

# FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE MINUTES OF THE BOARD OF TRUSTEES

**September 16, 2019**

Held at the Tony Rand Student Center Board Room at 12:55 p.m.

## **Members Attending**

Mr. Ronald C. Crosby, Jr., Dr. Dallas M. Freeman, Dr. William D. Haithcock, Mr. Charles J. Harrell, Mr. William Hedgepeth, Mrs. Delores P. Ingram, Mr. Charles E. Koonce, Dr. Linwood Powell, Mr. Chandan Y. Shankar, Mrs. Suzannah Tucker, Mr. William Wellons, Jr., Mr. David R. Williford, and Mr. Jesse Watts.

## **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 Mark Sorrells, Senior Vice President for Business and Finance Robin Deaver, Vice President for Administrative Services Joe Levister, Vice President for Human Resources and Institutional Effectiveness Carl Mitchell, Interim Executive Director of Marketing and Public Relations Wanda Dail, Interim Executive Director for the Foundation Lauren Arp, Executive Assistant to the President Kay Williams, Audio Visual Technician Joe Frydl, and Paralegal Instructor Von Locklear.

## **Call to Order**

**Dr. Linwood Powell, Board Chair**

## **Ethics Awareness and Conflict of Interest Statement**

**Dr. Powell**

Dr. Powell read the Ethics Awareness and Conflict of Interest Reminder. No Conflict of Interest was identified.

## **Special Guests**

**Dr. Powell**

Dr. Powell welcomed MG (RET) Rodney Anderson.

## **Focus: Tier 1 Designation: Future Opportunities MG (RET) Rodney Anderson**

MG Anderson presented a report on Cumberland County Tier Strategic Framework. The report explained the three-tier system used by North Carolina for designating development tiers. Cumberland County is currently a Tier 1 and the goal is to reach Tier 3 by 2030.

## **Approval of Minutes of August 19, 2019 Meeting**

**Dr. Powell**

Mr. Koonce moved to approve the August 19, 2019 Board minutes. The motion was seconded by Dr. Freeman and unanimously approved by the Board.

## **COMMITTEE REPORTS**

**Building and Grounds Committee** The Building and Grounds Committee met at 10:30 a.m. prior to this meeting.

Mr. Wellons reported.

## **Update on the Horticulture Educational Center Greenhouse Replacement (Information Only)**

- The outdoor greenhouse was replaced because of hurricane damage.
- Gordon Rose (Fayetteville, NC) designed the elevated foundation pad for the replacement greenhouse.

- Estimated cost \$123,550.
- Lee Design Building (Princeton, NC) was the contractor for the elevated pad with a bid of \$95,012.
- The greenhouse was installed by The Greenhouse Company of South Carolina (Irmo, SC) at a cost of \$165,000.
- This installation is to be completed October 1.

#### **Update on J. P. Riddle Stadium (Information Only)**

- The deed for this property was transferred from the County February 4, 2019.
- Gates Four was contracted to perform infield renovations at a cost of \$28,000.
- Work began August 26 and was completed September 5.

**Curriculum Committee** The Curriculum Committee met at 10:37 a.m. prior to this meeting.

Mr. Koonce reported.

#### **Presented for Acceptance: FTCC's FY2019 NCCCS Performance Measures for Student Success Report**

Each year the NCCCS assesses the performance of all 58 community colleges using seven (7) key performance measures. The report is constructed by the NC Community College System Office using data from the previous year (2017-18). The performance measures are as follows:

