



**Tulsa Community College
Special Meeting of the Board of Regents**

MINUTES

The special meeting of the Board of Regents of Tulsa Community College was held on **Thursday, November 8, 2016 at 9:30 a.m. at Southeast Campus.**

Board Members Present: Paul Cornell, Robin Ballenger, Martin Garber, Samuel Combs, Caron Lawhorn, Ronald Looney and Bill McKamey

Board Members Absent: None

Others Present:

- Leigh B. Goodson, President & CEO
- Bill Ivy, Sr. Advisor to the President and Board Liaison
- Cindy Hess, Sr. Vice President and Chief Academic Officer
- Kevin David, Associate Vice President for Institutional Effectiveness (for a portion of the meeting)
- Patrick Green, Interim Vice President of Workforce Development (for a portion of the meeting)
- Eunice Tarver, Interim Provost & Assistant Vice President of Diversity and Inclusion (for a portion of the meeting)
- Sandy Cooper, Chief Human Resources Officer (for a portion of the meeting)
- Mark McMullen, CFO (for a portion of the meeting)
- Clerk for the Board

CALL TO ORDER

Board Chair, Paul Cornell, called the meeting to order at 9:30 a.m.

President Goodson confirmed compliance with the Open Meetings Act.

ROLL CALL

The clerk called the roll and the meeting proceeded with a quorum.

REPORT AND DISCUSSION REGARDING ASPEN PRESIDENTIAL FELLOWSHIP INSTITUTE

Presented by President Goodson

President Goodson opened the meeting by briefing the Board on her recent trip for the Aspen Institute Presidential Fellowship.

- **Aspen's Framework for Student Success**
 - Labor Market Outcomes
 - Do graduates find strong employment opportunity in well-paying jobs?
 - Learning
 - Do colleges set expectations for learning, measure what is learned, and use that information in a process of continuous improvement?
 - Completion
 - Do students earn degrees and other meaningful credentials, and do those who transfer go on to earn bachelor's degrees?
 - Equity
 - Do colleges strive for equitable access and outcomes for underserved minority and low-income students?

- The Board discussed the topic of equity in length.
 - Equity vs. Equality
 - Regent Combs described equity as treating everyone the same. Equality is investing additional resources in segments of the population.
 - Meeting all students where they are.
 - Dr. Hess stated that Pathways is based on equity.
 - Regent Garber commented that equity is not about reducing the quality of coursework.

UPDATE ON PATHWAYS PROJECT

Presented by Cindy Hess, Sr. Vice President and Chief Academic Officer

Strategies of the TCC 2016-2020 Strategic Plan Implemented via Pathways Project

Goal 1: Academic Quality

- 1f/1g: Expand the use of innovative and effective teaching methods that promote student learning; increase faculty development in pedagogy, assessment, and student accessibility.
 - Faculty development needs related to Pathways analyzed.
 - Rough draft of faculty development framework further refined.

Goal 2: Student-Centered Services

- 2a: Streamline college services and processes for incoming students
 - Created new recruitment materials for prospective students to align with new schools
 - Created completion center to centralize and streamline credentials processing
- 2c: Provide more personalized support services
 - Starfish early alert system purchased
 - Linked retention specialists with schools and planned meetings to communicate services.
 - Designed plan for mandatory advising.
- 2f: Create clear degree plans and pathways to completion for each academic program
 - Program mapping toolkit created.
 - Embedded advisors identified.
 - TCC Pathways Institute 1 (Program Mapping) completed.
- 2h: Improve entry-level placement process and developmental education
 - Launched Accuplacer and Success Navigator
 - Accuplacer, ESL and Writeplacer test pilots completed.
 - Faculty began scoring Writeplacer essays to test agreement with computer score.
 - Creation of Cognos reports to determine students not in compliance with OSHRE policy.

Goal 3: Performance-Based Culture

- 3b: Improved college-wide assessment of student learning outcomes
 - Institutional Learning Outcomes vetted by faculty and submitted to Academic Affairs Council.
 - Student Affairs assessment training completed and departments creating learning outcomes.
 - Program assessment plan template created.
- 3d: Create and implement a strategic enrollment management plan
 - Hobson's Connect better refined to integrate with Banner.
 - Began to explore common scholarship application and support software.

Goal 6: Community Partnerships

- 6a/6b: Strengthen partnerships with local businesses on workforce program development; Implement a comprehensive system for analyzing workforce trends to ensure programs are meeting the local community's needs
 - Staff moved to NEC to provide more cohesive planning and responsiveness.

- Began developing non-credit certificate with IT employer and began expansion of non-credit offerings with manufacturers.
- Applied for Department of Labor's America's Promise grant.
- Joined Tulsa Chamber's BRE group.
- Held two trainings for staff on EMSI utilization.
- Began redesign of advisory committee handbook.
- 6d: Work with local high schools to improve college readiness
 - Preliminary course syllabus and outline for high school college success course completed.
- 6e: Create a seamless process for university transfer through systematic development and monitoring of articulation agreements with four-year partners
 - Updated articulation agreement inventory.
 - Built repository of articulation agreements in Blackboard for use in Pathways program mapping.

