

MINUTES
District Board of Trustees
Tallahassee Community College
Herbert F. Morgan Room
Hinson Administration Building
Tallahassee, Florida
Monday, May 19, 2014
2:30 pm - Business Meeting &
Board Workshop

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

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

Absent: Trustee Pople

Via phone: None

Others Present: President Jim Murdaugh, Nicolette Costantino, Maryana Boatenreiter, Jordan Michael, Joshua Martin, Kimberly Moore, Renae Tolson, Shannon Smith, Karinda Barrett, Barbara Sloan, Bill Spiers, Marge Banocy-Payne, Debbie Robinson, Kristopher Reeves, Jacquelyn C. Steele, Martin Balinsky, Rob Hall, Bobby Hinson, Bret Ingerman, Dustin Frost, Bill Bierbaum, Sally Search, Joe Neeley, E.E. Eunice, Alice Nied, Calandra Stringer, Gloria Mitchell, Robin Johnston, T.E. Smith, Lei Wang, Anthony Jones, J. Chaires Lacey, Eddy Stringer, D. Wildes, P. Manning, M. Finkelstein, Calandra Stringer, Sandy Sampson, John Schultz, Kim Allen, Kate Stewart, Alice Maxwell, Al Moran, V. Wright, Sharisse Turner, and Lenda Kling.

COMMENTS

Board Chair – Chair Lamb welcomed everyone, asking all to stand for a moment of silence and the pledge of allegiance. He stated everyone was welcome to stay for the workshop after the Board meeting.

He thanked Director Tolson for the good work she did on the President's evaluation and the three newest Trustees for giving the previous Trustees the opportunity to work as a sub-committee on the evaluation. He indicated the team did a wonderful job and all Trustees should have seen a summary of the evaluation, asking for a motion to accept the evaluation.

MOTION: Trustee Kilpatrick

SECOND: Trustee Moore

Motion passed unanimously.

Chair Lamb stated a sub-committee had also reviewed the President's contract, indicating all Trustees should have received a copy and they were welcome to ask any questions. He asked the President to summarize the physical he was required by contract to have each year. President Murdaugh said the physical went very well, indicating a letter from the physician would be included in his file.

Motion was made to approve the President's contract.

MOTION: Trustee Messersmith

SECOND: Trustee Callaway
Motion passed unanimously.

Chair Lamb indicated he attended graduation and a number of recent pinning ceremonies, which he enjoyed. He said the staff does a really good job putting the events together and really enjoy seeing some of the Trustees in attendance. He indicated one pinning was so emotional, he almost started crying.

Board Members – Trustee Messersmith joined the Chair in the comments about the recent activities he attended. Trustee Moore said she was sad she was unable to attend graduation. She stated we are so fortunate to have President Murdaugh, indicating if it weren't for his leadership and commitment TCC wouldn't be as successful.

Trustee Vaughn thanked the management team for the recent orientation. He stated it is quite amazing to see all the things going on at TCC and he is looking forward to working with everyone. Trustee Kilpatrick echoed the comments and referenced one of the ladies at the nursing pinning, who was in tears when the pin went on.

Trustee Callaway said her church honors their graduates, stating this year there were fifteen (15) high school graduates with eight (8) of those coming to TCC. She said these students were the brightest, best and proud to come to TCC.

Chair Lamb thanked Chief of Staff Balog for the Trustee orientation and the Vice Presidents for their attendance. Trustee Callaway shared the thrill for her at the veterans' event was when one of the graduates asked if she remembered her as a student at Raa Middle School. Trustee Messersmith stated lunch with the healthcare visitors from China was interesting and entertaining, since they didn't speak English and we didn't speak Chinese.

President – President Murdaugh shared that Chief Eunice indicated we have a number of officers coming from Columbia to visit in the next few months. Chief Eunice stated the contact was made through the Florida Department of Law Enforcement (FDLE) and may become a quarterly event.

President Murdaugh said Dr. Wang has been very aggressive in working to get Chinese cohorts here. He also thanked the Trustees for their feedback on the orientation, indicating it was exciting to see them get to know the leadership team a little better.

