

MINUTES
Bluegrass Community and Technical College
Board of Directors
Newtown Campus, Science Education Center, Room 107
March 7, 2018

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

Absent: None.

Others Present: Dr. Yasemin Congleton, Dr. Greg Feeney, Dr. Augusta Julian, Mark Manuel, JoEllen Reed, Dr. Palisa Williams Rushin, Sheila Simpson, Charlene Walker

I. Welcome / Introductions

Chair Ron Walker called the meeting to order at 6:00 p.m. He thanked everyone for coming tonight and for being here promptly. Board members and others in attendance introduced themselves.

II. Building Tour and Science Faculty Presentations

Dr. Julian asked those in attendance to join her for a walk-through of the Science Education Center. She noted that several science faculty members are in their laboratories and are excited to have the board members visit. Classes started in January, and students are expressing appreciation of the new laboratories and the overall facility.

Dr. Julian remarked that this is a phenomenal environment and gives BCTC students up-to-date laboratories for science instruction. She thanked the board, on behalf of the faculty and staff, for their work in helping to make this facility a reality. The board members visited laboratories, heard about courses and programs including biotechnology and environmental science, and talked with faculty. Upon returning to the meeting room, Chair Walker expressed appreciation for the opportunity to see the building and hear from the faculty.

III. Business Meeting

A. Approval of Minutes, December 6, 2017

Minutes from the December 6, 2017, Board of Directors meeting were presented for approval. A motion was made by S. Dudley Taylor to approve the minutes. Pamela Brough seconded the motion, and the motion carried.

B. Board of Directors By-Laws, Ethics Policy, and Evaluation

Chair Walker stated that copies of the revised by-laws, code of ethics, and board evaluation were included in the board packet and asked for discussion related to any of these documents.

Florence Huffman raised a question about the proposed by-laws, Article IV, Section 4.4 – Agenda, regarding the preparation of the minutes by the secretary or assistant secretary. Dr. Julian replied that there is language about staff supporting the board under Article III, Section 3.3. The assistant secretary is not a board officer. Chair Walker noted that the college president is the assistant secretary, and the current by-laws allow her to assign those duties to a staff position.

Ms. Huffman said that under Article IV, Section 4.9 – Duties of the Secretary, it states, “By majority vote of the Board of Directors at the annual meeting, the Assistant Secretary may be designated to serve this function. College staff designated by the college president to support the Board shall be the official custodian of the Board’s records.” She notes that the second statement is passive and suggested a change to, “...college president shall designate college staff to be...” The change was noted and the language will be updated.

Ms. Huffman also had a question about the language under Article VIII that states, “A Director shall be considered to have a conflict of interest if (1) such Director acts or advocates against the best interests of the college...” She notes that the language is very broad. In addition, this statement is not measurable, and there are no stated criteria to be measured. She questioned who would make decisions if there are no criteria to follow?

Chair Walker noted that these are questions that may need further consideration, and the board does not have to approve this tonight. He stated that he agrees with Ms. Huffman’s concern that the language regarding conflict of interest is very broad. Robert McNulty suggested that some of this language may be to address issues that have arisen at other colleges when board members were deemed to be acting in other than the college’s best interests. This was discussed at the Kentucky Community and Technical College System (KCTCS) Boards of Directors workshop last October.

Joshua Hoekstra stated that the issues at the other college were known across the system. Dr. Julian acknowledged that this was a complicated situation, and there were various judgments made by people involved about the board member’s actions. She agreed that some of the recommended changes to the model by-laws do address this type of situation. Dr. Julian stated that the language in Article VIII has been recommended by KCTCS, but the board can write it differently, based on statutory guidelines, as these are the by-laws for BCTC’s board.

Dr. Brian Houillion asked what would be the result if someone had a conflict of interest. Dr. Julian responded that there is an expectation to notify the board chair. She noted that BCTC has a conflict of interest form prepared that reflects this language. If any changes are made to the ethics or notification guidelines, we will make changes to the form, as well. She noted that there was some additional language in the recommendations from KCTCS about telling the board chair if a conflict was not disclosed. It was not included in the version presented, as those were considered procedures. She suggested that one way to deal with this is for the board to adopt

some procedures for how situations would be addressed if a conflict of interest was determined that had not been disclosed.

Mr. Taylor stated he has served on other boards where an attorney was present at every meeting to advise the board. He wondered if there was an advisor who could help work through these issues. Dr. Julian responded that KCTCS has counsel who works with the Board of Regents on governance and statutory matters.

