

Educational Infrastructure Supply Analysis Regional Economic Growth Strategy for the Pennyrile Region

Prepared for the:
**West Kentucky Workforce Investment Board and the
Pennyrile Area Development District**

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INTRODUCTION

This report, *Supply Analysis*, represents one step of a process aimed at analyzing the Pennyriple, Kentucky region's economic and workforce assets and to develop a *Regional Economic Growth Strategy*.

The *Sector Analysis* report examines prospective economic development and employer targets to which talent development resources can be directed. This *Supply Analysis* examines the education and training infrastructure in the "Pennyriple Plus" region (nine Pennyriple counties plus Montgomery County, Tennessee) and the degree to which it supports development of a talent pool whose competencies align with the sectors evaluated in the *Sector Analysis*. This phase of the inquiry is intended to reveal opportunities for the region and its skill development stakeholders to enhance the number and type of offerings that address the critical competencies for the priority sectors, the programs and policies that support student access and success, and the current and potential resource base that can be applied. This report is intended to **indicate areas where additional capacity on the part of the skill development providers can increase the region's ability to meet current, future and potential demand.**

"Pennyriple Plus" Region

Includes the following
Kentucky counties:
Caldwell, Christian,
Crittenden, Hopkins,
Livingston, Lyon, Todd, and
Trigg, plus Montgomery
County, Tennessee

The region is home to a number of education and training assets that can be leveraged to enable skills and capabilities of the workforce to meet the needs of the target sectors. Skills needs facing employers in some of the potential target sectors, however, cannot be wholly or substantially met via the current set of instructional offerings. Depending on the ultimate selection of priority sector targets, some limited or substantial capacity building will be necessary. **Section I of this report addresses the availability of instruction aimed at meeting the needs of the potential target sectors.**

In addition to offering the correct mix of learning opportunities, the Education and Training providers must also be positioned to attract, support, retain and graduate students. Schools' programs and policies for more effectively supporting both traditional and non-traditional students will impact whether residents of the region can benefit from increased instructional capacity. **Section II of this report examines regional education and training providers' policies** that enable them to more effectively support these students and their access to the offerings that develop the in-demand skills.

The ability to implement initiatives – be they efforts to increase the number and type of offerings available or efforts to increase institutional capacity to serve learners – will depend upon the availability of resources. **Section III of this report provides a view of the major resource streams** that the region is leveraging, and examples of where additional resources might be leveraged.

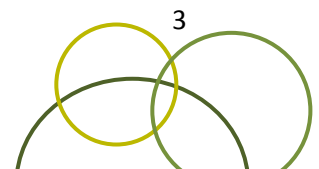
This report was produced by the Council for Adult and Experiential Learning (CAEL), a member of the consulting team led by Avalanche Consulting. CAEL is a national non-profit leader in the fields of adult learning and workforce development. Since its founding in 1974 CAEL has been an active partner with government, business, labor community-based organizations, and higher education, addressing employee

and learner skill development to promote individual growth and respond to emerging community workforce needs.

For more information on the project and our research process, visit the project website:

www.PennyrileFuture.com

The WKWIB, PADD, and consulting team thank the U.S. Department of Commerce’s Economic Development Administration and the U.S. Department of Labor for providing funding for this project.

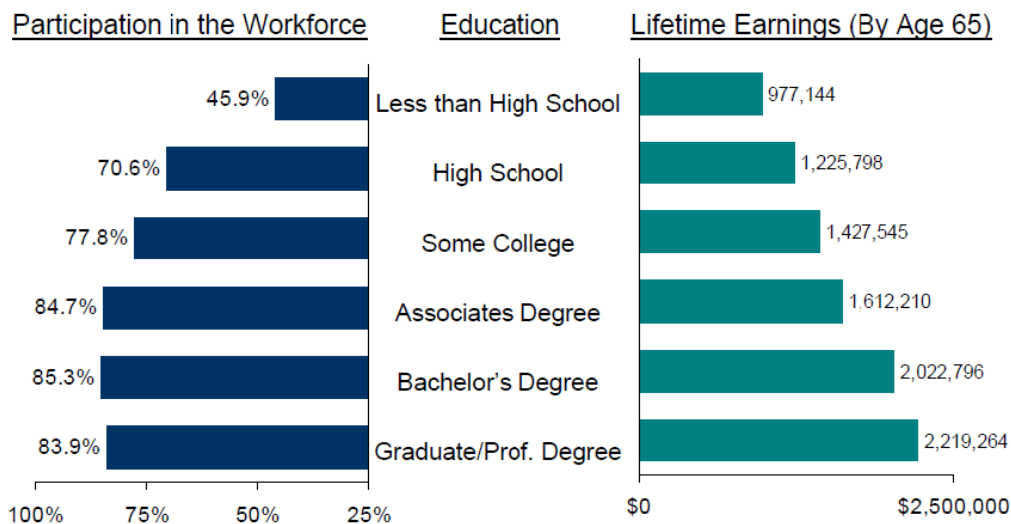


EDUCATIONAL ATTAINMENT AND EARNINGS

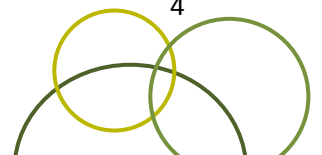
Industry sectors with the highest capacity for increasing regional economic competitiveness require some post-secondary education and training. While increasing levels of educational attainment will benefit new and existing businesses in the Pennyryle region, there is also a benefit to individuals who pursue and obtain higher levels of education. Individuals' earning potential increases as their level of education increases, and the correlation of education to earnings in Kentucky is no exception.

According to *Adult Learning in Focus*, (CAEL 2008), working-age residents with college degrees are 30% more likely to participate in the workforce than those with less than a high school diploma. And their earnings over a lifetime are twice as much – a substantial personal benefit as well as a benefit to the state with respect to more taxable resources, fewer health problems, lower rates of crime, and greater levels of civic engagement.

Kentucky Context: Relationship of Education to Earnings How Does Education Pay Off for Kentucky?



Source: Kentucky Individual State Profile. 2008. *Adult Learning in Focus: National and State-by-State Data*. CAEL and NCHEMS. <http://www.cael.org/adultlearninginfocus.htm>



EDUCATION AND TRAINING OPPORTUNITIES FOR POTENTIAL TARGET SECTORS

The Pennyrile Plus Region boasts a substantial array of education and training offerings among a relative small number of providers. The region is home to community colleges, one four-year university, two satellite campuses of another university, as well as several private providers. A number of these providers offer instruction in areas not related to the potential priority sectors identified in the Sector Analysis (such as hair and beauty schools and aviation maintenance technology) and have therefore been excluded from this analysis.

It is important to note the difference between the learning opportunities currently provided at the area institutions and the capability of those institutions to provide new instruction. Hopkinsville and Madisonville Community Colleges both deliver training programs on-demand as needs are articulated by area employers. Murray State University can leverage its main-campus offerings for delivery at the Madisonville and Hopkinsville campuses. The community colleges represent especially strong delivery capability as they both have access to the full range of curricula available at colleges throughout the KCTCS system.

While such current broad capability enables each college and the region to potentially serve any business or economic development need, it is primarily a reactive force that offers little competitive distinction above any other region. Many firms will never give the region the opportunity to promote its capabilities, instead selecting or ignoring the region before the colleges are offered the opportunity to leverage KCTCS curriculum or offer customized programming.

As the region identifies and selects priority industry and sector targets, further specification and prioritization of education and training offerings will enable the region to promote its workforce development capabilities more directly and will bring about workforce development for a sector rather than training for a particular employer.

CAEL identified published offerings that support skill development for the following sectors:

- Agriculture
- Aquaculture
- Biofuels and Clean Energy including Solar Energy
- Coal Processing
- Construction
- Distribution
- Entrepreneurship
- Hospitality/Tourism

By reviewing the regional educational offerings within each of these areas of focus we have identified what infrastructure exists or is lacking in the Pennyrile Plus area. For each target sector, we identify typical employment opportunities and associated educational requirements or programs available within the region. For areas not apparently addressed among the region's offerings, examples from other parts of the U.S. are presented. Recommendations for programmatic changes and potential partnership accompany each target sector summary. (A complete inventory of offerings for each sector is included in Appendix A.)

Agriculture

The Pennyrile region has a rich agricultural tradition and agricultural assets can be leveraged for new employment and economic development opportunities and has a number of advocates in the region. The region's educational institutions possess a number of programs and assets, but lack a number of sub-specialties.

Careers in Agriculture include traditional farming operations and management as well as agricultural planning and business, animal care and reproduction, farm equipment operations and maintenance, pest management, agronomy, irrigation technology, soil and turf science, agricultural construction and architecture, climatology, plant breeding/botany, and agricultural supply.

Regional agriculture programs exist at several area institutions as follows:

Hopkinsville Community College

- Agricultural Technology, Agricultural Technician

Murray State University

- Agronomy
- Agribusiness Economics
- Agricultural Education
- Agricultural Systems Technology
- Horticulture
- Agriscience Technology
 - Communications, Emerging Technology, Public Service, Ag Technology
- Animal/Equine Science
- Veterinary Technician

Austen Peay State University

- Agricommunication
- Pre-Veterinary Medicine
- Pre-Food Technology
- Pre-Forestry
- Pre-Wildlife

Other community-college agriculture programs that are currently not well represented in the Pennyrile region include:

- Agricultural GPS/GIS Technology
- Agriculture Production Management
- Crop Sciences
- Human Nutrition and Food Technology
- Diesel Ag Technology
- Landscape Maintenance
- Parks and Natural Resources
- Livestock Management
- Pest Management

For examples of **best practice programs** that support today's agriculture industry needs, look at the following community colleges and universities:

- Kirkwood (IA) Community College
- Harford (MD) Community College
- Ivy Tech (IN) Community College
- University of Illinois College of Agricultural, Consumer and Environmental Sciences

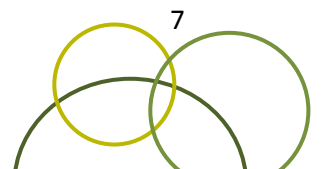
Aquaculture

Aquaculture is the farming of freshwater and saltwater organisms such as finfish, mollusks, crustaceans and aquatic plants. Also known as **aquafarming**, aquaculture involves cultivating aquatic populations under controlled conditions, and can be contrasted with commercial fishing, which is the harvesting of wild fish. Commercial aquaculture supplies one half of the fish and shellfish that is directly consumed by humans.

