

MINUTES
Bluegrass Community and Technical College
Board of Directors
Leestown Campus – Conference Center
December 3, 2014

Members Present: Annissa Franklin, Chair; Pamela Brough; Joshua Hoekstra; Florence Huffman; Robert McNulty; Luv'Tesha Robertson; Bob Rowland; S. Dudley Taylor; Ron Walker, Jr.

Absent: Ebony Nava

Others Present: Lisa Bell, Dr. David Hellmich, Dr. Augusta Julian, Mark Manuel, Dr. Laurel Martin, JoEllen Reed, Tri Roberts, Dr. Palisa Williams Rushin, Senator Reginald Thomas, Charlene Walker

I. Welcome/Introductions

After a meeting and dinner with members of the BCTC Foundation Board, Board of Directors Chair Annissa Franklin called the meeting to order at 6:17 p.m. and welcomed those in attendance. Senator Reginald Thomas was introduced as a former BCTC board member. Chair Franklin thanked Senator Thomas for his commitment to BCTC and education.

II. Business Meeting

A. Approval of Minutes – September 10, 2014

Minutes from the September 10, 2014 meeting were presented for approval. A motion was made by Dudley Taylor to approve the minutes as presented. Ron Walker seconded, and the motion carried.

B. Approval of Strategic Needs Analysis

Chair Franklin asked Lisa Bell to lead a discussion on the Strategic Needs Analysis. Ms. Bell reported that every two years the college considers six-year capital needs as part of a Strategic Needs Analysis. This information is submitted to the board and, if approved, is provided to Kentucky Community and Technical College System Office. Budget staff put together requests from all colleges for the system request to the Council on Postsecondary Education and then the Governor's office for the next biennium budget.

Ms. Bell remarked that since the information was compiled two years ago, BCTC has fully or partially addressed five projects including the request for Phase 2 at Newtown, which is part of the BuildSmart campaign, and the Advanced Manufacturing building project in Georgetown-Scott County.

Ms. Bell noted that this Strategic Needs Analysis is for 2016-2022. The information was ranked by college leadership and Newtown is the top priority. Leestown will have some renovation needs once programs are moved to

Georgetown. At Newtown, the projected costs come from Phase 2 of the master plan, which calls for an expansion of 275,000 SF.

Ms. Bell requested approval from the board so the information may be submitted to the System Office.

Chair Franklin questioned the item regarding the Administration Building rehabilitation at Newtown. Ms. Bell reported that the building was given a facelift with new paint, carpet, and some HVAC work. The new amount would be used to rehabilitate windows, fix the masonry, fully renovate the ballroom, and allow for ADA compliance with an elevator. This would be a full renovation of the building. The building was built in 1894, so it will be a very expensive undertaking.

Chair Franklin also asked about the Danville and Winchester campuses and whether our student population dictates that we need additional buildings on those campuses. Ms. Bell noted that we hope by the time we are able to address items #10 and #11, capacity will be such that additional buildings are warranted. She remarked that the college was at capacity at those locations three years ago, but falling enrollments have changed that. Leadership believes that there are opportunities to add new programs to those campuses, and each campus already has a master plan with specified locations for new buildings.

Florence Huffman noted that the equine program was conceived to be at the Kentucky Horse Park, but plans had changed. The program is operating mostly at the Thoroughbred Center at this time, but there is still a desire to consider a facility at the Horse Park in the future. Dr. Julian remarked that there is a master plan at Leestown that would remove the street from the middle of campus to create a quad or open area, but that is not a priority at this time.

Chair Franklin requested a motion to approve the Strategic Needs Analysis. A motion was made by Mr. Walker, and seconded by Ms. Huffman. The motion carried.

III. Information - Discussion

A. Strategic Plan Progress Report – Year 4

Chair Franklin welcomed Mary Forbes to the meeting to review the *Year 4 Strategic Plan Progress Report*, which was included in the board packet. Ms. Forbes gave an overview of the information in the report.

Ms. Forbes noted that information is a progress report that we review every year. BCTC is now in the fifth year of the *2010-2016 Strategic Plan*. Many trends are becoming evident. This information is an internal report utilized by leadership to guide planning; it does not go outside the college.

