

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE MINUTES OF BOARD OF TRUSTEES MEETING

February 16, 2015

Held in Room 170 of the Thomas R. McLean Administration Building at 12:40 p.m.

Members Attending

Dr. Dallas M. Freeman, Mrs. Delores P. Ingram, Mr. Charles E. Koonce, Dr. Breeden Blackwell, Mr. Ronald C. Crosby, Mr. Hilton T. Hutchens, Jr., Mrs. Sheryl Lewis, Mr. David McCune, Mrs. Esther R. Thompson, Mr. William S. Wellons, Jr., and Mr. David R. Williford.

FTCC Personnel Present

President J. Larry Keen, Board Attorney and Vice President for Legal Services and Risk Management David Sullivan, Senior Vice President for Academic and Student Services David Brand, Senior Vice President for Business and Finance Betty Smith, Vice President for Administrative Services Joe Levister, Vice President for Technology Bob Ervin, Vice President for Human Resources/Workforce Development/Institutional Effectiveness Carl Mitchell, Executive Director of Marketing and Public Relations Brent Michaels, and Administrative Assistant to the President Kay Williams.

Members Absent

Dr. Marye J. Jeffries and Student Government Association President Christine Alvarez.

Call to Order

The meeting was called to order by Board Chair Dr. Dallas Freeman.

Recognition of Guests

Dr. Freeman recognized all guests and welcomed them to the meeting.

Ethics Awareness and Conflict of Interest Statement

Dr. Freeman read the Ethics Awareness and Conflict of Interest Reminder. No conflicts of interest were identified.

January 20, 2015 Meeting

On a motion by Dr. Blackwell and seconded by Mr. Koonce, the minutes of the January 20, 2015, meeting were unanimously approved.

COMMITTEE REPORTS

Finance Committee The Finance Committee met at 11:05 a.m. prior to this meeting. Mr. Wellons presented the report to the Board.

State Budget reversion of \$627,195.00 approximately 0.95% of original net allocations. The college will revert 0.95% of original net allocation.

Update on State Budget as of January 31, 2015. The original allocation was \$68,242,564.00 with a net decrease of \$601,198.00 for a total budget allocation of \$67,641,366.00.

Notification of Request for Proposal for bids on vending and cafeteria services.

The RFP for the cafeteria was sent out last week and responses are due March 11, 2015. Vendor presentations will be held March 19-20 and the vendor selection will be made by the end of month. The cafeteria is projected to open August 1, 2015.

Planning Committee The Planning Committee met at 11:10 a.m. prior to this meeting. Dr. Blackwell presented the report to the Board.

Approval of the FTCC Mission Statement, Purpose Statement, Institutional Goals, Core Competencies, and Planning Assumptions. There were no changes to the FTCC Purpose Statement, Mission Statement, Institutional Goals, Core Competencies and Planning Assumptions.

Dr. Blackwell moved to approve the FTCC Purpose Statement, Mission Statement, Institutional Goals, and Core Competencies. The motion was seconded by Mrs. Lewis and unanimously approved by the Board. (See Attachments A, B, C, and D)

Dr. Blackwell moved to approve the Planning Assumptions. The motion was seconded by Mr. Wellons and unanimously approved by the Board. (See Attachment E)

Human Resources Committee The Human Resources Committee met at 11:15 a.m. prior to this meeting. Mr. Crosby presented the report to the Board.

Distribution of 2015 Honorary Trustee Award Nomination Forms The nomination forms for the Honorary Trustee Award were disseminated. Nominations should be submitted to Kay Williams or Carl Mitchell by the March 16, 2015 Board meeting.

Advanced Notification of the Annual Evaluation of President J. Larry Keen (March 16, 2015 Board Meeting) The annual evaluation of President J. Larry Keen will be conducted at the March 16, 2015 Board meeting.

Building and Grounds Committee The Building and Grounds Committee met at 11:20 a.m. prior to this meeting. Mr. McCune presented the report to the Board.

Update on Horace Sisk (Partial Roof) and Center for Business and Industry Roof Replacement

- Curtis Construction Company (Kinston, NC) started work on October 6, 2014.
- Work on the Horace Sisk gymnasium roof continues.
- The Culinary Arts roof work will begin this week.
- Contractor is requesting additional days due to the weather.
- Work is scheduled to be completed February 22, 2015.

Update on the Student Center Renovation

- M&E Contracting (Fayetteville, NC) started renovation work on June 30, 2014.
- Work performed in the last four weeks.
 - East Area: Installation of fire alarm devices and painting.
 - West Area: Installation of ceiling grids and painting.
- Work to be performed in the next four weeks.
 - East Area: Install ceramic tile walls, install carpet, install vinyl flooring, and install plumbing fixtures.
 - West Area: Install fire alarm devices, install grills and diffusers, install ceramic tile walls, and install light fixtures.
- Percentage of work completed is 69%.

Update on the Collision Repair and Refinishing Technology Center

- Construction Systems, Inc. (Fayetteville, NC) started building renovation October 1, 2014.
- Certificate of Occupancy for the building was received January 22, 2015.
- The Building Dedication and Ribbon-Cutting ceremony was held on February 4, 2015, with Governor Pat McCrory as speaker during the ceremony.
- Approximately 500 persons attended representing auto dealers, collision repair industry, auto insurance companies, suppliers, and others.

