

MINUTES
Bluegrass Community and Technical College
Board of Directors
Leestown Campus – Board Room
September 9, 2015

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

Absent: Florence Huffman

Others Present: Ren Bates, Lisa Bell, Dr. Greg Feeney, Pam Hatcher, Dr. Augusta Julian, Rob Knight, Mark Manuel, Dr. Palisa Williams Rushin

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 introduced Katlyn Jefferson, the new Student Government Association President and student representative to the Board of Directors. Members and others present introduced themselves.

Dr. Julian recognized Dr. Greg Feeney and Pam Hatcher, who have taken on new roles within the recently restructured Academics and Workforce Development functional area.

II. Business Meeting

A. Approval of Minutes – June 3, 2015

Minutes from the June 3, 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. Election of Officers, 2015 - 2016

Chair Franklin stated that she had contacted board members prior to the meeting to gauge their interest in serving as an officer. Members had indicated they would support our current officers for another term. Chair Franklin then opened the floor for any other nominations. Hearing none, Chair Franklin asked for a motion to accept the slate of nominees for board officers for the coming year as follows:

- Annissa Franklin, Chair
- Luv'Tesha Robertson, Vice Chair
- Pamela Brough, Secretary.

Mr. Taylor made a motion to accept the slate of officers as presented. Robert McNulty seconded the motion, and the motion carried.

III. Information - Discussion

A. BCTC Open House / Community Day

Dr. Julian reminded members of the successful BCTC Open House and Community Day at Newtown Campus last year. It focused on introducing the new campus to the community and approximately 300 people attended the event

She invited board members to attend the upcoming Community Day on Saturday, October 24 from 11:00 a.m. – 3:00 p.m.. This year, we are highlighting the college and our programs, and we will still have lots of engaging activities for kids. We hope to schedule a number of seminars that connect back to our programs and showcase learning. Seminars will be on topics that might be of general interest to attendees as well as programs and college success. Dr. Julian noted that flyers will be available for distribution soon, and we will target not only the neighborhoods around the Newtown Campus, but also welcome the broader community.

B. Budget Update, 2015 - 2016

Lisa Bell noted that she provided a budget narrative in the mailed board packet with information on the 2015-2016 budget status. Chair Franklin asked if the student waiver expense savings was greater because fewer students were using those. Ms. Bell confirmed that the number of students using waivers will decline if enrollment declines.

Ms. Bell then provided an update on the 2014-2015 end-of-year budget and our estimated fund balance as of June 30, 2015. She noted that the fiscal year is not closed, but we do not anticipate any other entries to the general ledger. Ms. Bell reported that the estimated spendable fund balance is \$17 million, which excludes the \$1.6 million required reserve. She also noted that the FY16 budget includes \$1 million in nonrecurring funds in the base budget if needed to cover expenses. There is also a BuildSmart obligation that will require allocations from the fund balance.

Last year, \$1.3 million of fund balance was spent on Newtown North renovation and construction and another \$1.2 million was spent for nonrecurring allocations. Not all of the nonrecurring money allocated for adjuncts and overtime was spent due to enrollment declines. We ended the year with \$1.4 million in salary and benefits savings.

Ms. Bell noted that we continue to see results from efforts to reduce bad debt. The Bursar's Office has reviewed ten years of outstanding accounts receivables and sent them to the Department of Revenue for collection. While this savings will not continue indefinitely, we should continue to see revenue over the next few years.

The college has projected strategic capital needs that include top projects amounting to \$34.9 million. Dr. Julian noted that the college has been conservative in saving money and growing the fund balance for several years as we have planned to begin allocations to identified capital needs. We need to continue to renovate and build at

Newtown, make the move to the Advanced Manufacturing building at Georgetown, and renovate and reallocate space at Leestown. The long-term goal is to move largely off the Cooper Campus. College leaders will work this fall to identify the priority needs and begin to allocate funds. Dr. Julian hopes to share specific thoughts about facilities planning at the December board meeting.

Ms. Bell noted we have authorization for the Leestown entrance reconfiguration project and the Leestown plant safety upgrades, which total \$700,000, but neither of these projects is funded with state money. Ms. Bell will be looking into the authorizations required to undertake new capital projects.

Mr. Taylor remarked that he understands why we are allocating fund balance, but wondered how the college could make a stronger argument for using fund balance for additional operational costs as campus like Newtown and Georgetown begin to grow. Mr. Rowland inquired about how the fund balance figures were presented to the legislature-by college or at the system-level only? He noted that when there is a large balance on the books, it is important to identify intended use. Ms. Bell said that the Kentucky Community and Technical College System(KCTCS) receives one state budget allocation, so she thinks this type of information is presented in total for the system, although college-level information is available.