- **Basic Skills Student Progress** – Percentage of Periods of Participation (POP) with at least one Measurable Skill Gain (MSG)
- **Student Success Rate in College-Level English Courses** – Percentage of first-time associate degree seeking and transfer pathway students passing a credit-bearing course in English with a “C” or better within three years of their first fall term of enrollment.
- **Student Success Rate in College-Math Courses** - Percentage of first-time associate degree seeking and transfer pathway students passing a credit-bearing course in Math with a “C” or better within three years of their first fall term of enrollment.
- **First Year Progression** – Percentage of first-time fall credential-seeking students who graduate prior to or enroll in postsecondary education during the subsequent fall term.
- **Curriculum Student Completion** - Percentage of first-time fall credential-seeking students who have graduated, transferred, or are still enrolled during the fourth academic year with 42 successfully completed non-developmental hours.
- **College Transfer Performance** – Among all community college associate degree completers and those who have completed 30 hours or more articulated credits who subsequently transfer to a four-year university or college during the fall semester, the percentage who graduate prior to or remain enrolled at any four-year college of university the subsequent fall semester.
- **Licensure / Certification Passing Rate** – Weighted index score of first-time test-takers results on licensure and certification exams which are state mandated to become active practitioners.

Standard	Basic Skills	Student Success English	Student Success Math	First Year Progression	Curriculum Student Completion	College Transfer Performance	Licensure/Certification Performance
Excellence Level	50.6%	66.6%	46.2%	71.9%	52.7%	89.4%	1.07
System Baseline	24.2%	40.1%	19.5%	56.6%	34.1%	74.4%	0.79
Ave College %	41.8%	61.0%	41.5%	68.2%	49.3%	85.2%	0.98
System Totals	39.9%	61.7%	41.5%	67.2%	47.6%	85.9%	1.00
FTCC 2019	37.6%	47.4%	26.3%	63.5%	39.4%	81.9%	0.92

An analysis has been completed to compare our 2019 report data against the 2018 data. Please refer to the Power Point presentation for visual charts comparing our performance from year to year. The following observations were made.

- Basic Skills - FTCC's performance dropped (-17.4) percentage points from a year to year comparison. The System Baseline fell (-10.3) percentage points from 2018 to 2019 while the Average College % fell (-18.3) percentage points. Additional faculty training is being implemented and the college has put new leadership in place.
- Credit English Success – Although FTCC's performance improved slightly (+3.4 percentage points) over the prior year, the baseline (+16.3) and system average (+8.7) increased at higher rates. FTCC is crafting a Faculty Talent Development framework to train, coach, and support faculty to improve teaching and learning. The College is also hiring two instructional coaches to assist new, existing faculty, and adjunct faculty with improving their practice.
- Credit Math – The College's performance for the 2017-18 cohort improved (+4.50 percentage points), but again lagged behind gains made overall in the baseline (+9.4) and system average (+9.0). FTCC is crafting a Faculty Talent Development framework to train, coach, and support faculty to improve teaching and learning. The College is also hiring two instructional coaches to assist new, existing faculty, and adjunct faculty with improving their practice. The Math and Science Division is also being ask to work with faulty from other divisions to design contextualized courses that increase relevance by teaching content through industry sector application.
- First Year Progression – Our performance fell slightly (-1.6 percentage points) from year to year while the baseline comparison increased (+2.5) and system average fell (-2.7). FTCC is implementing a Quality Enhancement Program as part of our SACSCOC Decennial Reaffirmation to improve student success through more systemic advising and support of students over their educational journey.
- Curriculum Completion – The College's performance decreased (-1.9 percentage points) as did the baseline performance (-1.8), but a significant increase occurred in the system average (+6.0). FTCC is implementing a Quality Enhancement Program as part of our SACSCOC Decennial Reaffirmation to improve student success through more systemic advising and support of students over their educational journey.
- Transfer Success – FTCC's performance score decreased (-2.0) compared to the prior cohort report. The system baseline and mean increased (+9.3 and +1.5). To improve student success in this area, we are working with partner universities to develop program specific crosswalks to show students the specific credits they will get upon graduating and transferring to a university within a designated pathway.
- Licensure and Certification Pass Rate – The method used to score performance for this metric changed so it is not possible to compare this year's level of performance to the prior year. Overall, FTCC's index score (0.92) fell below the System Total (1.0). We did have three areas that met or exceeded the Excellence Level and all but one tested area was above the baseline. The downward pressure on the index came from three areas (BLET, Dental Hygiene, and EMT Basic). The exam change for Dental Hygiene and high school participation in the EMT Basic program has been discontinued due to poor performance of high school students. BLET is being further examined.

