

**MINUTES**  
**District Board of Trustees**  
**Tallahassee Community College**  
**Tallahassee, FL 32304**  
**May 21, 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 2:31 pm.

**Members Present:** Chair DeFoor, Trustees Callaway, Callen and Lamb

**Absent:** Trustees Messersmith, Moon and Moore

**Via phone:** None

**Others Present:** President Jim Murdaugh, E.E. Eunice, Lei Wang, Alice Nied, Marge Banocy-Payne, Mike Robeck, Heidi Kerr, Carol Easley, Janita Patrick, Barb Gill, Margaret Wingate, Calandra Stringer, Barbara Sloan, Jerry Schilling, Sharon Jefferson, David Hendry, Robin Johnston, Jason Buckley, Chip Singletary, Monte Finkelstein, Bill Spiers, Patricia Manning, Marilyn Dickey, Karinda Barrett, Alice Maxwell, Frank Brown, Bobby Jones, Sally Search, David Wildes, Mary Pankowski, Kate Stewart, John Chapin, Betty Jensen, Neisa Logman, Dale McColskey, Vanessa Lawrence, Bobby Hinson and Lenda Kling.

**COMMENTS**

**Board Chair** – Chair DeFoor asked everyone to stand for a moment of silence and the pledge of allegiance. He stated agenda items 2 g & f would be informational only.

**Board Members** – Trustee Callen expressed congratulations to Trustees Messersmith and Lamb on their re-appointments. Chair DeFoor shared we were the only community college in the state to have all our Trustees re-appointed. Trustee Lamb commended VP Jefferson, President Murdaugh and staff for a job well done.

**President** – President Murdaugh reminded the Trustees the Statement of Financial Interest is due July 1<sup>st</sup>.

He stated the final CIRT Report is complete and shared a copy of the final report with the Trustees, indicating he would be making a presentation May 22<sup>nd</sup> at the Chamber. He shared it was an honor to be asked to chair the committee, particularly due to the relationship between the college and the k12 system. He viewed this as a statement that we are all in the same education space and what happens in k12 is important.

It was a lot of work and the common thing was a real sense of disappointment and frustration by the committee that the estimated \$621 million in revenue over the next fifteen years is expected to only continue the current work. We had fifty-nine volunteers that put in about two thousand hours and made 50 site visits. We will report this to the Chamber and they will then decide whether to support the continuation of the 1/2¢ sales tax – ours was an objective view of their documented and requested needs.

## **BOARD WORKSHOP**

### Budget 2012-13

President Murdaugh indicated he is providing this information so the Trustees will be prepared to approve the 2012-13 college budget at the June Board meeting. The Legislature approved up to a 5% tuition increase for Florida colleges (including the increase in the revenue projections of the final budget) and an increase to the capital improvement fee. We are authorized to collect the capital improvement fee up to a certain cap and use the fees for renovation, remodeling and other infrastructure needs with a limit each year to a \$2 increase.

Of the Florida community colleges, we continue to be near the bottom in tuition and fees. The history of tuition shows increases of approximately 10½% from 2010-11 to 2011-12, the year before about 15% and relatively small the year prior. It is his intention to recommend no tuition increase for the 2012-13 fiscal year, although we will actually lose money in the budget year due to the no increase in tuition.

With flat enrollment, the tuition revenue would show a slight increase and state appropriations are up slightly. What is happening to us is a reduction in federal support and other revenue, largely from indirect cost from contracts. Among others we lost two large contracts with the Department of Health where we were recovering 10% - due to the feds no longer providing the funds to DOH. As a result, we must find \$737,143 in budget cuts before moving forward.

The Governor is moving in the direction of accountability for colleges and universities and we are moving in that direction with the creation of the Office of Institutional Effectiveness. The Governor's Guidance for tuition increases stated "I believe that increases in tuition and fees, if any, should be specifically designed to improve learning gains, enhance or improve services that are targeted toward higher completion and placement rates, or to expand or improve programs that are tied directly to Florida's workforce needs."

President Murdaugh introduced learning gains, indicating we have data to assess our current strategies and craft new strategies. Provost Sloan referred us to the October 2011 workshop on accountability, where we focused primarily on learning outcomes. Learning gains are about measuring student outcomes (program, course and individual student learning). What is new for us is measuring students on Written Communication I and II, Critical Thinking and Quantitative Reasoning.

