



Greenville Technical College Board

RETREAT MINUTES

Wednesday, February 16, 2022

Champions Club, Fluor Field

Members Present

Paul Batson
James Blakely
Dean Jones
Ray Lattimore
Ray Martin
Coleman Shouse, Chair
Keith Smith
Kenneth Southerlin

Members Absent

Jo Hackl
Hunter Howard
Dr. Burke Royster
Dave Stafford

Staff Present

Jacqui DiMaggio
Julie Eddy
Susan Jones
Dr. Matteel Knowles
Dr. Keith Miller, President
Dr. Larry Miller
Lauren Simer
Wendy Walden
Ann Wright

Chair Shouse called the meeting to order at 9:04 a.m. and welcomed board members, staff, and distinguished guests. Chair Shouse announced that in accordance with the Freedom of Information Act, the press had been notified of the meeting. Chair Shouse acknowledged that the agenda was posted on the GTC website, and a quorum of board members was present.

Approval of the Minutes

Mr. Howard made a motion to approve the January 19, 2022, minutes. Mr. Lattimore seconded the motion. The motion carried.

Bylaws Committee

Mr. Batson made a motion on behalf of the committee to affirm the committee recommendation that the bylaws be amended to reflect current state law. There being no questions, the motion carried unanimously.

Mr. Batson stated that in addition to the changes in the bylaws, the committee reviewed the Code of Conduct and Potential Conflict of Interest.

The Ethics Reform Act requires board members to submit a written statement to the presiding officer if a conflict of interest exists with an action to be taken by the board. This form is used on a case-by-case

basis when a board member reviews the agenda and notes a potential conflict with an action item. In that case, the board member should complete the form and state the conflict. The conflict will be recorded in the minutes, with a copy of the completed form attached to the minutes.

Mr. Batson went over the Conflict of Interest Policy signature page. According to Mr. Munson, board attorney, the college adheres to the Ethics Reform Act, state law, and the Code of Conduct adopted in 2012. A Conflict of Interest Policy signature page was created for commissioners to sign annually. Mr. Batson recommended adding the signature page to the annual procedures for commissioners to sign at the beginning of the fiscal year (July 1).

Mr. Batson, on behalf of the committee, made a motion to amend the original bylaws recommendation to include attachment of the Conflict of Interest Policy signature page and the Statement of Potential Conflict of Interest form. The motion carried unanimously.

The board packet included a copy of the Conflict of Interest Policy signature page. In preparation for the SACSCOC reaccreditation, Chair Shouse asked board members, if comfortable, to sign the document in June 2022 and again in the upcoming fiscal year.

Strategic Plan Update (Presentation attached.)

Dr. Larry Miller presented the update on strengths, challenges, and opportunities for teaching and learning.

Dr. Knowles and Ms. Wright presented the update on strengths, challenges, and opportunities for student access and success.

Ms. Jones presented the update on strengths, challenges, and opportunities for employee support and development.

Ms. Simer and Ms. DiMaggio presented the update on strengths, challenges, and opportunities for operational excellence and accountability.

SACSCOC Reaffirmation

Ms. Simer presented the purpose, key deadlines, and Area Commissioner's role for the upcoming SACSCOC reaffirmation. The site visit will be October 17-19, 2022, and the SACSCOC Board of Trustees will determine the status in June 2023.

Differential Tuition

Ms. DiMaggio presented the proposed differential tuition model for the college. Differential tuition was approved by the State Technical College board in 2009; however, many colleges, including GTC, added course fees to attempt to recover some of the costs associated with teaching more expensive programs as opposed to implementing differential tuition. A significant benefit of the revised approach is that all course-related charges are eligible for financial aid. The college can raise tuition in a given school to reflect market conditions without having to raise tuition across the board and can greatly simplify the

fee structure and administration of those fees. Going forward, there would be one flat tuition and fee rate depending on the school in which the student is enrolled. An important factor in moving into this model is clear communication to students. The consensus was that overall it seems to be a good direction for the college.

