

MINUTES
District Board of Trustees
Tallahassee Community College
Hotel Duval
Strategic Planning
January 22, 2013

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

Others Present: President Jim Murdaugh, Rob Hall, Tony Carvajal, E.E. Eunice, Teresa Smith, Scott Balog, Bill Mabile, Bret Ingerman, Lei Wang, Alice Maxwell, Sharon Jefferson, Tracey Lowe, Barbara Sloan, Gareth Euridge, Julie Baroody, Bob Ballard, Robin Johnston, Kimberly Moore and Lenda Kling.

Welcome and Overview

Mr. Carvajal indicated today is all about strategic planning. By the end of the day he hopes to walk out with about 80% of a strategic plan – a document that has a vision and mission we can live with, along with a set of priorities or goals. There will be some additional work after this meeting, so we can perfect the document for implementation over a period of time.

The way we will progress through the day is to review the key findings he identified from more than fifty contact hours with individuals throughout the three counties. We will then move into developing the mission and vision statements, starting with the college of choice, employer of choice and partner of choice model. We will also look at the current mission statement, making adaptations to identify the things that are important and ultimately adopt a balanced scorecard.

Chair Callen said she was delighted to be here, indicating everyone is wonderful to work with and thanking everyone for being in attendance. Mr. Carvajal indicated he would try to keep everyone focused on moving forward on the plan.

Trustee DeFoor asked to discuss the timeframe for the strategic plan. He stated normally he believed plans didn't have much relevance about three years out, but for this document thought it should be about ten years. Trustee Moore stated she was not sure she was comfortable with ten years, but thought three years was too short. She said if we are going to decide on major benchmarks that change the way TCC looks, she is comfortable with five years. Trustee Lamb indicated he would be comfortable with a plan for one to five years.

Mr. Carvajal stated we are in a shift mode to think long-term, so the Trustees ten years from now know what we are talking about. Trustee DeFoor indicated this would impact us beyond five years, with Trustee Moon asking if we could think beyond ten years. Trustee Messersmith indicated he did not think this was relational to years. He feels we should develop what we want to do and then proceed, developing a new plan when appropriate. Trustee Callaway stated a mission should be very long term and far reaching, with certain benchmarks at specific times.

Trustee Moore thought we were all in concurrence of a long term mission and benchmarks along the way. Chair Callen said time is much different than it used to be – technology can now change in a few months. Thinking is now way beyond what we were thinking just a few years

ago. Trustee Callaway stated we must be careful not to get into the nuts and bolts of the strategic plan.

Mr. Carvajal stated many of us understand what we must do for the college – thinking long-term in the mission, with goals and benchmarks in a shorter period of time. When we develop the scorecard, we will develop the nuts and bolts of how we are scored. He said we could discuss where the college needs to go without time spans and then, as we identify items that need to happen, we can establish a timeframe for them.

Chair Callen thought we should have main talking points like expanded medical training at Ghazvini, law enforcement at FPSI and continue to be a conduit for four-year colleges. Mr. Carvajal referenced the environmental institute and where it might go in the future. He said after lunch we could look at the times associated with the projects and the overall plan.

Findings from Community Research (Town Halls, Interviews, SWOT, STEEPLE, Other)

Mr. Carvajal stated there were a number of different findings in the report. The first document is a summary of the findings from all the various meetings and the second is the supporting documents of the summarized findings. He tried to summarize them into ten key areas – indicating there are some biases – with a lot of conversation about jobs, workforce issues and economic development.

There is a shortage of information from some of the educational institutions, such as FAMU and FSU, since it was difficult to get to some of their administrators. Much of the information from those institutions is from normal conversations he had with others. Although the conversations span all three counties, the discussion mostly comes back to Tallahassee – even from the outlying areas.

Ten Strategic Considerations

1. Mission & Clarity ... for TCC and Community. What should we do & not do?

Mr. Carvajal indicated a great part of the conversations centered on the mission of the college, which intertwined with the mission of the communities – since they are also shifting. The Trustees should be very focused on where we are going, with many of the people we interviewed wanting our assistance in identifying the things they should not be doing. It is easy to throw everything into the strategic plan and mission, but with limited resources it is important to be focused.

2. “State College” ... to BA or not to BA and what’s in a name?

Mr. Carvajal shared there was a lot of discussion about whether we should or should not offer baccalaureate degrees. When others were talking about State College (but not talking about four-year degrees), they were talking about the name of our institution, the attraction to TCC and the brand that has been build up around it. That is a real conversation, as is the other side. If other institutions are using State College, is it perceived we are something less if it is not a part of our name?

3. Enrollment ... where is it, what do we want, and how do we get it?

We must figure out what is happening with enrollment. Is there evolution toward online, staying closer to home or other impacts? It is making a huge difference to this community? There was a broad call for a Strategic Enrollment Plan that specifies who

we are going after, how we are approaching them, what conversations we need to be having and how to engage them into the college and community.

4. Marketing ... shedding the “best kept secret” mantle.

Mr. Carvajal stated we must focus on marketing to shed the “best kept secret” and identify a marketing strategy that tells our story, so people in the communities recognize our value. Trustee Callaway indicated until we know who or what we are, we cannot plan the marketing. She said the first discussion about four year colleges started at the State Board of Education level. The concern was from the community, to meet a need for people that worked and/or had families who could not physically get to college.

She said the biggest points of controversy were with the State University System and changing the name of a school, which had multiple impacts. That was when the workforce offering started to provide things no one else did and we have done a good job. She said we must first determine who we are serving, then the needs we can meet and refine those into something manageable.

