

MINUTES
Bluegrass Community and Technical College
Board of Directors
Newtown Campus Classroom Building, Room 123
December 5, 2018

Members Present: Pamela Brough; Dr. Joshua Hoekstra, Secretary; Dr. Brian Houillion; Florence Huffman; David Lee Kennedy II; Robert McNulty; Marissa Smith; S. Dudley Taylor, Vice Chair; Theodore Vittos; Ron Walker, Jr., Chair

Absent: None

Others Present: Lisa Bell, Dr. Greg Feeney, Dr. Augusta Julian, Alan Lawson, Mark Manuel, Dr. Palisa Williams Rushin, Charlene Walker

I. Welcome / Introductions

Chair Ron Walker called the meeting to order at 4:05 p.m. He welcomed the members and thanked them for their attendance.

II. Business Meeting

A. Approval of Minutes, September 12, 2018

Minutes from the September 12, 2018, Board of Directors meeting were presented for approval. A motion was made by Florence Huffman to approve the minutes. Robert McNulty seconded the motion, and the motion carried.

B. Approval of Capital Strategic Needs Analysis

Board Chair Walker called on President Augusta Julian to introduce the item. She noted that the Board of Directors must approve a capital needs plan every other year. In recent years, the recommended list has focused on the top needs for renovation or construction of facilities, although other items may be included.

Dr. Julian reported that there is an internal process for Bluegrass Community and Technical College (BCTC) leadership to review the request from two years ago and update the information for the board's consideration. This approved plan is then submitted to the Kentucky Community and Technical College System (KCTCS) for possible inclusion in the KCTCS biennial budget request. Capital requests are ranked at the system level and submitted to the Council on Postsecondary Education (CPE), who in turn submits the final budget requests to the governor's office.

Lisa Bell reported that the first priority has not changed since the Capital Strategic Needs Analysis was submitted two years ago. The priority continues to be the Phase 2B development of the Newtown Campus as described in the original Campus Master Plan. The college is requesting a total of \$99 million to complete this work. Ms. Bell remarked that we do not expect such a significant allocation in one budget, so she is

working with KCTCS facilities staff to break this request into more reasonable amounts. The total request would fund three buildings around 100,000 square-feet each, similar in size to the Classroom Building. The remaining priorities were reprioritized by leadership due to various factors. Ms. Bell reminded the board that the Work Ready Skills Initiative (WRSI) money will help fund the Danville Advanced Manufacturing Center requested on the previous Strategic Needs Analysis list. Dr. Julian noted that the information is due to the KCTCS in January 2019, so the request for approval comes to the board tonight.

Mr. McNulty asked how much of a change the Danville Advanced Manufacturing Center will make at the Danville Campus in terms of student population. Ms. Bell responded that the WRSI application indicated we could serve an additional 125-172 new adults with this expansion. Alan Lawson added that we will have the ability to expand dual credit offerings at that location as well, so it will allow us to strengthen the pipeline for future students. Dr. Julian said that the completion estimate for that project is about two years, so we hope to have the facility open by the Summer 2020.

Chair Walker asked the members if there were any additional questions at this time. Dudley Taylor made a motion to adopt the proposed Capital Strategic Needs Analysis for submission to KCTCS. Ms. Huffman seconded, and the motion carried.

C. Approval of President Emeritus Request

Chair Walker requested board support for a recommendation to name Dr. Julian as President Emeritus upon her retirement this fall. This status confers no benefits but is an honorary title to recognize her significant contribution to BCTC as president for 11 years and her prior service in the system. A letter of recommendation has been prepared to send to KCTCS President Jay Box requesting that Dr. Julian be awarded this status. Chair Walker is supportive of this distinguished honor in recognition of her exceptional service to the college.

Pamela Brough made a motion to send the letter as drafted requesting President Emeritus status for Dr. Julian. Ms. Huffman seconded the motion, and the motion carried. Dr. Julian thanked the board for their support of her and this honor.

III. Information / Discussion

A. Strategic Planning Committee Report

Ms. Brough reported on the meeting of the Strategic Planning Committee. She, along with members Dr. Joshua Hoekstra, Marissa Smith, and Theodore Vittos, met with Dr. Julian and Alan Lawson, Director of institutional Planning, Research, and Effectiveness, on November 8, 2018. The group reviewed the annual Strategic Plan Progress Report, found in the board packet, and discussed the process for the mid-plan review that will take place in Spring 2019. She invited Dr. Julian and Mr. Lawson to provide information this evening.

