



**Joint Board Meeting
Greenville Technical College Board
and the Greenville Tech Foundation Board**

MINUTES

Wednesday, February 21, 2024

Greenville Country Club, San Souci Room

GTC Board Present

Paul Batson
Tom Britt
Hunter Howard
Dean Jones
Ray Lattimore, Chair
Ray Martin
Dr. Burke Royster
Coleman Shouse
Keith Smith
David Stafford

GTC Board Absent

Jo Hackl
Kenneth Southerlin

Staff Present

George Abraham
Jacqui DiMaggio
Julie Eddy
Susan Jones
Dr. Matteel Knowles
Dr. Keith Miller, President
Dr. Larry Miller
Lauren Simer
Wendy Walden
Ann Wright

GT Foundation Board Present

Kimberly Bailey
Drew Boland
Stacy Brandon
Chad Cousins
Lisa Davies
Tavia Gaddy
Jon Jaffe
Mike McCormick
Neetu Patel
Keith Poole
Tiffany Santagati
Mike Snively
David Sudduth

Chair Lattimore called the retreat to order at 9:02 a.m. and welcomed GTC board members, staff, the GT Foundation board members, and guests. Chair Lattimore announced that the press had been notified of the meeting in accordance with the Freedom of Information Act. Chair Lattimore

acknowledged that the agenda was posted on the GTC website, and a quorum of board members was present.

Mr. Sudduth, chair of the Greenville Tech Foundation Board, provided a welcome and kudos to both boards and the staff for their contributions to the community and the students. Chair Sudduth stated that the Foundation has been looking forward to an opportunity to meet with college leadership and the Area Commission to learn more about how the Foundation can raise money that strategically aligns with the needs of the college. Mr. Sudduth stated that the Foundation is also working to better tell the college's story.

President Miller expressed his thanks to both boards and staff for making the time to attend the joint retreat and addressed various logistics for the day.

Finance Report

Ms. DiMaggio provided the financial report and an update on campus transformation.

Ms. Wright added that the Foundation has set up tours of the new Prisma Health Center for Health & Life Sciences building in March, April, and May for the Foundation Board and extended the invitation to the GTC Board.

Strategic Plan Update

Dr. Larry Miller provided an update on teaching and learning. There was a brief discussion on Artificial Intelligence and what the college is doing in that area.

Dr. Knowles and Ms. Wright provided an update on student success. There was a brief discussion on new FAFSA regulations and how the college will help students navigate through those unique situations.

Ms. Jones provided an update on employee support and development.

Ms. Simer provided an update on operational excellence and accountability. Related to the rebranding and logo refresh, each attendee received a swag bag containing items with the new logo.

After a brief break, the retreat continued with key institutional initiatives.

Institutional Initiatives

Ms. Wright provided a Greenville Tech Foundation overview. She mentioned that the greatest need for donations is student emergency needs and donations to the food bank. Housing/rent is a big concern for students. There was a brief discussion referencing a recent Foundation governance study on how to function best as a successful board. The Foundation donor appreciation event is on April 18, 2024, from 4:30 p.m. until 6:30 p.m. at the Center for Manufacturing Innovation.

Ms. Eddy provided an update on the 4DX initiative. The college was awarded the 2023 Franklin Covey Greatness Award, the first educational institution to receive the award.

Mr. George Abraham, chief information officer, provided an update on cybersecurity at the college. The college's goal is to build a robust Security Operations Center (SOC) with one or two full-time employees and incorporate students from the college's cybersecurity program. This will be modeled after a similar program at the University of South Carolina.

Dr. Larry Miller provided an update on the Complete College America initiative, which is aimed at transforming the student experience.

Dr. Larry Miller provided an overview of the universal transfer agreement signed by the presidents of Clemson University, the University of South Carolina, and the technical colleges. This is a positive step toward full statewide transfer between public two-year and four-year institutions.

President Miller provided an overview of the McAlister development plan, specific objectives, and general information about the mall property. Mr. Shouse chairs the McAlister Study Committee. Updates will be provided to both the GTC Board and the Foundation Board as progress is made.

South Carolina Association of Technical College Commissioners (SCATCC)

Mr. Shouse provided an overview of SCATCC.

- Comprised of the sixteen South Carolina technical colleges commissioners.
- Named SCATCC because of its national affiliation with the Association of Community College Trustees (ACCT).
- Funded by the colleges on a pro-rata basis.
- Hire a lobbyist to approach the legislature on behalf of the South Carolina technical education system for educational funding and program improvements.
- Provide training for new South Carolina commissioners annually in February at a Day of Learning.
- Participate at the national level in the ACCT conference and legislative conference.

Commission on Higher Education (CHE)

Mr. Batson provided an overview and update on CHE.

- South Carolina Commission on Higher Education
- Three objectives: 1) improve access and affordability for all students in South Carolina; 2) implement and regulate policies and statutes passed by the General Assembly; 3) vet finance of all institutions' proposed facilities projects and academic programs.
- Comprised of district appointees appointed by the governor and by the General Assembly, a representative from the R1 institutions, one representative for the comprehensive colleges, one representative for all sixteen technical colleges (Mr. Batson), and a very strong committee system (Mr. Batson chairs the Finance and Facilities Committee and also serves on the Access and Equity Committee).
- Two current issues: 1) a report compiled by the State Inspector General that was strongly critical of certain practices in the management of CHE which led to an intensive study by the Commission; and 2) Dr. Monhollon's retirement as president and executive director. The Executive Committee, which Mr. Batson serves on, has been on a search for an interim director and a decision will be made by Friday, February 23, 2024.
- There will be another series of actions to be taken on the recommendations made by the State Inspector General about the allocation of funds and other issues.

President Miller announced that after lunch the Foundation Board members, except for Mr. Sudduth, and the staff exit so the Area Commission could go into Executive Session.

Old and New Business

Mr. Batson made a motion to go into executive session to discuss personnel and compensation matters. Mr. Shouse seconded the motion. The Area Commission and Mr. Sudduth entered into executive session at 12:19 p.m.

Executive Session

The board reconvened at 1:00 p.m. with no action taken in executive session.

Mr. Stafford made a motion to accept President Miller's letter of retirement. Mr. Martin seconded the motion. The motion passed.

The meeting adjourned at 1:10 p.m.

