

**MINUTES**  
**Bluegrass Community and Technical College**  
**Board of Directors**  
**Toyota North American Production Support Center, Georgetown, KY**  
**September 7, 2016**

**Members Present:** Pamela Brough; Nick Harding; Dr. Jeffrey Herron; Joshua Hoekstra; Florence Huffman; Robert McNulty; Robert Rowland; S. Dudley Taylor; Ron Walker, Jr.

**Absent:** Annissa Franklin

**Others Present:** Ren Bates, Lisa Bell, Dr. Greg Feeney, Pam Hatcher, Dr. Augusta Julian, Mark Manuel, Dr. Laurel Martin, Dr. Luv'Tesha Robertson, Charlene Walker, Dr. Palisa Williams Rushin

**I. Welcome / Introductions**

Board of Directors Secretary Pamela Brough called the meeting to order at 6:05 p.m. Secretary Brough recognized two new board members in attendance: Nick Harding, the president of the Student Government Association for 2016-17, is the student representative to the board, and Dr. Jeffrey Herron is the newly elected staff representative. Both new members were enthusiastically welcomed to the board.

Dr. Julian presented a service plaque to Dr. Luv'Tesha Robertson, the outgoing staff representative. Dr. Julian thanked Dr. Robertson for her service to the college and to the Board of Directors. Dr. Robertson thanked the board for the opportunity to serve and learn. She appreciated representing the board and college and seeing its growth, and she wished everyone continued success.

Secretary Brough distributed a Conflict of Interest Disclosure form, which is a requirement for board members to complete annually as stated in the by-laws. She requested members to return completed forms to Tammi O'Neill.

**II. Business Meeting**

**A. Approval of Minutes, June 1, 2016**

Minutes from the June 1, 2016, Board of Directors meeting were presented for approval. A motion was made by Robert McNulty to approve the minutes. Florence Huffman seconded the motion, and the motion carried.

**B. Election of Officers, 2016 - 2017**

It was reported that Chair Annissa Franklin contacted board members prior to the meeting to gauge their interest in serving as an officer. Ballots were prepared based on interest and nominations received. Secretary Brough distributed the ballot and asked each member to vote for officers to represent the board through the next year.

Following the election, ballots were tallied. New officers were announced as:

- Ron Walker, Jr., Chair
- S. Dudley Taylor, Vice Chair
- Pamela Brough, Secretary.

Secretary Brough congratulated the winners and noted that their service will begin following this meeting.

### **III. Information / Discussion**

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

Lisa Bell presented information on the ending of fiscal year (FY) 2016. She reported that the general ledger is not officially closed, but she does not anticipate any additional entries for the year. Last year ended with a net operating loss for the year. Ms. Bell reported that the FY 2016 budget included a revenue bridge using fund balance, so this result was not unexpected. The components that made up the loss are in the narrative budget report provided to the board. While tuition was down, we did not expend all allocated funds in expense budgets.

Ms. Bell noted that we ended FY 2016 with a strong and healthy fund balance, as we have each year recently, totaling \$14.7 million. Leadership has identified money to complete some capital projects as needed, including funding to begin the Leestown Campus renovation. After planned and anticipated expenditures and with continued good financial management this year, Ms. Bell expects fund balance to remain strong.

Ms. Bell reported that the FY 2017 budget is balanced without the use of fund balance. There were cuts to state funding that had to be accommodated as well as tuition reductions. The budget is based on a projected tuition revenue decline of 5% and the \$9 per-credit-hour tuition increase supported by the KCTCS Board of Regents. Ms. Bell reported that we have exceeded our tuition budget in fall 2016. She stated that several budget lines were cut including waiver expenses, adjuncts budget, and operating expenses. In addition, there will be salary savings throughout the year. Ms. Bell is proud of the hard work that was done across the college to balance this year's budget. Every area took additional cuts to staffing or operations.

Dr. Julian noted that renovations at the Leestown Campus are required to update facilities due to programs moving to the new building in Georgetown. She reported that the college submitted two pre-proposals for the Work Ready Skills Initiative, the \$100 million bond fund included in the state budget. We have been informed that 115 pre-proposals were submitted to the Kentucky Cabinet for Education and Workforce totaling requests of over \$500 million. BCTC submitted a \$6 million proposal for the Leestown Campus renovation and a proposal of \$4.5 million to fund an addition at the Danville Campus to support the Advanced Manufacturing Technician program. The college has also sought and received cash and in-kind gifts from employer partners to support both projects.

Ms. Huffman asked if the pre-proposals were for infrastructure or other items. Dr. Julian clarified that funds will be used for equipment, renovations, buildings, and marketing. No money can be used on operational items, like staffing or supplies.

Mr. Walker inquired about the timeline for the selection of projects. Dr. Julian said announcements about the second round are expected later in the month, and proposals will be due 60 days after the announcement. They expect to make final selections and awards by the end of the calendar year.

Ms. Bell reminded the board that they will receive the Capital Strategic Needs Analysis for approval at the December meeting, as that submission is required every two years. This proposed projects list will be consistent with what has been reported over the past few years as needed capital projects.

Mr. Hoekstra stated that he wanted to add a faculty perspective to the budget discussion. He said that while he understands the importance of budgeting, he has concerns for the other side of the equation. He noted that the numbers do not tell the stories of the people behind them. He said the faculty are experiencing really tough times and have been asked to do more after years without additional compensation. He said that there are many good people who work at the college. BCTC faculty members are not compensated for the excellent support they give students. Next to Jefferson, BCTC faculty have the highest teaching load and the largest class sizes this year to help off-set expenses.

