

MINUTES
District Board of Trustees
Tallahassee Community College
Hinson Administration Building
Tallahassee, FL 32304
Monday, February 17, 2014
2:30 pm - Business Meeting &
Board Workshop

The February 2014 District Board of Trustee meeting was called to order by Chair Lamb at approximately 2:30 p.m.

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

Absent: None

Via phone: None

Others Present: President Jim Murdaugh, Mike Watters, Josh Willoughby, Kris Reeves, Sally Search, Bill Bierbaum, Chris Summers, Ginny Wagner, Bobby Hinson, Gloria Mitchell, Vivian Pope, Joe Neeley, Calandra Stringer, Karinda Barrett, Andrea N. Blalock, Alice Maxwell, Dustin Frost, Barbara Sloan, Ranie Thompson, Al Moran, E.E. Eunice, Sandy Sampson, Brian Kupfer, Ed Stringer, Marjorie Turnbull, Kim Moore, D. Wildes, M. Banocy-Payne, Martin Balinsky, Bob Ballard, Patricia Manning, Melvin Stone, Sharisse Turner, Anthony Jones, Monte Finkelstein, J. Chaires Lacey, Dave DelRossi, Kim Allen, Debbie Robinson, Betty Jensen and Lenda Kling.

COMMENTS

Board Chair – Chair Lamb welcomed everyone, asking all to stand for a moment of silence and the pledge of allegiance. He said some of the Trustees had some great experiences since we last met, asking if they would like to bring us up to date.

Board Members – Trustee Callaway said a young lady in Steve Southerland's Washington D.C. office introduced herself. Trustee Callaway indicated that she thought she heard the young lady say her last name was Callaway and when the young lady got to her she confirmed, indicating her name was Donna Callaway. The young lady stated Trustee Callaway was her principal at Raa Middle School and her mom loved Principal Callaway, because she was so strict.

Trustee Callen shared the trip to Washington D.C. was fabulous, although there were some weather challenges. She indicated they learned a lot and always function well as a team, thanking President Murdaugh for his support and Chief of Staff Balog for the well-planned trip.

Trustee Moore stated it was an outstanding trip, although due to the weather they didn't get to meet with everyone as planned. She thanked FAMU Trustees Moore & Turnbull for coordinating and securing a wonderful new FAMU president.

Trustee Messersmith said he was sorry he missed the Washington D.C. trip, although it was extremely warm where he was. He stated he had some eye challenges, indicating President Murdaugh stayed in close touch with him and everything is good.

Chair Lamb shared they met with some Legislators they had not heard before, including Senator Marco Rubio and saw the entire delegation from this area. Chair Lamb indicated they had a good time and everything went well, although they were delayed about four hours at the airport. He shared he attended the African American History Calendar unveiling in January. On behalf of the Board, he welcomed FAMU Trustee Turnbull to our meeting.

Trustee DeFoor indicated it was a great visit. He stated he enjoyed seeing some of our elected officials and that much snow. He said he would be leaving here going to Tampa to meet with St. Petersburg College on their involvement with the Project on Accountable Justice.

President – President Murdaugh thanked all the Trustees that could make it to Washington. He said many of us may not know how wonderful it is to have Trustees that are committed to the learning so they can effectively govern, indicating many other colleges are envious of the fact that our Trustees are so engaged.

He introduced Al Moran, our new VP of Communications & Marketing, who started on Monday, February 10th. He said VP Moran has the community college background, as the VP of Marketing & Communications at Cuyahoga Community College in Ohio, has done a lot of the things we have talked about to take us to the next level and has a real focus on results.

VP Moran said it was a privilege and honor to be here with TCC, indicating he spent six (6) years at Cuyahoga Community College in Cleveland after eighteen (18) years as a VP at a private four-year institution. He indicated the difference from the private four-year to the community college was outstanding for him and he wanted to maintain that wonderful feeling, sharing he is involved on the National CASE Council. He stated he really believes the role we play is so critical and is honored he was selected. Chair Lamb welcomed him to TCC on behalf of the Board.