Faculty will use the same assessment tool for all similar classes and develop future targets for improvement. Upon review they look at troublesome spots and either change teaching, curriculum or assessment. Trustee Calloway confirmed we were assessing throughout the course, although Provost Sloan indicated it may vary based upon the type of course.

Trustee Callen mentioned the FCAT and asked how many times we had changed the assessment, rather than the presentation or curriculum. Provost Sloan indicated we only change the assessment if it is not accurately measuring the learning outcome – not to arrive at better results.

The assessments are course embedded, with faculty defining the actual learning outcomes using things such as national standards and state inputs. Learning assessment methods vary (such as essays, tests, group projects, etc.) and we assess for expected results.



VP Jefferson indicated we have early student engagement prior to arrival at TCC and students attend a mandatory orientation when they get to campus. During early intervention we help our students develop individual learning plans. We have intrusive advising, where students must talk with advising prior to enrolling in classes. Early alert in student and academic affairs provides notification of attendance and exam success.

Faculty is constantly engaged to identify problems and outside the classroom we have learning support and experiences. Trustee Lamb confirmed that during early alert students could request counseling, if needed.

President Murdaugh shared some completion rate data, indicating we were doing better than the state average with about 37.4% of our students completing. He indicated the top performing Florida colleges are in the top 10%. He stated we can also be proud of the fact we are slightly above the state average in retention rate, although we may have room for improvement.

Chair DeFoor inquired about the top performing colleges, with AVP Wang indicating they are Valencia, Broward and one in south Florida. The data is extracted from the post-secondary education system and is a three-year average. Provost Sloan stated when we began our quality enhancement plan for the SACS reaffirmation in 2005 we were below the state average. Our goal was to raise the percentage, although we can do better.

Trustee Calloway confirmed our trend has increased, with Provost Sloan sharing we have flattened a little in some areas over the last couple of years. She stated we could use some improvement with our African-American students and developmental students. We have an added challenge in retention with the students from south Florida who move.

President Murdaugh applauded the Governor's effort to focus us on these things. He shared our job placement rate, indicating comparative data is not available at this point. We are beginning to look at the metrics that we will probably see later on a dashboard. He indicated that not all credentials would guarantee a job, but is hopeful that graduates pass the required licensure examinations.

He stated we pay close attention to the Targeted Occupations List, information from the Department of Economic Opportunity and to the local advisory boards. He would like us to look internally at the programs we are offering to see if they are meeting the needs. In nursing, for example, we should be looking beyond the local economy. The Environmental Institute would be another area where we should look outside the local economy.

The Governor said in his correspondence that we should look at accountability. We must keep our administrative costs as low as possible, by reviewing positions and expense budgets. We identify opportunities to streamline our services and processes, as an example we are now combining our help desks. We will continue to conduct academic reviews and begin administrative program reviews.

President Murdaugh shared administrative expense data received from DOE, which shows a decline over the past few years. He indicated this is due to a lot of hard work by VP Smith and others on the administrative side, stating this data shows we are managing very well. Chair DeFoor indicated this percentage was very low.



Our current capital improvement fee is \$7.00 per credit hour (collecting \$2,634,007 in the 2011-12 year), with the legislature allowing a maximum of \$15.36 for fiscal year 2013. The capital outlay dollars (which cover all renovations, improvements and infrastructure) have continued to erode. TCC will not receive any PECO funds for the 2013 fiscal year; although we will continue to have needs for broken desks at TPP, repairs to be made, etc.

President Murdaugh stated with an increase we would expect \$3,400,000 in fees next year, but we are still paying almost a \$1,000,000 in the debt service for the parking garage. For students, this would be an approximate \$2 increase per credit hour (about \$60 per year for a full-time student) and financial aid will cover the fee for those students.

Trustee Lamb asked what had happened to the PECO dollars. President Murdaugh indicated the funds used to come from telecommunications, with many of us no longer having land line phones the fees have steadily eroded. The legislature this year began looking at alternative sources of funds, so they allowed us to increase the capital improvement fee to offset PECO.

The next steps for the June board meeting are to recommend no tuition increases and request you approve an increase in the capital improvement fee by \$2 per credit hour. By the next meeting, we will find the \$737,143 by making the necessary cuts to bring a balanced budget. We ask you leave the door open for a possible future tuition increase, if work is tied directly to the Governor's three focus areas.

