



## Greenville Technical College Board

### MEETING MINUTES

Wednesday, June 16, 2021

Dreisbach/Anderson Student Success Center (Building 102), Community Room (170)

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#### Members Present

James Blakely  
Jo Hackl  
Hunter Howard  
Dean Jones (Zoom)  
Ray Lattimore (Zoom)  
Ray Martin  
Dr. Burke Royster  
Coleman Shouse, Chair  
Keith Smith  
Kenneth Southerlin  
David Stafford (Zoom)

#### Members Absent

Paul Batson

#### Staff Present

Jacqui DiMaggio  
Julie Eddy  
Artie Hammond  
Susan Jones  
Becky Mann  
Dr. Keith Miller, President  
Dr. Larry Miller  
Lauren Simer  
Wendy Walden  
Dr. Alecia Watt  
Ann Wright

#### Guests

Stacy Brandon, GT Foundation Board Chair  
Grant Burns, State Tech Board (Zoom)  
Brad Love, Haynsworth Sinkler Boyd  
Keith Munson, Rimon Law

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Chair Shouse called the meeting to order at noon and welcomed members of the board, staff, and guests. Chair Shouse announced that in accordance with the Freedom of Information Act, the press had been notified of the meeting though no representatives from the media were in attendance. Chair Shouse acknowledged that the agenda was posted on the GTC website and a quorum of board members was present.

President Miller introduced staff members present and explained their roles with the college. Mr. Howard introduced and welcomed the college's new internal auditor, Mr. Artie Hammond, formerly with PPG.

#### Approval of the Minutes

Ms. Hackl made a motion to approve the May 19, 2021, minutes. Mr. Howard seconded the motion. The motion carried.

Chair Shouse announced that the Finance Committee and Building and Grounds Committee met together prior to this meeting, and the session was held jointly because there were common elements in the agendas.

### **Building and Grounds Committee**

Mr. Smith made a motion on behalf of the Building and Grounds Committee to approve the Comprehensive Permanent Improvement Plan (CPIP) that was provided in the board packet. President Miller explained that the state requires every college and university to submit this plan yearly to highlight larger anticipated projects, i.e. roof replacement, new building, renovation, etc. The motion carried.

### **Finance Report**

Mr. Southerlin asked Ms. DiMaggio to present the financial update for May 2021.

Total revenues are 3% below the year-to-date and 6% below the prior year actual.

Student revenues are \$2.1 million or 4% below the year-to-date and \$4.3 million or 8% below the prior year actual. The fall and spring curriculum enrollment was lower than the budgeted level. Summer enrollment 2021 was very close to the prior year. Summer is on track in terms of credit hours with the prior year and on budget. The college continues to enroll for Summer Semester; however, there has been a challenge with EDCT revenue significantly below the budget as a result of the pandemic.

County revenues are above the year-to-date budget. The majority of those revenues are received within the first three calendar quarters of the year, and the college has exceeded the 2021 budget.

State appropriations are slightly below the budget and the prior year actual. The college budgeted for a slight increase in appropriations for the current year and has received approximately \$450,000 more than budgeted because of increases in the allocation of benefits cost.

Auxiliary services revenue has been declining for several years as a result of increasing competition coupled with declining enrollments. There has been an increase in sales for inclusive access (online books). The online books are less expensive and have a lower profit margin; however, they are very beneficial for students because this option enables them to have materials on the first day of class. There has been an increase in sales since the Barton Bistro opened. The college expects a rebound in sales once the bookstore is relocated to the main campus at the beginning of Fall Semester.

Other revenues are 16% below the budget and 24% below the prior year actual because of decreases in interest income, income from the Child Development Center, and rental income due to the pandemic. The college expects to see this rebound in the next year.

Total expenses are approximately \$1.9 million below the year-to-date budget and approximately \$1.4 million below the prior year actual.

Employee salaries have been consistent for the last two years and very close to the budget.

Employee benefits are slightly above the budget because the state did not implement the 1% additional increase in state retirement contribution as a result of the pandemic. The college anticipates the increase to be implemented next year.

Instructional expenditures are slightly above the budget and the prior year actual primarily because of the need for additional lab assistants, equipment, and supplies as the college worked through the pandemic with socially distanced classes.

Academic support is below the budget and approximately 4% below the prior year actual as a result of vacancies in that area.