On recommendation of the Curriculum Committee, Mr. Koonce moved to accept FTCC's FY 2018-2019 NCCCS Performance Measures for Student Success. The motion was unanimously approved by the Board.

### **Request for Approval to Conduct a Needs Assessment: Medical Sonography (A45440)**

The Health Programs division seeks approval to conduct a feasibility analysis to determine the need and sustainability of starting a Medical Sonography Program. Medical sonography is a vocation in which the sonographer works in close association with radiologists and physicians to provide quality images to aid in diagnostic interpretation. Most sonographers hold an Associate's Degree. The average salary is among the highest available for associate degree holders. Double digit job growth is expected over the next ten years.

#### **Program Need**

- There are nine accredited programs in North Carolina. Central Carolina Community College has recently started a medical sonography program. Of the nine programs, there are two within the FTCC Regional Service Area: Johnston Community College and Central Carolina Community College.
- The U.S. Bureau of Labor Statistics (BLS) indicates that job opportunities for medical sonography and ultrasonography technologists are expected to grow 17 percent from 2016 to 2026, which is much faster than the average for all occupations ([www.bls.gov](http://www.bls.gov)). According to the BLS, as the population ages, the need to diagnose medical conditions will increase. Imaging technology is used in making these diagnoses.
- The Radiography Advisory Committee expressed an interest in supporting a medical sonography program at FTCC.

#### **Program Information**

- The program will be designed to primarily recruit currently working medical professionals that are interested in career advancement.
- The program would be established as an Associate Applied Science Degree program.

#### **Resources Required**

- Department chair
- Additional adjunct faculty to assume appropriate teaching loads
- Software to support specialty education
- Additional building space and equipment
- Funding/support to seek program accreditation

On recommendation of the Curriculum Committee, Mr. Koonce moved to approve conducting a Needs Assessment: Diagnostic Medical Sonography (A45810). The motion was unanimously approved by the Board.

### **Request for Approval to Conduct a Needs Assessment: Medical Laboratory Technology (A45420)**

The Health Programs division is seeking approval to conduct the needs assessment to start a Medical Laboratory Technology program. This associate degree program of study already exists in the Community College System.

#### **Program Need**

- Cape Fear Valley Health System (CFVHS) has expressed a need for Medical Laboratory Technologists and has requested to partner with FTCC to offer the program.

- Medical laboratory technicians perform clinical laboratory procedures related to specimen collection, laboratory testing/procedures, quality assurance and reporting/recording and interpreting tissue samples, blood and body fluids.
- Based on data from the FTCC Economic Overview and Program Demand Gap Analysis (prepared by EMSI), “Clinical Laboratory Technologists & Technicians” have approximately 78 annual job openings with median hourly wage of \$22.97 – with a projected ten-year growth of more than 7% (p. 66).
- The US Bureau of Labor Statistics lists the 2018 median pay as \$52,330 (\$25.16 per hour) and predicts a 13% (faster than average) job outlook for 2016-2026.

### **Program Information**

- The didactic and laboratory portions of the degree program will be held on the FTCC campus. Clinical rotations will be coordinated with and facilitated by CFVHS.

### **Resources Required**

- Additional faculty will be needed as the MLT courses must be taught by a licensed medical laboratory technologist.
- Classroom and lab space will be needed for the MLT courses; chemistry and biology labs will need to be coordinated regarding space, schedule, and faculty.
- Funding will be needed for any software and laboratory supplies to support the specialty education and program accreditation.

On recommendation of the Curriculum Committee, Mr. Koonce moved to approve conducting a Needs Assessment: Medical Laboratory Technology (A45420). The motion was unanimously approved by the Board.

