

MINUTES
District Board of Trustees
Tallahassee Community College
Hinson Administration Building
Tallahassee, FL 32304
May 20, 2013
Board Meeting – 2:30 pm
Business Workshop – Immediately Following

The May 2013 District Board of Trustee meeting was called to order by Chair Callen at approximately 2:30 pm.

Members Present: Chair Callen, Vice-Chair Lamb, Trustees Callaway, DeFoor, Messersmith and Moore

Absent: None

Via phone: None

Others Present: President Jim Murdaugh, Kim Moore, Rob Hall, Donald Parks, Ben Achong, Kim Allen, Bill Bierbaum, Calandra Stringer, Teresa Smith, E.E. Eunice, Michael McLeod, Angelo Nicolosi, Anthony Torres, James Abbatinuzzi, Robin Johnston, Bobby Hinson, Joe Neeley, David Hendry, Bret Ingerman, Ginny Wagner, Marge Banocy-Payne, Martin Balinsky, Anthony Jones, Brian Kupfer, Rob Fleischmann, Frank Brown, Rick Murgo, Dave DelRossi, Barb Gill, Lei Wang, Dale McColskey, Karinda Barrett, Sally Search, Monte Finkelstein, Patricia Manning, D. Wildes, Bill Spiers, Alice Maxwell, Mike Robeck, G. Euridge, Debbie Robinson, Karen Doster, Elena Lazovskaia-Hall, Gregg Stevens, Matt Remer, Gloria Mitchell, Neisa Logman, Brandie Oscar Faulkner, Vanessa Lawrence, Alice Nied, Michael Schwartz, Doug Blackburn and Lenda Kling.

COMMENTS

Board Chair – Chair Callen welcomed everyone, asking all to stand for a moment of silence and the pledge of allegiance. She said there have been many events for them to attend and TCC has graduated a lot of people. She indicated President Murdaugh would be speaking about the TCC Foundation Retreat the two of them attended. She shared her younger daughter is expecting twins.

Chair Callen reminded everyone that Trustee Moon, because she was working out of town and unable to make the obligations, resigned last month. She stated since Trustee Moon was Vice-Chair, we need to fill the position and opened the floor for comments by the Board.

Trustee Moore said she would be happy to continue in the tradition of circulating among the three counties, stating it is a Gadsden County opening and our Gadsden County representative is Trustee Lamb.

This motion is for the Board to approve Trustee Lamb as Vice-Chair.

MOTION: Trustee Moore

SECOND: Trustee DeFoor

Motion passed unanimously.

Chair Callen said she was excited and proud, expressing her congratulations to Trustee Lamb and stating he had helped her a lot when she was new to the Board. Trustee Lamb indicated he considered it an honor.

Board Members – Trustee Lamb stated he enjoyed the graduations. He indicated he got a real thrill out of the flight simulator, indicating it was a lot of fun.

Trustee Messersmith said that was really an enjoyable tour, indicating he was sure the employees did more than their job classifications required and stating the employees were really hands on. He stated at the Sharks and Chablis event in Wakulla everyone wanted to talk about the TCC Wakulla Environmental Institute.

Trustee DeFoor stated he was at the Sharks and Chablis event earlier, indicating the buzz was the Wakulla Environmental Institute. Chair Callen said it is exciting, you get the honor and learn a lot being a part of the Board, stating a common denominator in Wakulla County is TCC.

Trustee Callaway said that about ten of the approximate fifteen high school graduates recognized at her church yesterday stated they would be attending TCC, indicating the students were the best and brightest stars and award winners. She said it was great public relations, knowing the students had elected to come to TCC. Chair Callen said many high schools now have more students choosing to come to TCC.

Trustee Moore extended an invitation to everyone for “Imagine Tallahassee”, a community forum looking to identify where we want the community to be in the future. She feels the voice of higher education needs to be there and asked everyone to include students, so the voice of the next generation will be heard. She shared the dates and times of the events, stating information will be gathered and presented to the tax committee.

President – President Murdaugh said it was wonderful hearing all the great positive comments, particularly since this is his segue way into his evaluation. He reminded everyone that the Chair and Vice-Chair serve as the committee on behalf of the Board. He shared Director Tolson would be sending out the evaluation form and he would provide some bullet points to hopefully trigger their memories. He said the committee would review the evaluation and contract, reporting back to the Board for consideration.

President Murdaugh stated that out of the Strategic Plan we have discussed how we need to move forward and in what areas. He said as an institution we have had incredible pressure from the medical community to offer Bachelor of Science Nursing (BSN) degrees. He indicated, unless otherwise directed, we would be moving forward with our research – being very sensitive and mindful of the other institutions in the community. He stated where there is a need; we will be identifying who can best serve it.

