

MINUTES
District Board of Trustees
Tallahassee Community College
Tallahassee, FL 32304
September 17, 2012
Board Workshop – 2:30 pm
Business Meeting – Immediately Following

Chair Callen called the District Board of Trustee workshop and business meeting to order at approximately 2:32 pm.

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

Absent: Trustees Callaway and Messersmith

Via phone: None

Others Present: President Jim Murdaugh, Calandra Stringer, Ginny Wagner, Teresa Smith, Anthony Jones, David Wildes, Elle Maas, Marilyn Dickey, Carol Easley, E.E. Eunice, Marge Banocy-Payne, Kris Reeves, Sharon P. Jefferson, Alice Maxwell, Robin Johnston, Jerry Schilling, David Hendry, Heidi Kerr, Mike Robeck, Lei Wang, Lourena Maxwell, Demetriss Locke, Alice Nied, Rob Hall, Karinda Barrett, Bobby Hinson, Joel Neeley, Margaret Wingate, Barbara Sloan, Frank Brown, Kate Stewart, Bill Bierbaum, Don Parks, Debbie Robinson, Sally Search, Patricia Manning, Bill Spiers, Betty Jensen, Neisa Logman, Dale McColskey, Bret Ingerman and Lenda Kling.

COMMENTS

Board Chair – Chair Callen asked everyone to stand for a moment of silence and the pledge of allegiance. She welcomed everyone, indicating it is wonderful to hear all the lovely things said about TCC throughout the community.

Board Members – None

President – President Murdaugh shared that Trustees Messersmith and Callaway are out of town. He introduced our new Vice President of Information Technology, Bret Ingerman. VP Ingerman is most recently from Vassar College, where he was VP for Computing & Information Services since 2004. He brings a lifetime of experience in higher education, with experience in leadership positions at colleges in New York and Oregon.

As VP for Computing & Information Services, he served as Vassar College's Chief Technology Officer and a member of the Senior Administrative Team. He was responsible for setting the vision and strategic direction for technology at the college and worked with senior staff to help them utilize technology to achieve their goals. He successfully raised nearly a million dollars in funding for new technology initiatives, including the creation of a comprehensive campus wireless network and the college's first technology endowment for faculty.

President Murdaugh stated we are very excited to have VP Ingerman join the team, indicating they are already discussing projects. He welcomed VP Ingerman and shared there would be some transition time from New York for VP Ingerman's family.

BOARD WORKSHOP

Enrollment Report

President Murdaugh indicated it was extremely timely to have a conversation about enrollments, since our fall enrollment is down. AVP Wang stated she would assess the TCC enrollment situation for the fall of 2012, but first wanted to share some information on U.S. and Florida college enrollment trends.

She stated the numbers in the chart are the total community college student enrollment in the U.S. The chart reflected slightly increased enrollment from 2001 to 2007, then markedly increased enrollment through 2010. In 2011 the enrollment appears to begin a decline, although official enrollment data is not yet released for 2012. California, Iowa, Michigan and Tennessee are all predicting decreases in their enrollments compared to last fall.

Anecdotal information for this fall suggests community college enrollments are declining in most states. Community Leaders are offering different theories for the decline in students. Mr. David Baime, Senior VP American Association of Community Colleges, indicated we should not be surprised if enrollments taper off in the next few years. He said "In recent years community colleges have become accustomed to a rising number of new students each semester. This is a typical pattern during a sluggish economy as unemployed people seek new skills. But there is always a flattening out after an economic downturn."

Some community college leaders also believe there is market saturation and most displaced workers wanting to return to college have already done so. AVP Wang's observation is that because of declining enrollments, some community colleges have begun to review and redefine their missions and focus. We are now in the process of a new strategic planning process.

AVP Wang indicated in a book titled That Used to Be Us she learned two things – that because of the IT revolution and globalization, the world is not what it was and evolutionary theory has to be changed. It is no longer the strongest or the most intelligent that survives; it is those that are most adaptable to change. She stated this applied to organizations and individuals, so we are monitoring the environment and doing SWAT analysis in order to adapt to change quickly.

