

MINUTES
District Board of Trustees
Tallahassee Community College
Tallahassee, FL 32304
April 16, 2012
Board Workshop – 2:30 pm
Business Meeting – Immediately Following

Chair DeFoor called the District Board of Trustee workshop and business meeting to order at approximately 2:36 pm.

Members Present: Chair DeFoor, Trustees Callaway, Callen, Moon and Moore.

Absent: Trustees Lamb and Messersmith

Via phone: None

Others Present: President Jim Murdaugh, Chip Singletary, Heidi Kerr, Mike Robeck, Barbara Sloan, Barb Gill, Lei Wang, Margaret Wingate, Kris Reeves, Mary L. Pankowski, Robin C. Johnston, Neisa Logman, Frank Brown, Sally Search, Marge Banocy-Payne, Monte Finkelstein, Calandra Stringer, Bonnie Holub, Bill Spiers, Jerry Schilling, Teresa Smith, Kate Stewart, Bobby Jones, E. E. Eunice, Curtis Watkins, Carol Easley, Bridget Elwell, Karinda Barrett, Alice Nied, Jason Buckley, David Hendry, Bill Mabile, Sharon Jefferson, Janita Patrick, David Wildes, Dale McColskey, Sheri Rowland, John Chapin, Don Parks, Gareth Euridge, Bobby Hinson, Debbie Robinson, Patricia Manning, Paul Johnson, Rick Frazier, Marilyn Dickey, Horace Wright, Scott Balog, Matt Howard, Danielle Bishop, James Richmond, Mark Goldman, Candice Grause, Doug Waddell and Lenda Kling.

COMMENTS

Board Chair – Chair DeFoor asked everyone to stand for a moment of silence and the pledge of allegiance. He welcomed everyone, indicating it was good to see us in Wakulla County and at this wonderful facility.

Board Members – Trustee Moore acknowledged President Murdaugh’s leadership in a review of the public school system financial situation. The Chamber of Commerce approached him to lead a blue ribbon panel to conduct the evaluation.

President – President Murdaugh thanked Trustee Moore, indicating it was his pleasure.

He welcomed everyone to the location and introduced Mr. Tracy French, Regional President for Centennial Bank, who resides in Arkansas with a territory from Arkansas to Florida. The Trustees approved us moving into this building with this incredible lease opportunity, indicating it was due to the leadership of Mr. French that we were able to do so.

Mr. French welcomed us to their house, indicating it was a pleasure to see us there. Centennial Bank now has 36 locations within two years. He acknowledged the value of the opportunity for TCC and Centennial Bank. He shared that Crawfordville and the area supports the bank and they look forward to a long, lasting relationship.

Chair DeFoor introduced himself to Mr. French, indicating he is one of two Trustees from Wakulla County. He stated the county has a unique commitment to education, indicating he looked forward to the partnership with the bank being a strong one.

President Murdaugh indicated that Susan Payne-Turner, Centennial Bank Regional Retail Leader and TCC Foundation Board member, and Wally Dodson, Centennial Bank Market President, had been instrumental in the negotiation process. He shared that during our break we will wander back into the area that will become TCC space.

BOARD WORKSHOP

President Murdaugh stated today we will hear about our accreditation process with SACS and our Quality Enhancement Plan, a component of the accreditation process. He indicated we will hear more about these over the next couple of years and shared we are not just looking at this as a compliance exercise, but want to embed the fundamental premises associated with this effort into what we measure and how we improve.

Focus on Quality

Improving the Quality of Programs and Services to Our Students

Provost Sloan stated we will be talking about the process for the reaffirmation of our accreditation with SACS, specifically the Commission on Colleges. The SACS primary Principle of Integrity says "Integrity, essential to the purpose of higher education, functions as the basic contract defining the relationship between the Commission and each of its member and candidate institutions. It is a relationship in which all parties agree to deal honestly and openly with their constituencies and with one another. Without this commitment, no relationship can exist or be sustained between the Commission and its accredited and candidate institutions."

