

**MINUTES**  
**District Board of Trustees**  
**Tallahassee Community College**  
**Herbert F. Morgan Room**  
**Hinson Administration Building**  
**Tallahassee, Florida**  
**Monday, January 11, 2016**  
**2:30 pm - Business Meeting & Workshop**

The January 2016 District Board of Trustees meeting was called to order by Chair Callaway at approximately 2:30 p.m.

**Members Present:** Chair Callaway, Trustees Kilpatrick, Lamb, Messersmith, Moore, Pople and Vaughn.

**Absent:** None

**Via phone:** None

**Others Present:** President Murdaugh, Ginny Wagner, Craig Knox, Bill Bierbaum, Ryan Libbert, Bret Ingerman, Kalynda Holton, Calandra Stringer, Kim Moore, Heather Mitchell, Bill Spiers, Sally Search, Lei Wang, Sarah Smitherman, Sharisse Turner, Dustin Frost, Mike Coleman, Alice Maxwell, Audrey Mathews, Frank Baglione, Bobby Jones, D. Wildes, F. Moore-Davis, Debbie Robinson, Monte Finkelstein, Kelsie Newman, Amy Gaughf, Justin Adams, Marilyn Dickey, Byron Dobson, Anthony Jones and Lenda Kling.

**COMMENTS**

**Board Chair** – Chair Callaway welcomed everyone, wishing everyone a happy new year and asking all to stand for a moment of silence and the pledge of allegiance.

**Board Members** – Trustee Messersmith indicated he and a number of the Trustees went to the First Responders event at the Florida Public Safety Institute (FPSI), indicating it was a great event to start the year. He shared that he also visited the Wakulla Environmental Institute (WEI), stating the building is spectacular in its natural surroundings.

Trustee Lamb echoed the comments made by Trustee Messersmith in reference to the First Responders event and indicated the Gadsden Center is progressing well.

Chair Callaway said she was also blown away by the First Responders event and is impacted by the crossover of people from so many areas there. She stated the calendar published in the *Tallahassee Democrat* drew a lot of attention.

Trustee Pople said the Gadsden campus is coming along well. He disclosed they had a nice celebration with the Gadsden Commission proclamation and made the front page of the *Gadsden Times*.

**President** – President Murdaugh thanked the Trustees for everything since the last Board meeting in November 2015. He said we are off to the races with the celebration of our fiftieth (50<sup>th</sup>) anniversary, indicating both the Wakulla and Gadsden County Commissions have given us proclamations. He shared it is wonderful when the Commissioners talk about the role our college has played in their county.

He shared on WTXL this morning he discussed our fiftieth (50<sup>th</sup>) anniversary. He said this is exciting and he hopes the Trustees hear what he is hearing – a lot of gratitude for what this college has done over the fifty (50) years for our students and the communities.

### **APPROVAL OF MINUTES**

Chair Callaway asked if there were any comments and requested a motion to approve the minutes of the November 16, 2015 Board Meeting.

**MOTION:** Trustee Moore  
**SECOND:** Trustee Lamb  
Motion passed unanimously.

### **INFORMATION AND NEWS ITEMS**

Director Maxwell said we had a great launch for the fiftieth (50<sup>th</sup>) anniversary campaign. She introduced the first television ad for our fiftieth (50<sup>th</sup>) anniversary and news clips from International Education Week, the First Responders event, and a WTXL interview.

### **UNFINISHED BUSINESS**

None

### **PUBLIC COMMENT OR PRESENTATIONS**

President Murdaugh introduced Dr. Murgu, Dr. Waller and Model United Nations students. He shared they recently attended an international conference in the Czech Republic and worked with other students (many at graduate level) from around the world. The students introduced themselves – thanking the Board for the opportunities, sharing some of their experiences and announcing they received a Distinguished Delegation award.

Dr. Waller shared the students work hard for the competition and learned things about the culture of the countries, saying the awards are based upon the student research prior to the conference and their ability to speak in front of others. Trustee Messersmith inquired about language translation, with Dr. Murgu responding that all the international conferences are conducted in English.

Trustee Moore said it is exciting for us to hear about these life changing experiences, asking the students to share with other students. Dr. Murgu said they would be doing on-campus presentations, with Chair Callaway confirming the Trustees would receive the dates/times of the presentations.