Mr. Lawson distributed the timeline for the mid-plan review. He explained that college leadership will work with faculty and staff to analyze the current status of objectives and goals in the 2016–2022 Strategic Plan and draft revised objectives. The Leadership Executive Team will complete the objective drafts to present to the board for consideration at the June 2019 meeting.

Dr. Julian said that it is important for the board to be involved in the process for development of any changes that are needed. Mr. Lawson will work with faculty and staff, as well as the Strategic Planning Committee, to manage the process. Dr. Julian noted that six years is a long time for a plan to be effective, so a review is necessary to be sure we are making progress and to incorporate new information.

Mr. Lawson shared selected items from the annual progress report which the college leadership and board review in entirety each year. This report brings together information and data to show status of objectives, some of which the board has already seen in June or September from the reporting on the Annual Priorities. This is the Year Two report, so this includes data up to June 30, 2018.

Mr. Lawson noted that this report collects assessment data and accomplishments from across the college to provide a comprehensive look at progress on the Strategic Plan. It allows leadership to monitor measures that are linked to performance based funding and other initiatives such as meeting diversity goals. Mr. Lawson remarked that the ratings shown on page four are the leadership team’s assessment of the progress made on all of the objectives. The lighter-shaded area shows additional progress made in year two of the plan. He highlighted results from selected objectives:

Strategic Initiative 1: Increase student access and success.

- Objective 1.1.1: Develop and implement enhanced strategies to increase enrollment.
 - Mr. Lawson noted that BCTC has experienced enrollment declines since 2011 – 2012, but it appears that we are starting to stabilize. Fall 2018 enrollment was up 0.5 percent.
 - The college has initiatives to support populations such as low-income and underrepresented minorities. Underrepresented minorities (URM) is a CPE term that includes students who identify as American Indian or Alaskan Native, African American, Native Hawaiian, Hispanic/Latino, or Two or More Races. We saw a slight decline in enrollment for low-income students, but an increase for URM from 2013 to the current year. The data show increased diversity and an overall younger student population.
 - Mr. McNulty remarked that the age of students has dropped significantly since 2011. Dr. Julian noted that there are two reasons for the decline. First, a lot of older students in mid-level career jobs have gone back to work due to the improvement of the job market. The second reason is the increase in dual credit enrollment. Mr. Lawson noted that in Fall 2018, dual credit was up over 100 students, to about 1,100.

- Objective 1.1.2: Improve processes to support ease of access to financial aid and scholarships.
 - The report includes a variety of measures. One of the most important things that we must ensure is that our students be responsible on loan repayment. BCTC has made very positive progress in reducing the loan default rate of student borrowers, and the most recent data show that BCTC’s default rate is under 20 percent. This takes effort from Student Development and Enrollment Management and Financial Aid staff to deal with students and help them understand their obligations and impacts, as well as the work of faculty to submit student reports. Mr. Lawson will include targets and comparison data in future years. He reported that the KCTCS average default rate is 25.5 percent. BCTC has the third lowest rate in the system.
 - Dr. Julian stated that the federal standard is that a college would get shut down if the default rate exceeded 30 percent over a three-year period. She noted that the national average is 18.5 percent for community college students, so we are close to hitting that mark, and it is due to the constant efforts from across the college.
 - Chair Walker asked about the rating of “some progress” in this area. Mr. Lawson replied that we are not yet at the national average, and leadership feels we can do more. Dr. Julian said that we are finding ways to make it easier for students to get information about and apply for financial aid or payment plans, for example. Dr. Palisa Williams Rushin said that we are seeing students apply for loans and scholarships earlier, so we are trying to make awards earlier. There is also an issue of educating parents as the population becomes younger. Mr. Lawson also noted that student surveys were recently revised to align with the new strategic plan, so we will need a few more data points before we really see recent impact.
- Objective 1.2.1: Integrate and intensify advising and career development services to guide each student’s individual academic plan and promote career pathways.
 - Mr. Lawson noted that there are a lot of survey measures in this area. The college has made significant increases to career services, and students are more satisfied and getting more information about career opportunities. There is an increased focus in the First Year Center (FYC) and in advising to get students into career pathways because it impacts a student’s ability to obtain financial aid, and we are starting to see the results of those efforts in the data.
- Objective 1.2.2: Build upon the first-year experience initiative as a primary retention strategy.
 - Mr. Lawson noted that retention numbers are reported on a different basis in different types of reports from various sources. BCTC leadership discussed this and determined that BCTC measures would be based on the number of students each fall, compared to how many return, minus graduates. When we use this formula, we see good numbers in retention across the board. Mr. Lawson noted that there was a 1.3 percent increase in Fall-to-Fall retention in Fall 2016.