She cited as an example, a time recently when we were unable to locate documentation from years ago. When asked if they had the documentation, SACS indicated they did not need the information. We also disclosed that a Ghazvini program did not meet the general education requirements, for which they repeatedly expressed their thanks for the open disclosure. We will get a recommendation for the requirement and have five months to complete, although the item was 90% complete when SACS arrived and is now complete. Trustee Moon confirmed the addition of general education classes reported at Board Meetings is because of SACS requirements.

Provost Sloan stated that SACS is really us. Although it has a staff, every CEO of every organization within the eleven southern states of the SACS area is a voting member. There is a seventy-seven member Board of Trustees, with eight from Florida, and a thirteen person Executive Council, with one person from each state. Those are the member bodies that develop the standards and assessment tools. The SACS teams who visit institutions are from member schools in other states.

AVP Wang indicated the two major components of the ten-year reaffirmation process are the compliance report and the quality enhancement plan. The off-site team reviews the seventy-seven principles in the compliance report that apply to two-year institutions. The on-site team will focus on the recommendations from the off-site team and the quality enhancement plan.

AVP Wang stated core requirements are foundational, basic, broad-based requirements colleges must meet to be accredited and failure to document compliance with the core requirements could result in sanctions. Comprehensive standards are more specific to

operations of the college and represent good practice in higher education. Being significantly or seriously out of compliance may result in denial of reaffirmation or sanctions.

The US Department of Education requires accreditation, by the Commission on Colleges or other federally recognized body, to participate in federal programs. Provost Sloan stated compliance is applicable to federal financial aid, grants and other programs. President Murdaugh asked for examples of colleges that did not meet the requirements.

Director Gill shared both FSU and FAMU have experienced issues with SACS, with FSU having to rewrite a number of their outcomes when they were reaffirmed in 2004. The University of South Florida at St. Petersburg had issues a number of years ago with general education, with Provost Sloan indicating they could not demonstrate they were measuring learning outcomes.

Director Gill stated there have been a number of newspaper articles about lawsuits where colleges have had sanctions or been put on probation. Provost Sloan shared a small college in Jacksonville took their QEP from another college and just put their name on it. Although the President did not know that, the President was responsible. The situation has been cleaned up and they are now fine. AVP Wang shared the Commission also has lawsuits against them.

Provost Sloan stated it is very common for institutions to get recommendations for improvement and we can expect those, although our goal is always to get zero. She said we get five months to respond to recommendations and put a plan into place. The sanctions usually come when you have not disclosed full information. AVP Wang stated it is important SACS knows what we are going to do and that we are doing it. Director Gill stated institutions are not always put on probation, sometimes there is just a focus report.

Trustee Callen asked if prior to the visit the team sends information to the institution. Provost Sloan stated our compliance report is due in March with an off-site team in summer. When the on-site team comes the following fall, they will get to respond to the concerns from the summer report. Trustee Callaway stated it is completely healthy to review our processes and it is a perfect spot for them to find things that will help us move forward. Provost Sloan indicated it ties very closely with our strategic plan and how we wish to move forward.

AVP Wang stated SACS reaffirmation includes some specific core requirements and standards for our governing Board of Trustees – which must have at least five members; must be an active policy-making Board; must be ultimately responsible for the financial well-being of the institution; must not be controlled by a minority of Board Members or by organizations or interests separate from it; and both the presiding officer and a majority of other voting members must be free of any contractual, employment, or personal or familial financial interest in the institution.

There are also six comprehensive standards:

- The governing board of the institution is responsible for the selection and the periodic evaluation of the chief executive officer.
- The legal authority and operating control of the institution are clearly defined for the institution's mission, fiscal stability, policies and related foundations with the institution's governance structure.
- The governing board has a policy addressing conflict of interest for its members. AVP Wang shared that some institutions have board members sign a copy of this policy.

- The governing board is free from undue influence from political, religious, or other external bodies, and protects the institution from such influence.
- The governing board has a policy whereby members can be dismissed only for appropriate reasons and by a fair process.
- There is a clear and appropriate distinction, in writing and practice, between the policy-making functions of the governing board and the responsibility of the administration and faculty to administer and implement policy.

Provost Sloan shared we will be looking at our Policy Manual to ensure we have strong policies, with the way the SACS requirements are written today. We will look more closely at the conflict of interest. SACS requirements and Florida state law are in harmony and although our current language follows Florida state law, it is better to have more explicit statements.

