

MINUTES
Bluegrass Community and Technical College
Board of Directors
Leestown Campus – Conference Center
March 25, 2015

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

Absent: Florence Huffman

Others Present: Ren Bates, Lisa Bell, Dr. David Hellmich, Shelbie Hugle, Michael Jacobs, Dr. Augusta Julian, Rob Knight, Mark Manuel, Tri Roberts, Dr. Palisa Williams Rushin, Charlene Walker

I. Welcome/Introductions

Board of Directors Chair Annissa Franklin called the meeting to order at 6:00 p.m. and welcomed those in attendance. Chair Franklin requested a change to the agenda. To accommodate our guest presenter, the facilities update was moved to follow approval of the minutes.

II. Business Meeting

A. Approval of Minutes – December 3, 2014

Minutes from the December 3, 2014 Board of Directors meeting were presented for approval. A motion was made by Dudley Taylor to approve the minutes. Pamela Brough seconded, and the motion carried.

Minutes from the December 3, 2014 Joint Board Meeting with the Foundation Board were presented for approval. A motion was made by Mr. Taylor to approve the minutes as presented. Luv'Tesha Robertson seconded, and the motion carried.

III. Information - Discussion

A. Facilities Update

Item C. from the agenda was moved to Item A. Chair Franklin welcomed Michael Jacobs from Omni Architects, and Rob Knight, dean of operations.

Georgetown-Scott County Advanced Manufacturing Center

Mr. Jacobs explained that the Georgetown-Scott County Advanced Manufacturing Center (AMC) project bid phase ended on March 17, 2015, and construction will begin in April. Substantial completion will be reached in 18 months and final completion is expected in November 2016. Seven contractors submitted very competitive bids that were under budget. The low bid was \$15,881,000. The two-story building is 79,600 SF. Floor plans and schematics were shared.

Programs offered will include Electricity I and II, Motor Control I and II, PLD I and II, Robot Training, Industrial Maintenance, Fluid Power I and II, Machine Tool I and II, Alternate Energy, Construction Electric, Troubleshooting, Welding, and CAD. This will be a fully functioning campus with support courses and services.

Newtown Phase 2 / BuildSmart

Mr. Jacobs described the planning for the Newtown Campus, which is currently in the schematic design phase. The construction budget is \$19.2 million for a three-story, 65,000 SF building including constructing additional parking needed with this facility. The bid process will occur early next year with an estimated 18-month construction period. The move-in date would be late 2017 or spring 2018.

A goal with the new facility is to upgrade instructional spaces currently at Cooper and facilitate movement of more courses and programs to Newtown. The science labs are the most antiquated and serve many programs, so the decision was made to make this a science building. There has been broad participation in the decision process with both BCTC and KCTCS representatives.

New labs will include Anatomy and Physiology, general Chemistry, organic Chemistry, general biology, microbiology, environment sciences, biotech, and physics. An incubator space will be incorporated into the design, as well as additional support areas for SDEM, lecture labs, faculty offices and work areas, tutoring center, student lounge, quiet study, group study, social interaction zones, and building support. Science will really be on display in the space. Mr. Jacobs shared many schematic designs and renderings with the group.

Building placement was determined by the way the utilities are set up, as well as maintaining as much of the green space and trees as possible in central campus. There was significant thought regarding the relationship of the new structure to the Classroom Building. A bridge or covered walkway from the street-level to the second level of the new building.

Dudley Taylor questioned the need for additional security due to the number of labs in the Phase 2 building. Mr. Jacobs indicated that there will be security considerations in design and landscaping. There will be access control on doors, security cameras, and other safety measures. Rob Knight noted that while general classrooms are open all day, lab spaces will stay locked so they are not readily accessible. We will use keypads on the doors and assign specific codes to people who need access to control access to those areas. Dr. Julian mentioned that BCTC collects a security charge, and those funds are used for security. Security officers are located on each campus.

Chair Franklin asked if there are any requirements for diversity in contractors or subcontractors. Mr. Jacobs said the bids are processed through the Commonwealth's Division of Engineering and Contract Administration. The agency sets up priorities, and they look at that during the contract award process.