### **Presented for Information: Summer 2019 Grade Distributions**

<b>Program Area</b>	<b>AVE % Pass</b>	<b>AVE %Fail</b>	<b>AVE % Withdrawal</b>	<b>AVE % Incomplete</b>
Allied Health	98	1	1	0
Arts & Humanities	78	11	11	0
Business	83	7	9	0
Computer Tech.	82	8	10	0
Eng. & Applied Tech.	91	3	6	0
Horticulture	89	3	8	0
Public Service	84	9	7	1
Math & Science	67	14	18	0
Overall Online	76	12	12	0
Overall Hybrid	82	7	11	0
F2F	86	6	8	0
Fort Bragg	82	2	16	0

### **Presented for Information Only: Overview of FTCC’s Quality Enhancement Program (QEP) for SACSCOC Decennial Reaffirmation**

FTCC’s QEP will redesign the advising process for new students. The comprehensive advising model will include strategies that include career planning, clearly structure program pathways, and appreciative advising practices to promote student success. The QEP will include the following initiatives:

- Career counseling prior to selecting a major or prior to the student’s first registration.
- A shift to a model of counseling that utilizes Success Coaches and technology enabled communication system for advising.
- Team approach to advising to increase interaction between Success Coaches, advisors and students.

- Advisor and counselor training.
- Distinctions between and intentional process for advising and registration.

The goal of the QEP is to increase student success through aligning institutional practices to FTCC's Strategic Plan and Institutional goals. The FTCC CARES initiative seeks to create a culture of intentional advising and focused career counseling through Coaching, Advising, Realizing, Engaging, and Succeeding.

### **Request for Approval of Building Trades Major Construction Projects for 2019-2020**

FTCC's Building Construction Trades Programs have been asked to again partner with the Fayetteville Area Habitat for Humanity to construct Habitat for Humanity Homes during the 2019-20 fiscal year. The number of units planned for construction has not yet been determined. These live projects give our students practical on-the-job learning experiences that are invaluable to the overall goal of supplying our community and region with a pool of highly skilled workers from the Building Trades, Plumbing, and Electrical programs.

This partnership started in 1988. Habitat continues to be extremely pleased with the high quality of craftsmanship displayed by the professional staff and students from FTCC and is eager to continue the relationship to provide additional affordable housing in Fayetteville.

On recommendation of the Curriculum Committee, Mr. Koonce moved to approve the Building Trades Major Construction Projects for 2019-2020. The motion was unanimously approved by the Board.

### **Presented for Information Only: Success Story**

Travis Alston is an Honors Graduate of two degrees from FTCC. He earned his first degree from the Culinary Arts program, and the second in Hospitality Management. Travis has spent most of his career in the military. After receiving medical retirement, he then worked with the military for 10 years. He was laid off by his employer and didn't know what he was going to do with his life going forward. He always had a goal of completing his education. One day he ran into his First Sergeant who served as a mentor to Travis while serving in the military. The mentor suggested that he attend Fayetteville Technical Community College. Travis proudly stated, "I'm not going to lie. The educational journey I took with FTCC was amazing. I mean it was tough, and at times I wanted to give up, but I didn't. I applied myself, used my time wisely and through grit and determination completed two degrees." Travis is now enrolled in Purdue University working to complete a Bachelor's of Science degree in Liberal Arts with a concentration in Leadership. Fayetteville Technical Community College was a stepping stone to success.

**Finance Committee** The Finance Committee met at 11:30 a.m. prior to this meeting.

Mr. Williford reported.

### **Approval of Revised 3-1, Construction Project 2441, Fire and Emergency Services Center**

The project was amended to increase the institutional funds appropriation bringing the total cost to \$20,000,000.00.

On recommendation of the Finance Committee, Mr. Williford moved to approve the Revised 3-1, Construction Project 2441, Fire and Emergency Services Center. The motion was unanimously approved by the Board.

**Approval of Final 3-1, Project 2472, Multi-Building Miscellaneous Repairs - Hurricane**

Due to Hurricane Florence, the college had several buildings that needed miscellaneous repair needs and total cost was \$17,203.69.