Student support is slightly below the budget and 2% below the prior year actual because there were more vacancies in that area than expected, and there were some budgeted increases in 2021 that did not come to fruition because of the pandemic.

Operations and maintenance of plant is slightly below the budget and the prior year actual. The college anticipated completing more projects this year; however, due to the pandemic, facilities staff had to prioritize making the campus safe for employees and students. The college was able to use some of the Coronavirus Aid, Relief, and Economic Security Act (CARES) and Higher Education Emergency Relief Fund (HEERF) grants from the federal government for materials and some of the facility staff's time.

Administrative and general expenses are below the budget and the prior year actual because expected spending is on track.

Technology expenditures are close to the budget and below the prior year because of the timing of some expenditures in that area.

Remissions and exemptions are below the budget and slightly above the prior year actual. Remissions and exemptions have been trending downward because a growing number of high school students are paying more tuition. The college can use state funds to offset some of the tuition, but there is also an increase in the number of students attending.

Auxiliary services expenses are below the budget and the prior year actual because of the impact of inclusive access and the timing of materials and computer purchases for Summer Semester.

Capital expenditures are below the budget and the prior year actual. The college has been allocated over \$1 million by the state for high-demand equipment, and that fund is being utilized before relying on college money.

Debt service is on track as it has been for the past few years.

### **Joint Finance and Building and Grounds Committee**

#### **- Approval to Construct Arts and Health Sciences Building**

Mr. Love, the college's bond attorney, provided background on the joint committee agenda item. The board approved the issuance of bonds in May 2020, creating an installment purchase revenue bond structure. With this structure, federal law requires approval within a year of when the bonds are issued. Since the college had to go through a series of state approval processes, the year was exceeded and the structure must be approved again. This bond issue is not to exceed \$60 million. President Miller reminded the board that the college worked with County Council over two years ago to get the bonding capacity approved. The planning for this building has been underway for over ten years; however, the size, cost, and millage haven't been there. The college has received phase one approval from the state and is ready to proceed with phase two approval. The project also includes support from the Greenville Tech Foundation, and it will be a welcome addition for students with updated labs and much more.

A joint recommendation was made from the Finance Committee and Building and Grounds Committee to update the approval to move forward with phase two of the arts and health sciences building project as required by the approving authorities. Ms. DiMaggio clarified that

funds will go directly into the debt service account and not impact the operating account. The motion carried unanimously.

- **Approve the Issuance of Installment Purchase Revenue Bonds**

A joint recommendation was made from the Finance Committee and Building and Grounds Committee to approve up to \$60 million in financing for the arts and health sciences building. The motion carried unanimously.

## **Finance Committee**

- **Approval of Reimbursement Resolution**

Mr. Southerlin on behalf of the Finance Committee made a motion to approve the reimbursement resolution. Mr. Love provided a brief explanation that the reimbursement resolution allows the Commission to be reimbursed for any incurred costs before the issuance of the bonds with that reimbursement coming from the bonds themselves. It does not require the Commission to be reimbursed, but it provides the opportunity if necessary. The motion carried unanimously.

- **Approval to Procure ERP System**

Mr. Southerlin made a motion on behalf of the Finance Committee to approve the procurement of the Enterprise Resource Planning (ERP) system as described. Ellucian has been used for the last 20 years and was state-of-the-art at the time of its adoption; however, the system has been unable to keep up with needs of the college. Since GTC is spending approximately \$8 million of college funds for this purchase, the Finance Committee is seeking board approval to move forward with the negotiation process. Ms. Simer and her team have spent 18 months assessing the needs of subject matter experts across all campuses and worked with state procurement throughout the negotiation process. A consultant and business process team will help the college navigate the switchover process as the college goes to a cloud-based solution. President Miller added that the computer system touches every aspect of the college. The new ERP System will require adopting new processes and procedures, it will help enhance the focus on student retention and persistence, and it will provide better tools to track and improve from start to finish. The implementation process will require approximately one year. After discussion, the motion carried unanimously.

- **2021/2022 Budget**

Ms. DiMaggio presented the proposed 2021/2022 budget.

The curriculum budget is based on staying very close to the current level of enrollment.

The continuing education budget is lower than the previous year's budget and significantly higher than this year's projection. While it is aggressive, there is additional state funding for these programs, especially for people who are currently on receiving unemployment benefits.

Remissions and exemptions are budgeted a little less this year and more than the current projection.