Special Trustees Business

Upcoming conference: NCACCT 2015 Law/Legislative Seminar – April 8-10, 2015, Sheraton Raleigh Hotel, Raleigh, NC The Trustees are to notify Kay Williams if they plan to attend the conference.

Report on ACCT Community College National Legislative Summit – February 9-12, 2015, Washington, D.C. Dr. Larry Keen, Mr. Charles Koonce, Mrs. Delores Ingram and Mr. Hutch Hutchinson attended the Summit. They reported that the summit was very informative and that community colleges are all about students connecting with their college.

President's Report

Next Board Meeting – Monday, March 16, 2015 The Legislative Delegation will be invited to the luncheon.

See Written Report Dr. Keen referred to the President's Report dated February 16, 2015. (1) The Collision Repair and Refinishing Technology Building Dedication and Ribbon Cutting on February 4 was successful. (2) FTCC Performing Arts will present Neil Simon's "The Odd Couple, Female Version" beginning Friday, February 20. (3) The FTCC Psychology Club has lined up several guest speakers during the month of February to discuss topics such as PTSD. (4) The annual High School Connections Open House will take place on February 26 in the General Classroom Building and on February 28, FAFSA Day for high school seniors will be presented to offer one-on-one assistance to students in preparing Federal Application for Free Student Aid. (5) FTCC's Career Coach's recent add-on helps quickly link military MOS codes to transferable civilian jobs, salary expectations with live data, number of openings, location and company affiliated with openings. (6) The Robert Short Scholarship check presentation was held on February 2, 2015.

Focus Dr. David Brand, Senior Vice President for Academic and Student Services presented PowerPoint on Integrated Post-Secondary Education Data System (IPEDS) Reporting Versus FTCC Actual Results. Report included FTCC's ethnicity, age and gender, enrollment (full-time and part-time), enrollment trends, and student type.

IPEDS Reporting Requirements (FTCC Student Population)

- Can only record enrollment as of October 15, 2014 regardless of any enrollment that may occur afterwards for the Fall term.
- Report first-time full-time and first-time part-time degree-seeking students enrolled by October 15, 2014, to determine future graduation and retention rates.
- Students who complete multiple credentials (i.e. two associate degrees) may only be counted once for reporting purposes.
- Graduation rates are determined only by the number of first-time, full-time students enrolled as of October 15, 2011.
- Students that transfer to FTCC are not reported within the graduation or retention rates, per IPEDS.
- IPEDS represents a snapshot of enrollment, graduation, and retention at one time based upon very strict rules and definitions.

Adjournment The meeting was adjourned at 1:55 p.m.

Dr. Dallas M. Freeman, Board Chair

Mrs. Delores P. Ingram, Secretary

Attachment A

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

I-5 FTCC PURPOSE STATEMENT

The purpose of Fayetteville Technical Community College is to provide affordable vocational-technical, business and industry, general education, college transfer, and continuing education programs, which meet the needs and desires of its diverse students and economic development needs for the community. To improve the educational base of society, FTCC encourages life-long learning and strives to prepare students for further workforce and educational experiences.

FTCC identifies the educational needs of applicants and assists students in satisfying these needs at a minimal expense. Each adult who applies will be admitted to a program appropriate to his/her abilities and interests. The College is in partnership with the public school system through College Tech Prep and other programs. Further, agreements with four-year colleges and universities support the educational continuum from high school through the baccalaureate degree.

Curricular programs reflect the changing technical, commercial, industrial, and health needs of Fayetteville, Cumberland County, and surrounding areas. Various curricula offer certificates, diplomas, and associate degrees. As a learning-centered college, FTCC offers courses and programs at times and places convenient to students in a variety of delivery modes. Courses are also available for high school graduates who need additional academic preparation before attempting college work.

FTCC provides instruction in the basic life skills needed to contribute effectively to society. Continuing Education programs are designed to meet specific needs in basic educational competencies, high school completion, upgrading occupational skills, and other avocational or practical skills required for the rapidly changing technological advances in the community.

Approved: FTCC Board of Trustees, April 27, 1992

Provided As Information January 20, 2015 for reaffirmation consideration on Feb 16, 2015

Note: The Administrative Procedures Manual publishes the most current official Purpose Statement for FTCC. Any reprint of the FTCC Purpose Statement must use this source, verbatim and in its entirety.

Attachment B

FTCC MISSION STATEMENT

“Serve our community as a learning-centered institution to build a globally competitive workforce supporting economic development”

Approved by the FTCC Board of Trustees August 2008

Provided As Information January 20, 2015 for reaffirmation consideration on Feb 16, 2015

Attachment C

FTCC Institutional Goals 2015-2020

- 1. Respond to student and community needs through measurable goals**
- 2. Establish a culture of quality customer service**
- 3. Ensure fiscal responsibility, accountability and financial stability**
- 4. Focus on workforce preparedness to support economic development**

Originally adopted by the FTCC Board of Trustee, September 16, 2013

Provided As Information January 20, 2015 for reaffirmation consideration on Feb 16, 2015

Attachment D

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

GENERAL EDUCATION CORE COMPETENCIES

FTCC provides programs to meet the technical, vocational, and general education needs of its students and the surrounding community. Graduates of FTCC, regardless of program area, should possess a common core of general education competencies that promote success in the work place, facilitate the learning of technical skills, and ease the transition to further higher education. Achievement of these core competencies should also serve to enhance quality of life. In reviewing the required courses for all degree and diploma programs at the College, certain commonly embedded competencies within the general education core have been identified. These core competencies are defined as follows.