Upon inquiry from Trustee Lamb – two (2) students indicated they were from Wakulla County, two (2) from Leon County and one (1) from Jacksonville. Dr. Murgu said some of the students come to us via scholarships. President Murdaugh said it is good to see the students, but we don't give enough recognition to the faculty for the work they are doing. He shared he has seen the Model United Nations in New York and faculty spend a lot of their own time making sure the students are competitive.

President Murdaugh said with the fiftieth (50<sup>th</sup>) anniversary and the great work of the Foundation, we have a special recognition today. He asked VP Mitchell to lead us into the recognition proposed in Tab 11, TCC Foundation Update (Action), of the Board Book.

## **NEW BUSINESS**

### **Approval of Consent Agenda**

Chair Callaway asked if there were any requests for the Consent Agenda with none received.

**MOTION:** Trustee Lamb  
**SECOND:** Trustee Moore  
Motion passed unanimously.

### **Academic Affairs**

#### 16 – 17 Collegiate High School Agreements (Action)

Trustee Messersmith asked if someone could explain the difference between the Collegiate High School program and dual enrollment. Dean Stringer said dual enrollment is for three to eleven (3 – 11) credit hours per semester, early admission allows students to take twelve to fifteen (12-15) credit hours per semester and collegiate high school is mapped out (with the students and parents signing an agreement) to encourage students to accumulate thirty (30) hours or more during their junior and senior high school years.

Trustee Pople asked which schools have the courses on their campus. Dean Stringer stated Wakulla High offers collegiate high school courses on their campus, Gadsden High has real-time electronic courses and Lincoln High offers courses on their campus.

This request is that the Board approve the 16-17 Collegiate High School agreements.

**MOTION:** Trustee Pople  
**SECOND:** Trustee Messersmith  
Motion passed unanimously.

### **Administrative Services**

#### Construction Status Report (Information)

Director Wildes said two (2) projects are being funded by the Foundation – in the History and Social Sciences building, led by Dean Finkelstein, a room was revised into the classroom of the future and in the Academic Computing building, the Stem Center remodel is upcoming.

He said the Wakulla Environmental Institute is substantially complete, with the February Board meeting scheduled there. He indicated the Gadsden Center is expected to be substantially complete on January 20, 2016. He shared the Capitol Center is a little behind schedule due to building code challenges.

#### Fund Analysis (Information)

Trustee Messersmith noted that halfway through the fiscal year, we are below budget for expenses.

#### Architectural Agreement Renewals for Architects: Lewis + Whitlock and DAG Architects, Inc. (Action)

Chair Callaway said this is the third (3<sup>rd</sup>) year annual renewal.

This request is for the Board to approve the third year renewal of the Architectural Agreements with Architects: Lewis + Whitlock (Main Campus and Leon County projects) and DAG Architects Inc. (FPSI, Gadsden and Wakulla County projects).

**MOTION:** Trustee Messersmith

**SECOND:** Trustee Moore  
Motion passed unanimously.

### **TCC Foundation**

#### TCC Foundation Update (Information)

VP Mitchell said we are excited about the classroom and will be showing it as an example for future donors. She stated we have a donor for the Stem Center and will bring them to the Board Meeting in March or April.

She shared the campaign is at three million dollars (\$3,000,000), indicating we hope to make it to five million dollars (\$5,000,000) before the campaign goes public. She said the report reflects an overall thirty-two percent (32%) increase over last year. She noted some highlights include facilities funding at a more than five thousand percent (5,000%) increase and a more than three hundred percent (300%) increase for unrestricted funds.

She thanked the Board for their help with the Foundation. She reminded everyone of the official launch of the 50 for 50 event on Thursday, expressing regret that Lorenzo Cain is unable to attend.

#### TCC Foundation Update (Action)

VP Mitchell recognized Richard and Karen Moore – indicating they give their time, talent and treasure. She shared they have donated over three hundred fifty thousand dollars (\$350,000) to TCC over the past decade; created scholarships – one under the name of Pearl Bachelor (Karen's grandmother who went back to school when she was seventy-two (72)); sponsored Leadercast, Building Legacies, Capital City Capers and the upcoming Cleaver & Cork; supported the Alumni Association Brick Program and Athletics Programs; and are President's Circle members.

VP Mitchell stated Karen Moore serves on the TCC Board, has served on and chaired the TCC Foundation Board, chaired the Capital Campaign in 2002 and is chairing the current Campaign efforts. She announced Richard and Karen Moore recently donated one hundred ten thousand dollars (\$110,000) to the campaign, asking the Board to rename the Veteran's Center to the *Richard W. and Karen B. Moore Veterans Success Center*.