Dr. Hoekstra asked if the campus would become more pedestrian friendly. Mr. Jacobs noted that becoming more pedestrian friendly is a goal of the master plan. Parking will be moved to the perimeter of campus, but it will take some time for that change to be apparent. Proximity to the Legacy Trail makes it accessible, too. Dr. Julian expressed excitement about the proposed plaza area since the campus does not have attractive and compelling outdoor space yet.

Ebony Nava asked if there were plans to make the campus tobacco free. Mr. Knight stated this is already policy, and signs currently note this around the campus. It was part of the LEED certification for the Classroom Building. Mr. Jacobs remarked that the new project will also be designed to be LEED certified. One of the design elements is an energy dashboard in the lobby for people to observe.

Dr. Julian mentioned that Dr. Deborah Davis and other science faculty are working to create an incubator space where biotechnology students could do work placement. Biotechnology startups could lease the space from BCTC, and employees and students would do some development and work in the labs. Biotechnology is a growing industry in the area, and we are unaware of any other community college in the country that has this type of facility. External support is being sought. If it is not possible to set it up and have it be viable, the space can be converted into three science labs. She noted that, unfortunately, we are not expanding capacity with this building. If we are able to leverage support from various places, there is a good chance this idea will be successful and provide great connections to the industry for students. Mr. Jacobs mentioned the incubator is laid out like a research lab and will need to be designed in more detail.

Mr. Taylor asked what the legislature approved for the University of Kentucky (UK) in this legislative session. Dr. Julian said they received \$132.5 million for a research facility about disease and issues that will assist Kentuckians to be healthier. UK advocated for it as a project that benefits the Commonwealth broadly.

Dr. Julian added that the KCTCS list for projects that will go forward to the Council for Secondary Education for the 2016-18 budget includes another building for the Newtown Campus. The top three projects were at colleges that only received planning money in the last budget. Expansion at Newtown is number four on the list. She appreciated the understanding at KCTCS that we have a challenge that no other college has.

Mr. Taylor asked if the science building could be sold to the community. Dr. Julian said there are many already working on it, because we still have to raise \$6 million. The general business community needs to know what we are planning.

Chair Franklin thanked Mr. Jacobs and Mr. Knight for the information they shared.

B. 2014-2015 Budget Update

Lisa Bell presented the Budget Update. She noted that it is possible to start making assumptions about Spring semester revenue, and it appears tuition is \$1,055,000 short of budget. The college is short in Fall and Spring projected revenue by approximately \$2 million. Based on declines in the Fall and Spring, it is safe to assume that Summer revenues will also decline, although we can work to increase Summer enrollment at this time. A \$2.5 million to \$3 million revenue shortfall for the year is a reasonable estimate at this time. Chair Franklin called for questions about the current fiscal year budget.

Chair Franklin asked if the shortage would be made up with fund balance. Ms. Bell stated that the fund balance was at \$15 million in FY14, but some funds have been allocated for spending this year. Currently, the college has approximately \$11 million unallocated in the fund balance. These funds are available to the college as needed. Mr. Taylor asked about President Obama's proposal for free tuition for community colleges. Dr. Julian responded that free tuition would be wonderful, but there are still questions on how it would work. There would be a federal allocation to the state and the state would put in one-quarter of the total cost. The state would have to decide to participate. There is much that would have to change regarding the budget, and it is hard to know how that funding stream would impact the college as opposed to a tuition funding stream.

Ron Walker questioned how BCTC is faring compared to other Kentucky Community and Technical College System (KCTCS) colleges. Ms. Bell said the majority of colleges and many universities are declining in enrollment. Mr. Walker wondered if they are declining at a similar rate, and if there was any movement among colleges to ask KCTCS to address the needs. Dr. Julian stated that only two colleges are higher in enrollment compared to last year, but by a small amount. There is no system-driven effort this year to address funding inequities, but advocacy for increasing the total state allocation amount to KCTCS is being discussed.

BCTC is down by a higher percentage than most colleges; part of that is because we have a bigger decline in online enrollment due to increasing competition. The changes in the economy also affect our numbers, as people have more options when trying to find jobs. Another factor that is difficult to quantify is moving to Newtown. Mary Forbes did an analysis of Newtown enrollment based on zip codes, and we are getting many students there from the area. There is a big impact to leaving Cooper, as we have historical relationships that will change. Finally, BCTC is more tuition dependent than some of the other colleges, so enrollment declines impact us more.