Coach Townsend said they won seven (7) games in a row at state and then went to Utah, but didn't get the hits they needed. She said the team did a great job, thanking everyone for their support and indicating those players not here today are in class. The players introduced themselves, sharing the name of their town and school. President Murdaugh said we are so lucky and Coach Townsend is at the top of her game, indicating she recognizes these are student athletes.

Coach Townsend said last year we pulled out of the state tournament because some of the students didn't go to class and her policy is if you miss class, you miss the game – sharing this year she is really proud of them. Chair Lamb said he loved the rule, congratulating them. President Murdaugh recognized Athletic Director Rob Chaney who has been racing back and forth between baseball and softball tournaments this year.

President Murdaugh recognized John Schultz and a couple of the Forensics Team members, indicating there would be a little presentation. Mr. Schultz said for the thirteenth (13th) year they brought home an overall award and for the eighth (8th) year they are a state tournament winner. He said each year they get a chance to come in and tell what they do, but this year they get to do a little demonstration of what they actually do.

President Murdaugh recognized Dean Banocy-Payne, who indicated the Eyrie is an all-student produced literary and art magazine and introduced Ms. Costantino to make the Eyrie magazine presentation. Ms. Costantino said the word Eyrie represents a nest, a vantage point for a bird of prey – since we are the eagles. She said the student focus publication received about two hundred (200) submissions and printed about fifty (50) works across the genres. She stated it is an annual publication and they have won numerous awards.

The students introduced themselves and indicated this is an amazing opportunity for their career goals, a great outlet to use design skills and those who got to go on the New York trip found it a great opportunity to meet other in the field. President Murdaugh said the Eyrie is always a high point and Brian Rowland, 850 magazine, was very impressed with it.

President Murdaugh said on Friday afternoon we received word that we have been granted accreditation for the Surgical Technology program, which is only two years old and one of only ten programs in the state of Florida. He shared Shannon Smith, who is present today and the coordinator for the program, is doing a wonderful job and the surgeons in our area are excited.

APPROVAL OF MINUTES

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

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

INFORMATION AND NEWS ITEMS

Director Maxwell stated they get to share with the public all the great things we just saw. She said all the clippings and advertisements from the last month were on the Board portal, showing a recent insert in the Democrat about TCC2FSU. She introduced a new TV spot for TCC2FSU and great stories from TCC graduates.

UNFINISHED BUSINESS

None

PUBLIC COMMENT OR PRESENTATIONS

President Murdaugh indicated there would be a presentation by Ms. Jacqueline Steele, inviting her to come forward to speak. Chair Lamb stated she would be given 10 minutes to speak. Ms. Steele commended the college on the community activities and shared she is a graduate of TCC. She denoted she was initially employed as a Human Resources Specialist on January 31, 2011.

She indicated during her employment she received above satisfactory performance ratings, as well as, a promotion to Recruitment Manager. She imparted she went on a business trip with the Human Resources Director and two (2) other employees, then was abruptly terminated on

March 17, 2014. She said her employment was terminated because Ms. Tolson authorized her to drive without following established policy.

Ms. Steele stated there has been no due diligence, no objectivity in this matter, no proper investigation completed or an interview by Ms. Tolson. She indicated the only discussion regarding the incident was on Feb 28th when Ms. Tolson presented her with the letter of termination. She expressed that as an employee with an impeccable reputation here and an exemplary employment record, she is due a fair and impartial process

She denoted that during a hearing on this matter Ms. Tolson replied no to several questions; including if Ms. Steele was unable to appear at work because of the incident, if Ms. Steele was unable to perform assigned responsibilities in a proper and usual manner, if the college was subjected to criticism due to the incident, and if Ms. Steele's actions adversely affected the ability of the college to carry out its mission. She revealed she is before us today for being terminated for conduct unbecoming of an employee, indicating her grievance is the termination of her employment.

Ms. Steele said under Board Policy 6-15, the Board charge is to reduce the risk of error in the disciplinary action against an employee and to avoid the wrongful damaging of that employee's reputation by any untrue or erroneous charges – stating this is the case today. She reported her termination letter alleges she knowingly and willfully drove a college rented vehicle with a suspended license.