Responding to a question from Trustee Lamb, President Murdaugh stated no vote is required today. He said he would like to hear any concerns, because we think this research is an important part of us meeting the needs of the community. He shared he would not want our staff to begin the work, if at the end the Board was going to say they did not want to do this. Trustee Lamb stated he agreed with the President one hundred percent (100%) on the research, sharing we need to use to the utmost the facilities we have (especially the Ghazvini Center).

Trustee Messersmith asked to get to that level, if we would have to change our status from a community college to a four-year college. President Murdaugh said we would, with Trustee Messersmith stating we may have a problem. President Murdaugh shared whether we change the name is subject for conversation, but we would need to notify our accrediting body that we would be offering baccalaureate degrees.

Trustee Messersmith stated that is an issue we have danced around for a long time and before the staff does a lot of work, we may want to get that resolved. President Murdaugh asked knowing we would have to change, how we move forward to resolve. Trustee Messersmith suggested a workshop about the pros and cons of a four-year college vs. a community college.

Trustee Callaway said we should gain information from other schools that have taken this path before – such as, their hindrances, pitfalls and successes. President Murdaugh confirmed with the Trustees that the June workshop would meet this need. Trustee Moore said as part of the education for all, we should know the benchmarks along the way, where we can take various paths. She stated she did believe there was pressure coming from the community and we should be mindful of their needs.

President Murdaugh stated the CEOs of both hospitals have requested this multiple times and we should explore the impact to us. He indicated both CEOs have offered to come speak to the Board, stating we will look at whether that would add value to the workshop. He shared that TMH is applying for Magnet status, which requires sixty-five percent (65%) of their nursing staff to have baccalaureate degrees.

President Murdaugh stated the existing nursing core would need to move from an associate degree to a baccalaureate degree and there is not a ready avenue for them. He disclosed they love the quality of the students we produce and it will take TMH about two years to gain the status, so starting research now we will be in a position to meet their needs and timeline.

Trustee DeFoor said he wanted us to be very careful and not lose the community college historical commitment. He said there are many ways to change (i.e., bringing other colleges onto our campus, the decentralization of the various schools, etc.). He shared his concern about the models used by other community schools, where he is fearful there is a dilution of the historical commitment to freshmen and sophomore students, stating we should be very strategic. He wants to ensure there are many options presented to the Board and we do not get swept along in the current process.

Trustee Callaway supported the comments by Trustee DeFoor. She said once we open the door, we open ourselves up to everything and expressed caution should be used. Trustee Moore asked if we would need an answer to this question at the end of the next Board meeting. President Murdaugh said he would prefer a decision by then, but the Board would have to be comfortable with the direction. Trustee Callaway said personally she did not feel it could be done that quickly. Trustee DeFoor said this is at the core of the institution.

President Murdaugh said he is very sensitive to the mission of the community college, indicating adding a baccalaureate program of one hundred (100) students would not change the fifteen thousand (15,000) student mission. He stated we used to be Tallahassee Junior College and successfully made the transition to a community college.

President Murdaugh reminded everyone that he led the process to rebrand Pat Thomas Law Enforcement Academy (PTLEA) to Florida Public Safety Institute (FPSI), saying he believes everyone would agree that has served us well. He said this is an important step in our relationships and branding, indicating we would bring back good information.

Chair Callen stated she loved all the comments and thought everyone really cared about this. She indicated this is an important decision and with a lot of research, she has faith we will get to the right decision.

APPROVAL OF MINUTES

Chair Callen asked if there were any comments and requested a motion to approve the minutes of the April 15, 2013 Board Meeting.

MOTION: Trustee DeFoor
SECOND: Trustee Lamb
Motion passed unanimously.

INFORMATION AND NEWS ITEMS

Director Maxwell introduced clips for the baseball team with a #1 ranking nationwide, the groundbreaking for the Wakulla Environmental Institute on Preservation Way and the 2013 Commencement.

President Murdaugh introduced Baseball Coach Mike McLeod, who introduced his dad, the Assistant Coach Angelo Nicolosi and a couple of the players. He said it had been a great year and they had a fun time, indicating many of the players had gone home for the summer. He thanked the Board for their support over the twenty-three (23) years he has been at TCC, indicating he knew it was not cheap to send a team to state.

President Murdaugh read a resolution from the Board of Trustees commending the 2013 TCC Eagles Baseball Team for their excellence both on and off the field. Coach McLeod said the group of guys represented the school in an unbelievable fashion this year. The members of the Board offered their personal thanks to Coach McLeod. Trustee Lamb stated he had the opportunity to attend the state game, indicating the team did a great job.

UNFINISHED BUSINESS

None

PUBLIC COMMENT OR PRESENTATIONS

None

NEW BUSINESS

Approval of Consent Agenda

Chair Callen asked if there were any comments or requests for the Consent Agenda.

