

MINUTES
District Board of Trustees
Tallahassee Community College
444 Appleyard Drive
Tallahassee, FL 32304-2815
February 21, 2011
Board Workshop – 2:30 pm
Business Meeting – Immediately Following

Chair Lamb called the District Board of Trustee workshop and business meeting to order at approximately 2:38 pm.

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

Absent: Trustee Moon

Via phone: None

Others Present: President Jim Murdaugh, Jason Buckley, E.E. Eunice, Sharon Jefferson, Mike Robeck, Margaret Wingate, Patricia Manning, Barb Gill, Kate Stewart, Sally Search, Barbara Sloan, Sheri Rowland, Curtis Watkins, Karinda Barrett, Carol Easley, Beverly Smith, Monte Finkelstein, Marge Banocy-Payne, Deborah Robinson, Bridget Elwell, Christopher Rich, Bobby Hinson, Matt Littlefield, Bill Spiers, Marilyn Dickey, Rob Hall, John Chapin, Kionna Ellis, Danzelle Hope, Tamika Jackson, Ramone Anderson, Brandon Ardoir, Tony Stallworth, Doug Waddell, Rob Chaney, Eddie Barnes, Patti Townsend, Mike McLeod, Margie Menzel, Alice Nied, Jerry Schilling, Alice Maxwell, Staci Mildenberger, Rick Frazier, April White, Michelle Edwards and Lenda Kling.

COMMENTS

Board Chair – Chair Lamb asked everyone to stand for a moment of silence and the pledge of allegiance.

He thanked the President for the opportunity to attend the Legislative Conference in Tallahassee, where he met Trustees from other colleges and learned a lot. He complimented Dr. Search on her wonderful work at the Learning Commons.

Chair Lamb stated the Black History program at TCC was very nice. He indicated he had attended a few of the basketball games, stating he had a good time this past month.

Board Members –

Trustee Moore indicated the program put on for other Trustees throughout the state was outstanding, stating it was rewarding to talk about the birth and success of our Learning Commons. She thanked everyone that worked to make this event happen.

Trustee Callen indicated the conference was great, sharing she got to spend time with others in the state and learn from them. She stated the information provided by Dr. Search at the Learning Commons was first class, indicating it was interesting to watch the students work.

President – President Murdaugh shared that all of our Trustees attended the AFC Conference downtown and here at the Learning Commons, stating that the Presidents and Trustees from

other colleges noted their attendance. He indicated Dr. Search did a phenomenal job and thanked Trustee Callen for her idea. He expressed his appreciation to all the Trustees for taking the time to participate.

BOARD WORKSHOP

Tuition Plan

President Murdaugh stated we were mindful and careful about the sensitivity of the issue of tuition, denoting it is a balancing act between the provision of quality and the realization of real cost to the students who come here. Taking everyone back to 2009, he indicated the Board approved a three year tuition plan. At that time we were experiencing growth, state funding was better than it is today and our plan was to keep tuition as low as possible.

He displayed the current approved tuition and fees for our students at \$85.85 per credit hour. Despite our three year plan to ensure tuition kept pace with the quality, we find ourselves today in 27th place for tuition and fees out of the 28 Florida Community Colleges. Candidly, when allowed to raise tuition the other colleges have been more aggressive. We also find ourselves in 27th place for post-secondary adult vocational fees, with programs that offer credentials for firefighters, law enforcement, etc.

When graphing the tuition and enrollment for the 28 colleges, a general trend would find as enrollment increases that tuition increases. President Murdaugh reported the chart revealed that even when enrollment remained rather constant, other colleges were far more aggressive in tuition and fees.

The State sets a standard tuition and fee based upon category, identifying an allowable minimum (no more than 10% below standard) and maximum (no greater than 15% above standard). President Murdaugh communicated that currently the Board has the authority to raise our current tuition of \$69.50 to \$73.00 plus fees.

The State allowed maximum discretionary fees were reviewed. President Murdaugh shared that student activity and service fees go to Student Government for their programs. He stated capital improvement fees can generally be used for renovations and a couple of years ago we used these to offset the cost for the parking garage, with the technology fee used to cover our various technology items.

President Murdaugh indicated there are a number of financial aid options we provide to our students, with needs-based federal grants and federal loans representing a large part. Other options include Bright Futures, work study, private loans, etc. The projection for the current year financial aid payouts indicates we will increase substantially from the previous year, with a large number of our students served by the Financial Aid Office on campus.

President Murdaugh revealed the information today was leading to a future discussion about increasing tuition, indicating we will begin to get some information from the legislature about the flexibility we will have. He stressed that tuition is at the heart of how we provide the quality and access we have here.