She stated she was not stopped by the police for driving with a suspended license and did not receive a citation for a suspended license. She expressed that she did not knowingly or willfully drive with a suspended license. She said throughout this whole process no one ever asked her if she knew, indicating when she did know there was an issue with her license she rode the bus to work every day. She stated had she known, she would not have driven back from the business trip.

President Murdaugh indicated the protocol for a grievance provided for Ms. Tolson to meet with VP Smith to review the facts and determine if the facts are supported by evidence. He stated VP Smith upheld the termination facts and following that Ms. Tolson meet with the President and the attorney, indicating this is not the place to dispute the facts. He said the following facts are the basis of termination – driving a college rented vehicle without a valid driver's license and misrepresentation of facts, stating he found evidence to support that and upheld the termination.

President Murdaugh recommended the Board uphold the termination. Chair Lamb asked if there were any questions and indicated he would entertain a motion on the recommendation of the President.

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

Chair Lamb thanked Ms. Steele for her time.

NEW BUSINESS

Approval of Consent Agenda

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

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

President Murdaugh handed out an additional walk-on item for the consent agenda, indicating he was persuaded to bring a walk-on item because it was good news and money is coming into the college. He said the first is the awarding of the grant mentioned by Director Ballard in the amount of one million five hundred thousand dollars (\$1,500,000) for the Wakulla Environmental Institute (WEI). He indicated the second is to increase a current grant we manage for the Department of Transportation (DOT).

Trustee Messersmith inquired about the federal restriction for the matching funds, with President Murdaugh indicating the match would be from the original state funding.

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

Academic Affairs

Academic Programs and Course Changes (Action)

President Murdaugh indicated this is for a new Associate of Science degree in network systems technology that replaces an old degree that the Department of Education has removed from active offering.

This request is for the Board to approve the recommendation for academic courses and program changes for the 2014-2015 academic year as attached.

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

Laboratory User Fees and Distance Learning Fee for 2014-2015 (Action)

President Murdaugh said this is a comprehensive list of various fees and requires Board approval.

This request is for the Board to approve the laboratory user fees and the distance learning fee as presented.

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

Administrative Services

Construction Status Report (Information)

President Murdaugh introduced Director Wildes, who indicated the Dental Hygiene renovation was on schedule for a fall move-in. He said we have received the land gift from the City of Quincy, are in the process of title insurance and hope to bring acceptance of the project to the Board meeting next month.

Fund Analysis – March 2014 (Information)

President Murdaugh shared this is a monthly report and VP Smith will answer any questions.

Budget Amendment No. 2 (Action)

President Murdaugh stated this is a customary budget amendment to make adjustments as things change, indicating VP Smith would answer any questions.

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

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

2014-2015 Salary Schedule (Action)

President Murdaugh said this item requires Board approval. He said we have provided a document with all the strikethroughs and underlines, so the Board can see the changes, and indicated Director Tolson would answer any questions.

This request is for the Board to approve the 2014-2015 Salary Schedule as presented.

MOTION: Trustee Kilpatrick

SECOND: Trustee Callaway

Motion passed unanimously.

Certificate of Final Inspection for TCC Organic Chemistry Lab Renovation (Action)

President Murdaugh indicated this item requires Board approval.

This request is for the Board to approve the Certificate of Final Inspection, OEF Form 209, for the Organic Chemistry Lab Renovation.

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

Phase III Document Approval for Wakulla Environmental Institute, Building One (Action)

President Murdaugh stated this requires Board approval, indicating he was excited to see this.

This request is for the Board to approve the Phase III Construction Documents for the Wakulla Environmental Institute, Building One.

MOTION: Trustee Messersmith

SECOND: Trustee Kilpatrick

Motion passed unanimously.

Phase III Document Approval for Wakulla Environmental Institute, Preservation Way road and infrastructure project (Action)

President Murdaugh indicated this requires Board approval. He reminded everyone that after engineering design was underway, DOT determined we needed to add a turn lane.

This request is for the Board to approve the Phase III Construction Documents for the Wakulla Environmental Institute Preservation Way Road and Infrastructure Project.

MOTION: Trustee Kilpatrick

SECOND: Trustee Messersmith

Motion passed unanimously.

Annual Inventory of Property Assets (Information)

President Murdaugh stated it is noteworthy that an institution this size located all property assets.