Director Gill shared that other accreditation activities include:

- a five-year interim report, which is a sub-set of the seventy-seven standards (with two-year institutions reporting on fourteen of them) and was developed to meet federal government requirements for a shorter reporting period.
- a quality enhancement plan impact report includes a description of the plan, the college's initial goals and outcomes of the plan, a discussion of any changes not in the original plan and the impact of the plan on the institution, specifically to student learning outcomes.
- substantive change notification is a modification or expansion to the nature or scope of the institution which is reported to SACS six months in advance and a prospectus is turned in three months in advance to describe what is being done. TCC has had two major types of substantive changes – a new degree or certificate program and a new off-site location. When we notified SACS of the Ghazvini Center, we provided information and they sent a visiting team.
- participation on review teams.

The people at TCC who have been on review teams include VP Teresa Smith, Dean Sherri Rowland, President Murdaugh (upcoming), Gareth Euridge, Barb Gill, AVP Wang, etc. Provost Sloan indicated there is no payment for participation, very little reward, a lot of work with late nights and a healthy process for institutions with participants learning new information. She shared another substantive change would also be a request to change the level of the institution, such as from a two-year to a four-year institution.

Provost Sloan addressed the quality enhancement plan; indicating it is about reviewing who and what you are, where the gaps are and developing a plan to address those gaps. The commission is evaluating the process to see that it is completely integrated into the college, then in the five-year report they are looking at the follow-through and the integration into the institution. Our last plan looked at student engagement, with many people involved in various processes on campus, to connect them to the college in the classroom and through support services.

Indicators of an exceptional plan include an institutional process, key issues that emerge from an institutional assessment, a focus on learning outcomes (student services, career planning, academic planning, etc.), a focus on the environment supporting student learning (financial aid, business office, campus environment, etc.), the capability to initiate the plan (budget, resources, etc.), the capability to implement and complete the plan, a broad-based involvement in the

implementation of the plan, identified goals for the plan and a plan to assess the achievement of the goals. The overall evaluation of acceptability would, when looked at as a whole, show all components are acceptable or exceptional.

AVP Wang indicated there are three major undertakings within the next eighteen months, to include the Strategic Plan, Accreditation and Quality Enhancement. She indicated the Strategic Plan drives the accreditation and quality enhancement, since the Strategic Plan provides a road map for mission accomplishment and establishes a foundation for continuous improvement.

Provost Sloan shared the Strategic Plan would begin this summer with a SWOT analysis, where we will have community involvement by gathering data and information from various people. By fall the Board will help us determine our goals and we will write an action plan. Once the Strategic plan is done; we will look at the operation annually to reevaluate, monitor data and make changes.

This summer we will begin the Strategic Plan with the comprehensive standards, looking closely at our Board policies. In the fall we will begin our internal audit, so that by the fall of 2013 we can write the report and then submit in the spring of 2014.

We will begin the QEP in the fall of 2012, by looking at learning outcomes and student support and in the spring of 2013 we will conduct research and identify best practices for improvement. In the spring of 2014 we will bring in outside consultants to review the plan and then submit the plan to SACS in the summer.

Last time we started with a student survey (CSSE), which was administered three different times over five years. At the time of the final survey, we were at the benchmark on each of the five areas. This time we used SENSE (Survey of Entering Student Engagement), which focuses on students during their first month. We are currently at benchmark in many of the areas, but feel there are a few that could have improvement.

Trustee Callen indicated that whatever is assessed is what people see as important. Looking truthfully at the data will help with a plan. President Murdaugh stated this is accountability in its finest form and is tied to what we are required to do, sharing he is excited about finding things we can work on. What we have heard today is that we are engaged at the right time, we have the right people and are approaching it in the right way.

President Murdaugh invited them to take a look throughout the building, indicating we would try to make minimal structural changes to the building and Centennial Bank has offered to provide the modular furniture to us. The program plan for the building is currently being developed, although you should ignore the vault since we have not yet decided what to do with it. Chair DeFoor indicated this community needs a heart and this is what he sees emerging here.

