

**MINUTES**  
**Bluegrass Community and Technical College**  
**Board of Directors**  
**Lawrenceburg Campus – Room 117**  
**December 2, 2015**

**Members Present:** Pamela Brough; Dr. Joshua Hoekstra; Florence Huffman; Robert McNulty; Luv’ Tesha Robertson, Vice Chair; Robert Rowland; S. Dudley Taylor; Ron Walker, Jr.

**Absent:** Annissa Franklin, Chair; Katlyn Jefferson

**Others Present:** Ren Bates, Lisa Bell, Dr. Greg Feeney, Mayor Sandy Goodlett, Judge Orbrey Gritton, Dr. Augusta Julian, Mark Manuel, Tri Roberts, Dr. Palisa Williams Rushin, Dani Smith-Thorne, Charlene Walker, Karman Wheeler, Rhonda Wheeler

**I. Welcome / Introductions**

Board of Directors Vice Chair Luv’ Tesha Robertson called the meeting to order at 6:03 p.m. and welcomed those in attendance. She noted that Chair Annissa Franklin was unable to be here this evening.

Dr. Augusta Julian thanked the guests from Lawrenceburg and Anderson County for their attendance and introduced Rhonda Wheeler, Campus Director for the Lawrenceburg Campus.

**II. Lawrenceburg Campus Welcome and Overview**

Ms. Wheeler expressed her appreciation for travel by the Board of Directors to the campus, as it has been some time since the last visit. She introduced several guests, including Orbrey Gritton, Anderson County Judge / Executive; Sandy Goodlett, Mayor of Lawrenceburg; and Karman Wheeler, faculty representative, and Dani Smith-Thorne, Assistant Director of Thorn Hill Education Center, who serve on the campus Regional Opportunity Council.

Ms. Wheeler noted that Ms. Smith-Thorne works hard to facilitate the enrollment of their GED graduates at the Lawrenceburg Campus. All GED recipients from their center are given the opportunity to visit the campus. The biggest barrier for these students is transportation, so there is an effort to provide bus service to the campus from Frankfort at a cost of \$3,200 per semester. Ms. Wheeler also noted that the campus will soon be hosting the Adult Education program for Anderson County, the fifth county for which the college provides these types of services. She believes this will be a wonderful partnership in coming years.

Ms. Wheeler stated that she is working with community partners to make changes that will benefit the Lawrenceburg Campus. In particular, there is interest being expressed in environmental wastewater treatment, medical assisting, and manufacturing programs, as well as other non-credit workforce training to meet the needs of the community. She also reported that the campus added four new classes for spring, including folklore which

should be popular, and a few other courses have been added back to the schedule. In addition, the dual credit program is offering six classes at the high school this fall. Ms. Wheeler noted that 75 students enrolled for the fall semester, and 65 have enrolled already for spring. She provided a handout that ranked Anderson County High School as one of the top 10 feeder programs for the college from 2011 – 2014, which demonstrates the regional commitment to the college. The most students come from GED programs across the region rather than a single high school. Also, Lawrenceburg Campus will provide training for Anderson County’s early childcare workers through a grant from the Governor’s Office of Early Childhood for \$7,200 to the Anderson County Community Early Childhood Council.

Mayor Sandy Goodlett brought greetings from the City of Lawrenceburg. He remarked that they have experienced a phenomenal year of growth and development on Main Street and encouraged everyone to come back to visit. Mayor Goodlett noted that he was on the Board of Education when the Lawrenceburg Campus was constructed, so he has had a relationship with the campus from the beginning. He encouraged members of BCTC’s Board of Directors to support the campus, as it is exceptionally important to Lawrenceburg and Anderson County. For example, he noted a statewide shortage of people certified to do water and sewer treatment. Mayor Goodlett stated there are many ways to make this a strong campus, and he stands ready to help support that mission.

Judge Orbrey Gritton was introduced, and he also stated his passion for supporting the campus. Over time, he has worked to bring opportunities to Anderson County, including expansions with several companies in the region. With BCTC’s help, these employers find well-trained and diverse people who are ready to be employed. All of these opportunities bring excitement for the future. He thanked everyone for being here tonight and is ready to help the campus make great things happen.

Members and others present introduced themselves, and attendees enjoyed a Holiday Dinner from 6:25 – 7:05 p.m.

### **III. Business Meeting**

#### **A. Approval of Minutes – September 9, 2015**

Minutes from the September 9, 2015, Board of Directors meeting were presented for approval. A motion was made by Robert McNulty to approve the minutes. Pamela Brough seconded, and the motion carried.

