited to, the transfer of programs from Nicholls State University and the addition of new programs such as the degrees in General Studies and Integrated Production Technologies, which were instituted in the 2009-2010 academic year. Transfer of developmental studies and the Criminal Justice and Cardiopulmonary Care Science associate degree programs from Nicholls State University occurred in August, 2010 and have contributed to enrollment growth. As a result, therefore Fletcher Technical Community College has added four (4) new programs since 2009 that align workforce needs in the state and/or region. As represented by the elimination of the Nautical Science program and the addition of these four programs, the College asserts that 100% of its programs meet current and/or future workforce needs.

### 3.a Data

- i. Number of programs eliminated:

Fletcher Technical Community College	2011-2012
Number of programs eliminated	0

- i. Number of programs modified or added:

Fletcher Technical Community College	2011-2012
Number of programs modified or added	0

- ii. Percent of programs aligned with workforce and economic development needs:

Fletcher Technical Community College	2011-2012
Percent of programs aligned with workforce and economic development needs	100

## Performance Objective: Workforce and Economic Development (3)

### Element:

- b) Increase use of technology for distance learning to expand educational offerings.

### 3.b Narrative

In order to continue serving the needs of students and enhance educational programs and services, it has become necessary for Fletcher to offer an increasing number of online courses. Fletcher's participation in LCTCOnline has had a major impact on the number of courses available to students. As enrollment increases, so does student enrollment in distance education.

Fletcher Technical Community College continues to implement LCTCS Policy # [3.001, Electronic Learning Statements and Initial Procedures](#). During 2011 Fletcher Technical Community College requested consideration and received subsequent approval from the Commission on Colleges of the Southern Association of Colleges and Schools to offer 50% or more credits online towards the Associate of General Studies degree beginning in the Fall 2011 semester. In the approval letter from SACS-COC, the College was also granted approval to provide all existing associate degree programs more than 50% online, provided that the online program does not significantly differ from the approved program.

The data tables below indicate significant growth in the number of both 100% online course sections, as well as, students enrolled in 100% online courses at Fletcher Technical Community College from 2010-2011 to 2011-2012.

Fletcher Technical Community College	2010-2011	2011-2012	% increase from 2010-2011 to 2011-2012
Number of course sections with instruction 100% through distance education	70	109	56%
Number of students enrolled in sections with instruction 100% through distance education	240	573	139%

### 3.b Data

- i. Number of course sections with 50% and with 100% instruction through distance education:

Fletcher Technical Community College	2010-2011	2011-2012
Number of course sections with instruction 50% through distance education	38	30
Number of course sections with instruction 100% through distance education	70	109

- ii. Number of students enrolled in course with 50% and with 100% instruction through distance education:

Fletcher Technical Community College	2010-2011	2011-2012
Number of <u>students</u> enrolled in sections with instruction 50% through distance education	571	536
Number of <u>students</u> enrolled in sections with instruction 100% through distance education	240	573

- iii. Number of programs offered through 100% distance education:

Fletcher Technical Community College	2010-2011	2011-2012
Number of <u>programs</u> offered through 100% distance education	1	1

## Performance Objective: Workforce and Economic Development (3)

### Element:

- d) To the extent that information can be obtained, demonstrate progress in increasing the number of students placed in jobs and in increasing the performance of associate degree recipients who transfer to institutions that offer academic undergraduate degrees at the baccalaureate level or higher.