Trustee DeFoor said as we approach marketing, we should not be afraid of understatement and solid performance. The world is going a lot more toward substance and we can't just PR our way through this – this must be grounded on some real foundations. Mr. Carvajal asked what we should be doing, based on what was just said.

Trustee Callaway said we are not a high school or a university. Mr. Carvajal stated with dual enrollment and remedial training, some would disagree. Trustee Callaway replied it is not our mission to be a high school or a university. There is a whole population in the midst of that to serve. We need to redefine how we are different than the universities.

Trustee Moore shared that we have stakeholders demanding things that we or others are not providing— whether that be healthcare, environmental, public safety, etc. Due to the respect and branding of TCC, the business community expects us to provide it since they can't get it anywhere else. Trustee DeFoor said in some areas there shouldn't be local competitors just on price point, unless we are missing the market.

Mr. Carvajal summarized that two ways to define who we are is by stating who we are not and stakeholder demand. Chair Callen stated previously after TCC graduation it was on to FSU nursing – but not so much anymore, now it is everything. We have to find our niche, because we cannot do everything. She feels we are important to the students who need the counseling and direct instruction, which is not offered by the universities.

Trustee Callaway indicated she loved workforce and job development, but her notes indicate we must change lives. She stressed we cannot change lives, but we can give them opportunities and open doorways to taste parts of life that will allow them to change their own lives. She stated this included the arts and culture that many will not get elsewhere, which the universities are doing with only select students.

Trustee Lamb indicated he feels we have a lot to do with the individual foundation that grounds us. Trustee Moon stated that as a community college, we prepare the students to go forward into the university. Trustee Callaway suggested that not all students should be prepared to go to college. Trustee Moore stated she hoped no one thought we

just support a pipeline to the university, because many of our students will greatly benefit from our certificate and workforce programs.

Chair Callen said parents are often looking for a place with immediate help to raise the child socially and psychologically from high school. Trustee Lamb stated in talking to students they do not wish to begin in the large settings – they want to start here for the experience and foundation. Trustee Moon stated a lot of students who come here get a terminal degree, with Mr. Carvajal asking if this is what we should be.

Trustee Callaway said we must offer a way to get to the universities, although it is no longer our primary focus. Often students do not mention the AA on their resume, since they no longer believe it means anything substantial. Mr. Carvajal inquired if this is no longer our primary focus, what is the primary focus. Trustee Moon indicated it is based upon the community or county focus.

Trustee DeFoor shared there is a huge market shift with four-year students coming back for two-year certificates. Trustee Callaway confirmed we had numbers indicating how many of our students graduate and go on to universities. President Murdaugh shared that our AA degrees are not terminal – they set up the student to transfer to university for upper level work under Florida's 2+2 articulation agreement, a model in the country.

He asked how we might enrich our portfolio because our core mission is to produce students who generally are place-based, but then transfer to universities. He shared that we transfer more students to FSU than all the other twenty-seven colleges combined – a major part of our business and the core for which colleges were built.

Other things have come along and we see them as rounding out our portfolio. He feels we do not talk enough about how we refine the AA degrees to ensure they are the best they could be, but does not feel that adding workforce takes away from the AA. There is more work to growing the workforce piece than refining the AA piece, but both are incredibly important.

Trustee Callaway asked if we know how many of our transfer students graduate with a BA or BS. AVP Wang shared that our students perform as well as the students who begin at FSU, with 80% graduating within six years – the standard timeframe for four-year institutions. President Murdaugh indicated nationally the standard numbers look at three year graduation rates for two-year institutions and six years for four-year institutions.

Trustee Messersmith asked about the success of our 2+2 students with our university partners. AVP Wang indicated private institutions do not usually have data available on their websites, keeping the information private – therefore we do not have that data.

He asked, when using the terminal category, how the nursing and dental students are classified. President Murdaugh indicated the AA guaranteed transfer to a four-year institution with the 2+2 articulation agreement. The AS may not guarantee transfer, since the general course requirements do not normally meet all the requirements for upper level classes.

Trustee Messersmith stated nursing and dental students may not desire to go further in education, since that is what they want to do. President Murdaugh stated terminal means the degree itself limits what you can do with it, not what the students choose to do with it. We are trying to identify pathways that incorporate classes into the certificate programs that could transfer to the AA degrees. Trustee Callaway inquired about the aspects that determine the difference in a BS and a BA at university.

Provost Sloan stated the difference is primarily determined by whether it is more in the liberal arts or an applied area. She shared the AA includes all the university general education requirements, while the AS only has half the university general education requirements. That is where the four-year BAS is very important in the state college system, since you can transfer the AS and do the second half of the general education requirements as a part of the BAS program.

She stated Americans like to keep their options open and we have had difficulty getting students to commit to an AS degree, since they feel they may want to move on to university. We have students graduating with an AA that do not go on to university and do not have a skill. The whole movement of adding work-oriented BS degrees at colleges, which do not generally lead to Masters or Doctorates, is about making a choice earlier. A choice to commit to an AS degree and still continue to advance their education.

Trustee Moon inquired about the four-year offerings at Chipola College, with Provost Sloan indicating that by state law each four-year offering must be added one at a time. She stated there is a long process, starting with a one hundred day notice requirement, and the universities have the right to counter with their ability to provide the service.

Trustee Moore shared she liked using student pathways for success, whether that be vertical or horizontal. She sees the TCC pathways as a certificate, an AA for moving on to university or an AS to move into nursing and other areas. A student who wants a BS in environmental studies currently has no one locally to provide this pathway. She feels the college has potential for multiple pathways.

President Murdaugh indicated the pathways are real, not imagined, with most colleges that have shifted to state colleges only offering one to four bachelor degrees. The only bachelor degrees we would be able to offer are those we could justify with a need in our community. This discussion is about the possibility of opening limited four-year degrees as part of our portfolio.

