

MINUTES
Bluegrass Community and Technical College
Board of Directors
Leestown Campus – Board Room
June 3, 2015

Members Present: Annissa Franklin, Chair; Pamela Brough; Dr. Joshua Hoekstra; Florence Huffman; Robert McNulty; Robert Rowland; S. Dudley Taylor

Absent: Ebony Nava, Luv'Tesha Robertson, Ron Walker, Jr.

Others Present: Ren Bates, Lisa Bell, Dr. David Hellmich, Melissa Jones, Dr. Augusta Julian, 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. Members and others present introduced themselves.

II. Business Meeting

A. Approval of Minutes – March 25, 2015

Minutes from the March 25, 2015 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.

B. Budget Committee Report – Approval of 2015-16 Budget

Mr. Taylor noted that the Budget Committee met last week at the Newtown Campus. Lisa Bell offered a presentation and comprehensive information on the budget process and budget proposal. Dr. Julian and Ms. Bell answered questions from the committee. Mr. Taylor remarked that the biggest unknown is how much tuition revenue to expect. The 2015-2016 college budget assumes that the college will continue to experience a drop in tuition revenue. The committee has assumed a small decrease in tuition to balance the budget and bring expenses in line with revenue. Ms. Bell noted that one million dollars in fund balance will be used as a bridge in the event that it is needed.

Ms. Bell asked for board approval to submit the budget to the Kentucky Community and Technical College System for consideration as part of the system budget approval. Robert McNulty made a motion to approve the budget as presented. Ms. Huffman seconded the motion, and the motion carried. Chair Franklin thanked the committee for their work and congratulated Ms. Bell.

C. President's Evaluation Committee Report – KRS 61.810(1)(f)

Robert McNulty, chair of the committee, noted that there were last-minute circumstances that prevented the committee from meeting prior to today. He stated that it is required that the evaluation be conducted in open session. The

committee has presented some questions to Dr. Julian and asked her to be prepared to make comments. Mr. McNulty asked Dr. Julian to highlight some of her accomplishments for the year.

Dr. Julian referred to the report she had provided as part of the board packet. She remarked that while she has many roles, the Board of Directors holds her accountable for the work of the college. She noted that there are many accomplishments this year and explained that this report reflects the hard work and dedication of faculty and staff across the college. The questions she received today were related to professional staff development, attracting and retaining top quality instructors, retaining students, student success initiatives, and marketing the college.

Dr. Julian mentioned the following accomplishments that are detailed in the report.

- Part of recruiting and enrollment strategies have to do with programs and degrees that must respond to changing workforce needs. Some examples include: the practical nursing program was reduced, but new needs have emerged so it is now being expanded again; medical assisting is being brought back; the Advanced Manufacturing Technician (AMT) program is expanding to Danville Campus; computer gaming is being added, as well as an Associate in Fine Arts – Cinematic Arts. There is reduced need for dental lab technicians, so that program is closing. In all of these instances, Academics is looking at programs and making decisions, and they are doing a great job.
- Students need to be linked up with workplace experiences earlier through work and learn programs, apprenticeships, and internships. Programs such as criminal justice, NARA, and others are finding ways to integrate work experience and get students into the workplace sooner.
- An important trend right now is to better support developmental education students. The goal is to move students through the pipeline more rapidly and with greater success. The Quality Enhancement Plan (QEP), part of the accreditation process, provided an opportunity for excellent work by faculty in reading. Dr. Julian noted that student success has improved in reading skills, and math is also showing success.
- Dr. Julian explained that the college offers many different professional development opportunities, including classes for using Blackboard and Starfish and many online training courses for faculty and staff to access. There are in-person development opportunities via seminars and workshops, especially at events like the annual Fall kick-off. Budget cuts have caused the college to cut back on individual travel to conferences, but more inexpensive types of training and internal training continue to be provided.
- Student retention has been a big focus and developmental efforts have made a difference. The Title III grant, addressing First Year Experience

(FYE), will support students more deliberately to help them be successful. Efforts up to now with the FYE course resulted in an increase in retention from Fall to Fall. The whole FYE focus is showing definite benefits.

