L. E. Fletcher Technical Community College

GRAD Act

Sixth Annual Report to the Legislature

May 1, 2016

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1. Student Success

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.

Governed by the Louisiana Community and Technical College System (LCTCS) along with 12 peer two-year colleges, Fletcher ensures the achievement of graduation rate and productivity goals that are consistent with institutional peers. The following list includes examples of policies utilized by the College to do so.

- 1.002 Delegation of Authority to Chancellors to Sign and Distribute Degrees, Diplomas and Certificates
- 1.003 Elements of Two-Year Institutional Missions
- 1.004 General Admission Policy Statement for First Time Freshman
- 1.005 General Admission Requirements
- 1.006 Academic Amnesty
- 1.010 Program Assessment of Effectiveness
- 1.011 Institutional Accreditation
- 1.012 Programmatic Accreditation
- 1.014 Assessment
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- 1.020 Academic Status
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- 1.023 Non-Traditional Credit
- 1.025 Articulation
- 1.033 Enrollment Management
- 1.036 Cross Enrollment Agreement Between System Institution
- 1.045 LCTCS Online Initial Policy Statements

Fletcher reviews its policies and the policies of its governing board continuously for revisions of existing ones and for any developments that may effectively assist the College to have an impact on the ability of students to persist. Recently, the College has developed an internal initiative named *Soar with Math* as a plan to enhance the level at which students succeed. This plan includes goals related to the success and persistence of students from developmental math to gateway math courses. Examples of additional College resources that students are encouraged to utilize for assistance with success include the Academic Learning Resource Center for tutoring, the Library for information literacy, Counseling Services, and Academic Advising. The College has continued its practice of contacting students who have not re-registered before the start of a semester via email and phone. Additionally, faculty and staff also reach out to students who have registered but not completed payment before processing purges for non-payment.

i. 1st to 2nd Year Retention Rate

    a. Number of first-time, full-time, degree-seeking students enrolled in the prior fall semester.

Fletcher's retention rate for Year 6 is 56.3%. This rate exceeds the target rate of 56.2%. By comparison, the College's retention rate improved from last year's rate of 43.9% by 12.4 percentage points.

i.a.	Year 5		Year 6	
	Target	Actual	Target	Actual
1st to 2nd Year Retention Rate	56.0%	43.9%	56.2%	56.3%

iv. Same Institution Graduation Rate

Fletcher's same institution graduation rate for Year 6 is 12.2%. After evaluating the cause of falling short of the target, College personnel feel that exit points within diploma and degree curriculums have not been reported at the time the exit-point credentials were being earned. A review of records revealed that while the number of awards being earned is increasing, historic evidence shows that graduates have earned multiple awards within the same reporting year. Improvement actions have been taken to run degree audits early for each program with multiple exit points. Additionally, Fletcher began utilizing the suspected completers report to assist with capturing students earning awards within the predicted time for attainment.

iv.	Year 6	
	Target	Actual
Same Institution Graduation Rate	15.0%	12.2%

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

i. Fletcher achieved an overall completer increase of 380% in Year 6 over the 2008-2009 baseline from 120 to 576 total awards. This outcome is 100 percentage points higher than Year 5's increase from the baseline. The significant increase in degrees indicates that more students are enrolling in associate degree programs than diploma programs and appear to be earning certificates along the way.

i.	Program Completers				
	Baseline	Reporting Year Actual		% Change from Baseline	
	2008-2009	Year 5	Year 6	Year 5	Year 6
Certificates – 1 yr	34	271	327	697.1%	861.8%
Diplomas	48	47	53	-2.1%	10.4%
Associate Degree	38	138	196	263.2%	415.8%
Total	**120**	**456**	**576**	**280.0%**	**380.0%**

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

As indicated in the data presented in the tables below, Fletcher continues to build strong relationships and partnerships with the high schools of local parishes such as Terrebonne, Lafourche, and Assumption. High school students who dual enroll at Fletcher are provided with opportunities in one or more of the following areas:

- College-level/degree credit courses
- Enrichment/developmental courses
- Work skills courses

i. Number of high school students enrolled during the reporting year at the postsecondary institution while still in high school by each semester/term.

i.	Reporting Year
	Year 6 (2014-2015)
Fall Enrollment	466
Spring Enrollment	178
Total	**644**

ii. Number of semester credit hours in which the above high school students enroll by each semester/term.

ii.	Reporting Year
	Year 6 (2014-2015)
Fall Credit Hours	1,748
Spring Credit Hours	667
Total	**2,415**

iii. Number of semester credit hours completed by the above high school students with a grade of A, B, C, D, F, or P by each semester/term.

iii.	Reporting Year
	Year 6 (2014-2015)
Fall Credits Completed	1,716
Spring Credits Completed	577
Total	**2,293**

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

i a. Passage rates on licensure/certification exams.