Trustee DeFoor stated that the message that seems to be heard is that we are shifting away from a 2+2 environment. The perception is different than reality, since for most colleges it is one or two degrees. Trustee Moore indicated it is up to us to properly craft the marketing. Mr. Carvajal provided the current mission statement and asked how we would phrase the pathway to success.

Chair Callen indicated our mission is to help students choose a pathway and prepare them for what is next. Trustee Lamb stated we are here to help them with a pathway. Trustee Moore asked if we could weave the word pathway for students into the college, employer and partner of choice statements.

Further discussion ensued with possible wording for a mission statement. Trustee Moon indicated we needed success in the statement, with Trustee Moore stating we should include pathways. President Murdaugh asked them to consider a commitment to producing citizens. Trustee Moore said we wanted a statement so clear that employees, Trustees and students could quote it.

Mr. Carvajal asked if the language discussed told us what we needed to do or if it eliminated something we currently did. Trustee Moore stated the President mentioned the need to create good citizens, indicating she was not sure it was in there. President Murdaugh indicated the mission statement will be reviewed by SACS, asking if it is necessary or advisable to say we are an open-admission comprehensive community college.

Provost Sloan stated with SACS we cannot do anything outside our mission. Trustee Moore indicated using the term "open-admission community college" could lead to questions about how that is defined. Trustee Callaway confirmed open-admission is the same for all state colleges. Chair Callen indicated what we say has to be measurable.

Trustee Moore asked if we put Tallahassee Community College on the statement, would it impact future offerings of four-year programs. Trustee DeFoor said things are about to change in education and we serve the students in all three counties. We must place strength on government, non-profits, environmental issues, pass-through students and prisons – including an emphasis on distance learning.

Trustee Callaway stated she was not sure she wanted to be as broad as what could be imagined, sharing we should do well with what we have and be the noteworthy institution that does those things. President Murdaugh asked them to consider that we also brag about the number of international students and the number of countries they represent, asking the Trustees to consider civic engagement instead of community.

Trustee Moore stated we have a unique opportunity to enhance the number of students from outside the US. Trustee Messersmith indicated he would like to see woven into the mission statement the model of the community college where the student reaches out and interacts with the community. President Murdaugh stated we are doing things with our students and the community – such as jobs, internships, how to be a citizen and engagement of any variety.

Mr. Carvajal said the mission statement indicated the College would prepare students, not play a community role outside the students – asking if the community role was essential. Trustee Callaway stated this is one of the things that would go into the next level, showing students what community engagement is by playing a role in it. President Murdaugh stated this captures the elements of the strategic plan.

Mr. Carvajal asked if any executive staff had concerns. AVP Wang stated that SACS requires teaching and learning in the mission. VP Smith said during her SACS reviews they look for the word learning, since learning implies teaching. Provost Sloan stated she would like us to add a learning environment.

The Trustees determined the following to be the mission statement for TCC:

The mission of the College is to provide a learning environment that prepares students for success in a global economy by offering pathways in and for higher education, workforce opportunities and community engagement.

Trustee Callaway inquired about a vision statement. Mr. Carvajal indicated a mission was required, but understood a vision was not. Trustee Moore said we had discussed college of choice, employer of choice and partner of choice. Chair Callen suggested a college of choice for students who attend, although Trustee Moore thought it should be for current and potential students.

Mr. Carvajal asked if the statement included workforce students. Trustee Moore stated the definition of student included anyone who wanted to learn. Trustee Moon said the statement was so short, that it was all encompassing. President Murdaugh expressed the critical part to him was when a student chooses us, it should be for the right reason and that should lead to success with us.

Trustee Messersmith stated we do not offer everything for all students, recommending a college of choice for students. Mr. Carvajal asked if this addressed us wanting to be the first choice. Trustee Moore thought a college means you could be last choice. Trustee Moon suggested we take off the extended statements.

President Murdaugh shared the condensed version Director Maxwell has been using is the college of choice. He said being recognized takes us out of the “best kept secret.” Mr. Carvajal indicated this would then become an action statement.

The Trustees determined the following to be the vision statement for TCC:

To be recognized as the college of choice.

5. Technology Infrastructure ... limits and opportunities, particularly ERP & Distance Learning.

Mr. Carvajal stated he would like to discuss items that were somewhat operational, but really important to the sustainability of the college. One item was technology, with the report indicating the ERP does not allow us to accomplish what we want for assessments. He stated there is a problem with the technological underpinning that is a major resource tool for the college.

He continued there is a way the college can meet different communities with distance learning, the potential to help people who want to learn from our college but may never visit our campuses. He said there are questions out there about do we want to compete in distance learning, can we be good at it and if we can't be good at it – what do we want to do instead.

Mr. Carvajal indicated something not as visible in the report, but that became apparent during the meeting with the Executive Team last week, is the invisible system of patches in the infrastructure of the college. He stated the statement used was “we rise to mediocrity at best” – although the buildings look great and the cables look fine, the computers are five to six years old, with the infrastructure behind it to some degree even older. This is a large issue, it cannot be ignored and we cannot be great, if our technology does not support it.

Trustee Moon inquired about the money the Board had set aside to address technology issues. President Murdaugh said the characterization of the system is 100% accurate, indicating we are currently in a consortium that made sense at the time we got into it. As times and circumstances have changed, we are in a place where we need a different and better system.

President Murdaugh stated the dilemma is the cost of choosing another system, which is in the \$8 to \$10million range. VP Smith has set aside those funds, so we have made the commitment to move forward. We have great people, but we must give them the tools they can use to make good decisions and this needs to be a part of the strategic plan.

