

MINUTES
Bluegrass Community and Technical College
Board of Directors
Georgetown – Scott County Campus, Room 106, Georgetown, KY
September 13, 2017

Members Present: Pamela Brough; Joshua Hoekstra; Florence Huffman, Secretary; Robert McNulty; Jose Morales; Marissa Smith; S. Dudley Taylor, Vice Chair; Ron Walker, Jr., Chair

Absent: None

Others Present: Lisa Bell, Wayne Cowan, Dr. Greg Feeney, Pam Hatcher, Dr. Augusta Julian, Mark Manuel, Dr. Laurel Martin

I. Welcome / Introductions

Chair Ron Walker called the meeting to order at 6:13 p.m. He introduced two new board members. Jose Morales is the college's Student Government Association President this year. He was born in Puerto Rico, moved to Honduras, then came to the United States. He is studying industrial maintenance, robotics engineering, and electrical engineering.

Marissa Smith is the staff representative for the college. She works as an educational advisor for the Student Support Services (SSS) area and works at all three Lexington campuses. SSS is a grant from the Department of Education that helps provide advising, financial aid, and career development for students identified as needing extra support. She began working for the college as a general advisor in 2013 and moved into this position in 2015. She is originally from Louisville, Kentucky.

Chair Walker thanked Dudley Taylor for standing in as chair at the May meeting. He thanked the college staff for the efforts made at board meetings and throughout the year to help members stay informed about what the faculty and staff are doing for students at all campuses. He said they really do appreciate the progress being made to help students on their educational journey.

Chair Walker distributed a list of the current committees and asked everyone to indicate their interest in at least one. All members will be assigned to work on at least one committee this year. Members should indicate their interest to Chair Walker.

II. Georgetown – Scott County Campus Welcome

Pam Hatcher, serving as Campus Director as well as an academic dean, welcomed the board members to the campus. She expressed her appreciation for all that the board does on behalf of the college. Chair Walker thanked Ms. Hatcher for the welcome and tour of the campus prior to the meeting. He is very impressed with the Advanced Manufacturing Center and its open learning environments. Chair Walker expressed, for the board, how important it is for them to understand the critical impacts of the college's technical programs on the workforce. He is proud of the work that the faculty and staff are doing at this location.

III. Business Meeting

A. Approval of Minutes, May 31, 2017

Minutes from the May 31, 2017, Board of Directors meeting were presented for approval. A motion was made by Dudley Taylor to approve the minutes. Florence Huffman seconded the motion, and the motion carried.

B. Election of Officers, 2017 – 2018

Chair Walker thanked the board members for submitting nominations for board officers. The nominations were offered as follows:

- Chair: Ron Walker
- Vice Chair: Dudley Taylor
- Secretary: Florence Huffman

Chair Walker asked if there were any other additional nominations from the floor. There being none, he asked for a motion to accept the candidate slate. Mr. Taylor made a motion to accept the ballot by acclamation. Pamela Brough seconded the motion, and the motion was supported unanimously. Chair Walker congratulated the officers for 2017 – 2018 and expressed his commitment to a good year for the board's work with the college to support students.

IV. Information / Discussion

A. 2016 – 2022 Strategic Plan Update

Annual Priorities 2016 – 2017 Highlights Report

Dr. Julian said that as a part of the strategic planning process, there is an annual process that involves people from across the college. The group most connected to the process are the leadership team and the Administrative and Planning Team made up of supervisors and unit heads from across the college. These groups help to identify a set of Annual Priorities each year. The attached report highlights the last year and the outcomes for the Annual Priorities that were developed. Highlights are provided from many areas that show their work and success. Dr. Julian noted that she uses the Annual Priorities as the basis for her performance plan as well so some of this information is duplicated. We also show some of this as a part of the annual progress report for the **2016 – 2022 Strategic Plan**.

Annual Priorities, 2017 – 2018

The second document shows the annual priorities for the coming year. Dr. Julian noted that this is the second year that the college will use an overall set of four priorities: Career Pathways, Enrollment Pipeline, Global Learners and Equity Support, and Retention and Completion. These four are the components to student success. Leadership looked at the strategic plan and identifies specific objectives that fit within those priorities as focus areas for the year.

