Call to Order and Welcome

Chair Stafford called the meeting to order at 12:15 p.m. and welcomed board members and staff members. Chair Stafford announced that in accordance with the Freedom of Information Act, the press had been notified of the meeting, but no press members were in attendance. Chair Stafford acknowledged that the Commission minutes and agenda were posted on the GTC website. Chair Stafford also acknowledged that a quorum of Board members was present.

Introductory Comments

- Chair Stafford expressed appreciation to Mr. Crocker and Aircraft and Maintenance for hosting the board meeting, for the hangar tour and the briefing of what the facility offers to GTC students.
- Chair Stafford announced that a nominating committee has been assembled to start looking at the process for electing the next two year realm of board leadership roles. Mr. Batson agreed to chair the committee. Dr. Royster and Mr. Blakely agreed to serve on the committee with Mr. Batson. The committee will meet in May and will report at the June board meeting. Input, ideas and thoughts are welcomed by board members.
• Chair Stafford referenced the scheduled tour of CMI for board members that was conducted on March 16, 2016.
• GTC Graduation will be Thursday, May 5, 2016 at 6:00 p.m. at Bon Secours Wellness Center.

Approval of February 17, 2016 Minutes

Mr. Southerlin made a motion to approve the January 20, 2016 minutes. Mr. Blakely seconded the motion. The motion carried.

Financial Report

Ms. DiMaggio gave the financial report.

Revenues were very close to the year-to-date budget and above the prior year actual by 4%. The most significant items:

**County revenues** received a significant increase in county funds. The majority of that money was received in January, February and March.

**State Appropriations** were above the budget as a result of the revenue received for state mandated bonuses and performance funding was higher than the budgeted levels.

**Auxiliary Services revenue** was below the budget and the actual because of lower than anticipated spring enrollment.

**Other revenue** was 10% over the prior year and slightly above the year-to-date budget.

Expenses were very close to the budgeted level and the prior year. The most significant increases from the prior year were:

**Student Support** was below the budget and significantly higher than the prior year actual primarily from the impact of hiring Greenwood and Hall to run the new call center. Even though the budget reflects higher than the prior year, the college is actually running under budget. This is because a higher increase was budgeted for Greenwood and Hall, and their invoices are about a month lag. This will catch up at the end of the fiscal year.

**Capital** expenditures remained significantly below the budget and the prior year actual because the college has been very intentional about not spending capital dollars and reserving as much as possible for CMI. Purchase orders are beginning to be released. There will be a significant amount of IT equipment coming in this fiscal year for CMI, but the majority of expenditures will be coming in the next fiscal year.

**Debt Service** expenditures were significantly above the prior year. The college is on track with the debt payment schedule but the same payment was not made at the same time last year. Even though the college is running about $1 million higher than last year, if you take out the debt service payment, the college is actually $600,000 lower than last year.

Chair Stafford asked what the final spring enrollment was compared to the previous year. Dr. Jones stated the numbers are still preliminary and will be official July 31, but the college is
currently down 7.65%. Ms. Hackl asked if Dr. Young had a sense of why enrollment was down. Dr. Miller stated that the biggest reason is students taking jobs. Dr. Miller also stated that discussions among the technical college presidents indicate enrollment is down in the double digits across the state. Dr. Miller will send comparable data with the other 16 state technical colleges to the board before the next meeting.

There being no objection to Chair Stafford’s request to move the Finance Committee Report further down on the agenda, the meeting moved to the Building & Grounds Committee report.

**Building & Grounds Committee**

Mr. Shouse had nothing to report.

**The President’s Report**

Dr. Miller provided a brief update on the $15 million CMI funding request. The House and Senate voted to fund the college $8 million. The CMI funding request has not moved to the conference committee yet because of the impending roads bill; however, the college is in a very strong position.

Dr. Miller provided a brief introduction before Ms. Simer’s update on the strategic imperatives and scorecard that were distributed at the meeting. The President’s Cabinet attended a one day retreat in March to take a deeper dive into the strategic imperatives and various other components that were takeaways from the February board retreat. From the cabinet retreat came some minor but significant changes to the strategic plan since the board adopted the plan. The changes have been incorporated into a model that the college will adopt on how to track annually and will be able to provide updates to the board.

