

MINUTES
District Board of Trustees
Tallahassee Community College
Wakulla Springs Retreat
Presidential Search
May 28, 2010

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

Others Present: Justin Hale, Angie Taylor, Howard Kessler, Robert Hall, Staci Mildenerger, John Chapin, Robin Johnston, Frank Brown, Jim Murdaugh, Jerry Schilling, Teresa Smith, Sharon Jefferson, Bill Mabile, Steve Evans, Will Holcombe, Bonnie Holub and Lenda Kling

Welcome Comments and Brief Business Meeting

Chair Moore welcomed everyone to the Wakulla Springs Lodge and Board of Trustees Retreat. She asked Chairman Howard Kessler, Wakulla County Board of County Commissioners, to say a few words. Howard Kessler indicated he was happy to be with us and welcomed everyone.

He stated Wakulla County had natural resources and Wakulla Springs was one of their jewels, despite other issues like oil in the Gulf, the economy, the jobs issues, etc. He stated there was a potential bond between TCC and Wakulla County with the Wakulla Institute.

Chair Moore called the meeting to order at approximately 8:18. She recognized our friends at the Tallahassee Democrat. Angie Taylor introduced herself and the FAMU student, Justin Hale, who was shadowing her. Chair Moore indicated the meeting was being video and audio recorded.

President Barbara Sloan indicated she had one issue to bring before the Board that related to Dr. Kessler's comments. We are aware of how precious the natural environment is to us and we are looking for ways to work with Wakulla County to help the world understand that. We are watching the horrific problem in the Gulf.

We do not know yet how it will affect this County or State, but we already know it is affecting people being nervous about visiting us. We wanted to put aside some funding for Wakulla County. Trustee Hebrock and her have spoken about this and Trustee Hebrock will provide more detail.

Trustee Hebrock referenced the previous Gadsden emergency issue created by layoffs from a closed plant. We recognize the needs here may be different, but with the issue in the Gulf we wanted to make a motion.

The motion is to use \$50,000 in TCC funds to provide timely workforce support, education or training to Wakulla County residents negatively affected by the Deepwater Horizon oil spill.

1. Direct President Sloan to identify and set aside \$50,000 in TCC Funds to be used for workforce support, education, or training of the Wakulla County residents negatively affected by the Deepwater Horizon oil spill disaster; and
2. Ask President Sloan and Vice President Chapin to work with Wakulla County Board members Frank Messersmith and Dr. Allison DeFoor in identifying and partnering with

the appropriate Wakulla County officials, organizations, businesses, and residents in order to determine the best use of these TCC funds and resources;

3. Without further Board approval, authorize President Sloan to commit or spend up to the \$50,000 amount in the manner that she and Trustees Messersmith and DeFoor deem best in providing workforce support, education, or training of the Wakulla County residents negatively affected by the Deepwater Horizon oil spill disaster; and
4. Ask President Sloan to report back to the Board on the progress of this initiative when appropriate.

Trustee Hebrock acknowledged that, unless something had happened in the last day or two, we are not yet sure how the funds would best be used.

MOTION: Trustee Hebrock
SECOND: Trustee DeFoor
Motion passed unanimously

Trustee Lamb indicated he thought it was a good idea and a good time to respond to the situation in the Gulf. Trustee Moon indicated how effective the money was in Gadsden County that TCC set aside for the farm workers, indicating this was really important.

Trustee Messersmith verified we have the money. He asked about the 1,500 people who showed up for training and who set that up. Howard Kessler indicated BP coordinated, but was not positive of the funding. Trustee Messersmith then asked if something was set up in the county with which they could coordinate and Dr. Kessler stated Scott Nelson with Emergency Management was on top of things.

Trustee DeFoor inquired about working with them possibly in a roundtable. Dr. Howard Kessler said they had the resources to assist and expressed that he is overwhelmed with this offer that was not expected. He indicated the two Wakulla County Trustees on our Board were excellent representation.

Trustee Hebrock asked Dr. Chapin to address the funding and assistance. Dr. Chapin indicated we needed to convene a roundtable to determine the needs, since this is different from the plant closing in Gadsden. Fishing here is a lifestyle and culture – we can't teach fishermen to be better fishermen but we can train them with some other skills that may help their business.

Chair Moore thanked Trustee Hebrock for his motion. She then introduced our facilitator, Steve Evans, by use of a printed bio.

Public Comments

None

Setting the Stage

Steve Evans indicated he was honored to be here and this is the most important role the Board will play. He presented an overview of what would be covered at the meeting, indicating he might redirect sometimes to keep everyone on track. He verified there were no other items to be added to the list for discussion.