Dr. Hoekstra inquired about how lean BCTC is as an organization. It may be impossible to cut our way out of the predicament we find ourselves in. We may need to start to spend so we maintain our good services and programs and find new ways to serve our constituents. He questioned if that opens up new avenues to make our case at the system level.

Dr. Julian agreed that the organization is about as lean as we can be. There is concern that we have been using fund balance for operations for the past several years. Staffing has been cut as much as possible, and we have lost 10% of our employees in the past seven years – from 505 in 2008 to just over 450 today. It difficult to see how we could be any more efficient. There is a lot of concern expressed by faculty because we have not been able to fill faculty positions. We have been “right-sizing” our operations and we need to look at all of the options. There may be a need to temporarily change some hiring and workload policies to bridge the situation.

Everyone believes the economy is improving and we will eventually get more state funding. There is a plan being developed to address the issue that KCTCS is not appropriately funded compared to the universities and in comparison states. Legislators are very supportive when you talk to them, and they love to see the students, but budgeting for Kentucky remains challenging. We need to make our case to legislators about BCTC.

Dr. Hoekstra said that when faculty can actively participate in academic conversations and attend professional development conferences they are more likely to be engaged. It is a challenge to get involvement when we have not been able to support faculty and staff development. Mr. Taylor noted that BCTC must find a niche and market that is viable. He suggested taking faculty into the high schools to attract more students. Not only could this energize the faculty, but they can market the college’s value.

Ms. Bell noted that UK has grown enrollment by targeting out of state students. At BCTC, Student Development and Enrollment Management has worked hard with Multiculturalism and Inclusion to reach and support the international student population, and they have worked during the past year to set foundations in place to grow that targeted group. International students bring resources for tuition, and they provide diversity and different cultural experiences to enrich the student population.

Ms. Nava related that when she started at BCTC, there were a lot of UK students in science classes. They liked the instructors and smaller class size. She thinks protecting this population is important, and it seems there are fewer options now. Dr. Hellmich noted academic calendar policies across the system have changed, and it is a little more challenging to make it easy for UK student enrollments.

Bob McNulty noted that our state appropriation is down to \$9.6 million, and dollars are scarce. BCTC is competing against many different interests.

Mr. Walker suggested that we provide more onsite opportunities for faculty development. Dr. Hellmich said that the college recently hosted the ninth annual Changing Classroom Cultures Conference where we hosted presenters from BCTC and seven other community colleges. Dr. Julian noted that the system also has an annual conference each May. Many faculty are also involved in professional associations and attend state and regional events.

C. 2015-2016 Budget Planning

Ms. Bell gave information on the budget department; it has begun with an analysis of current year and identified needs for next year. We are planning a decrease in expected tuition revenue, and expenses will need to decrease as well. We can rely on the fund balance to balance the budget in FY15, but the college cannot continue to use nonrecurring monies for recurring needs. Dr. Julian noted that it is our understanding that there will be no tuition increase by the KCTCS Board of Regents, and they are considering a pay increase for employees.

Ms. Bell stated that LET has been gathering budget requests, and we have a final list of needs. We have considered \$1.9 million in recurring requests and \$1.9 million in nonrecurring requests. Three faculty positions have been approved, as well as a few other items, totaling around \$300,000. Other allocations are still being considered.

Chair Franklin remarked that the Board Budget Committee needs to meet before the next full board meeting. If you have additional input, send it to Mr. Taylor, chair of the Budget Committee.

D. Enrollment, Marketing, and Recruiting Update

Dr. Rushin handed out an unofficial enrollment report that looks at headcount on March 30 for the Spring semester. This is the data that will be submitted to CPE. Enrollment is down significantly. Today, enrollment is 9,752 students, which is a decrease of 12.3% compared to last year (11,114). FTE is down 11% and online headcount is down 14%. Dual enrollment is flat, but we are up a little for Workforce Solutions. Across the campuses, we are in an overall decline. Part of this is due to changes in the economy, and some may be attributed to moving to Newtown.

This year, SDEM has worked diligently with the recruitment committee to develop a one-year plan to have a positive impact on enrollments for the Fall semester. She welcomed Associate Dean Shelbie Hogle to present to the board. Ms. Hogle greeted the board and thanked them for the opportunity to share information with them. The recruiting committee has 27 members who talk about strategies to enhance enrollment for the Fall semester. A plan was created for next year and the college is planning activities for every target area. Over 31 strategies were identified to cover everything that was deemed important to increase enrollment.

