

MINUTES
Bluegrass Community and Technical College
Board of Directors Retreat
Leestown Conference Center, Lexington, KY
December 7, 2016

Members Present: Dr. Jeffrey Herron; Joshua Hoekstra; Florence Huffman; Robert McNulty; S. Dudley Taylor; Ron Walker, Jr.

Absent: Pamela Brough, Nick Harding, Annissa Franklin, and Robert Rowland

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

I. Welcome / Introductions

Board Chair Ron Walker, Jr. called the meeting to order at 1:42 p.m. He thanked everyone for their attendance and discussed his desire to focus the board on working together for the college and students. He challenged board members to envision the college in 10 or even 50 years and think how they can help plan for that direction. He expressed appreciation for the opportunity to serve as board chair and assured members he will work to involve everyone. Dr. Julian said she is excited to work with Chair Walker and the board.

II. Leadership and Organizational Structure

A. Leadership Executive Team

Dr. Julian provided an overview of the college leadership. These are six functional areas, and each is represented by a vice president. The president and vice presidents form the Leadership Executive Team (LET). Currently we have three vice presidents reporting on their areas at each board meeting. She noted that today's meeting packets contain a list of the functional areas and some of the responsibilities covered by each unit. A few highlights include:

- **Academics and Workforce Development:** This is a fairly new structure that includes academics, academic support, and Workforce Solutions.
- **Advancement and Organizational Development:** This unit brings together internal support areas, outreach and marketing, and the regional campuses.
- **Finance and Operations:** There are a variety of responsibilities in this area. Rob Knight was reassigned to be the construction manager, and we have a new dean to handle the day-to-day responsibilities for maintenance and Operations. Budget and business procedures are also managed here.
- **Information Technology Services:** This area keeps all the technology devices running and up-to-date. We need to think more about how to leverage resources to maintain our critical infrastructure.

- Multiculturalism and Inclusion: This area assists in creating an inclusive climate and supporting diverse students. The newest development in this area is a grant for Educational Opportunity Centers which will allow us to reach out regionally to help people find a path into higher education.
- Student Development and Enrollment Management: A variety of activities are managed and offered in this unit that are critical to student support and success including admissions, enrollment, retention, completion, and outcomes.

Bob McNulty remarked that a few years ago, there were legislative attempts to change the role of the board. He knows there are areas of board participation, like the advocacy trips to Frankfort. Dr. Julian noted that LET deals with operational issues that affect the entire college or are key activities that need broad collaboration. The board provides oversight and direction to the president's work, the college's strategic plan, and budget planning and approval.

Dr. Julian offered an example of the issues LET would be involved in. The Fair Labor Standards Act (FLSA) is a federal law that defines, among other things, whether employees are eligible for overtime or not. Proposed changes engaged LET and Human Resources in implementation strategies. While many personnel policies are managed at the Kentucky Community and Technical College System (KCTCS) including compensation plans, official titles, and basic functions of positions, colleges manage their own hiring and define duties for individual positions. A court injunction stopped implementation, and so the issue is still under review.

Dr. Julian noted that BCTC also has faculty governance through the Faculty Council. Drs. Julian, Feeney and Rushin typically attend meetings and give updates in areas of interest. Sometimes they invite other college leaders, like Lisa Bell if there are budget or facilities questions, or Charlene Walker to report on cultural competency initiatives. The full faculty typically meet once or twice a year. In addition, Dr. Julian attends the Staff Council meetings when asked or if there are issues to be discussed. She also meets with the Student Government Association leadership at least once a year.

Mr. McNulty asked how we are positioned for workforce readiness, specifically about the \$100 million workforce facilities fund. Dr. Julian said that the bond pool is for the Work Ready Skills Initiative, which has been through two rounds of the application process already. Over 100 projects were submitted for consideration in the initial round. BCTC is among the 39 projects that are still vying for funding. A committee is to determine what projects move forward for final consideration, and we are awaiting further information. The Leestown Campus project is for \$6 million and would support the expansion of health care programs. The Danville Campus project is for \$4.5 million and would allow us to expand the Advanced Manufacturing Technician (AMT) program at that location.