#### **B. Strategic Planning Committee, Approval of 2016 – 2022 Goals**

Ron Walker noted that the Strategic Planning Committee met with Mary Forbes regarding the strategic planning process underway. Ms. Forbes outlined the proposed initiatives and noted that the college proposes to carry over the same high-level strategic initiatives from the 2010 – 2016 Strategic Plan. The committee members believe these initiatives fit with the system initiatives that the Kentucky Community and Technical College System (KCTCS) has drafted and that they continue to serve the college mission. Mr. Walker stated that the committee recommends support by the board.

Dr. Julian added that these initiatives were reviewed by senior leadership, and it was generally felt that they continued be representative of what the college ought to be doing to support students. She stated that senior leadership agrees with the committee's recommendation to support these strategic initiatives. Dr. Julian noted that more details will be added under each initiative, including goals and strategies to utilize under each goal. This greater detail will be shared at the March 2016 meeting for board input. The committee will review the final document, and the full board will have a chance to consider the plan for approval at the plan at the June 2016 meeting.

Mr. Walker made a motion to approve the strategic plan initiatives as outlined for plan years 2016 – 2022. Robert Rowland seconded the motion, and the motion carried.

#### **IV. Information / Discussion**

##### **A. Budget Update, 2015 - 2016**

Lisa Bell stated that a budget narrative was provided in the board packet with information on the 2015-2016 budget status. She remarked that the fund balance is still very strong, which is good news. Unfortunately, the college continues to experience enrollment declines. The fall semester enrollment was down, resulting in a \$1 million deficit from what was budgeted. The fall tuition revenues will change minimally from this report.

Ms. Bell reported that the system has required each college to develop and submit a plan to address revenue shortfalls to ensure a balanced budget for the current fiscal year. Ms. Bell stated that BCTC historically underspends the expense budget due to careful spending practices, and we will need to monitor carefully to ensure we meet these challenges. We will prepare faculty and staff for potential spending reductions, as needed, and college leaders will be updated regularly on the budget status. There is some good news. Spring enrollments are not down as much at this point as in prior years in year-to-year comparisons. There are salary savings from vacant positions not to be refilled as well as hires in process, which also help to balance the budget. Ms. Bell also stated she expects some additional savings in bad debt expense as well.

Dr. Julian announced that a Budget Review Advisory Committee (BRAC) was formed and convened this fall. The group has visited departments and divisions across the college to ask for both cost-cutting and revenue-generating ideas. A preliminary report was given to leadership in late November, and there are some interesting new ideas, as well as some ideas generated previously. Bruce Manley and Vicki Partin are co-chairing the committee with representatives from across the college. Their final recommendations will be submitted to the leadership team to consider in next years' planning.

Dr. Julian praised the work of the committee, as they have worked very hard over the past few months to process information and to provide good feedback. Dr. Julian stated the college will continue to plan for decreased enrollment and revenue. The

fund balance and careful budgeting in the past have allowed operations to continue, but operational budgets have to balance.

Mr. Rowland asked if declining enrollments continue across KCTCS and if there are fears that the state may not meet their funding commitments in current year. Dr. Julian answered that enrollments are down across Kentucky and the nation. She said there are fears that the state may implement cuts to higher education or other agencies this year. Mr. Rowland asked if there are penalties to underspending the state allocation. Dr. Julian said that is not typically how KCTCS or state funding has occurred.

Mr. McNulty asked why BCTC cannot apply fund balance to eliminate a budgetary operating deficit. Dr. Julian responded that it is appropriate and responsible to plan ahead to be sure we are doing everything possible to deal with the current year budget. Ms. Bell commented that the mid-year budget plans are to ensure our ability to manage well.

Dr. Josh Hoekstra stated that Jefferson Community and Technical College (JCTC) has approached budget issues in a different manner than others and wondered if BCTC would respond as JCTC leadership did. Dr. Julian agreed that Jefferson took some actions related to faculty load and responsibilities to try and gain efficiencies due to budget constraints. There have been discussions at BCTC on whether or not we should look to adopt some of their past practices. No decisions have been made yet, and much will depend on next year's budget. She noted that BCTC was forced to deal with budget problems earlier than other colleges in KCTCS, which required the college to cut costs sooner. She praised Ms. Bell and college leadership for the strong, conservative budgeting practices that have created efficiencies to address budget issues.