- Dr. Julian recently signed a transfer agreement with Georgetown College. This will benefit students who apply to Georgetown College but are not ready to start there. Those students will take BCTC courses for the first semester, and they will also participate in Georgetown College activities, stay in their housing, participate in sports, etc.
- Dr. Julian noted that lots of information has been shared about student access and success during the past year. Some highlights include the Goodwill Scholars partnership that helps students with support services, as well as the BCTC Scholars program, a completion initiative that provides incentives for students to take more credits in order to finish their education earlier.
- BCTC remains the largest feeder for transfer students in the state of Kentucky. An interesting item is that this year for the first time more students transferred to Eastern Kentucky University than to the University of Kentucky. We also have many student who transfer to Kentucky State University due to some very good collaborative projects.
- Many students are taking dual credit courses in high school through BCTC; some matriculate to us. Each district makes its own decision about what courses to offer, and we work with the schools to implement the curriculum. Dr. Julian is on a task force at the state level and there are proposals for changes with dual credit. BCTC has a fine program and is doing a good job with these students.
- We remain challenged in hiring an inclusive faculty and staff. We need more resources and focus on where and how position vacancies are advertised. One method that is helping is the Fellows program, where we can offer a temporary opportunity to a diverse hire. We have brought on two Fellows this year and will continue efforts in this area to maintain the depth and breadth of employees we need.
- We are excited that IT has developed a collegewide calendar to bring together a variety of information including professional development and college events.
- There were staffing changes in international student services. Admissions staff have made great strides in our documentation this year.
- The research staff prepared a report detailing demographics for the Newtown Campus student enrollment. Newtown has the highest percentage of African-American enrollment of any campus, which was what we hoped and expected would happen. The zip code analysis suggests that we have been successful in reaching out in the community.
- The BuildSmart campaign is ongoing and \$316,000 has been raised to date. Mayor Grey has included \$1 million in the budget for Newtown and comments from council members has been positive. Dr. Julian and staff are working hard to bring people to the Newtown Campus to get them excited about the work we have done and what we plan to do. People are

very encouraged when they see the campus and its potential to support student access and success.

- The 75th Anniversary events, particularly Community Day and the Dedication, went well and provided a wonderful community connection. We should be proud of what we accomplished.
- A new grant in biotechnology will help support equipment needed for the new building at Newtown.
- The commercial developed for the 75th anniversary is still being used on some websites. Marketing is also working with Academics and Student Development to focus more on programs and opportunities for students. Digital marketing has also increased. There will be data to give us information on how well the digital ads are working.
- Work is being finalized on a history booklet, which will be published when complete. The text and initial design work is done. Faculty members were involved in the writing and design. The final version will be ready sometime this summer.
- Lots of maintenance and work is being completed at Newtown as we finished our first full year after the demolitions and renovations.
- Dr. Julian has provided information regarding the budget to faculty and staff. She provides a monthly update sent via email to faculty and staff and held a faculty-staff meeting on budget this Spring.
- Ten TTALKS (Thinking Together About Leadership, Knowledge, and Strategies) were held, scheduled at all campuses, and all faculty and staff were invited to attend. TTALKS were used to solicit input and provide information on facilities changes and the budget, and a lot of good conversation was had at those meetings. The feedback will be used as location decisions are made for programs and services in Lexington.
- Congressman Andy Barr invited Dr. Julian to speak to youth ambassadors at a program in February at ECU.
- She met with manufacturers in preparation for the launching of the Danville AMT program.
- The Georgetown Advanced Manufacturing Center is under construction, and Dr. Julian expressed appreciation to everyone who was able to come and support the college at the groundbreaking ceremony.

Mr. Taylor inquired about the alert system on campus in the event of an emergency. Dr. Julian explained that we use SNAP alerts to disseminate information about campus emergencies and weather closings. Participants are registered with information on file and can add devices. SNAP alerts were used when the Danville Campus was locked down a few months ago. This event is being analyzed by security staff to determine better ways to communicate and handle a crisis situation. Ms. Bell also noted that the college has some mass indoor and outdoor communication systems in place. Emergency call boxes have been set up at the Newtown Campus.

Ms. Huffman asked about the timing of the next accreditation visit. Dr. Julian reported that the 5th-Year Report is due to the Commission on Colleges in September and will contain QEP results as well as information on several other principles. Everything will be reviewed in December and the college will receive feedback after the first of the year. Any responses needed from the review will be due in early 2016. The next visit is scheduled for Fall 2019.