FINANCIAL UPDATE

Joint Area Commission and Foundation Board Retreat
February 21, 2024



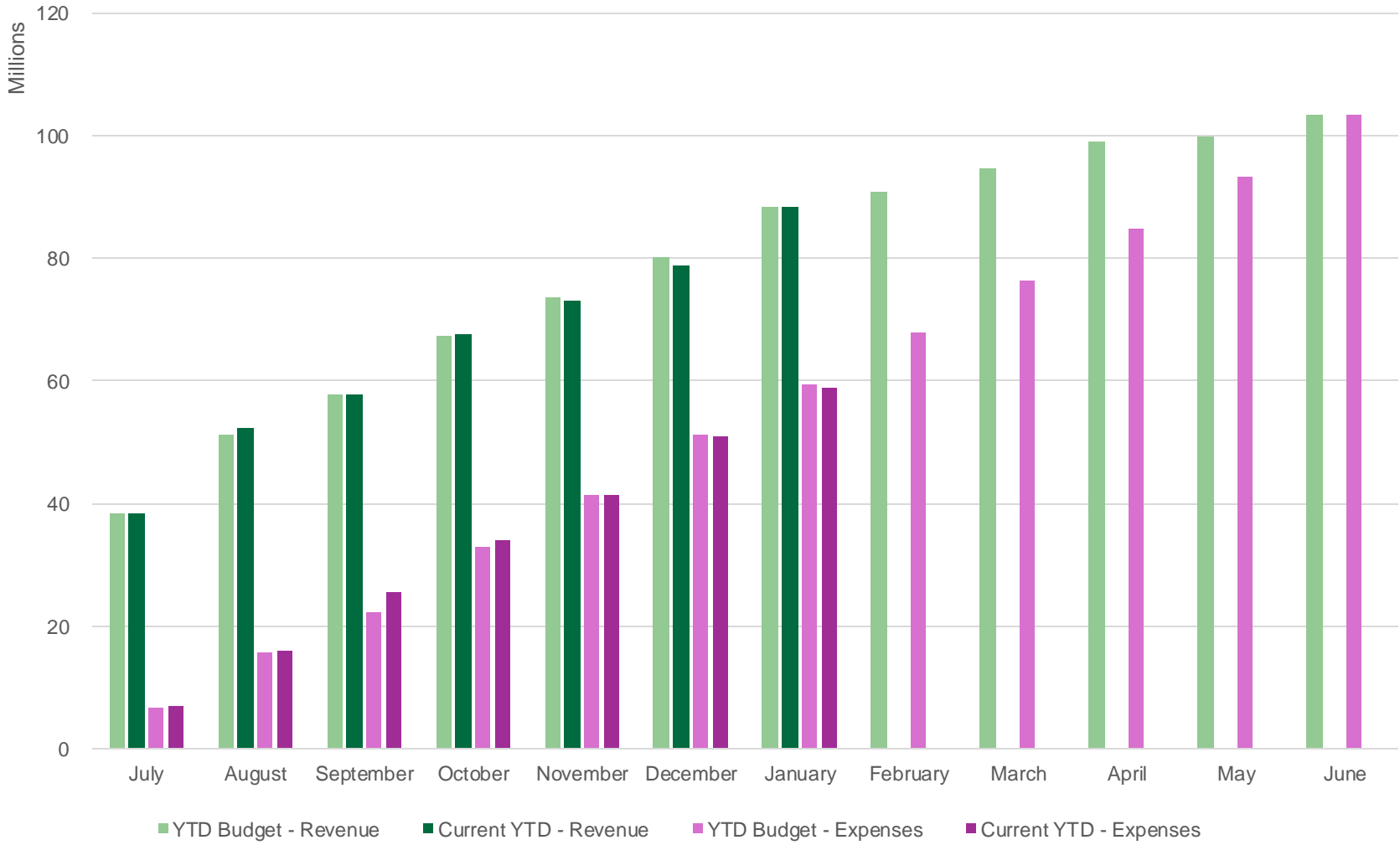
BUDGET ANALYSIS JANUARY YTD

	OPERATING BUDGET	YEAR- TO-DATE BUDGET	CURRENT YEAR ACTUAL	VARIANCE AMOUNT**	PRIOR YEAR ACTUAL	ANNUAL GROWTH AMOUNT	ANNUAL GROWTH %
REVENUES							
STUDENT	\$55,712,000	\$50,691,800	\$49,612,777	(\$1,079,023)	\$47,375,806	\$2,236,971	5%
LOCAL GOVERNMENT	11,700,000	4,680,000	4,521,727	(158,273)	4,290,174	231,553	5%
STATE BOARD	25,500,000	25,500,000	26,868,526	1,368,526	22,690,294	4,178,232	18%
AUXILIARY SERVICES	4,933,000	3,946,400	4,461,137	514,737	3,134,768	1,326,369	42%
OTHER	5,624,800	3,549,249	2,885,269	(663,980)	4,392,445	(1,507,176)	(34%)
TOTAL REVENUES	\$103,469,800	\$88,367,449	\$88,349,436	(\$18,013)	\$81,883,487	\$6,465,949	8%
EXPENDITURES							
INSTRUCTIONAL	\$40,588,340	\$24,605,836	\$24,601,822	(\$4,014)	23,126,465	1,475,357	6%
ACADEMIC SUPPORT	8,723,463	4,924,478	4,787,923	(136,555)	4,124,607	663,316	16%
STUDENT SUPPORT	7,695,326	3,732,233	3,665,855	(66,378)	3,663,092	2,763	0%
OPERATIONS & MAINTENANCE	12,943,942	7,248,608	7,139,212	(109,396)	6,374,133	765,079	12%
ADMINISTRATIVE & GENERAL	15,704,169	7,827,215	7,468,862	(358,353)	6,922,850	546,012	8%
TECHNOLOGY	7,833,887	5,033,788	4,875,319	(158,469)	3,864,007	1,011,312	26%
REMISSIONS AND EXEMPTIONS	2,000,000	1,852,500	3,011,072	1,158,572	2,850,178	160,894	6%
AUXILIARY SERVICES	4,480,673	3,584,538	2,906,163	(678,375)	2,549,455	356,708	14%
CAPITAL	1,550,000	668,500	480,333	(188,167)	225,650	254,683	113%
DEBT SERVICE	1,950,000	0	0	0	0	0	0%
TOTAL EXPENDITURES	\$103,469,800	\$59,477,696	\$58,936,561	(\$541,135)	\$53,700,437	\$5,236,124	10%

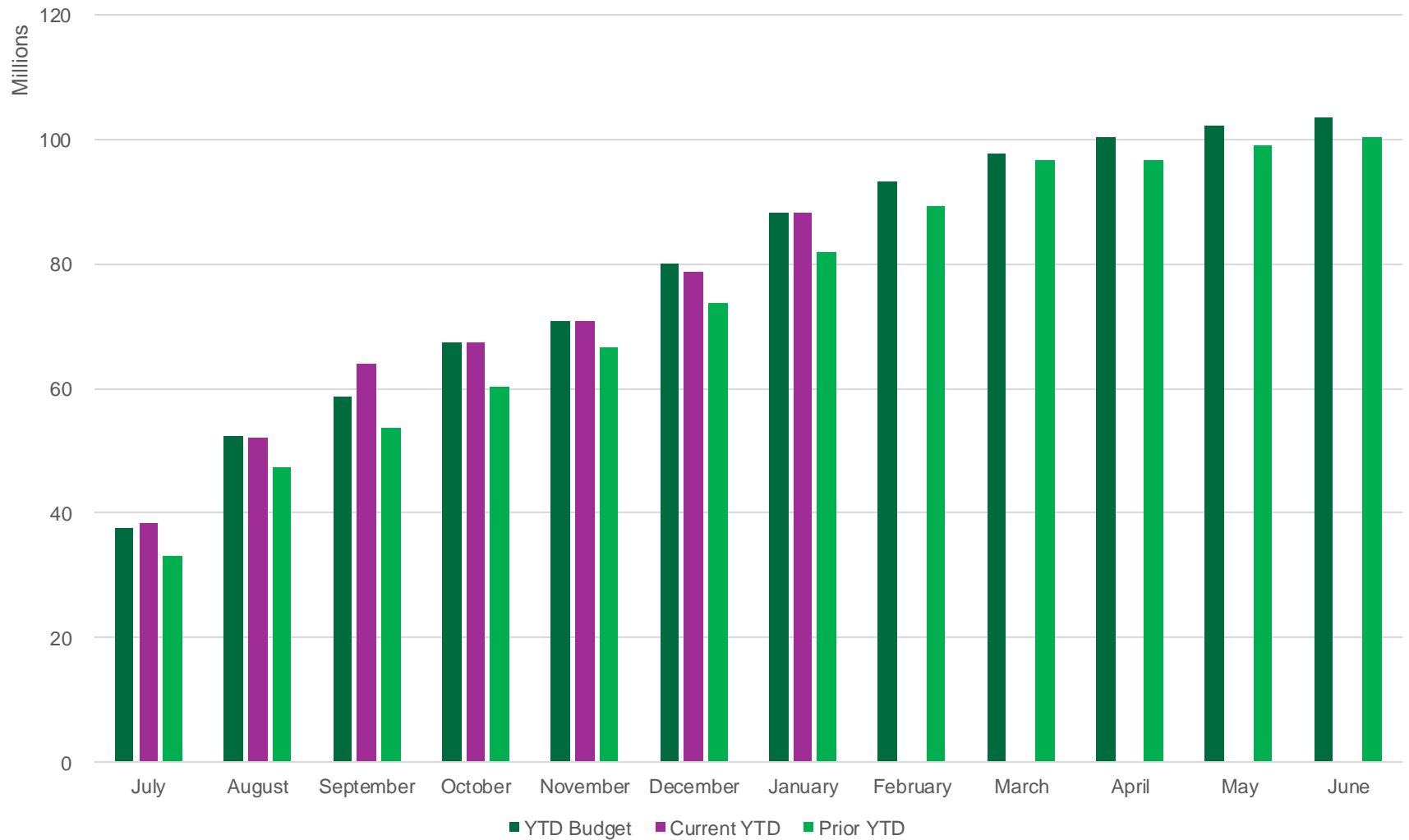
Year-to-date budget based on 5 year trend of percentages of total received, with exception of State Board which is based on payment schedule