Dr. Julian believes that BCTC, along with the other colleges, has a finger on the pulse of emerging industries, which helps us position ourselves with workforce development programs. BCTC had two programs approved by the KCTCS Board of Regents last week that will help us address workforce needs. Supply Chain Management and Paramedic Technician were approved for Fall 2017 start. An expansion of the surgical technician program is already underway. The Pharmacy Technician program was added in Fall 2016 with partnerships and support, particularly from the University of Kentucky Medical Center.

Many college leaders are involved in conversations with area employees, and we are aware of many employment needs. There are a few more programs in the planning stages. Dr. Julian reported that we have space for new programs, so we are well positioned. We will continue to work with the program advisory committees, remain up-to-date with job requirements, and help students prepare for employment. Dr. Feeney and academics leadership are working to improve participation of advisory committees including helping to identify people to serve, structure the meetings, and gather appropriate input for program review and planning.

Mr. McNulty noted that Eastern Kentucky University is eliminating some programs, and wondered if the faculty and students are aware of potential program closures. Dr. Julian said many conversations take place at the college prior to any program closing. The college has to take care of students before the program is permitted to close.

Mr. McNulty commended the college for staying ahead of the curve and watching trends as they emerge. That will help us recruit students who need to come to BCTC first. Dr. Julian mentioned the Biotechnology Technician program as an example of responding to emerging industries in the area.

Another example of an industry need is for welders. Part of the challenge is to increase enrollments in the technical programs by promoting that these are good jobs, especially to young people and families. The pipeline is very important. We also need to increase offering dual credit for technical courses. Dr. Julian noted that we are constantly building relationships with K-12 teachers and counselors, as well as marketing, and recruiting. We need to manage the whole career pathway, not just have the training or the program.

Florence Huffman remarked that Lexington has a new woman fire chief whom she has known for some time. The new chief is a good example of someone who found her career because of a tour of a fire station and being influenced to become a firefighter. Ms. Huffman believes young people need to see the options. She said that most parents do not know about good technical jobs. Recruitment is a constant theme, and it is about helping people decide about college and careers.

Dr. Julian agreed that there are students whose families need an “ah-ha” moment where they find the career that they are interested in. For young people who do not see themselves as college students, or if their parents or teachers are not encouraging them, they need information about options. She recalled a beautiful young woman who spoke with her at an event. She was a Latina in a Fayette County high school.

One day in her school, the counselors announced a trip to visit a college, and her name was not on the list. When she asked why, they told her she was not college bound. Someone had looked at her and put her in a box. She decided that no one would tell her what she could and could not do. She enrolled at BCTC, and later graduated from UK. Dr. Julian also talks to students who are academically and perhaps financially prepared to go anywhere, but they are not sure what they want to do or may not be ready to be on a big campus.

Chair Walker said that a parent said to him that students who are interested in going to a four-year college can save money by coming to BCTC then transferring later. Parents really need to think about that and encourage their students. He said it is phenomenal what can happen by making BCTC a first stop in higher education.

B. BCTC Foundation

Dr. Martin thanked the board for inviting her to attend today. She explained that the mission of the foundation is to support the mission of the college by stimulating voluntary financial support.

Dr. Martin noted that the foundation was established in 2005 as an IRS-designated 501(c)3 entity. There is a Memorandum of Understanding between the college and the foundation, indicating that the foundation is the fundraising arm of the college. The college assists the foundation in management and supervision of activities and recognizes the foundation as a separate, independent, and private organization. The foundation is governed by a board that may have up to 30 members. The Chair of the college’s Board of Directors also serves on the Foundation Board. The foundation is audited every year and has several standing committees including Finance/Audit, Development, and Governance. The college pays staff salaries and provides space and equipment to support resource development through the foundation.