Career Opportunities in Aquaculture and Aquafarming

Graduates qualify for employment in a diverse range of positions, including:

- Aquaculture Technician
- Hatchery Technician
- Systems Supervisor
- Hatchery Manager
- Assistant Farm Manager
- Farm Manager
- Research/Laboratory Technicians
- Veterinarian
- Sales and Marketing



Aquaculture degrees include both certificates and AAS/BS/MS degrees in Aquaculture. **Core courses** for found within these curricula are:

- Introduction to Aquaculture
- Principles of Fish Aquaculture
- Principles of Crustacean Aquaculture
- Principles of Molluscan Aquaculture
- Aquatic Animal Health Management
- Water Quality, Systems and Operations
- Farm Management

There are **good examples of aquaculture programs** within Kentucky and across the county that may serve as a reference for the Pennyryle region:

- Kentucky –
 - Kentucky State University, Department of Aquaculture
 - Murray State University, Dept of Biological Sciences - Fisheries and Aquatic Biology
- Indiana - Purdue University, Dept. of Forestry and Natural Resources
- North Carolina – North Carolina State University, North Carolina Sea Grant Program
- Tennessee –
 - Tennessee Tech University, Department of Biology
 - University of Tennessee – Dept of Forestry, Wildlife and Fisheries
- Virginia –
 - Virginia Tech, Dept of Fisheries and Wildlife Sciences
 - Virginia State University
 - Old Dominion, Department of Oceanography

Aquaculture is a potential growth opportunity field, specifically in the western Kentucky region. There is the possibility of converting the vast agricultural land available into aquatic production areas and plants. There are many organizations within the State that have a focus on aquaculture and it is in the PADD's interest to engage these entities should this become one of the region's target sectors. Most notable of the organizations is the **Kentucky Aquaculture Task Force**; this group provides economic development opportunities and funding sources. The entire state of Kentucky has an Aquaculture Plan, and information about the Plan can be found online at <http://www.kyagr.com/marketing/aquaculture/documents/plan.pdf>

There is a need regionally to develop the Aquaculture portion of Agriculture programs, of which there are many across the state and throughout the Pennyryle region. For example Madisonville Community College has no agriculture programs at all; however, both Murray State University and Austen Peay State University have agriculture programs, both with some emphasis on animal science. It is recommended to draw upon this programming and connection to MSU's fisheries and aquatic biology degree.



Biofuels and Clean Energy

Biofuels are a wide range of fuels which are in some way derived from biomass. The term covers solid biomass, liquid fuels and various biogases. Biofuels are gaining increased public and scientific attention, driven by factors such as oil price spikes, the need for increased energy security, and concern over greenhouse gas emissions from fossil fuels.

Clean Energy is energy that is produced without burning fossil fuels. Examples include wind, hydro-electricity and, controversially, nuclear power.

Career opportunities are varied within Biofuels and Clean energy fields. Employment is created at different levels:

- Research
- Development
- Manufacturing
- Quality Control/Regulatory Affairs
- Production
- Services:
 - Installers
 - Distributors
 - Sales
 - Consulting
 - Research
 - Engineering
 - Installation
 - Maintenance

Associated disciplines including variations of programming specific to Biofuels and Clean Energy:

- Chemistry
- Biology
 - Molecular
 - Micro
- Engineering
 - Chemical
 - Electrical
 - Energy
- Agriculture
- Forestry
- Agronomy
- Biotechnology



- Business and economics

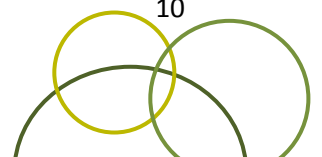
The following programs are **examples of strong Biofuels and Clean Energy programs** found elsewhere in the state and beyond:

- University of Kentucky:
 - Dept of Energy funded Power and Energy Institute of Kentucky
<http://www.engr.uky.edu/power/>
 - Biosystems Engineering
 - Biological and Agricultural Engineering Studies
 - Chemical Engineering Studies
- Western Kentucky University:
 - Environmental Engineering Studies
- Eastern Kentucky University:
 - Environmental Engineering Studies
- University of Louisville:
 - Environmental Engineering Studies
 - Chemical Engineering Studies
- Bluegrass Community College:
 - Environmental Technology
 - Waste Processing
- Owensboro Community College:
 - Biotechnology
- Murray State University:
 - Biological Sciences: Center for Reservoir Research, one of the funded Centers of Excellence in the Kentucky State educational system
- Miller-Motte Technical Community College (TN)
 - Wind Technology
 - Sustainable Construction

It is recommended to engage the **Kentucky Sustainable Energy Alliance** and to explore membership with this organization. The Alliance works with renewable energy sources initiatives throughout the state including biomass. An outline of their work is available online: <http://www.kysea.org/clean-energy-resources/biomass>.

Within both Biofuels and Clean Energy, there is a wide range of educational opportunities regionally and statewide. Hopkinsville and Madisonville Community Colleges' curricula do not currently offer full degree programs in Clean Energy. It is recommended to **work with the state community college and four-year systems to develop Clean Energy and Biofuels curriculum for the Pennyrile region**.

There are many employers within the Clean Energy industry throughout Kentucky. The WKWIB and PADD can engage industry and cooperatives from across the state. Reference the East Kentucky Power



Cooperative five-year energy efficiency and renewable energy initiative—called "Renew East Kentucky" – that was launched in July 2010.

- <http://www.energybulletin.net/node/53504>
- <http://aire-nc.org/2010/07/21/a-cooperative-approach-to-renewing-east-kentucky/>

A significant amount of federal funding is currently available specific to the use, development and expansion of clean energy throughout the country. The Pennyrile region can seek partners to potential apply and draw from Department of Energy funding available for clean energy program development as well as U.S. Department of Labor funding to support skill development for Green Jobs.

Solar Energy

Solar Energy, radiant light and heat from the sun, has been harnessed by humans since ancient times using a range of ever-evolving technologies. Solar radiation, along with secondary solar-powered resources such as wind and wave power, hydroelectricity and biomass, account for most of the available renewable energy on earth.

Career opportunities (www.greenjobs.com) within the Solar Energy industry are found at **cell and module manufacturers**, the original equipment manufacturers (OEMs) of the industry. However other key manufacturers include those making everything else needed for a solar electric system – particularly inverters and controllers, normally referred to as **balance of system (BOS) components**. They are supplied by a plethora of other organizations:

- Manufacturers of **equipment that supports production operations**, from fork lift trucks to paper clips
- **Materials suppliers**, including substrate (glass, plastic, steel etc.), chemicals, and sealant
- **Service suppliers**, including OEMs with their own in-house accounting departments and others that contract these services. All use contract labor to some degree and examples include:
 - Production line and assembly operators
 - Office cleaning
 - Landscaping
 - Legal support
 - Accounting and any other professional support which corporate management decides to outsource
- **Supply chain businesses** that source and procure components and materials, as well as distribute product to value-added resellers and customers.

Within the Pennyrile Plus region and Kentucky, there are several Solar Energy learning and degree opportunities:



- Kentucky Solar Partnership – located in Mt. Vernon, training in Frankfort (awards NABCEP continuing education credits)
 - Photovoltaic Workshops
 - Solar, Water, Heating workshop
 - Solar Site Selection and PV System Design Workshop
 - PV and National Electric Code Workshops
- Miller-Motte Technical College
 - Solar Technology – AAS/Diploma
- University of Kentucky:
 - Dept of Energy funded in 2010 Power and Energy Institute of Kentucky (PEIK)
<http://www.engr.uky.edu/power/>

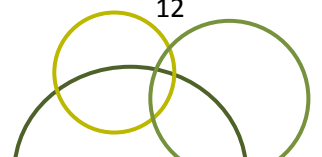
The region can draw upon resources within the state that focus on Solar energy, most notably the **Kentucky Sustainable Energy Alliance**, working with renewable energy sources initiatives throughout the state including solar, <http://www.kysea.org/clean-energy-resources/solar>, membership to this organization could significantly increase PADD’s capacity to develop solar programming and employment opportunities. Currently there are no solar installation businesses in Pennyriple. It is recommended to recruit NABCEP certified employers to the area. Bulking up solar programming through certificate, diploma and degree based curriculum within the KCTCS system and Murray State.

There are state programs in operation within Kentucky that can help to support development of solar programming within the region. Specifically, the region can draw upon incentives for residential solar panels via net-metering program est. 2004 and commercially via **Sales Tax Exemption for Large Scale Renewable Energy Projects est. 2007**.

The **Hemlock manufacturing facility in Clarksville, Tennessee** represents an important opportunity for development of a solar cluster in the region. The **partnership between Hopkinsville Community College and Austen Peay State University allows for engagement with stakeholders and job-seekers from the Kentucky side of the line**. Additional research on Hemlock’s suppliers and customers will help position Kentucky institutions to create and promote skill-development resources and serve as a stronger attraction to companies along the Solar Energy supply chain. Hemlock’s requirement that applicants take **WorkKeys assessments** is critical for access to application opportunities, as there is currently no infrastructure to deliver WorkKeys assessments in the Kentucky communities.

Coal Processing

Coal that is going to be burned in solid form may go through a variety of preparation processes. The simplest of these is removing foreign material and screening for size. Large pieces may be crushed, or the whole mass pulverized to a certain size. Coal can also be washed or cleaned to remove contaminants. It is also possible to turn solid coal into a gas or liquid fuel, but these are much more complex processes,



sometimes called clean coal technologies. Coal that is going to be used in steel making is processed into coke. (http://www.bydesign.com/fossilfuels/links/html/coal/coal_process.html)

- Career opportunities in coal processing and gasification industries include:
 - Machine Operators
 - Mechanics
 - Construction
 - Supervisory
 - Plant Managers
 - Engineers
 - Health and Safety
 - Chemist
 - Earth Scientist
 - Geological Scientist
 - Research and Development

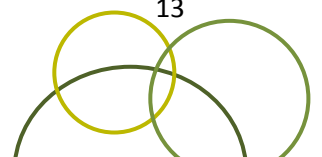
The following are **examples of Coal processing and bioproducts educational programs** in Kentucky and in other states:

- University of Kentucky, Biosystems and Agriculture Engineering and Mining Engineering – College of Engineering
- University of Louisville, Bachelor of Science in Bioengineering
- University of Minnesota – Morris, Bioproducts and Biosystems Engineering – College of Science and Engineering

The coal mining industry in Kentucky is one of the largest in the nation, employing more coal miners than any other state. Its importance to the history and economy of the Pennyryle region cannot be over-stated. Kentucky sends this fuel across the country and around the globe, where it is used to produce 17% of the world's electricity. There are plenty of coal excavating resources in the state and the region, although coal processing plants and associated education and training are not well represented. Expansion into processing could become an economic driver for the region given the natural supply of coal.

Construction

KCTCS has a construction technology program that is designed to prepare students for entry level positions in the construction industry. Residential and light commercial construction applications are taught. This program includes instructional units in blueprint reading, building site layout procedures, foundation systems, light framing construction methods, exterior and interior finish systems, concrete forming systems and construction safety. Units of instruction are designed to include lecture and practical experience in the



lab or on-site projects. This program also offers an excellent prerequisite for students that plan to pursue a career in areas such as construction management, civil engineering or architectural design. The focus of our review is on both the residential and commercial aspects of construction.