Ms. Hogle explained that the process that students move through is similar to a funnel. Students start as prospects, then move through an inquiry stage, application, admissions, and end with enrollment. BCTC receives many applications, but more students need to move successfully through the funnel to enrollment

The group is working on several goals. These were outlined as:

- Implement a targeted recruitment communication matrix.
- Design targeted materials to integrate print, web, electronic, and digital media.

- Enhance the recruitment funnel rates to increase enrollment.
- Expand special recruitment activities that focus on increasing diversity.

Ms. Hugle noted that identification of prospects has increased. In 2013-14, we had 1,278; in 2014-15, that figure was 3,483. These numbers are derived from web forms, on-campus programs, campus tours, outreach programs and other events. We averaged 497 prospects per month from August to February. This does not include the 6,905 students that listed the college on the ACT form.

So far, the recruitment committee has offered 255 events or about 15 events a month. This includes college fairs, application week, high school visits, civic groups and organizations, and on-campus visits. Last year, BCTC hosted 265 total events all year. The committee is working to bring more students to campus, as students tend to make decisions when they get on campus and see what the college has to offer. Over 1,000 students have been seen at the regional campuses, as well.

Mr. Hugle noted that she is going through this process with her son, who is a senior. They have received a lot of mail at different points of the admission cycle. BCTC is sending information out to prospects by print, digital media, email, and social media (Twitter and Facebook). Every piece has a call to action to better communicate with students and their parents. All of this should increase conversion rates.

Ms. Hugle said she was especially proud of the sponsored high school games at four Fayette County schools and three regional campus high schools in football or basketball. Students received t-shirts with BCTC's logo and a hashtag that sends students to the prospective student page. This provides continuous advertising as students will wear the t-shirts over and over again. The schools all placed a BCTC ad in their programs, and there were banners with BCTC information displayed prominently.

Ms. Hugle noted that the Visitor's Center officially opened at the Cooper Campus. An average of 26 students per week visit the center and 562 students have visited since September. Tours are offered every day of the week.

Dr. Rushin noted that we are working hard to move students from prospects to enrollment. We get students from every school, and we have students from 105 counties in Kentucky. We will go anywhere as requested.

Ms. Hugle noted that we have specific populations outreach. There is a relationship beginning with Mt. Carmel High School in Jackson since they have a large international population, and she is working with their counselor to get them to BCTC. She met with UK on Monday about building on our BCTC+ program and about the creation of an international BCTC+ program. These students would come from the ESL program, and we would funnel them to BCTC and transfer them to UK when they finish their associate degree. They will meet again in a few weeks to narrow down options for the Fall semester.

Erin Howard and Gaby Baca in Multiculturalism and Inclusion work closely with the Hispanic/Latino population, which continues to grow every year. We have hosted two programs that targeted African-American students in the past few weeks. Dr. Rushin remarked that BCTC hosted the tenth anniversary of the Latino Fair this year. This event was conceived at BCTC. Ms. Hugle noted that we will be at Amazon in the next few weeks, and we plan to work with civic groups and companies in the summer. Amazon is interested in courses for credentials. Recruitment collaborates with Workforce Solutions in this type of outreach.

Mr. Taylor mentioned that the economy is driven by technology, and we need to train people for that. People need to be educated in the service economy, too.

Chair Franklin thanked everyone for coming up with these strategies and improving processes. This is very important work. She was able to go to the open house and found the Visitors Center to be really nice. She encouraged everyone to stop by and take a look around. Ms. Robertson provided to the board a report of Visitor Center activities and how campus visits are coordinated. The goal is to get potential students to understand processes and to feel at home and welcome in a campus environment. Dr. Julian stated that this service has great leadership and lots of participation across the college. Ms. Hugle and her staff do a great job, and Ms. Robertson has added greatly to this effort.

Mark Manuel presented an overview of efforts from the advertising campaign. We have a number of marketing challenges. In Fall 2013, the college hired all new staff in the marketing area. The college is not that old, and we have changed names and moved locations. Many people are confused between KCTCS and BCTC since they see a lot more references in media to KCTCS. Our students range from high school to age 80, and they get information by different methods. We need ways to reach all of these students.