**() = UNDER BUDGET

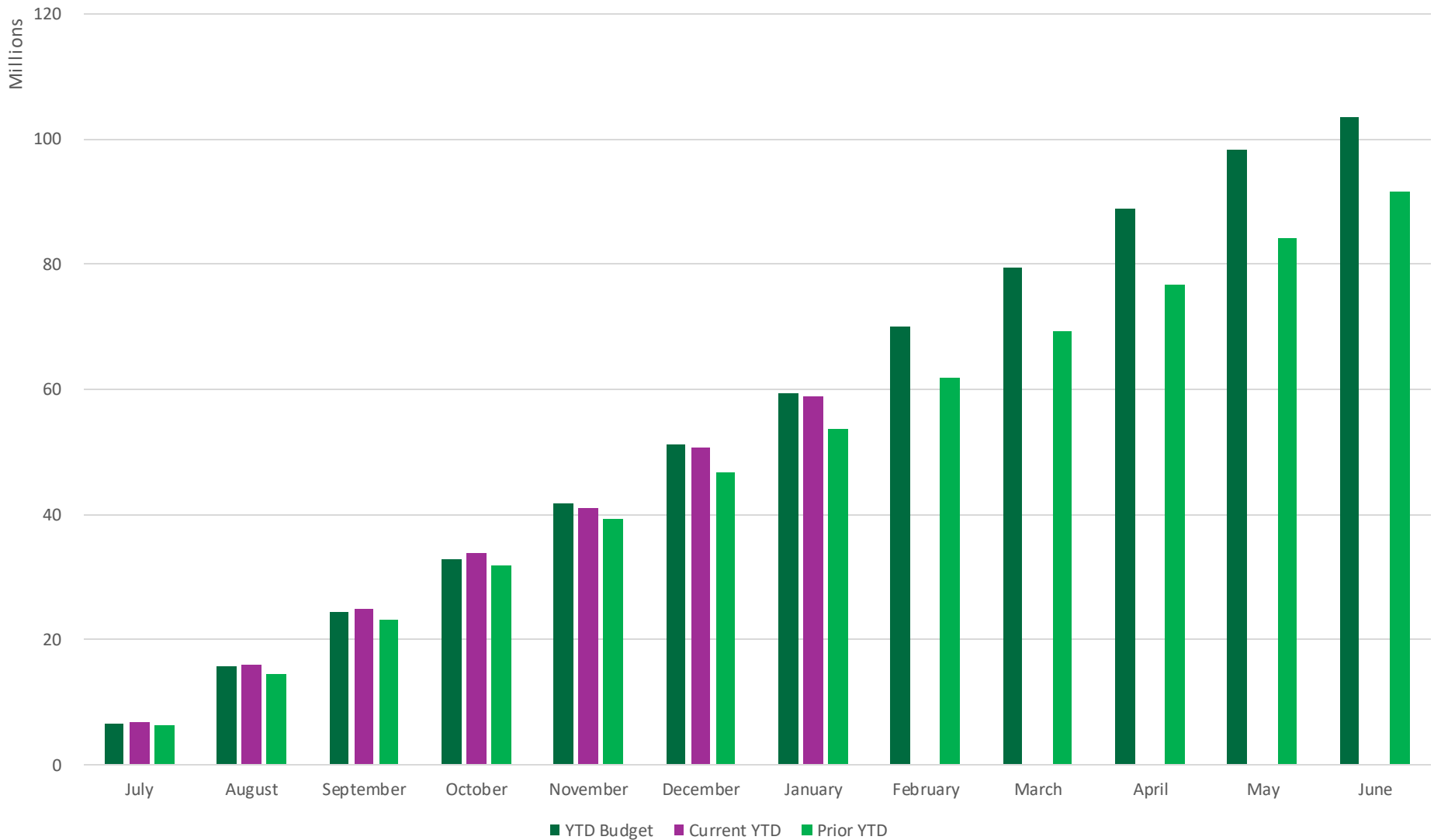
Budgeted and YTD Revenues and Expenses



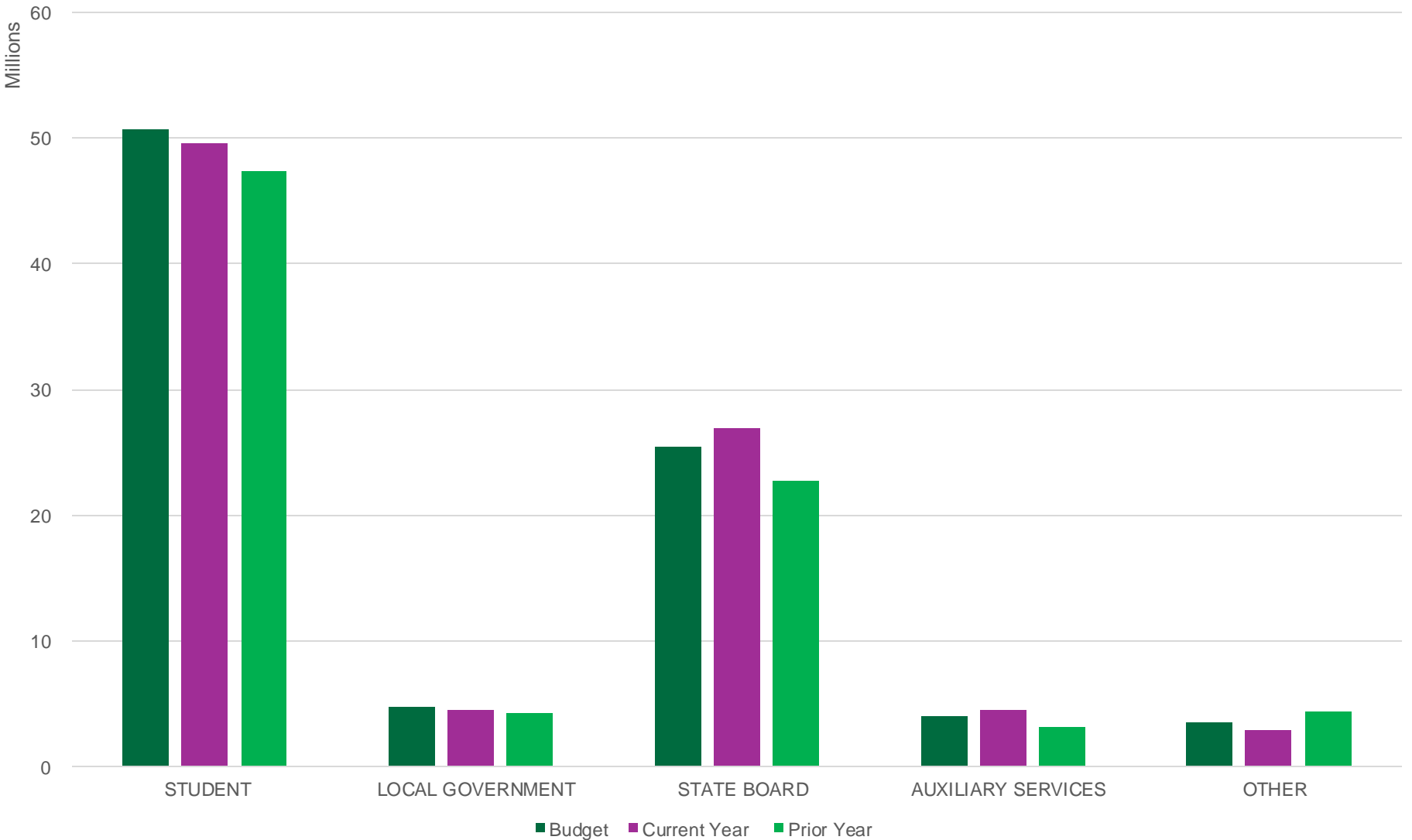