- Objective 1.3.2: Engage with bachelor’s degree granting institutions to increase transfer opportunities and support available to students.
 - BCTC continues to be the top transfer institution in the state. BCTC transfers some 18 to 19 percent of students from KCTCS colleges. This is a performance funding measure and important for student success.
- Objective 1.4.1: Develop and implement academic strategies to actively facilitate persistence and completion for at-risk students.
 - Mr. Lawson stated that this also looks at retention by specific populations. Targets are set by CPE. We are almost hitting the long-term targets already, which is very good news. We are seeing big increases for URM and low-income students.
 - Mr. Lawson noted that completion rates for these targeted groups have been between 17 and 19 percent. There was a significant improvement in the graduation rates for the overall at-risk population from 19.2 to 22.3 percent. He noted, however, that the graduation rate for underprepared students went down. We believe that is related to the changes in developmental courses and the way we place students into those sections. We will continue to track this to ensure students are given every opportunity to succeed.
 - Mr. Taylor asked how students are classified as underprepared. Mr. Lawson responded that we use placement scores from entry-skills testing. Students are considered underprepared if their scores place them in a development course for English, math, or reading. He noted that 70 to 80 percent of incoming students need developmental courses, mostly in math, but sometimes in other subject areas.
 - Ms. Smith asked if ESL students are counted in this. Mr. Lawson responded that he did not think so.
 - Dr. Feeney said advisors are very important in the success of underprepared students. There are changes in strategy that now support students taking other courses along with developmental. Mr. Lawson noted that we do expect the graduation rate for underprepared students to be lower, as they are less likely to graduate in three years because they have to take developmental courses before they can continue.
 - Dr. Julian remarked that this is a complicated situation in that we cannot yet mandate that students take developmental courses. If students put off taking these courses, they may not receive a degree or diploma. Theodore Vittos asked if mandating that students take these courses will have an impact. Dr. Julian said that experiences at other colleges suggest it does.

Strategic Initiative 2: Promote excellence in teaching and learning.

- Objective 2.1.1: Expand and integrate workforce, academic, and technical programs to prepare students for emerging and sustaining careers.
 - Mr. Lawson remarked that we maintained the number of completions in targeted industry sectors with 3.6 percent fewer students.

- Objective 2.2.2: Accelerate completion of developmental education requirements.
 - There are many students in developmental courses, and the success rates have improved over the last three years. The pairing of college courses with developmental courses is showing positive results.

Strategic Initiative 3: Cultivate an inclusive learning community.

- Objective 3.2.1: Recruit and retain a diverse faculty and staff to reflect the changing demographics of the student population.
 - Mr. Lawson noted that a lot of the information under this initiative is survey based and up-to-date data are needed. He stated that under employee diversity there are two measures for Underrepresented Minority: all faculty (both full- and part-time) and management positions. BCTC ranks third systemwide for URM Faculty and first in management staff. Dr. Julian noted that the targets are rather ambitious goals required by CPE and the college may have trouble meeting them as it would require additional hiring that may not be possible given the budget.

Strategic Initiative 4: Enhance strategies for economic, workforce, and community development.

- Objective 4.1.1: Improve educational support and outreach to business and industry by aligning academic offerings with workforce needs.
 - Mr. Lawson noted an increase in the number of companies and individuals served. The numbers have dropped due to various factors, including that the TRAINS program was changed to only support companies with new jobs and the Assessment Center was closed for a time and refocused. Workforce Solutions staff anticipate increases in these measures moving forward.
- Objective 4.1.2: Collaborate with workforce and governmental agencies, using internal and external data, to respond to economic development initiatives.
 - A few new programs have been added by the college and approved by SACSCOC.
- Objective 4.2.1: Create opportunities to increase community connections and partnerships.
 - BCTC has continued to collaborate with many partners in the last year. A list of partners is on pages 49–50 of the progress report.

Strategic Initiative 5: Build resources for an effective and sustainable college.

- Mr. Lawson noted several major highlights, including:
 - 2017 Innovation Award from the Downtown Lexington Partnership for the transformation of the Newtown Campus.
 - Completion of the Leestown Campus entrance project and the beginning of the other major renovations on that campus.
 - Opening of the Newtown Campus Science Education Center. Since that time, the Newtown Campus has become the largest campus.

- The Danville Campus continued development and implementation of the Trailblazer Academy, which connects high school students to career pathways.
- Many industries and organizations continue to tour to the Georgetown–Scott County Campus.
- Security personnel conducted situational awareness training at all campuses.
- The Information Technology staff installed over 750 new computers in classrooms and labs, and upgrades were made to over 2,500 computers across the campuses.

