

TARRANT COUNTY COLLEGE DISTRICT

Meeting of the Board of Trustees

July 5, 2012

6:00 p.m.

1. Call to Order. The Board of Trustees conducted a special meeting on Thursday, July 5, 2012, in the District Offices, May Owen Center, with Mr. William Greenhill presiding. Other trustees present were Mrs. Louise Appleman, Mr. O.K. Carter, Mr. Conrad Heede, Dr. Gwendolyn Morrison, Mrs. Kristin Vandergriff, and Mrs. Robyn Medina Winnett. Also present were Chancellor Erma Johnson Hadley and members of the TCCD faculty and staff.
2. Public Comment. There was no public comment.
3. Board Action Items and Board Business. There were no action items or items of board business.
4. Committee Reports.
 - a. Audit and Finance Committee. Mr. Greenhill called on Mrs. Appleman to update trustees on a proposed policies that would enable the College to implement a hotline process for anonymous reporting of suspected financial wrongdoing. Mrs. Appleman read from the statute authorizing the College to set up such a system and reviewed the timeline during which the proposed policies were developed and reviewed and a hotline vendor selected. Anticipated expenses are \$2,200 for start-up and annual fees of \$4,500 to \$5,000. No contract has yet been signed. She noted that the proposed policy revisions had been included in the board

packet and are to be reviewed by the Audit and Finance Committee at its August 7 meeting with recommendations going to the full board for approval at the August 16 meeting. She asked trustees with any questions or concerns to direct them to the College's general counsel. Mrs. Appleman's report is found in the Supplemental Minutes Book (SMB).

b. Governance Committee. No report.

5. Board Budget Workshop III.

a. TCC Vision 2015 Update. Chancellor Hadley showed a PowerPoint (SMB) in which she reviewed progress on each of the 20 goals contained in the Vision 2015 Strategic Plan as to the degree to which objectives had been met and with what timeliness.

b. Institutional Plan Update and

c. Real Estate and Facilities Update: Mr. Tom Dyer and Ms. Stacy Guney of BOKA Powell presented a PowerPoint (SMB) during which they made the following points:

- Tarrant County is growing rapidly in population, and there will be an additional 800,000 households by 2030, resulting in a TCC enrollment growth (unduplicated credit headcount) from 50,062 (fall 2011) to 155,522.
- The Institutional Planning matrix contains academic, organizational, and environmental elements wrapped in an overall strategic plan.
- In their research, BOKA Powell representatives talked one-on-one with more than 100 faculty, staff, and students, and had 1,025 responses to an online survey.

- The College should create a deep learning environment that is “IMEARSD” – Inspire-Motivate-Engage-be Accessible-be Relative-be Supportive-allow for Diversity.
 - The College should create more flexible learning space – “sticky spaces” that will encourage students to remain on campus and engage in learning other than in formal settings. One such model might be the Learning Emporium.
 - A centralized student development services model is advised, with a central intake triage point.
 - An “Innovation Forum” might be established to capture and process ideas.
 - Classroom utilization is low across the campuses based on a 38 hour per week benchmark. Scheduling software will help improve this.
 - Individual campus assessments indicate that enrollment growth will require significant expansion of space and optimum utilization of off-campus instruction through dual credit and distance learning.
 - The guiding principles of institutional planning should be flexibility, effectiveness, efficiency, accountability, innovation, and transparency.
 - The projected timeline for addition of facilities (prior to actual construction) would be 40 months.
 - An “urgency model” is proposed as a tool to prioritize all issues, including physical facilities.
- d. Financial Forecasting Model. Vice Chancellor for Finance Mark McClendon and Associate Vice Chancellor Nancy Chang gave a presentation (SMB) in which they showed what major capital outlay projects of various amounts would cost on

a pay-as-you-go basis vs. several scenarios of funding through revenue bonds. In addition, they said that a 1 percent salary increase for 2012-13 would cost about \$1.7 million, a \$1 increase in tuition would bring in about \$840,000, and that increasing the maintenance and operations tax rate (given current assessed value projections) to the effective rate would bring in about \$12 million. Following up on a question from the June 21 meeting, Mr. McClendon said that a new facility at Alliance Airport (renovating the Bell Helicopter building at a construction cost of \$44 million) would cost \$74 million if done by TCCD through revenue bonds and \$80 million if done through the public/private partnership outlined on June 21.