STATUS OF STRATEGIC PLAN – UPDATE ON KPIS

Presented by Kevin David, Associate Vice President for Institutional Effectiveness

Indicator 1: Annual Degrees and Certificates Awarded

- 2015 Baseline: 2,560
- 2016 Actual (as of Nov16): 2,300
- 2020 Target: 2,964

Dr. David explained that the drop in degrees in 2016 versus 2015 included factors such as an improved economy. Students become employed and do not continue college attendance.

Indicator 2: Fall-to-Fall Retention Rate (Full-Time)

- 2015 Baseline: 51.7%
- 2016 Actual (as of Nov16): 53.1%
- 2020 Target: 58.0%

Why students do not return?

--Not Successful in Courses

--Life Barriers

--Some students do not have a goal to actually earn a degree at TCC.

--Lack of social support from family and peers; no cultural value on going to college

Indicator 4: Three-Year Graduation Rate for Underrepresented Minority Students (Full-Time)

- 2015 Baseline: 12.3%

- 2016 Actual (as of Nov16): 11.3%
- 2020 Target: 14.0%

Indicator 5: Three-Year Success Rate (University Transfer and/or Graduation; Full-Time)

- 2015 Baseline: 29.7%
- 2016 Actual (as of Nov16): 28.6%
- 2020 Target: 35.0%

Indicator 8: Student-to-Advisor Ratio

- 2015 Baseline: 1,044 to 1
- 2016 Actual (as of Nov16): 718 to 1
- 2020 Target: 300 to 1

Indicator 9: Percentage of First-Time Degree/Certificate-Seeking Developmental Education Students who Complete Developmental Requirements within One Year

- 2015 Baseline: 21.3%
- 2016 Actual (as of Nov16): 20.7%
- 2020 Target: 50.0%

Indicator 10: Percentage of First-Time Full-Time Degree/Certificate-Seeking Students who Earn 24 Credit Hours within One Year

- 2015 Baseline: 23.8%
- 2016 Actual (as of Nov16): 25.3%
- 2020 Target: 35.0%

Indicator 13: Ratio of Full-Time Staff Employees of Color/Regional Population Value

- 2015 Baseline: 0.99 to 1
- 2016 Actual (as of Nov16): 0.98 to 1
- 2020 Target: 1.00 to 1

Indicator 14: Ratio of Full-Time Faculty of Color/National Qualified Population Value

- 2015 Baseline: 0.79 to 1
- 2016 Actual (as of Nov16): 0.88 to 1
- 2020 Target: 0.90 to 1

Indicator 15: HLC Total Composite Financial Indicator Score

- 2015 Baseline: 1.08
- 2016 Actual (as of Nov16): 0.39
- 2020 Target: 1.70

This indicator was discussed in the October Board meeting by Mark McMullen, CFO. The indicator dipped in 2016 due to state appropriations.

INTRODUCTION OF NEW CABINET MEMBERS

Pat Green, Interim Vice President of Workforce Development, briefed the Board on his new role and experience working in the community. He networks by being a member of the Workforce Investment Board, faculty advisory committees, both credit and non-credit, and he joined the chamber extension and expansion group.

Eunice Tarver, Interim Provost and Associate Vice President of Diversity and Inclusion, briefed the Board. She is a member of the North Tulsa Community Coalition engaging leadership in the community around NEC to be seen as a place for students want to feel valued, and meeting with stakeholders to discuss how to be a better partner in the North Tulsa community.

HUMAN RESOURCES UPDATE

Presented by Sandy Cooper, Chief Human Resources Officer

Dr. Cooper discussed activities planned or underway to implement Strategic Plan Goal IV strategies related to employee development, and Goal V related to resources.

Employee Development: Strengthen employee diversity, training, accountability and compensation

- Goals for 4a: Recruit and retain quality employees who reflect the diversity of the local community
 - *Search Committee Selection Process - Complete*
 - *Search Committee Training - Complete*
 - Recruitment Effectiveness Measurement
 - Turnover Reporting
 - Part-time faculty hiring process
- Goals for 4b: Attract and retain talented employees through competitive salaries and benefits
 - *NEO Revisions - Complete*
 - Onboarding
 - Recruitment Effectiveness Measurement
 - Degree Verification Process

