

**MINUTES**  
**Bluegrass Community and Technical College**  
**Board of Directors**  
**Newtown Campus Classroom Building, Room 107, Lexington, KY**  
**March 1, 2017**

**Members Present:** Pamela Brough, Nick Harding, Joshua Hoekstra, Florence Huffman, Robert McNulty, Ron Walker, Jr.

**Absent:** Annissa Franklin, Robert Rowland, and S. Dudley Taylor

**Others Present:** Ren Bates, Lisa Bell, Dr. Greg Feeney, Dr. Augusta Julian, Mark Manuel, Dr. Laurel Martin, Jacob Reiter, Dr. Palisa Williams Rushin, Cindy Tucker, Charlene Walker, Crystal Wicks, and Melanie Williamson

**I. Welcome / Introductions**

Board Chair Ron Walker, Jr. called the meeting to order at 6:06 p.m. Chair Walker welcomed Nick Harding, who is the president of the Student Government Association and the student representative to the board. Mr. Harding noted that he is a sophomore at the Cooper Campus, and he plans to transfer to the University of Kentucky (UK) in the fall. He is studying accounting and will receive an Associate of Science degree from BCTC this spring. He noted he is a BCTC Blue+ student which connects students to the university for classes and activities, and it has been a good experience for him.

**II. Business Meeting**

**A. Approval of Minutes, December 7, 2016**

Minutes from the December 7, 2016, Board of Directors meeting and the December 7, 2016, Board of Directors retreat were presented for approval. A motion was made by Robert McNulty to approve the minutes. Pamela Brough seconded the motion, and the motion carried.

**III. Information / Discussion**

**A. Computer Information Technologies Presentation**

Chair Walker welcomed Melanie Williamson, program coordinator and faculty member, and Cindy Tucker, faculty member, to the meeting to present information to the board about the Computer Information Technologies (CIT) program.

Ms. Williamson thanked Chair Walker and Dr. Julian for the opportunity to talk about program initiatives. She introduced Jacob Ryder and Crystal Wicks, who are students currently enrolled in the CIT program. Both of these students have worked on grant-related and other activities outside of the classroom. She noted the value to students of being involved in research and outreach events. Mr. Ryder will be attending Northern Kentucky University in the fall. Ms. Wicks is an outstanding tutor and has played a key role in starting the online tutoring initiative. She is helping with technology at the Georgetown – Scott County Campus this spring.

Chair Walker asked both students to explain why they chose BCTC for their studies. Mr. Ryder cited low cost as a major factor. He also noted that he found the instructors in the program helpful and understanding for students coming back to the classroom. Ms. Wicks stated she had not determined a career path when she applied to BCTC. She had some programming experience, and once she arrived on campus she had a good experience in information technology.

Ms. Tucker remarked that Ms. Wicks has an interest in teaching, and since she has done a great job as a tutor they are encouraging her to continue on that path. Ms. Tucker stated that women are needed in the computing field to diversify the workforce.

Ms. Williamson noted several initiatives that she, Ms. Tucker, and the program's students are involved in outside of the classroom.

The first initiative is the *Hour of Code*. Ms. Williamson and Ms. Tucker have been involved with this program for the past few years. It encourages everyone to try out programming because anyone can do it. Ms. Williamson noted that it is wonderful to watch young students as they get involved and start to understand what they are doing. Last December, almost 300 students from elementary to high school participated in this event. They can even teach logic to the students without computers.

Ms. Tucker added that they recently offered a program called *CS for All*, which is based on the same idea. Computer Science is getting a great deal of attention, so it is good for the college to be involved in these efforts. Mr. Ryder and Ms. Wicks have both led sessions and helped younger students at these events. Many students have participated every year, and the coordinators offer new opportunities for those individuals that are increasingly difficult so the participants stay engaged.

The second initiative the faculty described is with NASA Kentucky, which is part of a larger-scale grant through UK. This grant provides several opportunities for students to do research. Other BCTC students have been involved in satellite balloon research. The first year, the information technology group was dedicated to applications development, and in year two they purchased a drone. The students researched which drone to purchase, what regulations existed for drone usage, payload options, and how to incorporate 3-D printing into the project. Mr. Ryder has worked on this project for several semesters.