Fletcher offers three disciplines in which students are required to pass an exam upon graduation to obtain or enhance employment in their field of study. These disciplines include Cardiopulmonary Care Science, Practical Nursing, and Registered Nursing.

The pass rate for Cardiopulmonary Care Science graduates who took the National Board for Respiratory Care (NBRC) CRT-Exam during Year 6 is 100%. The Cardiopulmonary Care Science graduates who take the CRT-Exam have continued to pass at the same rate of 100% since Fletcher took over this associate program from Nicholls in August of 2010. The number of students who took the licensure exam for Practical Nursing (NCLEX-PN) in Year 6 is 8. Among these, all 8 met the standards for passage. This is the third consecutive year that Practical Nursing has maintained a 100% passage rate. The number of students who took the licensure exam for Registered Nursing (NCLEX-RN) in Year 6 is 0. There were no graduates for this program during the report's timeline.

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This data is displayed in the following table. This table also includes the reporting source for each discipline discussed.

Discipline	Required Exam for Employment	Source for Reporting: Entity Granting Licensure/Certification	Reporting Year	# of Students Taking Exam	# of Students Meeting Passage Standards	Passage Rate
Cardiopulmonary care Science (Certified Respiratory Therapist)	National Board for Respiratory Care (NBRC) CRT-Exam	Louisiana State Board of Medical Examiners (LSBME)	2014-2015	14	14	100%
Nursing (PN)	NCLEX-PN	Louisiana State Board of Practical Nursing Examiners (LSBPNE)	2014-2015	8	8	100%
Nursing (RN)	NCLEX-RN	Louisiana State Board of Nursing	2014-2015	0	0	N/A

i   c. Passage rate on licensure exam in Nursing (PN).

NCLEX-PN First Time Writers	Reporting Year Year 6 (2014-2015)
Students Taking Exam	8
Students Meeting Passage Standards	8
Passage Rate	**100%**

i   d. Passage rate on licensure exam in Nursing (RN).

NCLEX-RN First Time Candidates	Reporting Year Year 6 (2014-2015)
Students Taking Exam	0
Students Meeting Passage Standards	0
Passage Rate	**N/A**

ii   Number of students receiving certifications.

Industry-Based Certifications	Exam	Source for Reporting: Entity Granting Certification	Reporting Year	Students Receiving Certification
American Petroleum Institute- 6th Edition Rigger	API	Database	2014-2015	0
Automotive (ASE) - 47.0604	ASE	National Institute for Automotive Service Excellence	2014-2015	6
Certified Respiratory Therapist	CRT	National Board for Respiratory Care (NBRC)	2014-2015	14
Drafting - 15.1301	CD	American Design Drafting Association	2014-2015	12
Electrician - 46.0302	State Licensure	Louisiana State Licensing Board for Contractors	2014-2015	0
EMT Basic	NREMT-B	State Database	2014-2015	N/A*
Heating/Ventilation/Air Conditioning 47.0201*	HVAC Excellence	ESCO Institute	2014-2015	N/A*
HVAC - EPA -47.0201	EPA	Air Conditioning Heating and Refrigeration Institute (AHRI)	2014-2015	N/A*
NCCER - all areas (National Center for Construction Education and Research)	NCCER	NCCER	2014-2015	16

Nursing-PN	NCLEX-PN	Louisiana State Board of Practical Nursing Examiners (LSBPNE)	2014-2015	8
Nursing-CNA	LABENFA	Louisiana Nurse Aide Registry in BR- Department of Health and Hospitals	2014-2015	42
Petroleum Education	PEC, PEC-OPPS, Safe Gulf	Safety, Environmental & Operational Training Inc.	2014-2015	0
Phlebotomy - CPT	CPT/NRCPT	Nat. Health Career Assn./Nat. Allied Health Test Registry	2014-2015	10
U.S. Coast Guard (all specialty areas)	USCG	USCG	2014-2015	1,114
WorkKeys (all areas, levels)	WorkKeys	ACT	2014-2015	0

Discipline-related programs have been eliminated from curriculum offerings of the College.

iii   Number of students assessed and receiving WorkKeys certificates.