Chair DeFoor asked if instead of cutting, it was possible to grow by offering new programs that attract new students. President Murdaugh indicated Wakulla is the perfect example of how we might grow, along with some areas at FPSI. We are currently budgeting for no enrollment growth, so if we have growth – those dollars will become available.

Trustee Calloway asked what enrollment growth was expected, with President Murdaugh indicating we have seen a very steady growth rate of approximately 2%. There may be some changes at FSU and FAMU that could impact us, possibly by giving us additional students.

Chair DeFoor inquired if a parking fee could be separate, with President Murdaugh indicating there were a host of authorized fees that we have chosen not to bring to the Board for approval and stating we would visit any fees the Board wished us to review. Chair DeFoor stated a parking fee would probably be more easily controlled by the student, with President Murdaugh indicating we would look at the parking fee.

Chair DeFoor indicated we should be aggressive about going after contracts, with President Murdaugh sharing we do that and we have more dollars coming from contracts than other colleges of our size. Two years ago we were at \$64,000,000, but we recently lost two DOH contracts totaling \$8,800,000. It appears there will be very little in contract work in the next few years, although we will continue to go after grants.

Trustee Callen asked if there was a grant writing person or department, with President Murdaugh indicating Director Charles Wood was our writer with part-time assistance. Chair DeFoor shared Director Wood is the best. Trustee Lamb asked that Director Wood come to a future meeting and share information with the Board.

## **BUSINESS MEETING**

Chair DeFoor called the Board meeting to order at approximately 3:45 pm.

## **COMMENTS**

**Chair** – None

**Board Members** – None

**President** – None

## **APPROVAL OF MINUTES**

Chair DeFoor asked if there were any comments and requested a motion to approve the minutes of the April 16, 2012 Workshop and Board Meeting.

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

## **INFORMATION AND NEWS ITEMS**

Director Maxwell introduced a couple of promotional videos that had not yet aired – the College of Choice and the TCC graduates. The first spot will be on YouTube and Channel 22, with the second airing on local television in the next few days.

President Murdaugh shared that Susie Hall had left to work in the family business in Lake City. He stated Alice and Susie had shared the Director position, indicating before we look at filling the position he contracted for a sixty day review of our marketing and communications strategies. Trustee Callen thanked Director Maxwell for the phenomenal work she did.

## **UNFINISHED BUSINESS**

None

## **PUBLIC COMMENT OR PRESENTATIONS**

Dean Banocy-Payne discussed the newest exhibit, stating it is something different with Pyramid Studios, Sterling House, PACE Secondary School, Gretchen Everheart School and ACE also participating.

## **NEW BUSINESS**

### **Approval of Consent Agenda**

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

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

President Murdaugh noted a correction to add an asterisk to the annual contract for Calandra Stringer, indicating she is in the category of faculty members on continuing contract. He informed the Board VP Chapin was retiring from the college effective June 30<sup>th</sup> and VP Johnston would be serving as the interim. President Murdaugh and Chair DeFoor thanked VP Chapin for the service he had provided to TCC.



## **Academic Affairs**

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

President Murdaugh shared this item requires Board action.

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

**MOTION:** Trustee Calloway

**SECOND:** Trustee Lamb

Motion passed unanimously.

### Proposed Laboratory User Fees for 2012-2013 (Action)

President Murdaugh indicated each year the Board approves these fees.

This request is that the Board approve the laboratory user fees as presented.

**MOTION:** Trustee Callen

**SECOND:** Trustee Calloway

Motion passed unanimously.

## **Administrative Services**

### Construction Status Report (Information)

David Wildes stated there are only a few loose ends from the previous projects. The renovation at the Centennial Bank location for the Wakulla Service Center is proceeding, with the completion of the plans and permitting expected by the end of June.

### Fund Analysis – March 2012 (Information)

President Murdaugh shared that when looking at the percentages, it indicates we are operating within our funds.

### Disposition of Surplus Property Assets (Action)

President Murdaugh stated this item requires Board authorization. Chair DeFoor shared another college had issues in this area, indicating we should be mindful.

This request is that the Board 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 Lamb

**SECOND:** Trustee Callen

Motion passed unanimously.

### Annual Inventory of Property Assets (Information)

President Murdaugh shared we were able to locate everything, with the exception of one item. Trustee Calloway indicated it was amazing we could find all the items.