MOTION: Trustee DeFoor
SECOND: Trustee Moore
Motion passed unanimously.

Academic Affairs

Academic Programs and Course Changes (Action)

President Murdaugh said we would take any questions, indicating this item requires Board action.

This request is that the Board approve the recommendation for academic course and program changes for the 2013-2014 academic year as attached.

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

Trustee Messersmith inquired about the number of hours required for the paramedics and the practical nurses, compared to registered nurses. Dean Nied indicated some of the students will be in a summer program so they can then transfer into the regular program. Trustee DeFoor indicated he had heard Physician Assistant courses were very limited, with Dean Nied saying the student could become a Nurse Practitioner in our community. He asked if he could speak with Dean Nied outside the meeting.

Trustee Messersmith asked about the deletion of Sonography courses, although he sees the Sonography courses somewhere else. Dean Nied said we were changing the course numbers, because some of the curriculum is changing and the students already have Associate degrees. She stated this program will be open to anyone who has an Associate degree in a practice profession (i.e., nurse, paramedic, dental hygienist, etc.).

Laboratory User Fees and Distance Learning Fee for 2013-2014 (Action)

President Murdaugh handed out a corrected fee chart, indicating it required board approval.

This request is that the Board approve the laboratory user fees as presented.

MOTION: Trustee Moore

SECOND: Trustee Callaway

Motion passed unanimously.

Trustee Callaway confirmed the lab fees were spent only for the students registered in those courses. President Murdaugh shared it is an auditable expense, indicating the auditors look at the amount of money collected and how the funds are spent.

Policy Manual Changes (Action)

President Murdaugh introduced a faculty presentation about tenure and post tenure review. He said we made great effort to implement something that handles the letter and spirit of the rule.

Dean Brown stated at the end of the last legislative session a bill passed, which involved faculty contracts, resulting in new legislative administrative law. He shared the Faculty Senate Steering Committee drafted a plan that modifies current policy to be in alignment with the new administrative code.

He stated a lot of it had to do with articulating and bringing up to speed faculty responsibilities (i.e. instruction, curriculum, service and professional development) in language that allows for accountability. He said the new rule states new faculty will be on annual contract for a minimum of five years (previously three), at which time they can apply for continuing contract.

Dean Brown said associated with that is a temporary contract, the details of when it would be utilized are outlined and the span may be a semester up to three years, non-renewable. He said if a program has a faculty member with a temporary contract, the position would be advertised before it is converted to an annual contract or permanent position.

Dean Brown shared the policy for non-renewal of annual contract, return to annual contract of faculty on continuing contract, dismissal and the appeal process has been updated to be consistent with the new requirements. He shared that faculty on annual contract will have an annual assessment, where they produce a portfolio with specific elements.

Dean Brown stated continuing contract faculty are reviewed annually, however with the new legislation we will have a very rigorous evaluation. He said a proposal has been put forward about an additional five year review for continuing contract faculty, where they would produce a portfolio with specific elements.

Dean Brown invited the Steering Committee members to provide further information, indicating they would provide information about very specific pieces of the process – including the hiring process. He said often others think advancing to continuing contract is automatic, but it is not – sharing that getting hired at TCC is also a process.

Anthony Jones, Associate Professor, Science and Math, indicated much effort was taken to ensure faculty here are of the highest quality and aptly suited to instruct our students and work alongside our faculty and staff. He said we advertise in a multitude of publications (digital and print) to cast a wide net to increase the quality and diversity of the applicant pool.

Mr. Jones shared that over the past few years (current year not included) there have been over one thousand one hundred (1,100) applicants for only forty-eight (48) positions. He stated this indicates we only hire about eight percent (8%) of the qualified candidates and only about twenty percent (20%) of those interviewed. He said the Screening Committee conducts the interviews and makes recommendations to the hiring authority.

Dr. Karinda Barrett, Director, Center for Teaching, Learning and Leadership, shared our new faculty seminars have been in place for over ten (10) years. She said these are three year programs, with a breadth and depth not found at other colleges or institutions nationwide.

Dr. Barrett stated the process is led by full-time faculty, Brandie Oscar from Academic Support Programs and Lane Foreman from Dental Programs. She indicated to welcome new faculty each year, they put together a website that has their quotes about teaching and learning. She said we also get to know the new faculty via their bios, so we understand a little about who they are.

Brandie Faulkner, Associate Professor, Academic Support Programs, said new faculty start with an orientation three days prior to the regular, full-time contract date. She stated if they started as an adjunct, their position within the college changes and they become an ambassador for the college. She shared the first year is a true focus on excellence in the classroom, making sure they become familiar with the culture at TCC and stating we are truly a teaching, learning college.