Mr. Hoekstra expressed his belief that we are out of balance. The message continues to be that things are bad year after year. There is never any growth reported. Another difficult issue is parking at the Cooper Campus. Some faculty have complained that the parking changes have made it too difficult to find a parking spot, which impacts their ability to get into the building to teach. He worries that we are losing track of what is important. He notes there is a feeling of insecurity for staff and faculty who may be let go with little notice. He cited Maslow's Hierarchy of Needs and noted we are far away from growth and actualization that occurs at level eight.

Secretary Brough said that many businesses have dealt with similar challenges, and they are expecting their employees to do more as they become leaner. It is sometimes necessary to hang-on and look to grow when the financial situation is more stable.

Mr. Hoekstra noted that Senator Thomas told us at the last meeting that the state government could support education more. As a faculty member, he is concerned that we are losing ground. It is difficult to be in an environment where there is no money year-to-year to do good work, and people begin to shut down.

Secretary Brough thanked Mr. Hoekstra for his input.

**B. Fall 2016 Enrollment Report**

Dr. Julian stated that even though we are better situated with the tuition revenue this fall due to reduced projections, we continue to see falling enrollments. Headcount enrollment is down 3.5% from the same day last year. We are 1.3% lower in FTE. Online enrollments are down 6.4%. Other colleges have ramped up their efforts in online courses. Newtown Campus enrollments are down for the first time since the campus opened.

Enrollment is up in Danville, which is partially related to the AMT program. She believes the publicity surrounding that program has boosted awareness of the college, which is helping enrollment. We are also up in dual credit enrollments. There is a new policy with dual credit courses and all schools must charge tuition equal to one-third of the KCTCS tuition. There are state and KCTCS scholarships to assist students. Interest in dual credit courses is high, so those enrollments will likely increase going forward.

Mr. Walker asked if there were plans to enroll students from ITT Tech. Dr. Palisa Williams Rushin said that her staff has been working with academics, marketing, and representatives from admissions and financial aid to determine an enrollment process. A webpage is under construction with seven steps these students need to complete to be admitted. She reported that the financial aid piece is a little complicated, but they will work with students through this step. Some faculty have helped with aligning programs. Students are being encouraged to enroll for the spring semester.

Mr. Walker asked if there was a plan to advertise to the ITT students and others who are looking for options. Dr. Rushin said that when Med Tech closed, we put information on Facebook, put out banners, organized a ‘Stop By, Get Started’ event, and provided walk-in students with services. Mark Manuel said that we did some limited advertising on social media because there were only 139 students to target, and it works well for younger students. ITT students will need more traditional advertising targeted toward them. Dr. Rushin said that these students are frustrated, upset, and angry, and sometimes we cannot assist them very quickly. There is some support to students who may have their federal loans forgiven..

**C. President’s Performance Planning, 2016 - 2017**

Dr. Julian referenced her performance planning document that was sent in the board packet. She provides this information to the board every September to outline the major activities she plans to be engaged in this year. Dr. Julian also noted that the board had expressed some interest in what we can do to help people who are feeling stressed and overloaded. She has referenced that issue in her plans.

Dr. Julian reminded board members that the college identifies a number of annual priorities based on items in the strategic plan, and she ties her goals to the annual plans. A copy of this year’s annual priorities will be included in the next monthly board update.

Dr. Julian invited feedback and input on these ideas or others as we look for ways to improve the college.

**D. Functional Area Updates**

Mark Manuel reported from the Advancement and Outreach area that the Work Ready Skills pre-proposals that Dr. Julian referenced earlier are very well done. He remarked that regional chambers of commerce have worked with us to identify potential partners for the proposals. These meetings were also useful for finding other ways to work with businesses beyond the bond proposals and for us to communicate more with those businesses about services the college can provide. In all, it has been a very positive experience.

Mr. Manuel reported that the Professional Development Office is leading the training to support three new project areas that will focus on enrollment, global learning, and career pathways. These cross functional groups will be trained as teams to look for innovation and how we can approach these topics differently. Preparing these teams for action will be a big push this fall.

Ren Bates said that Information Technology Services has been busy installing new workstations across the college. They are replacing 115 workstations for faculty and staff. They would like to get back to a regular annual replacement plan. Mr. Bates mentioned implementing Session Initiation Protocol (SIP) as a way to save on telephone expenses. KCTCS is implementing this solution systemwide. Other colleges are starting to feel the budget crunch in their IT departments. KCTCS is working on a strategic plan for IT and has asked for input from the college.

Dr. Rushin had no additional information to report to the board. Secretary Brough thanked everyone for their informative reports.

**IV. Announcements**

Charlene Walker announced that the Multiculturalism and Inclusion area has invited Galen Abdur-Razzaq, a jazz flute player, to give a concert at the Lyric Theatre immediately following the parade at the Roots and Heritage Festival. This event is free and open to the community. Ms. Walker and her staff will have a table with college information and will promote enrollment and provide information about Upward Bound, Talent Search, Ready to Work, Work to Learn, and other college programs.

Secretary Brough reminded members to return conflict of interest disclosure forms before departing.

**V. Adjourn**

A motion to adjourn was proposed by Ms. Huffman, seconded by Mr. Hoekstra, and the motion carried. At 6:58 p.m., with no further business to come before the board, the meeting was adjourned. Members were invited to tour the Advanced Manufacturing Center, which is currently under construction and will be open for classes in Spring 2017.

The next regularly scheduled meeting of the board will be held on December 7, 2016.  
The meeting will be convened at the Leestown Campus Conference Center.

Respectfully submitted,

Tammi O'Neill  
Office of the President

Augusta A. Julian, Ed.D.  
President