No students were assessed for WorkKeys certificates during the 2014-2015 reporting year.

2. Articulation and Transfer

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.

Agreements have been signed between Fletcher and Nicholls that utilize the following LCTCS policies as guides:

- 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
- 1.033 Enrollment Management

One example of agreement implementation still in effect during the reporting year includes the completion of an official articulation agreement between Fletcher and Nicholls in October of 2009, signed by the Chancellor of Fletcher and by the President of Nicholls. This agreement has proved to provide two major opportunities for students: 1) 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 with satisfactory academic performance for transfer; and 2) the ability to declare a major at Nicholls while enrolled at Fletcher and become locked into a catalog at Nicholls that corresponds to the year of major declaration. To benefit from these opportunities, students sign an "Intent to Participate" form. In addition to incentives provided to students by the Fletcher Flight Guide, Fletcher advisors have also continued to utilize the Associate of General Studies Transfer Degree Program for students who wish to transfer to Nicholls. This transfer program offers students the opportunity to earn 60 hours of credit at Fletcher and Nicholls concurrently through cross enrollment. These credits apply to both the Associate of General Studies degree at Fletcher and a number of four-year programs of choice offered by Nicholls. This initiative allows students to choose among 37 four-year program majors to follow at Nicholls while attending Fletcher. Each path selected allows students to first earn an Associate of General Studies degree from Fletcher and then, upon transfer to Nicholls, continue with at least 60 credit hours applied to the pursuit of a four-year degree at Nicholls. Credit hour requirements via cross enrollment range from 0-24. Information regarding the AGS transfer program is linked to the Nicholls website for availability to Fletcher students and advisors.

Fletcher continues to welcome Nicholls advisors to conduct recruiting events at Fletcher not only to promote the AGS Transfer Degree Program but also to assist students who express a desire to transfer to Nicholls.

As increased admissions standards have been phased in across four-year universities, Fletcher has implemented a pilot program of hybrid courses of remedial and gateway coursework for students who nearly qualify for college-level English and math, providing students with college credit upon successful completion.

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

A feedback report from Nicholls indicated that the number of students enrolled at Nicholls during the fall of 2015 who had transferred from Fletcher is 52. Among these, 77% persisted to the spring semester. Academic performance of these students is included in the table below.

Cumulative GPA End of Fall 2015	#	%
0.00-0.99	0	0.0%
1.00-1.49	0	0.0%
1.50-1.99	5	9.6%
2.00-2.49	21	40.4%
2.50-2.99	12	23.1%
3.00-3.49	10	19.2%
3.50-4.00	4	7.7%
Total	52	

English and Math Grade Distribution by Level	Level	A	B	C	D	F	W
English	100	11%		22%	22%	11%	33%
English	200	50%	20%	20%		10%	
English	300	33%	33%	17%		17%	
Math	100	21%	14%	14%		14%	36%
Math	200		33%	33%	33%		

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

ii   Number of students enrolled as referred by 4-year universities.

Students who are denied admission to Nicholls State University are encouraged to attend one of Louisiana's community colleges, including Baton Rouge Community College, Delgado Community College, Fletcher Technical Community College, Nunez Community College, River Parishes Community College, and South Louisiana Community College. The number of students denied admission to Nicholls per the most recently published data is 204 (2013-2014). Among these, 94 were reported as enrolled at 2-year colleges with approximately 35 at Fletcher. In an Analysis of Initial Transfers report per the National Student Clearinghouse, 681 students who were enrolled at Fletcher during 2013-2014 transferred to a 4-year college during 2014-2015. Among these, 559 were reported as enrolled at Nicholls.

d. Demonstrate collaboration in implementing articulation and transfer requirement provided in R.S. 17.3161 through 3169.

Fletcher implemented the Louisiana Transfer Associate Degree Programs to include Associate of Arts Louisiana Transfer (AALT) and Associate of Science Louisiana Transfer (ASLT) in Fall 2010. Fletcher students began enrolling in these programs

during 2011-2012. The table below shows Fletcher's total enrollment for the reporting year.

i. Number of students enrolled in transfer degree programs (AALT and ASLT).