Local government funds were increased by \$900,000, which is a little below the current year actual, with the intention of being conservative.

The auxiliary revenue budget is slightly aggressive compared to recent results. With the bookstore on this campus and the Barton Bistro, there is the anticipation of more revenue.

Other revenues include \$2 million of lost revenue funds that can be accessed through the COVID relief funds.

The state board revenue is budgeted somewhat conservatively. The system anticipates receiving an additional \$10 million. Depending upon the formula, this could bring the college between \$800,000 and \$1.4 million of additional revenues. If there is a state-mandated salary increase, there may be additional funds, but that will not be enough to offset the increases. If there are significant changes to state allocations, there will be a revised budget for the board to review.

The budget for academics is increasing by approximately \$860,000. The budget was overspent this year because of smaller class sizes, and the college wants to make sure there are sufficient funds budgeted in that area.

The academic support budget is increasing over \$780,000 as a result of increases in resources for retention and advising. Some of those areas are being reviewed by the President's Commission on Academic Staffing and Administration, a cross-functional team that is looking at cost-saving options within this area.

The student support budget is growing with increases in recruiting, student activities, Title IX, placement testing, student records, and the call center.

The operations and maintenance of plant budget increased by approximately \$900,000. The most significant areas are campus police, McAlister Square operating, and environmental health and safety.

The technology budgets increased approximately \$300,000 due to increases in security and to cover lost revenues from state grants. The college will not be receiving lottery technology funds next year. IT will have to absorb some costs that they had been using state funds to cover for several previous years.

Debt service increased slightly because of the debt payment schedule not related to the new building but related to the debt schedule.

Administration expenses have decreased by approximately \$1.5 million. The college has not budgeted for any supplemental positions. All new or replacement positions will come from savings or other areas at this point.

The college has attrition savings of \$2 million budgeted. This target was reached for the current fiscal year because of a significant number of employee retirements and some employees leaving to take other opportunities.

Auxiliary expenses are expected to decrease slightly.

Mr. Southerlin on behalf of the Finance Committee made a motion to approve the FY 2021/2022 budget that starts July 1, 2021. The motion carried unanimously.

- **Pandemic Budget**

The college received three different buckets of funds from the federal government: 1) (Coronavirus Relief and Economic Security Act (CARES); 2) CARES 2; and 3) Higher Education Emergency Relief Fund (HEERF).

The original total award for CARES was \$6.7 million. One half was required to go directly to students; the other half was the institution's portion. All of the student portions have been distributed; the institution has spent approximately two-thirds of its portion to date.

The CARES 2 total award was \$13.7 million; \$3.6 million went directly to students, and the majority of the student portion has been allocated. This leaves the institution with slightly over \$10 million; the college is working on plans to spend those funds.

The HEERF allocation was approximately \$24 million (\$12 million directly to students to be distributed over the next three semesters; and \$12 million to the college).

### **Audit Committee**

Mr. Howard stated that the Audit Committee met before the board meeting. In that meeting, Mr. Hammond, the new internal auditor, provided the internal audit plan. Mr. Kochenower, the external auditor, provided his required communications with the committee. The external auditors are onsite doing five full days of field work; they will return later to complete the audit.

### **President's Report**

President Miller provided the following highlights:

- The board is meeting in the Dreisbach/Anderson Student Success Center, formerly the Technical Resource Center building that housed the library. President Miller commended the Foundation and Les Gardner for securing a gift from Ms. Dodie Anderson. The building brings together all of the admissions and registration services that were located at McAlister Square. This is an enormous benefit for students from a convenience and efficiency standpoint.
- Ms. Eddy provided a brief COVID update. The White House has issued a challenge for the country to have as many Americans vaccinated by July 4 as possible. Part of this effort is to increase vaccination rates of the younger population through the COVID 19 College Challenge. GTC has joined approximately 200 higher education institutions in this effort. The college is working with Bon Secours to have their vaccine buses at all campuses, hosting additional vaccine clinics, encouraging students and employees to take advantage of walk-in vaccine visits at the Buck Mickel Center, and considering incentives for employees and students if they choose to be vaccinated. There have been no COVID positive employee cases in several weeks and less than 10 student cases in 6 to 7 weeks.

### **SCATCC Update**

Chair Shouse stated that SCATCC is developing a work plan for next year.