Gifts may come through the foundation or directly to the college. The foundation works with the college to accept in-kind gifts. Currently, the foundation’s and the college’s gift accounts together have assets that total about \$2.8 million. Some of the assets represent endowed funds.

Dr. Martin reported that they are working diligently to grow the foundation assets. She shared the five-year giving history and noted that we are in a growth mode. She has set a goal to have the foundation raising one million dollars a year by

2020. The foundation received \$1,441,828 in fiscal year 2016 through a variety of government, business, and individual sources. The Newtown Campus capital campaign was a key effort.

The foundation has historically focused on major gifts from mainly business partners. We would like to create an alumni program and a more robust annual giving program. In community colleges, typically 80 percent of the donors are businesses, and 20 percent of the donors are alumni. That is flipped from what you would expect at a four-year institution. The foundation is beginning to provide some services to alumni and those services are listed on the website.

Dr. Martin stated that the number one reason people do not give to charities of interest is because they are not asked. She noted that the staff are holding a giving challenge in December for annual gifts. The foundation's main focus is on participation and unrestricted gifts. She has formed a giving committee, and they have asked members of the faculty and staff to make a gift. She shared that Dr. Herron has a scholarship that we award each year in honor of his family. Saying thank you to donors is an important part of the process, and Dr. Martin and her staff have multiple ways to show appreciation to donors.

Participation from the board and college leadership is important. Dr. Martin asked each member to consider making a gift to the college. She volunteered to work with members about ways they can give, such as monthly bank withdrawals. Faculty and staff can set up a payroll deduction for their gifts. In addition, the foundation participates in the Kroger Community Rewards program, which provides a small percentage of contributions from grocery bills and requires a sign-up on their website.

Dr. Martin mentioned that the fountain at the Newtown Campus will be upgraded soon, and there are a few bricks left for purchase. If anyone is interested in sponsoring a brick, a commitment is needed by the spring. Several college departments have purchased bricks as a group, which was very much appreciated.

Chair Walker strongly encouraged all members to continue the efforts they have made in the past, and he looks forward to 100 percent participation by members of the board. Chair Walker thanked Dr. Martin for her presentation.

III. Board Meetings and Operations

A. Committee Structure

Chair Walker asked the members to think about participation in committees. He noted that a list of board members, terms of office, and contact information was in their packets. Members whose terms are about to end can request to be reappointed, and he encouraged members who want to continue to serve to do so.

Chair Walker reviewed the current board committees: budget, presidential evaluation, and strategic planning. He said that everyone is busy and devotes time and

effort into this and other activities, but he would like for members to continue their commitment to the college. He asked members what other involvements they might want to have or what other committees that may need to be formed. Other standing or ad hoc committees can be formed if there is an interest.

Mr. Taylor said that he believes the biggest challenge is trying to make the students aware of these opportunities, like welding. He sees BCTC in publicity but wondered if there was a way to get our mission and opportunities across to more people in our communities. Chair Walker asked how we know what students are interested in. He suggested doing something to pull in potential high school or adult students, like an event at the campus.

Ms. Huffman suggested that we need to craft the message to say we support whatever career path one may take, that one is not better than another. She believes that many families, counselors, teachers, and students do not understand the breadth of what the college offers. She believes BCTC's role as a college is confused with the system office's role.

Dr. Feeney noted that almost every one of our programs offer events and invite high school students to attend. The computer area is offering an Hour of Code event in a few weeks, and we will have 500-700 students coming in for that. Also in technical areas, hundreds of students come to campus for the Skills USA event each spring. The challenge is the pathways being offering in high schools. If students are only guided into one path, that hurdle will always be there. Students that come to the Hour of Code or Skills USA are the students that the high school counselors think fit well with those programs. So while we have these events, they may not be reaching all the students who are interested. Dr. Feeney said that parents often expect a more traditional route into higher education for their children.