Chair Walker asked for recommendations for proceeding with these documents. Ms. Huffman suggested that the board table these documents for further review. Dr. Julian suggested that another version be prepared for a first reading, as two readings are necessary before action may be taken. Chair Walker suggested that the board might form a committee to look at this information and come back to the board with recommendations. He asked if two or three people would be interested in serving in this capacity.

Volunteers included Ms. Huffman, Dr. Houillion, and Ms. Brough; Chair Walker will serve in an *ex officio* capacity. The subcommittee will meet and bring back a report at the next full board meeting in June. Dr. Julian offered to consult with the KCTCS counsel about specific questions identified by the committee. At this time, the board tabled the revisions for review and recommendations by the committee.

Mr. Hoekstra asked if this conflict of interest form was a new document. Dr. Julian responded that the BCTC board has used a version of this in the past, but it was not as extensive. We are trying to be clear about expectations and responsibilities of the board, and this is an attempt to package all related documents into one set of information and requirements for the board.

Chair Walker directed everyone to review the code of ethics included in the packet. He suggested tabling this document as well and allowing the committee to review and recommend changes. Hearing no objections, the code of ethics was tabled.

Chair Walker recommended tabling the board evaluation document and sending it to the committee for review and recommendations. Dr. Julian said that it is up to the board as to how this document is used, when it is used, or whether it is used at all. Dr. Houillion agreed that a board evaluation is voluntary until the by-laws say it will be implemented. As the new by-laws will not be adopted until the September meeting, at the earliest, the evaluation will be voluntary this year. Chair Walker said we can wait on this until the first reading of the by-laws occurs.

No action was taken on this item.

IV. Information / Discussion

A. SACSCOC Reaffirmation of Accreditation Update

Dr. Julian shared the presentation that she gave to faculty and staff in February regarding the kick-off for the Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC) reaffirmation of accreditation process. She noted that the SACSCOC is the regional accrediting body for BCTC. Accredited institutions represent high-quality education to consumers. While accreditation is voluntary, institutions must be accredited to offer students access to federal financial aid. BCTC is currently accredited and has been for the last forty years. Reaffirmation of accreditation is a demonstration of integrity and rigorous application of standards that provides evidence that we are a quality institution. The process will involve a site visit from our peers.

Dr. Julian noted that Alan Lawson is leading this effort as the Accreditation Liaison, and he will share more information with the board throughout the process. Many other faculty and staff will also be a part of this effort. Team leaders attended an orientation in Atlanta in January to start the process. The on-site review has been scheduled for September 24-26, 2019, and the final review by the SACSCOC Board of Trustees will be completed in June 2020. Dr. Julian discussed the various parts of the process and the deadlines.

- Compliance Certification – due March 1, 2019
 - The Compliance Certification is the written report that addresses the requirements and standards for accreditation. This is the first effort we will submit to prove that we are meeting our obligations.
 - This report will provide information on over 70 principles, including 17 core requirements. The principles address every aspect of the college, including the BCTC Board of Directors role, the KCTCS Board of Regents role, the college mission, academics, student support services, and other operations. A new principle that will be evaluated is assistance to students regarding student debt, which is of concern to the Department of Education. We must demonstrate how we are providing advice and counseling.
 - Dr. Julian shared that institutional effectiveness is often cited for non-compliance. This is the goals, outcomes, results, and plans for improvement across the college.
- Off-Site Review Committee Review and Report – occurs April 23-26, 2019
 - This is the review of our Compliance Certification.
- Focused Report / QEP – submitted July-August, 2019
 - The Focused Report is our response to any recommendations from the Off-Site Review Committee.
 - The Quality Enhancement Plan (QEP) is submitted at the same time as the Focused Report. It affirms our commitment to enhance overall institutional quality and effectiveness by focusing on improving student outcomes and supporting student learning.

- On-Site Review Committee Review and Report – occurs September 24-26, 2019
 - The on-site review is the first time the QEP will be evaluated, and many times the committee will have feedback related to the QEP. Board members as well as employees, students, advisory committee members, and others gave feedback on the possible topics last year, and the decision was made to focus on workplace skills / essential skills. These are actions and characteristics that employers expect when graduates enter the workforce. Included are items such as teamwork, communication, and dependability. There is a development team in place to help develop the five-year plan around this focus.
- Response Report – occurs February-April, 2020
 - This is our response to the On-Site Review Report
- Final Review by SACSCOC Board of Trustees – occurs June 8-11, 2020

Mr. Taylor asked if all of the KCTCS colleges were evaluated at the same time or at different times and if there was coordination between the colleges and the Board of Regents in this process. Dr. Julian responded that colleges go through this process at different times, and there is assistance from the system as so many of our policies are at the system level. If a college is cited on an issue that has to do with the Board of Regents' responsibilities, KCTCS will review their policies to correct it before others are cited for the same problem.