Disposition of surplus property assets (Action)

President Murdaugh said this requires Board approval for staff to dispose of items.

Trustee Messersmith inquired about the servers that were listed, asking if this was part of the Workday transition. VP Ingerman said these are much older servers that are no longer in use and there would be other servers after the Workday implementation.

This request is for the Board to authorize staff to dispose of these surplus and obsolete property items in accordance with the procedures identified in Sections 274.05 and 274.06, Florida Statutes.

MOTION: Trustee Callaway

SECOND: Trustee Moore

Motion passed unanimously.

Recommendation for Food Service Vendors (Action)

President Murdaugh noted the four vendors listed as recommendations are the same four vendors currently in place, with projected annual commission of more than sixty-seven thousand dollars (\$67,000).

This request is for the Board to authorize staff to contract with the vendors listed above to provide food services for the college.

MOTION: Trustee Callaway

SECOND: Trustee Vaughn

Motion passed unanimously.

Revision to Access Easement, Wakulla Environmental Institute (Action)

President Murdaugh stated this is for a revision to the existing access easement and buffer zone restriction, indicating this had to be renegotiated as a result of our planning. He said the modifications will be twenty-two thousand dollars (\$22,000) paid to the landowner for additional land for underground utility lines and drainage swells.

This request is for the Board to approve the Revision to the Access Easement and Buffer Zone Restriction, Wakulla Environmental Institute.

MOTION: Trustee Messersmith

SECOND: Trustee Kilpatrick

Motion passed unanimously.

Student Affairs

Policy 03-22, Smoking/Tobacco Products (Action)

President Murdaugh said this is in reference to a policy revision that adds electronic cigarettes.

This request is for the Board to approve revisions to College Policy 03-22.

MOTION: Trustee Callaway

SECOND: Trustee Moore

Motion passed unanimously.

TCC Foundation

TCC Foundation Update (Information)

VP Johnston said he would be happy to answer any questions, indicating the TCC from the Inside Out event would be this Thursday from 11:00am to noon. He stated this is a great opportunity for people to meet the President and get to know more about TCC.

Information Technology

Authorization to hire Workday to implement the Workday Student system (Action)

President Murdaugh said this is a request for him to sign an agreement with Workday, indicating VP Ingerman would answer any questions.

This request is for the Board to approve the recommendation to authorize President Murdaugh to sign a Professional Services Agreement with Workday and to sign Statements of Work with Workday to implement the Workday Student System at a cost not to exceed \$1,375,000.

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

Chair Lamb asked that we reconvene at 3:50 p.m.

Chair Lamb resumed the meeting at approximately 3:52 p.m.

BOARD WORKSHOP

Performance Counts

Using Key Performance Indicators to Measure Progress in Achieving Our Strategic Priorities

President Murdaugh said the purpose of the workshop today is to bring back information on our Five Year Strategic Plan. For the new trustees, he shared we brought in an outside facilitator and looked at strategic plans from all the colleges in the state of Florida and other institutions in our community to ensure our plan aligns with others.

He stated during the process we developed a new vision statement, a refined mission statement and strategic priorities defined by the Trustees. He said we used the information to determine Key Performance Indicators (KPIs) and tied that to what we do each year, sharing this is a lot of work. He indicated the information being presented today is not a completed project, but he didn't want to wait much longer to show the Trustees the good work that has been done.

President Murdaugh said this is an opportunity to think about the future and he realized how important a succession plan really is, since some of the Executive Team will be retiring soon. He stated he has a real commitment to bringing this alive for the college, although we are not going to go through every KPI. He said when we began to look at the KPIs, we wanted to find metrics that we could benchmark against externally.

He shared that is not always possible, since there are some things we do that are not measured other places. He indicated we will look at Student Access, which is the first priority, followed by Student Success. He said the Board decided we should provide accessible programs, services and experiences; identifying the strategies as affordability, comprehensive career advising and financial resources.

President Murdaugh said that we have a lot of KPIs under Student Access, but if we look at just affordability we will see the average net price of attending TCC and the annual inflation rate. He indicated that when you look at affordability you need to compare the cost to come here with

something. He stated if you looked at how much the cost went up or down, it shows one thing. But if you look at how the cost went up or down to the annual inflation rate or the median family income, it gives a different perspective.