Ms. Faulkner indicated in the second year the focus shifts to shared governance, how it works and what their role might be, and we facilitate the cross-disciplinary relationships. She stated

the capstone of the second year is the presentations with cross-disciplinary colleagues. She indicated there are not formal meetings in the third year; however the mentoring aspect is still fully in place. She stated with the new changes, this process would continue into the fourth and fifth years.

Dr. Martin Balinsky, Associate Professor, Science and Math, stated he had just been through the three-year preparation program, although he had been an adjunct for a number of years. He said he learned a lot he had not known as an adjunct, indicating it is a very robust program.

Dr. Balinsky said the strength of the program is it allows them to go through the process with their peers, as a cohort, and the cross-disciplinary with thirteen (13) other peers across the institution. He stated a major focal point of the first three years is the portfolio produced, indicating they summarize and reflect critically upon the teaching service and professional development.

Ginny Wagner, Associate Professor, Healthcare, shared information about employer feedback, including employability and tracking. She said in healthcare, success is determined by pass rates on board and certification exams. She stated they see the current employers of their students at Advisory Board meetings, see the former students at state and local dental hygiene meetings and conduct an employer survey every few years.

Stephanie Spike, Associate Professor, Technical and Professional Programs, stated TPP offers over one hundred ninety (190) individual courses taught by twenty-nine (29) full-time faculty. She said they are heavily focused on curriculum and have to stay current and professional.

Raksha Patel, Associate Professor, Academic Support Programs, states they teach courses ranging from college success to developmental communications and mathematics. She said they serve a diverse population of students who benefit from diverse methods of instruction. She indicated the platform of a flexible portfolio gives them an opportunity to showcase those varying methods of instruction, as they work collaboratively across the divisions to reinforce the knowledge and skills their students need to be college ready and successful.

Dr. Brian Kupfer, Associate Professor, History and Social Sciences, stated they work mostly with students seeking an AA degree so they can transfer to a four-year university. He said most of them have very little background in the discipline, so the proposed flexible portfolio as part of the continuing contract allows for a greater opportunity to work for and with our students.

Rob Fleischmann, Associate Professor, Communications and Humanities, shared service is a way for faculty members to show a myriad of ways to use their personal skills, besides just in the classroom. He said this can be for the campus, such as helping with student organizations and serving on committees or boards and individual projects, such as CTLL. He indicated they advise all honors students within their field of discipline.

Anthony Jones stated the faculty at TCC is of the highest quality and student driven, indicating they have ample opportunity for professional development. He said this could be attending and/or presenting at various conferences, participating in Leadership TCC or Advanced Leadership TCC, a recipient of the NISOD Excellence Award, etc. He indicated after each of these they are committed to bringing back to the classroom the information learned. He encouraged everyone to visit the CTLL website.

Dr. Dale McColesey, Professor, History and Social Sciences, served as Chair of the Faculty Senate this year representing all faculty across campus. She indicated there were modifications to the new rule throughout the year, with the final copy available in March 2013. She said this has been a truly collaborative process.

Dean Brown thanked the committees for their short presentations, indicating he hoped this gave us some idea of the consideration that has gone into the input on the changes for the Chapter 5 Policies. He said Policy 7-07 deals with faculty input for the evaluation of Deans and Policy 8-08 deals with the timing for the selection of textbooks.

This request is that the Board approve the revisions and additions to TCC's Policy Manual

MOTION: Trustee Moore

SECOND: Trustee Lamb

Motion passed unanimously.

Trustee Callaway said the observation and evaluation of faculty is close to her and asked someone to walk her through the observation in the classroom. Dean Brown stated adjuncts are observed, probably by full-time faculty, on a per semester basis. He shared after observation; the faculty member completes a form that covers student engagement, subject content, etc. He stated the faculty member meets with the adjunct to review and sign the form, with any concerns shared with the appropriate Dean.

He shared full-time faculty on continuing contract are observed by the Deans every other year, using a very similar form with additional feedback given. He stated full-time faculty, who are on annual contract, are observed by a peer colleague and their Dean annually, with the Dean sometimes observing twice a year.

Trustee Callaway confirmed professional development can be an outcome of the observation and evaluation, with Dean Brown sharing a Dean also meets with faculty for an evaluation each spring and they discuss professional growth for the following year. Trustee Callaway asked, other than medical faculty, what factor grades play in student success. Dean Brown shared grade distribution across the division by class title is reviewed for faculty members, indicating he is concerned by grades on either end and looks at trends over several semesters.

Trustee Callaway confirmed there was a provision for keeping contracts on an annual basis for faculty with five (5) or more years. She commended them for the way the information was presented in the document to the Board. Trustee Moore said they are so impressed that faculty, staff and leadership have worked together on this project.

Chair Callen inquired if there is an opportunity or a requirement for an applicant to present a video presentation. Dean Brown said applicants are not required to provide a video presentation, however they get a topic in advance and must do a fifteen (15) to twenty (20) minute teaching demonstration in front of the committee.