### 3.d Narrative

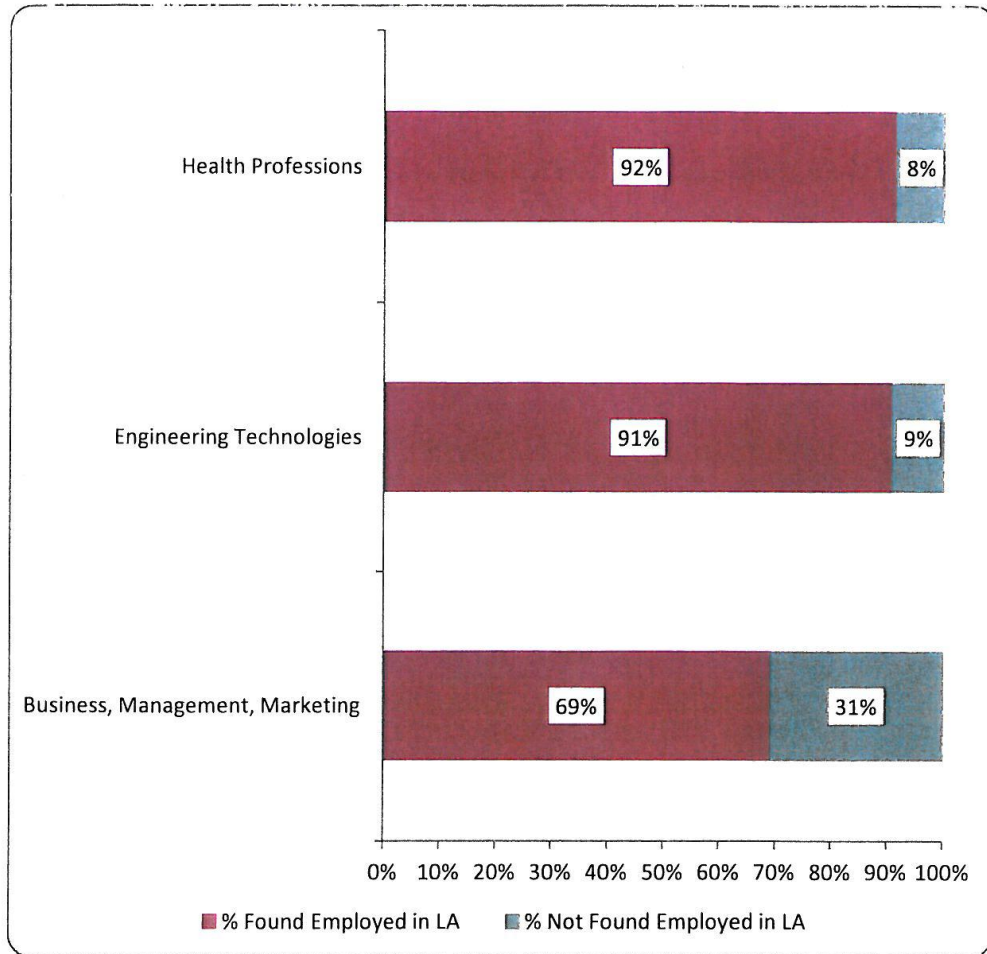
The 2011 *Louisiana Employment Outcomes Report* provides the following job placement summary for Fletcher Technical Community College. Per the GRAD Act reporting instructions on page 20 of Attachment B, the 2011 *Louisiana Employment Outcomes Report* remains the most recent report available.

### 3.d Data

- i. Percent of completers found employed.

The 2011 *Louisiana Employment Outcomes Report* provides the following job placement summary for Fletcher Technical Community College:

**Employment Rate by Field of Study  
Eighteen Months after Graduation  
For 2008-09 Associate Degree Completers**



ii. Increasing the performance of associated degree recipients who transfer.

41 transfer students from Fletcher Technical Community College enrolled at Nicholls State University per the Fall 2012 Feedback Report for Fletcher that was provided to the College by the Office of Institutional Planning and Research at Nicholls State University.

## Fall 2012 Feedback Report for L E Fletcher Community College

### Incoming Transfers

Fall 2012 First-Time Transfer Enrollment from L E Fletcher Community College: 41

### Academic Progress

Cumulative Grade Point Average at End of Fall Term

GPA	#	%
0.00-0.99	0	0.0%
1.00-1.49	0	0.0%
1.50-1.99	2	4.9%
2.00-2.49	16	39.0%
2.50-2.99	9	22.0%
3.00-3.49	9	22.0%
3.50-4.00	5	12.2%
TOTAL Fall Enrollment	41	

### Retention

Returning Spring 2013: 37 % Retained: 90.2%
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### Grade Distribution By Subject Area and Course Level

SUBJECT	COURSE LEVEL	A	B	C	D	F	W
ENGLISH	100 Level	25%	0%	50%	0%	0%	25%
ENGLISH	200 Level	23%	38%	31%	0%	0%	8%
ENGLISH	300 Level	0%	100%	0%	0%	0%	0%
ENGLISH	400 Level	0%	0%	0%	0%	0%	100%
MATH	100 Level	15%	31%	15%	0%	8%	31%
MATH	200 Level	0%	0%	100%	0%	0%	0%

The purpose of this report is to provide feedback to community colleges and technical college campuses on the performance of transfer students enrolled at Nicholls State University who are coming from L E Fletcher Community College.

