



**Minutes
Greenville Technical College Area Commission
Brashier Campus
Building 201, Rooms 124-125**

August 21, 2019

Members Present

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

Members Absent

Paul Batson

Staff Present

Dr. Keith Miller
Jacqui DiMaggio
Dr. Matteel Jones
Susan Jones
Lauren Simer
Wendy Walden
Ann Wright
Julie Eddy
Becky Mann
Eric Bedingfield
Jaquetta Ross
Brett Gaffney
Dr. Travis Gleaton
Mikelle Porter

Guest

Keith Munson

Visitor

Ariel Gilreath, Greenville Journal

Call to Order and Welcome

Chair Shouse called the meeting to order at 12:00 p.m. and welcomed members of the board and staff. 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. Chair Shouse also acknowledged that a quorum of board members was present.

Approval of Minutes

Ms. Hackl made a motion to approve the June 19, 2019, minutes as amended. Mr. Stafford seconded the motion. The motion carried.

Finance Report

Mr. Southerlin referred the board to the July financial reports in the board packet. Ms. DiMaggio presented the financial report.

The June 30 budget analysis was the result of prior year-end adjusting entries and shows \$2 million in excess revenues over expenses. The decreases in tuition revenue and auxiliary services were offset by decreases in spending across the board primarily by attrition savings from vacancies.

There will be some significant adjustments in next month's consolidated statements.

- A \$2.3 million loss on the disposal of the Belk building and healthcare annex. The buildings were not fully depreciated when demolished.
- Depreciation of \$6.2 million, an increase of \$723,000 over the prior year because of a full year of depreciation of CMI and the appreciation of the National Guard building this year.
- Reduction of indebtedness of \$5 million as bonds and debt are paid down.
- A decrease in the pension liability of \$570,000.
- An increase in post-retirement benefits liability of \$2.5 million.

When the year-end audited statements are presented next month, a reduction of net assets of \$3.5 million is anticipated because of the losses on the demolished buildings and making the adjustments required for the pension and post-retirement benefits.

From an operational standpoint, the college is operating with an excess of revenues over expenditures, and the cash flow is positive with an increase of cash and investments of over \$4 million. A significant amount of cash will be spent in the current fiscal year for the renovation of the TRC to create the new student success center.

There was a discussion on the renovation cost for the TRC building. Ms. Dodie Anderson made a gift of \$2 million that will offset the estimated renovation of \$17 million. The naming opportunities will net 10% or greater of the total cost of the facility.

Because the college has significant deviations from the year-to-date budget and the prior year, Ms. DiMaggio addressed the larger variances.

Total revenues are 5% higher than the prior year.

- Student revenue is significantly above the budget and 3% higher than the prior year. The college has changed the way students are purged from classes for non-payment. As of the second purge, headcount is currently 2.1% ahead of last year, and full-time equivalent students are 2.3% ahead based on the same number of days before the start of classes last year.
- State board revenue increased \$660,000 because of the college's allocation. It could be higher depending upon the allocation for the state mandated salary increases and increases in pension contributions. The college will know the actual allocation for the state in October.

- Auxilliary services revenue is down for July based on the timing of late start summer classes. More students purchased books in June instead of July.
- Other revenue shows an increase because of the accrued interest income at the fiscal year end and recognized additional interest in July.

Total expenses are 6% lower than the prior year.

- Technology expenditures were significantly below the budget because of the timing of the maintenance agreement invoice for the Ellucian ERP system.
- Remissions and exemptions are above the budget and the prior year. The college has registered 165 more high school students than the same time last year. These exemptions have been placed on the students' accounts. Those exemptions should decrease as the fee waivers are replaced with Lottery Tuition Assistance grants.
- Auxilliary services expenses are below the prior year partially because of the timing of inventory purchases for Fall Semester and partially because of inclusive access. There are 45 courses and 328 course sections using inclusive access. Electronic materials are significantly less expensive to students, and they are available the first day of class, increasing student success.

Education and Training Review Committee

Mr. Jones provided an overview of the 3D Design & Digital Manufacturing Certificate in Applied Science for board approval.

This certificate provides associate degree technicians in engineering and manufacturing with additional skills in order to bridge the gap between engineering design and the skills of fabricating products in the digital manufacturing environment, including subtractive and additive manufacturing and quality assurance. Manufacturing is definitely on a growth curve in the Upstate of South Carolina, as well as in the entire and Southeast Region of the country, especially in the automotive and aerospace industries.

Mr. Jones made a motion on behalf of the committee to approve the certificate in applied science. The motion carried.

President's Report

Dr. Miller noted the list of key accomplishments in the board packet.