She shared a *Tampa Bay Times* caption that announced "Surge at Tampa Bay community colleges ends." AVP Wang stated that according to a September 9th report, five institutions have reported their enrollments were from 2% to 8% lower this fall than last fall. Explanations by college officials indicated prospective students may work a number of part-time jobs (leaving little time for attending classes), those who returned to college at the height of the recession have completed their programs, changes in federal financial aid have reduced a number of student awards and enrollments tend to spike during bad economic times, with some students finding decent paying jobs.

Total enrollment in Florida's community colleges in 2011 was 855,541 – a 5% increase over 2008, the year the recession officially started. From 2010-2011, in Florida, there was a decline in the number of credit hours taken. Data shows the enrollment patterns in Florida colleges are consistent with national trends.

Looking at TCC, we showed the same pattern and peaked last year. Overall we had a decline of 6% in enrollment and 7.7% in credit hours compared to last fall. Full-time student decline is greater than part-time, so it is possible students must go to work. Enrollment data shows that continuing students have increased, although new and re-admit students have both declined.

We show a decline in high school and transfer students, although other student enrollments are up – possibly with dual enrolled students.

About 60% of our students are in-district and another 38% out-of-district, with the remaining approximate 2% from out-of-state. The most significant drop is from students in Southeast Florida, an area that merits our attention. There is no real statistical significance based upon the age of a student, since there is decline in all age groups. Distance Learning enrollment increased from 2008 to 2011. This semester enrollment in distance learning is down, although we offered more sections.

When looking at the overall credit hours enrolled by academic division, there is an upward shift of 5.8% in healthcare programs. The biggest downward shift is in academic support, which may be a result of the decrease in high school graduates and the state lowering the score for the placement test so more students can enter the regular classes. State employee enrollment is also down, with speculation that work support may have decreased.

Based upon analysis, we found a statistically significant correlation between the unemployment rate and enrollment. With nearly two-thirds of our students from Tallahassee, there is almost a perfect correlation with Tallahassee unemployment rates. According to the National Center for Educational Statistics, Florida high school students will decrease in number by 14.2% from 2009 to 2020 and we are beginning to feel the impact this fall.

Changes in financial aid regulations, have resulted in a decrease for third year students. College Board reports last year indicate for-profit institution enrollment increased 7% and is projected to increase 13% from 2009 to 2020. Student enrollment depends on a number of factors, many of which an institution cannot control or even influence.

Several studies indicate community college enrollments follow cycles. The enrollment increases when the economy is down, especially when there is high unemployment. The decision to enroll in college is also influenced by geographic location, socio-economic conditions, the reputation, program offerings, etc. and further analysis is needed.

Trustee Moon confirmed with AVP Wang the specific courses impacted by the decline and the expected reasons. Provost Sloan indicated we carefully schedule and anticipate based on last year's growth and as the registration progresses, we open seats as we need them. In addition to the developmental education courses, we have fifteen sections of college composition courses that were not filled.

We made a cut across the board, mostly first semester courses, and will begin looking at second semester courses in the spring and ensuing years. She indicated we really need to discuss and decide what to do about those programs with only one section, stating we could either cancel or carry a smaller class. She stated this trend will probably continue and we must decide what programs we should sustain.

Trustee Moon asked if the fifteen composition courses that were eliminated included dual enrollment. Provost Sloan stated the dual enrollment students that come here are not cut. President Murdaugh reminded everyone that the enrollment plan allows us to be very responsive and we were able to save around \$180,000 - \$300,000.

Trustee Moore indicated at some point it would be interesting to see a comparison of our sister colleges across the state, asking if the downturn was mostly rural vs. urban or four year vs. two year colleges. President Murdaugh indicated St. Pete was down 6%. AVP Wang stated 70% of the responding institutions indicated their enrollments were lower this year, indicating we will see the official state data in the middle of October.

President Murdaugh announced we will be addressing the downturn in enrollment during our current Strategic Planning. Trustee DeFoor asked if the figures in October would include the private institutions, with President Murdaugh indicating they do not have to report except to shareholders much after the fact. Trustee DeFoor then inquired about our partner colleges, with Flagler College Dean Parks stating they were down about 4% in overall enrollment.