Chair Franklin thanked Dr. Julian for her report and expressed appreciation to faculty and staff for the accomplishments in a difficult budget year. She will write a letter to Dr. Box to provide feedback about Dr. Julian's performance.

III. Information - Discussion

A. 2014-2015 Budget Update

Ms. Bell provided a budget narrative with information on the status of the 2014-2015 budget. Chair Franklin thanked Ms. Bell for the narrative, as it provides helpful information that is useful when analyzing the data.

Ms. Bell noted that once again this year we limited expenditures in the Spring to deal with a budget shortfall. Ms. Bell explained that the college is required to keep 3% of the budget in reserve, which amounts to approximately \$1,633,000, although the college has more than that in fund balance. We will need to use fund balance in supporting college goals this year to a larger degree than in past years.

Chair Franklin asked for clarification on the salary savings from personnel and if that was from unfilled positions or something else. Ms. Bell affirmed that the savings is from unfilled positions and retirements. Dr. Julian remarked that staffing is down in every functional area, and the college has lost 10% of our employees from the high enrollment period until now. Reduced staffing is difficult because of workload increases.

B. Strategic Planning Progress Report – Annual Priorities 2014-15 Highlights Report

Dr. Julian noted that many of the items in her evaluation report are also included in the Annual Priorities Highlights Report. She noted that this document is a record for what the college accomplished based on the plans that were made last year. She is currently working with the vice presidents on the Annual Priorities for 2015-2016, based on the 2013-2016 Action Steps, which will be presented at the September meeting.

Mr. Taylor noted opportunities for increasing enrollment with programs experiencing growth such as nursing, partnerships with government and police, high school programming, and technical programs. He noted the University of Kentucky is seeing growth by admitting out of state students, and there is room for growth by admitting international students and other sectors that are growing in the state. Dr. Julian noted that the college has excellent outreach with Latino students. Charlene Walker mentioned that the college has been awarded a grant for migrant workers. Dr. Julian is also excited about the advanced manufacturing program and the statewide expansion.

Mr. Taylor mentioned that there are also major changes in the food industry, with a focus on fresh products, as well as interesting agricultural developments. He wondered if there were opportunities there. Dr. Julian said that programs such as dietician have been mentioned to her or perhaps a curriculum for healthy lifestyles. The Peace Meal gardens are still available and community members use that space to garden healthy foods. Ms. Huffman noted that distilling is making a surge, as well.

Dr. Julian remarked that we are coming to the end of the 2010-2016 strategic plan and much work will be done on a new plan for 2016-2022. Information will be shared with the board in September or December for input and review. The system is also working on a new strategic plan.

C. Board Calendar and Communications

Chair Franklin remarked that we looked at areas of interest one year ago. Several topics of high interest have been covered in the past year at the regular board meetings. She thanked Dr. Julian and the vice presidents for bringing that information to the board, and she looks forward to more updates in the future. Board members will be asked to complete another survey of interests at the next meeting.

Chair Franklin announced that elections for board officers will be held at the next meeting in September. She will reach out to everyone to gauge individual interest in filling any of the positions.

D. Functional Area Updates

Mark Manual remarked that Remi Bellocq has been named the General Secretary (President) of the International Federation of Horse Racing Academies. Participating members have access to \$100,000 in scholarships for students to visit other locations and learn more about the horse industry. Mr. Manual noted that Workforce Solutions continues to partner with companies in the area. They have worked with 385 companies and over 4,000 people in the past year. Public Information and Marketing continues to seek low-cost advertising for the college. They are using a digital ad campaign as well as more traditional methods via television, radio, print, and billboards.

Lisa Bell announced that the security team was nationally recognized in *Security* magazine, ranking 17th among college and university security teams. She is very proud of them and their efforts. The Bursar's Office took in \$6 million in cash with a deposit accuracy rate of 99.6%. This group also audited over 4,000 old accounts. Through their efforts, the college will be able to reduce the bad debt budget for next year by \$600,000. Ms. Bell reported that the Operations group received money from the system pool for a new roof for Leestown Building B. They have just finished renovating the restrooms in Building M. Finally, Ms. Bell noted that every penny the college spends, except financial aid and scholarships, goes through Melissa Jones's department. This year, they processed expenses in the amount of \$35 million with two positions vacant, so they have done an outstanding job.