KCTCS programs include:

- AAS Construction Technology - Bluegrass
- Diploma – Construction Carpenter - Ashland, Bluegrass, Big Sandy, Elizabethtown, Hazard, Jefferson, Maysville, Owensboro, Southeast Kentucky, Somerset, West Kentucky
- Diploma – Finish Carpenter - Jefferson
- Certificates offered at Big Sandy, Jefferson, Southeast Kentucky:
 - Acoustical Carpenter
 - Dry Waller
 - Painter, Interior Finish
 - Painter, Paper Hanger
- Construction Certificates offered at Hopkinsville Community College:
 - Carpenter Helper
 - Construction Forms Helper
 - Residential Carpenter
 - Residential Roofer
 - Residential Site Layout Assistant
 - Rough Carpenter
 - Basic Carpenter

Other regional programming includes:

- Murray State University - BS:
 - Industrial and Civil Engineering
 - Construction Technology Engineering
- Austin Peay State University:
 - AAS - Construction Technology Engineering
 - BS – Engineering Technology

The construction technology and engineering courses, programs and certificates are substantial throughout the KCTCS system. Additional programming into the Bachelor levels represented at Murray State University and Austin Peay State University. There is a lack of degreed programming at HCC within the PADD and an overall gap in Master level curriculum in the region.



Distribution

Kentucky is centrally located to a number of high-scale markets in the United States. This proximity to larger markets and the multistate location of the Pennyrile Area Development District position the region to show growth within the logistics and distribution industry. The availability of multiple airports and multi-state highways provides a solid foundation for the Pennyrile to capitalize on the location and economic opportunity that exists within the supply chain distribution industry.

There are many employment opportunities encompassed in the distribution industry. These positions run the gamut of the full supply chain spectrum. Namely there are jobs within the warehousing aspect of a company, general transportation systems/ infrastructure planning strategic positions, management, regulation, health/safety/environmental engineers in addition to truck driving positions. Moreover, there are myriad positions focused on the logistical functions of distribution. Some job families in this category include intermodal logistics, international logistics, reverse logistics and sustainability.

No schools within the region have regularly offered programs aimed at the distribution sector. KCTCS programs located outside of the Pennyrile region include the following:

- Jefferson Community College
 - Supply Chain Management and Logistics
 - Tractor Trailer, CDLA II
- Big Sandy and West Kentucky Community Colleges
 - Tractor Trailer, CDLA I
- Big Sandy Community College
 - Tractor Trailer, CDLA III
 - Transportation Specialist
- Murray State University
 - Occupational Health and Safety Training and Degree

Other programming that supports the distribution industry includes:

- Certified Logistics Planner (CLP)
- Industrial Supply Chain Management
- Intermodal Transport
- Barge Transportation
- Materials and Processes
- RFID Technologies
- Warehouse Management
- Transportation and Logistics Management

For examples of distribution and logistics curricula, look at Purdue University which offers an industrial Distribution major at the Bachelor level. In addition, Ivy Tech Community College (Indiana) offers a Transportation, Distribution and Logistics major at the Associates level.



The **Kentucky WINS program** helps employers in the region develop customized training programs for their staff depending upon the area of need where they are seeing performance gaps or looking to scale up positions. This will be important for local business to apply for, especially considering the lack of supply chain management, logistical management and distribution focused higher education curriculum within the Pennyrile region.

Additionally, **Murray State University has an Occupational Safety and Health Training Center (OSHTC)** that was created to meet the growing regulatory needs of regional industry. The OSHTC provides on-site consultation, customized training, and general health and safety classes. Their instructors possess varied professional backgrounds, which enables the OSHTC to provide highly technical information that can be applied to any industrial setting. The OSHTC's resources provide the latest regulatory interpretations and guidelines.

Entrepreneurship

Although not an industry in itself, the consulting team recommends that the region incorporate entrepreneurship education and resources into its long-term strategy for job creation and economic development. As the community has experienced substantial layoffs and larger-scale industrial relocations or launches are becoming increasingly rare, entrepreneurship is a powerful supplement to traditional economic development approaches of industry recruitment and expansion. Learning resources that support entrepreneurship must prepare individuals and teams to become self-employed, begin new business ventures, create jobs and commercialize innovations.

Entrepreneurship learning models exist at several community colleges and non-profit organizations around the country, including entrepreneurship-focused instruction and college-based incubator and entrepreneurship support services, or some combination of the two.

Incubator and Entrepreneurship Support Services

Southeast Community College in Lincoln Nebraska is home to the **Entrepreneurship Center**, a good example of what local schools are doing to boost start-up activities in their regions. The Center provides instruction, incubator space, and is venue for delivery of a number of entrepreneurship resources. Co-located resources include Junior Achievement, the Nebraska Business Development Center, Community Development Resources (CDR), (formerly Self Employment Loan Fund of Lincoln), SCORE (Service Corps of Retired Executives). The Center currently houses 15 businesses in a variety of industries.

The Center is a place for a business to grow during its beginning stages with a goal of moving the business to its own location in two to three-years. During the three-year period, tenants are required to continue their education and or training, meet with the staff quarterly, and write a comprehensive business plan.



Critical to the effectiveness of the Incubator is the sense of community developed through tenant meetings and mutual support.

Entrepreneurship Instruction

A number of community colleges across the nation now offer **Associate of Applied Science and Certificate programs** for students interested in becoming entrepreneurs.

Entrepreneurship Certificate programs typically include the following courses:

- Introduction to Entrepreneurship
- Entrepreneurship Feasibility Study
- Entrepreneurship Business Plan
- Marketing for the Entrepreneur
- Entrepreneurship Legal Issues
- Entrepreneurship Taxes and Financial Topics
- Principles of Management

An **Associate of Applied Science is a Degree in Business Administration with an Entrepreneurship focus adds the content of the Entrepreneurship Certificate to its Business Administration degree** which includes courses in marketing, business law, customer service, sales, leadership, electronic commerce, human resources and computer applications.

At Johnson County Community College in Overland Park, Kansas, students can earn an Associate of Applied Science or Certificate in Entrepreneurship as well as one of several program-specific Entrepreneurship Certificates.

The general AAS and Certificate programs closely resemble that offered at Southeast Community College. **Variations in coursework include Opportunity Analysis, Family Business, Funding Acquisition, Consumer Behavior, Services Marketing and somewhat more intense economics and computer applications courses.**

Program-specific entrepreneurship instruction incorporates entrepreneurship components into regular certificates including Automotive Technology, Bed and Breakfast Management, Bookkeeping, Catering, Floral Design, Health Care Interpreting, Landscape Technician, Horticulture, Tax Preparation and other subject areas. For example, the Bed and Breakfast Entrepreneurship Certificate includes the following coursework:

- Seminar in Housekeeping Operations
- Hotel Sales and Marketing
- Seminar in Hospitality Management: Purchasing
- Seminar: Risk Management and Loss Prevention
- Front Office Management
- Business Mathematics



- Opportunity Analysis
- Hospitality Cost Accounting
- Design and Facilities Management
- Family Business
- Fast Trac Business Plan
- Nutrition and Meal Planning
- Beverage Control
- Basic Spanish for Hospitality Management
- Legal Issues for Small Business
- Entrepreneurial Marketing
- Funding Acquisition for Entrepreneurs

As the Pennyrile region explores the potential for entrepreneurship education, **it is recommended that new Entrepreneurship Certification Programs and Associate Degrees offer specialization within one or more of the region’s target sectors.**

Hospitality and Tourism

Hospitality and Tourism are widely regarded as key economic drivers for the region. While there are substantial opportunities for employment that do not require formal education, those positions typically do not pay family-supporting wages and are viewed as less desirable livelihoods. Defining career pathways in the sector which help individuals envision and pursue positive career mobility can help increase the value of the entry-level positions as a step on a career ladder as opposed to a short-term job.

Career opportunities in this sector include:

- Managers of Lodging, Dining and Entertainment establishments
- Tour Operators
- Gallery, Theatre and Nightclub Managers
- Spa, Wellness Center and Golf Course Managers
- Recreational equipment rental suppliers (vehicles, camping, fishing/hunting gear)

Hospitality Management degree programs are typically offered at the certificate, associate and baccalaureate level for students who hope to make careers in the hotel, food service, tourism or related industries. Course requirements in these programs include a mix of business and industry-specific classes, and students generally take courses in subjects such as food service sanitation, hospitality marketing, hotel operations, finance and general management practices.



Hospitality and Tourism Programs

Beyond general management and business programs (not specific to tourism), none of the institutions in the Pennyriple region offer programming in support of this industry.

However, West Kentucky Community College offers diploma, certificate and degree programs in Culinary Arts, Food and Beverage Management, Catering and Personal Chef.

Other schools' related programming (found at Scottsdale Community College, Lansing (MI) Community College and through other KCTCS institutions include:

- Hotel Management
- Bed and Breakfast Entrepreneurship
- Restaurant Management
- Culinary Arts, Food Management
- Golf Management
- Spa & Wellness Center Management
- Tour Operations
- Event and Meetings Management
- Gallery and Theatre Management

Software, Information Technology

Information Technology is a core element of any successful business, and software/information technology professionals work in every sector. To support new business development, the Pennyriple+ region must have access to a healthy information services support sector, which typically includes the following:

- Computer Support
- IT Project Management
- Programming / Application Development
- Information Assurance / Security
- Networking and Infrastructure
- Database
- Web Technologies/e-commerce / Multimedia
- Hardware / Peripherals

Pennyriple colleges offer numerous programs addressing the key IT specializations and generalist competencies, including:

- Hopkinsville Community College



- Computer Programming, Computer Support Specialist, Electronic Commerce, Information Security, Network Administration, Web Development and Administration
- Madisonville Community College
 - Electronic Commerce, Network Administration, Computer Programming, Database Administration, Information System Support, Web Development and Administration
- Murray State University
 - Bachelor Level: Computer Science, Information Systems
 - Master Level: MS Information Systems
- Austen Peay State University
 - Computer Science and Information Systems major with concentrations in Database Administration, Web Technology, Information Systems and Networking

While the region's education and training provides address all of the competency categories, **some additional offerings to consider include:**

- IT Project Management at the certification, certificate or associates level
- IT applications specific to the sectors identified as targets.