Ms. Tucker said that lightweight drones are very susceptible to wind, so they have flown the drones indoors in both the Classroom and Laundry Buildings. She remarked that after the students learned how to fly, they purchased a much larger drone and took aerial photographs of the Newtown Campus using a Go-Pro camera. Mr. Ryder said that the students made a 3-D object file using a compilation of photos and from that, a miniature model of the campus was created using a 3-D printer. Students have presented their work at several conferences. The CIT Advisory Board

said that students need to be prepared to communicate and present well, so this is a great opportunity for those students to practice these skills. The students have given many demonstrations and poster sessions on their research.

The third initiative they highlighted is the Women in Computing Conference. The next conference will be held at BCTC's Newtown Campus on March 30-31, 2017. This is the third time that Ms. Williamson and Ms. Tucker have organized this conference. BCTC's conference is the only one at the community college level. Both attended the National Women in Information Technology Conference a few years ago, and they subsequently volunteered to help at the regional conference at Northern Kentucky University. When leadership from the national conference asked for more community college partners, Ms. Williamson and Ms. Tucker were selected to host a conference. Ms. Wicks is a part of this organization.

There were about 50 attendees at the first conference, and around 100 attendees at the second one. They hope to have 125 participants this year, including students from Bryan Station High School, Eastern Kentucky University, Northern Kentucky University, and community colleges in Tennessee and Indiana. Ms. Williamson noted that this conference is not only for women; BCTC's conference has one of the highest percentages of male attendees. This year's keynote speakers include Dr. Jill Denner, an Education, Training, and Research scientist, and Erin Mindell, a program manager on Google's Research Education team. Ms. Williamson invited board members to attend the Women in Computing Conference.

Finally, they have worked to establish the Information Technology Academy housed at Bryan Station High School. JP Morgan Chase has provided significant funding to BCTC for this career pathways project. They started with 22 students who take one class per semester in their junior and senior year. Four students completed the program in one year and will receive their certificates this spring. Ms. Tucker noted that 20 of these high school students attended the conference at Northern Kentucky University. College attendees expressed their appreciation for the knowledge and professionalism of these high school students.

Ms. Williamson noted that in addition to all of this, they also teach classes. Dr. Feeney stated that Ms. Williamson and Ms. Tucker represent our dedicated faculty who work hard to strengthen and showcase their program. They both have a national profile which is an asset for the college. Ms. Williamson is the co-chair for Community College Outreach in Boulder, Colorado, a branch of the National Center for Women and Information Technology, which is funded by the National Science Foundation. Ms. Tucker serves the Association of Computing Machinery as a member of the Executive Committee for Community Colleges and as a representative on the Women's Committee.

Ms. Tucker noted that both she had Ms. Williamson use these connections to network and explain why community colleges should be a part of the conversation. Ms. Tucker was invited to Google last year as a community college representative. These

opportunities provide excellent connections for the college and our students. Both were invited to the NSF Broadening Participation in Computing meeting being hosted in Denver next month. No funding for this grant has been awarded to community colleges thus far, so this is a potential opportunity for us. Part of the focus of this meeting is to get more community college involvement.

Mr. McNulty asked what kinds of relationships the CIT program has with the company Run, Jump, Dev. Ms. Williamson stated they are represented on the CIT advisory board. They are one of the sponsors of Global Game Jam, which is a 24-hour development event held at Newtown Campus. She noted that there are five gaming companies located close to the campus.

Mr. McNulty asked about the faculty's view of utilizing drones for package delivery. Ms. Williamson said that there has been significant testing, and it is increasingly a possibility. In addition, 3-D printing has made significant leaps in recent years. Ms. Tucker said it is a testament to how far robotics has come in our lifetimes.

Ms. Williamson thanked Mr. Ryder and Ms. Wicks for their participation this evening. Chair Walker thanked everyone for their presentation and noted the value of hearing from faculty and students. He thanked Ms. Williamson and Ms. Tucker for leading the CIT efforts at the college, and for making BCTC an example for others to follow.

