

MINUTES
Bluegrass Community and Technical College
Board of Directors – Strategic Planning Committee
Newtown Campus – Room 123
November 30, 2015

Members Present: Pamela Brough; Annessa Franklin, Board Chair; Ron Walker, Jr., Strategic Planning Committee Chair

Absent: Katlyn Jefferson

Guests: Mary Forbes

I. Welcome / Introductions

Board of Directors Chair Annessa Franklin called the meeting to order at 3:09 p.m. and welcomed those in attendance. She thanked Mary Forbes for attending the meeting to describe the work the college has already done as part of the 2016 – 2022 strategic planning process, as well as to educate the board members about the next steps in the coming months.

II. BCTC / KCTCS Process for Strategic Planning

Mary Forbes distributed a handout describing activities that college leadership has and will engage in to complete the development of the 2016 – 2022 strategic plan. Senior leadership from the Kentucky Community and Technical College System (KCTCS) visited all of the colleges in the Spring 2015 to begin the discussion by asking, “What does Kentucky need our community and technical colleges to be in 2022?” Dr. Jay Box, KCTCS President, was very involved in the meetings in his new role. In April, members of the Administrative Planning Team met for the annual retreat, and Dr. Box kicked off a system-wide listening tour where he met with several constituent groups at each college, including students, faculty, staff, and community members. Since that time, other information was gathered from a variety of resources and input was solicited from a variety of groups.

In September 2015, Ms. Forbes published a trends and forces document to guide the discussion about defining goals for the next planning period. This document contains information about the college, the state of Kentucky, and other institutions of higher education. The information presented potential impacts and opportunities for BCTC across several areas, including the economy and workforce, demographic and social factors, higher education, government / legislative agendas, and technology. Ms. Forbes pointed out there have been many major shifts in higher education, specifically in online learning, preparedness, and competency-based education.

Students were asked to give input on BCTC’s values statement via an online survey. Approximately twenty students responded to the request. The Leadership Executive Team (LET) took the information and feedback and drafted five strategic initiatives. These high-level initiatives have been carried over from the 2010 – 2016 strategic plan.

Ms. Forbes explained that Dr. Julian and other senior leaders felt that these initiatives continued to support the mission of the college and represent what the college ought to be doing to support students. While these initiatives remain the same, there will be changes to the supporting goals and strategies in the underlying layers.

During the same timeframe, KCTCS drafted their own strategic planning goals, and BCTC's goals line up with each of the KCTCS goals. Ms. Forbes noted the importance of this alignment, as the college must demonstrate a commitment to each of the goals outlined by the System Office. KCTCS worked to align their goals with the Kentucky Department of Education, Workforce Investment Board, Council on Postsecondary Education, and Kentucky Rising. The alignment means that everyone will be moving in the same direction, which should promote higher gains. KCTCS's proposed goals include:

- Position KCTCS as the accessible, affordable, and relevant postsecondary education choice for Kentuckians.
- Strengthen partnership with educational providers at all levels to improve pathways to postsecondary education and careers.
- Improve student engagement, support, experiences, and success with best-in-class academic and student services.
- Develop clear career pathways with experiential learning opportunities and associated services that lead to successful employment outcomes.
- Enhance communication and collaboration with all stakeholders to more closely align the KCTCS mission with workforce and economic development needs.

III. Review of Goals for 2016 – 2022 Planning Period

A copy of the proposed BCTC Strategic Initiatives for 2016 – 2022 was distributed. These initiatives are:

- Increase student access and success.
- Promote excellence in teaching and learning.
- Cultivate an inclusive learning community.
- Enhance strategies for economic, workforce, and community development.
- Build resources for an effective and sustainable college.

Ms. Forbes noted that the Board of Directors will be asked to approve the five strategic initiatives proposed by college leadership at the December 2, 2015 meeting. She hopes that the subcommittee will recommend approval of these initiatives so board action can be taken. The final draft of the 2016 – 2022 Strategic Plan will be brought to the Board of Directors for approval at the June 2016 meeting.

Ms. Forbes explained that the new goals differ in a few noteworthy ways, including:

- Added emphasis on Workforce and integration in Academics.
- Increased emphasis on career-oriented support.
- Added focus on employment outcomes.

A draft of the strategic plan was distributed to those in attendance. Ms. Forbes noted that the italicized items are notes that will be deleted from the final document, but are being used as guiding principles during the drafting stages.

Ron Walker asked for an explanation on the experiential model and whether that was focused on technical expertise, or if it included serviced-oriented learning. Ms. Forbes explained that it included both, when possible. A good model for this is the Advanced Manufacturing Technician program, which includes not only the technical aspects of the job, but also soft skills that are important for continuing employment. Business management was also discussed, which is offered at BCTC. Mr. Walker noted that many large corporations do their own internal training and questioned what the college can do to form alliances. Ms. Forbes noted that it is important for the college to make those types of connections. She noted that measurements need to be drafted for this section of the document. Chair Franklin noted that Dr. Julian is on the Workforce Investment Board and can help make those connections as part of her involvement with members of that group. Mr. Walker also feels that it is important to have the mechanisms in place to give students credit for some of the skills they have learned through their past employment.