The other factor in the move to differential tuition is Governor McMaster's zero tuition plan. It appears to be the right time to make the change because students will not be affected at this time.

Chair Shouse stated the proposals did not come from finance due to time sensitivity, and he wanted the proposal to be discussed as a group.

As chairman of the Finance Committee, Mr. Southerlin made a motion to adopt the proposed differential tuition structure moving forward. The motion also included the proposed zero tuition for two terms, Summer and Fall 2022. The board will revisit the zero tuition in December 2022. Mr. Smith seconded the motion. The motion carried.

Finance and Facilities Update

Ms. DiMaggio provided the January finance report.

Year-to-date revenues for the first seven months of the fiscal year are on target with the year-to-date budget and 7% above the prior year actual. The most significant variances are:

- Student revenues are 3% below the budgeted revenues and 3% above the prior year actual. Some additional registrations for the late start spring classes will be recognized in February.
- County revenues are 10% above the budget and 6% above the prior year actual. The college anticipates being on or slightly above the budget at the end of the year.
- State appropriations are above the budget and the prior year actual. The college has received all state allocations for this fiscal year, and the revenues were higher because of state-mandated salary increases.
- Auxiliary services revenue is below the budget and very close to the prior year actual. The college is working on less expensive options for academic materials for students, impacting both revenues and expenses.
- Other revenue is 3% below the budget and 31% above the prior year actual. There are increases in rental income and income from student clinics as these areas return to pre-pandemic levels.

Expenses are 1% below the budget level and 4% below the prior year actual. The most significant variances are:

- Salaries are 1% below the budget and the prior year actual.
- Benefits are 2% below the budget and very close to the prior year actual. The college has seen more retirements and resignations than in past years.
- Instructional expenditures are 1% above the budget and very close to the prior year actual. There was a 2.5 % salary increase; some expenses were made earlier this year.

- Academic support is 4% below the budget and 6% above the prior year actual. This results from some vacancies filled in this area and the salary increase.
- Student support is 5% below the budget and 9% above the prior year actual. There are some savings from vacancies; the increases in expenditures were planned.
- Operation and maintenance of plant is 10% below the budget and 4% below the prior year actual because of some vacancies that have been difficult to fill.
- Administrative and general expenses are 4% above the budget and 3% above the prior year because of the payments related to the debt issuance for the new Center for Health and Life Sciences. Bond proceeds will reimburse the cost of issuance.
- Technology expenditures are 4% above the budget and 19% above the prior year actual because of the timing of payments for licensing fees.
- Remissions and exemptions are below the budget and the prior year actual because more high school students are paying a portion of tuition.
- Auxiliary services expenditures are above the budget and below the prior year actual because of the volume and timing of inventory purchases.
- Capital expenditures are below the budget and the prior year actual because the college is using state funds and HEERF funds for all eligible purchases.
- Debt service is on target with expectations.

Ms. DiMaggio also provided the unrestricted funds financial forecast:

Revenue

- Enrollment will remain flat in 2022 and increase 2% in 2023 and 2024. Tuition will increase 2% in all years.
- Greenville County support will increase 1.5% per year.
- Auxiliary revenue will decrease 2% per year for 2022 and 2023 and then be flat.
- Other revenue will increase 3% per year in FY 22 and 23 and 1% in FY 23-FY 28.
- State appropriations will increase 1/2% annually.

Expenses

- Salaries will increase 2% per year, attrition savings (permanently eliminating vacant positions) of \$400,000 for FY22, \$1.4 million in FY23, and \$200,000 in 2024.
- Benefits are adjusted based on expected increases for State Pension and health insurance increases.
- Other expenses will be adjusted as needed to balance the budget.
- Debt service will decrease based on current schedules - additional payments for bond funding are budgeted in FY24 to FY28.
- Equipment expenditures will increase based on new programs and required replacement.
- Scholarships and exemptions will remain stable. Increases in the fee schedule will offset additional exemptions from increases in dual enrollment.