Chair Walker thanked Mr. Lawson for the presentation and information provided.

B. Budget Update, 2018 – 2019

Ms. Bell referenced the budget information in the board packet. She noted that we continue to utilize conservative budget practices coupled with a slightly positive increase in enrollment, and that the current position represents a lot of hard work by people from across the college.

Dr. Brian Houillion asked about the historical split of Summer sessions' tuition across fiscal years and asked if Summer I or Summer II has higher enrollment. Ms. Bell responded that Summer I is usually larger.

Ms. Huffman noted the positive year-end with a net of \$1,433,483. Dr. Julian agreed that this is a very good result, echoing Ms. Bell's comments that many across the college manage their department budgets well and help to achieve this result. Chair Walker said it is a fitting note to exit on, considering that 11 year ago when Dr. Julian arrived, BCTC was challenged with a negative fund balance of more than \$3 million.

C. President's Performance Review

Dr. Julian expressed her appreciation to the board members, as well as to faculty and staff across the college, for the great work she could report on this fall. She noted a lot has been accomplished this fall and over the years during her time at BCTC. These are things that we can all be proud of. One prime example is the focused efforts on the annual priorities, especially the work of the task forces. She mentioned a few other accomplishments.

Dr. Julian recognized Mr. Lawson as an excellent leader in the Office of Institutional Planning, Research, and Effectiveness. His skill in making sense of data and presenting information in a way that is compelling helps everyone to make better decisions on what will assist students on their journey. In addition, he is supporting work with the Wildly Important Goal, and we are doing better at measuring progress and knowing what actions are making an impact. Dr. Julian also recognized Michelle Sjogren, the leader of the Strategic Communications group. Her leadership has helped us get the word out both in promoting the college and communicating with students.

Dr. Julian is proud of the work that we have done in bringing together the Academics and Workforce Development (AWD) areas. The new programming and synergies are a tribute to Dr. Greg Feeney and the faculty and staff in AWD. Together they work very hard to create opportunities for students. The partnership with Fayette County Public Schools and the region's other K-12 districts have provided dual credit to students in many laudable efforts.

Dr. Julian remarked that there have been many facilities changes through the years. The Leestown Campus renovations continue and will help serve students well. She noted that there were some questions about safety and security at the last board meeting. We are improving our abilities to respond and prepare for issues and situations. Dr. Julian stated that Ms. Bell and the security staff have done a great job and are moving to another level of knowledge and professionalism in that area.

Dr. Julian noted that many outcomes in this report come out of the work in Charlene Walker's area, Multiculturalism and Inclusion. Our ability to come together around student success programs makes a big difference.

Dr. Julian expressed appreciation for all of the work the Student Development and Enrollment Management staff have done to increase enrollment and retention. Initiatives includes the First Year Center, Career Development, and changes to improve the Admissions and Financial Aid processes. All of their work represents significant efforts to improve services and processes.

Dr. Julian also noted accomplishments in Advancement and Organizational Development. For example, she is very proud of the programs that have been developed in the professional development area. Also, the Celebration of Generosity and Achievement, organized for the first time last year under the direction of Dr. Laurel Martin, is a great recognition event. This includes the establishment of the Alumni Hall of Distinction, which will help the college recognize and highlight their success in future. Dr. Julian also remarked that advocacy efforts keep getting better and better under JoEllen Reed's leadership.

Mr. Taylor asked for additional information about the STEAM Academy that is housed at the Cooper Campus. Dr. Julian responded that we have a lease agreement with the Fayette County Public Schools (FCPS) where they pay for use of the space, utilities, etc. That funding allows us to support them and their students. Ms. Bell worked through parking and other issues with the University of Kentucky to make this happen. She reported that she meets with FCPS leaders quarterly and she has not heard one complaint. On the academic side, we have additional enrollments in dual credit courses.

Dr. Julian expressed her appreciation to the board for their support to do all of the good work during her tenure at the college. Chair Walker thanked Dr. Julian for her report and her service.

D. Functional Area Updates

Charlene Walker reported that the Multicultural Opportunities, Strategies, And Institutional Inclusiveness Conference (MOSAIC) was held last week. This is the twelfth year of the conference that started at BCTC. Over the years, it has outgrown the space and the budget. Ms. Walker organized a consortium of colleges to help support the conference and make it relevant across the region. The conference is held at a different college each year. This year, Transylvania University and BCTC co-hosted the event and there were 247 people in attendance. The three keynote speakers were Dr. Gilbert Singletary, Dr. John L. Hodge, and Judge Olu Stevens.