## Performance Objective: Institutional Efficiency and Accountability (4)

### Element:

- c) Upon entering the initial performance agreement, adhere to a schedule established by the institution's management board to increase nonresident tuition amounts that are not less than the average tuition amount charged to Louisiana residents attending peer institutions in other Southern Regional Education Board states and monitor the impact of such increases on the institution. However, for each public historically black college or university, the nonresident tuition amounts shall not be less than the average tuition amount charged to Louisiana residents attending public historically black colleges and universities in other Southern Regional Education Board states.

### 4.c Narrative

Fletcher Technical Community College obtained authorization in July 2010 from its management board, Louisiana Community & Technical College System Board of Supervisors, to increase the non-resident tuition to the average of the SREB peer institutions within 6 years. In order to achieve this goal, the non-resident tuition for fiscal year ending June 30, 2011 was increased by ten percent. The remaining cost difference between Fletcher's non-resident tuition and the average of the SREB peer institutions was spread evenly over the remaining 5 years.

Non-resident enrollment at Fletcher ranges from 10 to 20 students annually. The increased non-resident tuition is not anticipated to have a significant impact on current or future enrollment. The fiscal impact on revenue related to the increased non-resident tuition in year one will amount to approximately \$4,000 with each successive year resulting in additional annual revenue of approximately \$7,000. The impact over the six year implementation will result in increased revenue of \$40,810.

Using the baseline SREB Fact Book of 2009, dated March 2010, the Two Year Out-of-State amount SREB average was \$7,444 per year. Below is the six year schedule and the percentage difference each year from peer amounts.

	<b>SREB Non Resident Tuition</b>	<b>Fletcher Non Resident Tuition</b>	<b>Fletcher Percentage of SREB</b>
Year 1	7,444	4,107	55%
Year 2	7,444	4,772	64%
Year 3	7,444	5,440	73%
Year 4	7,444	6,108	82%
Year 5	7,444	6,776	91%
Year 6	7,444	7,444	100%

**For 2012-2013, non-resident tuition and fees totaled \$5,440 at Fletcher Technical Community College, matching the implementation table above. This figure is also included in the College's data on the GRAD Act reporting portal.**

## Data

- i. Tuition and fees charged to non-resident students.

NON-Resident Tuition and Fees Fall 2012									
Credit Hours	Non-Resident	Academic	Operational	Student Services			SGA	ERP	TOTAL
	Tuition	Excellence	Fee	Tech Fee	Fee				
1	\$ 207.50	\$ 7.00	\$ 3.00	\$ 4.00	\$ 2.00	\$ 5.00	\$ 3.00	\$ 231.50	
2	\$ 415.00	\$ 14.00	\$ 6.00	\$ 8.00	\$ 4.00	\$ 5.00	\$ 6.00	\$ 458.00	
3	\$ 622.50	\$ 21.00	\$ 9.00	\$ 12.00	\$ 6.00	\$ 5.00	\$ 9.00	\$ 684.50	
4	\$ 830.00	\$ 28.00	\$ 12.00	\$ 16.00	\$ 8.00	\$ 5.00	\$ 12.00	\$ 911.00	
5	\$ 1,037.50	\$ 35.00	\$ 15.00	\$ 20.00	\$ 10.00	\$ 5.00	\$ 15.00	\$ 1,137.50	
6	\$ 1,245.00	\$ 42.00	\$ 18.00	\$ 24.00	\$ 12.00	\$ 5.00	\$ 18.00	\$ 1,364.00	
7	\$ 1,452.50	\$ 49.00	\$ 21.00	\$ 28.00	\$ 14.00	\$ 5.00	\$ 21.00	\$ 1,590.50	
8	\$ 1,660.00	\$ 56.00	\$ 24.00	\$ 32.00	\$ 16.00	\$ 5.00	\$ 24.00	\$ 1,817.00	
9	\$ 1,867.50	\$ 63.00	\$ 27.00	\$ 36.00	\$ 18.00	\$ 5.00	\$ 27.00	\$ 2,043.50	
10	\$ 2,075.00	\$ 70.00	\$ 30.00	\$ 40.00	\$ 20.00	\$ 5.00	\$ 30.00	\$ 2,270.00	
11	\$ 2,282.50	\$ 77.00	\$ 33.00	\$ 44.00	\$ 22.00	\$ 5.00	\$ 33.00	\$ 2,496.50	
12	\$ 2,490.00	\$ 84.00	\$ 36.00	\$ 45.00	\$ 24.00	\$ 5.00	\$ 36.00	\$ 2,720.00	