Under Strategic Initiative 1: Promote Excellence in Teaching and Learning, there are a few concerns. Developmental Education success rates increased this year in reading, but were down in math. The math faculty have worked very hard piloting methods and implementing a modified emporium model. Dr. Hellmich stated that this is a great concern for the faculty. He explained that the emporium model is an opportunity for a student to be placed at their current level of success, and they work on the skills where they are deficient. Students may be in developmental courses for days or weeks; some students could potentially complete several classes in one semester if they are able to grasp the material. The college has also made good progress in identifying students that need to take developmental courses and requiring registration in those courses. Historically, some students did not take developmental and were not successful.

Ms. Forbes noted that performance in online courses is lower than in face to face courses, which is also a concern. This is seen across the nation for colleges delivering courses online. BCTC is addressing ways to engage students more fully to increase retention. Support for online students includes online tutoring, and the First Year Experience course (FYE) has some elements that familiarize students with online learning and expectations. Efforts are underway to improve faculty training and course design as well. Dr. Ben Worth has implemented course quality review this year.

Dr. Hellmich mentioned that board member Dr. Josh Hoekstra is teaching four online classes this semester. He is an example of a very successful online faculty member. Dr. Hoekstra stated he sees similar success rates in both online and in-person classes. He noted that online courses require a different set of strategies for the student and it is challenging, but he tries to monitor activity and sends “I care” messages to students who are not participating.

Mr. Taylor wondered if online students need to be more disciplined. Dr. Hoekstra said yes. Some teachers opt to put every assignment online and a student can complete the course at their own pace. He prefers to give assignments on a weekly basis, and a majority of his students complete the assignment on the due date. He keeps trying new approaches to see if they are successful. Dr. Hellmich remarked that we cannot shift away from online learning because students will seek those opportunities elsewhere.

Dr. Julian noted that the retention data for online and on-site Biology courses are similar, and it is a course that many students need to take. We need to analyze the various courses to identify the variables that support success. The FYE course has also been very successful, and it was implemented last fall. 80% of students enrolled for their first term. There is a strong push to get students to take this course. Participation in FYE courses went from 25.7% in 2012 to 31.4% in 2014 and exceeded the national average, according to results from the Community College Survey of Student Engagement (CCSSE).

Referencing Strategic Initiative 2 – Detailed Outcomes, Ms. Forbes mentioned that total enrollment is dropping after a peak in Fall 2011, mirroring a national and statewide trend in higher education. Enrollments, especially in community colleges,

increase when the economy is bad as people need job skills and lower cost options. Also, high school populations have decreased meaning fewer graduates through 2015. There are a variety of factors to consider.

One positive to note is that customer service improved this year with the full opening of the Blackboard KCTCS Support Center. Their agents are available 24/7. BCTC staff are involved through help tickets. KCTCS implemented billing and financial aid first and has added admissions, records, and registration subsequently.

Ms. Forbes noted that there was an increase in credentials awarded, even with enrollment declines, which is somewhat surprising. The number of associate degrees awarded by the college was the highest number ever recorded.

Under Strategic Initiative 3 – Cultivate an Inclusive Learning Community, Ms. Forbes remarked that our employee diversity numbers did not increase, but that can be attributed to the lack of hiring. However, the CCSSE study shows that there was an increase in students' awareness of and sensitivity to diversity over the past five years, which is encouraging.

The number of Hispanic students has doubled in the last four years, but there was no increase in African-American students. There are some factors that could influence this: 1) there is a new category of 2 or more races, and 2) students self-identify, so we do not know how they are classifying themselves by race. Dr. Julian noted that we discovered that the students from Saudi Arabia were selecting Pacific Islander for race, so there is some error in self reporting. Caucasian student numbers are declining by 1% each year.

There are also decreasing gaps in achievement. Retention rates for African-American students increased, but it is still low. Total credentials increased for African-American and Hispanic students, but associate degrees awarded remains unchanged.