The first item referenced was change – indicating it was inevitable. He then invited Dr. Will Holcombe to present his item on the agenda.

Florida College System: Trends, Opportunities & Challenges

Will Holcombe stated he wanted to convey a concept of what is happening in our system and the opportunities and challenges you will encounter as a college and in the Presidential Search. Florida Community Colleges have made a lot of progress in the last decade with students going for post-secondary education. Students continuing their education after high school have increased from 50 to 64%, although the State of Florida is being held back economically by us not fully developing citizens.

Trustee Hebrock asked how this compares to other states. Dr. Holcombe indicated he did not have percentages from high schools. Dr. Holcombe indicated that of the 64% continuing for a post-secondary education -- 61% stay in state and 2/3 of those begin at a community college.

Frank asked if that had changed dramatically with the economic situation. Dr. Holcombe indicated it varied – the current economy could run the numbers up a little more, the maturity of our university system, the cap of freshman enrollment at universities, tuition differential and all sorts of other factors.

We are challenged name wise in our system right now with many colleges changing their name, which represents the evolving nature of our system. The Associate in Arts transfer programs is the most prevalent system mission we have, although you can see how technical education is considerably a factor in what we are doing. The policy issue with baccalaureate degrees represents about 1% of what the system does.

Trustee Hebrock confirmed that there had been no discussion of a separate Chancellor for the baccalaureate mission. The baccalaureate mission is just an extension of our access to higher education mission. If you look at our baccalaureate degrees they are not four year degrees – they are a two year degrees on top of our two year degrees.

The legislature this year rolled the funding into the two year funding and we will put them in as another two year degree. Trustee Hebrock confirmed that colleges that had gone to four years had not stopped issuing two year degrees, since the entry point for all our baccalaureates was a two year degree in the three areas of nursing, teaching and applied technology.

Trustee DeFoor confirmed that graduates from our colleges with four year offerings graduate with an AA or AS and a BS degree. There has been a tremendous amount of growth in the system. TCC's growth rate was very high in 2005/2006 but has since been a little more moderate than the system average, although consistent. Dr. Holcombe indicated he thought we would continue to be challenged by growth.

Mr. Evans asked if we knew what happened in 2005/2006 that caused the huge increase in growth. President Sloan stated that was the year we put in our guaranteed schedule and changed the way we kept classes open. We believe we were able to access more students that previously could not get to classes. Trustee Moon asked if it was the year of the hurricane. Dr. Sloan stated that was correct and many other schools went down.

Dr. Holcombe stated Florida is second in the nation with Associate degrees. We are ahead of New York and Texas, although they have more student population. We are the only state where our transfer students are equal to or greater than native students. We are an important pipeline to the baccalaureate in the state as the entering freshmen at state universities.

There is a definite relationship between baccalaureate degrees and the income level for the adult population in the state. About 27% of the working population age 25 – 64 in Florida has a baccalaureate degree, with Florida ranking 31st in the States for baccalaureate degree programs. For every 1% higher, it has an economic impact in the state of \$6.2 billion.

An issue in our universities is the freshmen admission rate is falling but transfer applications are increasing. 2+2 is a treasure in Florida, the secret to TCC's success and it is important to maintain this transfer program. Although the number of graduates is beginning to increase, the acceptance of AA transfers is a relatively flat line and an issue.

Getting a degree is a life-changing thing for our students. Students with a high school diploma earn around \$20,000 annually. That figure more than doubles with a Florida College System certificate or degree.

Dr. Holcombe urged the Board to look at 2+2, since we built this by design and we need to continue to work this relationship. He stated we need to stay focused on the employment needs of the community, continue to grow and handle more students, and convert potential students to certificate and degree holders with marketable skills.

The American Graduation Initiative in Congress now will set national standards for degree productivity. Florida is starting out in good shape but it is not good enough since we know we lose a lot of students along the way. Dr. Holcombe indicated they will be looking at enrollments, degrees earned and employment rates.

He believes our colleges have done a good job of not creating jobs that go nowhere, but creating programs that are valued in the marketplace and lead to good jobs. Technology growth will continue to be an important part of succeeding.

Dr. Holcombe indicated our new person needs to be a good manager and a good leader. The President will need to be hands on in the community and on campus. Trustee DeFoor indicated the people who could be both might be 1% of the population. Dr. Holcombe indicated he was not talking about someone who micro-manages, but someone who understands the relationship of jobs on campus and can impact them.

Mr. Evans said start with a good leader and they will know how to manage. Trustee Hebrock indicated manager/leader is never a 50/50 balance – it depends upon where the institution is at any point in time. Dr. Holcombe stated community partnerships will continue to be very important and the President should continue current and develop new.