Mr. Taylor noted that Clark County has many homeschooled students, and he hopes we are reaching those students and their parents. There is a foundation in the county that will assist the college with identifying those students. Mr. McNulty asked how a school determines the best pathway for students. Dr. Julian noted there are many versions of career interests and inventories with materials for high schools students. The biggest challenge is how the feedback is received and connected to career paths.

Ms. Huffman noted that a hurdle is the mindset of counselors and teachers, and in guiding students to the place where they will fit the best. Dr. Rushin remarked that the college hosts an annual High School Counselors luncheon to show our appreciation to those individuals. This year, they invited superintendents and college and career coaches as well. Participants toured the Newtown Campus and several programs were showcased by the faculty. That event usually draws 50-60 people each year.

Dr. Julian noted that board members advocate for the college, so we need to provide talking points for reference as members make connections in the community. We can

provide information about the key things people might ask. Dr. Julian noted that Chair Walker has asked about working more college information into the meetings to provide resources for members to use.

Chair Walker agrees that the idea to develop a community outreach committee is worth considering. It is an opportunity that members can use to get more involved to try and change people's ideas about what BCTC is, and they in turn can take that information out to others in their community. It should create some interesting opportunities. Chair Walker will talk more about this suggestion during the board meeting.

B. Presentation Topics / Areas of Interest

Dr. Julian pointed to a list of potential topics for presentation or information in the meeting packet. The topic list notes presentations and information that have previously been provided to members. She encouraged members to review and return it at the end of the meeting with additional areas of interest identified. Chair Walker asked everyone to think about this, as meetings are an opportunity to gain information and provide input. He wants to ensure that we are covering topics of interest going forward.

C. Meeting Format

Dr. Julian provided a copy of the meeting schedule for the current fiscal year. She noted that the board typically meets at a regional site at least once a year and that can be proposed. Mr. McNulty remarked that the first Wednesday in September is the week of Labor Day. He suggested moving the board meeting to September 13.

Chair Walker said that the meeting format has been similar for the past few years, but we can make changes if there is a need. Mr. McNulty stated he likes the variety of the vice presidents' reports. Chair Walker would like to have more faculty and student presentations. He believes that when members see student and faculty achievements, it invigorates the board and their commitment. Ms. Huffman agreed that it shows the faculty and students that the board is interested in their accomplishments.

Dr. Julian said that with so much going on with the budget and facilities, we have gotten away from having faculty and students giving presentations. She suggested that the board may want to have an annual plan with presentations around a topic. In the past, we did presentations on recruiting, program partnerships, and student groups like the Presidential Student Ambassadors. She agreed that people appreciate those opportunities to brag on their programs and services to students.

D. Monthly Updates

Dr. Julian noted that the monthly updates are another way that we share information with the board. It is often more timely news that cannot wait for a board meeting, but we do put general information there as well. If there is a direction the board would like to explore, she is open to suggestions. Members expressed appreciation for this regular communication.

IV. Facilities

Dr. Julian remarked that she wanted to give an update to remind everyone where we are with facilities projects. Lisa Bell and Rob Knight are here to help answer questions.

A. Georgetown / Scott County Advanced Manufacturing Center Update

Dr. Julian reported that the Advanced Manufacturing Center (AMC) will be opening for classes on January 9. The building is even more impressive now with it being equipped than when the board toured in September. Equipment is still being installed in the labs, and our students have had the opportunity to do some of the installation while classes were finishing up. They have done a great job and have real ownership of the facility.