Trustee Callaway stated it is very important we make this change, indicating we are getting students from k-12 that had it all in their schools. Chair Callen confirmed the deficit was both hardware and software. President Murdaugh indicated it is two-fold – the ERP (software) manages everything from student enrollment to Financial Aid and quite frankly, the Financial Aid module is killing us.

He indicated the other issue is the technology our students use to learn. He shared that VP Ingerman is exploring some bold, future ideas – whether we provide technological tools to students or they bring their own, whether we provide equipment to students and quit outfitting classrooms, etc. President Murdaugh continued that we do not have anything settled yet, but those are major initiatives moving forward.

He said this is not just about the ERP, this is about the ability to do the analytics that will help us understand our student population and the decisions we make. We have customer relations management information that VP Johnston and incoming VP Moore will want, so the business of our information capital is very important.

VP Ingerman stated there were a number of issues, saying the ERP system works despite the system itself and we have good people doing heroic things to get a twenty-year old system to meet current needs. He said we must replace the system, but it is an \$8–10 million undertaking just to keep the college running and to most people it is invisible.

He indicated the general technology for the college is underfunded. He said from 2005 to 2013 we went from 2,600 computers on the campus to 3,600 computers – at the same time, the funding for replacement plummeted by about 50%. He continued the reality is we have students in classrooms learning on computers that are eight years old. He shared this is older than what they are bringing here, so we must decide what is important to us – stating technology is the means to an end for a lot of what we do.

VP Ingerman indicated for distance education, our faculty must have really strong technology to deliver the kind of curriculum we want to deliver and interact with students, who quite honestly have better equipment than they do. He said it's making sure our face-to-face students have the technology they need in the classroom so the faculty aren't impeded by it and try to work around it, but can use it to deliver a world-class curriculum.

He stated the simulators at Ghazvini that help students learn how to help patients must soon be replaced to keep them current. He said these are not insignificant in cost, yet they make a dramatic difference in teaching effectiveness. He shared we have a finite pot of funds, but if we are going to do something we should do it well and currently we are not doing technology well.

Trustee Moore stated to be a world class institution, we must have the technology infrastructure and we must be teaching using that technology. President Murdaugh said we have been working this issue and have set the money aside, indicating he wanted to ensure that once we start the project that we can finish it.

He shared that VP Ingerman has been researching what is happening at other institutions. He indicated that, in his opinion, it is a strategic goal and one that should be declared as critically important to the overall success of the college.

Chair Callen stated this is the measuring stick for parents and students. Trustee Callaway added we must always go back to the mission statement, which says student success is a priority. She continued that like other institutions, we must prioritize and faculty/staff cannot be first unless it negatively impacts student success. She said many universities require students to bring their own laptops or they cannot enroll for the class.

Trustee Moore referenced the bullets to support the mission statement, indicating she feels there should be a bullet about emerging technology to support faculty and staff. Trustee Moon said it should not be a part of the mission statement, but a top priority of the Strategic Plan because technology changes so quickly.

President Murdaugh referred to a circular diagram, provided by Mr. Carvajal, which reflects the vision circled by financial, customer, business processes, and change in growth. He said the change in growth prospective is usually about the human and the information capital, with this an information capital issue. It is the infrastructure, data bases and software people use to make decisions, indicating we are in a conversation about goals for the Strategic Plan.

Trustee Callen said certain infrastructure is necessary to make students successful, asking someone to describe the Learning Commons technology. VP Ingerman stated it provides basic technology software students need for their own educational success, to help them understand their curriculum. The Learning Commons brings together people to help them use the technology in an applied way, such as writing for the courses in which you are enrolled.

President Murdaugh stated there is some specific software available to enhance learning in math and other classes. Student success is not just about the technology with which they personally interact. For a lot of our students, the individualized learning plan is very helpful in terms of their success and it is not where we would like it to be. The Financial Aid system is also very cumbersome and we get complaints from students about how long they have to stand in line or that the system doesn't have all their information.

He continued that part of the issue is the system has not kept pace with the current technology, but part is also frequent changes in the federal guidelines. He indicated he includes both the computer labs and direct or indirect opportunities with students in this.

VP Ingerman said our systems should support students and educators, both locally and at a distance, for those who do not have the luxury of being able to wait in line.

President Murdaugh stated our system today is a reporting tool, not a management or an analytic tool. Our current system was built to report data to the state and we need to be able to perform business analytics with our data. VP Ingerman said technology is a broad phrase, with our complaints coming from what our customers see. We have a number of inefficient processes on campus, since the tools they have do not support their needs.

Mr. Carvajal stated one of the packets the Trustees received has the strategic plans for all the colleges in the state, including TCC. He suggested we may want to continue or enhance some of our current priorities, such as Current Priority 5: Technology and Out of Class Support – Implement the appropriate technology and services to facilitate the learning environment for every Tallahassee Community College student.

Mr. Carvajal stated we need to build out the Strategic Plan into priority statements, so everyone knows what we are doing. The priorities would then be given timelines, a budget and resources. Trustee Callaway said we should list the priorities without attached dollar signs. Trustee Moore indicated the old mission statement could be ended after learning environment, since we need to consider faculty.

Trustee Callaway indicated that implement means we already have the resources and just need to put it in play, but we still need to get it – stating she thought provide might be a good word. Provost Sloan inquired if we could get rid of the phrase “out of class support”; with Trustee Moore indicating she thought just using the word “Technology” was fine.

VP Ingerman stated this is the essence of what is needed to get everyone the tools they need to create a learning environment. President Murdaugh said it is a good start, but that going forward our commitment is to institutional effectiveness. AVP Wang stated we are really talking about enhanced institutional effectiveness and efficiency.