Trustee DeFoor imparted that a prior adjunct shared with him that the evaluation process was very meaningful and positive. Trustee Messersmith said he did not envy the process we had been through, suggesting the strikethrough language remain black with the new language in red. He referenced Policy 5-02 and the non-renewals of annual contracts, asking about the removal of the Board.

Dean Brown stated he did not believe the Board was being removed, only a modification for a recommendation from the President to the Board. President Murdaugh stated we tried to clarify the process so it was always a recommendation from the President to the Board, with the Board taking action. He said we go through these policies many times and thought, for consistency, this was the most logical process.

Trustee Messersmith indicated Policy 5.02-4 may need some word changes in the dismissal or return to annual contract for failure to meet post-award performance criteria. Dean Brown said this referred to a faculty member on continuing contract who did not meet performance criteria, with ramifications being returned to annual contract or dismissal.

Trustee Messersmith referred to Policy 5.16-4 where the board may determine to appoint an outside source or a member of its Board as a hearing examiner, asking about the thought behind losing the ability for the Board to hear the charges itself. Attorney Bill Mabile stated the old policy referred to the entire Board, but consideration was given to pulling the entire Board together in a few days for something that could go on for weeks for the entire process. He said it was decided it would be easier for the Board to appoint someone to handle.

President Murdaugh thanked the Board for allowing us to talk through this with them.

Administrative Services

2013-2014 Salary Schedule (Action)

President Murdaugh said it was a requirement for us to bring this before the Board for vote each year.

This request is for the Board to approve the 2013-2014 Salary Schedule as presented.

MOTION: Trustee Lamb

SECOND: Trustee Moore

Motion passed unanimously.

Construction Status Report (Information)

Director Wildes stated the Physics Labs and Anatomy and Physiology Labs renovations are complete, with current furniture being moved in from existing labs and new furniture arriving over the summer. He stated they will be up and running for the fall semester. He indicated they would like to put together a tour for the Foundation Board, because overall the labs turned out well and at a reasonable price.

He said the drawings are almost done for the Organic Chemistry Labs, with hopes of bringing a guaranteed maximum price for that project to the Board in June 2013. He said his best estimate for this project is \$550,000 - \$600,000.

Fund Analysis – April 2013 (Information)

President Murdaugh stated VP Smith would answer any questions. Trustee Messersmith asked about the difference in budgeted and received amounts for federal support. VP Smith stated that is the indirect cost for our federal grants, sharing we are moving to greater indirect cost. She said many of them had been budgeted at eight percent (8%), however we have been successful at moving them to ten percent (10%). She shared we have also been able to retain several of our grants, including DOT, resulting in more than originally budgeted.

Annual Inventory of Property Assets (Action)

President Murdaugh shared there is only one item, with Trustee Callaway confirming the item had not yet been located.

This request is that the Board authorize staff to record the status of the defibrillator monitor as “missing” and reduce the tangible personal property by the value of this item. If the item is located its value will be added back to the College’s tangible personal property total.

MOTION: Trustee Lamb

SECOND: Trustee Callaway

Motion passed unanimously.

Approved Grants and Contracts – TCC as Provider (Information)

President Murdaugh stated he would be happy to answer any questions.

College Policy Updates (Action)

President Murdaugh shared a discovery that two of our policies have been technically in violation of the law since approximately 1990, indicating we are now correcting those. Trustee Messersmith inquired about Sick 2, with Director Tolson stating excess annual leave for some classifications is changed to Sick 2, although it is not paid out at employment termination. President Murdaugh shared this is a clarification that Sick 2 is not a liability to the college.

This request is for the Board to approve the report as presented.

MOTION: Trustee Moore

SECOND: Trustee Lamb

Motion passed unanimously.

Disposition of Surplus Property Assets (Action)

President Murdaugh indicated this item requires board approval.

This is to request the Board authorize staff to dispose of these surplus and obsolete property items in accordance with the procedures identified in Sections 274.05 and 274.06, Florida Statutes.

MOTION: Trustee Lamb

SECOND: Trustee Moore

Motion passed unanimously.

Student Affairs

Policy 10-12, Student Code of Conduct (Action)

President Murdaugh handed out modified changes to this policy. VP Search indicated the only change from the Board Agenda book was the deletion of an incorrect statute reference that had been a part of the policy for years.

This request is for the Board to approve revision to College Policy 10-12.

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

Policy 10-18, Student Right of Privacy Revisions (Action)

President Murdaugh stated this item requires board approval.

This request is for the Board to approve the revision to College Policy 10-18.

MOTION: Trustee Moore

SECOND: Trustee Lamb

Motion passed unanimously.