## **B. Budget Update, 2016 - 2017**

Lisa Bell commented on the information provided in the current year budget report. She remarked that at the last meeting, she told the board that the Kentucky Community and Technical College System (KCTCS) staff had asked the colleges to restore the required reserves that had been reduced to pay for the prior year budget cut. She reminded members that all of the colleges are required to keep about three percent of the unrestricted total budget in reserve for financial declines. For BCTC, this is about \$1.6 million. Since the last meeting, KCTCS reversed that directive, keeping the current year reserve at the lowered level. For BCTC, the lowered reserve for this year totals \$1.2 million which shows in our budget statements. Ms. Bell anticipates that the college will be directed to return to the higher level for next fiscal year.

Ms. Bell stated that the spring tuition revenue has taken a small dip after the drop-add period. We hope to have additional enrollment through March 9, which will help to boost revenues for spring. Ms. Bell noted that we are currently over budgeted revenue, which is good news.

Florence Huffman asked for additional information on bad debt expense. Ms. Bell explained that for the fifth year, we have experienced a large savings in bad debt expense. Staff has looked back ten years at old accounts receivable and submitted information to the Kentucky Department of Revenue for collections. This has helped us collect on many old accounts. In addition, the drop for nonpayment contributes to

the number, as we remove students who are not attending classes. Thus, they do not get a bill that they do not pay, and the college does not incur the bad debt. Finally, faculty have worked very hard to record no shows and verify attendance. Ms. Bell noted that this endeavor has yielded a huge financial benefit for the college, and many people have contributed to this successful effort.

Ms. Bell noted a bad debt savings of \$4.5 million in the last three years, which is a significant financial success for the college. She does caution that these collections will diminish at some point, probably in the next year. This year, we budgeted bad debt expense at \$644,000. The Bursar's Office, Accounting, and the Budget Office review the information quarterly and each year use that information to determine the budget amount needed for next year. Next year's expense is anticipated to be similar to this year.

Chair Walker asked if there were any current students included in the bad debt expense number. Ms. Bell responded that we record information every six months, in December and June, so there might be current students in one semester, but they would have a hold placed on their account. The hold will prevent the student from further enrollment, graduating, or from receiving a transcript unless they pay or set up a payment arrangement.

Dr. Julian remarked that KCTCS requires the college to drop students for nonpayment. We have students who are dropped but quickly make payment arrangements and return to class within two days. Our faculty and advisors help the student navigate through the process. If we did not do this, students would leave and owe the college a lot of money. We would also have students who never attended class who would get a bill from us. Dr. Julian believes it is the right thing to do, even though there is a significant impact to some students. Ms. Bell noted that if they are awaiting financial aid, they are not dropped from their classes. Approximately 40 percent of the students who are dropped do not re-enroll.

Ms. Huffman asked if students could return to school once they pay off their debt. She is aware of some young adults who cannot finish school because of the debt that they owe. Ms. Bell responded that yes, they may re-enroll when they are up to date with their payments.

Chair Walker asked for the status of the book sales commission. Ms. Bell reported that as of February 6, our Barnes and Noble bookstore commission is \$211,647 which is about 41 percent of the budgeted revenue. Although it is a little behind prior years, Ms. Bell said we should anticipate that since enrollment is down. We provide the bookstore space, and they give back a commission based on their sales. They contribute in a significant way to the overall budget, and they provide students with a good service.

Chair Walker thanked Ms. Bell for her report.

**C. Budget Priorities and Planning, 2017 – 2018**

Dr. Julian stated that in some years, by the time of the March board meeting, the college leadership has completed the process of soliciting recurring and nonrecurring budget requests throughout the college and has a sense of planned changes to next year's budget. We are not finished with that process this year, but Ms. Bell displayed a spreadsheet of potential budget items that are under consideration. Dr. Julian remarked that leadership is still in the process of looking at requests and making decisions about allocations so Ms. Bell can include those in the budget.

Leadership did make decisions in December about funding a few positions using current year salary savings and other funds that are available. Dr. Julian stated that we will have additional retirements and resignations to possibly fund a few more positions this year, but there will not be many additional recurring allocations beyond that. We are still using fund balance for facilities upgrades and other one-time expenses.