The Trustees determined the following to be a priority statement for TCC:

Technology

Provide the appropriate technology and services to facilitate the learning and institutional effectiveness and efficiency.

Mr. Carvajal asked if they wanted to address the State College issue, with Trustee Callaway responding we should go ahead and deal with it. President Murdaugh said we could declare it one of the goals as part of the strategic plan or we could have a broader goal that has it as a strategy. He indicated we were considering State College because of our desire to have robust pathways that provide students maximum opportunities.

He summarized that we could have a priority of becoming a State College or we could have a priority to enhance the programs we have, with becoming a State College one of the strategies. Trustee Callaway said it may be much more valuable to address it the second way, with the change to a State College as a means to accomplish our goals. Trustee Messersmith said the issue is whether or not we want to be Tallahassee Community College or Tallahassee College.

Trustee Moon said she thought we could not avoid the possibility of four-year outcomes for specific areas, with the environmental center opening. Mr. Carvajal said the hospital asked him to share they have identified a need for more bachelor degree nurses, due to some of their grant programs requirements. They further indicated the universities cannot meet the need – with FSU turning away 900 eligible applicants this past year.

Trustee DeFoor said we must begin with caution, since the 2+2 system has been very successful. He added that we have other model delivery systems in place, such as the six or seven outside partner universities, and asking why that model has not deployed. President Murdaugh indicated one option may be to offer the bachelor in nursing program, but not in any significant numbers either.

He said becoming a state college would not be the only strategy to enhancing our program offerings – becoming a State College could be a part of encouraging our private partners to offer more. The second option might deliver us to a place we really want to be, since we want to be a part of the programs offered in this community that meet people's needs. Trustee Callaway said this would meet the needs of the community that were brought to us.

President Murdaugh shared that FSU President Barron indicated twice he had no concern with us offering bachelor degrees in nursing, although he does not know where Interim FAMU President Robinson stands – he suspects they might be a little more sensitive to it. He does not know of any of our private institutions that are interested in meeting the needs defined.

He shared that Mark O'Bryant, TMH, has asked more than once for us to support their needs. They are moving to magnet status that requires 70-80% of their nursing population to be bachelor prepared and they have indicated they are not getting their needs met with the existing folks, not to mention they prefer the quality of our graduates. We can certainly make a case there and probably some other areas.

Trustee DeFoor said if we are going to meet the need, we must move forward now – not plan a building and programs that will take another three or four years. The attractive thing about the Flagler model was that it didn't require much infrastructure. He said he prefers the second model, since it is so needs driven. President Murdaugh indicated we have excess capacity of infrastructure and the ability to meet the need – although we would need staff.

Chair Callen confirmed we received state nursing accreditation and are working on national accreditation. Provost Sloan said there are many issues that would make this very serious - we would be talking about an RN to BSN program. So we would not be talking about students starting a four-year degree, all the BAS degrees are still 2+2.

She said we would take the students who are already working after earning a two-year degree, probably a different population than those who start at FSU in a four-year degree who would earn their BSN after they start a job. We can't just decide to offer it, with many colleges wanting to meet the need, but the community has asked us and if we have a strategic plan it should be to explore this option to see if it is viable.

Provost Sloan shared that all the voices wanting to meet the need get input, but FSU no longer offers an RN to BSN and FAMU has not accepted students in their programs for several years. She stated this would really be to meet the need of those with an RN to go on to the BSN, not those going into a four-year program.

Trustee Moore said she was hearing consensus for option two; with one of the strategies to look at options to possibly offer four-year degrees to meet community needs. She indicated she heard community concern about our possible change in name, indicating we do not have to do that right now and should take that off the table. Trustee Callaway stated she like the word explore that Provost Sloan had used.

President Murdaugh stated we can do the work necessary to explore the needs and decide in the future if we want to apply for a four-year program. Trustee Messersmith asked if the effort would include taking the existing 2+2 program that has not been developed, keeping the same model, and expand the program through 2+2. President Murdaugh said he saw it that way, with us exploring lots of options for expanding.

Trustee DeFoor indicated that in nursing the need seems to be acute now and someone is going to fill the need. Trustee Moore stated we are exploring and assessing the needs and options. Trustee Lamb stated he liked exploring, but with two major universities he did not feel we were there right now – indicating he thought TCC was serving its purpose as a two-year school. President Murdaugh said we certainly are very proud of our two-year nursing program, but the question is if there is an unmet need we should consider.

Trustee Callaway stated, knowing how long the process is, she would really want the staff to be directed now to go ahead and prepare a process. President Murdaugh asked if they wanted us to look at other areas or focus just on the nursing need. Trustee Callaway stated there was no need to look at other areas, unless a request has arisen from community need as massively as the nursing has.

Trustee DeFoor stated there were two other community needs, indicating we should look at criminal justice and the environment. Trustee Lamb asked if we would be infringing on the rights of the universities and taking students away from them. President Murdaugh stated he did not see a conflict with FSU, since they are turning away thousands of students each year – but he was not aware of the FAMU programs.

President Murdaugh shared that is part of what we would be required to look at as we do our research. He indicated that at some point we would need to stand up and defend our position that the need is not being met elsewhere in the community. The other part of this is the bachelor programs would be of an applied nature – BAS degrees.

Trustee Moon stated we cannot go straight to a four-year institution, but must evaluate and make determinations to meet the need. President Murdaugh said in the workforce they often talk about demand driven. Provost Sloan said we should add jobs, since we are trying to meet that need for the baccalaureate. Kim Moore stated it was important to add a jobs component that is responsive to workforce needs.

Trustee Messersmith said the discussion about being a four-year college is a whole day meeting in itself and would not be answered today. President Murdaugh feels that demand driven programs allow us to look at everything in academics and workforce.