Dr. Julian noted that she has not seen the FY15 fund balance total from across the system, but in past years, BCTC has the largest fund balance among the colleges. As a result of good stewardship and in spite of the budget issues we have faced, BCTC is in a good place to do some significant facilities work.

Mr. Walker asked if there was a list of priority projects that the legislature is reviewing, and how do our projects stack up with the other goals of the capital plan. Dr. Julian reported that the KCTCS plan does not include the types of renovations we are discussing. We would always place a new building higher on our list of priorities. Expansion at Newtown continues to be our main capital request.

Mr. McNulty asked about the expected impact of new sites opening and moving programs from one location to another, and whether or not any campus sites would be closed. Dr. Julian explained that the state owns some sites, like Leestown, as opposed to the Regency Campus, which BCTC leased. We are trying to leave Cooper Campus, and those buildings will be returned to the university which already owns them. At this point, there are no plans to close any other campus locations.

Ms. Bell noted that as of Monday, we are short \$1,069,000 in tuition revenue for the Fall semester, but continued Fall II enrollments are expected to occur so there could be an improvement in that number. The numbers are slightly better than last year at this time, although we are still down. Ms. Bell also noted that we budgeted a 4% decrease in our revenue for FY16.

Chair Franklin thanked Ms. Bell for her report.

C. Fall 2015 Enrollment Report

Dr. Palisa Williams Rushin distributed handouts with the daily headcount numbers, accelerated sessions, and application numbers. She reported that our enrollment as of today is 9,748, a drop of 3.3% from last year when enrollment was at 10,962.

Enrollment is down across all campuses with the exception of Newtown. The Cooper Campus still has the largest enrollment. BCTC has reported steady declines since Fall 2011. Online enrollment is also down 6.2% compared to last year. KCTCS is reporting enrollment declines of about 27% across all colleges over the past five years, which is consistent with our data.

Dr. Rushin noted that we still have the opportunity to gain enrollment with our 12-week session. As of today, 1,951 students have enrolled for the 12-week class session. The SDEM staff have been enrolling and advising students and the application pool is still healthy. As of September 3, there were 1,077 students who had applied for the 12-week session, so we have work to get them enrolled. Enrollments will continue through the rest of the week.

Mr. Walker inquired about where our transfer students are coming from. Dr. Rushin said the transfer students are usually from within the state of Kentucky, and they come to BCTC for various reasons. The number of Latino students continues to increase, and African American students are being better retained. BCTC is becoming more diverse. The migrant workers grant that the college was recently awarded should also help us with recruitment and retention.

Dr. Rushin remarked that international student enrollment is up from 78 last Fall to almost 120 this Fall. We have worked this last year to improve services and create relationships with sponsors. Students must have funding to support them while they are here and taking classes. International students have to be full-time students, and they pay out-of-state tuition rates. Some are part of the Blue+ program in which students are enrolled at both BCTC and UK. Student Development and Enrollment Management (SDEM) staff are also working with high schools to build relationships.

International students bring diversity to campus, and we have an international student program office on campus. Students attend an orientation designed specifically for them prior to the start of classes. We are intentionally building an infrastructure around their particular needs to improve recruitment, processing and student success.

Dr. Rushin noted that the increase in international students is good for many reasons. The SDEM staff are working hard to remain up-to-date and in compliance with regulations because this population is closely monitored by the US State Department and Homeland Security. Admissions staff have refocused their work to help these students and provide excellent service enrolling and supporting them.

Chair Franklin asked if all of the support we provide to these students resulted in higher completion rates. Dr. Rushin said they are generally quite motivated to do well

as they are responsible to their sponsors. Dr. Julian said they get a start with us, but may not finish with us. Most do go on to four-year colleges.

Mr. Taylor asked if the growth at Newtown has impacted Cooper. Dr. Rushin stated the greatest declines are in online enrollments. Dr. Feeney explained that BCTC was the first college in the state to offer a large number of online classes, and now other colleges have caught up. Academic leaders continue to discuss ways to attract more students to online courses. Dr. Julian stated that Newtown enrollments have probably affected both Leestown and Cooper. With enrollment down across KCTCS and the regional universities, it is clear that the biggest factor is the improvement in the economy. Dr. Rushin also noted that the Georgetown Campus line is only showing enrollment for Advanced Manufacturing Technician (AMT) students currently. The new building will give us more capacity in the future, supporting some 1,000 students when completed including general education students in addition to AMT.