Mr. Taylor asked about the fund balance position and how that is viewed. Ms. Bell noted that BCTC has plans to use fund balance on several projects, so our fund balance will be used well to support students with one-time funding projects. Ms. Bell thanked the board for their support, as members are a critical part of the college's success. She expressed appreciation for the opportunity to talk about the good work of the college.

## **B. Facilities Update**

Dr. Julian reported that our facilities projects are progressing well. She shared a presentation with new photos of the Georgetown Advanced Manufacturing Center construction site, as well as new renderings of the Science Building for the Newtown Campus. She noted that the Georgetown building will be completed around October 2016 with classes projected to start in Spring 2017.

Dr. Julian reported that there was a change to the proposed incubator space in the science building at the Newtown Campus. After further discussion with internal and external advisors, it was suggested that the space should be altered to allow

established companies to do product development or research in this space. This model would allow our students to complete real-world projects. The model is called Contract Research Organization or CRO. Two of the lab spaces will be left open, and the third will be redesigned as a classroom to allow for scheduling flexibility. Interested companies will be encouraged to rent lab benches for a specific amount of time or while a product is being developed with student assistance.

The issue with the new model is that the incubator fit-up was not in the building budget. Three funding options have been identified: make it an alternate in bid package, design but hold for possible change order, and wait to complete after construction. All options have good and bad aspects to them so further discussion will be held. There are continuing efforts to find sources or donors to assist with the cost. Dr. Julian stated that there are plans to involve biotech companies such as those on advisory committees. Many have given input and are aware of the potential of this type of space, and several have expressed an interest in the CRO opportunity.

Mr. Taylor asked for an update on the BuildSmart fundraising campaign. Dr. Julian remarked that the college has secured about \$1.6 million toward the \$6 million goal. Fund balance may be used as a temporary bridge to reach the required match amount so that bidding and construction will begin on time. Fundraising will continue. Groundbreaking should be held in Spring 2016.

Dr. Julian then presented information on internal facilities discussions, which are guiding decisions about new facilities, program movement, availability or services, and other factors. These discussions are being held with the leadership team and senior leaders from Student Development and Enrollment Management (SDEM) and Academics and Workforce Development. Discussions so far include:

- Which programs, courses, and faculty will be moving to Georgetown from Leestown and to the Newtown Science Building?
- Which SDEM services will be required at each campus?
- Which programs will move to the Leestown Campus, including what space will be available and what kinds of renovations will be required to make them useful? The focus will be on moving most healthcare programs.
- What needs to move to largely leave the Cooper Campus? Dr. Julian noted that there are continuing conversations with UK on interest in buildings use.
- Will Cooper Campus retain general education, transfer, architecture, and other support courses? Will it continue to be a pathway to UK for transfer students?
- Many student services will be moving from Cooper to help students at other locations. How can SDEM service three locations in Lexington with a small staff?
- What programs and services are needed and best placed at Newtown North?
- What programs and services are needed and best planned for renovations at main Newtown Campus?

Mr. Walker asked if there is any additional information about the apartments and other developments surrounding the Newtown Campus. Dr. Julian stated that the Thistle Station apartment building south of campus at Newtown Pike and Fourth Street is underway, and the lot has been cleared. She noted the developer has a real community interest and wants to draw community retailers to Fourth Street.

### **C. KCTCS Advocacy Plan**

Dr. Julian stated that KCTCS is implementing an advocacy effort, as was announced at the Board of Regents Retreat in October. She asked board members to register as a champion for KCTCS and to encourage others to support this effort. She distributed a copy of the KCTCS Legislative Agenda, which details the biennial budget request for operating funds. She noted the following proposals:

- BCTC Allocation of New State Funds for Tuition Stabilization and Performance Funds: KCTCS is requesting additional funding to stabilize the funding loss over the past several years and to implement specific performance funding metrics. If funded, BCTC would receive almost \$1.4 million.
- Capital Funds Request: BCTC's project has dropped one priority level to fifth. The \$91 million appropriation would be used to construct the Newtown Campus Expansion - Phase II.
- Workforce Development Trust: BCTC has one endowment for the Winchester Campus. Additional opportunities to create endowments would be available.

Dr. Julian noted that there will be some related legislative activities scheduled for February and encouraged interested board members to participate. Information about those events will be provided to board members.

### **D. Functional Area Updates**

Tri Roberts, Vice President for Academics and Workforce Development, noted that he has been serving in an interim role since July. A national search for a new vice president was conducted and the college has selected Dr. Greg Feeney, who has served as a Dean of Academics at the college for several years. Dr. Feeney will assume his new role on January 1, 2016. Congratulations were offered to Dr. Feeney on his new assignment. Dr. Feeney remarked that he looks forward to continuing his work with the college to strengthen what we are doing for our students.