- Communicate effectively using the conventions of American Standard English in professional and academic environments.
- Use critical thinking to analyze problems and make logical decisions.
- Demonstrate socialization skills that support cultural awareness and a global perspective.
- Demonstrate quantitative competencies.
- Demonstrate computer literacy.

Approval by the FTCC Board of Trustees, February 20, 2012

Provided As Information January 20, 2015 for reaffirmation consideration on Feb 16, 2015

Attachment E
FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE
2015 PLANNING ASSUMPTIONS AND TRENDS

I. ECONOMIC TRENDS AND PLANNING ASSUMPTIONS

<p>Analysis Summary</p> <ul style="list-style-type: none"> • Regional workforce and occupation projections 2014-2019 • Enrollment & Financial Aid <ul style="list-style-type: none"> ○ Nationwide enrollment expected to increase for another 1-2 years and Pell Grant funding will follow this pattern • Higher Education Workforce <ul style="list-style-type: none"> ○ Retirement boom concerns and nationwide HR adjustments with performance issues and professional development are expected to continue
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Table 1: Regional Private Workforce and Industry Projections
(Cumberland, Harnett, Hoke, Moore, Robeson, and Sampson Counties)

Occupation Description	2014 Jobs	2019 Jobs	Change	2014 State LQ*	2019 State LQ*	Median Hourly Earnings
Education, Training, and Library Occupations	20,962	22,941	1,979	1.14	1.16	\$18.22
Healthcare Practitioners and Technical Occupations	17,818	19,760	1,942	1.02	1.04	\$33.21
Food Preparation and Serving Related Occupations	26,438	28,268	1,830	0.99	0.99	\$9.31
Office and Administrative Support Occupations	36,827	38,538	1,711	0.80	0.80	\$14.18
Building and Grounds Cleaning and Maintenance Occupations	9,502	10,557	1,055	0.96	0.98	\$10.15
Sales and Related Occupations	24,870	25,670	800	0.79	0.79	\$12.05
Healthcare Support Occupations	12,631	13,422	791	1.20	1.18	\$11.31
Business and Financial Operations Occupations	8,721	9,371	650	0.67	0.67	\$31.11
Management Occupations	8,337	8,950	613	0.66	0.66	\$41.44
Personal Care and Service Occupations	6,950	7,530	580	0.94	0.94	\$10.03
Community and Social Service Occupations	4,794	5,241	447	1.02	1.03	\$19.41
Installation, Maintenance, and Repair Occupations	11,144	11,505	361	0.94	0.93	\$18.60
Computer and Mathematical Occupations	3,146	3,489	343	0.39	0.40	\$30.59
Protective Service Occupations	6,176	6,475	299	0.86	0.85	\$17.30
Arts, Design, Entertainment, Sports, and Media Occupations	2,240	2,482	242	0.70	0.73	\$19.04
Production Occupations	17,495	17,731	236	0.77	0.82	\$13.95
Construction and Extraction Occupations	7,404	7,598	194	0.77	0.76	\$16.21
Life, Physical, and Social Science Occupations	1,204	1,333	129	0.48	0.49	\$30.03
Legal Occupations	1,111	1,200	89	0.64	0.64	\$29.70
Transportation and Material Moving Occupations	16,562	16,629	67	0.81	0.81	\$13.13
Architecture and Engineering Occupations	1,824	1,884	60	0.45	0.44	\$31.44
Farming, Fishing, and Forestry Occupations	3,511	3,434	(77)	1.84	1.86	\$10.41
Military occupations	51,162	51,076	(86)	5.39	5.43	\$15.80
Total	300,830	315,083	14,253			\$16.86

Source: EMSI 2014 (3rd Quarter) Occupation Report

*LQ=Location Quotient: concentration in Cumberland County compared to all other NC counties; 1 = average.

- U.S. companies added 230,000 in October. The job gains in the Automatic Data Processing Report (ADP) were broad-based: Construction firms added 28,000 jobs, while manufacturing gained 15,000 positions. Professional and business services, which include higher-paid positions such as accountants and engineers, gained 53,000 jobs. (*Raleigh News & Observer*, November 2014)
- EMS, Healthcare, and Public Safety Sectors Projections