## Element:

- d) Designate centers of excellence as defined by the Board of Regents which have received a favorable academic assessment from the Board of Regents and have demonstrated substantial progress toward meeting the following goals:

### 4.d Narrative

Demand by oil & gas companies for AAS-degreed job candidates and for responsive, workforce training programs is quickening, driven by worldwide growth in oil & gas production, the retirement of the industry's highly-experienced baby boomers, rapid technological progress in exploration and production, and comprehensive regulatory compliance requirements. Investment in Fletcher Technical Community College's Petroleum Division will help oil & gas companies effectively meet that demand.

Fletcher Technical Community College's Petroleum Division, with its deepwater-focused Integrated Petroleum Technologies (IPT) program, has initiated a plan to quickly close the gap between the oil & gas industry's critical demand for a broadly competent workforce and the impending retirement of nearly half of the industry's most experienced employees. Based on input from its Industry Advisory Board, on the creative responsiveness

of its faculty, administrators, and resource deployments, Fletcher's Petroleum Division has positioned itself as the partner-of-choice for oil & gas students, workforce trainees, and industry training managers:

- The IPT program provides a deepwater focus, relevant to the offshore production operations in the Gulf of Mexico and beyond. Hands-on experience with a deepwater simulator provides students with a clear understanding of work on a real platform.
- Associates in Applied Science (AAS) degree programs assure oil & gas employers that their new hires' technical knowledge is augmented by contextual understanding, decision-making, and problem-solving skills. This is why 98% of the IPT program graduates have secured employment with oil & gas companies.
- A new, AAS-degreed Production Maintenance program develops high-demand skills for both offshore and onshore careers, within and beyond the oil & gas industry.
- "Flex time" scheduling includes evening, weekend, 7/7 and 14/14 options to accommodate the non-traditional work schedules of offshore employees. Some AAS courses include a 50% lecture/lab and 50% on-line format, using 3D on-line computer technology.
- By leveraging the credentials and expertise from within the AAS-degreed programs, Petroleum Division faculty and 2 contracted Curriculum Specialists can develop customized, non-credit programs to meet an organization's specific training requirements. For example, a 3-credit, 48-hour, 13-week, AAS-degreed course can be condensed into a 40-hour, 5-day, non-credit training program.
- The AAS-degreed IPT program is accredited by ATMAE (the Association of Technology, Management and Applied Engineering), and all programs within Fletcher are accredited by the Southern Association of Colleges and Schools. This not only gives students the ability to transfer their credits to 4-year universities (e.g., Nichols State University), but assures potential employers of high-quality workforce education and training.

**As of Spring 2013, Fletcher Technical Community College is in the planning process to submit a request for an official designation as a Center of Excellence in this area as defined by the Board of Regents.**



## **Performance Objective: Reporting Requirements (5)**

### **Elements:**

- a) Number of students by classification.
- b) Number of instructional staff members.
- c) Average class student-to-instructor ratio.
- d) Average number of students per instructor.
- e) Number on non-instructional staff members in academic colleges and departments.
- f) Number of staff in administrative areas.
- g) Organization chart containing all departments and personnel in the institution down to the second level of the organization below the president, chancellor, or equivalent position.
- h) Salaries of all personnel identified in Subparagraph (g) of this Paragraph and the date, amount, and type of all increases

# **Organizational Data**

**Submitted to  
The Louisiana Board of Regents  
In Partial fulfillment of the requirements of Act  
741  
Louisiana GRAD Act**

**L. E. Fletcher Technical Community College  
Louisiana Community and Technical College  
System**

**April 3, 2013**

**a. Number of students by classification**

- **Headcount, undergraduate students and graduate/professional school students**

Undergraduate headcount	2,502
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- **Annual FTE (full-time equivalent) undergraduate and graduate/professional school students**

Undergraduate FTE	1,566.0
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**b. Number of instructional staff members**

- **Number and FTE instructional faculty**

Total Headcount Faculty	116
FTE Faculty	67.9

**c. Average class student-to-instructor ratio**

- **Average undergraduate class size at the institution**

Average undergraduate class size	17.8
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**d. Average number of students per instructor**

- **Ratio of FTE students to FTE instructional faculty**

Average number of students per instructor	23.1
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**e. Number of non-instructional staff members in academic colleges and departments**

- **Number and FTE non-instructional staff members by academic college (or school, if that is the highest level of academic organization for some units)**