Dr. Julian reminded the members that funding was received from the Work Ready Skills Initiative for the Danville and Leestown Campuses allowing some funds to be repurposed for other projects. We have an opportunity to look at the Laundry Building and Newtown North and determine if there is a way to go forward with any of those renovations. More information about facilities updates will be presented at the meeting in May. Ms. Bell noted that the Strategic Needs Analysis, approved by the board in December for submission to the system office, included best estimates of costs associated with these projects.

Mr. McNulty asked if the Laundry Building was in good enough shape to renovate. Dr. Julian said there are some issues because it is a historical building but that its basic structure is solid, and we want to preserve it. It is approximately 6,000 square feet. Ms. Bell noted that costs are significant. For example, restoring the windows to historical specifications at the top of the structure totals \$450,000. Dr. Julian remarked that the roof replacement has helped to protect the structural integrity.

Dr. Julian stated that the next new building at Newtown needs to be classrooms and student support services. The Laundry Building is a nice, open space, so it would be ideal as a community center or student center. In the meantime, it might have other uses in the transition period to provide additional services to students on the Newtown Campus.

Ms. Bell said there will be a budget committee meeting in May to review the budget items, and the full board will approve the budget for submission at the May 31 meeting. KCTCS is discussing a few items including salary increases, benefits rate increases from 40.6 percent to 43.5 percent, and implementation of the recent Classification and Compensation study. There are some employees who, based on the study, are not making the appropriate salary for their position. There will also be cost increases due to the Georgetown-Scott County Campus operations, the Science Building opening in early 2018, and other operational expenses. Finally, there are recurring and nonrecurring requests to consider.

As to revenue, Ms. Bell noted that we will plan for flat enrollment at this point. She stated that KCTCS has asked CPE for permission to increase tuition, and they are considering additional course charges. Dr. Julian expressed some concern that these increases may contribute to more enrollment declines. Ms. Bell noted that she will review all of these items in detail with the budget committee in May for approval at the next board meeting.

Dr. Julian noted that there are some legislative issues to consider as well. The performance funding model will go into effect, which equates to five percent of our state allocation for next year. College leadership is already looking at the factors that go into that model and how we might positively impact our results. Funding will be based on three sets of factors, each responsible for about one-third of the total amount. First is operations such as facilities and utilities costs. Second is student success factors related to credentials, serving underrepresented populations, and other outcomes for students. Third is retention, which will be measured using the total number of credit hours earned annually. Dr. Julian noted that we need to hit our targets for the second and third factors compared to the other colleges.

Ms. Huffman said that in thinking about other campuses and universities, five percent does not seem like a lot of money. Dr. Julian responded that Governor Bevin has signaled his intent to propose that higher education's state allocation move to 100 percent based on these factors, so we need to be prepared for that to occur.

Dr. Julian stated that there is also some legislative activity around dual credit. We are currently operating under an Executive Order from Governor Bevin. The cost for the high school students taking college courses from any higher education provider is one-third of KCTCS tuition.

In addition, there is a Work Ready Scholarship approved last year that is available to students starting in July. The state will provide scholarships for students who enroll in career and technical programs in five industry sectors they have identified, including construction, information technology, advanced manufacturing, healthcare, and logistics and transportation. KHEAA will administer the funds, and students will have to complete an application to access the funding. We hope this will help to boost enrollment.

Mr. Hoekstra asked how the system's funding model will work. Dr. Julian stated that the performance funding model was set up so that the universities are competing with each other. The legislature carved out the KCTCS portion so we are competing with the other KCTCS colleges. If all sixteen colleges meet their standards, everyone will receive their allotment of funding. She noted that in state law all state funding is allocated to KCTCS and is then distributed by the system office to the colleges.

Mr. Hoekstra asked about the online initiatives and how KCTCS will use the funding to purchase software and other support items. He questioned the situation of paying for central services if students do not use them, especially if we are charging the students

more. He cited Brainfuse as an example of software that was purchased for online students to utilize as a virtual tutoring room, but many of Mr. Hoekstra's students do not need to utilize that software because he is available to his students.

Dr. Julian remarked that the distance learning model is in development, and she informed the board that BCTC faculty has indicated that there are serious concerns about the model. Dr. Julian and the other college presidents were asked to participate in the financial part of the discussion but also collected and shared broader questions and concerns. Dr. Julian noted that Melanie Williamson is BCTC's faculty representative to a systemwide workgroup that will look into the details of how to move forward, what software packages are most important to help students, and what costs might be.