Chair Callen confirmed the percentage of decrease projected for Florida High Schools. President Murdaugh stated local high school enrollment is projected to be down 9.5% (representing approximately 200 students). Chair Callen asked if there was data by high school, with AVP Wang stating she would share when available. Trustee Lamb inquired if maybe more students were attending technical schools, with AVP Wang stating she did not currently have the data but would research.

President Murdaugh said that anecdotally when individuals have jobs, they are less likely to go to school – AVP Wang has now statistically analyzed this and proven there is a strong correlation. Trustee DeFoor asked assuming that was true, why would the state employee enrollment decline? President Murdaugh stated that some discussions suggest there may be fewer state employees.

Trustee DeFoor confirmed the impact to us was the state employees located in Tallahassee, although with distance learning we would not have to be limited to state employees located here. He stated the slight advantage we have with getting information out of the State Capitol; to the extent people need to access that for certification and continuing education.

Trustee Moore asked if there was any impact seen for international students, with AVP Wang indicating there was also a decline. Chair Callen stated that often high school students take time off before moving on to college, with AVP Wang indicating that studies show many young people are adaptive to change and when needed go to work first.

President Murdaugh stated we have more work to do on this; with Director Maxwell, VP Jefferson and others looking at ways to increase our enrollments. Director Maxwell indicated we recognize the demographics of our students are beginning to change and with that change, we need to change our marketing strategies to increase our enrollments.

Communications collaborates with Enrollment Services months before registration begins, working on campus with recruitment and retention efforts to current students. There is a robust schedule of advertisements we roll out to the community: to include television, radio and some print. We have built very strong relationships with our local media, along with strong social media via a Facebook following.

She said we continue to promote TCC as the College of Choice; emphasizing quality of education, college experience, affordable tuition, career education and transfer opportunities. Although we have won awards for those advertising efforts, we will be looking at new strategies for our incoming students and finding more groups on which to focus.

For current students we will continue to expand Captiveeyes, an online monitoring system that sends messages to students about upcoming deadlines and promotions. We use Blackboard connect – a newer form of text, voice and email communication to students for registration and other important information.

We will look at increasing our online advertising for current and incoming students, along with bringing on a TCC app to push out information to students. Our office is also exploring some app advertising, so when students go to *Pandora* they may see TCC.

Our Spring registration marketing campaign will be developed to attract more nontraditional students. There will be some new TV, radio and online ads with an emphasis on flexible schedules, online classes with local support, financial aid and scholarships, education for in-demand jobs and career services for students. We will create a new publication to showcase the college, including a viewbook version for nontraditional students.

We will work to find more community partnership programs (such as the United Way Best Program, which assists with tax work for those making \$40,000 or less annually) that will help with FAFSA and other special programs. The Finish Up Florida group are previous TCC students who left less than 2 years ago, with a 2.0 GPA or greater and 30 hours or less to complete their degree. We will reach out to this group via phone and letter campaigns to promote our online programs.

There are also some college students in the area that may not make it back to the university, so we will push out new ads in newspapers and on local radio stations. International student emphasis is also important, with possible testimonials online in their native language and a specific viewbook.

The Wakulla Environmental Institute will bring a whole new world of opportunities, beginning with two online January classes. We are pushing the information that the Wakulla Center is open for business with local classes and will have an opening ceremony on October 10th. A direct mail piece about the evening event will go to the members of the community.

There is a large group of students who applied, but did not register for classes. We plan to reach out to determine why and hopefully assist them with registration. There are also students who were awarded financial aid, but again did not register for classes. We sent a text message to these students, along with postcards to their permanent address with a visible message that funds were available.

Director Maxwell indicated we are all spokespeople for the college, with many opportunities in our daily lives to spread the message. Communications will be developing some talking points for faculty and staff to use. Enrollment Services and Communications are exploring strategic enrollment planning models to use with our new strategic plan efforts.