Revenues by Month



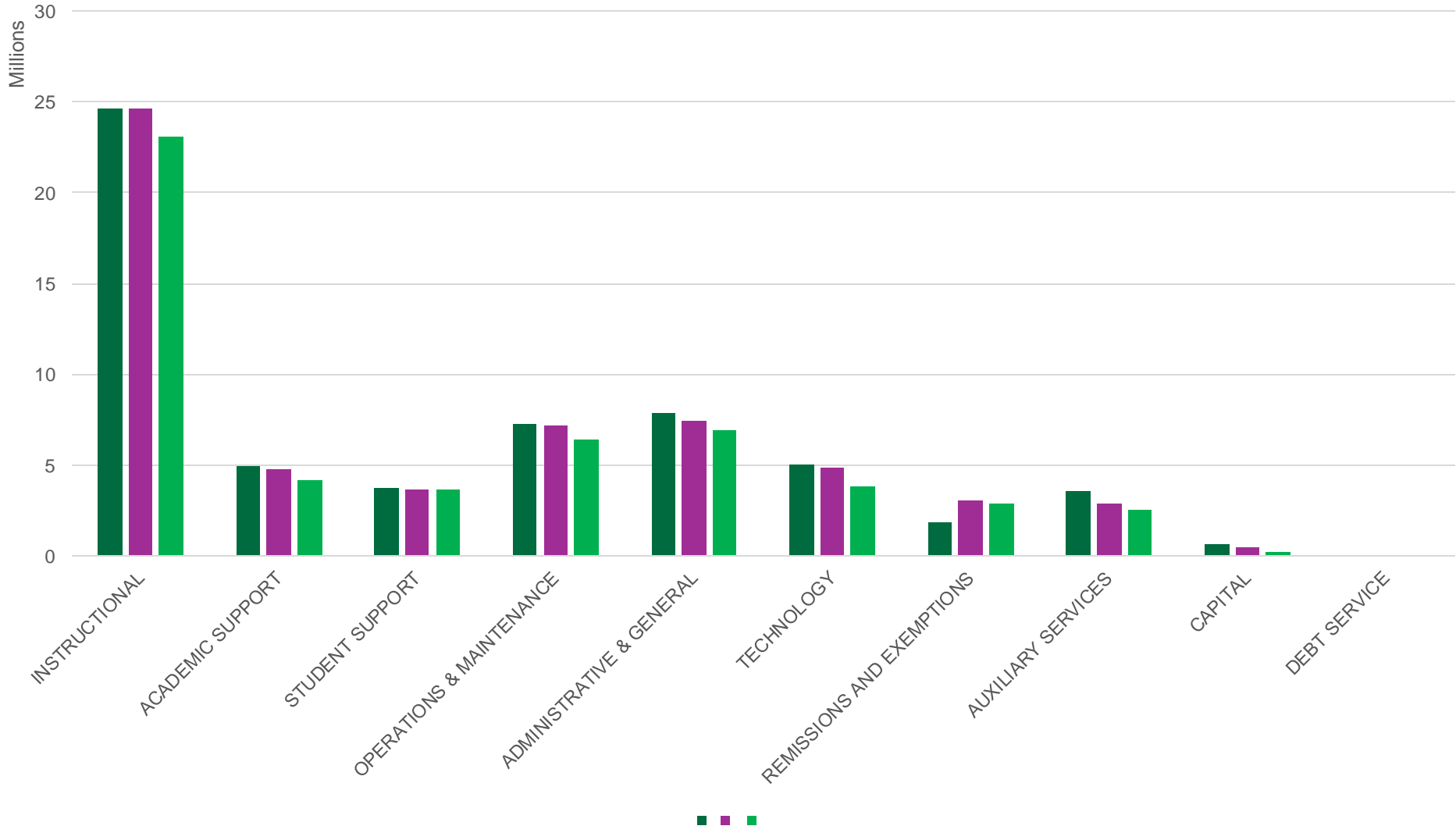
EXPENSES BY MONTH



REVENUES BY TYPE JANUARY YTD



EXPENSES BY FUNCTION DECEMBER YTD



Questions?