APPROVAL OF MINUTES

Chair Lamb asked if there were any comments and requested a motion to approve the minutes of the January 21, 2014 Board Meeting.

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

INFORMATION AND NEWS ITEMS

Director Maxwell shared news clips about student programs, including Youth Day and the MLK Day of Service at various local locations. She introduced a Channel 22 clip on our Model UN program. She showed a few print clips on various topics, including the visiting Cuban artist and the Wakulla County Aquaculture program, etc.

UNFINISHED BUSINESS

None

PUBLIC COMMENT OR PRESENTATIONS

President Murdaugh stated we have a thrill today, with Marjorie Turnbull, Betty Jensen and Marge Banocy-Payne making a presentation from the Cuban artist. Betty Jensen indicated she thought we had touched the life of Fernando Leon Hartman. She said we have received many thanks, even from Cuba, and indicated this was a great thing for TCC to do.

Marjorie Turnbull said on their last morning in Cuba Trustee DeFoor led most of the group to church, although three (3) went to the Museum of the Revolution instead. She stated on the way they met Cuban painter Fernando Leon Hartman, with his paintings displayed on the main avenue in Havana. She indicated she purchased one (1) painting that day, while Jeannette Windham commissioned two (2) paintings at a later date.

Ms. Turnbull shared the event on the TCC Campus started at 6:00 p.m. and his paintings were sold out by 6:30 p.m., sharing he has received eight (8) other commissions. She disclosed that Fernando Leon Hartman's fiancé, who accompanied him on the trip, said she learned about America in Tallahassee. Ms. Turnbull presented to the college the painting titled "Study with Orange", with the orange representing Florida. President Murdaugh thanked her for arranging the visit and making the presentation.

NEW BUSINESS

Approval of Consent Agenda

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

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

Academic Affairs

Amendment to 2013-14 Dual Enrollment Articulation with Leon County School District (Action)

President Murdaugh indicated this item requests Board approval and Provost Sloan would answer any questions.

Trustee Callaway inquired about the number of impacted students, with Provost Sloan responding it is about twenty (20). She said this has been a part of the agreement previously, but this past year with the uncertainty about dual enrollment the School Board chose to be a little stricter about who could come. She shared that in the middle of the school year, when you have students that are doing really well and we don't get their grades until the second week of the semester, we wanted to at least give them a semester to continue.

This request is that the Board approves the amendment to the 2013-14 Leon County School District Dual Enrollment Articulation Agreement.

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

Revised 2014-15 and Proposed 2015-2016 Academic Calendars

President Murdaugh said this item requests Board approval.

This request is that the Board approves the revised 2014-15 and proposed 2015-16 academic calendars.

MOTION: Trustee Messersmith
SECOND: Trustee Callaway
Motion passed unanimously.

Policy Changes affecting Summer Classes

President Murdaugh shared this item requests modification to two Board Policies and requires Board approval.

This request is that the Board approves the changes to Policies 05-09 and 05-18 as presented.

MOTION: Trustee Moore

SECOND: Trustee Callaway

Motion passed unanimously.

Administrative Services

Construction Status Report (Information)

President Murdaugh asked Director Wildes to provide information on the Quincy project. Director Wildes said we are preparing to complete our due diligence, with a survey and phase one environmental study assessment. He indicated the city may own all the parcels on that block, stating that before proceeding he is trying to get an answer to a parcel on the northeast corner that was in question.

President Murdaugh said we had been looking for another location in Gadsden County, because we have outgrown the Quincy Center and the money we are spending there is more than we should. He said we had looked at a lot of locations, when the City offered us a piece of property off Pat Thomas Parkway that is next door to WorkforcePlus (CareerSource). He shared he has communicated with Jim McShane, CEO of WorkforcePlus (CareerSource), to see how we might design our building so it would be a seamless effort, since some of the programs in our Workforce Development area are funded by WorkforcePlus (CareerSource).