He pointed out we have included data when it is available and on the far right side of the report is a column indicating which way the needle needs to move to represent a good thing. He indicated we will drill into an example in each priority area and for this area it will be Comprehensive Career Advising.

VP Search stated we really want to develop an integrated system that will help students identify a clear academic plan and pathway early. She said the KPI score is a aggregate of five (5) questions from a Survey of Entering Student Engagement. She indicated in 2012-13 we were at forty-eight and three-tenths percent (48.3%), with a benchmark of fifty percent (50.0%) and a target (which is the average of the top ten (10) performing colleges in our cohort) of sixty-one and one-tenth percent (61.1%).

She reminded us that in February we discussed the System of Integrated Guidance and Information (SIGI³) being given to students before orientation, which is a very important first step. She said orientation has been revamped into smaller groups, so everything can occur in the student union, and they are tailored to specific groups. She shared we are doing workshops early in the first semester for First Time in College (FTIC) students, who leave with an academic plan.

VP Search stated we have been working all semester with students on the eight (8) meta-majors, defined by the state, that are tied to their career assessment. She indicated they have developed academic maps (plans), with built-in milestones, to go with all the meta-majors so students can see the path they need to take. She shared that every Friday morning from 8:00 to 9:00 a.m. we have Advisor training; including Recruiters, as well as, personnel from Admissions and Enrollment Services.

Trustee Messersmith asked if a trained Advisor would be able to see a general direction of interest for those kids getting out of high school who have no idea what they want to do. VP Search said there are majors that require different things, but there will be certain courses common for all. She said they were trying to help students think about majors early and use what they learn about themselves.

Trustee Callaway shared the push in high school is for students to declare whether they want to go to college or not, then taking courses that lead to their major. She asked if we had been affected in any way with the students that come to TCC knowing what they want to do. VP Search said the recruiters talk to students in the high schools about what they want to do and the real push going on will have an impact.

Trustee Kilpatrick asked how much this is a factor with returning adults. VP Search said there are many who have a real good idea what they want to do, although some come from a working environment and will be exposed to other things so they may change their minds. Trustee Kilpatrick confirmed that the FTIC adult student would go through the same process as other students.

Trustee Moore said she really liked the smaller group direction being taken; stating she believes the orientation sets the tone for the college experience. She asked VP Search to come back to the Board after the fall semester to provide an update.

President Murdaugh said we have seen an amazing list of KPIs, indicating each VP has identified their focus area for the upcoming year. He shared Student Success is the second Board identified important priority, with a number of strategies.

Provost Sloan indicated one way we measure student success and achievement is via retention rates. She stated we have been fairly consistent for the past few years, with about sixty-three percent (63%) of our AA students returning fall-to-fall. She shared the national average is about fifty-five percent (55%) and we are a little under the state average, although she is told by Dr. Wang that it is not statistically significant.

She indicated the AS percentages are lower in all areas, although we are right at the state average. She said in their review they look at the success rates of the curriculum gateway courses (history, composition, some math, introduction to biology, etc.); stating if the success rate is not as high as the retention rate, the courses are put into redesign mode. She disclosed when we put a course into redesign mode; the faculty must look at best principles of good teaching practice.

Provost Sloan stated during redesign they look at the interaction between the student and faculty, collaboration and interaction between and among students, active learning techniques, prompt feedback, the amount of time students spend on tasks, high expectations of students and respecting the diversity of the class (demographics, readiness skills, wording material, etc.) She shared our Economics Course is still not at the highest success rate we want it to be, so we redesigned it with a five percent (5%) improvement. She said we are now into phase two (2), because we are still not at the state average.

Trustee Callaway asked if the redesign was presentation or course content and how much freedom we have to redesign content. Provost Sloan said for Economics we are looking at presentation, resources, interaction of students with content and they are also going to other colleges to see what they do. Trustee Callaway asked if the core content here was the same as other colleges. Provost Sloan said the basic principles are the same, but there may be differences in depth, level or difficulty. Trustee Messersmith asked if there was a possibility the content could be reduced, with Provost Sloan saying we could learn we are teaching at too high a level.