CAMPUS TRANSFORMATION

Joint Area Commission and Foundation Board Retreat
February 21, 2024



Goals

- **Enhanced Learning Environment**
- **Student Engagement and Experience**
- **Technology Integration**
- **Sustainability and Environmental Responsibility**
- **Accessibility and Inclusivity**
- **Safety and Security**
- **Flexible and Adaptable Spaces**
- **Community Engagement**
- **Competitive Advantage**
- **Cost Efficiency and Long-Term Planning**

Facilities Updates

- Prisma Health Center for Health & Life Sciences
- Center for Child Development
- Administration Building
- Repair, renewal and replacement projects
- Future projects

Prisma Health Center for Health & Life Sciences



Prisma Health Center for Health & Life Sciences



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Prisma Health Center for Health & Life Sciences



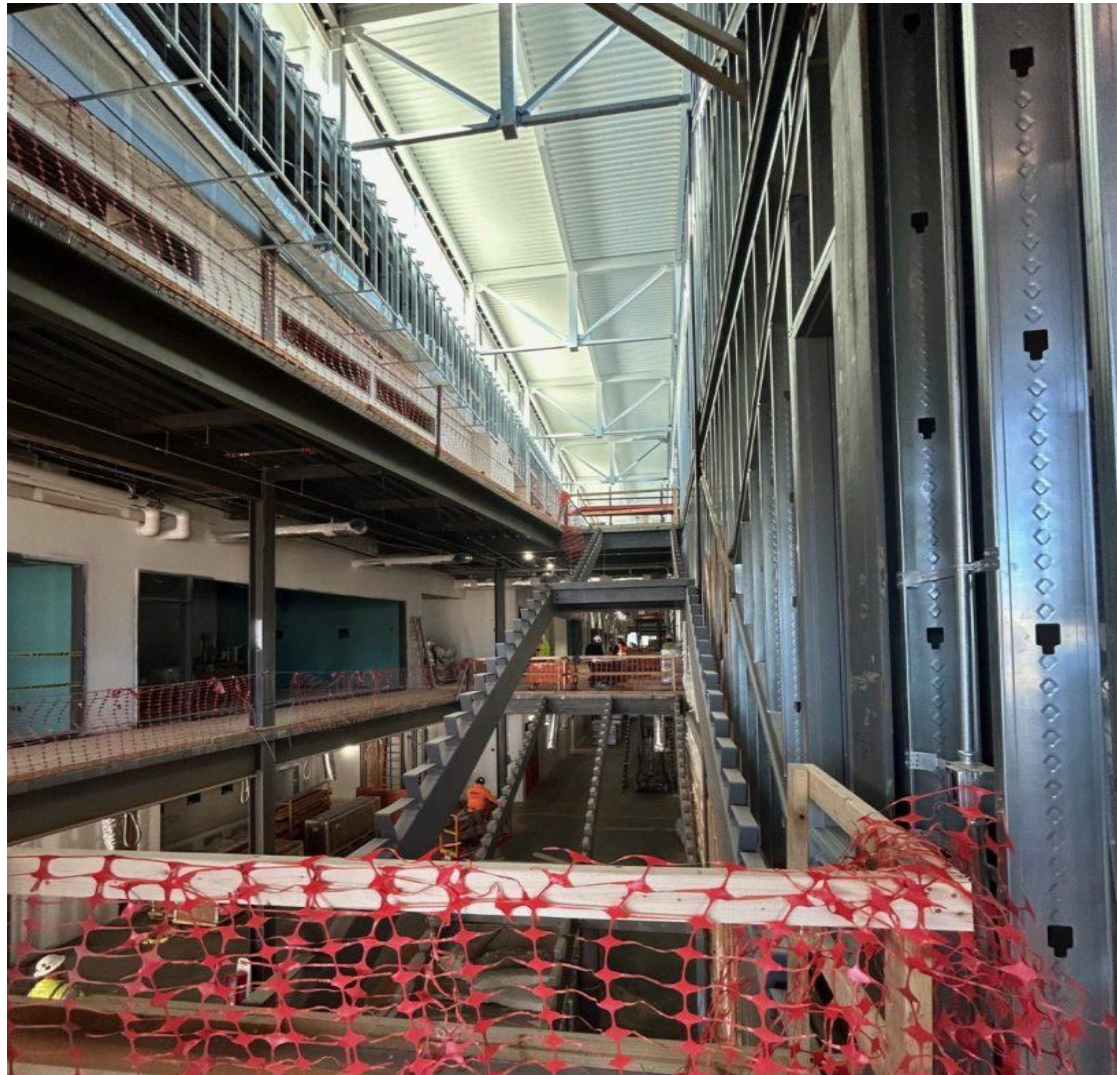
Prisma Health Center for Health & Life Sciences