- The U.S. Department of Health and Human Services (HHS) issued a rule to finalize the new compliance date for health care providers, health plans, and health care clearinghouses to transition to ICD-10, the tenth revision of the International Classification of Diseases, effective October 1, 2015. This could increase the demand for the billing and coding classes being held on campus. (*Centers for Medicare & Medicaid Services*, July 7, 2014)
- Law, Public Safety, Corrections, and Security occupations had about 4.8 million workers in 2012 with projections to 5.4 million by 2022. FTCC should expand academic programs to meet this growing occupational need. (*United States Bureau of Labor Statistics*, May 2014)
- Employment of registered nurses is projected to grow 19 percent during the period 2012 to 2022, faster than the average for all occupations. Growth will occur due to an increased emphasis on preventative care; growing rates of chronic conditions, such as diabetes and obesity; and demand for healthcare services from the baby boomer population, as they live longer. Additionally, it is anticipated there will be a larger role within the healthcare industry for EMS credentialed persons. (*United States Bureau of Labor Statistics*, January 2014)
- Hospital staffing changes may affect FTCC Health Technologies students in finding adequate clinical assignments in time for their graduation. Hospitals across the state are decreasing staff and eliminating positions due to funding decreases, lowered Medicaid reimbursement rates, and overall Medicare Program cuts. Cape Fear Valley Health System cut 118 jobs in 2013. (“Cape Fear Valley Health System cuts 118 jobs,” *The Fayetteville Observer*, 9/28/2013)
- Womack Army Medical Center will eliminate up to 621 Medical Support positions by 2015. This may result in a reduction of students seeking an education in allied health. (“Womack Army Medical Center to reduce its civilian workforce,” *The Fayetteville Observer*, 10/30/2013)
- Funeral Services Sector Projections
 - Cremation continues to increase each year. It is projected that the U.S. cremation rate will be up from 40.6% in 2010 to 48.8% by 2017. FTCC’s Funeral Services program will need to expand to meet increased educational needs of our students and industry. (*National Funeral Directors Association*, 2014)
 - The addition of the alkaline hydrolysis method to cremation could replace current cremation procedures in the next 10-15 years and trends in these projected changes will need to be monitored for program of instruction adjustments, as needed. (*National Funeral Directors Association: Public Policy Position*, 2013)
- Trades Sector Projections
 - New infrastructure workers are projected to grow by nine percent. Additionally, nearly one-quarter of current infrastructure workers will retire or otherwise leave their jobs. Current estimates reflect that 2.7 million new workers will be needed to replace them. Seventy-seven percent of infrastructure workers will be needed with logistics training. Of the 20 largest occupations in infrastructure, 13 are involved in operations. The two largest occupations are movers (freight and stock movers) and truck drivers. (“14.2 Million Americans Work in Infrastructure. What Does that Mean?” *Brookings*, May 2014)
 - A slight up-swing in home sales, new construction, and home repair will create more jobs in the housing industry. The College should monitor home sales and construction trends throughout the planning assumption period to make necessary adjustments to meet training needs. (*The Fayetteville Observer*, April 2013)

- Production Sector Projections
 - Cumberland County lost 6,586 manufacturing jobs between 2000 and 2013. This number does not include the thousands of federal civil service and contractor jobs lost in and around Fort Bragg. (*The Fayetteville Observer*, September 28, 2014)
 - NC has the largest state-maintained highway system in the nation as well as 305 public, private, and international airports. NC has the lowest costs of doing business and its workers are 36% more productive than the average U.S. worker. Each resident in the state has a community college available to them within 30 minutes. Continued access to such education will attract more businesses to the area boosting enrollment numbers for FTCC. (*Thrive in North Carolina*, 2014)
 - Bosh Global Services, producer of unmanned drones, will increase operations in Fayetteville, creating 32 jobs with average salaries of \$85,000/year. (*The Fayetteville Observer*, November 14, 2013)
 - Local companies continue to be concerned about finding replacements that have the mathematical background and other skills necessary to operate modern, sophisticated equipment. The College, which is recognized as a STEM Jobs Approved College, will emphasize STEM-related training to meet this changing employment need. (*2015 Stem Jobs Approved Colleges*, Victory Media)
 - Manufacturing remains a top contributor to NC's gross domestic product while producing 84% of our State's exports. Last year, NC manufacturing output was \$88.35 billion, making us the 4th most productive manufacturing State in the U.S. Ninety-three percent of advanced manufacturers reported a skills gap in potential employees, especially in the areas of science, technology, engineering, and math (STEM) hindering their ability to hire. (*Raleigh News & Observer*, November 2013)
- Distribution Sector Projections
 - Gordon Food Service, a world leader in food service distribution, is planning to build a new distribution center in Cabarrus County that will bring 275 new jobs with annual payroll expected to be \$12.3 million in NC. FTCC should expand logistics operations and career readiness training programs to meet this anticipated employer need. (*North Carolina Department of Commerce*, October 2014)
- Communications Sector Projections
 - A new call center, operated by Sykes Enterprises, opened in late 2013. Sykes hired 150 employees and plans to hire an additional 350 workers. FTCC is prepared to expand customer service training to meet this increased demand. (*The Fayetteville Observer* August 2014)

Enrollment and Financial Aid Trends and Analysis

- The Chronicle of Higher Education reported that short-term community college certificates do not help graduates obtain employment or earn higher wages. FTCC's Job Placement Reports from the previous five years do not support the findings in this article with an average job placement rate of 90%+. (*The Chronicle of Higher Education*, November 2014)
- Enrollment at community colleges nationwide declined by more than 3% between fall 2011 and fall 2012. The decrease in enrollments of students appears to be much higher for those over the age of 24. FTCC has been able to increase enrollments as other colleges declined. ("Recent National Community College Enrollment and

Award Completion Data,” American Association of Community Colleges, January 2014)