Facilities Updates

Ms. DiMaggio provided a facilities update.

- Buck Mickel Center
Offers to purchase are significantly below appraised value. The sale would require JBRC approval. Based on needs analysis and preliminary Master Plan results, a feasibility study to move programs is recommended.
- The parking lot for the Student Success Center
The proposed parking lot was approved by all state agencies last year. Supply chain challenges created cost escalations of approximately 20%. The SC Commission on Higher Education approved the increase in budget on February 4, 2022. The project will go before the Joint Bond Review Committee and the State Fiscal Accountability Authority for their approval.
- Center for Health and Life Sciences. The college signed a contract with the construction manager at risk, Harper Corporation; construction drawings are in phase February 2022 to August 2022; state engineer review September 2022 to November 2022; construction is scheduled for December 2022 to June 2024; building is scheduled to open Fall 2024
- Academic Master Plan highlights phased renovations to the Engineering Technologies Building, University Transfer Building, Nursing Building, STAT Center, Dental Building, and Industrial Complex.

Old and New Business

There being no old or new business, Mr. Batson made a motion to adjourn. Mr. Jones seconded the motion. The meeting adjourned at 12:37 p.m.

GREENVILLE
TECHNICAL COLLEGE

STRATEGIC PLAN UPDATE

AREA COMMISSION
RETREAT

FEBRUARY 16, 2022

STRENGTHS

TEACHING & LEARNING

KEY POINTS

- Experiential learning
- A&S Speaker Series & Courageous Conversations
- Professional student engagement activities
- Comprehensive transfer program
- Faculty scholarship
- 4DX
- KPIs
- Portfolio management system

CHALLENGES

TEACHING & LEARNING

KEY POINTS

- Sustaining high-quality programming
- Assessment capacity unevenly distributed across academic schools
- Meeting workforce demand for machinists and EMTs
- Time and effort required to gather information and make decisions

OPPORTUNITIES

TEACHING & LEARNING

KEY POINTS

- Moving MTT/CNC programming to CMI
- Reducing number of schools
- Anthology -- new PowerBI dashboard
- Assessing private sector partnerships for EMS
- Center for Health and Life Sciences
- Transfer proviso
- Early College
- Two new bachelor's degree programs
- Reducing the number of schools from 7 to 5

**STUDENT
ACCESS &
SUCCESS**

- Wraparound services for students
- Realigned services
- Student scholarships

STRENGTHS

**STUDENT
ACCESS &
SUCCESS**

- Quantifiable impact of funding for student access and success
- Scaling/institutionalizing effective programs