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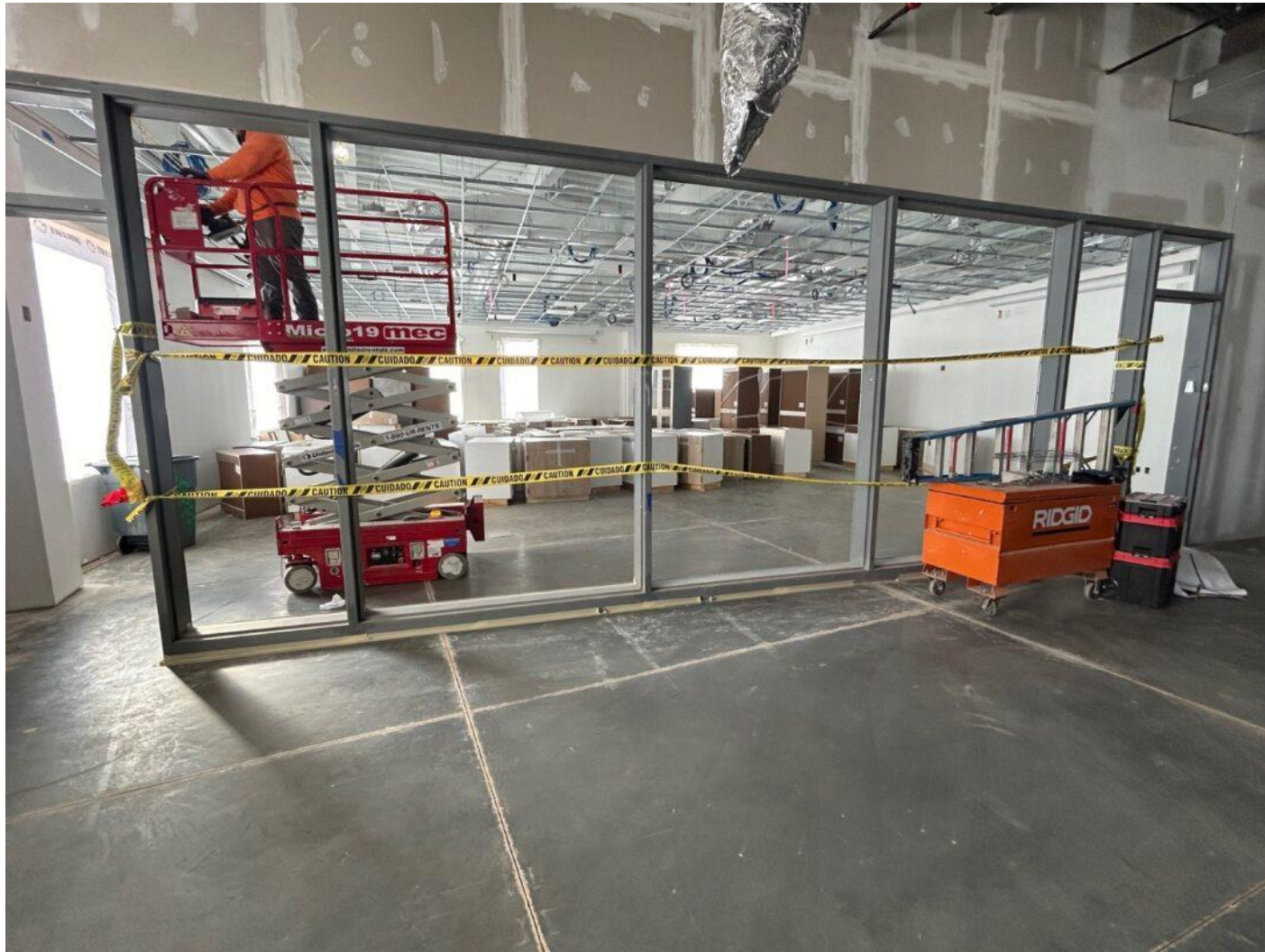
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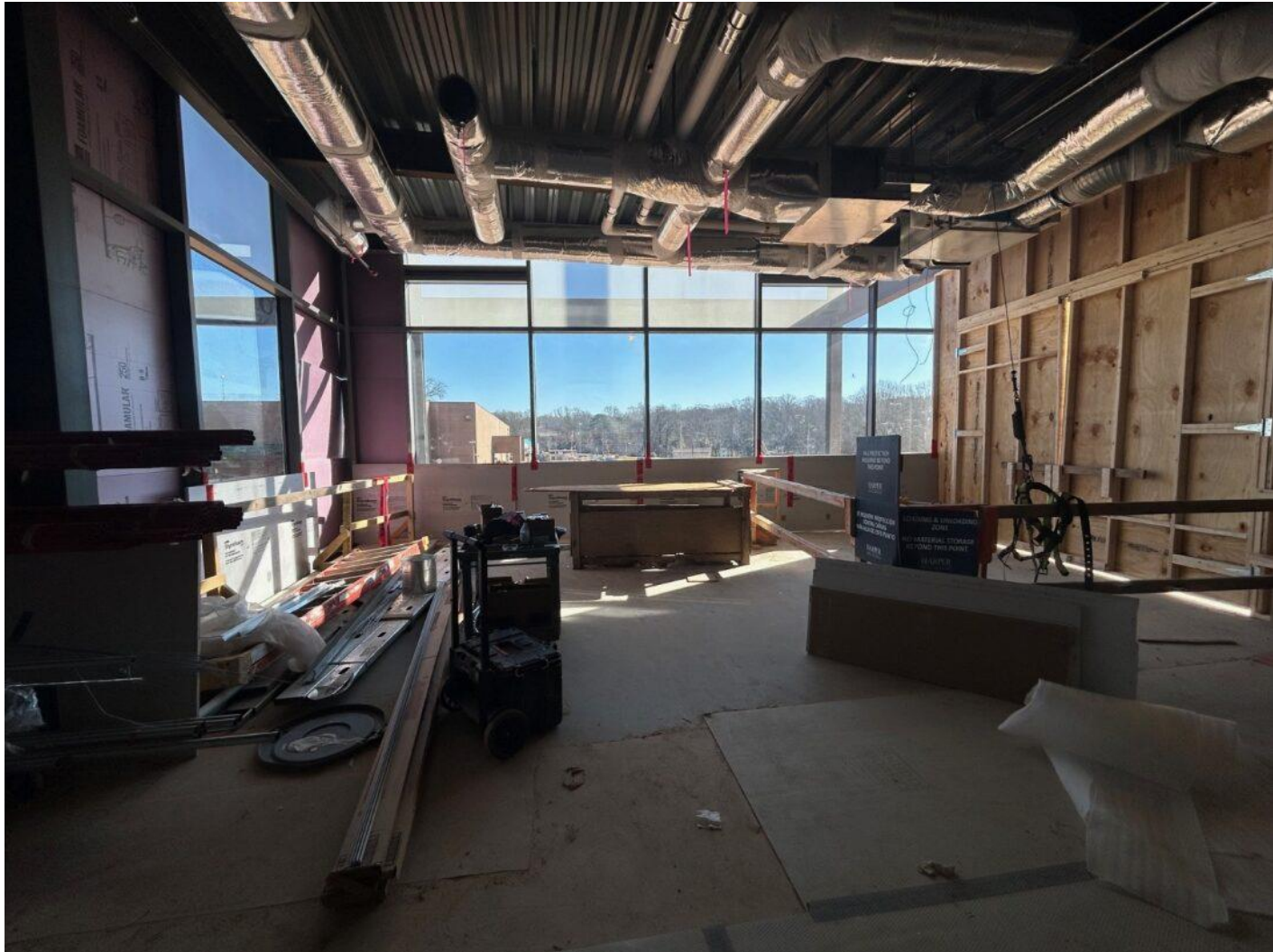
Prisma Health Center for Health & Life Sciences



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Prisma Health Center for Health & Life Sciences



Center for Child Development

- Project is expected to be completed ahead of schedule
- Furnishings and playground equipment have been ordered
- Expected move-in: April 2024

Center for Child Development



Center for Child Development



Center for Child Development



Center for Child Development



Center for Child Development



Center for Child Development



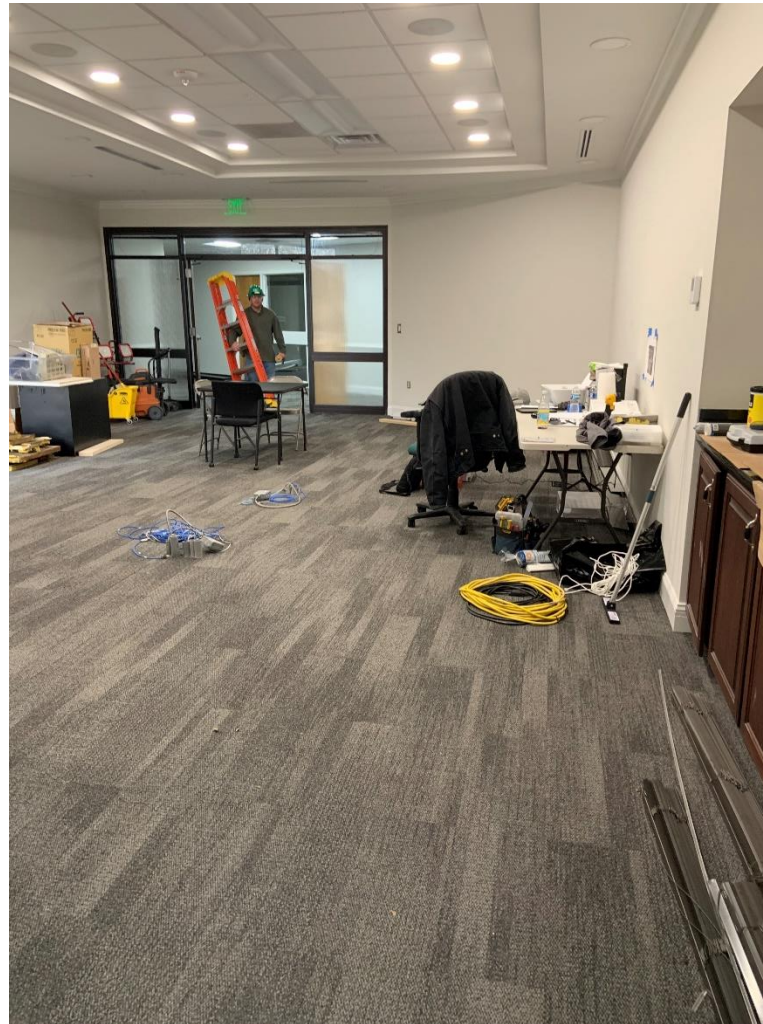
Renovation of Administration Building

- HVAC and duct cleaning/replacement complete
- Reconfiguration of office spaces complete
- Painting and carpeting in progress
- Window demolition and asbestos abatement in progress
- Project delayed because of window delivery
- Anticipated completion date: April-May, 2024