Mr. Roberts noted that as enrollment fluctuates, college leadership considers the program mix, including what courses students want to take and what programs the college is offering to potential students. He remarked that the University of Kentucky's (UK) College of Pharmacy approached BCTC in response to an upcoming change in the certification process for pharmacy technicians. Beginning in 2020, all pharmacy technicians must graduate from a two-year pharmacy technician program before sitting the board exam.

Academics faculty have met with UK, as well as representatives from Baptist Health and Kentucky One about this opportunity, and efforts are underway to start offering

this program by next fall. The curriculum currently exists in KCTCS, which will make it easier for us to obtain the necessary approvals. UK has approximately 86 technicians on staff, Baptist Health has 31, and Kentucky One employs 26 on their staff. All three have stated that they often have unfilled pharmacy technician roles, so there is excitement about this opportunity.

Mr. Roberts said that Academics is looking into a few additional programs, including health science technology. This general introductory program is chosen by students who are still determining a career path and makes them eligible for financial aid.

Mr. Roberts announced that he will be retiring at the end of December. He has enjoyed working for the college for the last 39 years and appreciated the opportunities he has had during his career. He thanked board members for their support of the college.

Charlene Walker reported that she missed the September meeting because she was attending the Association of Community College Trustees Leadership Conference. She gave a presentation there on the college's efforts on transfer to historically black colleges and universities (HBCU). BCTC's program is the only one in Kentucky that offers the BLINKS scholarship, with Links USA funds, to qualifying students who complete at BCTC and receive two years tuition at Kentucky State University (KSU), an HBCU. Ms. Walker reported that many states have modeled their program after this partnership. There are currently 20 students in the BLINKS program at KSU, and Ms. Walker is extremely proud of those students and their efforts.

Ms. Walker stated that the new migrant worker program has started. Five employees were hired in the program to help families of migrants, especially Mexican workers and families moving to Fayette or the 18 surrounding counties. Ms. Walker noted that these five employees are fully grant funded, as are most positions in Multiculturalism and Inclusion.

Ms. Walker is completing work on the diversity report, which will be submitted to KCTCS and forwarded to the Council on Postsecondary Education. In 2014, 53 people were hired by the college. Of those, nine were diverse hires including five African Americans, three Hispanics, and one Asian. A concern is that the number of diverse faculty leaving and retiring is high. She announced that Dr. Julian is putting together a quick action committee to develop methodologies to increase our efforts and successes in diverse hiring.

Ms. Walker noted that while total student enrollments have decreased, the percentage of African American and Latino students has remained the constant, which is encouraging. There are many opportunities with these burgeoning populations in the future.

In addition, Ms. Walker reported that progress is being made on international student connections. Last Friday, BCTC hosted a meeting about study abroad opportunities

with 110 attendees. Ms. Walker hopes to increase efforts in this area across the college, as BCTC hosts students from all over the world. She noted that over 80 students are Arab and/or Muslim, and the Multiculturalism and Inclusion area works to provide them and all students with the tools they need to be successful. Her goal is to make everyone aware and diligent about being sensitive to the culture of others.

Ms. Bell's report focused first on her appreciation for the Housekeeping and Maintenance staff at the college. She noted that they are very small teams, but they cover a large amount of square footage and take budget issues seriously. Ms. Bell issued a challenge to them to decrease the operating budget in some way. She reported that the Housekeeping staff responded by changing the way they dispense chemicals and paper products. Ms. Bell was proud to note that Housekeeping was able to save six percent of their operational dollars, which is impressive. On the Maintenance side, they decided to save money by learning new skills so that they did not have to outsource maintenance and repairs in areas such as the dental hygiene. Ms. Bell appreciates their collective efforts to save money and increase efficiencies.

Ms. Bell remarked that the Security teams do a lot of work in the background, including work with SDEM on behavioral issues and emergency situations including accidents and health calls. In addition, they are working on \$1.2 million in security projects to install cameras, call boxes, door locks, and building access. She noted that security staff are piloting a badge access lockdown feature at the Danville campus.

Vice Chair Robertson thanked everyone for their informative reports.

**V. Announcements**

No announcements were made.

**VI. Adjourn**

A motion to adjourn was proposed by Mr. McNulty, seconded by Mr. Rowland, and the motion carried. At 8:02 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 March 2, 2016. The location is to be determined.

Respectfully submitted,

Tammi O'Neill  
Office of the President

Augusta A. Julian, Ed.D.  
President