Ms. Huffman asked about concerns expressed earlier regarding the ratios of adjunct to full-time faculty. Dr. Julian responded that the standard is whether there are sufficient numbers and quality of faculty to provide students with competencies in a program or subject area. She has not seen as many citations for this standard in the last few years. It is up to us to make the case that we have sufficient numbers of full-time faculty. Dr. Julian reminded the board that she served on the Board of Trustees for SACSCOC for five years and has conducted on-site visits for the past seven years, including chairing the on-site committees at several other colleges' reviews. This experience is always gratifying as the commitment to a peer review process is very clear.

B. Budget Update, 2017 – 2018

Dr. Julian noted that Lisa Bell is traveling so she will be providing the budget information tonight. Ms. Bell prepared the budget documentation, and it is included in the packet. Currently, we are about \$1 million under tuition projections for Fall and Spring semester revenues. Dr. Julian reminded everyone that Summer tuition spans two fiscal years so we are not yet sure about it. This year, we have \$1.1 million left to make for the summer, and it is possible to reach that number, but we will not know until the end of the fiscal year. Dr. Julian noted that if there are detailed questions, she will ask Ms. Bell to provide information as requested.

Chair Walker noted that Dr. Julian provided information about the projected state budget cuts during the legislative visit and asked her to share that information with the board. Dr. Julian reported Governor Bevin's proposed budget calls for a 6.25 percent cut in allocations to state agencies including higher education. That cut, along with an expected increase in pension payment costs, plus the reduction in tuition and increases in fixed costs, show that we may have to cut up to \$3.5 million in recurring funds if all these scenarios play out. One question is whether there will be any changes to state revenues. Chair Walker stated that it is important for the board to understand that we may be looking at substantial cuts in the near future.

Ms. Huffman asked about the tuition loss from international students. Dr. Rushin responded that we have 71 international students enrolled, which is a decline from 137 a few years ago. We had many students from Saudi Arabia a few years ago, but there were funding changes made by the king. The U.S. ban of travel from other countries also contributed to the decline. This results in a dramatic drop in tuition because international students pay increased tuition costs. Dr. Rushin noted that there are international high school students in our region, and we are reaching out to them to enroll at BCTC.

C. Budget Priorities and Planning, 2018 - 2019

Dr. Julian remarked that the leadership team has begun to plan for the upcoming year. She noted that we have principles for budget development that were established four years ago, and that we are still using those to make decisions for the college. One of the priorities is to support faculty and staff, as they are the ones who are there for the students. Until the state's biennial budget is final, it is difficult to predict what reductions will be needed, but we will figure out the best way forward while protecting critical programs and services.

Dr. Julian stated that performance based funding is a reality and will continue. There is a set of factors that will be evaluated and a certain amount of money will be allocated based on each college's performance. In the current year, the redistribution within the system is five percent. KCTCS was committed to raising that percentage to 25 percent this year, but they are looking at it again based on expected cuts to the state budget. Dr. Julian and the vice presidents are considering all the information they have right now.

Dr. Julian demonstrated the online internal system used by faculty and staff leadership to request additional funding for the upcoming fiscal year. The vice presidents work with their divisions to identify those needs and evaluate each one as we work through the budget process. Requests are entered and either approved or denied at the vice presidential level. Leadership will review the approved requests together and decide if they can be supported with available funding.

Chair Walker thanked Dr. Julian for her report.

D. Board Committees

Chair Walker referenced the committee preference form that has been provided to every member. He asked all members to make selections and return those to Tammi O'Neill so we can establish committee assignments this year.

E. Functional Area Updates

Dr. Rushin shared that the Financial Aid Office has reported the student loan default rate at 19.9 percent. Five years ago, the default rate for BCTC was 25.5 percent, so it has decreased by 6.4 percent during that period. Her staff have been working with the Kentucky Higher Education Assistance Authority (KHEAA) to reduce this percentage, and she is proud of their work. Dr. Rushin noted that the scholarship deadline is March 1, and a record number of 411 students have applied for consideration.

The Visitor's Center is now located at the Newtown Campus and has seen a huge increase in the number of students visiting the campus. Since July, the staff have conducted 159 tours, compared to 88 at the same time last year. There are a lot of people who want to see the Newtown Campus.

BCTC has scheduled Junior Spotlight Day on March 28. We have invited rising seniors who attend Fayette County Public Schools, as well as current seniors who have not committed to a college. Students will tour the Newtown Campus and participate in breakout sessions with faculty and staff.