Goal 1.2 focuses on college and career readiness of entering students. Ms. Forbes noted the college offers dual-credit and bridge programs to help support this goal. The math faculty has made great strides with developmental education and is finding ways to help students be successful, and Adult Education is also doing good work.

Goal 1.3 focuses on learning environments. BCTC offers several flexible options that are very helpful to students, including twelve / eight week terms in the spring and fall and five summer terms. The gateway course option has also been successful. Students go through these courses before entering their program of study, which aids them in their success. Some of the gateway courses include English 101, History 108, and Biology 112.

Goal 1.4 emphasizes academic support, which is needed to help students be successful. More resources are needed for online students. Mr. Walker asked whether online students have the opportunity for in-person interaction. Ms. Forbes responded that hybrid courses typically meet in person once a week and online once a week, which has seen some success. She noted that online students tend to struggle more than students who enroll in traditional classroom setting courses. However, faculty are utilizing technology such as Skype to increase instructional support. Colleges nationwide are struggling with this problem, and there are known limitations to the online classes. However, there are some positive situations, like the ability to replay a lesson or tutorial, which are not available in a regular classroom setting.

Goal 2.1 seeks to enhance the enrollment processes to increase student access. Ms. Forbes noted that there will always be issues with processes, and students will always need to come in person for help with some situations. Chair Franklin noted that she

has experienced problems with BCTC's website, both with finding the information for registration and locating course information. Ms. Forbes noted that many things are centralized with KCTCS across several platforms, so they are out of BCTC's control.

Goal 2.2 defines career development and advising, which are tied together.

Goal 2.3 focuses on increasing transfer opportunities for students. A large portion of BCTC's students are transfer bound, so this is a very important goal.

Goal 2.4 focuses on gaps in academic achievement. Ms. Forbes noted that this information was moved to this goal from the Multiculturalism and Inclusion section in the previous document. There is a need to reach out to students and find out what their personal barriers are to education, including such things as transportation, child care, and food. BCTC is evaluating these needs and doing what is possible to help. One example is that faculty and staff are donating soup for students to eat when they don't have anything else and would otherwise go hungry. It's a small, but important step to making students feel valued and increases their success.

Ms. Forbes noted that section three has a broader focus than in the past.

Goal 3.1 notes an emphasis on cultivating new populations, including racial/ethnic minorities, veterans, those with disabilities, and a growing population of migrant students.

Goal 3.2 seeks to create awareness and sensitivity to diversity to promote inclusiveness. BCTC's student population is high in diversity and there are already many programs in place for our students. However, there will be an increased effort on this goal in the future.

Goal 3.3 seeks to build a greater sense of community on campus. Ms. Forbes noted that many students want healthier food options, so we are searching for ways to make this possible given current limitations. In addition, we are continuing to look for ways to utilize social media to reach students.

Ms. Forbes explained that initiative four is similar to the first initiative, but differs in the ways we are working to bring Academics and Workforce together and keep alignment with the goals of the Chamber of Commerce and other groups to whom this is important. Pamela Brough noted the emphasis on Adult Learning Centers and how it is important so that people have the skills that will get them hired. The goal is to have a Work Ready community.

Goal 4.2 focuses on community connections, including increasing arts and cultural opportunities.

Initiative five seeks to build resources for an effective and sustainable college. This can be through several paths, including budget development, fundraising, human resources, professional development, and other ways.

Goal 5.2 seeks to develop resources for optimum learning environments. Ms. Forbes noted that safe campuses are a growing concern. The college is looking at this from many different vantage points. Faculty, staff, and students were all asked to complete training on sexual assault this semester, in accordance with the Violence Against Women Act. Security staff are doing lots of work to ensure that students, faculty, and staff feel safe on our campuses. The Information Technology Services unit is working to ensure that technology is available for operations, including online courses.

Finally, goal 5.3 outlines plans for using data / benchmarks to monitor progress and guide the direction of the college.

IV. Next Steps

Ms. Forbes noted that while this is still an early draft, college leadership wanted to share progress with the board at this stage. She noted that once the five strategic initiatives presented today are approved, a comment period will commence for input from those outside the process. In March 2016, a draft will be presented to the board for additional input, and final drafts will be written through May 2016. Once complete, the strategic planning committee will review the final document and the full board will be asked to approve the final strategic plan at the June 2016 meeting.

Mr. Walker made a motion to recommend approval of the strategic plan initiatives as outlined for plan years 2016 – 2022 to present to the Board of Directors at the December 2, 2015 meeting. Chair Franklin seconded the motion, and the motion carried.

V. Adjourn

A motion to adjourn was proposed by Chair Franklin, seconded by Mr. Walker, and the motion carried. At 4:01 p.m., with no further business to come before the committee, the meeting was adjourned.

Respectfully submitted,

Tammi O'Neill
Office of the President