BUSINESS MEETING

Chair DeFoor called the Board meeting to order at approximately 4:00 pm.

COMMENTS

Chair – Chair DeFoor mentioned the nursing and dental pinning ceremonies, along with the graduation date. He indicated he planned to be at the nursing pinning ceremony and the graduation, but asked Vice-Chair Dana Callen to attend the dental pinning ceremony.

Board Members – None

President – President Murdaugh shared that Lyn Stanfield, former TCC Trustee and Apple guru, would be our commencement speaker. He stated she would be speaking about the future of education, Apple’s exciting role in it and the importance of a college education at TCC.

He referenced the upcoming Rotary Roast for Mary Pankowski on May 17th, 6:00 pm at Westminster Oaks. Trustee Karen Moore is one of the speakers at the event.

APPROVAL OF MINUTES

Chair DeFoor asked if there were any comments and requested a motion to approve the minutes of the March 19, 2012 Workshop and Board Meeting.

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

INFORMATION AND NEWS ITEMS

Director Susie Hall stated this year we participated in Springtime Tallahassee, sharing the event was staffed by volunteers who gave their all. She indicated we would be viewing a montage of the event that was put together by the TCC Center for Instructional Technology (CIT).

Trustee DeFoor inquired if we would have reporters at the meeting today, with Director Hall stating the media had been informed.

UNFINISHED BUSINESS

None

PUBLIC COMMENT OR PRESENTATIONS

President Murdaugh introduced Candice Grause, who was recently recognized by Phi Theta Kappa for her excellence here at TCC. She is our social media person in the Communications Department and the one who got him to do a blog and Facebook. She is the recipient of the 2011-2012 Dr. Mary Pankowski Returning Student Scholarship, Vice-President of the TCC Honors Club, a student honoree during Women’s History Month, a First Team Member of Phi Theta Kappa, a 2012 All Florida Academic Team member and a Wakulla resident.

He shared that VP Jefferson has been invited by Miami Dade College President Eduardo Padron to serve on a statewide Policy Advisory Group on college completion.

He invited Mark Goldman to introduce the TCC Honors students who recently won awards in the annual Florida Collegiate Honors Council (FCHC) statewide writing contest. This year we had two first place winners, Danielle Bishop in fiction writing and James Richmond in poetry (both were in the Freshman through Senior Category). James was our first ever winner in the poetry category. Danielle and James are graduating this year and planning to go to FSU.

President Murdaugh introduced Dean Marge Banocy-Payne who recognized the success at the recent Phi Rho Pi Nationals, indicating we brought back the gold (1st place) for the 7th time in 10 years. She also referred everyone to the postcard featuring the juried Student Art Exhibit that is currently ongoing.

NEW BUSINESS

Approval of Consent Agenda

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

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

Academic Affairs

Academic Program and Course Changes for 2012-2013 (Action)

President Murdaugh stated this provides the program and course changes for 2012-2013 and requested Board approval. Trustee Moon inquired why the music theory had been eliminated. Provost Sloan stated that, beginning this year when we delete or offer a new program, we would try to show the Board the economic demand for the program.

Dean Banocy-Payne shared the music theory courses did not attract a large population, with only three or four students generally. We also found that when our students went on to the university they are not as adequately prepared as they could have been, because the university gives a placement test and then teaches those with lower scores something similar to a remedial class in music theory. Based upon a survey of our theatre students, we do have a music theatre program with some music theory included proposed for the fall.

Provost Sloan stated although there is common course numbering, students often had to take the course twice since they don't get the same opportunity as the University students. Trustee Moon asked to see the curriculum for the music theatre program. Trustee Callen inquired about remedial education classes. Dean Search stated we offer combination lab and instructional courses supported by the Learning Commons.

This request is that the Board approve the recommendation for academic course and program changes for the 2012-2013 academic year.

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

Administrative Services

Construction Status Report (Information)

President Murdaugh stated David Wildes would provide an overview and answer any questions. Mr. Wildes stated the lighting project should be completed today and the FPSI projects are mostly done, although there is still some work to be done on the ADA corrections at Main Campus.