Chair Franklin thanked Dr. Rushin for this information.

D. President's Performance Planning, 2015 - 2016

Dr. Julian noted that the board packet included a copy of her plan for the areas she will focus on for the coming year. The evaluation process has changed with Dr. Jay Box as KCTCS President, so the format has been modified. Dr. Julian distributed a copy of the form that the board will use for her presidential evaluation in the spring. To assist with the evaluation process, Dr. Julian organized her plan to match the specific items mentioned on the evaluation form. She remarked that she is open to any input from board members regarding this process.

Dr. Julian explained that her plan is tied to the annual priorities that were determined collegewide, plus a few individual items at the end. She reviewed the strategic planning and goals developed by the American Association of Community Colleges (AACC) and matched our goals to those. These goals are all initiatives that are areas of focus at both the national level and at KCTCS.

Mr. McNulty asked if the board subcommittee would still conduct the evaluation and present their work to the board or if that would change. Dr. Julian said we would need to look at the process although it could still be a responsibility of the subcommittee. Chair Franklin will consider and discuss with the board.

E. Newtown and Georgetown Campus Updates

Rob Knight provided an update on the Newtown Campus Phase 2 and Georgetown Campus construction projects.

Mr. Knight remarked that construction started on the Georgetown building in April and the foundation is complete. The building is very visible from US-62. The primary parking for students is available in the front and additional parking will be behind the building. There is space on the site for a second building if demand for general education classes increases. Mr. Knight showed several

renderings of the building design. The construction timeline for this building is from March 2015 – October 2016. The building will be furnished and readied for use in November – December 2016. We will begin to offer classes onsite in January 2017.

Messer Construction of Louisville is the contractor. Their goal is to get the outside of the building completed by the end of the year so they can work inside during the winter. Mr. Knight noted that the building will have a manufacturing environment feel.

He reminded the board that there is a \$24 million budget for this project. The bids came in very well and have given us an opportunity to buy newer training equipment to replace older models. The faculty is working to identify a list of priorities so we can outfit the building with quality training equipment. Mr. Knight remarked that people from all over the country have toured the Toyota site, and we will continue to see that level of interest once the new building is complete. This is a dynamic opportunity for BCTC. The AMT program is full and 13 different companies are sponsoring students.

Ron Walker asked if the Georgetown Campus will offer classes in robotics. Mr. Knight said that we have five or six different robots, and we have an opportunity to fill in the gap with a variety of manufacturer's robots so students gain experiences on a variety of models.

Dr. Julian noted that we have 69 students in the AMT program. We are currently offering double sessions to admit that number of students. The new facility will expand our capacity for this work-and-learn program. There are six other colleges in KCTCS that are ramping up this Fall to work with local manufacturers to replicate this model. At the Danville Campus, we have added this format and enrolled 11 students in the AMT program. All of those students are sponsored by local manufacturers.

Mr. Knight then reported on the Newtown project planning. The building is being designed as a science building and will be the first part of the Phase 2 development. The new building will sit directly across the street from the Classroom Building. He shared a presentation with various renderings of the building design.

Mr. Knight explained that the design phase will end in January 2016, and bids will be solicited. Building construction will occur between March 2016 and October 2017. The building will be furnished for occupancy in November and December 2017. Classes are slated to begin in January 2018.

As a science building, it will provide a foundation for many different programs, including nursing, allied health, dental hygiene, respiratory therapy, and other programs with foundational science classes. The biotechnology field is rapidly

growing in Lexington, so that fits in well with this building. Dr. Feeney noted that transfer students may have a need to take science classes, which is a significant population of our students. There is a space for a biotech incubator, and conversations with community partners are happening to gauge interest in space utilization. Mr. Knight remarked that there will also be space for student services.

The budget for this project is \$24 million. Mr. Knight noted that we hope to put in another surface parking lot and develop a new entrance from Loudon Avenue during the second phase of development.

Mr. Walker asked if the pedway would be constructed between the two buildings. Mr. Knight said there are plans for that should we choose that option. The second floor lobby of the science building will be about level with the first floor of the Classroom Building. Surrounding areas may be developed to build a quad and useful outdoor space for students.

Chair Franklin thanked Mr. Knight for sharing this information with the board.

F. Functional Area Updates

Chair Franklin noted a change to reports. Only three vice presidents' reports will be given at each board meeting in order to give college leaders more time to share information. The remaining three will report at the next meeting in December and will continue to alternate in future.