- A growing number of students who already have completed degrees are coming back to community colleges, including FTCC, for specific job skills that will help them change their career or advance in their current career. (Petersons Undergraduate Survey of Colleges and Universities, 2010-2014)
- State funding for community colleges appears to be shifting emphasis towards technical and allied health programs which are the most expensive courses to provide. FTCC must monitor resources required in technical, vocational, and allied health programs. (“Gov. McCrory says community colleges are key to state’s economic recovery,” *Raleigh News & Observer*, 8/16/2013)
- Between 2012 and 2023, U.S. undergraduate enrollment is expected to increase from 17.7 million to 20.2 million students. Undergraduate enrollment at 4-year institutions is projected to increase by 12% while enrollments at 2-year institutions increase by 16%. FTCC will need to be prepared to serve more students. (*National Center for Education Statistics*, May 2014)
- The Southeastern region of the US will experience an 11% increase in the number of high school graduates between 2008-2022. Continued partnerships with K-12 institutions are necessary to prepare for this increased student population. (*NCES Projections of Education Statistics to 2021*, January 2013)
- Work-Based Learning (formerly Co-Op) will now be offered in the AA, AGE, and Associate of Fine Arts programs, potentially increasing enrollment and administrative costs associated with these programs. (*NCCCS Curriculum Procedures Reference Manual, Section 20, Work-Based Learning*, Changes approved July 2013)
- The maximum Pell grant appropriation for the 2014-2015 school year is \$5,645, a small increase of \$95 over the prior year. (“Federal Education Budget Update,” New America Foundation, February 2014)
- The College may see funding challenges for Pell-funded programs as lawmakers need to find \$5.8 billion in additional annual funding for fiscal year 2016 and thereafter. (“Federal Education Budget Update,” New America Foundation, February 2014)
- 3-Year Financial Aid Review: Declining amounts of aid in 2013-14 were due to an administrative decision to reduce the maximum award given to students.

Table 3: Three-Year Financial Aid Awards

2013-2014 FTCC Financial Aid Awards			
Number of Students (duplicate) receiving	In State Tuition Rate	Out of State Tuition Rate	Amount of Aid
21,714	\$2,288	\$8,432	\$46,294,125

2012-2013 FTCC Financial Aid Awards			
Number of Students (duplicate) receiving	In State Tuition Rate	Out of State Tuition Rate	Amount of Aid
23,171	\$2,208	\$8,352	\$50,941,652

2011-2012 FTCC Financial Aid Awards			
Number of Students (duplicate) receiving	In State Tuition Rate	Out of State Tuition Rate	Amount of Aid
11,349	\$2,128	\$8,272	\$58,833,323

Source: North Carolina Higher Education Data: A-10 Financial Aid Summary Reports (2010-2014).

- From 2000 to 2012, the fast-growing states in age's 15-24 included: Florida (29%), North Carolina (21%) and Georgia (20%). The new Workforce Innovation and Opportunity Act (WIOA) becomes effective July 2014, replacing the Workforce Investment Act (WIA). This act requires states to develop a regional strategic plan for training, employment services, adult education, and vocational rehabilitation. The Workforce Development Boards in the local region have already begun working on the required planning in order to provide the plan to the North Carolina Department of Commerce on or before July 1, 2015. ("State of the South: Building Infrastructure of Opportunity for the Next Generation," *The Progressive Pulse*, October 2014)

Personal Finances Trends and Analysis

- In 2013, North Carolina ranked 46th of all 50 states and District of Columbia in per-capita personal income at \$36,520, which is 86.4% of the national average. In 2012, North Carolina ranked 37th in per-capita personal income at \$34,604, which was 87% of the national average. FTCC's average job placement salaries are comparable with the per capita rankings and estimates (\$34,450). ("Rankings and Estimates," *NEA Research*, March 2014)
- In Cumberland County, 17,287 children are eligible for child care subsidies because their parents earn too little to afford the fees. However, less than one in four eligible children receives a subsidy for child care. This may affect a number of FTCC student-parents and enrollment at the FTCC Children's Center. (*Institute for Women's Policy Research, Briefing Paper*, January 2013)
- More Americans are faring worse financially than they were a decade ago, resulting in a need for increased financial and support services to enroll in and complete a degree. The challenges our students are facing are demonstrated by the following:
 - 77% of Americans live paycheck to paycheck
 - 1 out of 5 Americans are on food stamps
 - 1 in 2 American children are expected to be on food stamps before they turn 18
 - 28% of Americans don't have emergency savings
 - More than half of Americans have less than \$25,000 for retirement
(*Katy Hall, "Middle Class Jobs, Income Quickly Disappearing," Huffingtonpost.com, June 6, 2013*)

Higher Education Personnel Trends and Analysis

- According to a publication by *The Progressive Pulse*, the 2015 fiscal budget that NC Governor Pat McCrory signed includes the following items of interest for community colleges:
 - Raises tuition at community college for in-state students (on top of tuition increases in previous years), thus making it more difficult to access a college education and postsecondary training.
 - Adjusts projected enrollment growth downward for FY 2014-15, that may result in funding decreases of \$17.2 million.
 - Creates a new tier of enrollment funding that provides greater funding for health care and technical educational programs. (*The Progressive Pulse*, August 7, 2014)