Dr. Julian asked everyone to note the graphic on the front page. She reminded board members that she discussed this initiative at the May board meeting. The plan is to

focus innovative efforts on a BIG WIG (Wildly Important Goal). The college has committed to meeting this goal in the next five years as the major commitment that supports student success. Everything that we do throughout the organization leads up to obtaining a credential. The goal is to increase the number of credentials awarded by 50 percent over five years (from 3,015 in 2015 – 2016) to 4,972 or “5,000 in 5.”

This is an easy way to remind us of that overarching goal and what we need to do to help our students succeed. Underneath the BIG WIG are a set of activities and opportunities for people to be innovative in creating support strategies. We also still have project teams tied to the four overarching goals as well. The four major goals of these teams are:

- Career Pathways: Help students find career information and make informed choices based on career interests.
- Enrollment Pipeline: Streamline and support every process from recruiting through admissions.
- Global Learners and Equity Support: Implement strategies to support diverse students who might need extra help to succeed including international, immigrant, and refugee populations.
- Completion and Retention: Determine ways to retain students by supporting their goals to receive credentials.

Dr. Julian explained that a GIG is a Goal Innovation Group. This is a method by which people can identify their interest in working on a specific aspect of the movement toward 5,000 credentials. Dr. Julian has communicated that any group that comes together and has the support of their Vice President can ask for funding up to \$500 for an innovative activity or idea in support of their own Wildly Important Goal or WIG. She reported two groups have already requested funding. Money could be used for things such as to test software for classes, to set up faculty training, or for a student event. This is an incentive for people to work on something they might not typically get to do in the course of their regular work.

B. Budget Update, 2017 - 2018

Lisa Bell referenced the budget narrative provided for review. Bob McNulty noted that the proposed 17 percent budget cut to state agencies did not include the colleges. Ms. Bell remarked that the college continues to budget conservatively as there are still many challenges ahead. Ms. Bell noted that current year revenue as of today is almost \$15.4 million, which is a little over two percent short of budget. However, that shows a gain from the budget report in the packet. There is an opportunity for additional revenue for fall as we enroll for the two additional sessions in the Fall semester. She reminded the board that FY 2017 ended well, and we are hopeful that the positive outcome will continue on this year.

Dr. Julian added that she received a communication from a president of a regional university which remarked that the announced 17 percent cut included the Council on Postsecondary Education (CPE). That could affect some grants and other activities

that are funded through the agency. CPE staff assist the colleges in various ways to set standards and do reporting, etc. so there could be an impact to the college if they are cut significantly.

Mr. Taylor recalled that he questioned the competition from other institutions, related to the added online course fee of \$20 per credit. He asked how our courses stack up and why KCTCS decided on this increase. Dr. Julian responded that other institutions also charge an online fee to keep the technology and services up to date. She also noted that the charge was a way to raise needed revenue to meet students' need in dealing with continuing budget challenges. She explained that there was an analysis of how the added charge would position the colleges in the market. We still compare favorably on price with those in competition for our students. Ms. Bell noted that when the Fiscal Year 2018 budget was prepared, we analyzed the online enrollment level and decreased it by 13 percent, as we did not know what the ramifications would be.

Ms. Huffman asked about some of the immigration policies and wondered if there had been any impacts around those issues on campus, particularly with the "Dreamers." Dr. Julian reported that she does not know of anything specific. The college has employees and students who are protected under the Deferred Action on Childhood Arrivals order or DACA. An employee had to go on leave while awaiting renewal of his deferment, and it is very concerning.

Dr. Julian noted that Erin Howard, Director of Latino Outreach, is working closely with students and others to be sure they understand the situation. She presented to the Administrative and Planning Team last week, so supervisors have an understanding of the issues. Dr. Julian reported that our international student population is down to under 50 students, although we were up to around 120 at one point. Saudi Arabia sent many students to us, but their support has changed and, along with the uncertainties around US immigration policy, the overall numbers have declined.

Chair Walker thanked Ms. Bell for her report.

C. Fall 2017 Enrollment Report

Dr. Julian reported that while the budget report shows that tuition revenue is up, our headcount numbers are down. Currently, enrollment is 500 under our final number last year. We dropped from 9,943 in 2016 to 9,459 in 2017, which equates to a drop in enrollment of 3.8 percent. In full-time equivalents or FTE, the total credits are down four percent. Online enrollment has also fallen slightly and is down 1.2 percent. The final headcount report for fall will be made on November 1, 2017.