- Turnover Reporting
- Volunteers
- *Do Not Hire list - Complete*
- Part-time faculty hiring process
- *ACA Reporting - Complete*
- *Add 457(b) - Complete*
- *Move from State Benefits Plan - Complete*
- *On-Line Benefits Enrollment - Complete*
- Wellness Initiatives/Plan
- EAP expanded offerings
- *Section 125 Bene-Card - Complete*
- Update FMLA/LTD/WC Processes
- Faculty Compensation Equity Review
- Staff Compensation Review
- Market Review for Faculty Compensation
- Market Review for Staff Compensation
- Career Plans for all Staff Positions
- Review Incentives & Pay Practices
- Goals for 4c: Implement a comprehensive training system for new and existing employees
 - Revise Supervisor 101 Training
 - Implement On-line Training System
 - Create Annual HR Training schedule
 - Hire Training & Development Manager
- Goals for 4d: Improve internal communication processes regarding institutional decisions
 - *Monthly HR Newsletter - Complete*
 - Web Redesign
 - My TCC Employee Portal Redesign
- Goals for 4e: Increase professional development for all employees
 - *Co-chair Professional Development Day 2016 - Complete*
 - Create Professional Development Policy
- Goals for 4f: Revise the performance appraisal process with a stronger emphasis on employee development and accountability
 - *New On-Line Performance Review Process for 2016 - Complete*
 - *100% Completion of Performance Reviews - Complete*
 - *Mandatory Supervisor Training on Conducting Performance Reviews - Complete*
 - *Optional Employee Training on Participating in your Performance Review - Complete*
 - Optional Self-Evaluation
 - Training & Development Tracking
 - *Performance Improvement Plan Process - Complete*
 - *Identification of Position Competencies - Complete*
 - Development of Position Competencies

Resources: Ensure financial, physical, and technological resources are adequate to support educational programs

- Goals for 5f: Increase efficiency and sustainability through paperless forms and processes
 - *On-line Benefits Enrollment - Complete*
 - On-line Change Status Form
 - On-line Leave Request Form
 - On-line Position Function Overview
 - Microfiche Conversion
 - Electronic W2's
- Goals for 5g: Utilize technology that best serves the mission and needs of students and employees
 - On-line Policies, Procedures and Practices
 - Employee Relations Management Software
 - Fully utilize Ethics Point Software to Track and Report Employee Grievances
 - Utilize Web-Extender for Employee Files
- Other Initiatives
 - *Reorganize HR Structure to save 2.5 FTE - Complete*
 - Update College Policies & Procedures
 - *FLSA Compliance (New 2016 Regulations) - Complete*
 - FLSA Compliance (Time Reporting/OT)
 - Implement Compensatory Time Policy/Process
 - *Regular HR Presence on Campuses - Complete*
 - Employee Relations

BUDGET UPDATE – FY 18 BUDGET PROJECTION AND DISCUSSION OF USE OF RESERVES

Presented by Mark McMullen, CFO

Budget Update

- Local Appropriations - 35% of the total budget.
 - On Target with Budget
- Tuition and Fees - 33% of the total budget.
 - Fall 2016 enrollment numbers: approximately 1% increase in FTE from previous Fall
 - Spring 2017 projections: 0.74% increase in FTE from previous Spring
- State Appropriations - 28% of the total budget
 - General Revenue Fund (GRF) collections at the State through the first three months of FY 2017 are 1.4% (\$16.8M) above estimates.
 - GRF collections still 9.5% (\$130.2M) below prior year collections.
 - State Regents report Higher Education funds still holding steady
- Cash Reserves - 2% of the total budget.

- Other – 2%
- Expenditures
 - Through the first three months, the College has used 21.7% (\$29.3M) of its expenditure budget.
 - Budgeted expectations for the first three months was 22.1% of our expenditure budget.

Budget Projection (Preliminary)

Discussion of potential budget scenarios for FY18, including strategies for using reserves, took place.

- Tuition and Fees – 35% of Total Budget
 - Through strategic enrollment management, the College is poised to continue its increase in enrollment numbers.
 - An additional 1% increase (over FY 2017) in enrollment is achievable
- Local Appropriations – 36% of Total Budget
 - Local ad valorem dollars continue to grow between 1-4% each year
 - 2.3% average growth over last 5 years
- Cash Reserve – 2% of Total Budget
 - 25% reduction in use of cash reserves; multi-year plan
- Other – 2% of Total Budget

Upcoming Developments

Mr. McMullen briefed the Board on measures regarding plans related to budget management including

- Multi-year financial projections
 - A forecast of the College's revenues and expenditures over a defined period of time based on a specific set of assumptions.
- Budget Performance Index (BPI)
 - BPI is a simple metric that compares the rate of actual budget spend and for a given period of time to expected budget spend.
- New monthly financial statement formats
 - Cash flow management
 - Identify potential shortfalls in cash balances in advance.

ADJOURNMENT

The meeting adjourned November 8, 2016 at 2:05 p.m.

The next regular meeting of the Tulsa Community College Board of Regents will be held on Thursday, November 17, 2016, 3:00 p.m., in Room I-232 at West Campus, Tulsa, Oklahoma.

Respectfully submitted,



Leigh B. Goodson
President & CEO



Paul H. Cornell, Chairman
Board of Regents

ATTEST:



Martin Garber, Secretary
Board of Regents