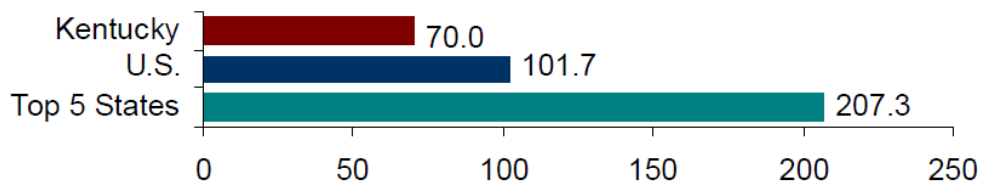
NON-INSTRUCTIONAL ASSETS

In addition to the availability of offerings, it is also useful to examine to what degree those offerings are accessible to populations who can be considered “non-traditional” and are therefore more challenged to be aware of, enroll in, and successfully complete the courses or programs. The ability to serve adult and non-traditional learners will become increasingly important as the relative volume of young people entering college age decreases and increases in the need for high-skilled workers will necessarily come from those who are over age 25.

Currently, Kentucky faces a challenge in its ability to develop the skills of the adult population.

Adults Served per 1,000 Adults Age 18-64:

Enrolled in State-Administered Adult Education Programs with Less than a High School Diploma



Kentucky institutions serve adults (both younger and older adults) at a lower rate than the U.S. as a whole.

To help institutions recognize and measure factors which impact participation and success of non-traditional students, CAEL developed the **9 Principles of Effectiveness in Serving Adult Learners** which describe policies and practices of educational institutions who can adapt to make educational opportunities more accessible. As the region’s innovation process considers providing skill development and support not only to young people and the talent pipeline but also to incumbent and dislocated adult learners, it is useful to examine to what degree area educational institutions are working to address barriers to engagement and success.

The 9 Principles of Effectiveness in Serving Adult Learners are:

1. **Outreach:** The institution conducts its outreach to adult learners by overcoming barriers in time, place, and tradition in order to create lifelong access to educational opportunities.
2. **Life & Career Planning:** The institution addresses adult learners’ life and career goals before or at the onset of enrollment in order to assess and align its capacities to help learners reach their goals.
3. **Financing:** The institution promotes choice using an array of payment options for adult learners in order to expand equity and financial flexibility.



4. **Assessment of Learning Outcomes:** The institution defines and assesses the knowledge, skills and competencies acquired by adult learners both from the curriculum and from life / work experience in order to assign credit and confer degrees with rigor.
5. **Teaching-Learning Process:** The institution’s faculty uses multiple methods of instruction (including experiential and problem-based methods) for adult learners in order to connect curricular concepts to useful knowledge and skills.
6. **Student Support Systems:** The institution assists adult learners using comprehensive academic and student support systems in order to enhance students’ capacities to become self-directed, lifelong learners.
7. **Technology:** The institution uses information technology to provide relevant and timely information and to enhance the learning experience.
8. **Strategic Partnerships:** The institution engages in strategic relationships, partnerships, and collaborations with employers and other organizations in order to develop and improve educational opportunities for adult learners.
9. **Transitions:** Supporting guided pathways that lead into and from the institution's programs and services in order to ensure that students' learning will apply usefully to achieving their educational and career goals.

In addition to the 9 principles, CAEL also sought information on whether the school offers or facilitated internships (principle #10 in the summary analysis).

CAEL reviewed information materials and interviewed staff for institutions delivering programs related to the potential priority sectors utilizing the 9 Principles as a framework. A more robust process involving broad faculty, staff and student surveys is available for a deeper analysis of each institution and its adherence to the 9 principles.

The following shows the degree to which the institution fulfills each of the 9 principles (numeric correspondence to the numbered principle, above. “10” addresses the use of internships as a learning method.)

Green indicates that the school actively adheres to the principle.

Yellow indicates some evidence of adherence to the principle, or that adherence is emerging.

Red indicates that there is little or no effort to address the principle.



**Pennyrile Plus Region’s Educational Programs and Policies
in support of Adult and Non-Traditional Learners**

institution

<i>ALFI Principle</i>	Hopkinsville Community College	Madisonville Community College	Murray State University	Austin Peay State University	Daymar Institution	Miller- Motte Technical College
Outreach						
Life & Career Planning						
Financing						
Assessment of Learning Outcomes						
Teaching-Learning Process						
Student Support Systems						
Technology						
Strategic Partnerships						
Transitions						
Internships						

(An explanation of ratings can be found in Appendix B.)

This view of the regional education system’s ability to serve the broad spectrum of the talent pool reveals both strengths, challenges, and needs of individual institutions. For example, the “Technology” principle – that which utilizes technology for both student communication and instruction – appears to be well developed among institutions within the region. Of greater challenge across the region are principles addressing “Life and Career Planning”, “Internships” and “Assessment of Learning Outcomes”. Some resources focused on these principles, applied broadly across the region could meaningfully enhance engagement and output.

WORKFORCE FUNDING

A variety of funding sources support skill development in the Pennyrile region. This section focuses on non-formula funds including those from Federal and State sources.

Stimulus Spending

This data was pulled from a database compiled by ProPublica, which combines records from the recipient-reported data on Recovery.gov and Recovery Act grants and loans reported by agencies on Usaspending.gov. Updated data from Recovery.gov data was released May 19, 2010 and includes recipient-reported data through April 30, 2010. The recovery data from USAspending.gov also includes some grants and loans from May 2010.

	Population	Unemployment			Med HH Income	Poverty Rate	ARRA Funding 2010			
		2008	2009	April, 2010			Total	Education	Labor	HHS
U.S.	304,059,724	5.8	9.3	9.9	\$50,007	13.30%	\$355,821,708,578	\$82,221,215,128	\$81,451,365,918	\$29,389,320,162
Tennessee	6,214,888	6.7	10.5	10.3	\$41,821	15.90%	\$7,976,219,146	\$1,670,954,606	\$567,279,264	\$1,670,954,606
Montgomery County	154,756	6.4	8.9	8.5	\$49,248	12.90%	\$84,935,337	\$60,041,173	\$5,161,887	\$497,057
Kentucky	4,269,245	6.6	10.5	10.2	\$40,138	17.10%	\$4,827,681,413	\$1,039,143,880	\$333,893,501	\$1,117,058,589
Christian	79,820	8.5	12.3	12.1	\$37,615	17.70%	\$104,286,726	\$5,548,091	\$4,158,180	\$1,715,464
Hopkins	46,338	7.5	9.4	9.2	\$38,628	16.80%	\$15,573,028	\$3,679,534	\$0	\$678,760
Trigg	13,418	7.9	15.3	13.7	\$0	N/A	\$40,241,813	\$851,690	\$0	\$0
Muhlenberg	31,187	8.8	10.9	9.9	\$35,117	20.10%	\$10,626,993	\$2,241,400	\$720,314	\$697,430
Lyon	8,245	7.8	12.2	10.6	\$0	N/A	\$2,363,084	\$327,556	\$0	\$0
Caldwell	12,866	6.7	10.2	9.2	\$0	N/A	\$15,874,019	\$902,389	\$0	\$0
Livingston	9,591	6.2	10.0	11.0	\$0	N/A	\$59,096,481	\$486,247	\$0	\$0
Todd	12,173	7.3	12.2	11.0	\$0	N/A	\$3,801,307	\$1,139,088	\$0	\$0

Source: <http://www.propublica.org/>



U.S. Department of Labor Discretionary Funds

The following tables show DOL Discretionary Funding for the years ending 2008, 2009, and 2010. While the educational institutions in the region have won some U.S. Department of Labor discretionary grants, there appears to be substantial room for increasing the amount of funds leveraged from such sources.

2008				
Program	Total Funding	Total Number of Grants	Kentucky Grants	Pennyrile Grants
Technology-Based Learning Initiative	\$10,000	20	1 (\$425,000)	1 (\$425,000)
Prisoner Re-Entry Initiative Grants	\$5,500,000	18	0	0
Community-Based Job Training Grants	\$122,647,540	68	2 (\$2,778,673)	0
Office of Apprenticeship and the Women's Bureau; Women in Apprenticeship and Nontraditional Occupations (WANTO) Grants	\$1,000,000	3	0	0
High-Growth Job Training Initiative Grants for the Energy Industry and Construction and Skilled Trades in the Energy Industry	\$10,000	11	1 (\$294,933)	0
Science, Technology, Engineering, and Mathematics (STEM) Opportunities in the Workforce System Initiative	\$10,000	5	0	0
Community-Based Job Training Grants	\$125,000		2	1 (\$2,388,552)
Total	\$129,302,540	125	6	2



2009				
Program	Total Funding	Total Number of Grants	Kentucky Grants	Pennyrile Grants
National Farmworker Jobs Program	\$2,779,204	5	0	0
ARRA Green Capacity Building Grants	\$5,800,000	62	1 (\$100,000)	0
ARRA State Labor Market Improvement Grants	\$48,800,000	30	1 (\$1,250,000)	Statewide
Advancing Registered Apprenticeship into the 21st Century: Collaborating For Success	\$6,500,000	11	0	0
Local Young Offender Planning Grants, State/Local Juvenile Offender Implementation Grants	\$18,700,000	10	0	0
Young Parents Demonstration Program	\$10,000	13	0	0
YouthBuild Grants	\$114,000	183	1 (\$437,000)	0
Older Worker Demonstration Grants	\$10,000	10	0	0
Total	\$82,713,204	324	3	0



2010				
Program	Total Funding	Total Number of Grants	Kentucky Grants	Pennyrile Grants
Young Adult Offenders and High School Dropouts in High-Poverty, High-Crime Communities	\$20,000	2	0	0
Women in Apprenticeship and Nontraditional Occupations	\$1,800,000	6	0	0
ARRA Health Care Sector and Other High Growth and Emerging Industries	\$225,000,000	55	1 (\$2,007,637)	0
ARRA State Energy Sector Partnership (SESP) and Training Grants	\$190,000,000	34	1 (\$4,740,457)	1 (includes Hopkins, Trigg and 3 counties outside of Pennyrile Area)
ARRA Pathways out of Poverty Grants	\$148,000,000	38	0	0
ARRA Energy Training Partnership Grants	\$99,000,000	25	0	0
Total	\$663,820,000	160	2	1



U.S. Department of Health and Human Services Funds

HHS provides some funding for employment programs in addition to the health social service programs that constitute the bulk of HHS. Most fall under the “welfare-to-work” category and are targeted to low-income individuals and those on public assistance.

- **Temporary Assistance to Needy Families (TANF)** funds – commonly known as welfare – can be contingent upon individuals’ participation in work or work-preparation activities.
- The **Community Services Block Grant (CSBG)** program’s goal is poverty reduction, revitalization of low-income communities and family self-sufficiency. Currently nearly 20% of funds are used in support of education, training and workforce development activity.
- The **Social Service Block Grant (SSBG)** program is primarily a funding mechanism for social service programs, but education, training and employment services are among the eligible expenditures.