Ms. Simer stated that one of the primary takeaways from the board retreat was more timely and relevant metrics. Strategic imperatives were looked at, and the following changes were made:

- Innovation was taken out as a specific strategic imperative and embedded in several other imperatives because of the difficulty to set specific measures to align with creating a culture of innovation. The below imperatives were changed to embed specific outcomes for alignment to innovation:
  - Employee Development
  - Student Access and Success
  - Community Engagement

- A new imperative, Operational Excellence and Accountability, was created to address the focus on fiscal and operational excellence and aligns with the Baldrige criteria and SACS accreditation.

- Under Teaching and Learning, a significant change to the language was made in Outcome 2: improve course success and completion for all students. This specifically drives the retention and persistence components the college is trying to get out.

- Under Student Access and Success, Outcome 2 was added to align a more specific outcome to retention and persistence.
• Employee Development was revamped to make more measurable.

• Community Engagement was revised with more focus on employers and their needs with very specific language to ensure successes are identified and measured.

Ms. Simer went over the sample fabricated scorecard that the board will receive on a monthly basis. IE is fine-tuning, and the board will receive their first actual scorecard in August. There will be 10-12 measures per outcome that will be talked about at cabinet level. Dr. Miller interjected how crucial the format is because the more easily employees can access and understand at a glance the measures and efforts, the more employees can generate input for the success of the college. The college is also working on a digital dashboard that can be pulled up on an employee's computer and clicked through to deep dive on each measure. Ms. Hackl wanted to know if there would be further detail available when this scorecard has been implemented for measuring each performance indicator outcome. Ms. Simer affirmed Ms. Hackl’s question. Mr. Batson asked how this information serves the college with SACS accreditation. Ms. Simer responded that the information demonstrates the college is using the measures for the continuous quality improvement component. Ms. Simer stated that SACS may not want to necessarily dig into the measures, but SACS will want to see that the college is tracking and demonstrate the methodology. SACS is less concerned about the numbers and more concerned about that a process is in place.

Chair Stafford stated the college might be trying to accomplish too many things and would be better served to focus on fewer things and do those fewer things well. Chair Stafford’s other suggestion for the plan was to have a why, what, how under each category to drive success and energize the whole campus community on those things. Dr. Miller added that leadership is working to identify key work processes that will aid in the successful implementation of the strategic plan.

Ms. Simer addressed the other handout, the SC Governor’s Quality Award application that was submitted on March 1, 2016. The Organization Profile, Section 1, is like the executive summary piece, and Section 7 is the results. Ms. Simer recognized Ms. Eddy who was instrumental in putting the application together. Mr. Howard commended Ms. Simer for all the work that went into the award application. Chair Stafford wanted to know when the college would hear back from the application. Ms. Eddy answered that the college should hear something in May which should result in a site visit, the site visit would be June or July, and the award will be announced in October.

National Guard Partnership Update

Ms. DiMaggio gave a brief update on the new facility with renderings. The Guard has been working with GTC since 2011 to build a joint use Readiness Center at the South Carolina Technology and Aviation Center (SCTAC).

The project will be located on 14 acres of leased property at the South Carolina Technology and Aviation Center (SCTAC). About a 95,000 square foot facility will jointly house SC Army National Guard Readiness Center and facilities for GTC’s Aircraft Maintenance Technology and Truck Driver Training programs. The building will be designed to meet LEED silver standards and contain cost effective energy-saving features.
GTC will occupy approximately 16,000 square feet of dedicated space along with access to an additional 42,000 square feet of shared space during the week and in the summer when the Guard is not using the facility or during a national emergency. The building’s completion date is slated for spring 2017.

The approximate cost of the project was $18.9 million with $13.3 million being federal funds and $5.6 million being college funds.

The larger facility will provide expanded space, larger classrooms, allow equipment to remain in place, provide an upgrade to paved parking, and allow for expanded enrollment.

The partnership will provide GTC with a comprehensive training venture for Guard personnel to become trained and certified FAA certified Air & Powerplant (A&P) technicians to maintain the new Army helicopters (UH-72). Recurring training needs will also be met. The Airframe and Powerplant (A&P) training partnership will be marketed to the National Guard Bureau as a consolidated regional or national training solution.

The CMI ribbon cutting will be Wednesday, September 21, 2016, at 10:30 a.m.

**Finance Committee**

On behalf of Chair Lattimore, Mr. Batson introduced the Finance Committee report. The Finance Committee met recently to discuss the tuition and fees.