CHALLENGES

STUDENT ACCESS & SUCCESS

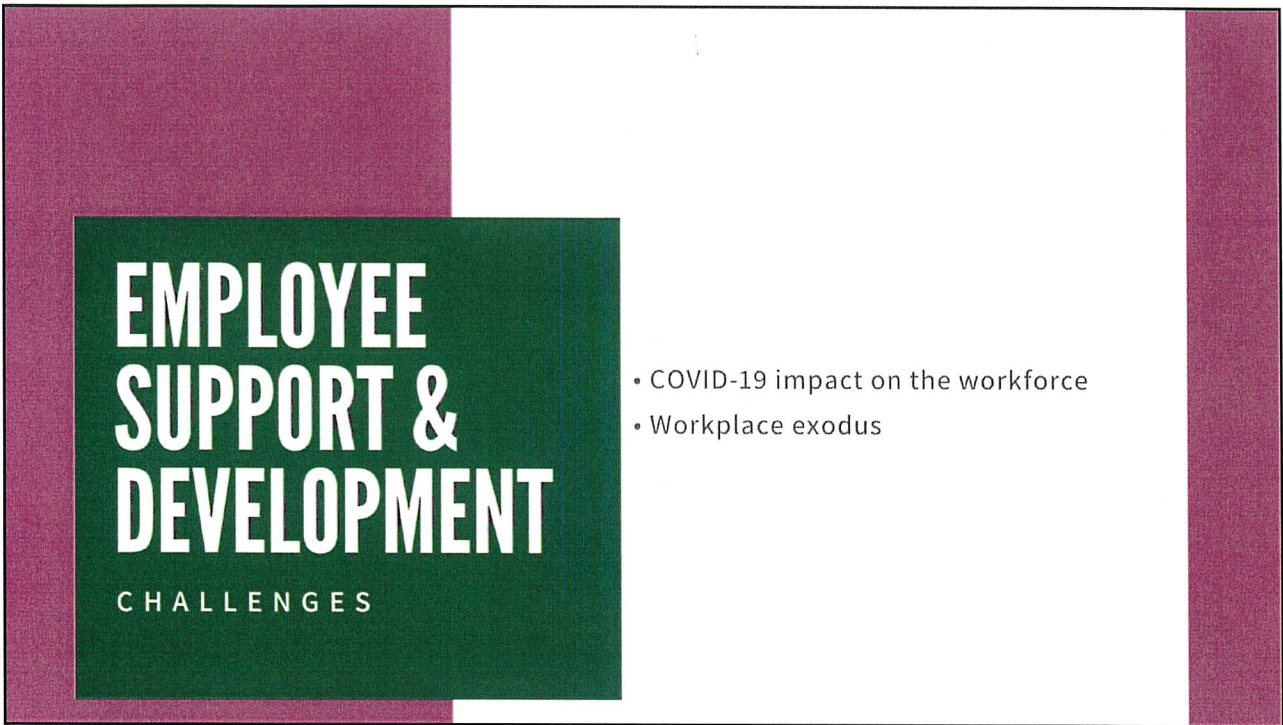
OPPORTUNITIES

- Enrollment
- Student housing transition
- Capital campaign

EMPLOYEE SUPPORT & DEVELOPMENT

STRENGTHS

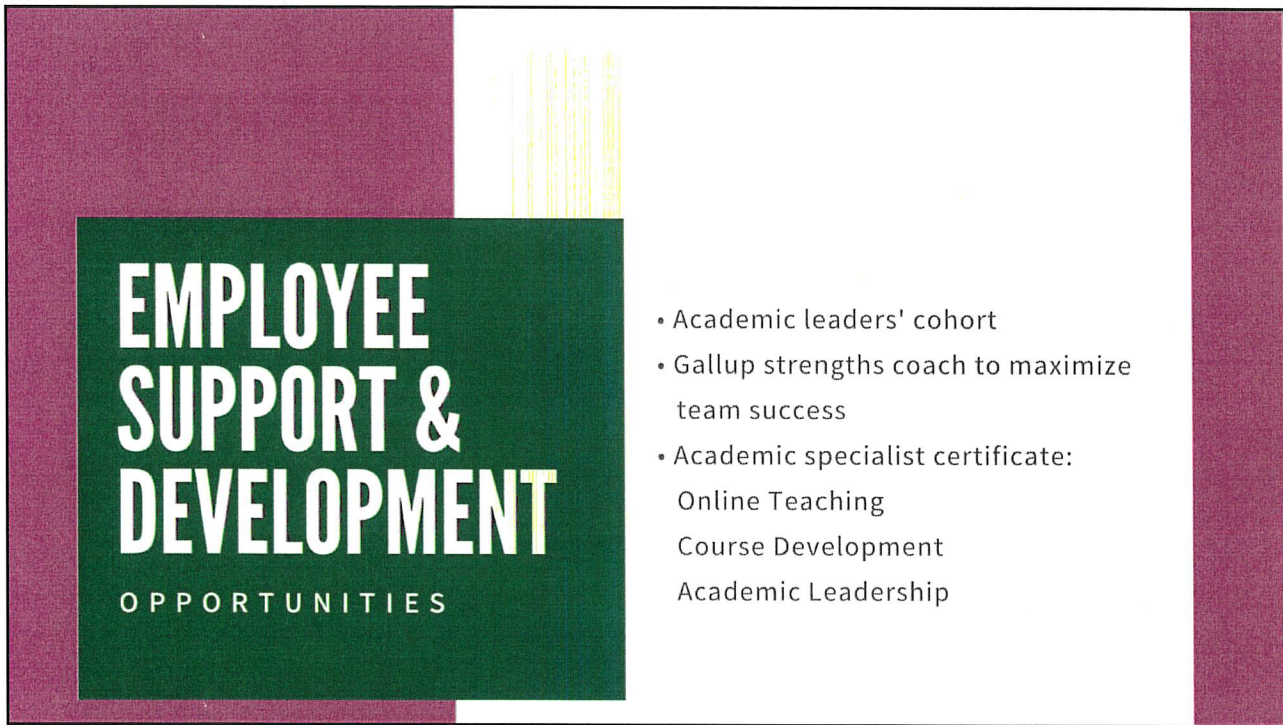
- CPE staff assess needs/develop solutions
- Robust learning management system
- Diversity training with onboarding
- New faculty academy
- Top four in affirmative action goal attainment