	Federal FY 2010	Kentucky	Tennessee
TANF (FY 2010)	\$17,058,625,000	\$181,287,669	\$213,088,938
CSBG (only FY 2009 avail)	\$680,186,194	\$11,730,831	\$13,708,087
SSBG (FY 2010)	\$1,700,000,000	\$23,772,435	\$34,506,919

Source: <http://dhhs.gov/asfr/ob/docbudget/2010budgetinbriefs.html>



U.S. Department of Education Programs

The table on the following page shows allocated Department of Education funding for Tennessee and Kentucky for FY 2010. Funding information was not available at the county level at this time.



**Funds for State Formula-Allocated and Selected Student Aid Programs
U.S. Department of Education Funding**

	Kentucky 2010 Estimate	Tennessee 2010 Estimate	U.S. Grand Total 2010 Estimate
Federal Pell Grants	510,600,000	636,900,000	32,337,000,000
Federal Supplemental Educational Opportunity Grants	8,030,978	12,561,763	757,465,000
Federal Work-Study	12,732,286	17,111,715	980,492,000
Leveraging Educational Assistance Partnership	976,705	1,294,890	63,852,000
Byrd Honors Scholarships	562,500	826,500	42,000,000
College Access Challenge Grant	2,051,545	2,716,766	150,000,000
Subtotal, All Postsecondary Education Programs	534,954,015	671,411,634	34,330,809,000
Vocational Rehabilitation State Grants	56,093,089	72,498,952	3,084,696,000
Client Assistance State Grants	145,505	211,817	12,288,000
Protection and Advocacy of Individual Rights	210,472	306,391	18,101,000
Supported Employment State Grants	345,584	503,079	29,181,000
Independent Living State Grants	0	0	0
Grants for Independent Living	312,984	352,910	23,450,000
Centers for Independent Living	916,989	1,334,893	80,266,000
Services for Older Blind Individuals	463,871	673,838	34,151,000
Assistive Technology State Grant Program	457,612	431,093	25,660,000
Protection and Advocacy for Assistive Technology	50,000	68,425	4,300,000
Adult Basic and Literacy Education State Grants	11,047,833	14,745,403	553,221,000
English Literacy and Civics Education State Grants	320,881	533,907	75,000,000
State Grants for Workplace and Community Transition Training for Incarcerated Individuals	299,989	233,915	17,186,000



Subtotal, All Other	70,664,809	91,894,623	3,957,500,000
Total	1,127,848,740	1,428,339,712	74,524,442,000
New Student Loan Volume:			
Federal Direct Student Loans	980,310,811	1,157,028,880	73,529,090,269
Perkins Loans	17,905,647	23,134,465	1,141,988,150
Federal Family Education Loans	409,233,492	665,048,876	35,233,801,341
Total, New Student Loan Volume	1,407,449,950	1,845,212,221	109,904,879,759
Grand Total	2,535,298,690	3,273,551,934	184,429,321,759

Source: <http://www2.ed.gov/about/overview/budget/statetables/11stbystate.pdf>



Total Pennyriple Education Spending in 2008

The following table lists the actual spending in the Pennyriple Area Development District for FY 2008, as recorded by the Kentucky Department of Education.

County	Pell Grant	Loans	Kentucky Educational Excellence Scholarships	Kentucky Needs Based Grants
Caldwell	\$581,851	\$910,731	\$282,978	\$291,040
Christian	\$3,426,410	\$3,941,721	\$941,379	\$1,201,857
Hopkins	\$2,300,184	\$3,976,140	\$1,204,893	\$999,433
Trigg	\$502,301	\$1,139,564	\$260,401	\$346,875
Muhlenberg	\$1,678,030	\$2,463,375	\$732,530	\$645,118
Lyon	\$239,793	\$430,783	\$158,014	\$127,447
Livingston	\$238,587	\$383,442	\$156,601	\$140,923
Todd	\$322,860	\$483,575	\$175,086	\$251,953
Pennyriple Total	\$9,290,016	\$13,729,331	\$3,911,882	\$4,004,646

Source: www.education.ky.gov/kde/about+schools+and+districts/



The Bluegrass State Skills Program

The following information was taken from the Bluegrass State Skills Program, showing state training dollars allocated to each area development district for employers.

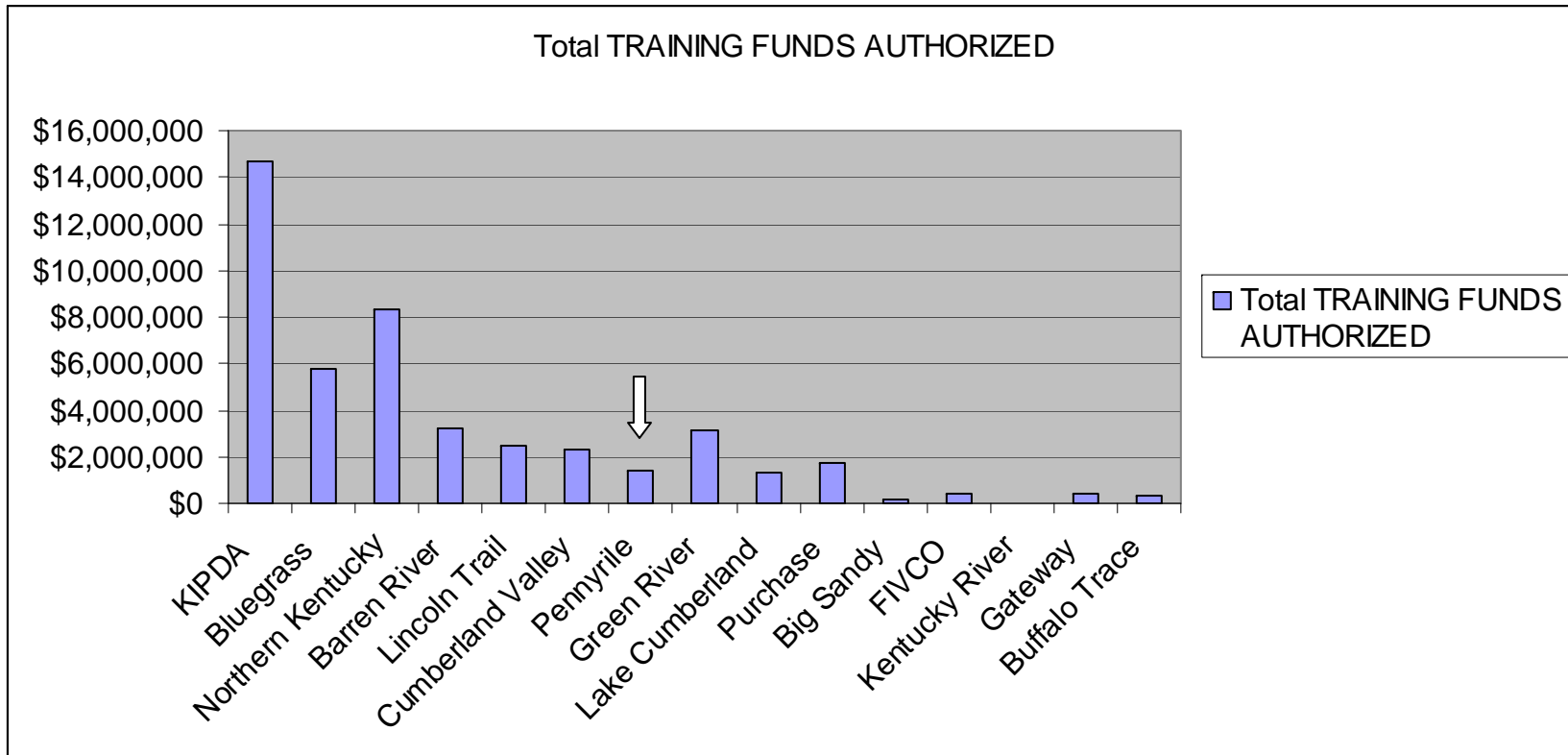
Development Districts	Population	Total TRAINING FUNDS AUTHORIZED	Funding Rank	Total GRANT Funding	Grant Funding Rank	Total TC Funding	TC Funding Rank
KIPDA	940,175	\$14,718,586	1	\$12,483,747	1	\$2,234,839	1
Bluegrass	772,398	\$5,812,174	3	\$4,686,929	3	\$1,125,245	4
Northern Kentucky	436,442	\$8,332,117	2	\$6,849,072	2	\$1,483,045	2
Barren River	278,874	\$3,182,973	4	\$2,360,848	4	\$822,125	6
Lincoln Trail	258,865	\$2,464,951	6	\$1,683,513	7	\$781,438	7
Cumberland Valley	242,576	\$2,317,661	7	\$2,030,146	5	\$287,515	10
Pennyriple	223,791	\$1,419,684	9	\$1,087,519	8	\$332,165	8
Green River	211,362	\$3,114,896	5	\$1,904,281	6	\$1,210,615	3
Lake Cumberland	203,339	\$1,300,235	10	\$1,078,392	9	\$221,843	11
Purchase	196,182	\$1,716,138	8	\$626,357	10	\$1,089,781	5
Big Sandy	157,408	\$150,000	14	\$150,000	12	\$0	14
FIVCO	138,974	\$450,000	11	\$150,000	13	\$300,000	9
Kentucky River	116,030	\$0	15	\$0	15	\$0	15
Gateway	81,010	\$385,646	12	\$294,646	11	\$91,000	13
Buffalo Trace	56,687	\$342,239	13	\$144,270	14	\$197,969	12

Source: <http://www.thinkkentucky.com/fireports/FISearch.aspx>

The Pennyriple region ranks around 9-7 in each area; Total Training Funds Authorized, Total Grant Funding, and Total Tax Credit Funding.