TCC Foundation

TCC Foundation Update (Information)

VP Johnston said they have raised about \$750,000 for the annual campaign as of the 1st of May. He stated the Board Retreat was a success, with members focused on individual development plans to become ambassadors, advocates and masters for the college.

Trustee Moore stated the Foundation has done an excellent job of raising funds, asking if they could include in future reports how the money has been spent. VP Johnston replied in the affirmative, indicating he and President Murdaugh have been discussing a monthly dashboard report that will include different types of information.

President Murdaugh shared this is all a part of a college dashboard and as we get more sophisticated with this, we will begin to see the impact of the funds raised. Chair Callen stated the retreat was time well spent and each member was given a challenge of writing their own mission statement.

Chair Callen asked VP Johnston to discuss Leadercast. VP Johnston said they sold one hundred seventy (170) tickets, with approximately one hundred fifty-five (155) people attending, exceeding our revenue and attendance goals for one hundred (100) participants.

PRESIDENT'S REPORT

President Murdaugh distributed information on an upcoming art exhibit, with an opening reception on May 23rd.

He shared he has a lot of travel coming up, indicating the Board can reach him via cell phone.

NEXT MEETING DATE

June 17, 2013

Location: Main Campus

BOARD WORKSHOP

Chair Callen called the Board workshop to order at approximately 4:35 pm

Budget 2013-14

Maintaining Value for Our Students

President Murdaugh said this workshop is about the budget, which we will bring back for Board approval next month. He shared with the Governor's veto today of any tuition increase, this conversation may be a little shorter than it might have originally been.

VP Smith shared this presentation was prepared approximately a week ago; therefore with the Governor's veto of the tuition today some of the items may be different – although TCC may

have some other options. She shared some of the legislative authority, indicating anything shown as 2013-14 is tentative – pending final approval:

- 4.9% system-wide funding increase over prior year, with the CCPF model index used with all twenty-eight (28) colleges
- 3% increase in tuition, expected to be vetoed by the Governor. She indicated the Florida College System could have an allowance of 1.7 – 1.8 % for a cost of living increase.
- \$5 million allocated for performance related to industry certifications, for which we are hoping to compete heavily.
- No funding of Matching Programs, indicating these programs have not been funded for several years.
- 5.7% overall increase in State Funding
- \$14,580 to fully fund Operating Costs
- \$1.6 million allocation, of which \$1.1 million must go to offset employer contribution in the Florida Retirement System. She said we are still underfunded in several categories and have been for the past five – six years.
- \$1.2 million in PECO funding (Sum-of-the-Digits)

Trustee DeFoor inquired about Sum-of-the-Digits, with Director Wildes stating this is license plate revenue allocated by formula based upon age of facility, etc. Trustee DeFoor asked if this was for everyone or specific to community colleges. Director Wildes said each entity gets a separate award, with community colleges getting \$41.5 million.

- \$446,910 for College Program Enhancements, distributed using the Funding Model Index
- No equity/compression adjustments for TCC, although three colleges did receive
- No fixed capital outlay funding
- No reduction in prior year special project funding
- No funding for additional special projects
- All 28 colleges receive support services from the Florida Virtual Campus
- No budget adjustment related to developmental education, although there will be some restraints placed on this
- Tuition increase to be determined by Board
- Prorated portion of the First Generation Matching Funds

VP Smith presented a chart showing the funding from lottery and CCPF since 2010-11. She reiterated the 2013-14 figure is an estimate, although it should be fairly close to the amount that will be brought back in the budget next month.

VP Smith indicated the PECO funding will increase over the zero funding last year. She stated we will not be able to bond for current projects, although she said we are currently pretty heavily bonded for the parking garage.

VP Smith displayed a chart ranking our tuition with the other state colleges. She said despite the Governor's veto of the tuition increase, the Florida College System colleges at the maximum tuition rate will have the authority to increase tuition by the cost of living index. She said since we are not at the maximum allowable tuition rate, we will have more flexibility in our tuition rates.

VP Smith shared if we had been at the maximum tuition amount of \$82.78 this year, we would have generated an additional \$1.698 million – even though we had an approximate 10% reduction in credit hours. President Murdaugh asked VP Smith to describe the standard tuition and how this variation occurs across the various colleges.

VP Smith stated the maximum allowable tuition is \$82.78 and if the legislature approves an increase, the maximum allowable will increase. She said without a legislative increase, the Florida College System can only increase the maximum allowable tuition up to the cost of living index (1.7% +/-).

VP Smith indicated the lowest allowable tuition is \$71.92, pointing out there are not any institutions at the very lowest allowable. She stated some colleges look at the regional universities, tying their increases to the university increases. She shared many colleges are already looking at the maximum allowable increase in tuition, since they do not see an advantage in being the lowest priced institution.