Director Wildes said we met internally and determined the city property was the best site. He stated we made a request to the City Commission, they voted to extend an offer to us and their attorneys are working on the transfer documentation for the site.

President Murdaugh shared we spend about sixty-five thousand dollars (\$65,000) a year on the current building. He said when we began looking for a lease, although there are many historic buildings most are wood frame and do not meet requirements under the State Requirements for Educational Facilities (SREF). He stated when we looked at a mortgage payment equal to the same annual price; we determined we could borrow about one million dollars (\$1,000,000) to build a facility.

Trustee Moore said she knew significant due diligence is needed, asking for the best estimated timeline for this project. Director Wildes stated he told the City it could be about twelve (12) to fourteen (14) months until completion. Trustee Moore confirmed our planning would also be for this building to be energy neutral.

Chair Lamb indicated the City really wants to expedite this project. Director Wildes said we will need to have the property rezoned and he will try to have a timeline at the next meeting.

Trustee Messersmith inquired about the implication of the Department of Economic Opportunity (DEO) grant for the Wakulla Environmental Institute (WEI). Director Wildes shared there are two grants – one for one million five hundred thousand dollars (\$1,500,000) through the federal government to fund additional road and full-site facilities and the second a DEO grant to fund a turn lane. He said although both are very promising, we do not know for sure about either of

them. He stated because the grants are large amounts and unknown, we have moved the schedule back two (2) months.

President Murdaugh shared we will be required to put in an unbudgeted turn lane that will result in an approximate two (2) month delay. Director Ballard stated it is likely, although not certain, that the Department of Transportation (DOT) may help us with the funding. President Murdaugh said currently the turn for the Institute is not easily visible; however the turn lane could make it more prominent. Director Ballard indicated a small turn lane would cost about two hundred thousand dollars (\$200,000), however with state funding we could have a large turn lane.

Trustee Messersmith inquired about the negotiation for water with the City of Sopchoppy. Director Ballard said the City is awaiting grant money and we have set aside some funds for a water tower, with our logo and control of the top for things like communication devices that can be income generating. He shared we are also asking them to install a wind turbine on top of the water tower to generate some electricity for the campus.

Fund Analysis – January 2014 (Information)

President Murdaugh stated this is for information only.

Florida Public Safety Institute

Direct Support Organization (FPSI) – Audit Report (Information)

President Murdaugh indicated this is for information only and Director Eunice will answer any questions.

Student Affairs

Policy 10-07, Intercollegiate Athletics (Action)

President Murdaugh said this item requires Board approval.

This request is for the Board to approve revision to College Policy 10-07.

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

Policy 10-17, Student Activity and Service Fees (Action)

President Murdaugh said this item requires Board approval.

This request is for the Board to approve revisions to College Policy 10-17.

MOTION: Trustee Messersmith

SECOND: Trustee DeFoor

Motion passed unanimously.

TCC Foundation

TCC Foundation Update (Information)

Ms. Ranie Thompson provided an updated report to the Board, indicating the new report reflects the January payroll contributions and the Foundation is now on track to get this information into the Board Book each month. She shared they have raised more than four hundred thirty-nine thousand dollars (\$439,000) this fiscal year.

She said the upcoming event for Wednesday is “*TCC from the Inside Out*”, where they bring people from the community on campus to learn more about TCC. She shared the Foundation also has a Board Meeting scheduled on March 27th.

Trustee Moore asked if at some point they could have a three (3) year look, since it was that long ago that the Capital Campaign ended. Trustee Callen inquired if there were really only three (3) individuals under the constituent code for alumni and students, stating with our alumni we have we might want to work on this. Ms. Thompson said if individuals were in multiple categories, they may not appear under the alumni constituent code.