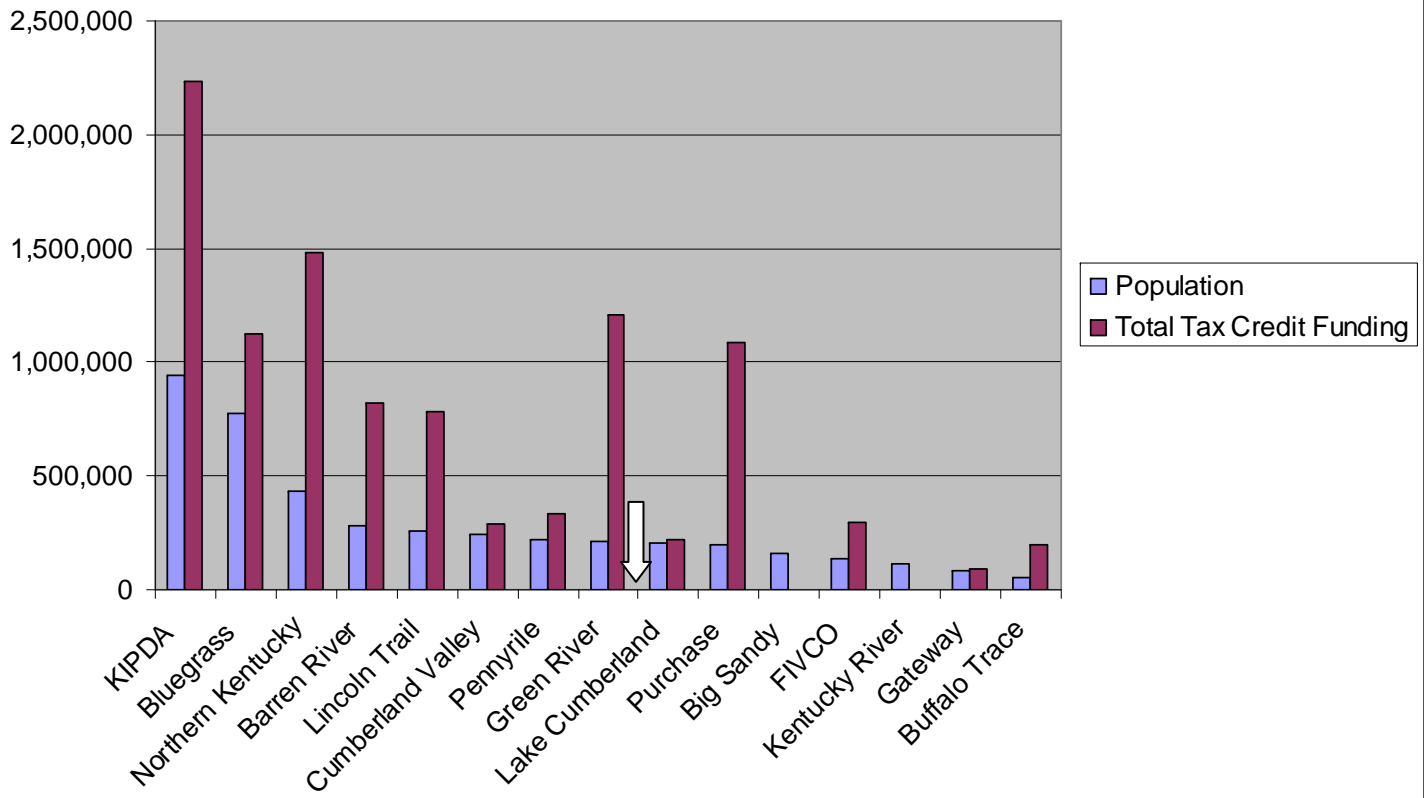
The chart below illustrates the total State Training Funds Authorized, by area development district.



The chart on the following page illustrates the total Tax Credit Funding per area development district. Tax Credits reveal a pretty big discrepancy. Neighboring area development districts such as Green River and Purchase both received will over 1 million dollars in funding, while Pennyrile only received \$300,000 and has a larger population. Green River also received almost one million more in grant funding than Pennyrile as well.



Total Tax Credit Funding per Area Development District



Kentucky Workforce Investment Network Systems (KY WINS)

The centerpiece of the KCTCS workforce and economic development efforts is the Kentucky Workforce Investment Network System (KY WINS). Through KY WINS, [KCTCS colleges](#) work to provide the training employees need to keep companies competitive in today's global economy.

Current Funding Projects

To date, KY WINS has funded 935 projects out of 15 total Development Districts and 16 community or technical colleges; 837 are completed and 98 remain active. The average wage for trainees is \$23.20; and 211,314 participants are projected to be served through training and assessment.

Funding in Hopkinsville, Madisonville and Western Kentucky

To date, KY WINS has funded 158 projects; 140 are completed and 18 remain active. The average wage for trainees is \$23.20; and 59,037 participants are projected to be served through training and assessment.

Assuming 16 colleges working with industry to develop training projects, the average projects funded is 58 per school. Including West Kentucky, which is immediately outside of the Pennyrile Area Development District, the area is just under average receiving funding for 158 (average projects funded would be 175) projects since the beginning of the program. Comparatively the three colleges profiled have served well over the average participant level (average would be 39.6 thousand participants), currently Hopkinsville, Madisonville and West Kentucky Community Colleges have served just over 59 thousand participants.



APPENDIX A: EDUCATIONAL INVENTORY

Agribusiness, Food & Food Manufacturing Programs				
Program	Degree	County	State	Institution
Agricultural Technology	AAS	Christian	KY	Hopkinsville CC
Agricultural Technician	Certificate	Christian	KY	Hopkinsville CC
Agriculture	AAS/BS/MS	Calloway	KY	Murray State University
Agronomy	BS	Calloway	KY	Murray State University
Agribusiness Economics* (Entrepreneurship Emphasis)	BS	Calloway	KY	Murray State University
Agricultural Education	BS	Calloway	KY	Murray State University
Agricultural Systems Technology	BS	Calloway	KY	Murray State University
Horticulture	BS	Calloway	KY	Murray State University
Agriscience Technology-Communications Public Relations	BS	Calloway	KY	Murray State University
Agriscience Technology-Emerging Technology	BS	Calloway	KY	Murray State University
Agriscience Technology-Environmental Health	BS	Calloway	KY	Murray State University
Agriscience Technology-Public Service Leadership	BS	Calloway	KY	Murray State University
Agriscience Technology-Agriculture Technology	BS	Calloway	KY	Murray State University
Agronomy	BS	Calloway	KY	Murray State University
Animal/Equine Science-Food Animal Emphasis	BS	Calloway	KY	Murray State University
Animal/Equine Science-Equine Science Emphasis	BS	Calloway	KY	Murray State University
Animal/Equine Science-Equine Management Emphasis	BS	Calloway	KY	Murray State University
Horticulture	BS	Calloway	KY	Murray State University
Veterinary Technology	BS	Calloway	KY	Murray State University
Agriculture-Agribusiness	BS	Montgomery	TN	Austin Peay State University
Agriculture-Agricommunication	BS	Montgomery	TN	Austin Peay State University
Pre-Veterinary Medicine	Certificate	Montgomery	TN	Austin Peay State University
Pre-Agricultural Education	Certificate	Montgomery	TN	Austin Peay State University
Pre-Food Technology	Certificate	Montgomery	TN	Austin Peay State University
Pre-Forestry	Certificate	Montgomery	TN	Austin Peay State University



Health Care Programs

Program	Degree	County	State	Institution
Medical Equipment and Instrumentation Technician	AAS	Hopkins	KY	Madisonville CC
Clinical Laboratory Technician	AAS	Hopkins	KY	Madisonville CC
Physician's Office Laboratory Technician	Certificate	Hopkins	KY	Madisonville CC
Phlebotomy for the Healthcare Worker	Certificate	Hopkins	KY	Madisonville CC
Medical Information Technology	AAS	Hopkins	KY	Madisonville CC
Insurance Coding	AAS	Hopkins	KY	Madisonville CC
Medical Records	AAS	Hopkins	KY	Madisonville CC
Transcription	AAS	Hopkins	KY	Madisonville CC
Medical Insurance Coding	Diploma	Hopkins	KY	Madisonville CC
Medical Transcriptionist	Diploma	Hopkins	KY	Madisonville CC
Medical Unit Coordinator	Certificate	Hopkins	KY	Madisonville CC
Medical Receptionist	Certificate	Hopkins	KY	Madisonville CC
Nursing	AAS	Hopkins	KY	Madisonville CC
Practical Nursing	Diploma	Hopkins	KY	Madisonville CC
Medicaid Nurse Aide	Certificate	Hopkins	KY	Madisonville CC
Kentucky Medication Aide	Certificate	Hopkins	KY	Madisonville CC
Occupational Therapy Assistant	AAS	Hopkins	KY	Madisonville CC
Physical Therapist Assistant	AAS	Hopkins	KY	Madisonville CC
Radiography	AAS/Diploma	Hopkins	KY	Madisonville CC
Advanced Practice Respiratory Therapy	AAS	Hopkins	KY	Madisonville CC
Electrocardiographic and Cardiac Monitoring Technician	Certificate	Hopkins	KY	Madisonville CC
Surgical First Assisting	AAS/Certificate	Hopkins	KY	Madisonville CC
Surgical Technology	AAS/Cert/Dip	Hopkins	KY	Madisonville CC
Resource Parent	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Youth Care Worker	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Direct Support Work	Certificate	Christian	KY	Hopkinsville CC
Human Services	AAS	Christian	KY	Hopkinsville CC



Nursing	AAS	Christian	KY	Hopkinsville CC
Practical Nursing	Diploma	Christian	KY	Hopkinsville CC
Medicaid Nurse Aide	Certificate	Christian	KY	Hopkinsville CC
Kentucky Medication Aide	Certificate	Christian	KY	Hopkinsville CC
Biomedical Engineering	BS	Calloway	KY	Murray State University
Nursing	BS/MS	Calloway	KY	Murray State University
Pre-Medical	BS	Calloway	KY	Murray State University
Pre-Optometry	BS	Calloway	KY	Murray State University
Pre-Pharmacy	BS	Calloway	KY	Murray State University
Pre-Physical Therapy	BS	Calloway	KY	Murray State University
Medical Assisting-Clinical and Administrative Track	AAS	Montgomery	TN	Daymar Institute
Pharmacy Technology	AAS	Montgomery	TN	Daymar Institute
Physical Therapy Assistant	AAS	Montgomery	TN	Daymar Institute
Health Care Administration	BAS	Montgomery	TN	Daymar Institute
Clinical Office Assistant	Certificate/Diploma	Montgomery	TN	Miller-Motte Technical College
Medical Billing and Coding	Certificate/Diploma	Montgomery	TN	Miller-Motte Technical College
Medical Laboratory Technician	Certificate/Diploma/AAS	Montgomery	TN	Miller-Motte Technical College
Medical Office Assistant	Certificate/Diploma	Montgomery	TN	Miller-Motte Technical College
Healthcare Assistant	Diploma	Montgomery	TN	Miller-Motte Technical College
Electronic Medical Records	AAS	Montgomery	TN	Miller-Motte Technical College
Health Information Technology	AAS	Montgomery	TN	Miller-Motte Technical College
Health Technology	AAS	Montgomery	TN	Miller-Motte Technical College
Medical Assisting	AAS	Montgomery	TN	Miller-Motte Technical College
Phlebotomy/ECG Technician	AAS	Montgomery	TN	Miller-Motte Technical College
Respiratory Technology	AAS	Montgomery	TN	Miller-Motte Technical College
Surgical Technology	AAS	Montgomery	TN	Miller-Motte Technical College
Allied Health Management	BS	Montgomery	TN	Miller-Motte Technical College
Nursing	BS	Montgomery	TN	Miller-Motte Technical College