Mr. Taylor asked about the enrollment data for the Advanced Manufacturing Technician program. Dr. Julian reported that we have 68 students at the Toyota facility, and we will contemplate increasing class sizes for Fall 2017. There are about 350 at Leestown in the Industrial Maintenance Technician or related programs. Rob Knight noted that there will be around 300 students at the Georgetown Campus in the spring, which is a good number to start, as there are always operational items to be dealt with when opening a campus. The official capacity is around 1,000, but we can accommodate more with different scheduling. He anticipates a significant bump in enrollment for Fall 2017 as people begin to learn more about the campus. We saw a similar enrollment growth with the opening of the Newtown Campus.

Dr. Julian confirmed that we did not do a big push for new students this spring, as there were procedural and staffing issues to address. There have been questions about general education classes, and the mayor of Georgetown reminds us that we need to have a good relationship with Georgetown College and offer transfer courses in addition to the technical courses. We already have an MOA with Georgetown College, and they refer students to us who apply there but are not ready for admission. We hope to ramp up that effort in the new building.

In addition, Scott County has a new superintendent, and he has lots of experience in creating partnerships. He has expressed an interesting in having a closer relationship with the college as we have had in previous years. Dr. Feeney stated that there are several visits scheduled in the spring with Georgetown and Scott County community groups and schools. There are many opportunities coming that should lead to higher enrollment.

Mr. Taylor asked if all of the equipment in the AMC was new. Mr. Knight said that about half is new, and the rest is being moved from Toyota and Leestown. We are also getting some neat training equipment in that space. Dr. Julian mentioned a new robotics system and that we are the only place in the state that will have it.

B. Newtown Campus Update

Dr. Julian noted that the Newtown Campus Science Building is a little behind schedule, but we still hope we can start classes there in January 2018. The project started a little later than we originally anticipated and the bids came in higher than expected, so we have had to make some adjustments along the way. Congleton-Hacker is the general contractor. They managed the construction of the Classroom Building and are excellent to work with. Dr. Julian noted that we continue to raise money for the project.

There is interest in the Newtown North property. During the summer, we toured a group from the Education and Workforce Development Cabinet. They are interested in some organizational and location changes to their career centers. They have asked about a partnership at the site. There is a follow up meeting scheduled in January. It could make a good partnership as a lot of people looking for work might be the population that should get re-training at BCTC.

The college is not planning any other development at the Newtown Campus at this time until the Leestown Campus projects are funded and underway.

C. Leestown Campus Update

Dr. Julian reported that the focus for the spring is the renovations at Leestown. There will be a backfill of programs moving to Georgetown and development of the healthcare program space. We are awaiting the Work Ready Skills Initiative funding decisions to know what capabilities can be created there. We are moving ahead with planning and sequencing of activities.

Dr. Julian also mentioned that leadership has been talking to officials from the University of Kentucky (UK) for the last year about whether they are willing to provide any funding toward us exiting a portion of the Cooper Campus. UK implemented some parking changes in Fall 2016, which caused more of an impact than we anticipated. There was unhappiness and difficulties for faculty, staff, and students at that campus. There is also some frustration that we are the only people in KCTCS who have to pay for parking.

UK officials are being responsive within their parameters, limitations, and goals. They created an overflow lot, and Lextran is now operating a shuttle for overflow lot occupants. Dr. Julian and others have met with Lextran about providing free passes to students for riding the bus. Conversations will continue about getting some additional support for those impacted by these changes. UK also calculated a value that they placed on not having to expand parking to accommodate us in other places on campus, and they agreed to pay the college for that benefit to them. We are very close to finalizing that agreement. We cannot compensate individuals, but it will help us with moving to the Newtown Campus at some point in the future.

Dr. Julian reported that we have also been in conversation with the Fayette County Public Schools about the possibility of partnering for additional space. Mr. Taylor asked if we had a right to allow them to use the space. Dr. Julian responded that while our buildings at the Cooper Campus are owned by UK, BCTC has the right to use as we see fit while we are occupying and within the requirements of the agreement.