Trustee Callen asked about the business community constituent code with thirty-five (35) donors and their reciprocity for the things TCC provides. She said recently when they visited our representatives in Washington, DC that President Murdaugh indicated it was a two-way street, asking the representatives what we can do for them.

Trustee Moore said that, as Trustees, we need to acknowledge and show our appreciation for the Directors, Trustees, Staff and Faculty investments in the institution. She said it was significant compared to the other categories, thanking everyone in the room. President Murdaugh invited additional comments on how the information is provided.

Trustee Callen asked about the healthcare community constituent code, with Ms. Thompson indicating a gift from the TMH Foundation could also fall under the service clubs, foundations and associations constituent code. Trustee Moore asked if the referenced constituent code could be broken out between internal and external groups.

Chair Lamb asked that we reconvene at 3:25 p.m.

Chair Lamb resumed the meeting at 3:32 p.m.

BOARD WORKSHOP

Strategic Enrollment Management

Achieving Excellence

President Murdaugh stressed how important this is for the future of the college and introduced VP Search. VP Search said we would talk about various things and hope we get a flavor for where we are going. She indicated we come before the Board every month and talk about things that we are doing and although we have many great things (students, faculty, staff, buildings, etc.), we know we can never stop trying to improve.

She said this is about achieving excellence, because we want to be recognized as the best in the nation by:

- Improving student outcomes
- Enhancing our state reputation
- Expanding our national presence
- Competing internationally

VP Search shared that Strategic Enrollment Management (SEM) is a way for an institution to try to grow their enrollment, but find the optimum recruitment, retention and graduation rates. She said we must grow our enrollment in relation to the programs and services we offer. She stated the biggest part of enrollment management is keeping students here and progressing, after they

are recruited. She said we would be integrating all our programs, practices, policies, etc. related to recruitment, retention and graduation/program completion.

VP Search indicated this allows us to have a rational, data-informed approach to marketing, program development, success strategies, etc. as we go forward. She provided a graphic that shows how SEM touches students – such as, recruitment, application and Financial Aid processing, orientation and Academic Advising, enrollment in classes, educational and career planning, learning resources and support services, co-curricular activities, interventions and success strategies, transfer or career preparation, and graduation and/or goal completion.

She indicated the characteristics of SEM include mission driven, linked to the strategic plan, requires strong leadership, campus-wide responsibility, and is synonymous with student learning and success. She indicated it also views retention as progress toward educational goals, recognizes the importance of external relationships, utilizes appropriate technologies to enhance service, and is data informed with a rich evaluation component.

VP Search shared SEM Leadership includes members of the Executive Team, a Steering Committee, Marketing and Recruitment, Admissions and Enrollments, Academic Programs and Advising, and Retention. She shared some general themes that have come out of this include clear and consistent communication; clear, consistent and transparent processes; accurate and timely data; effective marketing and communication; ongoing training and professional development; and leveraging technology, but remember that personal connections make the difference.

She shared data from the Survey of Entering Student Engagement (SENSE) benchmarks, with the scores standardized to have a mean of fifty (50). She said although we are above average on most, we are below average on *Clear Academic Plan and Pathway*. She indicated that as an institution, we really need to work on this one and improve the other categories. President Murdaugh asked VP Search to provide additional information on SENSE and the Community College Survey of Student Engagement (CCSSE).

VP Search shared the SENSE survey is given to students about the fifth (5th) week of the semester to capture their early experiences. She indicated this survey is given nationally and looks at student responses, such as have they made a connection to the institution, are they ready for college, what is going on in the classroom, do they have goals while in college, how long it will take, etc.

Trustee Messersmith referenced *Student Academic Plans and Pathways*, asking how we would help students identify what they want to do. VP Search said the national trends and legislative changes make it incumbent upon us to help students identify their goals. She shared that each student, prior to orientation, should complete a SIGI³, a career inventory self-assessment, that will help them identify their real interests – not necessarily an actual major at this point. She said data shows that students who change their majors more than three (3) times have a lower chance of graduating within three (3) years.