Access vs. productivity will be a real tension as demand for growth continues and pressure to increase productivity begins. Often times support positions are very critical to student success, yet when budget stress comes non-instructional positions are almost always the first to be reviewed. Creative revenue development will need to continue, although in the next several years Dr. Holcombe feels there may be more federal support available.

He urged us to keep our balance of transfer and technical education and understand our unique nature, with the relationships we have with FSU and FAMU. The TCC President is very important to the Florida College System and we will call on the President to do lots of things before the legislature, etc. He stressed that a strong Board is very important to a President.

He said we are sending a message with hiring a facilitator, hiring a consultant and spending time discussing the search. Many of the people we could be interviewing will not currently be in the open job market. With the open laws in Florida, the applicants could put themselves at risk by applying for the position. A number of times in transition, he has seen College Boards who functioned well before and after the transition, had difficulty during transition.

The Board may lose confidence in what the institution is doing and individuals may want to step into this leadership vacuum. It's one of the signals that get sent to the candidates and he cautions the Board to be strong and united. Trustee Hebrock asked about any new Obama initiatives and how they might impact TCC.

Dr. Holcombe indicated there may be more opportunities for funding with some new grants. One could be a broad band opportunity in the State of Florida that could change things positively. The graduation initiative is to double the number of post secondary degree holders in the next ten years. These are the big picture kinds of opportunities he thinks we will see.

Trustee Hebrock asked if we could expect more students as a result of the initiatives. Dr. Holcombe indicated yes, but we were already beginning to see that. We are seeing that because more students are going to post-secondary education, our universities are capping undergraduate enrollment admissions and economics are driving students to us. With some other items being introduced, in the future we may not need to do as much remedial education.

Trustee Hebrock asked him to comment on FAMU, with their only open enrollment four year college. Dr. Holcombe said they were the only university authorized to offer remedial classes. Trustee Hebrock verified that is unique in Florida. He indicated they could be considered a competitor and our new President should understand this concept and the impact to TCC.

Dr. Holcombe stated that other colleges have open enrollment private institutions in their towns. The leadership of TCC needs to build a strong FAMU relationship to build upon the strength of both and enhance student choice. He stated there is not a lot of transfer between TCC and FAMU and feels that integrating some of the activity is a real opportunity.

Chair Moore thanked Dr. Holcombe indicating his presentation was very helpful. Dr. Holcombe thanked the trustees for their service, indicating they work hard and the work is important. The transition of leadership is an opportunity to celebrate the college. TCC has a great reputation.

Chair Moore asked Chancellor Holcombe to talk about distance learning for the future. Dr. Holcombe indicated some people not in instructional management and delivery tend to put distance learning in a separate category from on campus learning. He feels online learning will continue to grow as students gain access to the classes they need.

In the next five to ten years, he sees the expansion of hybrid learning – a mix of online and campus learning. We give them a host of new ways to achieve – a lot of our students are not good independent learners, so we need to help them. Trustee Callen stated campus learning builds energy for students that is almost the life of the college and feels it is important to have both types of learning for the instructor and the student.

Mr. Evans thanked Chancellor Holcombe during a round of applause from the trustees.

College Priorities: Vision, Mission & Priorities

Mr. Evans indicated in 2000 there were 1,000 brick and mortar institutions that closed. He asked the trustees to help him identify our college's strengths, weaknesses, opportunities and threats.

Strengths include:

- community involvement
- relationship and partnership with universities
- academic excellence
 - faculty
 - responsiveness
- good and sound fiscal position
- history of "leadership" quality
- workforce preparedness
 - first point of contact
- regional responsiveness
 - speed
 - quality
- program diversity and relevance
- administrative and operational leadership
- board strength
- student success and centered

Weaknesses include:

- geography
- dollars
- range of community focuses
 - amenities
 - expand TCC presence
- relationship with FAMU

Opportunities include:

- program expansion
 - performing arts
- expansion of the Florida Public Safety Institute
- Centers of Excellence
 - Ghazvini Center
 - FPSI
 - Bio-diversity – Wakulla Institute
 - Advanced Manufacturing Training Center
 - FPSI Economic Development Cluster
 - Downtown Campus
 - government education
 - Association management
- Workforce
- distance learning (St. Leo)
- fundraising
- prison education

- partnerships: private and public

Threats include:

- impact of economic and natural disasters
 - jobs
 - budget cuts
- competition
- DROP
- k-12
 - preparedness
 - need joint planning

We reviewed our current vision and mission. We agreed that we are all still on board with these. Mr. Evans highlighted the key points he sees in these documents as open-admission; preparing students; workforce needs; outstanding faculty and staff; excellence; promote the intellectual, social and personal development of students; think critically, creatively and reflectively and prepare student for productive and satisfying lives.

