

MINUTES
Bluegrass Community and Technical College
Board of Directors
Leestown Campus Conference Center, Lexington, KY
December 7, 2016

Members Present: Dr. Jeffrey Herron; Joshua Hoekstra; Florence Huffman; Robert McNulty; S. Dudley Taylor; Ron Walker, Jr.

Absent: Pamela Brough, Nick Harding, Annissa Franklin, and Robert Rowland

Others Present: Ren Bates, Lisa Bell, Dr. Greg Feeney, Mary Forbes, Dr. Augusta Julian, Mark Manuel, Dr. Laurel Martin, Sharonda Steele, Dr. Palisa Williams Rushin

I. Welcome / Introductions

Board Chair Ron Walker, Jr. called the meeting to order at 6:01 p.m.

II. Business Meeting

A. Approval of Minutes, September 7, 2016

Minutes from the September 7, 2016, Board of Directors meeting were presented for approval. A motion was made by Dudley Taylor to approve the minutes. Dr. Jeffrey Herron seconded the motion, and the motion carried.

B. Approval of Strategic Needs Analysis

The Strategic Needs Analysis detailing the capital projects being requested by the college was reviewed during the board retreat earlier in the day. The list was presented for approval. A motion was made by Dr. Herron to approve the Strategic Needs Analysis. Robert McNulty seconded the motion, and the motion carried.

III. Information / Discussion

A. Strategic Plan Progress Report, Year Six

Dr. Julian noted that the final progress report for the *BCTC Strategic Plan 2010 – 2016* was compiled by Mary Forbes. The report represents the final year of this plan and reflects the outcomes of activities from July 1, 2015 through June 30, 2016. She called on Ms. Forbes for the report.

Ms. Forbes remarked that since this is the last year under this plan, it allows us to look at data from across the entire plan period. She distributed a brief overview to illustrate highlights from the report.

- Several new programs were established this year, and a few were in development, including Supply Chain Management and Paramedic, which have now been approved. Both of these programs will begin to be offered in Fall 2017. Several other examples are listed in the full report.

- The number of credentials earned is another interesting highlight. During this time, there was a significant drop of enrollment (over 25 percent), but there was not a drop in the number of credentials earned. The number of associate degrees earned annually remained constant from 2010 through 2016.
- Ms. Forbes also cited the number of women earning Computer Science degrees. She noted several female faculty in the Computer and Information Technologies program are working to interest women in the field.
- The Criminal Justice program has experienced an increase in enrollment, which is due in part to the partnership with the Police Training Academy. Their cadets earn general education credits and associate degrees through the college.
- The developmental education success rates have increased in the last year for reading, English, and math. Building success in those areas has been a challenge, but years of hard work are showing results. Some of the gains can likely be attributed to the First-Year Experience 105 course, which has been offered for a few years, as well as the opening of the First-Year Center.
- The financial contributions increase was a true highlight this year. This includes grants and other giving.
- Student diversity has increased over the past six years, and the percentage of white students has decreased in percentage every year. In 2010, there were about 22 percent non-white students. In Fall 2015, there were just above 24 percent. This is a trend that we can track as the student body changes. Our underrepresented population is higher than that of the geographic region, which is encouraging.
- Several programs have achieved over 90 percent job placement, as reported by the last group of students who were surveyed (2014-15 graduates): Radiography, Respiratory Care, Automotive Technology, Practical Nursing, Nursing, Dental Hygiene, Electrical Technology, Engineering and Electronics Technology, and Nuclear Medicine Technology. Several programs had placement of between 80-90 percent, including Computer Science, Business, HVAC, Cosmetology and Esthetics, Criminal Justice, Civil Engineering, and Computer Manufacturing and Machining.
- Advocacy and partnerships have grown over the past few years. Many details are listed on pages 33-34 in the report.
- Ms. Forbes noted that in the last year, 82 percent of the items in the Graduating Student Survey were rated higher than in the past.

Chair Walker asked if we could determine the basis for the higher marks in student satisfaction. Ms. Forbes said that the comments can indicate specific issues or concerns but do not usually help to interpret positive outcomes, so it is difficult to determine why those ratings are going up. She noted that items that did not show improvement need more focus.

Ms. Forbes remarked that the Work Climate Survey administered to faculty and staff showed improvement last year, as well. Overall, 65 percent of the survey items showed some improvement in scores.

Ms. Forbes pointed out several other items in the report that were noteworthy. BCTC achieved Military Friendly Status for the first time. The Latino Outreach and Student Services Office was recognized as a Bright Spot by the White House Initiative for the Educational Excellence of Hispanics. Charlene Walker received the 2015 Individual Champion of Diversity Award from the Urban League of Lexington. Dr. Julian received the Martha Layne Collins Leadership Award from the Women Leading Kentucky organization.