Logging and Mining Programs



Program	Degree	County	State	Institution
Mining Technology	AAS	Hopkins	KY	Madisonville CC
Mining Technology-Operators Option	AAS	Hopkins	KY	Madisonville CC
Mining Technology-Electricians Option	AAS	Hopkins	KY	Madisonville CC
Mining Technology-Supervisors Option	AAS	Hopkins	KY	Madisonville CC
Mining Technology-Mechanics Option	AAS	Hopkins	KY	Madisonville CC
Mining Technology-Engineering Operations Option	AAS	Hopkins	KY	Madisonville CC
Underground Operator	Certificate	Hopkins	KY	Madisonville CC
Underground Mechanic/Electrician	Certificate	Hopkins	KY	Madisonville CC
Underground Supervisor	Certificate	Hopkins	KY	Madisonville CC
Surface Operator	Certificate	Hopkins	KY	Madisonville CC
Surface Supervisor	Certificate	Hopkins	KY	Madisonville CC
Surface Field Mechanic	Certificate	Hopkins	KY	Madisonville CC
Surface Technician/Greaser	Certificate	Hopkins	KY	Madisonville CC
Mining Technician Assistant I	Certificate	Hopkins	KY	Madisonville CC
Mining Technician Assistant II	Certificate	Hopkins	KY	Madisonville CC
Mining Technician I	Certificate	Hopkins	KY	Madisonville CC
Mining Technician II	Certificate	Hopkins	KY	Madisonville CC

Industrial Machinery Program				
Program	Degree	County	State	Institution



Industrial Maintenance Mechanic I	Certificate	Christian	KY	Hopkinsville CC
Industrial Maintenance Mechanic II	Certificate	Christian	KY	Hopkinsville CC
Industrial Maintenance Electrical Mechanic	Certificate	Christian	KY	Hopkinsville CC
Industrial Maintenance Machinist Mechanic	Certificate	Christian	KY	Hopkinsville CC
Industrial Maintenance Technician	Diploma	Christian	KY	Hopkinsville CC
Electrohydraulic Technician	Certificate	Christian	KY	Hopkinsville CC
Fluid Power Mechanic	Certificate	Christian	KY	Hopkinsville CC
Advanced Industrial Integrated Technology (AIIT)	AAS	Hopkins	KY	Madisonville CC
AIIT - Mechatronic Power Plant Technician	AAS	Hopkins	KY	Madisonville CC
AIIT - Multi-Skilled Industrial Technician	AAS	Hopkins	KY	Madisonville CC
Computer Aided Drafting and Design	Diploma	Christian	KY	Hopkinsville CC
Computer Assisted Drafter	Certificate	Christian	KY	Hopkinsville CC
Detailer	Certificate	Christian	KY	Hopkinsville CC
Drafter Assistant	Certificate	Christian	KY	Hopkinsville CC
Civil Drafter	Certificate	Varied	KY	West Kentucky
Machine Tool Technology	AAS	Hopkins	KY	Madisonville CC
Machinist	Diploma	Hopkins	KY	Madisonville CC
CNC Machinist	Diploma	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Exploratory Machining I	Diploma	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Exploratory Machining II	Diploma	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Machine Tool Operator I	Diploma	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Machine Tool Operator II	Diploma	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
CNC Operator	Diploma	Hopkins/Christian	KY	Madisonville/Hopkinsville CC

Entrepreneurship/Retail and Tourism Programs

Program	Degree	County	State	Institution
Business Administration	AAS	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Accounting Option	AAS	Hopkins/Christian	KY	Madisonville/Hopkinsville CC



Finance Option	AAS	Christian	KY	Hopkinsville CC
Hospitality Management Option	AAS	Varied	KY	West Kentucky
Human Resource Management Option	AAS	Hopkins	KY	Madisonville CC
Information Systems Management Option	AAS	Christian	KY	Hopkinsville CC
Management Option	AAS	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Office Systems Option	AAS	Hopkins	KY	Madisonville CC
Real Estate Management Option	AAS	Varied	KY	West Kentucky
Office Systems	Diploma	Hopkins	KY	Madisonville CC
Organizational Leadership	Diploma	Hopkins	KY	Madisonville CC
Small Business Management	Diploma	Hopkins	KY	Madisonville CC
Accounting	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Advanced Business Administration	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Basic Business Administration	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Business Transfer	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Financial Perspectives	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
General Business	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Human Resource Management	Certificate	Hopkins	KY	Madisonville CC
Management	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Office Systems	Certificate	Hopkins	KY	Madisonville CC
Pre-Licensing Real Estate	Certificate	Hopkins	KY	Madisonville CC
Residential Real Estate	Certificate	Hopkins	KY	Madisonville CC
Small Business Management	Certificate	Hopkins	KY	Madisonville CC
Supervisory Management	Certificate	Hopkins/Christian	KY	Madisonville/Hopkinsville CC
Team Leadership	Certificate	Hopkins	KY	Madisonville CC
Hospitality Management	Certificate	Varied	KY	West Kentucky
Management	BA/BS	Calloway	KY	Murray State University
Management - Entrepreneurial Option	BA/BS	Calloway	KY	Murray State University
Management - Human Resources Option	BA/BS	Calloway	KY	Murray State University
Recreation and Leisure Services	BS	Calloway	KY	Murray State University
Culinary Arts	AAS	Varied	KY	West Kentucky



Food and Beverage Management	AAS	Varied	KY	West Kentucky
Catering and Personal Chef Degree	AAS	Varied	KY	West Kentucky
Culinary Arts	Diploma	Varied	KY	West Kentucky
Food and Beverage Management	Diploma	Varied	KY	West Kentucky
Catering and Personal Chef	Diploma	Varied	KY	West Kentucky
Fundamentals of Culinary Arts	Certificate	Varied	KY	West Kentucky
Catering	Certificate	Varied	KY	West Kentucky
Advanced Catering	Certificate	Varied	KY	West Kentucky
Culinary Arts	Certificate	Varied	KY	West Kentucky
Advanced Culinary Arts	Certificate	Varied	KY	West Kentucky
Food and Beverage Management	Certificate	Varied	KY	West Kentucky
Advanced Food and Beverage Management	Certificate	Varied	KY	West Kentucky

Aquaculture Programs				
Program	Degree	County	State	Institution
Fisheries or Aquatic Biology	BA/BS	Calloway	KY	Murray State University
Chemistry	BS/MS	Calloway	KY	Murray State University
Wildlife and Conservation Biology	BS	Calloway	KY	Murray State University



Energy/Clean Energy Programs				
Program	Degree	County	State	Institution
Energy Systems	AAS	Mason	KY	Maysville
Power Plant Operations Option	AAS	Mason	KY	Maysville
Power Plant Operator	Certificate	Mason	KY	Maysville
Wind Technology	AAS/Diploma	Montgomery	TN	Miller-Motte Technical College
Sustainable Construction	AAS/Diploma	Montgomery	TN	Miller-Motte Technical College
Solar Technology	AAS/Diploma	Montgomery	TN	Miller-Motte Technical College

Construction Programs				
Program	Degree	County	State	Institution
Carpenter Helper	Certificate	Christian	KY	Hopkinsville CC
Construction Forms Helper	Certificate	Christian	KY	Hopkinsville CC
Residential Carpenter	Certificate	Christian	KY	Hopkinsville CC
Residential Roofer	Certificate	Christian	KY	Hopkinsville CC
Residential Site Layout Assistant	Certificate	Christian	KY	Hopkinsville CC
Rough Carpenter	Certificate	Christian	KY	Hopkinsville CC
Basic Carpenter	Certificate	Christian	KY	Hopkinsville CC
Industrial and Civil Engineering	BS	Calloway	KY	Murray State University
Construction Technology Engineering	BS	Calloway	KY	Murray State University
Construction Technology Engineering	AAS	Montgomery	TN	Austin Peay State University
Engineering Technology	BS	Montgomery	TN	Austin Peay State University



APPENDIX B: ADULT LEARNER FRIENDLY CHARACTERISTICS OF AREA COLLEGES

CAEL has reviewed the university and community colleges within the Pennyrile region, as well as the adjacent region in Tennessee, through the framework of the ALFI principles to reveal where policy might be adjusted to better serve the local adult population within and beyond the identified high-growth and emerging industry sectors. For the purpose of this review, CAEL has researched how each educational institution in the region applies, or does not apply, the above mentioned principles of Adult Learning. We have reviewed programs and policies within the following institutions:

Below is a summary of how each ALFI principle is addressed within the policy and programs of the educational institutions. We have provided a summary of our observations and subsequent recommendations to the local educational institutions in the region.

Color Legend: **Green** – Significantly Vetted Adult Focused Policy, **Yellow** – Moderately Vetted Adult Focused Policy, **Red** – Absence of Adult Focused Policy

AGGREGATED ALFI REVIEW

ALFI Principles	Hopkinsville CC	Madisonville CC	Murray State University	Austin Peay	Daymar Institution	Miller-Motte
Outreach		Green	Green	Red	Green	Red
Life & Career Planning	Green	Green	Yellow	Yellow	Green	Green
Financing	Yellow	Green	Yellow	Green	Red	Red
Assessment of Learning Outcomes	Green	Red	Yellow	Green	Red	Red
Teaching-Learning Process	Green	Green	Green	Yellow	Yellow	Yellow
Student Support Systems	Yellow	Green	Yellow	Green	Green	Green
Technology	Green	Green	Green	Green	Green	Green
Strategic Partnerships	Green	Yellow	Yellow	Yellow	Green	Green
Transitions	Green	Green	Yellow	Green	Green	Green
Internships	Yellow	Yellow	Red	Yellow	Green	Green



HOPKINSVILLE COMMUNITY COLLEGE

ALFI Principles	Programs and Policy
Outreach	Online, mailings, social media, recruiters into industry via job fairs, workforce solutions department with vetted relationship with local industry, utilize educational center on Ft. Campbell to conduct military outreach. Materials are tested for both traditional and nontraditional students but the marketing message is not tailored specifically to adult students.
Life & Career Planning	All students, employees and community members have access to career services, career and transition services offered: career planning, skill assessment.
Financing	Several VA benefit programs offered, KCTCS specifically offers Scholarships for the Elderly (students 65 or older), Hopkinsville Community College Academic Scholarship to specific recipients, i.e. single parents, GED holding students
Assessment of Learning Outcomes	Prior Learning Assessment portfolio's, CLEP testing, work-based experience credit, DANTES
Teaching-Learning Process	Significant community based education programming offering dozens of lifelong learning offerings and activities
Student Support Systems	Academic assistance and tutoring, distance learning tutoring, student organization, Donovan organizations geared toward students 60 and older
Technology	Significant distance and online learning programming offered via KCTCS
Strategic Partnerships	Fully developed workforce solution department, offering customized training to industry, emphasis on plumbing, maintenance and electrical; offer continuing education courses to keep licensure's active; technical programming industry advisory boards
Transitions	full articulation agreement (facilitated through HCC and KY Council on Postsecondary Education and their Kentucky Adult Learner Initiative to allow full transfer to 4 year college), have program coordinators and career and transfer coordinators to ensure transition to workplace or additional education
Internships	offer work based learning programs including Internships, Practicum's, and Experiential Learning; full internship program generally geared toward High school students (Upward Bound program)