Dr. Rushin described recent efforts in student engagement and enhancing student life. We recently hired a new director to help us in these areas. A student leadership conference was held last week, and several alumni were invited to share their stories with the participants. We hope to use these events to encourage students and show them various career paths that are available to them.

Dr. Rushin noted that an alternative spring break has been created for students who do not have plans next week. Events include a service project where students will serve lunch at the Hope Center, and fun activities including a scavenger hunt and a trip to Frankfort to a wildlife center. BCTC serves students from Kentucky and from other states, so we want to plan events that will allow them to meet and do things together. Participants will be asked to write or record a reflection for the website.

Dr. Rushin shared that more events are being planned at the Newtown Campus as we see enrollment shifts. The Taste of Soul event was held there, and her leadership team cooked fish and sides and served 238 students that day. In addition, students had the opportunity to participate in a scavenger hunt for Black History Month. Students were very appreciative, and it was a nice event for everyone.

Dr. Houillion asked if it was feasible to bring food trucks to the Newtown Campus or if we offered a culinary program. Dr. Julian said that we tried food trucks when the campus first opened, and it was not successful for several reasons, including that the

food was expensive, and the vendors did not make enough money to wish to continue. Now that enrollment has shifted and more students are on campus, we will explore options and determine how this might work. BCTC does not offer a culinary program. Jose Morales Menendez thought the Laundry Building would be a wonderful spot for some type of food vendor. Dr. Julian remarked that she would like to report in June about current facilities discussions, including plans for the Laundry Building, and address food options.

Mark Manuel announced that the Public Information and Marketing group was recently combined with Administrative Computing Services to create a Strategic Communications division to manage internal and external communications. The website is undergoing a redesign, which will be implemented across the system. The new site will be student-focused so they can easily find the information they need. The site will be launched in early May.

The Advancement Office continues to raise money for the Danville Advanced Manufacturing Center, which needs \$1 million from the community to support the Work Ready Skills Initiative grant for this work. We are over halfway to that goal and continue to work prospects. In Lawrenceburg, Campus Director Rhonda Wheeler has announced her retirement. There will be a celebration for her on March 22.

Mr. Manuel shared that Vanessa Ryall, a 2014 graduate of the North American Racing Academy (NARA), won the 2017 Norwegian Derby in a spectacular photo finish. She is the first BCTC graduate to win at that level, the first woman to win that race, and the first Norwegian to win the race in 47 years. Remi Bellocq, NARA Director, said that it is a technical track and difficult to win, and we are proud of her accomplishment.

Mr. Manuel noted that the Georgetown – Scott County Campus will host Manufacturing Day on March 20. The Scott County Schools have selected students who are not planning to attend college and invited them to this event to give them information. There will be several industry partners in attendance to talk to students about this opportunity. The Scott County Chamber is providing lunch. This is a great partnership event that showcases BCTC programs.

Chair Walker thanked Dr. Rushin and Mr. Manuel for their reports. He is excited that we are showing students and others some of the great opportunities available to them through BCTC. He thanked everyone for the good work happening all around the college.

V. Announcements

Dr. Julian thanked JoEllen Reed for all of the wonderful work she did on the recent legislative visits. She was pleased by the great turnout and was glad to give so many partners the opportunity to speak to legislators about the college and all of the good things happening here at BCTC. Mr. McNulty remarked that he participated along with a great group of students and was encouraged by their professionalism and enthusiasm. He

believes that the college is prepared for all of the workforce readiness initiatives that are coming out of Frankfort, and hopes that state leaders see the college as a good value and give us the funds needed to provide opportunities for students.

Dr. Julian distributed talking points so members can share information as they visit with others and advocate on behalf of the college. The handout also highlighted a few bills currently being considered and the college's position. She asked members to contact her if additional information is needed.

Mr. Hoekstra shared that BCTC is the only community college in Kentucky that offers Japanese and finding qualified instructors is very difficult. When the college needed an instructor last fall, Mr. Hoekstra reached out to a contact to fill that role very quickly. He noted that this person was cynical about teaching at the community college level, but agreed to help out. Mr. Hoekstra received an email from the instructor yesterday about the fifth annual Bluegrass Area Japanese Speech competition. Over 30 students competed, including four BCTC students, and three of them won first, second, and third place in their level. He is thrilled with their success and wanted to share the news about our great students.

VI. Adjourn

A motion to adjourn by acclamation was proposed by Chair Walker. At 7:54 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 Wednesday, June 6, 2018. The meeting will be held in the Board Room at the Leestown Campus.

Respectfully submitted,

Tammi O'Neill
Office of the President

Augusta A. Julian, Ed.D.
President