Mr. Grant noted that the most exciting thing at State Tech right now is the announcement from Governor McMaster that the emergency education relief funds (approximately \$8M) announced earlier this year can be used by those on unemployment to enroll in quick retraining programs at the state's technical colleges. This will substitute for the weekly job search requirement. Eligible programs include healthcare, CDL, transportation, Six Sigma, welding, etc. The State Board is having a joint retreat with the presidents at Horry-Georgetown in July and will keep the board updated on results from that retreat.

### **Performance and Evaluation Committee**

Ms. Hackl asked President Miller to lead the board through the attainment against the 2020/2021 objectives.

- **2020/2021 Objectives**

President Miller noted under Teaching and Learning, two Measures of Success will not have outcomes until October 30, 2021: 1) credit licensure exam pass rate of 95%, target of 93%; and 2) graduate placement rate of 85%, target of 89%.

President Miller noted under Operational Excellence and Accountability, Measure of Success for percentage of annual discretionary budget spend with minority, the committee has asked for the list of minority vendors that the college uses; Mr. Lattimore has offered to review the list and to offer suggestions.

President Miller noted under Community Leadership, Strategic Objective 3, the year-end narrative that is referred to is the 2020/2021 Key Accomplishments document.

- **Proposed 2021/2022 Objectives (see attached)**

Ms. Hackl asked President Miller to lead the board through the proposed 2021/2022 objectives that require board approval. Ms. Hackl thanked Chair Shouse, Mr. Lattimore, Mr. Blakely, and Dr. Royster for their work throughout the year to monitor the performance of the 2020/2021 goals and the careful deliberation of the 2021/2022 goals.

President Miller noted under Teaching and Learning, the proposed credit licensure exam pass rate remains the same as 2020/2021 of 95% based on pandemic-related challenges. The graduate placement rate is a provisional 87% to be revisited by the committee in late October/early November when the final number is known.

President Miller noted under Teaching and Learning, a new Measure of Success has been added, the eight-year integrated postsecondary education data system. With the SACSCOC reaccreditation near, SACSCOC requires each institution to choose one of its five options to enable them to follow closely with the institution. GTC chose "measures the percentage of all students who graduate within 8 years," as did most of the technical colleges in South Carolina, because of the IPEDS report. As a point of clarification, the IPEDS numbers are GTC graduates only.

Dr. Larry Miller shared that the state is partnering with First Steps, an agency serving at-risk young children, targeting their parents, typically mothers, and making sure that they are eligible for the new Governor's Emergency Education Relief (GEER) Grant.

Ms. Hackl on behalf of the committee made a motion to adopt the 2021/2022 institutional objectives as presented by President Miller. The motion carried unanimously.

**Old and New Business.**

There being no old or new business, Mr. Howard made a motion to adjourn into executive session to discuss personnel and compensation matters related to senior college executives. Mr. Smith seconded the motion. The motion carried.

The meeting went into Executive Session at 2:00 p.m.

The meeting reconvened at 2:11 p.m. There was no action taken in the executive session and no other topics were discussed.

Ms. Hackl made a motion on behalf of the Performance and Evaluation Committee that the board adopt the recommendations of the committee concerning senior compensation. The motion carried unanimously.

The meeting adjourned at 2:17 p.m.



TEACHING AND LEARNING	Measures of Success	2020-21 Outcomes	Annual Goals	Performance as of			
				August 31	November 1	January 31	March 31
<p><b>Strategic Objective 1:</b> Deliver high-quality educational programs and skills-based training.</p>	Credit Licensure exam pass rate	tbd <sup>^</sup>		N/A	N/A (available Oct. 30, 2022)	N/A (available Oct. 30, 2022)	N/A (available Oct. 30, 2022)
	Graduate placement rate	tbd <sup>^</sup> (graduates of 2019-20)		N/A	N/A (available Oct. 30, 2022)	N/A (available Oct. 30, 2022)	N/A (available Oct. 30, 2022)
	<b>WIG</b> - Total # of Graduates (unduplicated)	1,829 <sup>^</sup> (unverified)		N/A			
	Total # of Awards (duplicated)	1,965 <sup>^</sup> (unverified) <sup>^</sup> (available Oct. 30, 2021)		N/A			
<p><b>Strategic Objective 2:</b> Improve course success and program completion for all students.</p>	<b>New</b> - 8 Year Integrated Postsecondary Education Data System (IPEDS) Outcome Measure. This is GTC's selected measure from one of five options offered by SACSCOC; measures the percentage of all students who graduate within 8 years.	20% Baseline – 2012 cohort  Peer institutions average 21%		N/A	N/A	N/A	N/A
<p><b>Strategic Objective 3:</b> Provide a prepared workforce.</p>							