The Trustees determined the following to be another priority of TCC:

Demand driven programs

Align programs to meet academic and workforce needs.

Trustee DeFoor asked to look at nursing specifically. He said as we explore, if we find a four-year college that could partner with us and meet the nursing need – it is a no brainer. He said the state process for approval of a new baccalaureate program is two years minimum, with no assurance of granting, so we must keep our focus on the customer and this stuff will answer itself.

Trustee Moore supported Trustee Messersmith's comment, indicating that as a body they had never had a true conversation about the issue of offering four-year degrees. She stated they needed all the research and data presented to them, so they could have the necessary conversation. Mr. Carvajal confirmed the Board did not wish to address the college name change at the current time.

6. Business Model ... dollars, assessment, leadership & areas of excellence.

Mr. Carvajal indicated the first thing under the business model was how we use our money – everything from the sources of dollars (tuition, money from the state, gifts and grants and our resources) and the sustainability of it.

He said he thought we understood the path we are on would probably not get us to the future that we absolutely need. The college is moving toward a culture of assessments, with a big move toward metrics and effectiveness.

Succession within the college at some of the most senior levels should be addressed, with a discussion about the diversity in senior faculty leadership compared to the number of graduating students. He stated we have begun to address the ability to be known for certain things or signature programs, highlighting the one area of excellence that kept coming up – honors programs.

7. Educational Ecosystem ... focus, continuum, delivery models, faculty & staff.

Mr. Carvajal shared there is a persuasive conversation on the focus being toward job, workforce development or entrepreneurship – stating we had addressed that somewhat with the Mission Statement. He asked what value proposition the college wants to provide, indicating we addressed that in the Mission Statement with student success and learning outcomes.

He asked how we wanted to interrelate with k-12 and workforce, specifically what roles and responsibilities we have – with the Mission Statement addressing it nicely. He stated we should define the classroom, through technologies or different models of education – such as social networking tools.

Currently there are more adjuncts than full-time faculty in the classroom, with some implications for processes. Trustee DeFoor indicated the Board has voted to head the other way with more full-time faculty. President Murdaugh stated it takes time, although our current advertisements on the streets reflect that change.

8. Workforce & Economic Development ... needs and opportunities.

Mr. Carvajal shared there is a broad conversation about workforce and economic development, with the opportunity to do more to address the needs – everything from certificates to just-in-time training. He asked how the college would address those.

9. Facilities and Systems ... campuses today and tomorrow & moving beyond mediocrity.

Mr. Carvajal stated when we talk about technology, there are needs and issues that may be invisible for the most part. There are also broader conversations about campus needs going forward, either in the three counties we represent or in the future when there are opportunities virtually.

10. Community Role ... expectations and limitations for the “most trusted” institution Planning Process.

Mr. Carvajal asked about the role the college plays in the community for things, such as coordinating strategies and plans for other entities and do we have a unique role because we are in the shadow of the capital.

Mr. Carvajal stated the strategic considerations were those things we needed to find a way to address through priorities or in other ways. He said some of the items were listed in the new mission statement, but asked what the priorities are for developing pathways of higher education, pathways of workforce opportunities and pathways of community engagement.

He said as Trustee Messersmith pointed out there are some things in the current plan, such as student success, enhanced learning, community, finance, facilities and foundation. They may include statements we can use to start the next iteration of the plan.

Trustee Moore stated the next thing that should be addressed was enrollment, with Mr. Carvajal asking – “what is the priority?” He stated during conversations he was asked who were our students, how do we target them and how do we make sure they enroll. He shared there was also discussion about a Strategic Enrollment Plan to target who are next students might be.

Trustee Messersmith inquired about a plan that was put into place when students are turned away from FSU. President Murdaugh stated there were a number of things we did – Provost Sloan met with their Provost, he met with President Barron and FSU does a wonderful job of sending communication to students they turn away recommending the students consider TCC.

President Murdaugh said the overarching thing we need is the development and implementation of a Strategic Enrollment Plan. We do not have a process, and many colleges do not, but we need a process that has responsibilities fixed for identifying the balance between capacity and demand. Trustee Messersmith asked after we focus on identifying the needs, how and who is our target market.

President Murdaugh stated AVP Wang is looking at our programs to identify those that we should expand and those for which we should not be dedicating resources. Trustee Moore said the statement to develop and implement a Strategic Enrollment Plan was a huge strategic initiative. Trustee Messersmith asked if the statement was broad enough for outreach.

President Murdaugh indicated he thought it was broad enough with development and implementation, since we need a formal process, with people assigned and using the data being

provided by AVP Wang. Trustee Callaway asked if we see ourselves as the place that wants all the students who want to come here.

President Murdaugh responded it was a wonderful question brought up in a conversation with AVP Wang, asking how big we want to become. Trustee DeFoor said being open to everyone in our service area, that wants to come here, is nonnegotiable for him. He asked if we want to grow beyond our geographical zone to be an 80,000 student institution, indicating some institutions have done both.

The Trustees determined the following to be another priority of TCC:

Enrollment

Develop and implement a Strategic Enrollment Plan

Mr. Carvajal indicated marketing was another item, but he was not sure if it was stand alone or incorporated into another item. President Murdaugh stated we had a lot of internal dialogue and found ourselves almost going in a circle, since we are marketing enrollment. Asking Trustee Moore for her opinion, she said marketing should be data driven but we are really talking about communication overall.

She continued it probably should be one of our strategic priorities, if indeed there is a segment of our population that believes we are the “best kept secret.” She stated she thought we should call it communications and have an overall strategic communications plan. She indicated it should include external and internal communications, tools and resources needed, staff requirements, expectations of outcomes, etc.