Renovation of Administration Building



Renovation of Administration Building



Repair, Renewal and Replacement projects

- 5 roof projects
- Over 80 restroom renovations
- Flooring and paint -- multiple sites
- LED lighting upfit -- multiple buildings
- 3 chiller projects
- Paving projects at multiple locations
- Air compressors at CMI and McKinney Automotive

Ongoing Projects

The Campus Security Project is underway

- This will allow immediate lockdown of buildings, electronic access when the college is not open, and internal and external cameras
- Cost: \$2 million

The Wayfinding Project is underway

- This will replace signage and improve wayfinding across the Barton Campus
- Cost: \$250,000

Future projects

Center for Workforce Development – Brashier Campus

- \$15 million appropriated from the state for a state-of-the-art welding facility
- Benchmarking trips are on-going
- Phase I has been approved by the state
- Phase II approval expected late 2024
- Groundbreaking early 2025

Center for Cyber Security and Analytics

- Appropriation request submitted to General Assembly
- Preliminary plans for curriculum and building design in process

The Nursing, Dental Buildings and the STAT Center are scheduled for renovations

MAJOR PROJECT SUMMARY - February 2024

FY 23-25 - New ERP System \$7.0 million (two-year project totaling \$7.0 million)

FY 23-25 – Prisma Health Center for Health & Life Sciences \$70.0 million

\$4.0 million from cash reserves (\$6.0 from Buck Mickel Center) and \$60.0 million of bonds

FY 23-25 – Campus Security Upgrade \$2.0 million (two-year project totaling \$2.0 million from operating budget),

FY 24-25 – Center for Workforce Development \$15 million - state appropriations

FY 24-25 - decommission UT and replace with the Center for Analytics and Cyber Security \$35.0 million - \$10.0 million cash reserves, \$25 million state-funded either appropriated or infrastructure bonds

FY 24-25 - Possible decommission of Industrial Complex

FY 25-26 - ET renovation to be determined

Small renovation and maintenance projects are ongoing.

Questions?



Thank you!



Board Retreat Updates: 2024



Institutional Objectives

Teaching and Learning



**Teaching
and
Learning**

**Newsweek ranking of
online programs**

#1 in state

#21 in nation

**Career Pathways
Scholarship**

**#1 in dual enrollment
statewide**

Strengths

Teaching and Learning

**Career and technical
dual enrollment**

**Success rate gap: 2+
online courses**

Challenges

**Teaching
and
Learning**

**Workforce Pathways
Scholarships:
transportation**

**AI Welding and BAS in
Welding Technology**

B.O.S.S.

Opportunities

Student Access and Success



**Student
Access
and
Success**

AAMSI outcomes

**Advanced philanthropic
program**

GTF Board involvement

GTC's reputation

Strengths

Student Access and Success

Student communications

**Changes to federal
financial aid & state
programs**

**Multi-year pledges for
capital campaign**

Challenges

**Student
Access
and
Success**

**Ruffalo Noel-Levitz
consultant**

STAR Center partnerships

**Increased visibility due to
marketing/
communication**

Opportunities

Employee Support & Development



Employee Support & Development

**Employee professional
development**

**Employee wellness
initiatives**

Strengths

Employee Support & Development

**Continue effort to move
all annual salaries to
base living wage or
greater/or provide
college-supported
salary increases**

Talent acquisition

Challenges

**Employee
Support &
Development**

**Leverage faculty
interest in Artificial
Intelligence**

**Reduce time to fill
positions**

Process improvement

Opportunities

Operational Excellence & Accountability



**Operational
Excellence &
Accountability**

2023 HEED award

**2023 top ten award from
SC Human Affairs
Commission**

**2023 Government Finance
Officers Association award**

Strengths

**Operational
Excellence &
Accountability**

**Rebranding and logo
refresh**

**Economic Impact Study:
June 2024**

**Anthology conversion
underway**

Opportunities

Key College Initiatives

Greenville Tech Foundation Overview

Unrestricted Gifts

Capital Campaign

**Increase Endowed Scholarship
Funds**

Fund Student Scholarships

**Meet Student Emergency Needs
Per Guidelines**

Event

Grants

4DX

Overview

Four Disciplines of Execution (4DX)