Trustee Moore thanked VP Mitchell for her kind words, indicating it is a privilege to work with TCC and stating she is more excited about TCC every day. She told the story of her grandmother, who had to quit school in 5<sup>th</sup> grade to work in the fields. She shared her grandmother expressed pride about going back to school at age seventy-two (72) and getting her GED. She said she is pleased to provide a fully endowed scholarship where students who get a GED can go on to a program (certificate, AA, etc.).

Richard Moore thanked the Board and Foundation for the recognition of naming the Veteran's Center after them, indicating President Murdaugh gave them a tour of the center today and stating it is impressive and inspirational. He shared that TCC has more veteran students than FSU, which is very significant and stated they have veterans on both sides of the family, so service to our country runs deep and proud.

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

**MOTION:** Trustee Lamb

**SECOND:** Trustee Kilpatrick  
Motion passed unanimously.

## **BOARD WORKSHOP**

*Accountable to Our Students and the State of Florida*

President Murdaugh reminded the Trustees the Governor sent letters to Presidents and Trustees at colleges and universities across the state; indicating the letters asked a series of twelve (12) questions. He said Chair Callaway and Trustee Moore requested, that in this public meeting, we present the points made in the letter so we have a collective understanding and identify any areas for improvement.

He asked Chief of Staff (COS) Balog to make the presentation, indicating the Trustees should feel free to ask questions. COS Balog stated the letter was received right before the Association of Florida Colleges (AFC) Conference and we turned around some answers quickly. He disclosed that later the team looked at the letter more closely to identify successes and areas of improvement. He said the questions were referenced again recently when President Murdaugh spoke before the State Board of Education (SBOE), representing the Council of Presidents.

*Are we offering programs that meet the demand of our current job openings, and are we implementing programs that will meet the demand of our fastest growing jobs and companies?*

COS Balog said our Strategic Plan is demand driven and we currently support nine (9) of the ten (10) jobs in the highest demand for our region, indicating we do not currently offer the commercial truck driving program. He stated the brochure he provided, with the truck on the front, has been provided to our local legislative delegates and we are seeking a million dollars (\$1,000,000) to develop a local program.

He stated we focus on short-term and long-term labor market demands, -- including wages, training costs and industry recognized certifications. He shared we provide customized training and services, with examples including the Bachelor of Science in Nursing degree and Heating, Ventilating and Air conditioning certification.

President Murdaugh said we are proud of the Workforce Development website, which shows the ten (10) highest demand jobs for this region from the state database and the training TCC offers to prepare for those jobs. He shared we have been working on commercial truck driving for a long time. COS Balog stated the SBOE asks about results, indicating that roughly nine (9) out of ten (10) of our AS degree and credit certificate graduates are finding jobs.

*Have we eliminated or downsized programs where our graduates experience difficulty obtaining jobs in their degree area?*

COS Balog shared the Office of Institutional Effectiveness performs reviews of academic and workforce programs every three (3) years. He stated we add, modify or eliminate programs to meet local workforce needs – indicating reviews are also done by the Institutional Accountability Committee, which is comprised of faculty and staff from all different parts of the campus. His examples included the discontinuation of Associate of Applied Science degree programs and a shift of the Pharmacy Tech program from a workforce certificate to an Associate of Science degree.

President Murdaugh indicated the Governor asked about the review of our academic programs, which is a very important question. He said when Dr. Wang joined the college, created the

Office of Institutional Effectiveness and implemented program reviews, we chose to review every program at the college – not just those academic in nature.

*Are we providing students with adequate information about the salary they can expect for their degree choice?*

COS Balog said we provide access to Occupational Outlook through the Florida Department of Economic Opportunity. He shared we require students to complete the Sigi<sup>3</sup> career assessment before attending orientation and disclosed we will be hosting Career Coach on the College website. He indicated as we become more of an entrepreneurial college, the jobs for which we train may not yet exist.

President Murdaugh stated this letter with the same questions went to universities and colleges, indicating this question may be more interesting at a university because the core function of our college is to transfer students to universities. He said we should probably be more informative and talk to our AA students about their potential wages, after they go to university.