Students Enrolled in Transfer Degree Programs	Reporting Year
	Year 6 (2014-2015)
Total AALT/ASLT Enrollment	128

ii. Number of students completing transfer degree programs (AALT and ASLT).

Students Completing AALT and ASLT	Reporting Year
	Year 6 (2014-2015)
# Completing in AALT	0
# Completing in ASLT	0
Total	0

3. **Workforce and Economic Development**

a. **Eliminate academic program 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.**

Fletcher Technical Community College annually reviews programs that have a low number of completers and/or are not aligned with current or strategic workforce needs. The Vice Chancellor of Academic Affairs leads this process. The program review process includes a review of programs regarding the number of completers in cooperation with the Board of Regents for programs identified by the Regents as low completer programs. In addition, the College works closely with its program advisory committees. These committees consist of industry and workforce representatives. Program advisory committees meet regularly throughout the academic year with program faculty and staff to provide valuable feedback for ensuring that respective programs are aligned with current or strategic workforce needs. There were no programs eliminated for the reporting year. The College's current programs have maintained standards of enrollment and completers in addition to maintaining alignment with State and/or Region workforce needs.

i. Number of programs eliminated.

	Reporting Year
Programs Eliminated	Year 6 (2014-2015)
	0

ii. Number of programs modified or added.

Fletcher added a Patient Care Technician *Certificate* program during the reporting year.

	Reporting Year
Programs Modified or Added	Year 6 (2014-2015)
	1

iii. Percent of programs aligned with workforce and economic development needs.

Programs Aligned with Needs	Reporting Year
	Year 6 (2014-2015)
Program Offerings	23
Programs Aligned with Needs	23
Calculated Percent	**100%**

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

Fletcher has continued to develop its online courses to adapt to student needs and enhance program offerings. Fletcher's participation in LCTCSOnline has also assisted

with creating more options for students. Fletcher continues to implement LCTCS Policy 3.001 Electronic Learning Statements and Initial Procedures. During 2011, Fletcher 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 Fall 2011. In the approval letter from SACSCOC, 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.

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

Course Sections with 50% and 100% Distance Education	Reporting Year Year 6 (2014-2015)
Course Sections with 50% - 99%	0
Course Sections with 100%	87

ii. Number of students enrolled in courses with 50% and 100% instruction through Distance education.

Students in Courses with 50% and 100% Distance Education	Reporting Year Year 6 (2014-2015)
Students in Courses with 50%	0
Students in Courses with 100%	1,349

iii. Number of Programs Offered Through 100% Distance Education

Programs Offered 100% Distance Education	Reporting Year Year 6 (2014-2015)
Certificate of General Studies	CGS
Associate of General Studies	AGS
Associate of Arts Louisiana Transfer	AALT
Associate of Science Louisiana Transfer	ASLT
Total	**4**

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.

i. Percent of completers found employed.

The most recent *Employment Outcomes Report* data presents Fletcher students who completed Certificate, Diploma, and Associate awards in 2012-2013. A total of 356 students completed an undergraduate award including 152 associate awards, 169 certificate awards, and 35 diploma awards. The following calculated rates represent the percent of each level reported as having found employment 18 months after graduation: associate = 84.2%; certificate = 73.4%; and diploma = 85.7%. This data is provided in the table below per the most recent published employment data.

Completers Finding Employment	2012-2013 Completer Cohort	
	# of Completers	% Employed
Associate	152	84.2%
Certificate – 1 yr	169	73.4%
Diploma	35	85.7%

ii.   Increasing the performance of associate degree recipients who transfer to 4-Year universities.

A feedback report from Nicholls indicated that the number of students enrolled at Nicholls during the fall of 2015 who had transferred from Fletcher is 52. Among these, 77% persisted to the spring semester. Academic performance of these students is included in the tables below.

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English	200	50%	20%	20%		10%	
English	300	33%	33%	17%		17%	
Math	100	21%	14%	14%		14%	36%
Math	200		33%	33%	33%		

4. Institutional Efficiency and Accountability

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.