Trustee DeFoor indicated Broward does, asking what they are doing. VP Smith indicated she could not remember, but could get that information for him. President Murdaugh indicated Gulf Coast got a special recurring appropriation last year, but that has been removed. He said as a result, we may see them making some changes in their tuition. VP Smith stated our student cost of tuition has remained flat at \$76.80 per credit hour (\$2,304 for 30 credit hours) for the last few years.

VP Smith said there has been a large group of people working on our budget preparation, indicating we tried to be as conservative but realistic as possible. She presented the following outline:

- No tuition increase
- 5% decrease in enrollment projection (twenty (20) colleges are budgeting a decrease in enrollment and two (2) are budgeting for flat enrollment)

Trustee DeFoor confirmed there had been discussions about a decrease in enrollment. President Murdaugh said it is a national trend and the number one cause is the correlation between employment and college enrollment. He said if people can get jobs, they get them and if they cannot get jobs, they come to college. He indicated there is a perfect correlation between the two, with our community having one of the lowest unemployment rates. VP Moore said our employment rate has seen continuous improvement for the past twenty-two (22) months.

VP Smith shared Edison State College is building in a ten percent (10%) enrollment decline – reminding everyone they had an 18% enrollment increase in 2007-08. She stated COBA indicated they should anticipate no increases in enrollment until at least 2018-19.

- Assumed no state appropriation increase
- No new initiatives
- Convert select long-term OPS employees to full-time FTE's (Affordable Care Act) – approximately about eighteen (18) positions

Trustee DeFoor asked about decreasing the OPS hours from thirty (30) to twenty-seven (27). President Murdaugh stated years ago when there were budget difficulties a process was put in place to not hire new FTE's, but to fill the openings with OPS employees. He said with the Affordable Care Act – we decided to do honesty in employment, indicating if they truly should be full-time let's make them full-time. Those employees that did not need to work forty (40) hours a week, we will lower their hours to twenty-five (25).

Trustee Messersmith asked what happens if additional funding is received. President Murdaugh stated this had nothing to do with funding, but with the requirement to offer healthcare for employees working thirty (30) or more hours per week. He said there is a cost of about thirty percent (30%) for benefits to convert an employee to full-time status.

- 20% decrease in overall non-faculty OPS budgets

Trustee Moore inquired about the number of positions the twenty percent (20%) equaled. VP Smith said she would work with Director Tolson to try to find an answer, although OPS staff work varying hours at varying rates. President Murdaugh said this is really a decrease in the budget, with budget managers making the necessary adjustments.

- 10% held in reserve for select full-time positions (vacancies during the year)
- 10% decrease in current expenses
- 33% decrease in capital outlay funds

VP Smith said we did a thorough review and are deleting thirteen (13) full-time positions. We are closing the print shop on campus, moving the contract to Office Depot at a savings of approximately \$200,000 annually. She emphasized this action has nothing to do with the Ikon/Ricoh management and does not impact any TCC employees.

Ensure Accountability in the Budget Process

- Keep administrative costs low
- Identify opportunities to streamline services and processes
- Conduct academic and administrative program reviews

VP Smith showed a snapshot of FY 2013 and projection for FY 2014. She indicated although we did not build in any state appropriations, we received \$1.6 million. She said we had to expense the impact for the decline in enrollment, showing our overall revenue will be down almost \$1.1 million. She stated we do not transfer the fund 3, auxiliary funds, into fund 1 unless there is a real requirement.

VP Smith showed we are cutting \$2.75 million from our expenses, compared to last year. She said we are expecting a net increase of \$561,064, the true increase TCC is receiving from the state. She stated that with a three percent (3%) tuition increase, the net impact would be \$1.5 million. She shared that the Board could increase tuition more than three percent (3%) and capital improvement up to \$2 per fiscal year.

VP Smith said with a three percent (3%) increase, a full-time in-state student would have to pay about \$9 more per three hour course and \$178 more for sixty (60) hours. She shared In 2011-12, seventy-eight percent (78%) of our students received Financial Aid. She stated seventy-two percent (72%) receive currently, although this does not include the current summer enrollment.

VP Smith shared currently 7,344 students are receiving non-repayable Pell grants averaging \$3,332 annually. She indicated with an estimation for books of about \$600 and their tuition, students still have funds remaining. She stated we have 10,307 students receiving financial aid, with a disbursement of \$60.5 million this year, for an average of \$5,870 (including loans).

VP Smith said we have over 6,000 students taking loans, indicating we cannot deny a loan to a qualifying student. She said a lot of students are out-of-district with living expenses, so many of the loans are for these expenses. Trustee Lamb confirmed we are responsible for the defaulted loans. VP Smith said if our default rate gets too high, we could be in danger of losing all federal aid.

