

TARRANT COUNTY COLLEGE DISTRICT

Board of Trustees Workshop

September 22, 2012

12:25 p.m.

1. Call to Order. The Board of Trustees conducted a workshop on Saturday, September 22, 2012, in Action Room “A,” Trinity River Campus, with Mr. William Greenhill presiding. Other trustees present were Mrs. Louise Appleman, Mr. O.K. Carter, Mrs. Kristin Vandergriff, and Mr. Conrad Heede. Also present were Chancellor Erma Johnson Hadley and members of the TCCD faculty and staff.
2. BOKAPowell Presentation on TCC Institutional Plan. Chancellor Erma Johnson Hadley spoke of the College’s need to be prepared for upcoming challenges so as to better serve students. She explained how the Institutional Plan derived from the Vision 2015 Strategic Plan that called for both an academic plan and a real estate and facilities plan. She said these two elements have now been combined into what she called a DREAM plan – diversity, relevance, engagement, access, and metrics.

Mr. Tom Dwyer of BOKA Powell then presented the result of his firm’s study. He began by saying the Institutional Plan is a melding of the Vision 2015 directives with TCC’s institutional cultures and institutional principles. He gave these reasons why the plan should come forward now:

- Fulfills Vision 2015 goals
- Addresses future headcount growth scenarios

- Eliminates barriers to student success
- Breaks down silos
- Maintains campus identities while unifying the District
- Effectively and efficiently utilizes resources
- Enhances taxpayer value through economic impact on Tarrant County.

After giving figures as to TCC's economic impact, Mr. Dwyer listed where TCC wants to be in 2020:

- Focused on student learning and success
- In touch with District stakeholders
- Engaged with the community
- Integrating strategy and institutional values into every decision.

He then gave a long list of pressures and realities, including funding challenges, enrollment growth, community and employer needs, and changing technology. Enrollment (fall, credit class, unduplicated) will reach 115,549 by 2020, he said.

He then listed 14 priority recommendations:

1. Implement a standardized institutional process for decision making that reinforces transparency and accountability (Innovation Forum).
2. Evaluate existing academic degrees, technical programs, and certificates in light of relevance and community need.
3. Invest in growth of technical programs.

4. Implement developmental learning models to accommodate growing developmental needs.
5. Reach back into the community to implement models of learning that pull K-12 students into TCC who otherwise may not have been candidates for post-secondary education.
6. Reach out to students to understand how to make them successful and involve them in creating their own success.
7. Consolidate and centralize student support services in a model that makes resources more accessible and user-friendly for the student. (One-stop shop)
8. Implement informal learning areas as a standard across all campuses. (Sticky spaces)
9. Increase academic capacity to accommodate overall demographic growth.
10. Plan for future expansion and accommodation of district personnel.
11. Plan for future use of district and campus real estate as detailed in master plan recommendation.
12. Plan for maintenance and infrastructure needs as consistent with the master plans.
13. Expand the District Foundation to address and focus on campus/District needs and create community connections.
14. Build a sustained branding/PR and community outreach effort.

Projected costs for all 14 priority recommendation was given as \$375,175,073 with an additional \$260,806,534 optional for “paint and paper” projects.

Chancellor Hadley then proposed an Administrative Action Plan composed of three parts:

1. Adopt the Institutional Planning Model, the Innovation Forums, the Urgency Model, and the Return on Student Investment (ROSI) approach.
2. Engage a financial consultant to assist with strategic financial options.
3. Structure the plan and schedule implementations of priority recommendations.

She then called on Alicia Lupinacci, David Ximenez, Delores Linton, and Jane Harper to give their reactions to the Institutional Plan, after which she invited questions and comments from board members.

Mr. Greenhill said it was evident to him that the plan, as presented, cannot be funded through pay-as-you-go and that a financial advisor would be essential. Mrs. Vandergriff said she appreciated the presentation, especially the statement that the plan has 100-year implications. Mr. Carter said he hesitated to make such a far-reaching decision so soon after seeing the presentation. He said he, personally, questions the enrollment growth projections on which the plan is based and that it would be more appropriate to consider approval at a future meeting and with the entire board present. Mr. Heede agreed. Mrs. Appleman said she embraces the concept, but is concerned about the cost. She would prefer to move forward with caution and hear a financial consultant's ideas.

Mrs. Vandergriff asked if the board was being asked to approve the dollar amount.

Chancellor Hadley said the Administrative Action Plan involved no cost, but rather was a process for moving forward. Mr. Greenhill said he sensed trustee reluctance and asked that the request for approval be deferred to the October board meeting.

Mr. Greenhill adjourned the meeting at 2:45 p.m.



William Greenhill, President,
Board of Trustees



O.K. Carter, Secretary,
Board of Trustees