The GRAD Act allows for tuition and fee increases for non-resident students up to 10% annually until reaching the average tuition and mandatory fee amounts of SREB peers. Fletcher Technical Community College will raise the tuition and mandatory fee amount annually by 10% until such time as the College reaches the SREB peer average tuition and mandatory fee cap.

i. Total tuition and fees charged to non-resident students.

- 2014-2015 Non-resident tuition/fee amount = $6,776
- 2013-2014 Peer non-resident tuition/fee amount = $7,444
- Calculated percent difference from peer amount = 9%

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. Annually, the SREB peer institutions average non-resident tuition is reviewed and adjustments made as needed. Below is the six year schedule and the Fletcher percentage of SREB each year.

	SREB Non Resident Tuition	Fletcher Non Resident Tuition	Fletcher Percentage of SREB
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 2014-2015, non-resident tuition totaled $6,776 at Fletcher Technical Community College, which is significantly consistent with the implementation table provided above. This figure is also included in the College's data on the GRAD Act reporting portal.

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.**

As of February 2014, Fletcher was approved and officially designated as the Louisiana Deepwater Center for Workforce Excellence, as defined by the Louisiana Board of Regents and the Louisiana Legislature through Act 555 of the 2010 Regular Legislative Session.

Demand by oil and gas companies for Associate of Applied Science-degreed job candidates and for responsive workforce training programs is rapidly growing. This is being driven by worldwide growth in oil and gas production, the retirement of the industry's highly-experienced baby boomers, rapid technological progress in exploration and production, and comprehensive regulatory compliance requirements. Fletcher is vigorously addressing these demands. The College's Petroleum Department has initiated a plan to quickly close the gap between the oil and gas industry's critical demand for a technologically-advanced workforce and the impending retirement of nearly half of the industry's most experienced employees. Based on input from the program's Industry Advisory Board, which consists of 13 separate oil and gas production and service companies, Fletcher's Petroleum Department has positioned itself as the partner of choice for oil and gas students, workforce trainees, and industry training managers.

Below is a listing of accomplishments and goals:

- The Integrated Petroleum Technologies (IPT) program provides a deepwater oil and gas production focus, relevant to offshore production operations in the Gulf of Mexico Region and beyond. Hands-on experience with the proposed deepwater production equipment will provide students with a clear understanding of work on a production platform.
- The Associate of Applied Science (AAS) degreed IPT program is accredited by ATMAE (the Association of Technology, Management and Applied Engineering), and Fletcher Technical Community College is institutionally accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). This not only gives students the ability to transfer academic credits to 4-year universities (e.g., Nicholls State University), but assures potential employers of high-quality workforce education and training.
- AAS degreed programs assure oil and gas employers that new hires' technical knowledge is augmented by contextual understanding, decision-making, and problem-solving skills. Because of this, 98% of Fletcher's IPT program graduates have secured employment with oil and gas companies.
- Fletcher is developing "flex time" scheduling including evening, weekend, 7/7 and 14/14 options to accommodate the non-traditional work schedules of offshore employees. Some AAS courses will include a 50% lecture/lab and 50% on-line format, using "3D imaging" on-line computer technology.
- By leveraging the credentials and expertise from within the AAS-degreed programs, Petroleum Department faculty and 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.
- A new AAS-degreed Production Maintenance program will be developed to meet industry needs for both onshore and offshore skills and careers within the oil and gas industry.

i. Percent of eligible programs with mandatory status that are currently discipline accredited.

Fletcher has 13 programs that are listed as mandatory accreditation by the Board of Regents Policy. Ten are program accredited. The calculated rate for percent of eligible programs with mandatory status that are currently discipline accredited is 76.9%. This rate meets the target.

Section 5 Data

The following information is a report for submission by Fletcher to the Board of Regents, the legislative auditor, and the legislature that contains certain organizational data, including but not limited to the following:

a. **Number of students by classification.**

In Fall 2015, Fletcher reported an undergraduate enrollment of 2,146. The annual budgeted FTE for undergraduate students amounted to 1,359.9.

b. **Number of instructional staff members.**

In Fall 2015, the total headcount of instructional staff was 104, resulting in a calculated FTE of 64.2.