Dr. Rushin of SDEM reported that a grant from the U.S. Department of Education has allowed BCTC to open a First-Year Center to help retain students and improve academic success. The space for the center has been renovated and is beautiful. A faculty member designed a wall wrap comprised of welcome greetings in different languages, as well as a wisdom wall where visitors can write quotes. The directors and two new first-year coaches are in place, and a data analyst and administrative assistant will be hired soon. The grant also provides for a curriculum specialist to work with faculty on course technology and enriching delivery of classroom materials. A Faculty Studio will be created in the A Building at Leestown.

As a part of this initiative, all students are now required to take a First-Year-Experience (FYE) course, and they have all been assigned to a coach. Various wrap-around services will help students be successful while enrolled. Year 2 of this award begins this month.

In addition, Dr. Rushin reported on a partnership with Bryan Station, Henry Clay, and Tates Creek High Schools with a program called the Pearl Academy. This program targets young women currently enrolled in high school. A group of mentors meets with the participants monthly and they are invited to leadership seminars and campus tours. Several young women are attending BCTC because they get a free class in their first semester of enrollment. This is another way we are working to partner with students and get them to attend BCTC.

Mark Manuel, Advancement and Organizational Development, reported that he is learning a great deal about the regional campuses in his new role. The business community in Danville has been very supportive in beginning the first class of the AMT program. Students are doing well, as they are learning the trade as well as how to succeed in a work environment. The Winchester Campus recently concluded several community outreach events with their movie night series. The campus has a wonderful connection with the community through these programs. The Lawrenceburg Campus has helped out the community by taking in a daycare center program when their building was destroyed by fire. The children were on campus for the summer, which allowed the center to stay open and serve the community.

Mr. Manuel noted that the Foundation steering committee continues to fundraise for the BuildSmart initiative. The Lexington Fayette Urban County Government allocated \$1 million to BCTC, which is the largest gift ever made to the college. The college has raised \$1.5 million toward the \$6 million required match. Mr. Taylor is hosting a fundraising event at Newtown later in September, and we appreciate his efforts toward our campaign.

The Public Information and Marketing staff are working with Admission staff to narrow the gap on recruiting and to get more potential students in the admissions pipeline. Money is being spent on billboards, digital ads, and bus signage, and there will be some type of marketing piece at every UK football game.

Ren Bates, Information Technology Services (ITS), remarked that summer is a good time to refresh laboratories and classrooms with updated technology. Some 400 new devices were purchased with college and Perkins funds. These machines replaced the oldest machines we currently have which had been in use for five years. Around 200 of the new devices have been activated. All 400 machines will be in use by the end of the year.

Mr. Bates noted that our network hardware is 10 years old, so 81 switches and six routers across all campuses are being replaced over the next few months. ITS worked to help get the accreditation 5th year report online and in the right format. This was an intense process with a short deadline. Finally, ITS worked diligently to create and launch a collegewide calendar. This tool should be very helpful to faculty, staff, students, and community members who want more information about what is happening at the college.

Chair Franklin thanked everyone for their informative reports.

IV. Announcements

Dr. Julian announced that efforts are underway to reappoint board members whose terms are expired or will soon. She has sent a letter to Dr. Box to request that the governor reappoint these members.

Dr. Julian noted that Tri Roberts is serving as the interim Vice President for Academics and Workforce Development. We have started a national search, which will close at the end of September. The position has been advertised on several national sites and been distributed broadly. At this time, about thirty applications have been received, and more are anticipated. An internal team of eight faculty and seven staff will review the applications on September 29 and select the candidates to invite for an interview. On-site interviews will be held the last week of October, and a selection will likely be made by mid-November. We hope the new VP will start in January 2016. Dr. Rushin is a part of the committee and will represent senior leadership. Two community members will also be involved in the interview process: Sandra Anez Powell and Daryl Smith. They bring expertise in community service, diversity, and workforce development.

Dr. Julian reminded members that KCTCS has invited board members from all 16 colleges to attend a workshop on Friday, October 23 at the Hyatt Regency in Lexington. The KCTCS Board of Regents is hosting the event and several good presenters will be in attendance. You will hear more about ways to advocate for KCTCS and the colleges and the common message that should be delivered to decision makers. Tammi will send out information and a calendar invitation.

Dr. Julian and Chair Franklin will look at the interest survey to plan meeting content for the next year. Ms. Brough has offered to host the board in Lawrenceburg in December or March.

V. Adjourn

A motion to adjourn was proposed by Mr. McNulty, seconded by Ms. Brough, and the motion carried. At 7:43 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 December 2, 2015. The location is to be determined.

Respectfully submitted,

Tammi O'Neill
Office of the President

Augusta Julian
President