Trustee DeFoor asked us to be careful not to make us the “all for everyone.” Trustee Moore said it must be a strategic communication plan that states whether or not it is important to the mission and, at some point, will be a big factor in the success of the Foundation and Workforce. She thought it should be one institution wide plan and must be data driven.

Mr. Carvajal stated the Environmental Institute will have to market across the state, possibly nationwide. Trustee Moore said there have been references to centers of excellence, with Trustee DeFoor pointing out the emerging centers (such as FPSI and Ghazvini) around our community college core. The Environmental Institute will be another emerging center, workforce has the potential to be another, honors and certifications another – stating that by geography, we have a lead on anything with state certifications.

Trustee Callaway said if she was a new trustee reading the plan, she would want to know with whom we are communicating. She stated communications did not always imply marketing – to her, marketing is selling. President Murdaugh said with Trustee Moore’s assistance, he understood communications would be unpaid efforts and marketing would be paid media.

The Trustees determined the following to be another priority of TCC:

Communications/Marketing

Develop and implement an institution wide and data driven Strategic Communications/Marketing Plan

Mr. Carvajal stated business models could include tuition and sources of funds, a culture of assessments, leadership and what we want to be known for – stating he does not know of a single sentence that tackles all of those. Trustee Moore asked if we were talking about

succession planning, with Mr. Carvajal responding it could be succession planning, diversity and growing the staff and college.

Trustee Moore asked if we were talking about performance excellence. Trustee DeFoor said we should be talking about revenues, because if we stay on our current revenue base we will be quite uncomfortable with state contributions continuing to decline. Chair Callen asked if we were held fast on these ten considerations, indicating facilities and systems were huge but maybe it could be included in a bullet under other areas.

Mr. Carvajal stated there has been mention of performance excellence, the business of the campus and financing issues – asking if these fall together. He asked if facilities/systems, performance excellence and issues with faculty and staff should be lumped in together. Trustee Callaway asked what we see as business oriented, if it was everything outside the classroom.

President Murdaugh stated when he first heard performance excellence; he thought it was the people which could include everything from our hiring processes, professional development efforts, succession planning, etc. Trustee Callaway confirmed we are not required to have business as one of our priorities. President Murdaugh added the focus is on people, so we can sustain our availability to change and improve.

Mr. Carvajal said he was hearing about a goal that focused on people. Trustee Moore stated it should include hiring the right people and providing the resources they need to be effective. Chair Callen inquired if it should reflect diversity, with Trustee Moore indicating we should probably be moving that way. President Murdaugh stated shared governance was also very important to the college.

Trustee Moore stated it could include training, with Mr. Carvajal indicating the future generation was not yet captured. Trustee Messersmith said he was thinking of accountability, as measures of outcomes and to help with employee development – not from the penalty perspective. Trustee Moore thinks accountability is embedded in everything.

Mr. Carvajal asked if recognizing and rewarding should be included. Trustee Callaway indicated it should include retain, with part of that happening through recognizing and rewarding. Trustee DeFoor stated sometimes having people just pass through can be a real asset.

The Trustees determined the following to be another priority of TCC:

Human Resources

Hire, develop and retain the best and diverse talent for the present and future needs of the college.

Mr. Carvajal asked if we had addressed the shared governance issue, with Trustee Callaway responding it could be one of the strategies we use to get there. Mr. Carvajal said we should make sure we include that when appropriate, along with some other items we can discuss later.

He stated this next item is about the financial considerations of the college. He indicated it could include how we get our dollars, how does tuition play into it, cost-cutting, efficiencies, etc. Trustee Callaway stated she liked the word stewardship, which basically means managing what does not belong to you but with which you have been entrusted.

Mr. Carvajal indicated some of the items mentioned under stewardship were revenues, budgets and expenses. Trustee Callaway stated she liked the current priority that included new and existing revenues and resources to promote growth and cost effectiveness.

Mr. Carvajal asked if this covered tuition, state dollars, gifts/grants, how to use the Foundation, efficiencies of current resources, cost-cutting strategies, abandonment strategies and budgeting. Trustee DeFoor indicated we had discussed the development of a research enterprise zone focused on public safety and homeland security; there is not one in the country.

He indicated we could do the exact same thing in Wakulla at the Environmental Institute. Trustee Callaway stated the things named were strategies to go under the priorities. Trustee Moore thought the priority statement encompassed all the things listed. Trustee Messersmith said he like the word stewardship, but it was broader than just financial. Trustee Moore thought a broad statement would focus us for clear strategies.

The Trustees determined the following to be another priority of TCC:

Stewardship

Provide effective stewardship to enhance new and existing revenues and resources to promote growth and increase cost effectiveness.

Mr. Carvajal asked if we had missed anything. Trustee Moore indicated we had not covered workforce development and the role in the community. Trustee Callaway said she thought those fell under developing the programs. Mr. Carvajal indicated we had not yet made any statements about students.

Trustee Moon stated we had not yet addressed the ground rules for education to get students into college, asking if we were moving away from early education since we are not a high school. Trustee Messersmith asked if we needed to address the Foundation.

AVP Wang stated she would like to see quality mentioned as a key word for our academic programs. Trustee Moore replied that quality may need to be a part of something else. Provost Sloan stated in terms of student success she wanted an explicit understanding of what was meant – indicating she was thinking of student services, out of class support, continuous improvement of program delivery, etc.

Trustee DeFoor indicated we should include international students, with Trustee Moore adding some institutions included this in their mission statements. VP Jefferson indicated facilities were listed, asking if we should be more specific.