Current fee waivers were provided - some are required by statute such as, high school dual enrollment. More interesting is the state employee waivers. We have always been a good partner to state government and going forward we want to continue being a good partner, but

there are some nuances about how we use that waiver opportunity. For example, we could make some decisions about when they register for class that could affect the way those waivers are granted. We do not want to lose the potential students, but will bring back a more robust conversation in areas like this so we can really understand the recommendations we might make and what the effect might be.

Tuition waiver is more complicated than it might first appear. Although it may appear we give away 20% of our tuition dollars for state employee tuition, remember we receive FTE dollars for those state employees. It is not as simple as recommending a cut in any area, but we do need to have a good conversation about fee waivers because it represents more than \$2,300,000.

Trustee DeFoor asked for further information on dual enrollment. President Murdaugh stated we are not allowed to collect tuition or fees for dual enrollment with partnering high schools, although we share the FTE generated with the School Board. We have a disproportionate percentage of enrollments here and DOE is struggling with how to continue supporting dual enrollment.

President Murdaugh stated it is significant to know that if we were currently at the maximum tuition rate, our revenue this year would have been \$3,000,000 greater. Money we could have used to provide the quality infrastructure we have. We are at a different time and he would ask the Board to support a message of value and not a message of cost. He stressed we should retain quality faculty and quality staff to support the out of class programs to nurture and encourage student learning, acknowledging this costs money.

Trustee DeFoor confirmed the difference was about \$4 per credit hour, approximately \$60 per semester. President Murdaugh indicated approximately 64.5% of our students receive financial aid and pay nothing out-of-pocket for their studies. For the students who contribute toward their program of study, approximately 1/3 of them take 3 credit hours or less per semester. Only about 8% of our students are full-time and contributing to the cost of their education.

President Murdaugh communicated that as further discussion occurs, we should be mindful that it is unlikely every student would be impacted. He recognized that impacting any student was a heavy decision, but we should be aware of what our students are getting. Based upon an inquiry from Trustee DeFoor, Bill Spiers indicated non-paying students included Bright Futures, Pell grants, Florida assistance grants, Federal direct loans, etc.

Mr. Spiers shared that last year we distributed about \$61,000,000 in financial aid to our students. Bill Spiers responded to Chair Lamb's question that about 7,000 of our students are on the Federal Pell grants. President Murdaugh imparted there are some significant policy issues at the state and federal level for which some talking points will be supplied for use when meeting with legislators and others who may have an impact on decisions about tuition and health.

President Murdaugh shared that based upon credit load, the majority in every category are in-district students who pay something toward their education. This is an area where we will continue to be sensitive to the impact we have on our in-district students.

Trustee Moore indicated the information was helpful and she was open to hearing the options for their consideration, stating the return on investment for students was outstanding. Trustee Callen indicated we should work from a point of confidence and felt students realized we are

facing a financial issue. She stated she knew it would be a hard sale and difficult to put a greater burden on people, but felt the students and their families know that education is important to their life.

President Murdaugh communicated we will do everything we can to balance the needs and recognize this is real money to real people. He felt that going forward we should recognize the value received here for the dollar and continue to communicate that message. Trustee DeFoor indicated he was concerned about our ranking within the community college system, sharing that students want their education to be worth something now and in the future.

President Murdaugh shared that President Barron was a strong supporter of the 2+2 plan and pleased with the quality of our students transferring to FSU. President Murdaugh reported that after meeting with President Ammons, we would soon see a plan emerging where we would set targets for the transfer of our students to FAMU. At a recent Flagler Commencement where President Murdaugh was the speaker, 100% of the graduates were former TCC students.

Trustee Callen suggested that appealing to the emotional side of the student would serve us well. President Murdaugh indicated the purpose of the discussion today was to make them aware of where we were and suggested that going forward we will be teeing up different alternatives. Trustee Messersmith indicated those same things are the core of discussion with others.

President Murdaugh shared there are different schools of thought downtown about tuition including discussion about possible increases, removing caps, no increases, freezing the current rates, etc. Trustee DeFoor indicated it was far more likely we could pick our tuition and would need to be very competitive. Trustee Messersmith said there may be a cap, but we could be anywhere we would want.

90 Day Report

President Murdaugh thanked the Board for the time they had spent with him sharing their thoughts. He thanked the Executive Team for the time spent at a retreat talking with Steve Evans about the strengths, weaknesses, opportunities and threats facing the college. He shared the individuals on the back of the report were from various constituent groups who shared their thoughts and ideas for going forward.