Trustee Messersmith inquired about those students who come here to enroll and then drop out just to get money, asking how soon we can stop that process from happening. Director Spiers said we require students to take a financial literacy course and they retake their entrance interview every year. He said when students reach a loan balance of \$13,000 (50% of their aggregate limit), they must come in for counseling before additional loans are awarded.

Director Spiers said they have moved from a two (2) year to a three (3) year default rate, which puts more of the bad people in the pool (as a rule) so the rates go up, and have moved the minimum default rate for removal of aid to 30%. He stated the Department of Education will be expecting the college to employ or contract with someone to work our defaults.

Director Spiers shared we do not disperse funds until we know students are actually attending class. He said faculty take role during the first two weeks of class and we retake role at the 65-70% point of the term. He stated under federal rules if a student is not attending class, the aid can be denied. He indicated that students can file for appeal (and we process many every semester); however we are very stringent in our awards – requiring extenuating circumstances documented by a third party.

Trustee Messersmith asked if there was a way for us to maintain a listing of those who receive loans and do not attend for three or more semesters. Director Spiers indicated by that time they have left here. He said students must meet three criteria for satisfactory academic progress – cumulative grade point average, must complete 67% of attempted courses and earn a degree within ninety (90) credit hours, stating we check these criteria every semester.

Trustee Messersmith confirmed we have a policy that students cannot reenroll if they have an unpaid debt. Trustee DeFoor inquired about our default rate, with Director Spiers indicating it is approximately 23% for 3 year default and 17.3% for 2 year default.

Trustee Lamb asked if \$13,000 was the maximum a two-year student can borrow. Director Spiers said a student may borrow more, but at this amount we begin looking at it in an attempt to prevent students from over borrowing. He said as of July 1st, students will only be able to borrow for a maximum of three (3) full-time years. Responding to an inquiry from Trustee Lamb, Director Spiers stated they could borrow \$3,500 first year and \$4,500 the second year.

Director Spiers said our defaulters are mostly students at TCC for a year or less, with a GPA below 2.0 and eighty percent (80%) of them are involved in developmental course work. He indicated that although we can identify them, we have not yet determined how to close the hole.

VP Smith showed the impact that could have been, had we increased tuition by the college mean for the past couple of years. She said we should be receiving the worksheets from the state in the next couple of weeks, with anticipation of bringing the budget for Board approval at the June meeting. Trustee Lamb confirmed we have no authority over the amount of loans a student can receive.

Trustee Lamb inquired about the current open positions, with VP Smith indicating certain critical positions would be filled. President Murdaugh said we have done this before in the history of the college, and we will be implementing a no positions filled policy unless approved by him. He stated it is painful, but our goal is to not layoff or furlough anyone. He indicated we budget extremely conservatively and hope for better outcomes.

President Murdaugh said VP Moore is really ramping up Workforce Development, with anticipation of additional revenues – although that is not included in the budget. He said the College System, really higher education, has not done a good enough job in convincing the Governor of the appropriateness of tuition as it relates to part of the funding. He said higher education funding has always been comprised of public funds and individuals paying tuition in public education.

President Murdaugh stated the reason is higher education has properties of a private good and a public good. He said a study of employment of those with associates degrees from TCC show they receive thirty-six percent (36%) higher earnings. He said over their career, they enjoy a seventeen percent (17%) return on investment on their time and money spent at TCC. He shared we have a track record of caring about affordability and are listed as one of the most affordable colleges in America.

President Murdaugh said he is one of the only presidents in the college and university system to be invited to Washington D.C. to testify about affordability. He stated we were the first college last year to hold our tuition constant. He indicated that should give us some credibility to come forward and say if we help get people to work and improve outcomes at the college, then it is appropriate to talk about tuition.

President Murdaugh stated he supported the Governor's desire for affordability, saying it is a hard stance to take and he is to be commended for his focus on education and affordability. He shared the median family income for First Time In College students who applied for financial aid at TCC increased by 13.8% from 2011 – 2012.

President Murdaugh shared a student can come here and take freshman English, with our obligation being to provide the best education we can. He said they can go down the street to take freshman English and pay fifteen percent (15%) more in tuition. He stated universities are allowed to increase their tuition, but colleges have been told we cannot – indicating we need to be more effective and this is a real challenge.

Trustee DeFoor said it appears there may be some major structural problems going on in higher education. He stated we cannot continue at this rate and something is going to shift, so he urged us to be as conservative as possible. He indicated he would like to see some trending in other revenue possibilities, because he thought state funding would continue to erode. He reminded us we had talked about licensures, enterprise zones and an incubator for homeland security.

Chair Callen said this is more than just the numbers and a big issue that requires lots of inner searching.

ADJOURNMENT

Meeting adjourned at approximately 5:54 pm.

Minutes approved at regular meeting of the District Board of Trustees on June 17, 2013.

Dana Callen, Ph.D.
Chair

Jim Murdaugh, Ph.D.
President