We then reviewed our current eight priorities which are student success, enhanced learning, community, alternative delivery systems, technology and out of class support, finance, facilities and foundation. We agreed that all the priorities are still relevant, although may not be specific enough for Presidential candidates.

Trustee Hebrock stated the candidates should see our vision, mission and a narrative of our priorities. Mr. Evans worked with the Trustees to develop a list of priorities for the new President and where we want to be in five years as:

- preserve core academic assets and Centers of Excellence
- Centers of Excellence growth
 - using alternative learning tools
 - grow academic programs
- fundraising - \$50million in 5 years

Mr. Evans and the Trustees determined the following would equal success in 2015:

- academic excellence is top in southeast US
- fundraising equaling \$50million
- FPSI is #1 in eastern US
- top 10 in US for minority AA degrees
- #1 community college in Florida
- servant leadership

Mr. Evans asked if what we are doing is building an institution with a brand image and name beyond the walls of Leon, Wakulla and Gadsden Counties, do we do that on the back of a person or focusing on the core strengths and capabilities of the assets of the institution. It is all about servant leadership and leveraging the value of the brand image of the institution.

We want to stay in the 2+2 system and the outside presidential candidates need to understand we have university partnerships to which we move students into a baccalaureate program. Dr. Sloan challenged the trustees to think about the possibly of reaching a point where university partnerships do not address the need for the baccalaureate.

Mr. Evans confirmed that academic excellence would mean being in the top five. We currently have about 14,000 FTE and want sustainable growth on a year-to-year basis. In business the most important characteristics are revenue, growth and profitability. He summed up the conversation as follows:

Potential Student, I would like to tell you about Tallahassee Community College. We have an outstanding institution and it is clearly focused on academic excellence. We are getting ready to start a \$50million campaign and we can do it. We've got the resources, capabilities, reputation, Centers of Excellence, national reputation, connections both in Washington, state and corporate alliances. This is the kind of institution we are talking about. We are creating a Public Safety Institute that's going to be number one in the eastern United States in the next five years. We are going to be in the top ten in the entire country in the number of minority AA degrees we are delivering and the number one community college in the State of Florida. We are going to be in the top ten institutions from an academic excellence standpoint. It happens to be in Tallahassee, FL and if you come to the campus you will see a student environment second to none.

Candidate Experience-Criteria

Candidate criteria/experience would include academic leadership, institutional leadership and community leadership. Leadership Characteristics examples include:

- Character & Integrity
- Politically Astute
- Strategist
- Entrepreneurial & Creative
- Team builder & Team Player
- Decision Maker
- Collaborative
- Positive "Can-Do" leadership
- Visionary, Motivational & Inspirational
- Servant leader

Academic leadership – terminal degree preferred (examples would include, PHD, MD, JD, Doctor of Education, MFA, etc.)

Institutional leadership – senior executive leadership experience and strong community leader

Community leadership – proven fundraising ability

Presidential Search – The Role of the Board of Trustees

The Trustees agreed their role was to:

- Oversee the entire Search Process
- Hire a Consultant
- Appoint a lead staff person
- Gain input from the Community
- Create a "Profile"
- Name the "Chair" of the Search Committee
- Decide the Application Process
- Approve the "Visitation" plan

- **Interview** the final group
- **Choose** the final candidate
- **Negotiate** contract
- **Introduce** New President to college & community

Trustee Hebrock shared that in the 2001 presidential search there was a community listing session and a public forum with internal and external people. There was also a community performance survey on the website where people could go and respond to a series of questions, which reflected a 90.3% favorable for the college.

Since we want the presidential search process to be transparent and maximize input, we may want to consider a community survey on the website. It might be important to the candidates to know how the community perceives TCC. Trustee Hebrock suggested we might allow individuals to come in and offer comments at one of our Board Workshops and possibly a public meeting in Gadsden County. Mr. Evans verified that both meetings would be relevant to the public perception of TCC.

Trustee DeFoor shared that he had no problem with people speaking at a public forum or responding anonymously over the internet, since both could provide good data. He shared that he would have pause with a self-generated item we were then going to quantify and stated maybe a formal survey should be done. Chair Moore suggested we tell Mr. Hockaday we want to do these things and let him move forward with it.