Mr. Hoekstra asked for the response rate on the Work Climate Survey of faculty and staff given in February 2016. Ms. Forbes reported that the full-time faculty response rate was 45.8 percent, and the adjunct faculty response rate was 4.5 percent. The staff response rate was 32.7 percent. The overall response rate was 21 percent. Dr. Julian remarked that with surveys, typically the people who feel strongly either positively or negatively are most likely to respond. An overall 20 percent response is not bad for an online survey, Ms. Forbes said. Dr. Julian noted that the full-time faculty and staff response rates are more important as they are more likely to know about the issues and services on the survey.

Ms. Forbes pointed out that the summary information for all of the surveys administered by the college are available on the IPRE section of the website. Ms. Huffman remarked that survey responses can be used to consider how to reach out to faculty and staff. Chair Walker agreed that there may be something to glean from this information.

Dr. Julian referenced data from the survey report on the website. She remarked that the top-rated items in faculty responses include: I understand how my position relates to the mission; facilities and grounds are clean; I feel respected by my colleagues; contributions are valued; promotion and tenure process information is available; and BCTC values diversity. The lowest-rated items for faculty were: professional contributions are valued; I feel respected by administration; communication of policies; faculty development opportunities; attitude of cooperation and teamwork; sharing of information from faculty to administration; opportunities to provide input; and adequate resources to support the scope of services. Dr. Julian noted that almost all items, including the lowest ranked ones, were at level 3 or above on a 4-point scale, which is on the positive end. Ms. Forbes remarked that as we move to the new strategic plan, these surveys will be revised to match the new goals and objectives.

Ms. Forbes noted a few final concerns from the report. The enrollment drop continues, although not quite so precipitously. Enrollment declines are seen across the system and nationwide. Ms. Huffman said that with the economy and employment trends improving, we must consider what effects that will have. Ms. Forbes said that the college can continue to play a big role in preparing people who need job skills.

Dual credit enrollment has fluctuated, and policy changes are impacting that number in ways that are hard to predict. We do not see many of those students coming to

enroll at BCTC, so we may need a new strategy for dual credit. Also, student persistence is down, so we would like to see improvements there. Finally, Workforce Development offerings were down, and, again, policy changes at the system and state are influencing those. Ms. Forbes encouraged the board to let her know if they have suggestions or requests on how information is presented in the future.

Chair Walker thanked Ms. Forbes for her hard work and the information she has provided.

B. Budget Update, 2016 - 2017

Lisa Bell began with information on the ending of fiscal year (FY) 2016. She noted that as we look at the operating results, there were mitigating factors that made the net lost much less than it would have been otherwise. There were savings of \$3.4 million in salary due to vacant positions, \$1.3 million in expense budgets, and \$1.5 million in bad debt expense. If we had spent those funds, there would have been a much larger deficit.

Ms. Bell noted that in FY 2017, fall enrollment is down 4 percent. The good news is that we budgeted to be down 5 percent, which means that we are over budget in tuition. The waiver expense budgets are set at \$1.5 million, and we have used \$800,000 so far, mostly due to the increase in dual credit enrollments. Ms. Bell noted that the waiver expense and the revenue are both reflected on the financial statements. She further pointed out that the last line shows the KCTCS required reserve of 2.3 percent. This week, the colleges were instructed to increase that to the original 3 percent level due to the return of funds held back by the Commonwealth last fiscal year. The figure will go back to approximately \$1.6 million as it was previously.

Mr. Taylor remarked that one of the reasons the collection of bad debt has improved is because the state collects those funds. Ms. Bell agreed and noted that the college has been proactive in collections to help our budget. Staff reviewed student accounts and turned over the last ten years that could be verified as legitimate debt to the Kentucky Department of Revenue. The Department of Revenue will attach this debt to tax refunds and to bank accounts so we can recover some funds with their assistance. In addition, her staff and others have worked together on processes regarding drop for nonpayment and no shows. It is critical that faculty report attendance. This has been a significant collegewide effort and impacts the bad debt expense. On a final note, she reported that bookstore commission revenue is on track to meet budget, which is \$520,000.

Ms. Bell thanked the board for their time. She noted that these numbers represent a huge amount of work, and she appreciates everyone's efforts across the college, as well as the support of the board.

C. Functional Area Updates

Dr. Feeney noted a number of highlights regarding Academics and Workforce Development. The college will host the Kentucky Community College Women in

Computing Conference as a part of the Computer Science program. BCTC has the only chapter in the nation that focuses on community colleges. He is very proud of the faculty in that area, as they spend a great deal of time and energy to make that program successful.