Fund Analysis – March 2012 (Information)

President Murdaugh stated VP Smith would answer any questions. Chair DeFoor indicated the report looked pretty positive.

Construction Manager Agreements (Action)

President Murdaugh indicated this required Board approval, stating David Wildes would discuss the item. Mr. Wildes stated our practice is to bring in a number of construction managers and then rotate through the projects for those firms. The first two identified projects are the replacement of the TCC air conditioning in the Science and Math annex on main campus (Cook

Brothers, Inc.) and the renovation for the Wakulla Centennial Bank building, estimated at approximately \$200,000 (Allstate Construction, Inc.).

This request is for the Board to approve the Agreements between TCC and Construction Manager for Certain Projects for 2012 and 2013.

MOTION: Trustee Moore

SECOND: Trustee Moon

Motion passed unanimously.

Direct Support Organization – Audit Reports (Information)

President Murdaugh shared we have provided the entire audit reports, which is for information only.

Disposition of Property (Action)

President Murdaugh stated this is property for one of the grants operated at FPSI and the item requires Board approval.

This request is for the Board to authorize the disposition of the 2008 Ford Expeditions and the 2008 Chevrolet Tahoes and use their residual values for trade-in on the purchase of vehicles for the Florida Law Enforcement Liaison Program.

MOTION: Trustee Moon

SECOND: Trustee Callen

Motion passed unanimously.

Quarterly Procurement / Bid Update (Information)

President Murdaugh indicated we would be happy to answer any questions.

Banking Services – RFP 2012-06 (Action)

President Murdaugh indicated this item was pulled from the agenda at the request of Chair DeFoor so that an additional review of the process could occur. Chair DeFoor indicated we ended up with a list of banks that was heavily weighted to the big national banks, which is fine, but the local and regional banks appear not to be represented at all. He would like to see how that happened, since he does not believe it is in our long-term best interest for them to not be represented at all.

Trustee Callaway inquired if we were in some type of time constraint on this, if we delay. VP Smith shared we have obtained an extension with our current provider Wells Fargo (formerly Wachovia). President Murdaugh stated there is nothing wrong with the process, but wanted to have some questions answered. Trustee Moore indicated she would need to recuse herself from a future banking discussion, since she is on the Hancock Bank Board.

2011-12 Equity Plan (Action)

President Murdaugh indicated Horace Wright, Human Resources Division, would be available to answer any questions. Trustee Callaway inquired if there had been any changes to the CROP program, with Mr. Wright confirming that she meant in reference to the responsibilities to students. He indicated that, as far as he knew, they are still on the same mandate as last year although he was aware there was a change in the director.

She further inquired if the number of students was the same. Mr. Wright shared the report indicates that in regards to Gadsden County grades 6 through 12, 93% of the CROP students

since 1995 have enrolled at TCC. He stated with regard to any other increases, he would be happy to get with the Director and get back to her. Trustee Callaway indicated she would like to know that for the specific counties.

Trustee Callaway referenced the statement "to secure grants to provide supplemental and enrichment activities for students in grades 6 through 12" and asked if we were getting grants. Mr. Wright stated the CROP program works closely with the TCC Foundation in regards to other grants that may be providing money. He indicated he would need to get with the Director to provide more specific details.

Trustee Callaway indicated this was a crucial document that comes out of a college and she was trying to determine which of our strategies are working and which we need to look at. VP Jefferson shared we do apply for grants through the City of Tallahassee, which have been ongoing for a while, and the state. Although the money has been reduced, it has not changed our numbers in the program because we are still able to reach out to those students through the collaboration at schools and some local community centers. We are applying for Upward Bound and some other grants.

Trustee Callaway stated in many institutions students are engaged in teaching as soon as they walk into the College of Education, which allows them to determine if this is the correct career path for them. She indicated we needed to explore the equity gap and asked how quickly we are getting students into the working world. VP Jefferson stated we get students engaged in career planning, indicating we would need to look further into whether we start any practical experiences. Trustee Callaway stressed the importance of getting the students engaged immediately.