Mr. Taylor asked where our greatest growth and losses were, and if they were in a particular field, like health or nursing careers. Dr. Julian responded that the healthcare programs are full, and that is true of technical programs as well. We limit the size of those classes due to lack of facilities and resources. We see more

fluctuation in the programs that do not have restrictions, including transfer, business, information technology, and general education programs.

Dr. Feeney noted that all healthcare programs do very well. A clear example is the Pharmacy Technician program, which started with three students last year. This fall, the program has reached capacity at 24 students. Academics is looking to add another cohort for the following year to double up and increase the program size because there is a need for those jobs in the marketplace.

Chair Walker asked for information about the programs at this campus. Ms. Hatcher responded that Computerized Manufacturing and Machining has the most growth, specifically tool and die. The Advanced Manufacturing Technician program has the largest enrollment ever since starting in 2010, recently admitting 44 students in that cohort. All of those students are sponsored by industry. In addition, the Heating, Ventilation, and Air Conditioning program has recently added a night program due to growth in enrollment.

Ms. Huffman asked if there was interest from both male and female students for those three programs. Ms. Hatcher responded that progress is being made slowly. For example, Marly Jenkins, a former manufacturing technician student, was recently hired as a new faculty member. She was employed in industry, but decided that education was her passion. She came back as an adjunct and is now full-time. Ms. Hatcher believes that Marly will be a great help with recruiting young women. Interest and awareness about manufacturing and trades is very low.

Mr. Taylor noted we need to let people know we are here and asked if there will be additional signage for this campus in the near future. Ms. Hatcher responded that we continue to get more signage to help with visibility.

Chair Walker thanked everyone for their input in the discussion.

D. Facilities Update

Dr. Julian introduced Wayne Cowan, who recently replaced Rob Knight as the Dean of Facilities Planning and Capital Construction. He has experience as an architect and also has a background in construction and planning. She is very pleased he has joined us in such a significant role.

Mr. Cowan thanked Dr. Julian and said that we are entering an exciting time for the BCTC campuses. The Newtown Campus Science Education Center is in progress and nearly complete. There are a few projects going on at the Leestown Campus and a few smaller projects at the other campuses.

Mr. Cowan shared a presentation about project completion and renovation timelines at the various campuses and showed photographs of current status. He noted that the Science Education Center should finish on schedule. The substantial completion date is November 9, 2017, and we will move in furniture and equipment following that

and through the holidays. Classes will begin on January 8, 2018. We are still looking for someone to occupy the incubator space and donation funds towards cost of fit-up.

The Leestown Campus has several projects in various stages of completion. The project was delayed due to procedural issues with the bids. The plaza reconfiguration started in May and is substantially complete. They hosted the eclipse viewing in that area, so people are using and enjoying it.

Mr. Cowan noted that the college's facilities master plan has not been updated since 2008, so it is time to review and revise as we look to the future for up-to-date learning environments across the campuses. He also reported that we are exploring a larger partnership with the Fayette County Public Schools (FCPS) regarding our facilities and hope to finalize those plans soon.

There are some challenges at Newtown that need to be addressed quickly including sidewalks, safety projects, and parking. The goal is to make walking as safe and convenient as possible. The Newtown Campus Laundry Building has much potential to bring nice gathering spaces and expand student services. Additional signage is being looked at for Newtown Pike and Fourth Street to help people identify the campus. The corn crib and mule barn were originally designated as storage structures, but there have been some safety and security issues with those. We will need to disassemble those and remove them from the campus.

The Danville Campus has an addition for the Advanced Manufacturing Center partially funded as part of the Work Ready Skills Initiative program. Fundraising for that addition is ongoing and we are halfway to our goal. Dr. Julian noted that the Danville Rotary has made this their project for the year. Erin Tipton, Campus Director, has done a great job of getting people onboard, and she will continue to make progress on it. The Lawrenceburg Campus is in phase two of the roof project. This should be done before wintertime.