He stated the general theme was that everyone loved Tallahassee Community College, which reinforces some of our discussion about moving from good to great. He feels we are positioned well to take advantage of some of the relationships we have. The report does not reflect all the groups with whom he had the privilege and pleasure to meet. He said that during the Presidential process he stated he wanted us to be the education of choice for students, the employer of choice for faculty and staff and the partner of choice for our community.

President Murdaugh stated the college has earned a wonderful reputation among our partners in the community. He would like us to continue to play a major role in attracting new jobs, with some opportunity via various organizations and collaborative efforts. VP Chapin recently aligned our efforts in workforce with the six occupational clusters the Economic Development Council put together.

In four of the six categories, we are well positioned with curriculum and infrastructure. The AMTC added greatly to our portfolio. We have some work to do in the other two areas and

some possible partnerships. We continue to have a responsibility to the existing businesses employees in Tallahassee. The Chamber recently found they could no longer offer all programs to their members and we put together an offering of programs to support business and non-profit organization needs.

Financial sustainability is currently a strong effort in our community. Although we do not currently have a policy that provides preference points for local procurement, he would like to see us implement a plan with additional points if the businesses provide internships or hire our students. Trustee Messersmith asked if that was within our legal rights and President Murdaugh indicated we could check on it.

President Murdaugh stated we have defined success as students completing what they start, but he also wants to make sure that what they finish has value. He wants us to ensure that, based upon student desire, students are prepared to start a job available in our community or continue their education. He would like us to take the time to look at everything we do, such as the certificate programs at workforce, and how those things might fit into a degree program.

The upcoming Student Success Summit will hopefully help us establish some clear goals for accountability. At a national level, there is the Race to the Top, the Community College Summit at the White House and others. SACS is looking at our learning outcomes and if the students are well served. We are a high performing college and have an opportunity to sharpen the focus for ourselves. In the future he would like to have a dashboard where we can see our progress within our goals at any given time.

President Murdaugh indicated we will develop a college strategy for our role in global learning, stating it is amazing to have the students here and everyone is better for it. Although we have many programs that work very well, they are fragmented and he would like to see the efforts and budgets combined with an overall college strategy. He thanked Trustee DeFoor for attending the recent International Student event.

He would also like to continue growing distance learning. He introduced Dr. Marilyn Dickey, Director of Distance Learning, and provided an overview of her credentials. Our expectation for rate and scope of change is large in both categories. The good news item is that the retention and success rate of students in distance learning is very high and we do not want to lose that.

President Murdaugh indicated that as the employer of choice for faculty and staff we will revamp our committee structure to improve decisions made at the college, expand the role of students in governance and establish new pathways of communication (blog and facebook). One of his goals is to move decision making lower into the structure.

He shared the engagement of students in shaping behavior is a missed opportunity, indicating there are things student government can do more effectively than administration. Students can model, shape and mold behavior better than anyone. Chair Lamb stated he would support anything that would improve the situation.

The blog will be used for communication with students and Facebook for communication with our external partners. He indicated the budget and organizational structure were not addressed in this report, sharing that he was waiting until after the Summit. He is not expecting any major changes, but rather some minor improvements.

Chair Lamb commended President Murdaugh on the 90 Day Report. Trustee Callen responded that the report was personable, positive, had priority, picture was good, proactive, presidential, professional, progressive and involved people. Trustee Messersmith stated the depth and reach of President Murdaugh's first 90 days was exactly what he expected, stating that community engagement was near and dear to him.

President Murdaugh thanked the Trustees for the comments, stated these were the high points of the report and he welcomed feedback from anyone.

BUSINESS MEETING

Chair Lamb called the Board meeting to order at approximately 3:56 pm.

COMMENTS

Chair – None.

Board Members – None

President – President Murdaugh introduced Kionna Ellis, Student Body President, Student Government Association. Ms. Ellis stated that in attendance were the SGA Senators who introduced themselves as Danzelle Hope, Brandon Ardoin and Tamika Jackson. Chair Lamb thanked them on behalf of the Board.

President Murdaugh recognized the successes of three of our coaches. Coach Patti Townsend, softball, was congratulated for her 200th career NJCAA victory, all at TCC. Coach Eddie Barnes, men's basketball, was congratulated for his 200th victory at TCC and his 400th NJCAA victory. Coach Mike McLeod, baseball, was congratulated for his 700th NJCAA victory, all at TCC. A standing ovation and congratulations were extended by the Board Members and President Murdaugh.

President Murdaugh presented a resolution on behalf of the Board of Trustees to Anne Hebrock in recognition of the outstanding contributions by Trustee Bill Hebrock. The resolution renamed the athletic gymnasium as the Bill Hebrock Eagledome. Mrs. Hebrock thanked everyone indicating Bill loved the college, the people who worked here and the athletics.