MADISONVILLE COMMUNITY COLLEGE

ALFI Principles		Programs and Policy
Outreach		Conduct outreach through employers, have information included in paychecks and via email. Work with businesses that are closing to help enroll working students into classes. Target older workers receiving workforce training for possible enrollment. Radio, cable and internet ad's directed to the mining population.
Life & Career Planning		Provide students, alumni and community members free career services, employment referrals and job search assistance, offer work to learn programs to remove barriers to success and promotes Kentucky Transitional Assistance Program (KTAP) recipients in adult basic education
Financing		Federal work study program - placed in paid employment to counter cost of tuition; most MCC programs approved by VA, Everly Brothers Foundation offers 4-5K in scholarship to non-traditional adult students - MCC will match those funds; 82K annually given from Iris Givens scholarship fund - some money for adult students
Assessment of Learning Outcomes		Do not fully participate in KCTCS prior learning assessment, credits are issued on student case by case basis, college registrar examines the course and program completion
Teaching-Learning Process		Several programs include real-world experiences as a requirement for program completion; cooperative work experiences equal 60-90 working hours per each credit hour; have continuing education unit and credit awarded by Office of Community and Economic Development; an Adult Centers for Educational Excellence (ACE2) partner
Student Support Systems		TRIO student support services, services include: Academic, personal, and career counseling; Workshops in life skills, study skills, and career planning; Mentoring and peer tutoring; Educational development plans
Technology		Partner with Kentucky Virtual campus to offer over 1,100 online and distance learning courses, facilitate online bookstore and 24 hour help
Strategic Partnerships		Adult Centers for Educational Excellence (ACE2) partner; full workforce solution department, employ work to learn and ready to work programs with industry partners
Transitions		Through TRIO SSS - offer Transfer information and campus visits to four-year institutions, work with KCTCS for articulation agreements
Internships		Workforce connections offers paid internships and career services will help students get placed into paid/unpaid internships



MURRAY STATE UNIVERSITY ALFI REVIEW

ALFI Principles		Programs and Policy
Outreach		Increased marketing to adult students for tuition assistance programs, conduct phone outreach, internet marketing
Life & Career Planning		Career services geared to current students and alumni, offer internships, workshops and job fairs. Offer skill assessment and job placement services
Financing		Scholarships for adult KCTCS transfer students (Pell, Stafford, Perkins and state grants), 50K annually for MCC transfer students who become MSU full time students
Assessment of Learning Outcomes		Offer CLEP, departmental challenge exams, and military training for all MSU students, BIS and the Vocational Technical Education programs utilize PLA portfolios
Teaching-Learning Process		Several programs offered in evening and weekend classes
Student Support Systems		Regional campuses offer one-stop services for adult students, not much focus on main MSU campus; have Non-Traditional Student Organization geared toward adult students; have program Adults Belong in College (ABC) offering Pre-admission advising, Back-to-school workshops and Adult-only orientation
Technology		3 bachelor programs and 1 master program offered online in coordination with KCTCS distance learning programming (total 296 courses online 08-09 school year)
Strategic Partnerships		Strong relationship with WKYWIB and VA association for tuition assistance to adult students. Employer partnerships are lacking due to staff constraints
Transitions		Career services web portal- E-recruiting network
Internships		Offer freshman, sophomores and junior internship placement services



AUSTIN PEAY STATE UNIVERSITY ALFI REVIEW

ALFI Principles		Programs and Policy
Outreach		Focus marketing on transfer students, market directly to community colleges and ft. Campbell military base. Word of mouth. Market mostly graduate programs to the adult learner on the radio, TV and newspaper, billboards. Mainly focus marketing to traditional student out of high school
Life & Career Planning		Career services offered free to students and alumni; services include job search, skill assessment, resume and interviewing skills, job fairs
Financing		Tennessee HOPE Scholarship—Non-traditional Component; 16 other scholarships identified focused on the non-traditional adult student (http://www.apsu.edu/Scholarships/nontrad.aspx)
Assessment of Learning Outcomes		Offers Experiential Learning Program for undergraduates, assessment tools: portfolio, external exam, departmental exams, documented training programs - maximum 15 experiential credit hours toward degree
Teaching-Learning Process		Evening and accelerated classes available via Fort Campbell campus, several online classes as well as 13 online full degree programs
Student Support Systems		TRIO student support services for adults - services include: academic counseling, personal counseling, pre-advisement, tutoring, and workshops
Technology		Considered leader in TN for online programming, 13 full degree programs online and a number of other undergraduate and graduate programming online
Strategic Partnerships		Partner with industry for business training and extended campus courses
Transitions		Career services work with industry to fill open positions, connect to internships and placement
Internships		Internship and summer job program web-portal, services offered to current students



DAYMAR INSTITUTION (FORMERLY DRAUGHONS JUNIOR COLLEGE) ALFI REVIEW

ALFI Principles		Programs and Policy
Outreach		Conduct online and newspaper outreach, some radio. Typical student age is 35-37, 20% is military affiliated; have 26 campuses - Clarksville is largest
Life & Career Planning		Free career services offered to students; work with displaced worker while they are in school. Services include resume, interview skills, internship class, job placement service
Financing		Several financial aid processes - none specific to the adult learner, majority of programs are VA approved, have VA specific scholarships, GED scholarships to pay for exam
Assessment of Learning Outcomes		Prior learning assessment is 50 questions assessment, offer free tutoring, only scholarships issued if scored high enough no credit offered, do not accept transferred credits
Teaching-Learning Process		Select classes offered online, have solely online campus (located in Owensboro), evening classes offered at varied campuses, Saturday morning and evening classes offered (offered at Clarksville campus, largest campus) PTA and Dental Assisting degree only within Clarksville area - focus in programming otherwise runs the gamut. Offer programs that are in high economic demand
Student Support Systems		Daymar foundation that provide students with life services and support services and wrap-around services
Technology		Entire degree offered online (about 5-6 total degree's offered online) out of 14 AS and 4 BS programs
Strategic Partnerships		Conduct quarterly advisory group meetings to ensure students are meeting industry needs, help with job placement and curriculum development
Transitions		Assist with finding employment - 90 days try to stay at 90% or higher employment
Internships		90 hour on the job training internship in all programs, several students hired out of internship



MILLER-MOTTE TECHNICAL COLLEGE ALFI REVIEW

ALFI Principles		Programs and Policy
Outreach		Marketing all across the board: internet, radio, newspaper and tv. Specifically focused on military, not so much focused on otherwise non-traditional, majority of students are non-traditional, have 36 colleges across the country - largest within TN is Chattanooga, Clarksville with 700-800 students
Life & Career Planning		Offer career planning services and job placement assistance, for students and alumni offered free to student's
Financing		Financial aid is typical in nature, no funding is secured specifically for the adult learning, do have military focused scholarships, VA compliance officer on staff - most programs are VA approved
Assessment of Learning Outcomes		Upon enrollment student's are interview for ability grouping (not sure what this means or how this affects their education plan), have articulation with other schools; accept transfer credits from most schools. Offer placement testing for math/English. Do not use ACT or SAT. No PLA for life experience
Teaching-Learning Process		Offer certificate, diploma, AS and BS degrees, offer evening and weekend classes for some degrees and courses, most often evening classes, very few offered on weekends
Student Support Systems		Offer course when they begin studying, similar to freshmen orientation, to bring the student back to knowing how to learn affectively, stress management, time management, essentially teaching them how to be student's again, have student government association very active in community, all geared toward non-traditional study
Technology		Online classes are available, offer on ground and online services, all courses offered online with the exception of those that have to be taught in the field
Strategic Partnerships		Work with industry to develop programming and assist with job placement - specifically medical assisting, have agreements with local hospitals for surgical technology for curriculum development and placement
Transitions		Offer job placement services and career development skills
Internships		Have placement with internships and externships paid and unpaid



APPENDIX C: OTHER ASSETS

Kentucky Economic Development Finance Authority (KEDFA)

Programs:

- Bluegrass State Skills Corporation Skills Training Investment Credit
- Incentives for Energy Independence Act – IEIA (PDF)
- Kentucky Business Investment (KBI) Program – (PDF)
- Kentucky Reinvestment Act (KRA) - (PDF)
- Kentucky Environmental Stewardship Act (KESA) (PDF)
- Kentucky Investment Fund Act - KIFA (PDF)
- Bluegrass State Skills Corporation Grant Reimbursement Program
- Direct Loan Program (KEDFA) (PDF)
- High-Tech Investment / Construction Pools (PDF)
- Small Business Loan Program (PDF)
- Kentucky Enterprise Initiative Act (KEIA)(PDF)
- Kentucky Industrial Revitalization Act (KIRA) PDF
- Tax Increment Financing (TIF)(PDF)
- TIF Loan Support Program(PDF)
- Local Redevelopment TIF (PDF)
- Local Vacant Land TIF (PDF)
- Industrial Revenue Bonds - IRB (PDF)
- Commonwealth Small Business Development Corporation- CSBDC
- Community Development Block Grants Loans - CDBG
- Kentucky Tourism Development Act - KTDA
- Linked Deposit Program
- “Education Pays” Public Awareness Program
- CISCO Academies (KCTCS, Dept of Education, DTE)
- Appalachian Regional Commission
- Cabinet for Economic Development
- Community Development Block Grant Small Cities
- Comprehensive one-stop career centers
- Delta Regional Authority
- Department of Vocational Rehabilitation staff in One-Stops
- Individual Training Accounts
- Kentucky Commercialization Fund
- KCTCS and KYWINS
- Kentucky Economic Development Finance Authority
- Kentucky Employer Workforce Toolkit
- Kentucky Jobs Development Act
- Kentucky Rural Innovation Program
- Kentucky Small Business Development Center
- Kentucky Transitional Assistance Program
 - Case Management
 - Relocation Assistance
 - Support Services
- KIFA Venture Capital Program and Industrial Revenue Bonds
- Local Government Economic Development Fund
- Rapid Response Team
- Renaissance Kentucky
- Rural Business Opportunity Grant
- Unemployment Tax Credit
- Welfare-to-Work Tax Credit
- Work Opportunity Tax Credit

Agency and Inter-Agency Programs and Policy:

- Workforce Investment Act Title I incentive funds (one of 10 states)
- Workforce Investment Act Title I-B Program
- Workforce Investment Board Youth Committee



Non Government Partnerships

- Commonwealth Seed Capital LLC
- Kentucky Industrial Development Council community assessment
- Kentucky Innovation and Commercialization Centers
- WorkKeys job analysis and skill assessment center