Ms. DiMaggio went over the details of the proposed 2016-17 tuition and fees. The tuition and fee team requested a $3/credit hour across the board increase. That equates to 1.8% for in-county students and 1.6% for students in any other South Carolina county and 1% for out of state. GTC has not increased tuition proportionally for out-of-state students over the past few years because the tuition for out-of-state students should, at a minimum, cover the cost of instruction without state and county appropriations. Since state appropriations have decreased significantly and have become a much smaller percentage of the budget, the out-of-state rate is higher than the actual cost to teach those students. To increase enrollment, GTC wants to remain attractive to out-of-state students. Those students are still paying a higher rate of tuition which helps keep tuition lower for in-state students.

Also, there will be no change in the technology fee.

The tuition and fee team proposed a $15 increase in the enrollment fee that is charged to every student when registering for courses. The increase would help eliminate the application fee which is seen as an entry barrier for some students.

The tuition and fee team proposed increase in the payment plan processing fee that is completely student driven and would likely motivate students to apply for financial aid more quickly.

There were proposed changes in course fees. The most significant change was a $5/credit hour in transferable courses to four-year institutions in the state.
Per Mr. Batson, Senator Leatherman’s letter with suggested tuition increases does not come out until July or August, but the Finance Committee is confident that the GTC tuition increase is reasonable.

Chair Stafford stated that the context of the state funds is going down and will continue to go down because of state allocations in the new funding plan. With the new formula for funding, Ms. DiMaggio will be looking at $600,000 next year that could go up to at least $2 million and perhaps as much as $3 million.

Mr. Southerlin wanted to know if 1.8% offsets the changes in the new state funding formula and the decrease in enrollment. Ms. DiMaggio answered that the college is expecting a $40/semester increase with the PELL award where students who receive full PELL, will receive $5800/year that covers tuition if the student takes 12 credit hours and allows money to buy books. Mr. Southerlin wanted to know if for-profits have the same downward trend in enrollment as the non-profits. Dr. Miller stated that privates do not have to share that information, so it is an unknown. Their enrollment is going down for two reasons: 1) the federal government has brought attention to for-profits weaknesses and has made a significant impact causing some to close their doors, and 2) impacted to a certain extent by the job availability.

Mr. Hunter Howard said that GTC is not only responding on the income side but also the expense side as programs are not being filled up or utilized. Dr. Miller stated the college is putting together a new formula, viability and sustainability formula, to look at academic and non-credit programs and support services more closely. A gap analysis will be done this summer. GTC will be more intentional in the future on programs and courses that will be offered. Corporate and Community Development staffing will be integrated with Academics because of the duplication of services, and there will still be the crucial workforce development component.

Mr. Batson referred to an article in the paper that indicated Tri-County will increase tuition 2.1% as a point of relevance.

Mr. Shouse asked Mr. Batson about the rationale behind the 1.8% versus any other number. Ms. DiMaggio stated that when the tuition and fee team looked at everything, the college wanted to remain as affordable as possible and stay under the Senator Leatherman rule of 3% but also cover the gap.

Chair Stafford believes that the 1.8% tuition increase is fair, but the college needs to develop a midrange plan aligning with the new Strategic Imperative 4.

The Finance Committee made a motion for the approval of the GTC tuition and fees plan for 2016-17. The motion carried.

**Old or New Business**

Mr. Bob Howard gave a brief update from the Foundation:

- Mr. Younts told Mr. Les Gardner that the Younts donor announcement at CMI was the best-done announcement he had ever attended.
- There are two other possible donor announcements in the works for CMI, one six figures and one seven figures.
- Mr. George Tate, a former Foundation board member, had a charitable remainder trust, and the Foundation received a check for a $262,000 to set up an endowment for Mr. Tate.

- The Workforce Development Salute will be on the same theme as last year with no big speaker. The Salute will honor three individuals or organizations that have done a lot for workforce development, both generally and specifically for GTC. This is a rebranding of the Entrepreneurs Forum and will focus on workforce development activities for GTC and the community so that the Foundation will be honoring close friends of GTC. Three individuals or organizations have been selected and will be contacted. Table sponsors will be sold.

- Mr. Carlos Ghosn asked Mr. Jim Morton to call this fall as he would like to schedule to come back for an event in fall 2017.

There being no other old or new business, a motion was made by Ms. Hackl to adjourn. The motion was seconded by Mr. Hunter Howard.

The meeting adjourned at 1:19 p.m.