APPROVAL OF MINUTES

Chair Lamb asked if there were any comments and requested a motion to approve the minutes of the January 18, 2011 Workshop and Board Meeting.

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

Chair Lamb asked if there were any comments and requested a motion to approve the minutes of the Presidential Evaluation for Dr. Barbara R. Sloan.

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

INFORMATION AND NEWS ITEMS

Alice Maxwell shared the Communications Office had been busy sharing the good news of the college with the community. She referenced there were newspaper clippings on the Board portal, highlighting an insert about USA Funds Countdown to College. She introduced video clips for the Advanced Manufacturing Training Center and Allied Health, followed by news clips including TCC Model UN hosts Chinese Students, Black History Month Calendar unveiling and TCC Foundation Healthcare Campaign.

UNFINISHED BUSINESS

None

PUBLIC COMMENT OR PRESENTATIONS

None

NEW BUSINESS

Approval of Consent Agenda

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

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

Academic Affairs

Academic Calendar for the 2012-2013 Academic Year (Action)

President Murdaugh stated this was the proposed calendar for the 2012-2013 Academic Year and indicated VP Sloan was here to answer any questions.

This request is for the Board to approve the 2012-2013 academic calendar.

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

Administrative Services

Construction Status Report (Information)

Mr. Stallworth shared the first phase of the electrical upgrade project was complete. The second phase is out for bid with anticipated responses in mid March. We will be lighting a section of Pat Thomas Boulevard toward Tennessee Street. There is also a mechanical equipment replacement project. These projects are funded by the State Board of Education bonding we did two years ago.

Surgeons Drive is complete and we are ready to turn it over to the city. Phase 2, the TMH employee parking lot, is completed with only one small area being used for construction parking. As shown in the pictures, much of the work on the Ghazvini Center building has been done and we are on schedule for an April completion. We were notified our electrical contractor is having financial difficulty and may be closing their doors, so we are working with Culpepper to ensure the project is turned over in a timely fashion.

The FPSI kitchen project is on track, with the equipment installed. We have worked around their operation without interruption and the project should be completed by month end.

Chair Lamb indicated he went by the Ghazvini Center at every opportunity and commented about the beauty of the building. Trustee Moore inquired if we could establish a date when the Trustees could have a site tour before the grand opening. President Murdaugh indicated we would be happy to do so, but would have to notice that since everyone would be together.

Trustee Messersmith mentioned someone had approached him about equipment that helps out electrical motors, inquiring if we had researched it. Mr. Stallworth said there was an application for residential use, but could not find one for a commercial setting.

Fund Analysis January 2011 (Information)

President Murdaugh asked if Dr. Smith had any comments or if the Board had any questions.

Approved Grants and Contracts – TCC as Provider (Information)

President Murdaugh invited the Board to ask any questions.

Approved Grants and Contracts – TCC as Fiscal Agent (Information)

President Murdaugh invited the Board to ask any questions.

TCC Foundation

TCC Foundation Update (Information)

President Murdaugh indicated VP Johnston was out of town on business. Trustee Moore stated if you looked at the nominated individuals, it is an outstanding group representing some wonderful constituents. President Murdaugh stated he had talked to about half of the individuals, indicating they were quite impressive and extremely excited about joining the Foundation.

TCC Foundation – Quarterly Financial Update (Information)

President Murdaugh indicated he would address any questions.

PRESIDENT'S REPORT

President Murdaugh referenced the current DOE Civil Rights Compliance Review which covers a variety of areas. It has been 23 years since our last review, with their exit interview scheduled next week. A lot of things have changed since their last review and we want to be an institution we all feel good about, so we will fix anything they find.

He invited the Trustees to participate in the Student Success Summit, organized by Dr. Rowland and Dr. Brown, indicating we would be looking at a variety of subjects to ensure what we do aligns around success.

The E.O. Wilson Biophilia trip is scheduled for Friday. We have received the final Wakulla report from MGT, which he will send to them electronically.

President Murdaugh reminded everyone the college would be closed for Spring Break March 7-11 and shared that he was planning vacation March 21 – 25.

NEXT MEETING DATE

March 28, 2011 – Location has changed to Florida Public Safety Institute

Chair Lamb indicated he would be out of town on April 18th and inquired if the Board would like to move the meeting to April 25th. Trustee Messersmith indicated anytime in April could be uncertain for him. Trustee DeFoor stated he would work out any conflicts.

ADJOURNMENT

Meeting adjourned at approximately 4:31 pm.

Minutes approved at regular meeting of the District Board of Trustees on March 28, 2011.

Eugene Lamb, Jr.
Chair

Jim Murdaugh, Ph.D.
President