Dr. Jones introduced Ms. Jaquetta Ross, the new campus life director. Ms. Ross served as a faculty member and an academic advisor for the past six years, and she is very excited and passionate about her new role.

Ms. Ross provided an overview of the plans and goals to promote student fun and engagement to create a well-rounded student. See the attached presentation, *Greenville Technical College campus life*. Handouts were also distributed that included *Here's what's happening in September*, a flyer for the Fall Bash and Hey Day, and a social media handout with the GTC campus life web address for students to follow on Instagram and Facebook.

Performance and Evaluation Committee

Ms. Hackl thanked the members of the committee.

2018/2019 Institutional Objectives – Dr. Miller provided a review of the 2018/2019 Institutional Objectives. Dr. Miller specifically addressed the objectives that did not meet the target:

IO 2.1 (enrollment): Measures 2; IO 2.2 (persistence); Measures 1 and 2 – the following actions have been implemented:

- Mandatory advising for freshman students taking 18 credit hours
- The Greenville Tech Foundation has offered persistence and retention scholarships up to \$3,000
- New online application to make the process easier
- Investment in the Civitas program that projects student needs in real time

The biggest change has been the formulation of the President's Commission on Persistence and Retention comprised of members of faculty, staff, and administration with different skill sets. The only charge was to develop a model to implement effective strategies and tactics to counter enrollment declines. The commission has submitted a final report to the executive leadership team for review and approval. The next step is to develop a business plan for implementation.

IO 3.1: Measure 1 (percentage of minority applicants from full-time faculty applicant pool of positions filled) – The college exceeded last year's benchmark of 24%. The meets target was set at 30%, and the college achieved 28%. As the college continues to refine courses, the target could become more difficult to meet because new faculty will not be hired as often.

2019/2020 Institutional Objectives – Ms. Hackl pointed out the new formatting that focuses on the target and includes last year's outcomes and increased narrative space for the periodic reports to the board about the performance against goals. The goals are aligned with the overall strategic mission of the college.

Dr. Miller presented the new objectives. A more detailed explanation was provided for:

- Strategic imperative 2 under employee support and development – The employee survey revealed that employees want more engagement with administration. Dr. Miller and his executive leadership team started rounding sessions modelled after Studer Group guidelines. Rounding involves four straightforward and simple questions: 1) how are things going, 2) do you have the things you need to do your job, 3) how can the college improve, and 4) who would you like to recognize for helping you. Each executive leader, inclusive of Dr. Miller, completes two roundings per week with all employee groups and shares that information at the Wednesday President's Cabinet meetings. Employees like the one-on-one conversation, and it is providing enlightening information. Town hall meetings have also been implemented and have been well received.
- Strategic objective 1 under operational excellence and accountability – Ms. Julie Eddy has been hired to fill the new business process analyst position. Ms. Eddy will lead the charge to help faculty and staff identify and prioritize necessary process improvement projects that will yield cost savings and effectiveness or efficiency gains.

The board commended the committee and staff for developing the simplified format and for the many positive accomplishments in 2018/2019.

The board and administration were given a challenge to look at low or very low tuition increases. Tuition will be covered in the budget discussion at the February 2020 retreat.

Chair Shouse made a motion on behalf of the committee to accept the 2019/2020 Institutional Objectives as presented. The motion carried.

Ms. Hackl made a motion that the board go into executive session for the purpose of discussing the annual personnel and compensation recommendation for Dr. Miller. Chair Shouse also added the discussion on a potential lease for the college's West End development. Mr. Lattimore seconded the motion. The motion carried.

Chair Shouse asked for a show of hands to go into executive session on the conditions as outlined. The motion passed with 11 board members present, and 11 board members raising their hands.

The board entered into Executive Session at 1:11 p.m.

Executive Session

The board reconvened at 1:40 p.m.

Ms. Hackl made a motion that the full board adopt the recommendation by the Performance and Evaluation Committee with respect to Dr. Miller's evaluation and compensation. Mr. Stafford seconded the motion. The motion carried.

Mr. Munson advised Chair Shouse to state for the record that there were no votes taken during executive session.

Chair Shouse stated that no action was taken during executive session. There were no topics discussed except those specified before entering into executive session.

There being no old or new business, the meeting adjourned at 1:43 p.m.



New Communication Efforts
Meeting students where they are...

Monthly Calendar
A vibrant, poster sized calendar posted in high traffic areas across all of our campuses detailing upcoming initiatives.

Newsletter
A published, online Newsletter that highlights campus achievements, both in and out of the classroom.

Social Media
Active Social Media pages that promote, inform, and engage student viewers.

Podcast
New Podcast "Campus Conversations" that provides a platform for students to bring their questions and concerns to campus representatives through detailed, ongoing interviews.