Dr. Julian noted that FCPS Opportunity Middle College currently occupies space in the Oswald Building at Cooper Campus. Ms. Bell is taking the lead and talking with representatives from FCPS about expanding their presence. We are able to give them flexibility to design with us what is needed. Since the majority of science courses are moving to the Science Education Center later this fall, and most of the allied health programs will move to renovated space in Leestown this summer, it allows us to consider other uses and partnerships.

Mr. Taylor asked about financial arrangements. Dr. Julian said that we are looking at all options to help to finance the development and consolidation of programs and services at Newtown and Leestown sites. She sees our situation as very positive, as the college needs to establish our own location, but we also need to maintain relationships with the University of Kentucky and their students. We have to be prepared to change the way we recruit students, especially those who still want to

come when we are not geographically close to UK in the future. This will continue to be a transition as we move forward.

Mr. Taylor asked about transportation options available to get to the Newtown Campus. Dr. Julian said that we have the bus pass program with Lextran, so that is an option for people. In addition, we might try to work with other partners to run a shuttle.

Chair Walker asked if there was a consideration for a covered walkway between the buildings at Newtown. Mr. Cowan responded that it would be nice, but it is quite a distance and not quite feasible based on the layout.

Ms. Huffman asked if the Lexington Police Department training facility on the Newtown Campus has been beneficial. She remembers when we announced the campus location that many people were concerned about safety, but it looks very nice and open. Dr. Julian said that she is not aware of any serious incidents on that campus and believes their presence has made a difference.

Mr. Morales noted that the food situation varies by campus and that is a concern to students. The Cooper Campus has a cafeteria, but none of the others do. Dr. Julian responded that we only have vending machines at the other sites. It is something that we continue to discuss, and we would like to have a café or something similar at Newtown and Leestown. We tried food trucks at Newtown, but they were very expensive and not what the students wanted. We need to think about other options.

Chair Walker thanked Mr. Cowan for his report.

E. President's Performance Planning, 2017 – 2018

Dr. Julian reminded board members that she presents her performance plan each year at the September meeting. Her plan ties back to the strategic plan and the college's annual priorities. Her goals are noted in the right column along with related objectives from the annual priorities. The annual priorities will continue to have focus from the project teams that were discussed earlier in the meeting. Dr. Julian has been pleased with the progress made by each of the project teams, and we will continue to support their excellent work for a second year.

Dr. Julian remarked that a few objectives are part of the KCTCS President's expectations for college presidents as part of their evaluation. The final page discusses Dr. Julian's relationship with the board, her responsibilities to support the board in their work, and communication and support to the members. She noted that most of these items are not things that she does personally, but they highlight the important work of the college. She is committed to this work together with the faculty and staff who have responsibility for these significant goals.

Dr. Julian noted that this is the proposed plan, and no action needs to be taken by the board at this time. She asked for feedback on anything of interest to the board that she

should focus on. She remarked that she added an item this year about looking for ways to recognize faculty and staff in response to feedback from the board's evaluation last year. Chair Walker indicated that he would also be available to take comments and recommendations from any member, and he will discuss those individually with Dr. Julian.

Dr. Julian noted the goal to include the board in community relations and advocacy. Mr. McNulty commented that he talks to people in the community about transfer, dual credit, and low tuition as the key concepts, as well as personal attention. Ms. Huffman said she talks about skill enhancement. Mr. McNulty said that he wants students to know our commitment to retention and completion.

Mr. Taylor said that as we work in a crisis with state funding and the pension issues, the board ought to organize and be a voice within the legislative process. Dr. Julian proposed that we organize a board day with the legislators in the spring. We typically take students and employers, but this year we could go as a group to make visits and support the board to tell the college's story.

Dr. Julian reminded the board that the college is under a new directive with the performance funding factors, which will determine five percent of the state allocation. LET and others are working to identify where we need to make gains in these success factors. The percent of allocation based on performance will likely go up in future years.

F. Functional Area Updates

Dr. Julian noted that Dr. Palisa Williams Rushin is not in attendance tonight due to a family situation. She also stated that she needed to announce a change in the overall college structure. The former Vice President for Information Technology Services (ITS) has taken on a different assignment as of this summer. Ren Bates is helping out with technology development to support accreditation, as so much reporting is electronic now, and in other areas where he has expertise.