6. Discussion/Wrap-up. Chancellor Hadley began the wrap-up by telling the board that the preliminary 2012-13, budget – after the latest streamlining – would require about \$12 million in additional income. This figure includes equipment, operational cost, and additional employees, but not a salary increase. The recommendation of the faculty Salary and Benefits Committee would cost \$8 million to \$8.5 million and includes a 5 percent increase for full-time faculty and a \$8.50/hour increase for adjunct faculty. This, with the other requests, would push the amount of new income needed to about \$21 million, which the College does not have.

She then asked trustees for their thoughts and comments. Mrs. Vandergriff asked about next steps. Chancellor Hadley replied that she wished to have from the board some guidance on a salary increase. Trustees, speaking individually, favored an increase for budgeted employees in the 2 to 4 percent range or “as much as possible.”

Addressing tuition, Chancellor Hadley said that an increase of \$2/semester hour would yield about \$1.7 million. This figure does not count the fall semester, since registration is already under way. Mrs. Chang spoke of the need for a multi-year tuition policy in the future in order that tuition increases might take effect with the fall semester.

Mr. Greenhill mentioned the proposed Performing Arts Center and Alliance projects, saying that the board should decide on a course of action so that other entities involved could make plans accordingly. He said he was of the opinion that funding for neither project is likely for the 2012-13 budget.

Individual CELT members were then called on for comments. Dr. David Wells said that the BOKA Powell presentation indicates that the predicted enrollment growth cannot take place if only growth in the tax base is relied on to net more tax income. Mr. Tim Marshall noted that the financial forecast had not taken predicted growth into account. Chancellor Hadley added that performance-based funding by the state is also an unknown quantity.

Dr. Morrison asked if the College's information technology system is able to flag students who enroll in the same course multiple times. Mr. Marshall said that it can and that, during the fall 2011 semester, there were about 4,300 enrollments by students taking the same course three or more times. Chancellor Hadley said that this issue will be addressed.

Dr. Peter Jordan said that TCCD needs to be bold about charging differential tuition for high-demand time periods and courses. Dr. Bill Coppola said the immediate challenge is to meet the needs of present students. Dr. Joy Gates Black commented that Achieving the Dream is not an “initiative,” but rather an educational reform movement and that the changes being implemented are intended to provide long-term and permanent results. Dr. Tahita Fulkerson said that, although the most positive impact on students are through good teachers, the importance of student development services cannot be overlooked. Dr. Elva LeBlanc spoke to the need for equity in student development services staffing.

Dr. Morrison called for the board to make bold decisions similar to those made by the people who founded what was then TCJC in 1965. She added that trustees should ask students, taxpayers, and the private sector to, in the same spirit, support such decisions.

Ms. Robin Birt, president of the Joint Consultation Committee (JCC), spoke on behalf of the faculty, thanking the board for listening to what had been expressed and for being supportive. She said that faculty are generally supportive of Achieving the Dream and are working to do things more efficiently.

Chancellor Hadley concluded the discussion by saying that there is no way the College can move forward without additional revenue, especially in light of predicted

enrollment growth. She said that, while TCCD can repurpose funds and expand such services as a Weekend College, dual credit, and Distance learning, more physical space will be required. Otherwise, she said, the College may have to limit enrollment by offering only the classes that existing space can accommodate. Denying educational opportunities to some people, she said, would be the ramification of failure to provide additional income in the future.

7. Adjournment and Announcement of Next Meeting. Mr. Greenhill adjourned the meeting at 10 p.m. The next meeting of the Board of Trustees will be at 6 p.m. on Wednesday, August 8, 2012, in the May Owen Center.



Bill Greenhill, President,
Board of Trustees



O.K. Carter, Secretary,
Board of Trustees