The graphic features a white background with a green border. It contains four main sections: 'Monthly Calendar' in a green circle, 'Newsletter' in a purple circle, 'Social Media' in a light green circle, and 'Podcast' in a light green circle. Each section has a title and a brief description.

New Engaging Programs
Providing space for critical reflection and self growth

PERSPECTIVES
Panel discussions comprised of faculty and staff focused on relevant world topics.

OPEN MIC NIGHT
Opportunities for students and faculty/staff to share performance space.

LEADERSHIP SYMPOSIUM
A leadership series held in the Spring that steers personal and professional growth

The graphic features a white background with a green border. It contains three main sections, each with an icon and a title: 'PERSPECTIVES' with a thought bubble icon, 'OPEN MIC NIGHT' with a microphone icon, and 'LEADERSHIP SYMPOSIUM' with a trophy icon. Each section has a title and a brief description.

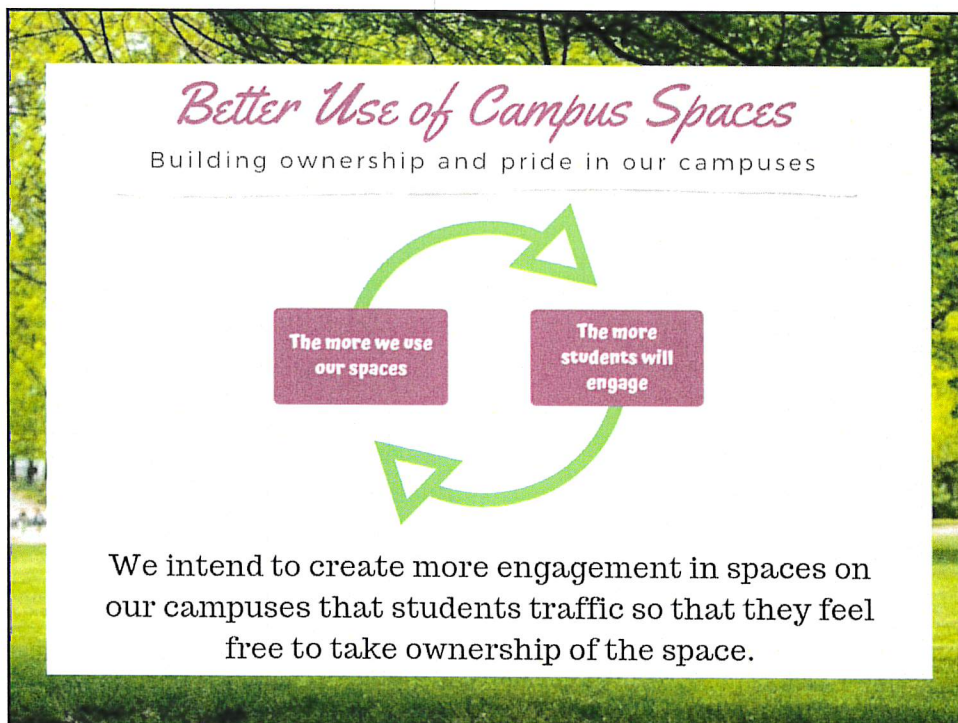


More Active Clubs and Organizations

Safe spaces for students to practice leadership

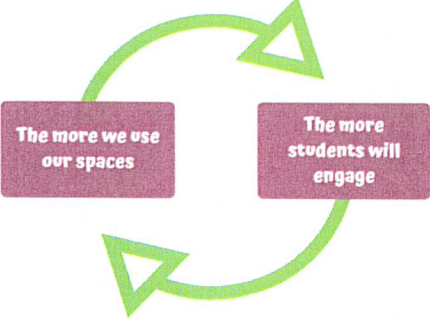
New expectations for clubs and organizations

- Student-led leadership
- Increased collaborations
- More department support
- Higher level of accountability
- Increased visibility
- More frequent communication
- Increased training for student leaders



Better Use of Campus Spaces

Building ownership and pride in our campuses



The more we use our spaces

The more students will engage

We intend to create more engagement in spaces on our campuses that students traffic so that they feel free to take ownership of the space.



More Campus Partnerships

Expanding the campus experience




Campus Life is a big puzzle with many pieces! We are partnering with campus resources to create tailored experiences for students at all of our campuses.




This includes increased conversations with:

- Branch Campus Directors
- First Year Experience
- Academic Coaching and Tutoring
- Academic Advising
- Counseling
- Clubs and Organizations
- Faculty and Staff
- Marketing



And Much More!!!

Leaving room for student input...



This is a partnership. We are not creating things FOR students. We are creating a culture WITH students.

Thank you!!!

Thank you so much for your time.
We are excited to bring the LIFE back into
Campus Life!!!

Questions?