- 1. Focus**
- 2. Leverage**
- 3. Engagement**
- 4. Accountability**

4DX **Overview**

238% increase in credentials awarded

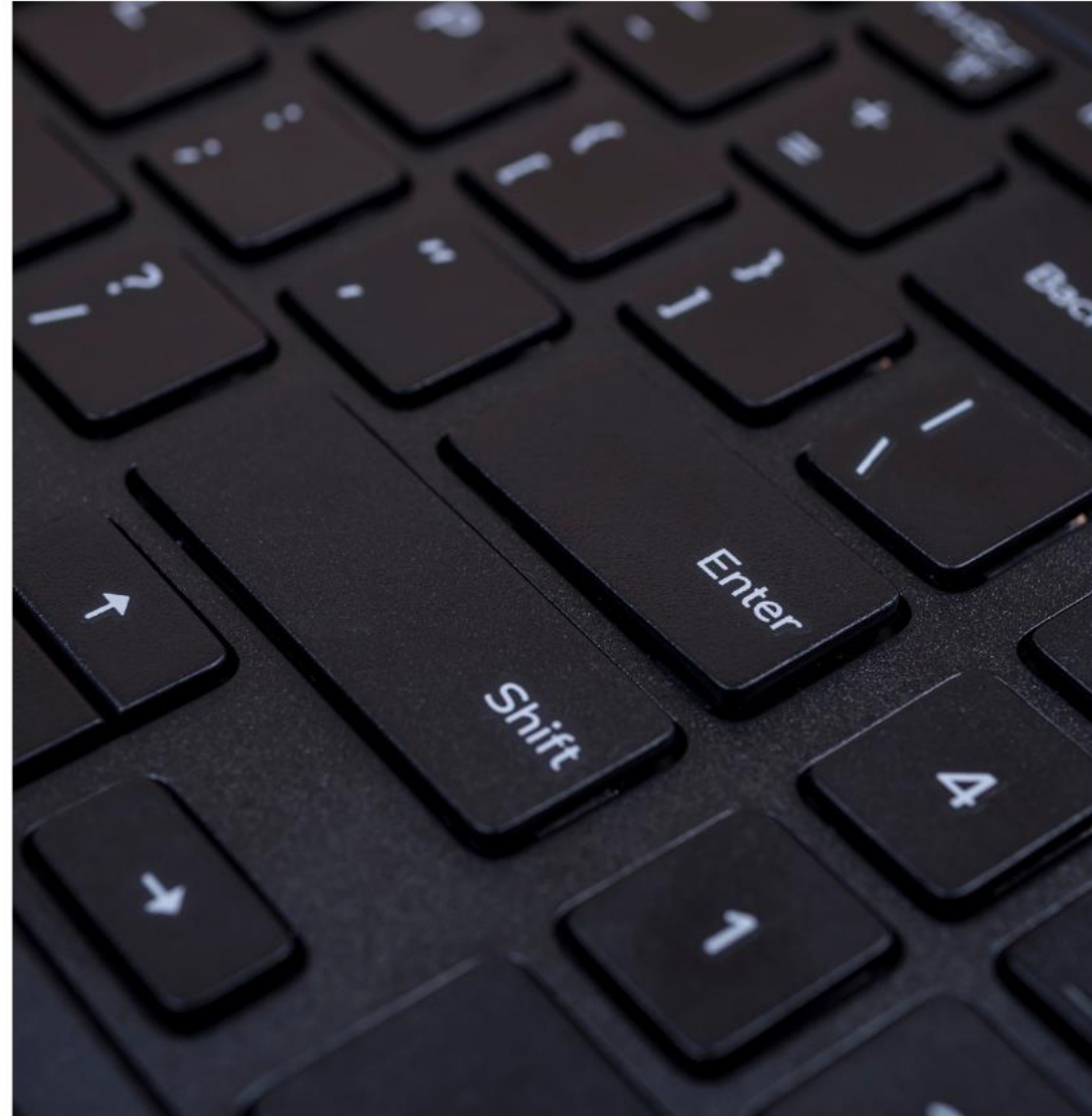
Doubled dual enrollment completion rate

Embedded certificate enrollment grew from 191 students to over 9,000

Everyone at GTC has a goal tied to student success

Franklin Covey Greatness Award

Cybersecurity



Cybersecurity

Appointed qualified individual to oversee cybersecurity

Completed comprehensive written assessments & implemented role-based access

Documented retention & disposal procedures, along with established change management procedures

Enforced policies, procedures, & controls for monitoring user activity, and performed regular testing and training

Strengths

Cybersecurity

Ongoing work on periodic risk assessments

Management of data/personal devices/systems

Encryption of student information

Enforcement of multi-factor authentication for employees

Challenges

Cybersecurity

Data encryption project

**Multi-factor authentication
for students**

**Documentation of data and
system inventory**

**Planning a student-involved
Security Operations Center
(SOC) for monitoring GTC
security posture**

Opportunities

Complete College America



Complete College America Overview

Gates Foundation funded

**\$100 million investment over
five years**

**GTC was invited to join while
most institutions had to apply**

**Aim is to help us understand
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**Complete
College
America
Overview**

Year one completed

**Working on Transitional
Studies reform, guided
pathways, strategic
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**Dr. Larry Miller appointed
to CCA Council on
Equitable AI**

Advising reform: year two

Universal Transfer Overview

**Agreement signed by
presidents of CU, USC,
technical colleges**

**Positive step toward full
statewide transfer
between public two-
year and four-year
institutions**

McAlister Development Plan



McAlister Development Plan Overview

Specific Objectives

- 1) Determine best and most efficient future and long-term use of McAlister Square for the college and Foundation**
- 2) Design a plan complementary of the missions of the college and Foundation, enhancing the Square as a community asset**
- 3) Grow revenue stream of the college and Foundation**

McAlister Development Plan Overview

GTF possesses approximately 134,000 square feet of non-anchor space, along with the common “mall space” area – with a 90% occupancy rate

GTC owns approximately 250,000 square feet within the anchor tenants’ spaces – with a 75% occupancy rate

“Mall” property is owned free and clear of any debt

Strategic location – less than 3 miles from downtown Greenville – adjacent to some of the city’s most coveted residential areas (Parkins Mill and Gower)

Average household income within a 3 mile radius = \$112,022

Population within a 5 mile radius = 174,791

**McAlister
Development
Plan
Overview**

Extremely challenging and restrictive covenants set by Publix

GVL2040 – the City of Greenville’s Comprehensive Plan to shape the growth and evolution over the next 40 years

Board Retreat Updates: 2024



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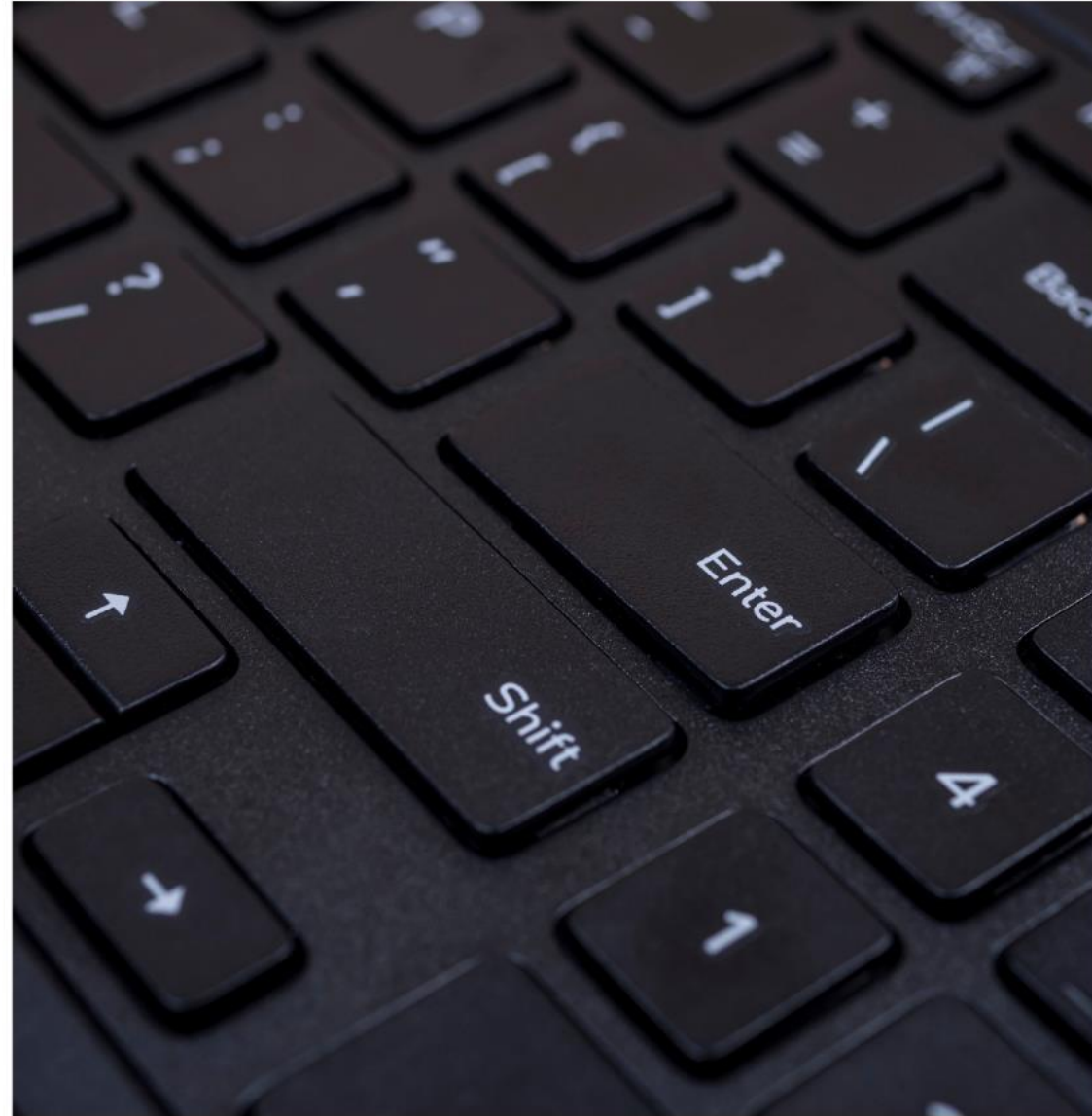
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