**EMPLOYEE
SUPPORT &
DEVELOPMENT**
CHALLENGES

- COVID-19 impact on the workforce
- Workplace exodus

This slide features a dark green rectangular box on the left containing the title 'EMPLOYEE SUPPORT & DEVELOPMENT' in large white letters, with 'CHALLENGES' in smaller white letters below it. To the right of this box, a bulleted list contains two items: 'COVID-19 impact on the workforce' and 'Workplace exodus'. The slide is framed by maroon vertical bars on the left and right sides.



**EMPLOYEE
SUPPORT &
DEVELOPMENT**
OPPORTUNITIES

- Academic leaders' cohort
- Gallup strengths coach to maximize team success
- Academic specialist certificate:
Online Teaching
Course Development
Academic Leadership

This slide features a dark green rectangular box on the left containing the title 'EMPLOYEE SUPPORT & DEVELOPMENT' in large white letters, with 'OPPORTUNITIES' in smaller white letters below it. To the right of this box, a bulleted list contains three items: 'Academic leaders' cohort', 'Gallup strengths coach to maximize team success', and 'Academic specialist certificate:'. The 'Academic specialist certificate:' item is followed by three sub-items: 'Online Teaching', 'Course Development', and 'Academic Leadership'. The slide is framed by maroon vertical bars on the left and right sides.

STRENGTHS

OPERATIONAL EXCELLENCE & ACCOUNTABILITY

- Anthology system roll-out
- Internal call center
- 4DX teams driving performance improvement
- CARES and HEERF funds
- Active pursuit and engagement with minority vendors

CHALLENGES

OPERATIONAL EXCELLENCE & ACCOUNTABILITY

- Staff shortages with implementation of Anthology
- Multiple projects competing for the same resources
- OIT Team
- State procurement process
- Attracting and retaining talent
- Unprecedented number of retirements

OPPORTUNITIES

OPERATIONAL EXCELLENCE & ACCOUNTABILITY

- Anthology will reduce redundancies & streamline business processes
- CARES and HEERF funds
- Increase usage of minority vendors
- Knowledge of Six Sigma

COMMUNITY LEADERSHIP

- EMT training partnership with SC Works and Prisma
- Quick Jobs -- 859 students served
- 83 people have earned a CDL
- 4 economic development visits hosted
- Kept CDC open throughout pandemic to meet demand
- Board service by college personnel

STRENGTHS

COMMUNITY LEADERSHIP

CHALLENGES

- Construction industry participation

COMMUNITY LEADERSHIP

OPPORTUNITIES

- Collegiate Prep Institute
- Return of board chair breakfast
- Offices for Apprenticeship Carolina
- Co-locating EDCT department with Apprenticeship Carolina