Chair Walker stated that he met several of these faculty when they were at the Foundation Board meeting, and he was encouraged by the sizable grant that will help that program immensely. Dr. Feeney said that the grant will be used on work with Bryan Station High School students and for the Hour of Code programs which are being held next week. He said these faculty members are an excellent example of the committed work across the college, and they are making a national impact, as well as being innovative in finding resources to get that work done.

Dr. Feeney noted that Academics is doing more with developmental course co-requisites, which allow students to be in developmental and college-level courses at the same time. For example, students can take Biology 120 and developmental reading together. The college is ramping up support by using the Adult Education grant in a creative way to support those sections, as well as through the use of the Tutoring Center.

Dr. Julian asked if we had studied the relative success of students in some of the entry-level courses paired with developmental, as compared to the developmental sequences followed by entry-level courses. Dr. Feeney said if we look at Composition 252 paired with the developmental reading class, the students in the paired courses are more successful. He noted that this strategy is making a real difference.

Dr. Rushin mentioned that the Title III, First-Year Experience (FYE) grant provides some data, and it is also showing that students are performing better their first year. Ms. Huffman asked what the correlation is: Is it competence, a level of confidence, or something else? Dr. Feeney said they found similar results through the Accelerating Opportunities grant. If we look at the extra support of the FYE grant, as well as the pairing of content classes with a developmental course, we see that students are developing better study skills.

Mr. Hoekstra said the main factor seems to be that developmental courses use the same text as the subject-area course, which leads him to believe that provides a huge advantage. Dr. Feeney noted this is a significant investment in time for the faculty. They have attended the subject-area class with the students to observe what was being taught.

Dr. Feeney said they are working to improve the Boot Camp experience for next summer. This program gives students who need extra help the opportunity to improve by having tutors and faculty work with them on getting up to speed. He noted this as a good example of several areas of the college working well together.

Dr. Feeney also noted that the Lightweight Innovations for Tomorrow (LIFT) grant to the Computerized Machining and Manufacturing program has helped to recruit students as well as promote and support the machine tool program and specifically work-and-learn opportunities. Faculty have expanded the companies they are working with, which will support more internships and company-based experiences for the students.

Dr. Feeney remarked that the new policy on dual credit enrollments, tuition, and scholarships have been a challenge this fall. We have had to spend a lot of time to implement, and we hope that process will continue to improve.

A new placement exam, called Wonderlic, is being implemented to replace the COMPASS which is no longer available. The program provides more diagnostics, which will help in Boot Camp and other support experiences so we can focus on areas of need. He also noted the continuing work on good advising and scheduling. It appears that students are enrolling for more classes per student this Spring.

Dr. Feeney reported that lots of community outreach is happening across Academics and Workforce Development. We have hosted major conversations in healthcare, as we offer those classes at every campus. We are working to expand or add programs to meet employers' needs. For example, Pharmacy Technician is in the first year, and three students should graduate. There is a phenomenal group supporting that effort, and the University of Kentucky is providing two faculty positions for the program.

In addition to the new programs mentioned earlier, we are offering operations management, team leadership, and hospitality management in Workforce Solutions. We hope to have the diagnostic medical sonography program approved at the March Board of Regents meeting. Another example of outreach is Adult Education partnering with the Lexington Public Library to offer GED classes at their new eastside location on Man 'O War Blvd.

Dr. Feeney noted that programs are enhancing the engagement and membership of advisory committees. Most advisory committee members are key employers, and they offer significant employment opportunities to students. We also work with them on resource development possibilities such as gifts-in-kind of equipment or supplies, scholarships, or other program support.

Academics has been busy preparing for the opening of the Georgetown Campus and moving lots of equipment. Six to eight tons of machinery have been moved from Leestown to be installed at the new site, as well as the new equipment coming in, so this is a major effort, and we look forward to opening in January.

Lisa Bell shared the update from Finance and Operations. Several key positions have seen staffing changes in the last six months. Jennifer Jackson is the new Associate Vice President of Business Services. She is supervising the new Payroll Supervisor, Kathleen Hicks. The Dean of Operations position was split, with Rob Knight focusing

on managing the many construction projects, and Cindy McDonald hired to oversee the day-to-day Maintenance and Operations. Tinashe Chigede is the new Accounting Manager. Jennifer Wilson was hired as the Cashiering Supervisor. A new Safety and Security Manager will start in early January. Ms. Bell thinks that these new employees bring talent and skills to their positions and they will add greatly to the college. Everyone in the area is getting to know each other and the policies and procedures, and they will continue to improve operations and communications.

Ms. Bell reported that the housekeeper and maintenance staff are doing a great job. They are also training and learning the systems at the Georgetown Campus. There is a lot of activity in bringing the campus online, in addition to moving and the faculty and instructional preparations.