Chair Walker asked if this was a system decision. Dr. Julian responded that an earlier systemwide workgroup studied this issue for about two years and recommended the model under consideration. Dr. Ben Worth was BCTC's representative on that group. Dr. Julian and the faculty will continue to work on these concerns, as BCTC has been a leader in distance learning for several years and changes could have a big effect on our enrollment.

#### **D. Board Committees**

Chair Walker distributed copies of the updated board committees and membership. As board membership is not at full capacity due to a term ending and resignations, members are being asked to serve on two committees. Chair Walker stated he tried to honor members' interests and requests. He asked that if there are concerns with committee assignments, members let him know. Chair Walker noted that these functions are required by statute, and the committees serve an important function. He noted that Tammi O'Neill will be in touch with everyone about getting committee meetings scheduled in May.

Chair Walker noted that the recommended Community Connections committee is new this year. We will use this as an opportunity to get out in the public and let people know what is happening at the college and promote it when possible. Chair Walker sees the student member as an excellent representative for the college, as people in the community like to hear what students think about the college and how it has impacted their goals.

Dr. Julian noted that we have encouraged potential board members to submit their nomination materials for consideration for appointment by Governor Bevin. We know that there are applicants from Danville, Georgetown, and Lexington. We hope that the appointment will be made for Robert Rowland's vacancy soon.

#### **E. Mission Statement and Review**

Dr. Julian stated that the college is required to review the mission statement every three years. An updated version will be presented for approval to the Board of Directors in May, and it will be presented to the KCTCS Board of Regents in

September. She distributed a handout and asked board members to spend a few minutes discussing the appropriateness of the current mission statement. The handout lists the vision, mission, and values, and includes a short list of questions. These are the same questions being asked of faculty and staff.

Dr. Julian also distributed a copy of the Commitment to Unity / Equity Statement that was shared in an update a few weeks ago. This statement was written by the Cultural Competency Quick Action Committee, as they felt it was important to make a statement about our learning environment. While the board does not have to take action on this statement, Dr. Julian requested they consider an expression of support.

Mr. Hoekstra responded positively and requested that the college consider adding “languages” to the inclusion factors we support. Charlene Walker, who co-chaired the committee, agreed that it should be included and fits with the overall efforts to clarify our commitment. Other members expressed agreement, and Ms. Huffman made a motion that the Board of Directors adopts, through a resolution, the Commitment to Unity / Equity Statement. Mr. Hoekstra seconded the motion. Mr. McNulty clarified that the resolution was for the revised statement including “languages” as a part of the first paragraph. The motion was approved unanimously.

#### **F. Functional Area Updates**

Mark Manuel started his report with news from the regional campuses. The Lawrenceburg Campus RN program was just ranked thirteenth in the state. Workforce Solutions is working with Hitachi on employee training at the campus. We have signed a contract with Jim Beam to use this equipment for training on-site as well.

The Winchester Campus Medical Assisting program continues its success. The hospital remains a sponsoring partner and has asked us to do needs assessment for additional healthcare programs. Winchester will graduate the first 1+1 Engineering graduates this May. Moonlight Movie nights continue to be a big draw for the campus with lots of activities and community involvement. This year, the movies and dates are: Sing-July 14, Beauty and the Beast-July 21, and Lego Batman Movie-July 28.

The Danville Campus was recently awarded Work Ready Skills Initiative funds totaling \$2.7 million for the Advanced Manufacturing Center addition. Mr. Manuel noted that we still need to raise about \$700,000 locally for that work to be completed. The Danville Campus is hosting an Earth Day festival on April 22, and they expect more than 500 visitors at that event.

Mr. Manuel noted that our Human Resources Director completed certification in diversity hiring. The Institutional Planning, Research, and Effectiveness office has done good work on the graduate student survey and satisfaction survey, which will better align with our new strategic plan. Our director of Professional Development resigned, and until refilled, several people have helped to keep up those efforts. The Resource Development office has reported that they have commitments totaling \$283,000 of the \$450,000 goal for this year.