Provost Sloan said another area we may review is the students who are passing or not passing a course. She stated in math we are always redesigning and we have a wide gap between white and non-white (especially black) students. She shared we were able to get a Walmart Press for Completion grant that was a collaboration between Student Affairs and Academic Affairs to do some things to engage students, sharing as a result the gap has decreased by about seven percent (7%).

VP Search said the Starfish Early Alert System allows faculty to flag specific students for various reasons including attendance, participation, kudos, etc.; sharing we had more kudos than alerts in the spring. She stated in the spring we sent out progress surveys to particular classes and in the fall we will roll this out to the entire campus.. Trustee Kilpatrick confirmed the students receive the kudos.

VP Search said the communications piece of the system allows for really close communication and collaboration with advising, faculty and support services; stating we can make referrals to the Learning Commons, Library (for additional resources) or specific groups. She shared from spring-to-spring there is a fifteen percent (15%) reduction in the number of students on warning, a six percent (6%) reduction on probation and five percent (5%) reduction of those on suspension. She stated if we can get to the students before they go on warning, we will also impact the probation and suspension numbers.

Trustee Vaughn asked about the interaction with parents of younger students. VP Search said once students are in college they are considered to be grownup and in order for parents to get information, students must sign a release or by federal law we cannot talk to parents. She said it is important for parents to come to orientation, with about twenty percent (20%) attending.

Provost Sloan stated we are looking at distance learning with flexible learning methods for students, indicating we all know how important the online world is in today's society. She said about one-third (1/3) of our students take at least one (1) distance learning course and we have a goal to get every student to have at least one (1) distance learning course before they graduate. She shared that about fifteen percent (15%) of the credit hours at TCC are taken in the distance learning environment.

She said we have redesigned and used the same seven (7) methodologies for distance learning courses. She indicated every faculty member (full and part time) teaching distance learning must go through a series of workshops. She shared to design a course they must work through an instructional designer and a panel evaluates the course, to ensure it meets the standards. She stated about seventy-five percent (75%) of our distance learning students earn an A, B or C; as compared to the Florida College System (FCS) number of seventy percent (70%). She shared our goal is to get more of our full programs online, so students can complete a degree, without coming to a classroom.

VP Moore said much of the information relative to workforce development is aligning the workforce needs, making sure we have the training and programs in place to meet those needs. She stated the three strategies are program reviews, data-drive decisions and forecasting emerging demands. She shared there are five (5) new clock hour and two (2) non-credit programs being implemented based on research and information.

Trustee Kilpatrick asked how we obtained information from the business community, with VP Moore responding we require letters of support for new programs. She said we must determine if it is a long-term or a one-time need, indicating we must be responsive to the need. President Murdaugh asked how we identify the companies we visit; with VP Moore sharing we collect a lot of data from the Department of Economic Opportunity (DEO) that includes labor supply and gaps and look at job advertisements, companies that advertise the most and what other institutions offer.

Trustee Kilpatrick asked if there was a way to do a blanket survey of local businesses, with VP Moore stating the DEO does annual surveys so the data we are using is building on regional and statewide information. She said we look at current demand, future demand, employer and other target group specific needs (Economic Development Councils, Chambers, Advisory Councils), county and regional needs (business expansion or relocation) and trends.

VP Search shared we have been developing a Strategic Enrollment Management (SEM) plan, to include the retention of students. She said we are looking at the percentages of students within our service area and those outside our service area who enroll at TCC in the year following high school graduation, stating that over the past three (3) years we have been fairly consistent.

She said in district we are looking at relationships with high schools and private schools in the district. She stated we have recruiters that serve as liaisons to the counties and specific schools, with specific office hours on the school campuses to increase interaction and dialogue. She shared we have Eagle Preview, where students and parents can come to learn more about our campus, and Dual Enrollment Fairs, where students and parents can learn more about dual enrollment.

She indicated we have the TCC2FSU program, with six hundred nine (609) web forms and over five hundred (500) completing TCC applications. She stated we are working on the TCC2FAMU program, with the TCC2UWF program signing on May 30th. She said, with the assistance of VP Moran, we have a method to reach students through the Tallahassee Democrat online digital advertising and veterans through their state website. She shared we have been working on a master recruitment calendar so all events, advertisements and media releases are together.