STUDENT ACCESS AND	Measures of Success	2020-21 Outcomes	Annual Goals	Performance as of			
				August 31	November 1	January 31	March 31
<p><b>Strategic Objective 1:</b> Streamline existing and identify new pathways for student access.</p>	% Persistence ( <b>Sub-WIG</b> )	72%	74% 2% Increase	N/A	N/A		
	% Retention ( <b>Sub-WIG</b> )	55%	57% 2% Increase	N/A	N/A	N/A	
	# of Early College Enrollment	1,765 (Fa20) 1,729 (Sp21)	1,800 (Fa21) 1,764 (Sp22) 2% increase	N/A			
	Increase Enrollment Headcount	10,526 (Fa20) 9,130 (Sp21)	11,111 (Fa21) 9,638 (Sp22) 5.56% increase				
<p><b>Strategic Objective 2:</b> Ensure effective pathways to student academic and personal development.</p>	Increase Foundation donations for endowed scholarship funds	\$364,508 Cumulative to date	Increase by \$200,000 Annually				
<p><b>Strategic Objective 3:</b> Expand engagement strategies to promote student goal attainment.</p>							

EMPLOYEE SUPPORT		2020-21 Outcomes		August 31	November 1	January 31	March 31
<p><b>Strategic Objective 1:</b> Foster a culture of innovation, continual learning, and professional development for employees.</p> <p><b>Strategic Objective 2:</b> Provide a supportive and rewarding work environment.</p> <p><b>Strategic Objective 3:</b> Facilitate open and productive communication across all levels.</p>	<p>Increase the number of employee engagement opportunities</p> <hr style="border: 0.5px solid gray;"/> <p>% of minority applicants from full time faculty applicant pool of positions filled.</p>	<p><b>14</b> virtual town hall meetings with employees (SCW); <b>9</b> management team meetings; <b>9</b> Courageous Conversations and Women's Club meetings multiple communiques w/students &amp; employees (cumulative to date)</p> <hr style="border: 0.5px solid gray;"/> <p style="text-align: right;">25%</p>	<p><b>11</b> Success Check Webinars; <b>10</b> Courageous Conversations and <b>3</b> Women's Club meetings; <b>6</b> major events per year for employees (retirement celebration, holiday luncheons, convocation, employee appreciation, employee service award, 4DX Celebration; 6 management team meetings.</p> <hr style="border: 0.5px solid gray;"/> <p style="text-align: right;">26% 1% Increase</p>				

OPERATIONAL	Measures of Success	2020-21 Outcomes	Annual Goals	Performance as of			
				August 31	November 1	January 31	March 31
<p><b>Strategic Objective 1:</b> Continue to refine budgeting principles and policies for ongoing financial sustainability.</p> <p><b>Strategic Objective 2:</b> Maximize resource impact while balancing the needs of employees, customers, and key stakeholders.</p> <p><b>Strategic Objective 3:</b> Meet and exceed operational excellence standards.</p>	Process improvement efficiency and/or effectiveness gains	Process Adoption = <b>94%</b> XPS = <b>3.65</b>  XPS is similar to GPA calculations (4.0)					
	% of annual discretionary budget spend with minority vendors excluding women & veterans.	<b>4%</b> <b>\$277,947</b> Cumulative available spend \$7,147,86					
	% of annual discretionary budget spend with all minority vendors.	<b>24%</b> <b>\$1,686,128</b>					
COMMUNITY	Measures of Success	2020-21 Outcomes	Target	August 31	November 1	January 31	March 31
<p><b>Strategic Objective 1:</b> Forecast and respond to changing employer needs.</p> <p><b>Strategic Objective 2:</b> Advance educational opportunities for all community members.</p> <p><b>Strategic Objective 3:</b> Serve the community by sharing our expertise, volunteerism, economic support, and other resources.</p>	# of Greenville County companies served	119	139 3% Increase				
	Continuing Education Annualized Headcount	9,182	10,000 9% increase				
	Dr. Miller to provide narrative in annual year-end report to meet SO 3.		N/A	N/A	N/A	N/A	N/A