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

In Fall 2015, undergraduate headcount was 6,339. The number of undergraduate level sections was 386. This results in a calculated ratio of 16.4.

d. **Average number of students per instructor.**

The average number of students per instructor in Fall 2015 was 20.6.

e. **Number of non-instructional staff members in academic colleges and departments.**

In Fall 2014, the total number of non-instructional staff members in academic colleges and departments was 5, resulting in a calculated FTE of 5.
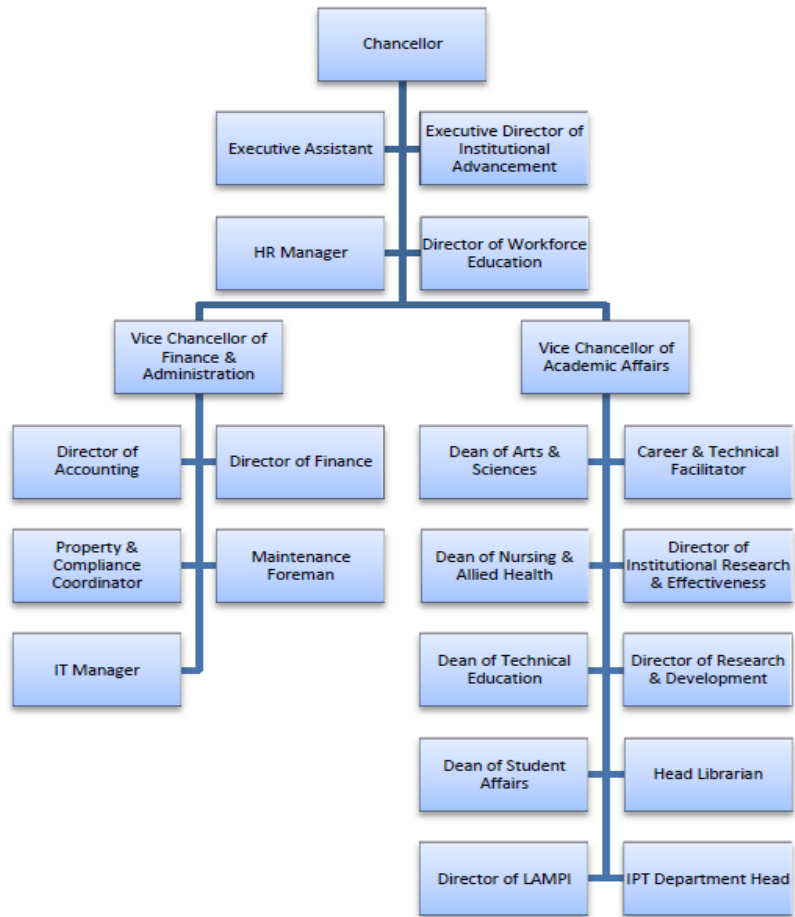
f. **Number of staff in administrative areas.**

In Fall 2014, the total number of executive/managerial staff members was 8, resulting in a calculated FTE of 8.

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.**

Fletcher Technical Community College

Organizational Chart: Fall 2014

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                              ┌──────────────┐
                              │  Chancellor  │
                              └──────┬───────┘
                                     │
        ┌──────────────────┐  ┌──────────────────────────┐
        │ Executive        │  │ Executive Director of    │
        │ Assistant        │──│ Institutional            │
        │                  │  │ Advancement              │
        └──────────────────┘  └──────────────────────────┘

        ┌──────────────────┐  ┌──────────────────────────┐
        │ HR Manager       │──│ Director of Workforce    │
        │                  │  │ Education                │
        └──────────────────┘  └──────────────────────────┘

  ┌─────────────────────┐                    ┌────────────────────┐
  │ Vice Chancellor of  │                    │ Vice Chancellor of │
  │ Finance &           │                    │ Academic Affairs   │
  │ Administration      │                    │                    │
  └─────────────────────┘                    └────────────────────┘
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Vice Chancellor of Finance & Administration		Vice Chancellor of Academic Affairs	
Director of Accounting	Director of Finance	Dean of Arts & Sciences	Career & Technical Facilitator
Property & Compliance Coordinator	Maintenance Foreman	Dean of Nursing & Allied Health	Director of Institutional Research & Effectiveness
IT Manager		Dean of Technical Education	Director of Research & Development
		Dean of Student Affairs	Head Librarian
		Director of LAMPI	IPT Department Head