- Data recently reported in the *2014 Survey of Colleges and University Human Resources Officers* from *Inside Higher Ed* is relevant to FTCC's HR planning and current operations.
 - In the 2013-14 survey, 51% percent agreed that their institution provided fair compensation for adjunct faculty members. FTCC provides fair compensation for faculty, staff, and administrators.
 - Last year, 45% of chief HR officers agreed that their institution had appropriate job security and due process protections; this year, the percentage dropped to 37%. FTCC has policies assuring security and due process protections.
 - Eighty-one percent (81%) of chief HR officers said their college or university conducts criminal background checks in the hiring of faculty, and 89% said they did so in the hiring of staff members. FTCC conducts criminal background checks on selected positions. (*2014 Survey of Colleges and University Human Resources Officers* from *Inside Higher Education*, September 2014)
- Data recently reported in the *2013 Survey of Colleges and University Human Resources Officers* from *Inside Higher Ed* is relevant to FTCC's HR planning and current operations.
 - HR chief administrators at 2-year colleges indicated they were paying more attention to the following measures (FTCC is pursuing enhancements in all of these areas):
 - Evaluating long-term employees with declining job performance
 - Implementing stronger performance evaluation measures
 - Succession planning for senior officials
 - Promoting wellness programs
 - Implementing processes to build employee engagement
 - Sixty-five percent (65%) of chief HR officers say their institutions have placed limits on adjunct faculty hours to avoid having to meet federal requirements for employer-provided health insurance under the Affordable Care Act. FTCC continues to monitor part-time employee hours to comply with the provisions of the Affordable Care Act.
 - Five percent (5%) of chief HR officers strongly agree their institution effectively uses the data and information it has on employee performance and satisfaction to make strategic planning and policy decisions. The merge of the Human Resources and Institutional Effectiveness offices has resulted in FTCC having information for data-driven decisions at all levels of the College. (*2013 Survey of Colleges and University Human Resources Officers* from *Inside Higher Education*, September 2013)

II. POLITICAL TRENDS AND PLANNING ASSUMPTIONS

Analysis Summary

- Anticipated military reductions and current FTCC military/college rankings
- Federal & State Funding adjustments will likely have an impact on the number of students the College will be able to support

Military Trends and Analysis

- The Army will deactivate 12 Brigade Combat Teams by the end of FY 2017. These include two at Baumholder and Grafenwoehr, Germany which will complete their

deactivation in Fiscal Year 2013. The remaining 10 will come at each of the following ten U.S. installations between now and the end of Fiscal Year 2017: Fort Bliss, TX; Fort Bragg, NC; Fort Campbell, KY; Fort Carson, CO; Fort Drum, NY; Fort Hood, TX; Fort Knox, KY; Fort Riley, KS; Fort Stewart, GA, and Joint Base Lewis-McChord, WA. The College may need to expand its online course offerings to allow military students to complete their FTCC degrees. (*“Brigade Combat teams cut at 10 posts will help other BCTs grow,” C. Todd Lopez, June 25, 2013 <http://www.army.mil>*)

- As increasing numbers of active duty service members leave the military, more than 97% of these veterans will begin their educational careers at community colleges.
- The Army will cut 16,000 soldiers and civilians at Fort Bragg by 2020, which could result in the region losing 21,500 jobs and \$11.3 million in sales revenue. As a result of these cutbacks, approximately 40,000 residents may leave the region (“Army Report Looks At Effects Of Potential Cuts To Fort Bragg, Other Installations,” *The Fayetteville Observer*, November 2014)
- FTCC was highly ranked for serving military students in 2014
 - Ranked #2 in the nation, “2015 Best for Vets: Career and Technical Colleges” in *Military Times EDGE* Magazine. Ranking was based on college culture, student support, academic policies, academic quality, and financial aid.
 - Military Friendly School by *GI Jobs Magazine*. The designation is given to the top 20% of schools nationwide that deliver the best experience for military students.

Federal and State Funding Trend Analysis

- The Republican Party has gained the majority in both houses. The GOP seized the majority in the upper chamber, unifying control of Congress. It is unclear of the effect that this will have on the economy or Community Colleges. (http://www.carolinajournal.com/issues/display_story.html?id=11534 – November 5, 2014, by Rick Henderson)
- There is significant enforcement of Title IX from the federal government, White House and Department of Education to reduce sexual violence and harassment on College Campuses. FTCC has implemented policy and procedures to ensure compliance.
- College students will expect increased financial aid if tuition rates continue to increase.
- Defunding of social services that provide infrastructure support to education (e.g. free lunch programs, WIC, after school programs, financial aid, child care assistance, etc.) will have a negative effect on the students desiring to return and complete their degrees or work credentials. (“Vouchers gain ground, public education loses in final budget,” *NC Policy Watch*, 7/25/2013)
- The North Carolina Legislature endorsed a bill creating new kinds of high school diplomas and course plans that emphasize vocational or career paths that do not require a 4-year college degree. The endorsement advises the State Board of Education to issue the new diplomas beginning in the 2014-15 school year. The new diplomas will carry seals endorsing graduates as “career ready,” “college ready” or both. The career-ready (not college-ready) residents may decide to continue their education resulting in increased demand for developmental studies and/or basic

skills courses. (“McCrorry Gets Victory on Diplomas, Technical Education” *WNCN, 2014*)