VP Search referenced the CCSSE survey, sharing it is given to a random group of students and is nationally benchmarked for a standardized mean of fifty (50), indicating this survey has been around longer than the SENSE. She stated we are below the benchmark of fifty (50) on *Active and Collaborative Learning*. She said we looked at the outcomes within the state and are also below average on *Student Retention Rate* and *Time to Degree with Acceleration*.

She said we will ramp up existing strategies, such as:

- Strengthen relationships with high school guidance counselors (We currently get about forty-three percent (43%) of the college bound students within our district.)
- Implement clearly communicated deadlines for all admissions and financial aid processes (We are an open-admission institution and will not turn students away – only delay their admission.)
- Implement programmatic and marketing strategies to attract special populations:
 - Honors students
 - Veterans (We are designated as a Veterans Military School.)
 - Dual-enrolled high school students (Only about thirty to thirty-five percent (30-35%) finish here.)
 - Online students (Growth possible without a large increase in footprint, although there are additional agreements required.)
 - International students (Pay out-of-state tuition.)
 - Returning adult students
- Tailor new student orientation to increase relevance and first semester success
- Utilize student ambassadors and other student leaders as peer advisors in the Advising Center and in new student orientation
- Strengthen career planning and assessment; early selection of meta-major
- Create a comprehensive advising plan with:
 - Common messaging
 - Branding
 - Advising scripts
 - Online planning tools
 - MAPS and milestones for all TCC programs – clear academic pathways
- Clearly define and communicate advising roles for staff and faculty; create a series of professional development opportunities to focus on advising skills, philosophy, theory and research.
- Implement early alert for students in all disciplines at all levels of courses, not just for First Time in College (FTIC) students
- Interventions need to occur early in the term so students can receive timely assistance

VP Search said, thanks to the Foundation, they were able to purchase Starfish in the fall. She stated we implemented it in the spring and it is an early warning and student tracking system which:

- Will allow us to efficiently identify at-risk students and then manage our efforts to provide support
- Is integrated with our existing learning management system and our Student Information system
- Is integrated with Outlook for easy scheduling and communication

She said any faculty member can raise a flag for any student for things such as absences, missed assignments, low grades, etc. She indicated this semester they were able to quickly identify those students and the classes for which they needed assistance.

Trustee Messersmith asked who initiates contact when the student has a flag raised in the system. VP Search said students will receive an email and are connected to an Advisor or Department, who will then contact them to assist. She shared that most recently faculty gave more kudos to students than raised flags, which she thought was wonderful for students. She stated this should assist with retention and reduce the numbers on probation and warning.

She said advising is proactive (intrusive) until students are on track and not getting flagged. She indicated in their old process they met with students early on (probably until they had eighteen (18) hours), but didn't usually meet with them again unless the student requested. She stated we now have a lot of places to intervene, if necessary. She shared there is a lot going into the first semester to set the tone and, by state law, a transfer student must have selected a major and a transfer institution by the time they reach thirty (30) hours – although we backed it up to eighteen (18) hours.

VP Search said we will provide additional support and leadership for academic enrichment programs, to include:

- Honors
- STEM
- Model UN
- Global Gateway
- Study Abroad
- Forensics
- Brain Bowl
- The Arts
- Service Learning

She said there are other successful programs for which we have data that can be scaled up and/or modified to increase impact and effectiveness:

- College success
- Statway (statistics pathway)
- Distance Learning workshops
- Connect2Complete (Connects students to peers and assists peer leaders with developing leadership skills.)
- Service Learning and Civic Engagement
- Co-curricular programs

She indicated we will evaluate the Learning Commons and Library facilities for possible future expansion:

- Out of class support for developmental education and gateway (math and English) courses
- Additional writing requirements in social sciences
- Changes in general education curriculum
- Advances in instructional technology
- Track usage through 2014-2015 (Students who use the facilities are more successful.)