Ren Bates offered updates from Information Technology Services. Staff are still working at the Georgetown–Scott County Campus. They have installed over 250 new workstations and set up a new, elaborate network. Mr. Bates is very proud of their significant efforts to get ready for the students this spring. Staff are actively involved in discussions on both the Science Building construction at the Newtown Campus and the Leestown Campus renovations.

Mr. Bates reported on the planning for migration of the website to a new platform. Staff have also worked to develop a budget application that has been helpful to faculty and staff across the college. Staff are also developing an HR onboarding module that will help to automate the process and eliminate some communication challenges. He is requesting funding from the Perkins grant at \$300,000 to replace aging workstations and also nonrecurring funds to do a refreshment of other workstations. In addition, Mr. Bates is hiring new technicians, one will support instructional media and one will support the Georgetown–Scott County Campus and the Newtown Campus.

Mr. Hoekstra asked if there was a way to give graduating students an alumni email account, or another mechanism to maintain the relationship with that student. Mr. Bates said that has been discussed at KCTCS, but there are concerns due to the sheer number of students. Many single colleges do not have as many alumni making such a practice easier. Dr. Julian can grant an exception for faculty and staff to stay on as affiliates.

Dr. Palisa Williams Rushin began her presentation with recently reported preliminary student loan default rates and noted that BCTC's rate is 21.1 percent, which is the fourth lowest in the system. Our default rate has dropped every year for the last three years, which is very good news. Jefferson has the lowest rate this year at 20.2 percent.

Dr. Rushin reported that Student Development and Enrollment Management (SDEM) and Academics are working on a partnership with the University of Kentucky's (UK) engineering program. This partnership will allow us to develop a pipeline for 80 students. The students will have a Living and Learning community in student housing, and we will have 25 beds for our students. These beds are in addition to the 100 that we have with the Blue+ program. There is a discussion that some engineering courses will be offered at the Cooper Campus utilizing joint teaching that will take place with UK and BCTC.

SDEM has completed some restructuring. An Associate Dean of Student Development was recently hired, which brought together the Transfer Center, Career Development, and Academic Advising. This will help us work more closely as a group and should significantly help the undecided students with career and transfer pathways.

Dr. Rushin noted that the first Pharmaceutical, Medical, and Life Sciences Career Fair was planned for today and there was good turnout, but the weather impacted attendance. Students who attended were able to talk with employers about job opportunities and internships.

Chair Walker asked if there was any thought to trying to develop an information technology pipeline with UK. Dr. Feeney responded that while there is not a formally structured pipeline in place for CIT students, a pathway does exist and is supported by the program advisory group. He will ask that this issue be brought before the advisory committee to see what the interest would be. Dr. Feeney noted that UK is interested in partnering with us for two reasons: to improve transfers from BCTC and to pilot programs that might expand to other KCTCS schools. UK does not want to lose students who are academically ready, so they encourage them to start here so the student receives the financial benefit.

Dr. Rushin stated that students can be dually admitted to UK and BCTC in this new program. Students start at BCTC with the guarantee that they can transfer on to UK when they are ready. She said we will continue to explore how the pilot program can be tweaked for other programs. Dr. Julian commented that UK wants to encourage more students to get into engineering and they want to diversify their population. In addition, they know that our students are well prepared to succeed. She noted that lots of hard work has gone into this effort, and both SDEM and Academic faculty and staff have done excellent work.

Chair Walker thanked the vice presidents for their reports.

**IV. Announcements**

Dr. Julian distributed invitations to the dedication for the Georgetown–Scott County Campus Advanced Manufacturing Center. The event will take place on Monday, April 17, 2017, at 11:00 a.m. We expect a large attendance from the community.

**V. Adjourn**

A motion to adjourn was proposed by Ms. Brough, seconded by Ms. Huffman, and the motion carried. At 7:54 p.m., with no further business to come before the board, the meeting was adjourned. Chair Walker thanked everyone for their attendance.

The next regularly scheduled meeting of the board will be held on May 31, 2017. The meeting will be held at the Newtown Campus in rooms 106/107.

Respectfully submitted,

Tammi O’Neill  
Office of the President

Augusta A. Julian, Ed.D.  
President