- States are spending more on corrections resulting in less money being available to support education. North Carolina’s correctional spending increased from \$538 million in 1986 to \$1.7 billion in 2013 (estimate collected by the National Association of State Budget Officers). (“Changing Priorities: State Criminal Justice Reforms and Investments in Education,” Center on Budget and Policy Priorities, October 2014)

III. TECHNOLOGICAL TRENDS AND PLANNING ASSUMPTIONS

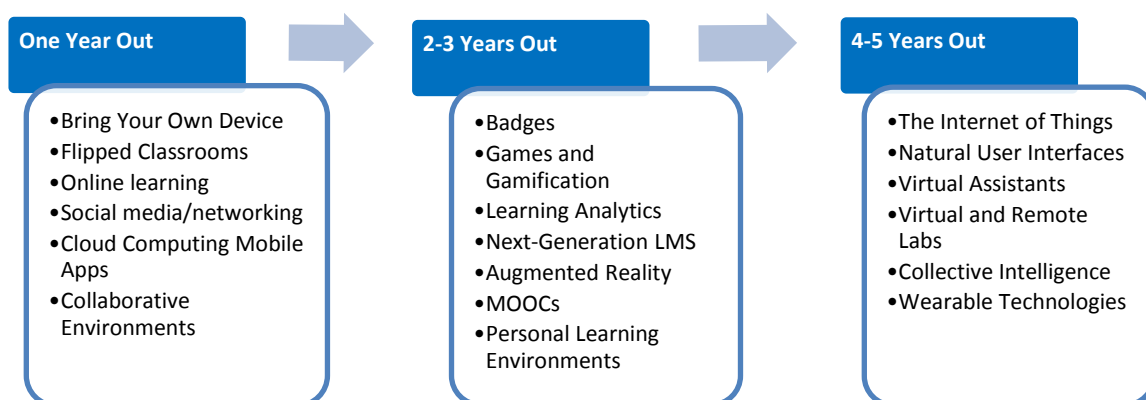
Analysis Summary

- Community College Classroom Technology
 - 5-Year Technology projections for community colleges
 - Identified technology challenges for community colleges
- Students and Technology
 - Some students are not as technology savvy as we expect
 - Email might not be the best way to communicate with millennial students

Community College Classroom Technology Trend Analysis

- The College and Career Readiness programs are increasingly becoming automated in response to demand and state regulations, including testing for the GED. (“Changes Set for GED Testing Include Higher Cost,” *The Fayetteville Observer*, September 2013)
- According to the New Media Consortium (NMC) Horizon Project Sector Analysis 2014-2019, the following are the most important technologies for community colleges to consider over the next five years.

Figure 1: Community College Technologies and Time to Adoption



- The NMC's (New Medium Consortium) top-ranked challenges expected to be faced at community, technical, and junior colleges (2014-2019) include the following:
 - Faculty training in digital media literacy continues to rise in importance as a key skill in every discipline and profession.
 - Professional development for faculty and staff should focus on processes and practices for incorporation of newer technologies.
 - Colleges should continue to develop plans for increased demand in pre-curriculum courses.

- Economic pressures and new models of education are bringing unprecedented competition to the traditional models of education. (*NMB Horizon Report: 2014 Higher Education Edition*, <http://cdn.nmc.org/media/2014-nmc-horizon-report-he-EN-SC.pdf>)

Students and Technology

- Students believe that use of Facebook, Twitter, Instagram, and other forms of social media make them technologically savvy. They are, in fact, not savvy with a majority of technologies or email. FTCC Students must be reminded to check email daily since many of our younger students rely on texting more than email for their daily communications. (“Technology and the College Generation,” *New York Times* 9/27/2013)
- Social media will play an increased role in education, and some social media postings may be positive while others may be negative. FTCC must monitor social media use and instruct faculty, staff and students on how this tool can be used wisely to assist with timely communications. (“Pros and Cons of Social Media in the Classroom”, *Campustechnology.com*, accessed 10/30/13)
- The following demonstrates increasing demand for technology-assisted Curriculum and Continuing Education courses at FTCC:

Table 4: Four-Year Analysis of Technology Assisted Courses at FTCC

Curriculum	2010-2011	2011-2012	2012-2013	2013-2014
Internet Classes	1,481	1,624	1705	1,860
Hybrid Classes *	139	205	201	238
Web-Assisted Classes **	942	2,649	2,569	2,635
Other Distance Learning Classes	40	60	73	59
Continuing Education	2010-2011	2011-2012	2012-2013	2013-2014
Internet Classes	622	734	742	697

* A course where the primary delivery is on-line with a requirement that students also meet in traditional face-to-face sessions as determined appropriate by the College.

**A course where the primary delivery is via traditional face-to-face with a requirement that students have Internet access as a supplemental part of the course.