On recommendation of the Finance Committee, Mr. Williford moved to approve the Final 3-1, Project 2472, Multi-Building Miscellaneous Repairs – Hurricane. The motion was unanimously approved by the Board.

**Quarterly Childcare Center Update (Information Only)**

**16 Classrooms:**

- 4 Classes - Young One Year Old
- 4 Classes - Older One Year Old
- 2 Classes - Young Two Years Old
- 2 Classes - Older Two Years Old
- 2 Classes - Three Years Old
- 1 Class - Four Years Old
- 1 Class - Four Years Old (NC PreK)

**Capacity v/s Enrollment (August 2019):**

Age Group	Capacity	Enrollment	Difference
Young 1 Year Old	24	5	-19
Older 1 Year Old	32	25	-7
Young 2 Years Old	20	8	-12
Older 2 Years Old	20	14	-6
3 Years Old	36	31	-5
4 Years Old	36	27	-9
Total	168	110	-58

**July 2019 Enrollment Compared to August 2019 Enrollment:**

Age Group	July 2019	August 2019	Difference
Young 1 Year Old	7	5	-2
Older 1 Year Old	20	25	+5
Young 2 Years Old	8	8	-
Older 2 Years Old	17	14	-3
3 Years Old	30	31	+1
4 Years Old	34	27	-7
Total	116	110	-6

***\*15 students withdrawn April 2019 – August 2019 stated cost or lack of infant care as reason.***

**Current Full-Time Staff Assigned to 16 Classrooms: 28**

**Part-Time Staff Hours, August 2019: 936 (equates to 5.3 FT Employees)**

**Leave Hours Used by FT Teachers in August 2019: 710.5 (approximately 25 hours per teacher)**

**Food Expense:**

Month	2018	2019	Difference
July	\$22,495.16	\$22,893.49	+\$398.33
August	\$17,241.34	\$17,232.65	-\$8.69

**Comparison of August YTD Deficits:**

<b>As of August</b>	<b>Deficit</b>
2016	\$40,711.30
2017	\$44,297.80
2018	\$28,183.85
2019	\$25,613.67

**Updates Reported by Childcare Center Director:**

- Updated emergency contacts for childcare center families
- Advised parents to sign up for FTCC text alerts
- Successful Grandparents Day event
- Cared for displaced siblings during Hurricane Dorian public school closure
- In process of updating childcare center brochures
- Working with Methodist University's Occupational Therapy students to provide hands-on experience working with children
- Director participating in Partnership for Children's Leadership Academy
- Continue to work on enrollment plan with AVP for Student Services and SVP for Academic and Student Services

**Human Resources Committee**

Mr. Mitchell reported.

**Employee/Student Assistance Program (Information Only)**

The Employee/Student Assistance Program (ESAP) provides counseling services to students, employees, and/or employee family members at no cost from the referred participant.

Mr. John Sutton and his staff at Cape Fear Valley's Employee Assistance Program (CFVEAP) have provided excellent service during FY 2018-19 to faculty, staff and students. The average number of intervention counseling hours was approximately 3 hours for each person seeking assistance provided during multiple counseling sessions.

Timeliness of providing appointments during times of emergencies or crisis remained excellent. Mr. Sutton and his staff provided emergency/crisis counseling services to FTCC students/employees support within just a couple of hours of initial contact for emergency referrals.

Appointments for Non-emergency situations were scheduled at a time convenient to both the student and/or employee's calendar/schedule. These appointments were held in a timely manner.

CFVEAP has provided the College with a recap of services provided in the year of 2018-19 in support of the faculty, staff, and students (see attached report).

The ESAP contract automatically renews on October 1, 2019 and the Board of Trustees approved budget funding for the program at the August 2019 Board of Trustees meeting. CFVEAP is not seeking an increase in fees or other costs agreeing to continue service delivery at the previous contracted rate of \$31,000 for the 2019-20 academic year.