In referencing Strategic Initiative 4 – Detailed Outcome, Ms. Forbes mentioned that BCTC is operating with a reduction in financial resources. Grant funds are somewhat lower but tend to fluctuate. Tuition revenues are lower due to declining enrollments. Newtown Campus enrollments are low because the building was not fully occupied during the reporting period. Satisfaction with technical resources showed increases. Dr. Julian noted the opening of Newtown and students in the computing programs having increased access to up-to-date technology could have impacted those results.

Ms. Huffman asked about security at Newtown and if there is a good feeling about the Lexington Police presence. Tri Roberts noted that the police have been good to work with on campus. Even staff who did not want to relocate to Newtown have embraced being there and become part of that community. Ms. Bell mentioned that BCTC also has a 24/7 security presence on the campus, which helps. The security staff reaches out to the local officials and Hope Center. The biggest challenge noted has been communication between the local police and our security on how we should react to

incidents in the area. There have not been serious issues on campus, but there have been a few in the neighborhood. Dr. Julian reported that the academy does not have training every day, but often there are thirty to forty patrol cars on site. Typically there are at least two patrol cars on campus.

Mr. Taylor questioned if the campus could communicate emergency situations to faculty, staff, and students. Dr. Julian responded that BCTC utilizes an emergency alert system, and students are enrolled with phone number provided and can add other phones or email accounts. We do need to get the information from law enforcement. There is also a mechanism in place for broadcasting information when necessary.

Dr. Julian recognized Ms. Forbes for her significant work on reporting data and research for this and other reports. Chair Franklin also thanked Ms. Forbes for her efforts.

B. Budget Update, 2014-15

Chair Franklin reminded the board that a budget narrative was included in the packet. Ms. Bell briefly reviewed the narrative and asked for questions.

Ms. Huffman remarked that she had heard that colleges are considering cutting the early childhood program and many people contacted her with concerns. She expressed interest in how such decisions are made and stated we need early childhood teachers and aides.

Dr. Julian remarked that Academics continues to monitor our program mix, and we have opportunities to drop programs and to offer new programs. Childcare is an example of a program that is very popular, but it is not a high-wage career. The system has an initiative to focus on high-demand, high-wage programs. New opportunities might come from programs such as alternative energy, green construction, and logistics. It is all part of a question of where the college should put the resources so students can find a job and support a family.

Dr. Julian noted that as enrollment rose year after year, we understood that higher enrollments were a reflection of the economy. BCTC also had a huge boost in enrollment by offering online learning early on; the college offered more courses more quickly than other colleges did. There is now more completion within the system and from other institutions that offer online learning, including public and for-profit institutions.

Dr. Hellmich noted that we respond to many outside forces. For example, more practical nurses are needed because of the Affordable Care Act. Also, BCTC did not offer medical assisting this year, but this change may cause us to bring the program back. We need to react quickly in situations that make programs more or less desirable.

Chair Franklin noted that the Spring 2015 tuition revenue is quite low. Ms. Bell said that this report was completed at an earlier reporting time than normal. There has been an increase since that date and we are looking toward an upswing during the late registration period. Dr. Rushin said that students will start to enroll again in January, but we anticipate being down in enrollment overall.

Chair Franklin thanked Ms. Bell for the concise budget presentation.

C. Functional Area Updates

Tri Roberts, Vice President for Regional Campuses and Outreach, noted that all of the regional campuses have Regional Opportunity Councils (ROCs). These groups are comprised of community members who partner with BCTC. At Winchester, they supported a partnership with the new area technology center next to the George Rogers Clark High School. The principal is a member of the ROC, and they recently built a very nice welding lab. He has offered the college use of the welding facility during the evenings. Academics has scheduled a few welding classes at that location this spring so students will be able to pursue a welding certificate in the evenings. This is a prime example of what a ROC can do to help us with our mission.

In Danville, there has been a great deal of discussion about replicating the advanced maintenance technician program that we offer in Georgetown. In Lawrenceburg, the ROC had a brainstorming session to determine what BCTC can do for businesses and the community. An example for their area would be distilling certificates; UK recently announced a program in distilling, but there may be other opportunities. There has been a lot of thought toward finding a magnet or anchor for the regional campus locations.