KCTCS recently implemented the use of an electronic timesheet, which helps the payroll process. Payroll is managing two payrolls in two weeks this month, so it is a busy time for them.

The Purchasing staff is working hard. They went through year-end close from June to August, then straight into processing for Perkins funding. They touch every current expense transaction, which is budgeted at more than \$7.5 million this year. They are also working on the physical inventory. Of the 800 items on the list they found all but one, which is an excellent result. The value of those assets is \$82 million. In January, they will start to inventory over 6,588 pieces of equipment with a value of \$10 million. Ms. Bell said her staff are a great team, she is honored to work with them.

Dr. Julian noted that the cleanliness of facilities was ranked high by faculty in the survey we discussed earlier, and she praised the work and effort of our custodial staff. She remarked that we have increased the hourly rate for the lowest paid employees to \$10 per hour. They are very hard working and we are lucky to have such employees who really care about their campuses.

Sharonda Steele, Director of the Upward Bound program, made the report for Multiculturalism and Inclusion (M&I) this evening. She noted that the MOSAIIC was held at Kentucky State University in early November. Over 150 people attended the event. The keynote speaker was Dr. Dorothy Yancey. This year's theme was, "United We Stand, Divided We Fall: Deterring Communications of Hate."

The Louis Stokes Alliances for Minority Participation (LSAMP) program received \$17,000 in funding. This is an effort to attract more students of color who are interested in Science, Technology, Engineering and Math fields and who want to transfer to a four-year institution.

BCTC received an invitation to the Minority Serving Community Colleges: Uniting for Student Success Conference, which recognizes institutions that serve a large number of minority populations, or who are close to that percentage. When BCTC's

minority population reaches 25 percent, we will have the opportunity compete for additional funds.

Ready-to-Work and Work-to-Learn just completed the donation period for Santa's Kids. Gifts were provided to 75 children in 45 families of BCTC students through this program.

The Talent Search grant was renewed for five years. A new director and counselor have been hired. We will hire another counselor and administrative staff. BCTC also received an Educational Opportunity Center grant through the TRIO program. This will allow us to work with adults who want to start or return to college. Many of these students are GED recipients. This grant will serve 1,000 students. The director will be housed at Newtown Campus, and the counselors will be in Danville and Winchester. The grant will serve students in Fayette, Clark, and Boyle counties. Upward Bound just submitted their grant application, so we will know about their renewal by late Summer.

Charlene Walker recently led a Cultural Competency Quick Action Committee. This group had lots of discussion in terms of what the college wants to accomplish. They have written a vision statement they hope to have adopted and are planning for activities that will continue to focus on improving the college's and individual's cultural competence.

Ms. Steele noted that after the election some students have expressed a great deal of anxiety. Many international or immigrant students are worried about being pulled away from families. At least one Latina student has reported being harassed. M&I offices have designated their area as a safe space so students can voice their concerns and find support. Staff have also provided safe space workshops to the college, at schools, and in the community. Ms. Walker has formed a Cultural Climate Reaction Team to address these types of issues and to connect students with resources to speak with about these types of incidents. Ms. Steele shared a video that was shown to students, which was a good way to start a conversation with them. The focus is to "Get home safe."

The Dr. Martin Luther King, Jr. Day celebration will be on January 16, 2017, with UK and the Lexington-Fayette Urban County Government presenting the annual event, a commemorative march and program. This year's speaker is Rev. Dr. Otis Moss, who led a team with "My Life Matters." Faculty and staff are invited to participate in events on that day. BCTC particularly would like to have a number of people march.

Chair Walker thanked Ms. Steele and Dr. Julian for efforts to remind students to be respectful and for creating the kind of climate on campus that we hope ensures the safety of all students and the inclusion of all students.

IV. Announcements

Dr. Julian reminded everyone that the college will be closed for two weeks for the institutional closure. She noted that it has been a difficult semester, but the majority of our employees and students are here for the right reasons, and they are dedicated and working hard. With support and commitment from many individuals, the college is in good shape and getting better. She thanked the board for their support and leadership, and expressed appreciation to the faculty and staff for doing good work for students every day. She is proud of the way everyone has come together in spite of the challenges and issues.

Chair Walker thanked everyone for their attendance and expressed his appreciation for their time and participation. He looks forward to the next meeting. He encouraged members to contact him with any thoughts or suggestions about board meetings and committee choices. He thanked the leadership for their participation today, as well.

V. Adjourn

A motion to adjourn was proposed by Mr. Hoekstra, seconded by Dr. Herron, and the motion carried. At 7:23 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 1, 2017. The meeting location is yet to be determined.

Respectfully submitted,

Tammi O'Neill
Office of the President

Augusta A. Julian, Ed.D.
President