IV. SOCIETAL TRENDS AND PLANNING ASSUMPTIONS

Analysis Summary

- Cumberland County demographic projections 2014-2019 may impact FTCC operations
- NC public schools performance may impact operations
- NC public schools will be increasingly digitized and individualized in near future

North Carolina Public Schools

- Based on the following 2014 state rankings of NC public school students, FTCC may expect to see an increased demand for developmental and/or basic skills courses over the next few years. (October 2014, State Superintendent of Public Instruction)
 - 16th in percentage of seniors who took at least 1 Advanced Placement exam
 - 18th in 4th grade math, according to National Assessment of Educational Progress (NAEP)
 - 29th in 4th grade reading, according to NAEP
 - 23rd in 8th grade math, according to NAEP

- 37th in 8th grade reading, according to NAEP
- Among the bottom 10 states in per-pupil funding
- Students that graduate from NC public schools over the next five years will be accustomed to learning in an increasingly digitized and personalized environment, according to the NC 2013 Remodeling Plan for Public Education. (February 2013, State Superintendent of Public Instruction)
 - Implement national and computer-adaptive assessments of student learning
 - Implement cloud computing
 - Provide 1:1 digital device for every student, including Bring Your Own Device programs
 - Implement new evaluation system, online learning, and use of analytics by teachers and principles
 - Institute online and “flipped” personalized education for all students
 - Community Colleges as a whole serve more persons with disabilities than any other post-Secondary institution
(http://nces.ed.gov/das/library/tables_listings/showTable2005.asp?popup=true&rt=p&tableID=6949)
- According to the American Association of Community Colleges (2014), community colleges need to create a more inclusive and supportive environment for students with disabilities.
(<http://www.aacc.nche.edu/Resources/aaccprograms/diversity/resourcesgrants/Pages/studentwithdisabilities.aspx>)
 - Increased web accessibility
 - Increased availability of counseling or referral services based on the nature of the impairment
 - Additional assistive technology resources
 - Staff development to address the needs of instructors in the classroom
 - Development of specialized programs for students with special learning needs
- New governmental regulations require higher education to meet the stricter accountability and transparency standards as required by the Gainful Employment Amendment of the Higher Education Act such as:
 - Preventing students from being buried in debt
 - More rigorous accountability
 - Providing transparency about student success
 - Improving student outcomes
 - Formalizing an interagency oversight task force
 - Keeping student debt affordable
 - Developing a college ratings system
 - Strengthening oversight of the programs on which our nation’s service members and veteran’s rely (October 30, 2014, “Gainful Employment Arrives,” <https://www.insidehighered.com/news/2014/10/30/final-gainful-employment-rules-drop-loan-default-rate>)
- Cumberland County statistical data project the highest growth among the *Black, Non-Hispanic* group, followed by the *White, Hispanic* Group.

Table 5: Cumberland County Resident Ethnicity Projections 2014-2019

Cumberland County Resident Demographic	2014 Population	2019 Population	Change	% Change
Black, Non-Hispanic	118,442	122,049	3,607	3.0%
White, Hispanic	25,664	28,837	3,173	12.4%
Two or More Races, Non-Hispanic	12,167	13,517	1,350	11.1%
Asian, Non-Hispanic	8,206	9,071	865	10.5%
Black, Hispanic	5,812	6,437	625	10.8%

Cumberland County Resident Demographic	2014 Population	2019 Population	Change	% Change
Two or More Races, Hispanic	2,645	3,083	438	16.6%
American Indian or Alaskan Native, Hispanic	1,161	1,439	278	23.9%
Asian, Hispanic	409	456	47	11.5%
Native Hawaiian or Pacific Islander, Hispanic	261	291	30	11.5%
American Indian or Alaskan Native, Non-Hispanic	4,615	4,597	(18)	-0.4%
Native Hawaiian or Pacific Islander, Non-Hispanic	916	878	(38)	-4.1%
White, Non-Hispanic	150,681	149,540	(1,141)	-0.8%
	330,981	340,194	9,216	2.8%

Source: EMSI 2014 (4th Quarter): Residents

- Cumberland County Population age projections show the most growth in the next five years will be those ages 20-24, 35-39, and 65-69, in ranked order. FTCC should design recruitment/marketing efforts to match these changes in potential student groups.

Table 6: Cumberland County Resident Age Projections 2014-2019

Demographic	2014 Population	2019 Population	Change	% Change
Under 5 years	27,000	28,206	1,206	4.5%
5 to 9 years	24,081	24,625	544	2.3%
10 to 14 years	22,130	23,022	892	4.0%
15 to 19 years	25,759	23,480	-2,279	-8.8%
20 to 24 years	29,447	33,630	4,183	14.2%
25 to 29 years	29,717	25,375	-4,342	-14.6%
30 to 34 years	25,100	26,682	1,582	6.3%
35 to 39 years	19,327	22,247	2,920	15.1%
40 to 44 years	18,872	17,246	-1,626	-8.6%
45 to 49 years	19,913	18,216	-1,697	-8.5%
50 to 54 years	20,132	19,197	-935	-4.6%
55 to 59 years	18,777	19,086	309	1.6%
60 to 64 years	15,769	17,908	2,139	13.6%
65 to 69 years	12,029	14,734	2,705	22.5%
70 to 74 years	8,768	10,655	1,887	21.5%
75 to 79 years	6,299	7,207	908	14.4%
80 to 84 years	4,421	4,694	273	6.2%
85 years and over	3,441	3,983	542	15.8%
	330,981	340,194	9,211	

Source: EMSI 2014 (4th Quarter): Residents