Mr. Hoekstra asked for a timeline for all of these things to happen. Dr. Julian responded that we are moving carefully but purposefully to move more operations to Newtown. She does not yet know a timeline. Dr. Feeney stated that if these discussions move quickly, we will have contingency plans and be ready to implement changes.

D. Strategic Needs Analysis

Ms. Bell said that the Strategic Needs Analysis is the document the board is accustomed to reviewing every two years. The colleges put together a request for capital projects. We send our list by college priority, and those are compiled from all the colleges and ranked by the system office. The legislature may then provide funding in the budget to KCTCS for selected projects. Capital projects start at \$1 million or a capital request for equipment starts at \$200,000.

Ms. Bell reviewed the list with the board and noted that the board will be asked to approve these projects at the regular board meeting later today.

V. Strategic Vision and Focus

Dr. Julian discussed a handout that gives a context for some of the challenges ahead, and suggests some of the ways we might address them. She reminded the board members that the *Strategic Plan for 2016 – 2022* was approved at the June 2016 board of Directors meeting. She noted that each year, leadership selects annual priorities derived from the strategic plan. This year, leadership developed four annual, overarching priorities from the five strategic initiatives outlined in the strategic plan. These four priorities are the focus objectives for FY 2016-17. These are the key issues that were identified as critical to moving forward on student success initiatives, and where we believe most of the benefit is to be gained.

Dr. Julian discussed various implementation models for high-level goals and initiatives. The FranklinCovey Company has a new book that suggests a focus on Wildly Important Goals or WIGs. The system office provided a workshop on this idea recently. We can use this language to talk about major goals, like our annual priorities, related to student success.

Last year the college engaged in completing a Strategic Enrollment Management (SEM) plan, and many people throughout the college had input during the development process. Dr. Julian lined up the annual priorities, objectives out of the strategic plan, and goals in the SEM plan. We are trying to find ways to make the work we do simple and collaborative, so people understand what is expected and how we move forward.

Dr. Julian noted that with our four major goals and the performance funding indicators coming for the state budget, she sees overlap and a continuing need to focus on the enrollment pipeline as we have defined it. All four of our priority areas line up with these and other initiatives:

- Access (enrollment)
- Retention (including the achievement gap)
- Completion (earning certificates/diplomas/degrees)
- Outcomes (transfer and job placement)

In 2017-18, five percent of the state allocation to higher education in Kentucky will be based on performance factors. All of higher education will be evaluated on the same basic factors, although measures and standards will be different for two- and four-year institutions. A group has been working with the presidents of higher education institutions, including KCTCS President Jay Box, and they submitted their report to the Council on Postsecondary Education (CPE) on December 1.

CPE will submit their recommendation to Governor Bevin. The report suggests that the first year of funding will be allocated in approximately these percentages: one-third will be based on operational needs, one-third will be based on enrollment, and one-third will be based on the student success factors. BCTC's state allocation is around \$9.3 million, so we would be looking at five percent of that total, around \$460,000.

Mr. Hoekstra asked if Dr. Julian sees a change to the KCTCS funding model with this. Dr. Julian said that KCTCS is looking at the system distribution model for the colleges. She noted that if the performance funding model goes to 100 percent, that will be a completely new model for the system. Chair Walker said that when you have a management overlay, there is a need to scrutinize what they do and are they providing the kinds of services at the right cost to the groups they are supporting. The KCTCS Board of Regents is ultimately responsible for systemwide budget and funding decisions.

Dr. Julian quickly described the implementation model for the Wildly Important Goals.

- Figure out what your WIGs are. Various groups or units could identify a goal that would fit with one of the larger goals, and then a group could own that effort.
- Act on leading measures. As a group, we tend to look at results, like enrollment. When you look at more immediate data, you can plan and change directions as needed during the enrollment process, not wait until we report for a semester. We will need to determine leading indicators for the goals we choose, and find ways to track those data.
- Keep a compelling scoreboard. Groups develop a visible display where they track progress and make it fun.
- Create a cadence of accountability. Teams should meet weekly and report on progress, and plan for the next week.