Presently, the managers in ITS are reporting to Ms. Bell and Mark Manuel. Dr. Julian explained that this is an interim situation, and we will assess how this goes before making a final determination regarding the organizational structure. She appreciates Ms. Bell and Mr. Manuel stepping up and supervising these areas during the transition.

Mr. Manuel, Vice President for Advancement and Organizational Development, reported that Maria Torres has been hired as the Manager of Professional and Organization Development. KCTCS has established a relationship with the FranklinCovey Company and all of the members of the Administrative Planning Team have access to their training materials. Other employees may be given access with approval from their supervisor. Ms. Torres manages those memberships for the college. He noted that Dr. Julian provided all full-time, regular employees with \$150 in funding to use for professional development this year. Employees and supervisors

will work tighter to determine how to apply that. In addition, Ms. Torres will work on cultural competency training and will track professional development obtained throughout the college.

He announced that Dr. Laurel Martin is working with Erin Tipton, Danville Campus Director, to secure funds for the Work Ready Skills Initiative. This will allow the college to better serve industry in that area by building an addition for an Advanced Manufacturing Center. Dr. Martin continues to work on other fundraising efforts.

All board members received an invitation to the *Celebration of Generosity and Achievement* event, which will be held in the Megowan Building at the Newtown Campus on October 4, 2017. This event will be a celebration of alumni and donors, and we will invite scholarship recipients and donors so they can meet. We are establishing the Hall of Distinction for alumni. Former Alumnus of the Year recipients will be charter members, and we will induct four new members this year.

Shannon Bilby has recently been hired as a generalist in the Public Information and Marketing Department. Staff are working on a new social media plan, as well as internal and external communication plans. In addition, they are gearing up for a digital marketing campaign.

Mr. Manuel stated that the Web Development team in ITS has recently completed a transition to the content management system. The website will undergo a redesign, which is a welcome change, so this group is very busy. They also do internal work to design modules for faculty and staff to use on the intranet.

Ms. Bell, Vice President of Finance and Operations, stated she was pleased to be supervising the other three areas for ITS in the interim. Technical Services manages all of the technical support for the college, including open lab support, IT training, software updates, and instructional media needs.

The Project Analysis and Development group helps with design of technology needed in the buildings. For example, the Science Education Center has twelve smart classrooms, which requires a great deal of planning. They also help to deploy updated devices to remain current and work on the inventory for all technology. Ms. Bell noted that the leadership team authorized \$200,000 in nonrecurring funds to replace aging individual computer technology, and we also acquired 200 new computers with Perkins funding.

Finally, the Network Operations Team manages infrastructure, including wireless access points. They just completed a project where they replaced 88 of the 120 wireless points installed throughout the campuses. This was necessary because there are changing security vulnerabilities. We also had serious bandwidth issues at this campus that took much time to troubleshoot. In addition, we are starting to refresh the equipment at the Newtown Campus. Ms. Bell noted that all of these employees have a

huge amount of work, but they continue to plan and be proactive to minimize interruptions. In all, they do a great job.

Chair Walker thanked Mr. Manuel and Ms. Bell for taking on these extra responsibilities and noted that they should be commended for that. He appreciates their willingness to step in when asked.

V. Announcements

Dr. Julian distributed information for the KCTCS college boards workshop scheduled for Friday, October 27, 2017, in Louisville. She encouraged members to attend if they are able. This is a good opportunity to meet other board members and learn more about board service. Some of the content is similar to the workshop held two years ago in Lexington and will offer updated information on other items.

Ms. Huffman remarked that Chair Walker is very good about expressing the board's appreciation. She was impressed by the amount of work shared in this meeting and the highlighted accomplishments as noted in the annual priorities report. She knows how much work it takes to achieve those results, and it appears to happen seamlessly. She complimented faculty and staff for their outstanding efforts.

VI. Adjourn

A motion to adjourn was proposed by Ms. Huffman, seconded by Ms. Brough, and the motion carried. At 7:51 p.m., with no further business to come before the board, the meeting was adjourned.

The next regularly scheduled meeting of the board will be held on Wednesday, December 6, 2017. The meeting will be held in the Board Room in Building M at the Leestown Campus.

Respectfully submitted,

Tammi O'Neill
Office of the President

Augusta A. Julian, Ed.D.
President