A student freshman in the audience commented about the kids who applied, but did not register for classes. She said the process was complicated and took more than three hours, indicating if you erred you pretty much had to start over and wondering if it could be simplified. President Murdaugh confirmed she would be willing to work with us to review the process, stating we need to understand it from the eyes of the student.

Trustee Lamb asked if some of the students who applied but did not enroll, might have gone to another school. Director Maxwell indicated that was a possibility, along with getting a job that did not allow time for school.

BUSINESS MEETING

Chair Callen called the Board meeting to order at approximately 3:46 pm.

COMMENTS

Chair – None

Board Members – Trustee Moore shared that President Murdaugh would be recognized at the Distinguished Leadership awards on Thursday.

President – None

APPROVAL OF MINUTES

Chair Callen asked if there were any comments and requested a motion to approve the minutes of the August 20, 2012 Workshop and Board Meeting.

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

INFORMATION AND NEWS ITEMS

Director Maxwell stated the news items are on the portal. She introduced clips including TCC partners with TurboVote, TCC launches new TPP programs, Channel 22 segment *The Skinny* “Tips on how to be successful” and the introduction of the TCC Report, indicating the latest copy of the TCC Report on DVD was provided to them.

President Murdaugh stated Channel 22 continues to get better and better. The channel is used for college readiness and to subtly market the college.

UNFINISHED BUSINESS

None

PUBLIC COMMENT OR PRESENTATIONS

President Murdaugh introduced Dean Banocy-Payne and Eva Nielson-Parks to discuss the Theatre TCC! 2012-2013 season. This year we have two comedies and a musical lined up, in addition, we will have one student run program in the summer. There will be a sponsor for each show, which will donate the proceeds to different charitable organizations.

We will invite area schools to a special matinee of our second production, *The Curious Savage*, a heart-warming family show. In October, we will partner with the Fostering Achievement program on campus to produce a docudrama about the real lives of the students.

President Murdaugh recognized Betty Jensen to present the international calendars and to introduce two of our international students. Ms. Jensen stated her life is enriched daily with the international students, indicating we are the College of Choice for these students from so far away. The students, one from our sister school in Taiwan and one from Germany, introduced themselves and expressed their thanks.

Ms. Jensen thanked the Foundation for their support of the international calendar, sharing the calendar sales support scholarship programs and recognizing Trustee Moore for her pictures. President Murdaugh thanked all contributors, indicating the calendars are for sale.

He asked VP Smith to introduce Joel Neeley, Director of Budget and Cost Analysis. VP Smith indicated Mr. Neeley was from Tallahassee, coming to us most recently from the Legislature and indicating he had more than twenty years of experience in state government. Mr. Neeley indicated he was happy to be here and hoped he could contribute.

President Murdaugh indicated he had not asked VP Ingerman if he wished to speak. VP Ingerman stated he was very happy to be here, indicating this was a very different kind of institution than those where he has previously worked, but he believes strongly in the role of community colleges. He indicated he sought out TCC when looking for innovative, forward-looking community colleges.

NEW BUSINESS

Approval of Consent Agenda

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

MOTION: Trustee Lamb

SECOND: Trustee Moon

Motion passed unanimously.

Academic Affairs

Affiliation Agreement – Pharmacy Technician (Action)

President Murdaugh indicated this is for Stewarts Pharmacy in Tallahassee.

This request is that the Board authorize the President to enter into this agreement.

MOTION: Trustee DeFoor

SECOND: Trustee Moore

Motion passed unanimously.

New Academic Programs to Begin January 2013 (Action)

President Murdaugh indicated there are a number of new programs this year, providing a quick overview of each.

This request is that the Board approve the recommendation for academic course and program additions to begin later this academic year.

MOTION: Trustee Moore

SECOND: Trustee Moon

Motion passed unanimously.

Administrative Services

Renewal for Professional Services Contract – Legal Services (Action)

President Murdaugh stated this is for renewal on the second year of the five year contract.

This request is for the Board to approve the renewal of contract for one (1) year.

MOTION: Trustee Moon

SECOND: Trustee Lamb

Motion passed unanimously.