Ms. Walker reported that Dr. Julian and Dr. Lucian Yates III, provost at Kentucky State University (KSU), signed an agreement to continue the BLINKS transfer initiative. BCTC students with a 2.8 GPA are invited to apply. Successful applicants receive full tuition and housing for two years to complete a bachelor's degree at KSU. This program has been in place for five years, but this is the first time an agreement has been signed. In that time, 32 students have graduated from the program. There are five students currently enrolled and eight will make the transition next fall.

Dr. Feeney reported from AWD that work is being done on the Fall 2019 class schedule. Between all of the campuses and online offerings, we typically offer between 4,500 and 5,000 classes a year. Academics leadership starts working on the schedule a year in advance and they tweak it as classes begin. To do that, they look at the previous three years of data, work with faculty, and come up with a projected schedule. Enrollment is monitored on a weekly basis through a report that indicates what courses and sections students have selected. Any course that reaches 80 percent capacity is reviewed to see if additional sections should be opened. They also monitor low enrollment and make decisions accordingly.

Dr. Feeney announced that representatives from Kenney Orthopedics–Orthotics and Prosthetics, a multi-state company, approached us to help them train technicians to create artificial limbs. It went very well, so they and similar companies requested that we start a program. A needs survey has shown strong support for implementation. BCTC faculty presented at the Kentucky Orthotic and Prosthetic Association's annual meeting and conference in Louisville last month and have been communicating closely with their national organization, and both are showing strong interest. Dr. Feeney noted that there are only six technician programs in the nation, and BCTC's program would be in the first in Kentucky. Graduates can make as much as \$20.61 an hour. This is a strong example of how bringing academic and workforce together benefits the college and company partners.

Dr. Feeney stated that BCTC is one of five colleges statewide who were selected to participate in a Quality Assurance Commons pilot program funded through CPE. Participants will work to create a meaningful certification process for essential skills. The Essential Employability Qualities Certification (EEQ CERT) will certify bachelors, associates, and certificate programs that prepare graduates with Essential Employability Qualities, including:

- People skills such as collaboration, teamwork, and cultural competence.
- Problem-solving abilities such as inquiry, critical thinking, and creativity.
- Professional strengths such as communication, work ethic, and technological agility.

Programs in the pilot are Advanced Manufacturing/Industrial Maintenance Technology, Computer and Information Technology, and Medical Assisting. Colleges will receive \$10,000 to support faculty curriculum work and planning over the 18-month timeline. CPE will also cover the cost to certify each program, around \$6,800. Other institutions participating are the University of Kentucky, Kentucky State University, Gateway Community and Technical College, and Jefferson Community and Technical College.

Dr. Feeney expressed his appreciation for working directly with Dr. Julian for the past three years. Under her leadership, BCTC has strengthened advisory boards, focused programming, and added over 19 programs and certificates through industry collaboration. He has experienced that she both encourages and holds college leaders accountable.

BCTC’s Faculty Council officers asked Dr. Feeney to read the following statement as a testament to Dr. Julian’s leadership:

“The officers of the Bluegrass Community and Technical College Faculty Council express our sincere appreciation and gratitude to Dr. Augusta Julian for her leadership during her tenure as President of BCTC. We are particularly grateful for Dr. Julian’s support for Faculty Council and her commitment to shared governance. Dr. Julian, we wish you joy and fulfillment in your next phase of life.”

Chair Walker thanked Ms. Walker and Dr. Feeney for their reports.

IV. Announcements

Chair Walker provided materials regarding the special meeting scheduled for next week to recommend a presidential candidate. He requested that members try to attend some of the forums as well as the board interviews. He asked members to send potential interview questions to him in advance of the meetings. Chair Walker also noted that each member has been given a copy of the new mission statement for their reference.

On behalf of the board, Chair Walker wished Dr. Julian the best on her retirement. He looks forward to working with her going forward when possible.

V. Adjourn

At 5:20 p.m., with no further business to come before the board, Chair Walker made a motion to adjourn. Dr. Houillion seconded the motion and the motion carried.

The next regularly scheduled meeting of the board will be held on Wednesday, March 6, 2019. The meeting will be held at the Leestown Campus.

03/06/2019
Date Approved by the
BCTC Board of Directors

SIGNED COPY ON FILE
Ron Walker, Jr., Chair
BCTC Board of Directors

SIGNED COPY ON FILE
Dr. Joshua Hoekstra, Secretary
BCTC Board of Directors