### Recommendation for Banking Services (Action)

President Murdaugh indicated this item requires Board action.

This request is for the Board to authorize staff to contract with Wells Fargo for the College's Banking Services for a period of five years.

**MOTION:** Trustee Calloway

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

Trustee Lamb stated five years was an appropriate amount of time. Chair DeFoor indicated his previous concern was about the absence of community banks on the list. He feels we should be mindful going forward about building the community (since they hire our graduates and support the Foundation) and not be just all about numbers in our relationships.

President Murdaugh shared our discussion about this item follows the initiative by Mayor Marks about shopping local by providing preference for local services and businesses. Philosophically President Murdaugh agrees with local business preference, even more so for those businesses that support our students and prefer us. This is our opportunity to put something together for the future to determine what we can do to provide appropriate preference for local businesses.

We would like to involve internal staff and people in the community in the process, since there are many things we do that could include a relationship of preference that goes both ways. Chair DeFoor asked the Board to share with President Murdaugh any thoughts on the community people to involve.

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

President Murdaugh indicated he would be happy to address any questions.

Approved Grants and Contracts – TCC as Provider (Information)

President Murdaugh stated he would happily address any questions.

**TCC Foundation**

TCC Foundation Update (Information)

VP Johnston indicated since the report we have received a pledge of \$125,000 for scholarships related to workforce development, specifically in the healthcare sector, with the funds coming in over the next five years. Indicating a correction to the report – he stated the TCC Annual Employee Recognition breakfast will be on August 17<sup>th</sup>.

President Murdaugh shared that a host of scholarship opportunities are available for credit programs, but little to none is available at any college for workforce programs. The significance of this is the donor is funding (not credit programs) but short-term skills-based programs that put people to work. He emphasized this is not available at other institutions and is a real step in the right direction.

VP Johnston shared that during the visit of Secretary of Education Arne Duncan, a man shared that because funds were not available for certification programs he pursued a two-year degree. At that point, the decision was made for TCC to pursue additional funding in this area.

VP Johnston stated Student Housing Solutions has for five years funded five apartment units at an annual cost of \$70,000 for ten international students here at TCC. These students, subject to out of state tuition at \$373.99 per credit hour, are prohibited from working except for on campus and one of the difficulties they face is trying to obtain housing. As a means of introduction to the video that may be used for recruiting, he shared that this year two students indicated they chose TCC because of the housing scholarship.



## **PRESIDENT'S REPORT**

President Murdaugh indicated we have a press release going out after this meeting indicating TCC is recommending to the Board of Trustees no tuition increases for the 2012-2013 academic year.

He shared it was time again for his evaluation, indicating the Chair was comfortable with the format and asking the Board to identify the two members to meet with him. He stated each Trustee will receive an electronic form to complete and he will provide some information for their consideration during the evaluation. The completed form will be submitted to Director Tolson for compilation into one document, without attribution to the contributor.

Chair DeFoor feels the Chair should lead the process, indicating he feels the committee should be the Chair and the Chair-Elect for continuity. He stated there are some things that have been done well and there are some areas that should be reviewed.

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

President Murdaugh thanked them for establishing a process going forward.

Calandra Stringer indicated the first college readiness workshop, where they invited all the high school instructors in the three county area to join us, will be May 22<sup>nd</sup> at 2:30.

President Murdaugh shared his travel schedule for the next few weeks. He indicated there was a nice piece in the newspaper about our NISOD award winners, with a number of folks receiving awards and/or presenting this year. Each year our first-year faculty attend for exposure to the learning experience and we have a debriefing upon return.

The Senatorial Debate fundraising includes a \$500 donation received by Trustee Lamb, who indicated he had notified some other organizations. Chair DeFoor stated he contacted some senior lobbyists about the fundraising opportunity. Trustee Callen stated she had contacted some law firms, with no response yet. Trustee Calloway notified the Governor and others. We are holding this debate at the request of Leadership Florida.

## **NEXT MEETING DATE**

Monday, June 18, 2012

Location: Main Campus

## **ADJOURNMENT**

Meeting adjourned at approximately 4:35 pm.

Minutes approved at regular meeting of the District Board of Trustees on June 18, 2012.

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Allison DeFoor  
Chair

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Jim Murdaugh, Ph.D.  
President