Charlene Walker noted that four new employees will be hired from the \$363,000 migrant education grant that was recently awarded to BCTC. Visitors from the White House Initiative for the Educational Excellence of Hispanics will be here on July 30 and 31. Their visit coincides with the 10th Latino Leadership and College Experience Camp. Ms. Walker noted that CARNEGIE Hall camp will be held at Kentucky State this summer. She also mentioned that three BLINKS students graduated and were recognized at Kentucky State in May. One student graduated Summa Cum Laude and another was the top GPA earner in her department. The BLINKS program has been ongoing for three years and offers free tuition for the last two years of college to successful participants. Fifteen students are currently attending classes, and another fifteen will start on scholarship in the Fall. Ms. Walker said plans are underway for three middle school events this summer, in partnership with Fayette County Public Schools and area churches. Events will be held in Winchester and Danville, as well as Lexington.

Tri Roberts mentioned that Erin Tipton, campus director at Danville, and Steve Rinehart, foundation board member, helped model that program after the one in Georgetown. The Winchester Campus is working with Clark Regional Medical Center in developing certified medical assistants. The college will work with the hospital to provide educational opportunities, and students will complete clinicals in cohort groups at the medical center, providing students with a valuable partnership in a local setting while completing their education. If successful, this program could be expanded to other hospitals in the future.

Ren Bates announced that ITS is developing a collegewide calendar to assist with disseminating information. In addition, infrastructure and hardware refresh has been needed and that project will finally get underway this summer. We expect about 300 machines to be replaced very soon. Perkins funds will also be leveraged to update machines for students in technical programs. ITS is working with the marketing campaign to update the website, and they continue to work on Blackboard issues.

Dr. Palisa Williams Rushin reported that in addition to the MOA with Georgetown College, an agreement with Western Kentucky University was also signed. Both are effective Fall semester. Dr. Rushin reminded the board about the communication matrix implemented this year for recruiting. The college will make 31 contacts to each prospective student via various means, inviting them to campus and providing information about the college. So far the results have been positive, and the six orientations scheduled for the summer have been filled with 300 students each. Many parents will also attend. More orientations will be scheduled as needed. Dr. Rushin also noted that of the eight students who started with Bluegrass Goodwill Scholars, seven are continuing. Goodwill Industries has awarded \$800 to each student as an incentive. These are first generation college students taking at least nine credit hours per semester. Goodwill is interested in a second cohort for Fall semester, and they will follow this group for four years. Finally, a director and two coaches have been hired to staff the First Year Center funded by the Title III grant.

Dr. David Hellmich remarked that Academics is staffed by some very good people across many departments. He highlighted three of them. Arion Jett has a MS in Social Work, and she is has been working with the Accelerating Opportunities program as a success coach. She is moving to the pre-Social Work program, and enrollments are expected to increase now that she is in place. Jeff Herrin is math faculty member who was recently awarded the New Horizons Award of Excellence. He will be a good leader for his department and the college. Finally, Greg Rickert was awarded the Carolyn Beam Award, which is given by his peers. He is a member of the communications faculty and is a leader on the Faculty Council. He has great respect from his colleagues. Dr. Hellmich noted that all of these people are working for the improvement of the college.

Chair Franklin thanked everyone for their reports.

IV. Announcements

Dr. Julian announced that Dr. Hellmich was recently selected as President of Sauk Valley Community College in Dixon, Illinois, so this will be his final meeting. She noted that his selection is an excellent recognition of the quality administrator that he is and that he will be greatly missed. Chair Franklin expressed appreciation for being invited to speak about Dr. Hellmich and said it was a pleasure to talk to the search committee. She offered Dr. Hellmich congratulations on behalf of the board.

Chair Franklin encouraged all board members to attend BCTC's commencement exercises each May. She believes it is a real pleasure to participate in the ceremony and encouraged everyone to experience the event.

Chair Franklin noted that the Urban League's annual dinner is being held in October. KCTCS President Jay Box will be the keynote speaker.

Finally, Chair Franklin remarked that this was to be Ebony Nava's last meeting as a representative to the board. A plaque was prepared to honor her for her service. We anticipate great things from Ebony in the future.

V. Adjourn

At 7:27 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 Mr. Taylor, and the motion carried.

The next regularly scheduled meeting of the board will be held on September 9, 2015. The location is to be determined.

Respectfully submitted,

Tammi O'Neill
Office of the President