President Murdaugh stated this is an important piece of work and we need to get the strategies right. He stated currently DOE looks at the provided data, identifies gaps and sends us the information. We then react to the information and develop strategies for the gaps, which is then submitted back to them. It takes more than a year for us to receive feedback from the state on our suggested strategies, so he has asked the Executive Team to take a different approach.

He would like us to look at the data and develop the strategies that we believe should be put into place, regardless of the need to report to the state. As a college we should look at what we believe, what we are doing and what we know – instead of reacting to the data DOE provides. He stated we know the kind of workforce we want to have, the kind of student population we want to attract and that is what we should have in place and feel good about. Trustee Callaway stated that conversation should probably occur with DOE.

Trustee Callaway referenced the report statement "All student-athletes have access to student support services on campus and can ask for additional tutoring" and confirmed they do ask for this assistance. VP Jefferson shared they have study tables, study groups and go to the Learning Commons for additional assistance to maintain their eligibility. She stated the figures presented are not surprising or unique, but we can't be happy with the gap that exists. Although Trustee Callaway recognized we had to take the students as we get them, we should be even more proactive and help the schools with issue resolution.

She indicated some of the statements made in the Corrective Action Plan for Non-Compliance Components in Athletics indicates we have someone in charge who says we have standards that are measured, carried out and the right thing was done. She complimented everyone who

carried it out, indicating they have a right to discipline and a right to remove. She also congratulated all on the work going into the plan and the strategy we are using.

Trustee Callen agreed there should be improvements in the work with the middle and high schools, recognizing it may be the schools issue. She said there is such a difference in the student population at each school that it should be inclusive. VP Jefferson shared that CROP does work well with the middle school teachers and counselors, indicating our program starts with the sixth grade and we have a long working history with them. She stated we could reach out to find student deficits to work on.

Provost Sloan thanked Trustee Callaway for her attention to the detail, stating we need to tease out the important things for our strategic plan. She shared she has been charged to work more with the middle and high schools, indicating it is has been challenging. For the first time at a conference, we had the necessary people together to discuss the critical process needed for the success of students from high school to college readiness and they are making plans to get faculty together. This is hard to execute, but everyone does recognize the need to do this and will move to a more methodical process.

Trustee Callen shared the seamless curriculum between middle and high schools is now expanding to colleges. Trustee Moore thanked everyone for sharing the information, acknowledging there are some great successes and some challenges highlighted. She asked President Murdaugh if we could get this into a two page overview the Trustees could use in their conversations in the community. President Murdaugh thanked everyone for the comments and indicated we would be happy to provide the requested overview.

This request is for the Board to approve the 2011-12 Equity Plan as presented.

MOTION: Trustee Moore

SECOND: Trustee Moon

Motion passed unanimously.

TCC Foundation

TCC Foundation Update (Information)

VP Johnston reported we are north of \$1,149,000 raised. A lot of the TCC Foundation funding for operations and support comes from administrative fees we draw on our endowed assets. Over the last year as our assets have increased, our budget has increased and we can now make some investments in the college, programs and marketing. We can now reinstate, at the full level of \$10,000, the College Innovation Fund and Mainline Information Systems has just allocated a \$10,000 donation to this fund.

He invited the Board to the May 24th President's Circle Artist Reception, where we will spend the evening with the award-winning TCC Forensics Team.

Chair DeFoor asked for a copy of the management letter to the Foundation Board Members referenced in the audit report.

VP Johnston recognized Mary Pankowski, TCC Foundation Board Chair, who thanked the TCC Board of Trustees for their support. She indicated they have a dynamic group of new members joining the Foundation Board at the next meeting. Regrettably President Murdaugh will be unable to join them, so they are planning a reception and will notify of the date later.

PRESIDENT'S REPORT

President Murdaugh shared he would not be available for the TCC Foundation Board Meeting since he was accepted into and would be attending Leadership Florida that week. He indicated he was incredibly optimistic about the request for funding of the Wakulla Institute.

NEXT MEETING DATE

Monday, May 21, 2012

Location: Main Campus

ADJOURNMENT

Meeting adjourned at approximately 4:54 pm.

Minutes approved at regular meeting of the District Board of Trustees on May 21, 2012.

Allison DeFoor
Chair

Jim Murdaugh, Ph.D.
President