In the recent campaign, the college purchased some TV time for our video commercial. We have not done much digital delivery with display ads on the side of the browser screen, but are doing more. The ads do a good job in targeting the right people. We also buy radio ads. We also used funds, as Ms. Hugle described, at the regional sites.

We have also done print advertising in the UK Colonel and ECU student newspaper, especially for eight and twelve-week classes. Marketing is doing as much as possible with the resources available to enhance and maintain the brand.

A new workgroup with Academics and Marketing has just started, and they are looking at how to group programs in like areas from a student's perspective. Marketing is working with programs create a comprehensive approach to social media. There are several Facebook pages that we are attempting to tie together. Dr.

Julian noted that KCTCS is looking at updating our websites. All colleges went to a similar format in 2010-12, and we are working with them to tailor our look. Right now, everything is out-of-date.

E. Functional Area Updates

Mr. Manuel, Workforce and Institutional Development, has been working to raise money for BuildSmart, along with other college leaders. Workforce Solutions has taken on as many projects as they can handle at this time. Revenues look good this year because companies are doing more training.

Dr. Hellmich mentioned that Academics has adopted Leestown Middle School. Faculty from Natural Sciences has been offering classes including crime analysis techniques and film studies. They have also started Operation Preparation, where faculty meet with ninth graders one-on-one to talk about education and career paths. The teacher coordinates with the faculty. Students have responded well.

Lisa Bell remarked that the budget department received one of three system-wide budget management excellence awards for the fourth consecutive year. Mindy Huang and Karen Manley did excellent work in the past year. The payroll and M&O employees have also done excellent work. Not only did we have two record-breaking snow events, but they processed payroll during the bad weather, as well. We appreciate all of their efforts.

Tri Roberts, Regional Campuses and Outreach, reported that we will begin the Advanced Manufacturing Technician in Danville and are partnering with manufacturers in the area. Students will be sponsored by the companies, like in Georgetown. We will begin offering welding in the evenings in Winchester by partnering with the high school.

Dr. Rushin indicated that the registrar piloted a project with ECU that tracked the 279 students that transferred to Eastern. 100 students were eligible for a degree and 45 were awarded associate degrees. We will look to expand this initiative.

Charlene Walker, Multiculturalism and Inclusion, reported on a program called BLINKS with KSU. BCTC transferred 15 students to KSU this past year, and three are attending this spring. One of the students was highlighted by the National Negro College Fund, and he is presenting in multiple locations. Work was recently completed on the “Super Someday” event, where over 400 students came to BCTC campuses to visit and see the programs. More students select BCTC when we get them on campus. The Latino population continues to rise. African-American students are declining, but the “two or more races” category numbers are increasing.

Ren Bates, Information Technology Services, noted that the college has not done a four-year refresh of equipment in a number of years causing many challenges. The ITS department has worked toward creating a college-wide calendar this year. They participate in facilities planning to ensure adequate IT equipment and services. There

has also been work on the helpdesk platform recently. BCTC may share licenses with the System Office to cut costs.

Chair Franklin thanked everyone for their reports.

IV. Announcements and Communications

Chair Franklin inquired if we could start meetings at 5:30 p.m. in the future. Tammi will send out a note to gauge interest.

Dr. Julian mentioned that BCTC will host a press conference on Friday with representatives from the White House on the Appalachian SOAR initiative. This event is not related to BCTC; we are simply the venue. She also reminded the board that the Georgetown AMC groundbreaking will be on Monday, April 13, and asked members to let us know if they can attend.

Also, Dr. Box will visit BCTC on April 30 on a listening tour. He will be talking about strategic planning and the future of the college. We plan to have a session for college and foundation boards and a few community members, at 9:30 a.m. Tammi will send out additional information soon.

Graduation will be on Saturday, May 9. The Graduate Achievement Recognition reception will be hosted at the Governor's Mansion prior to the commencement ceremony.

V. Adjourn

At 8:24 p.m., with no further business to come before the board, the meeting was adjourned. A motion to adjourn was proposed by Ms. Brough, seconded by Ms. Robertson, and the motion carried.

The next regularly scheduled meeting of the Board will be held on June 3, 2015. The location is to be determined.

Respectfully submitted,

Tammi O'Neill
Office of the President