Dr. Palisa Williams Rushin, Vice President of Student Development and Enrollment Management, said the recruitment committee has completed a very aggressive one-year plan to identify initiatives to boost enrollment next fall. There are over thirty initiatives targeting various groups. One of the activities was to establish a visitor's center, which was opened in September at the Cooper Campus, although the grand opening will be in January. It is interactive, and faculty are available to give presentations to larger groups. Staff representative to the board, Luv'Tesha Robertson, is the coordinator.

Mark Manuel, Vice President of Workforce and Institutional Development, noted that the Workforce Solutions group has not seen training requests come back to former levels, but they are operating at capacity and working with new companies. BCTC is hosting a new company coming in for site selection later this week.

The equine program was invited to send an apprentice rider to Abu Dhabi. Remi Bellocq and Chris McCarron are working on a new consortium that is being funded by the royal families in Abu Dhabi. Overall, the equine program is doing well and ten students will be starting in the spring. Mr. McCarron is retiring, but will be back to

train riders at an expert level. A new faculty member will be hired, and well known jockeys such as Rosie Napravnik will be assisting with training.

Mr. Manuel reported that Human Resources staff have worked with the IT staff to streamline the hiring process by putting documentation and the workflow online. The Office of Institutional Planning, Research and Effectiveness has worked on the strategic plan and provided data to various requests. They have recently taken over the grant work, so they are all doing a great job keeping everything together. Public Information and Marketing continues to work on advertising and promoting the college. The commercial has been on during UK games, and BCTC has digital ads on Twitter, Facebook, and Kentucky.com. We continue to work through Creative Alliance on the *Imagine More* theme. Resource Development is spending the majority of its time working on the BuildSmart campaign.

Sen. Thomas said the education committee heard a report from KCTCS regarding the *Kentucky Trains* workforce development effort and asked how BCTC works with them. Mr. Manuel said that *Kentucky Trains* is the funding source, but there are variations on the funding model based on whether or not the employee is a continuing employee or recently hired. Current employees are funded at 50% and new employees at 100%. BCTC coordinators work with the companies, and BCTC receives the funding based on utilization.

Dr. Hellmich, Vice President for Academics, noted that our faculty have a great passion and love for teaching. Every year, the Carnegie Foundation selects a professor of the year in Kentucky. Three BCTC teachers have recently been honored. In 2007, Carol Hunt won the award, followed by Tracy Knowles in 2009. This year, Cindy Tucker was selected. This really is a tribute to the excellence in teaching that the college provides.

IV. Announcements and Communications

Chair Franklin thanked Dr. Laurel Martin for providing information about the BuildSmart Campaign during the joint meeting. Dr. Martin thanked the board for the opportunity to attend and for sharing their significant insights and support.

Senator Thomas was invited to make comments. He remarked that he was a member of the BCTC Board of Directors for five years, and he feels like he left a lasting legacy because he was part of the group that hired Dr. Julian. He remains very concerned and interested in BCTC, and will continue to shepherd requests and be a spokesperson for the college. He encouraged everyone to call on him anytime, as he wants to continue to support BCTC.

Dr. Julian mentioned the MOSAIIC conference, which will be held at the Lyric Theater on December 4 and 5. She offered to pay the registration fee if anyone is interested in attending. The agenda is available online.

Dr. Julian noted she would like to reflect on the marketing effort and results at the March meeting. Although the college spent a significant amount of money, it was important to raise awareness and get the college's name out. Targeted efforts in marketing will continue. She would also like to provide an overview of facilities planning and discussions. The next building at Newtown will most likely be science focused. There will also be some space at Leestown once programs move into the building in Georgetown. Finally, she invited everyone to the December 10 faculty – staff meeting / holiday reception / retiree celebration. She and Dr. Martin will talk about the BuildSmart internal campaign at that event.

V. Adjourn

At 7:34 p.m., with no further business to come before the board, the meeting was adjourned. A motion to adjourn was proposed by Ms. Huffman, seconded by Robert McNulty, and the motion carried.

The next regularly scheduled meeting of the Board will be held on March 4, 2015. The location is to be determined.

Respectfully submitted,

Tammi O'Neill
Office of the President