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

Position	TOTAL BASE SALARY Reported Fall 2009	SALARY CHANGES Since 6/30/2010 Reported Fall 2011	SALARY CHANGES Since 6/30/2011 Reported Fall 2012	SALARY CHANGES Since 6/30/2012 Reported Fall 2013	SALARY CHANGES Since 6/30/2013 Reported Fall 2014
Chancellor	$137,223	$0	$0	Increase of $6,862 to $144,085	Decrease of $1.00 to $144,084
Vice Chancellor for Academic Affairs	$96,555	Increase of $1,945 to $98,500	Increase of $7,880 to $106,380	Vacant	Decrease of $6,380 to $100,000
Vice Chancellor for Finance & Administration	$93,000	Increase of $5,500 to $98,500	Increase of $7,880 to $106,380	Vacant	Vacant
Director of Institutional Development	$60,899	$0	Vacant	Position eliminated; replaced with creation of Dir. of Phil. & Steward. position	Position eliminated per FA13 changes
Director of Philanthropy & Stewardship (created Spring 2013)	N/A	N/A	N/A	$50,000	Position eliminated; replaced with the creation of Ex. Dir. of Inst. Advancement
Executive Director of Institutional Advancement	N/A	N/A	N/A	N/A	$70,000
Dean of Student Affairs	$72,000	$0	Increase of $3,000 to $75,000	$0	$0
Dean of Planning & Institutional Effectiveness (created fall 2012)	N/A	N/A	$75,000	Vacant	Position eliminated; replaced with Dir. of Inst. Research & Effectiveness
Director of Institutional Research & Effectiveness (recreated spring 2013)	$63,000	$0	Position eliminated; replaced with creation of Dean of Planning & Institutional Effectiveness	N/A	Decrease of $1,750 to $61,250
Head Librarian	$53,437	$0	Increase of $4,125 to $57,563	$0	$0
Dean of Arts & Sciences	$62,000	$0	Increase of $6,200 to $68,200	$0	$0
Dean of Nursing & Allied Health	Vacant	Vacant	$68,000	$0	$0
Dean of Technical Education	$62,400	$0	Increase of $6,240 to $68,640	$0	$0
Director of Research & Development (position created in spring 2014)	N/A	N/A	N/A	N/A	$52,095
Director of Louisiana Marine and Petroleum Institute	$65,000	$0	Increase of $2,659 to $67,659	$0	$0
Director of Workforce Education	$51,214	$0	Increase of $4,225 to $55,439	$0	$0
Information Technology Manager	$48,880	$0	Increase of $5,866 to $54,746	Vacant	Vacant
Human Resources Manager	$52,478	$0	Increase of $6,298 to $58,776	Decrease of $1,776 to $57,000 (Previous manager retired; new manager hired at lesser salary)	$0

Director of Accounting	$58,760	$0	Increase of $5,876 to $64,636	$0	$0
Director of Finance (position created spring 2014)	N/A	N/A	N/A	N/A	$70,000
Executive Assistant to the Chancellor	$56,340	$0	$0	$0	$0
Property & Compliance Coordinator	$42,000	$0	$0	$0	$0
Career & Technical Facilitator	$55,576	$0	$0	$0	$0
Maintenance Foreman	$44,520	$0	$0	$0	$0
Integrated Production Technology Department Head (created Spring 2011)	N/A	N/A	$75,000	$0	$0

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

Expenditures by Function:	Amount	% of Total
Instruction	$ 4,672,954	53.4%
Research	$ -	0.0%
Public Service	$ -	0.0%
Academic Support	$ 757,761	8.7%
Student Services	$ 711,184	8.1%
Institutional Services	$ 1,583,112	18.1%
Scholarships/Fellowships	$ 284,966	3.3%
Plant Operations/Maintenance	$ 438,897	5.0%
Total E&G Expenditures	**$ 8,448,874**	**96.6%**
Hospital	$ -	0.0%
Transfers out of agency	$ 298,130	3.4%
Athletics	$ -	0.0%
Other	$ -	0.0%
Total Expenditures	**$ 8,747,004**	**100.0%**

ii. Average yearly cost of attendance for the reporting year as reported to the United States Department of Education = $11,192.
iii. Average time to degree for completion of academic programs at 4-year universities, 2-year colleges, and technical colleges = 2.3.
iv. Average cost per degree awarded in the most recent academic year = $2,122.
v. Average cost per non-completer in the most recent academic year = $2,122.

vi. All expenditures of the institution for that year most recent academic year = $15,673,568.