Dr. Julian thought the board would be interested in how this will roll out, and how we will be holding each other accountable for our work.

Ms. Huffman remarked that she has worked with this type of approach in the past. You go in knowing that changes will be made and that change is good. Dr. Julian agreed that it is an improvement cycle. She stated that there will be a discussion with the Administrative Planning Team which includes unit heads and supervisors, and she hopes they will buy in. We can use the strategic plan, the SEM plan, and the annual priorities to identify the WIGs and sub-WIGs. Individual teams and units will be encouraged to adopt their own goals.

Dr. Julian noted that we already have Quick Action Committees (QACs), which are groups that are appointed to look at a short-term issue and figure out what to do. With this initiative, groups can create their own objectives, within a department or as a cross functional group. This allows us to put structure and language around shared goals. This can help us recognize groups that embrace the chance to move on a goal that they see as important. Furthermore, it allows people to have some ownership of the process.

Mr. McNulty asked if this was a systemwide initiative. Dr. Julian explained that a lot of colleges are looking at this model, but we have freedom do explore this and adopt at BCTC. We will not be compared to others around this work. We will be compared to others on the performance funding measures.

Chair Walker remarked that he met with Dr. Julian a few weeks ago and asked her to explain her overarching ideas for the college, and to share thoughts about the direction the college is headed for the future. He asked board members to think more about these issues, as well. The board should help college leadership determine the best ways to move forward to a new level. He would like college leadership, the faculty and staff members, and the board to become engaged in thinking about the legacy they want to leave to the college.

Chair Walker expressed particular interest in giving students the opportunity for internships and work-study programs. He would like to make that a part of the DNA of the college. As a student enters and completes their first semester, they will be looking to do something in their area of interest. Or perhaps a faculty member includes students in their research programs. These opportunities enhance the learning experience and will make the student more successful in preparing for the jobs they want.

Ms. Huffman remarked that faculty and staff have been challenged by lack of resources. She asked how the board could honor and recognize what they are already doing to engage students. Most people believe that at a community college, students get more personal attention in a supportive environment. Chair Walker wondered how to provide support and encouragement to enhance support for faculty, staff, and students.

Mr. Hoekstra noted that it is not always about the money, although that concern is in the background. He was drawn to the college because of the sense of family. He feels like the energy has changed, but he is optimistic about the potential that lies ahead and wants to be engaged and energetic. He expressed concerns that faculty are not engaged as perhaps they once were.

Dr. Feeney expressed concern that we have gotten out of the habit of sharing information and talking about challenges, so people feel awkward when those conversations arise. He said that the pressures on faculty as well as others have been significant. Academics has tried to address these issues by increased professional development opportunities and shifting resources. Faculty need to be informed and have cutting-edge knowledge, and it is hard to share a passion if people do not have those opportunities available to them. Mr. Hoekstra acknowledged increasing concern for faculty morale. He noted that when he started at the college, full faculty meetings were great opportunities for these conversations and for sharing knowledge. That has changed over time, and when the last full faculty meeting was called, many thought that something bad had happened.

Chair Walker expressed hope that those meetings are an opportunity to recognize and appreciate good contributions. When faculty see their peers and hear the achievements, it can inspire everyone to meet challenges. Mr. Hoekstra noted that on a team, you want the team to be better. He wants to be a great teacher for his students.

Dr. Feeney remarked that he is seeing a benefit after the merger of Academics and Workforce Development that there is more awareness and energy across academic programs. Workforce Development staff see opportunities that fit within the programs, and the programs are a part of that discussion. He is encouraged by these efforts and the direction we are moving in.

VI. Adjourn

With no further business to come before the board, the board retreat was adjourned at 5:06 p.m.

Respectfully submitted,

Tammi O’Neill
Office of the President

Augusta A. Julian, Ed.D.
President