President Murdaugh asked how we resolved whether the Foundation should be addressed. VP Johnston stated it would be important and critical input to the Foundation to know the overall goals of the college. Trustee Moon stated she did not feel we needed to have the Foundation as one of the strategic priorities. President Murdaugh said he thought it could fall under stewardship, but wanted to make sure we were all in alignment.

He suggested facilities could also fall under stewardship or it could be a stand-alone priority. He indicated it would be a huge strategic issue, with the drying up of PECO funds. Trustee Callaway specified that anything involving funds should be under stewardship. VP Smith stated we should address the contracts business the institution performs. President Murdaugh stated that using Trustee Callaway's criteria, it should fall under stewardship.

Trustee Moore stated the business community will look for a workforce role, but we might be able to fold that under community role or into demand driven programs. President Murdaugh stated there will be some people who want us in the arts, so we have a broader role than just workforce. Trustee Moore stated there should be something under the community role that encompasses the arts.

Trustee Moon inquired if this would be the place to add college prep education, with President Murdaugh indicating part of the community role would be our relationships with other education providers. Trustee Moore indicated we would be cultivating, enhancing and managing our role. Mr. Carvajal asked if this would be the place to include servant leadership and creating citizens.

President Murdaugh asked if the title should be community partner. Trustee Callaway inquired if this included the citizenship of students, with President Murdaugh indicating it could be. He stated this priority indicates the things mentioned are improved because of the relationship with TCC. Director Eunice indicated we did not say anything about our state partnerships, although all state troopers, most wildlife officers and most FLDE officers have training at TCC.

The Trustees determined the following to be another priority of TCC:

Partnerships

Cultivate relationships with community, state and national partners that strengthen our region's cultural enrichment and economic/workforce competitiveness.

Trustee Moore asked President Murdaugh and VP Johnston if they were comfortable that the Foundation had been taken care of between the two other groups. President Murdaugh stated after we develop a strategic plan, the Foundation will develop their plan that will link to the strategies in our plan.

Mr. Carvajal stated we still need to look at student success. Trustee DeFoor said we need to keep the affordability in our plan. Trustee Moore indicated student success should include quality and the international aspect. Trustee DeFoor stated we should put affordability in student success because "if they can't afford it, they can't get it."

President Murdaugh said access might be a different way to look at it, because being able to afford it is just as much a limiter of access as intelligence. Trustee Moore thought it should also be in the title. Trustee Messersmith indicated the priority should include college resources.

Provost Sloan stated we have used this in the past for orientation, advising and preparing students to learn – but it is not about the quality of the delivery of that learning. VP Jefferson indicated the priority met the need for students. Mr. Carvajal shared there have been comments about adding experiences, with President Murdaugh stating it would help tie in the civic engagement.

The Trustees determined the following to be another priority of TCC:

Student Access

Provide accessible programs, services and experiences that increase the opportunity for students to define and reach their educational and career goals.

President Murdaugh asked Provost Sloan to differentiate between student success and demand driven programs. She said there is one decision to decide whether or not to offer a program

and another decision to ensure we are doing it with faculty who are using the best support systems and techniques in the classroom to do it well. Trustee Moon asked if this had not already been covered.

Provost Sloan said when she takes this to faculty; it needs to state what is required in the classroom. She said the above priority does not focus on the quality delivery of the programs. Chair Callen stated student success is what we are all about. Mr. Carvajal asked if international students were sufficiently addressed, with President Murdaugh saying there can be bullets underneath the priority that could address this.

Provost Sloan said we often spend resources on international students, with Trustee Moore stating this will help our students recognize this is a global economy and help them interact with people. Trustee DeFoor indicated they also increase our revenue. Trustee Callaway stated we had not identified any other specific groups on students and do not need to identify this group.

The Trustees determined the following to be another priority of TCC:

Student Success

Deliver quality academic programs and learning support services with the appropriate environment and resources for learning.

Mr. Carvajal asked if there was anything else that must be discussed. President Murdaugh asked the Executive Team if the things in their realm were addressed in this strategic framework. VP Jefferson asked if we were going to continue with the affordable school priority. President Murdaugh stated that affordability is in relation to something, such as current or future income – not a stand-alone priority.

Trustee Moore confirmed with Director Eunice that we had covered safety for our students. President Murdaugh indicated he would be addressing the safety and security senate committee tomorrow. We recently received the distinction of being one of the safest campuses in Florida and if funds are available, he will ask that colleges be allowed to apply.

Trustee Moore feels safety should be addressed as a bullet under one of the priorities. Trustee DeFoor stated this is strategic for us, because our campus layout is very open. President Murdaugh felt we owe it to ourselves to address safety, maybe under student success.

Trustee Moore confirmed the priorities would, at some point, be reordered. AVP Wang stated we are very comprehensive on learning. Provost Sloan indicated she was okay with the quality reference, indicating that Gareth Euridge and Julie Baroody are here because they are working on SACS reports.

Review Work Product and Next Steps

Mr. Carvajal stated that most of these priorities are timeless, but for the staff to produce goals and targets we must have a timeframe. What is the timeframe for the development of the plan? Trustee Moore said five years, with President Murdaugh stating that although it was five years – we would have an annual review.

Mr. Carvajal said since no one is scheduled to serve another five years, we must be sure the document helps orient the next Trustees. We will reorder the priorities and then they will go to the Executive Team and others to develop the goals and strategies. He indicated there had been discussion of a balanced scorecard as a means to constantly measure and report.

President Murdaugh thanked Mr. Carvajal and Tracey for their work. He thanked the Trustees for their energy and time, indicating he feels good about the basics. He concluded that we have a lot to build on and a lot of work before our next meeting.

Minutes approved at regular meeting of the District Board of Trustees on February 18, 2013.

Dana Callen, Ph.D.
Chair

Jim Murdaugh, Ph.D.
President