Number of non-instructional staff	FTE non-instructional staff
4	4

**The 4 positions fitting this definition and reconciling to the Organization Chart are:**

- 1) Dean of Arts & Sciences**
- 2) Dean of Nursing and Allied Health**
- 3) Dean of Technical Education**
- 4) Director of the Louisiana Marine and Petroleum Institute**

**f. Number and FTE of staff in administrative areas**

- Number and FTE of staff as reported in areas other than the academic colleges/schools, reported by division**

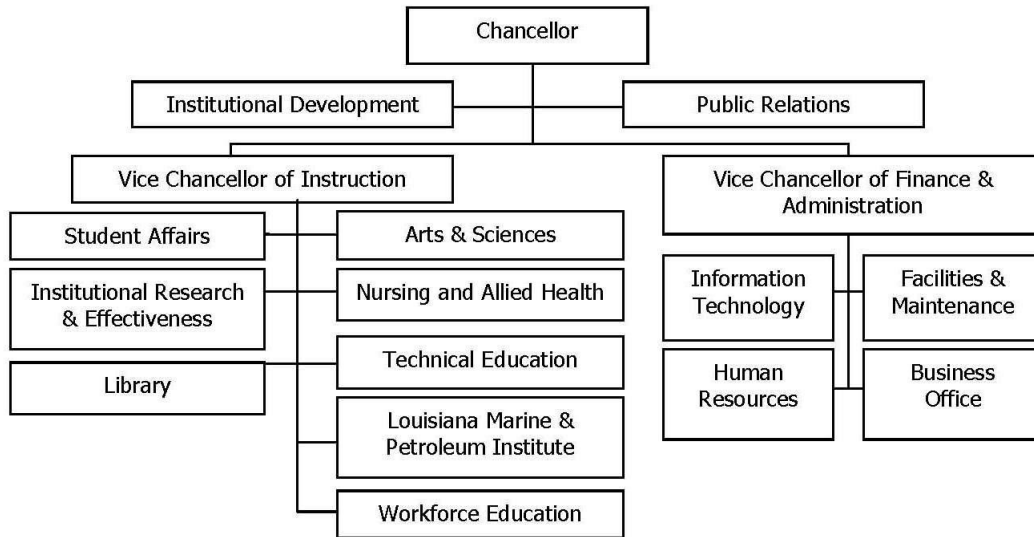
Number of staff	FTE staff
12	12

**The 12 positions fitting this definition and reconciling to the Organization Chart are:**

- 1) Chancellor**
- 2) Vice Chancellor for Instruction**
- 3) Vice Chancellor for Finance and Administration**
- 4) Director of Institutional Development**
- 5) Director of Public Relations**
- 6) Dean of Student Affairs**
- 7) Dean of Planning & Institutional Effectiveness**
- 8) Head Librarian**
- 9) Director of Workforce Education**
- 10) Information Technology Manager**
- 11) Human Resources Manager**
- 12) Director of Accounting**

- g. **Organization chart containing all departments and personnel in the institution down to the second level of the organization below the president, chancellor, or equivalent position (as of November 1, 2012)**

**Fletcher Technical Community College Organizational Chart  
as of November 1, 2012**



**h. Salaries of all personnel identified in subparagraph (g) above and the date, amount, and type of all increases in salary received since June 30, 2008**

- **A chart listing the title, Fall 2009 Total Base Salary, and a history of any salary changes (within the same position) since June 30, 2008.**

<b>Position Title</b>	<b>Fall 2009 Base Salary</b>	<b>History of salary change since 6/30/2008 Reported for Fall 2010</b>	<b>Salary Changes Since 6/30/2010 Reported for Fall 2011</b>	<b>Salary Changes Since 6/30/2011 Reported for Fall 2012</b>
Chancellor	\$137,223	\$0	\$0	\$0
Vice Chancellor for Instruction	\$96,555	\$0	\$1,945 to \$98,500	\$7,880 to \$106,380
Vice Chancellor for Finance & Administration	\$93,000	\$0	\$5,500 to \$98,500	\$7,880 to \$106,380
Director of Institutional Development	\$60,899	\$0	\$0	vacant
Director of Public Relations	\$54,425	\$0	\$0	\$3,717 to \$58,142
Dean of Student Affairs	\$72,000	\$0	\$0	\$3,000 to \$75,000
Director of Institutional Research & Effectiveness (eliminated Fall 2012)	\$63,000	\$0	\$0	position eliminated; replaced with position of Dean of Planning & Institutional Effectiveness
Dean of Planning & Institutional Effectiveness (created Fall 2012)	Not applicable	Not applicable	Not applicable	Position created Fall 2012; \$75,000
Head Librarian	\$53,437	\$0	\$0	\$4,125 to \$57,563