President Murdaugh said while we were working on the TCC2FSU advertising, we did not want to draw the ire of other colleges and VP Moran developed a very creative solution to the issue. VP Moran shared Director Maxwell and he met with the Democrat to have digital advertising statewide triggered by key search words people use, with follow-up ads at specific times later. He stated we are also trying to use statewide high school and veteran advertising vehicles.

Trustee Kilpatrick asked about active duty military; saying although we don't have a large presence here, there are large populations in close proximity. VP Moran said there are avenues through the education officers on the bases and via the online program. President Murdaugh shared Communications and Marketing was the business of getting data-driven strategic communications in place.

VP Moran shared their strategies of internal communication, external communication and marketing, with a focus on the KPI for external communications. He said they are measuring the external perception of the institution; based upon the quality of education because that is a driver for donor dollars, government and public support, enrollment, and alumni involvement. He indicated forty-two percent (42%) said the institution's quality of education is good and forty-one percent (41%) said excellent.

He stated there is much more available in these image and attitude surveys – you have the age, race and geographic location, so we can determine where the strengths and weaknesses are and we can create individual plans to move the needle with those groups based on the messaging and what will motivate them. He indicated we had just received the results, so we have not yet been able to have the depth broken down. He shared in the future we will be able to see the return on investment (ROI) of the individual targets.

President Murdaugh stated we must have an amazing focus on talent. He said we are blessed, but as we move forward we will continue to have retirements and turnover. He indicated the three strategies put in place by the Board are talent management, culture and shared governance.

Provost Sloan said we do a lot of leadership training, leadership development and a lot with creating a positive culture, for which we have won awards in the past. She shared we will concentrate on shared governance, indicating we have always had shared government but with a new approach in the past couple of years. She asked President Murdaugh to talk briefly about his approach to committee structure.

President Murdaugh said prior to his presidency a lot of committees at TCC on which he participated had grown to the point where some of them overlapped, without clear focus. He shared after much discussion they developed a structure where every Executive Team member is participating on a committee. He stated the committees are large and made up of faculty, staff, administrative and student representation. He said we best develop people through the work they do, so the committee structure is people who know the subject and people who may benefit from it.

Trustee Callaway asked who determines the people that sit on the committee. Chief of Staff Balog said Classified Staff (our largest group of employees) makes recommendations to the Executive Team for approval and is represented by various staff across campus, the Faculty Senate makes recommendations to the Provost, and that Administrative personnel are nominated by themselves or others.

President Murdaugh said we must have a process so the Executive Team can assess individual interest in the committee and the extent to which the employee can be relieved from their work. He stated student government leaders that receive a stipend are required to participate on the committees. Provost Sloan stated the KPIs for shared governance are the number of faculty, staff, students and administrators serving on a committee and the percentage of faculty, staff, students and administrators on the committees that rank those committees as effective.

Provost Sloan said over the past two (2) years there have been one hundred ninety-eight (198) or one hundred ninety-seven (197) serving a two (2) year term, so each year there is a fifty percent (50%) turnover. She shared the first year sixty-three percent (63%) ranked the committees as effective, indicating it was difficult to find a way for a classified staff member or computer programmer to participate when the focus is academics – although the second year the ranking increased to seventy-five percent (75%). She indicated this was also reflected when they were asked if they played an important role in shared governance, with sixty-eight percent (68%) the first year stating they did and seventy-four percent (74%) the second year.

She said the Academic Planning Committee over the past year has worked on the redesign of developmental education and on input for general education and AA requirements; with the Administrative Effectiveness Committee working on business processes, effective signage around campus and new employee computer access. She shared the Educational Technology Committee looked at replacing the current management tool used for distance learning and the Employee Excellence Committee worked on our employee evaluation system.

She indicated the Institutional Accountability Committee taught staff to read data and look at program review information and the Safety and Security Committee talked about a campus wide crisis prevention and control plan. She stated the Student Success Committee talked about advising and the role of faculty, while the Workforce Development Committee worked on getting consistent messages to and from Advisory Committees with community members.