VP Search said our new strategies are already in progress:

- Implement accelerated programs to decrease time to completion and improve completion rates
- Collaborate with transfer institutions to establish “Golden Guarantee” Programs (Will guarantee students, who have reached the milestones, admission to FSU, FAMU and UWF (including their limited access programs). She said when FSU sent out their first round of denial letters they included the information on TCC2FSU and we have gotten about one hundred fifty (150) inquiries, with one hundred forty-one (141) filling out applications. She stated ninety-one percent (91%) of those are not from our district, indicating FSU & FAMU want to recruit with us.)
- Acquire software that will:
 - Align knowledge and skills of available job offerings to curriculum
 - Provide reliable local, regional, and national job availability

- Promote educational pathways for AS degree and certificate programs – stackable credentials: create cohorts
- Implement a Customer Relationship Management (CRM) System (Will have a record of the prospective student all the way through alumni that will help us manage and organize our communications.)
- Create a comprehensive, data driven enrollment marketing and communications plan

She shared new strategies to improve service, include partnering with outside companies to:

- Manage calls and FAQs – seamless for students (Abandoned call rate now is extremely high. She shared the solution would handle calls for the entire college.)
- Process transcript requests – nominal fee to students, no cost to TCC
- Expand document imaging to Admissions and Student Records
- Reduce loan default rate (Currently it is unacceptably high.)

VP Search provided the targets for the next CCSSE surveys, which will probably be in the spring of 2015, indicating we want to be in the top ten percent (10%) of the cohort and not hovering around the middle. She also indicated we have targets for the next SENSE benchmarks, which we should be doing this fall, stating we want to be significantly better than the state average.

She shared that, by invitation, a group is going to participate at a High Impact Practices Institute in March. She indicated there are thirteen (13) best practices of which we were to choose four (4) to six (6). The participating group chose the following, which fit into what we are currently trying to do.

- Placement Test, Preparation and Proper Placement
- Academic Goal Setting and Planning
- Accelerated Developmental Education
- Academic Alert and Intervention System
- Class Attendance
- Student Success Course

She said we currently have twenty-nine (29) detailed strategies to:

- Refine; finalize timelines, resources and responsibilities
- Refine assessment measures
- Conduct market research and develop college marketing plan
- Implement, monitor, assess and revise

President Murdaugh said this has involved a lot of people under the leadership of VP Search. He stated we saw a lot of touch points, each an opportunity for a student to succeed or an opportunity for a student to fail. He shared we are moving toward the dashboard we have been discussing. He indicated the golden guarantee is big, indicating the agreement with FSU states everyone who is denied access at FSU and accepts the golden guarantee will be guaranteed admission at FSU once they leave here.

He acknowledged Director Maxwell for her work on putting together the promotion for the program. He stated his belief is we are only on the front end of the potential of this program. He indicated FAMU and the University of West Florida are also now participating. He said we must now make sure that when a student calls they do not get dropped or receive poor service, stating VP Search has worked with a lot of people to put the plan together.

Trustee Callaway said what we have done is amazing. Trustee Moore said the personal relationship is important and she is pleased to see a process with a technology assist. Trustee Callen said it seemed there had been no stone left unturned, adding bravos to all.

Trustee Moore acknowledged the President has been recognized nationally by his peers, thanking Director Maxwell and her group for putting the application together. She extended her congratulations to President Murdaugh, indicating we will celebrate when he returns.

PRESIDENT’S REPORT

None

NEXT MEETING DATE

March 17, 2014

Location: **Florida Public Safety Institute**

ADJOURNMENT

Meeting adjourned at approximately 4:41 p.m.

Minutes approved at regular meeting of the District Board of Trustees on March 17, 2014.

Eugene Lamb, Jr.
Chair

Jim Murdaugh, Ph.D.
President