Dean of Arts & Sciences	\$62,000	\$0	\$0	\$6,200 to \$68,200
Dean of Nursing & Allied Health	Vacant	\$0	\$0	New Dean appointed; \$68,000
Dean of Technical Education	\$62,400	\$0	\$0	\$6,240 to \$68,640
Director of Louisiana Marine and Petroleum Institute	\$65,000	\$0	\$0	\$2,659 to \$67,659
Director of Workforce Education	\$51,214	\$0	\$0	\$4,225 to \$55,439
Information Technology Manager	\$48,880	\$0	\$0	\$5,866 to \$54,746
Human Resources Manager	\$52,478	\$0	\$0	\$6,298 to \$58,776
Director of Accounting	\$58,760	\$0	\$0	\$5,876 to \$64,636

Salary schedule adjustment was based on market review.

Fletcher's record enrollment growth, 30% increase since Fall 2010, placed additional burdens on existing employees and required additional positions.

Fletcher is located in an area with one of the lowest unemployment rates in the country.

Fletcher made multiple attempts to hire personnel which resulted in declined offers related to the salary amounts or were unable to be filled due to limited applicants. Several indicated acceptance of alternate employment opportunities with Nicholls State University, River Parishes Community College and Chabert Medical Center.

A market based salary review was performed. Fletcher's base salary was lower than six out of the seven comparable colleges. A new salary schedule was developed and implemented. Fletcher's updated salary base still remains below the average.

**i. A cost performance analysis**

**i. Total operating budget by function, amount, and percent of total, reported in a manner consistent with National Association of College and University Business Officers guidelines.**

Fletcher Technical Community College

<b>Expenditures by Function:</b>	<b>Amount</b>	<b>% of Total</b>
Instruction	\$ 4,085,231	51.7%
Research	\$ -	0.0%
Public Service	\$ -	0.0%
Academic Support**	\$ 702,261	8.9%
Student Services	\$ 503,638	6.4%
Institutional Services	\$ 1,754,862	22.2%
Scholarships/Fellowships	\$ 351,528	4.4%
Plant Operations/Maintenance	\$ 319,002	4.0%
<b>Total E&amp;G Expenditures</b>	<b>\$ 7,716,522</b>	<b>97.6%</b>
Hospital	\$ -	0.0%
Transfers out of agency	\$ 189,186	2.4%
Athletics	\$ -	0.0%
Other	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 7,905,708</b>	<b>100.0%</b>

**ii. Average yearly cost of attendance for the reporting year as reported to the United States Department of Education.**

**As defined by the USDoE: “The COA includes tuition and fees; on-campus room and board (or a housing and food allowance for off-campus students); and allowances for books, supplies, transportation, loan fees, and if applicable, dependent care.”**

**Report institution COA for a Louisiana resident, living off campus, not with parents for the reporting year.**

**Per Fletcher’s IPEDS submission, the COA matching this description is \$16,240.**



- iii. **Average time to degree for completion of academic programs at 4-year universities, 2-year colleges, and technical colleges.**

**Utilizing Board of Regents' Time to Degree report for fulltime first time freshmen (FTF), only when the number of graduates is >10 for the following levels:**

- Baccalaureate degree for 4-year universities**
- Associate degree for 2-year colleges**
- Certificate for technical colleges**

**Average time to degree for completion of academic programs at Fletcher Technical Community College was 3.4 years for the reporting year.**

- iv. **Average cost per degree awarded in the most recent academic year.**

	L.E. Fletcher Technical Community College
State Dollars Per FTE	<b>\$2,058</b>

- v. **Average cost per non-completer in the most recent academic year. Utilizing FY Formula Appropriation Per FTE for 4-year universities, 2-year colleges, and technical colleges.**

	State Dollars Per FTE
L.E. Fletcher Technical Community College	<b>\$2,058</b>

- vi. **All expenditures of the institution for that year most recent academic year. As reported on Form BOR-3 during the Operational Budget Process.**

	Fletcher Technical Community College
Total Expenditures	<b>\$ 15,619,705</b>