Mr. Evans shared that based upon information from Mr. Hockaday the makeup of the Search Committee should:

- Be appointed by the Board of Trustees
- Have Balance: Internal & External
- Have Representation, Size, Leadership & Manageability
- Work closely with Mr. Hockaday to reduce the pool to 3-5 candidates

Trustee Hebrock feels it should be at least five candidates. People drop out at the last minute for lots of reasons. He would rather see 5-7 candidates and the college spend at least a day with each of the finalists. Trustee Messersmith agreed based upon previous experience.

The role of the Search Committee is to:

- Conduct Search (Open and National)
- Review all applications provided by Consultant
- Recommend Candidates
- Submit to the Board of Trustees

The role of TCC Staff:

- Liaison between Board of Trustees, Search Committee and Consultant
- Coordinate the creation and advertisement of Position
- Assist in organizing constituent groups to meet with candidates
- Assist in developing communications that assure that information flows from groups to the Board
- Organize Interview sessions
- Attend all Board of Trustee and Search Committee meetings

- Other duties as defined
- **Insure Compliance with “Sunshine” laws**

Trustee Hebrock suggested Dr. Sloan meet with each visiting candidate to share the history of the college and answer their questions about TCC. Dr. Sloan stated she was fine with this.

The role of the Consultant is to:

- Assist Board in Development of PROFILE
- Assist in Creation of Search Committee, if needed
- Assist staff in Advertisement of Position
- Recruit applicants - who MEET the profile!
- Assist Search Committee in screening down applicants
- Check references of candidates who will be interviewed by Board and provide written report
- Advise Staff in planning and arranging interviews
- Provide compensation “Comparables”, if appropriate.

Based upon a question from Trustee Moon, Mr. Evans indicated that Mr. Hockaday thought 12-13 people would comprise a good Search Committee. Trustee Hebrock indicated that in 2001 Mr. Hockaday did not respond to media inquiries except for public record requests. Dr. Sloan indicated the requests should go through the Communications Office, although she will be the media point person.

The Search Committee will be comprised of:

- Trustees (3)
- Student government (1)
- Foundation Board (1 - alumni, if possible)
- Administration (1)
- Classified Staff (1)
- Faculty (3)
- Wakulla County Chamber & Workforce Plus (1 - Kimberly Moore)
- Leon County Chamber Executive (1)
- Gadsden County Chamber Executives (1)

Trustee Messersmith indicated as much as he would like to participate, he could not be available to serve on the Search Committee.

Chair Moore proposed the Search Committee be comprised of Trustee Lamb, Trustee DeFoor and Chair Moore. This proposal includes one Trustee from each of the three counties TCC serves.

Trustee Hebrock indicated in the 2001 presidential search the Chair of the Board stepped down to become the Chair of the Search Committee. Chair Karen stated she would be willing to step down as Chair after the June meeting to become Chair of the Search Committee.

Trustee Hebrock expressed concern over having the current Chair, current Vice-Chair (who will become Chair in August) and the Trustee likely to become Vice-Chair in August to the Search Committee. He proposes the Search Committee be comprised of Trustee DeFoor, Trustee

Moon and Trustee Callen or Trustee Hebrock. This proposal would also include one Trustee from each of the three counties.

Trustee Messersmith stated he did not have the same concern, the Chair stepping down is what happened previously on the Board and all Board Members were going to vote. Trustee Lamb said the community will look at the balance of the Search Committee and being in line for the next Board Chair should not make a difference about being on the Search Committee.

Mr. Evans asked for a show of hands for a Search Committee comprised of Trustee Lamb, Trustee DeFoor and Trustee Moore. Trustees Lamb, Messersmith, DeFoor, Moore and Moon voted in favor.

Mr. Evans asked for a show of hands for a Search Committee comprised of Trustee DeFoor, Trustee Moon and Trustee Hebrock. Trustee Hebrock and Callen voted in favor.

Trustee DeFoor asked if there were diversity needs that should be addressed. Dr. Sloan stated she would work for diversity internally. At the next board meeting Trustee Lamb becomes the Board Chair and the Board should decide if they will elect a Vice Chair or wait until August.

Chair Moore invited the Leadership Team to make comments. Vice President Johnston stated that although it was meritorious for the Board to look for Foundation representation, as well as alumni, there may be some difficulty in finding one person and it limits the pool. Although the Alumni Board is almost entirely TCC alumni, the Foundation Board is substantially deprived. He would suggest that at least one member of the Search Committee be required to be a TCC graduate, but not necessarily restrict it to the member of the Foundation Board.

Mr. Evans indicated the next steps would be to get the notes, share them with Mr. Hockaday, bring Mr. Hockaday down, put the Search Committee together and get the internal groups to start looking at specific people. Trustee DeFoor thought Chair Moore should reach out to the Chambers.

Meeting was adjourned at approximately 3:40 pm.