VP Ingerman said it was time to look at Blackboard, our distance learning tool. He shared that other than Enterprise Resource Planning (ERP), it is the second largest expenditure we have at about three hundred thousand dollars (\$300,000) each year. He stated that sounds like a lot of money, until you realize this is the classroom building for virtual learning. He indicated we have been using it for more than ten (10) years and the contract is up in two (2) years, so this seemed like the right time to see what is available.

He reported after exhaustive research the Educational Technology Committee, led by Mike Robeck and with unanimous faculty support, determined we should move to Canvas software. He said we are moving forward with a pilot, indicating that changing a learning management system is disruptive to everyone that teaches. He indicated we have only heard positive feedback, it is mobile friendly, it is a savings of approximately one hundred thousand dollars (\$100,000) and there is continuous support available. He shared all this work was done by the committee, without Executive input, and we are now implementing it.

President Murdaugh said we value being a community institution and, as such, one of the strategies identified by the Board was partnerships. VP Smith stated we are a part of the community, which involves a lot of partnerships with state and federal agencies, vendors, everyone in the business community, and other educational institutions. She shared the Board decided a couple of years ago to be more competitive in our purchasing practices with local vendors and although we have decreased the total amount of dollars we spend, we have maintained the importance of local vendors.

VP Smith said we will have another Local Vendor Fair this fall, participate in booths at local minority vendor fairs, attend local chamber vendor events and trade shows, and participate with FAMU and FSU in "buy local" events. She indicated under the direction of the Board, any item exceeding fifteen thousand dollars (\$15,000) must have two competitive bids. She shared that for any item in excess of sixty-five thousand dollars (\$65,000) we do a competitive, sealed bid and have transparency in purchasing.

She said we are an open institution and get public information requests weekly. She indicated we encourage college-wide participation on vendor selection committees to promote diversity and exposure; stating even our Board Members participate in the process at times. She said we provide effective stewardship to ensure we are enhancing new revenue streams or refresh old streams. She shared auxiliary fund three (3) accounts must be profitable, indicating we are moving in the right direction but know there is more to be done.

VP Smith stated Conference & Events advertises in magazines, promotes first time discounts to attract business to our conference and event space, partner in local chamber events to showcase TCC and, a new focus this year, work with our other campuses that have venues. She shared a big part of what they do is goodwill, indicating we waive or discount fees for other agencies.

She stated the bookstore is our number one auxiliary service and we were the first community college in Florida with a rental program. She said we work with faculty to develop and pilot e-textbooks and online learning tools and offer discount days for students, faculty and staff. She indicated we offer a variety of tablets and computers at reasonable prices to address educational needs.

Trustee Callaway referenced waiving fees, asking if we offer it all free (electricity and everything), charging nothing. VP Smith said it depends and is at the discretion of the President, stating this year we started capturing what we waive. Trustee Callaway asked if we are considering the number we waive with the number we charge, asking if we are renting more than we are waiving.

President Murdaugh said we developed a process for waiving, with Dustin Frost getting every request in writing. He said the general rule is if you make money, we make money. He said we consider things like whether it is during regular work hours when a custodian is on duty or if we have to bring someone in on a Saturday. He said Mr. Frost is wonderful to deal with the people who make the requests and puts a price on everything being requested, so we can see the dollar value of what we have waived.

Trustee Vaughn inquired if the four million seven hundred thousand dollars (\$4,700,000) in revenue was gross or net. VP Smith stated that is net funds, indicating that is the total of auxiliary enterprises. She said we are growing Conference and Events, getting some solid customers.

President Murdaugh stated we provided a brief overview of KPIs and are still working on data. He said we have room to improve and may find additional KPIs or find current KPIs may not be as useful as originally thought. He reminded everyone we are working toward a dashboard, one where we can customize what we want to know. He provided the take-a-way item to the Board.

PRESIDENT'S REPORT

None

NEXT MEETING DATE

June 16, 2014

Location: **Main Campus**

ADJOURNMENT

Meeting adjourned at approximately 5:30 p.m.

Minutes approved at regular meeting of the District Board of Trustees on June 16, 2014.

Eugene Lamb, Jr.
Chair

Jim Murdaugh, Ph.D.
President