*Have we looked at all of our costs to discover ways to reduce operating or capital costs in higher education?*

COS Balog shared we have cut operating expenses by fifteen percent (15%) since 2010. He said we have been recognized as one of the most efficient and highest performing colleges in Florida, stating the Wakulla Environmental Institute will open as a net zero building.

*Have we moved courses online where we can, and reduced building and operating costs?*

COS Balog stated we offer our AA degree completely online and develop online AS courses according to demand, sharing the Provost is performing gap analysis to identify student demand. He said, based upon current discussion with our students, the future direction will be a hybrid approach.

*When considering capital investments, have you considered whether the program can be provided online?*

COS Balog said our capital investments have always been driven by program and student need. He shared the technical programs require hands-on experience; especially those such as HVAC, welding, etc.

*When considering capital projects for a new degree program, are you considering eliminating other programs?*

COS Balog said we consider the existing physical inventory first when discussing any new program. He shared any consideration given to eliminating a program is driven by demand data. He disclosed we have no current requests for PECO monies to construct new buildings, indicating the new BSN will be offered in the existing Ghazvini Health Care Center.

*Have we considered refurbishing existing buildings if it is more cost effective than building new ones?*

COS Balog said our priority is maintaining, not building – indicating the Wakulla Environmental Institute and Gadsden Center were built to address specific needs. He shared our current master plan does not envision construction of new academic buildings.

He stated we renovated our STEM Lab, Honors Lounge, Veteran's Center, and Dental Hygiene Lab with the support of the TCC Foundation. He disclosed we will be seeking funding support

from the Legislature to replace the Lifetime Sports Complex roof, which is currently fifteen (15) years past life expectancy.

Trustee Kilpatrick asked if we had any idea of the capacity in our current buildings. President Murdaugh said we discussed enrollment growth in an executive team meeting, with Dr. Wang indicating we can serve twenty thousand (20,000) students on main campus – without new buildings.

*Are there operations we provide which should be outsourced because of costs and the quality of service or focus?*

COS Balog stated we outsource food service, vending, printing services and the bookstore. He said we review opportunities to experience cost savings and recently partnered with the Department of Corrections to secure landscaping services for FPSI, although we reviewed custodial services and found it was not beneficial.

*Are we providing our institution's workforce with information about their productivity?*

COS Balog shared we link faculty and staff goals with the college's strategic plan. He said we encourage contributions and dialogue about student services and programming, indicating we use the Talent Management System for employee goal setting and evaluation and the Student Success Summit to engage all faculty and staff in discussion about performance and accountability.

*Have we reviewed long-term contracts to determine whether those contracts are in the best interests of our students?*

COS Balog shared we regularly review business operations and services contracts. He stated we vet procurement processes with scrutiny and evaluate academic contracts; indicating we review legal services and technology license agreements, conduct annual faculty evaluations and review MOUs with education partners.

*Do we have unused assets we should sell in order to re-allocate those resources?*

COS Balog disclosed the roof at the Lifetime Sports Complex is an example of maximum life expectancy. He shared we confirm monetary value prior to transferring to surplus and consider entrepreneurial opportunities with the TCC Foundation and retail grant, indicating we repurpose technology hardware and peripherals and furniture throughout campus.

President Murdaugh said the Governor's letter raises some important questions and feels it is important for us to address them in a public setting. Chair Callaway said the questions help us fit all the parts and pieces together, with the answers provided in a very professional manner. Trustee Moore echoed the comments of the Chair, thanking the President and leadership for responding to the questions so promptly and thoroughly.

President Murdaugh said our strategic plan, which was put together by the Board, is connected to the questions asked. Chair Callaway confirmed the Board would receive copies of the presentation today. Trustee Messersmith said the Governor's questions were the focus during recent Trustee reappointment meetings.

## **PRESIDENT'S REPORT**

President Murdaugh highlighted a number of upcoming events, encouraging Trustees to attend the 50 Alumni for our 50<sup>th</sup> Year event. He said we were selected as one of thirty (30) colleges

by the ACCC for the Pathways project, with the first trip to San Antonio in early February. He shared we will be conducting VP of Student Affairs interviews the middle of February.

**NEXT MEETING DATE**

Monday, February 15, 2016

Location: **Wakulla Environmental Institute**

**ADJOURNMENT**

Meeting adjourned at approximately 4:00 p.m.

Minutes approved at regular meeting of the District Board of Trustees on February 15, 2016.

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**Donna Callaway**  
Chair

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**Jim Murdaugh, Ph.D.**  
President