Construction Status Report (Information)

Director Wildes stated the report was small this month, but he would be happy to address any questions. Trustee Lamb commended everyone for the lighting on Pat Thomas Boulevard. President Murdaugh indicated it was a real safety issue, stating that all the praise goes to Director Wildes and his team.

Annual SREF Fire, Sanitation and Casualty Inspection (Information)

President Murdaugh stated there are still some remaining items at the Gadsden Center, which is the building the Sheriff's Office currently occupies (not the Quincy House). Director Wildes indicated there were three items when he prepared the Board item, however there is only one remaining – the boiler repairs are delayed due to its age and difficulty locating the parts. They anticipate receipt of parts and completion of the repair prior to our next meeting.

Trustee Lamb inquired about a new location for the Quincy House. President Murdaugh indicated Director Wildes had worked hard to find an alternate location, but everything they find is wood frame construction and we are prohibited by state rules from using a wood frame constructed facility. We are now looking at green space where we may build something, as well as, current existing infrastructure.

Director Wildes indicated before we present any location we must check the zoning and that we can use it for the purpose needed, stating we now have additional sites we will be looking at. Addressing Trustees Lamb and Moon, President Murdaugh indicated we had found some promising locations but they presented transportation issues for students.

Trustee DeFoor confirmed that the prohibition on wood frame construction applied to new construction as well, expressing some concern about this for the new Wakulla Environmental Institute. Director Wildes indicated there is another product on the market that infuses wood with silica particles creating properties like concrete, which might be an interesting possibility. President Murdaugh stated this product cannot be burned and termites will not eat it.

Fund Analysis – August 2012 (Information)

President Murdaugh indicated this is presented monthly and VP Smith is available for questions.

Student Services

Awarding Posthumous Degrees (Action)

President Murdaugh stated this is a new policy, sharing we do not get many requests for posthumous degrees but feel we should create a policy outlining the circumstances in which the Board would grant a degree.

This request is for the Board to approve College Policy 10-23.

MOTION: Trustee Moore

SECOND: Trustee Lamb

Motion passed unanimously.

TCC Foundation

TCC Foundation Update (Information)

VP Johnston reported at \$167,000 for July and August, the fund raising is off to a very robust start. The second annual Fostering Achievement Fellowship banquet will be on October 11th, indicating this program began at TCC and is now beginning to take root across the state. The

upcoming President's Circle will feature a hip-hop artist from Tallahassee. Chair Callen thanked the Foundation, indicating their meetings were well run and sharing she learned a lot at them.

PRESIDENT'S REPORT

President Murdaugh referenced a number of upcoming events, indicating we would send the information to the Trustees via email. The upcoming town hall meetings are related to our strategic planning efforts. Thursday is the Annual Distinguished Leadership Awards, where he has been nominated for Leader of the Year and Dr. Wetherell will be recognized with the Lifetime Achievement Award. He thanked everyone that was planning to attend.

The Classified Staff Breakfast will be September 26th and he understands many of the Trustees will be attending. The SACS trip to North George Tech in October will be a learning experience for him, where he hopes to see the process from the other side. Chair Callen and Dr. Sloan will be attending the Trustee Chair training in October, while he is at the Florida Future Forum.

He plans to attend the FSU Deans Symposium on October 11th, where he will talk about higher education and our relationships. He referenced all the upcoming Trustee Conferences, indicating he would try to expand the Legislative Summit in DC to include more time with the delegation there.

Chief of Staff Balog indicated on Wednesday at 1:00 pm in the Student Union Courtyard there would be an ice cream social hosted by the lottery to recognize bright futures students. Secretary O'Connell will be present and we are the first community college to host this event.

Director Robinson announced the upcoming *Dali on Tour* exhibit at the library, which is a photographic exhibit of his life and work, with the opening this Thursday from 4 – 7 pm.

NEXT MEETING DATE

Monday, October 15, 2012

Location: Main Campus

ADJOURNMENT

Meeting adjourned at approximately 4:23 pm.

Minutes approved at regular meeting of the District Board of Trustees on October 15, 2012.

Dana Callen, Ph.D.
Chair

Jim Murdaugh, Ph.D.
President