The CFVEAP 2019-20 contract period will be October 1, 2019 to September 30, 2020.

**Planning Committee**

Mr. Sullivan reported.

**Approval of Change in Bylaws Renaming the Curriculum Committee as the Program Committee**

The Curriculum Committee makes recommendations to the Board regarding credit (curriculum) and non-credit education (Corporate and Continuing Education) programs.



Mr. Koonce moved to approve change in Bylaws renaming the Curriculum Committee as the Program Committee and making similar changes to the responsibilities of the Committee. The motion was seconded by Mr. Crosby and unanimously approved by the Board.

Mr. Mitchell reported.

#### **Approval of the 2019-2024 Strategic Plan and Modified Institutional Goals**

The 2019-2014 Strategic Plan and modified Institutional Goals in the Strategic Plan were provided for information at the August 19, 2019 Board of Trustees.

Mr. Crosby moved to approve the 2019-2020 Strategic Plan and Modified Institutional Goals. The motion was seconded by Mr. Koonce and unanimously approved by the Board.

#### **Approval of revision to the College's Substantive Change Procedures Manual**

The substantive change procedures manual was created in 2008 and modified in 2017. Both the 2008 and 2017 were submitted and found to comply with expectations of Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). In December 2018, the SACSCOC Board of Trustees approved and released a revised SACSCOC *Resource Manual for the Principles of Accreditation* that included language expecting the College to show substantive processes are considered to be policy, as well as inclusion of step-by-step procedures. Because the manual and step-by-step procedures met the SACSCOC standards and expectations when originally created and continued to meet standards and expectations when it was later revised, the College only needs a slight modification in the title of the publication along with an entry including the word "policy" in the opening paragraph to ensure the manual continues to comply with the recently revised resource manual.

Mr. Crosby moved to approve the College's Substantive Change Procedures Manual. The motion was seconded by Mr. Wellons and unanimously approved by the Board.

#### **Approval of Revision to Paragraphs I-7 and I-7.1 of the Administrative Procedures Manual Entitled Councils, Committees and Organizations**

The revised SACSCOC Resource Manual, released in December 2018, specifies the College have a policy to delineate the role of faculty in academic matters and indicate that faculty have primary responsibility for the content, quality and effectiveness of the curriculum. The College's Curriculum Review Committee (CRC) has fulfilled this role for more than 10 years under guidance reflected in the Administrative Procedures Manual as a College procedure.

Mr. Crosby moved to approve revision to paragraphs I-7 and I-7.1 of the Administrative Procedures Manual Entitled Councils, Committees and Organizations. The motion was seconded by Mr. Wellons and unanimously approved by the Board.

#### **Approval of Non-Substantive Modifications in the Remaining Parts of Paragraph I-7 of the Administrative Procedures Manual**

The non-substantive changes are a reordering of paragraphs and elimination of redundancy.

Mr. Crosby moved to approve the non-substantive modifications in the remaining parts of paragraph I-7 of the Administrative Procedures Manual. The motion was seconded by Mr. Wellons and unanimously approved by the Board.

## **Reaffirmation of the College's Mission Statement, Purpose Statement, and General Education Core Competencies**

These documents were provided for information at the August 19, 2019 Board of Trustees meeting and are returned for reaffirmation consideration.

Mr. Crosby moved to approve the Reaffirmation of the College's Mission Statement, Purpose Statement, and General Education Core Competencies. The motion was seconded by Mr. Koonce and unanimously approved by the Board.

## **Reaffirmation of the College's Official Handbooks and Manuals**

The handbooks and manuals were provided on a flash-drive at the August 19, 2019 Board of Trustees meeting. Request reaffirmation of the previously approved policies contained in the College's Official Handbooks and Manuals.

Mr. Crosby moved to approved the reaffirmation of the College's Official Handbooks and Manuals. The motion was seconded by Mr. Williford and unanimously approved by the Board.

## **Special Trustees' Business/Comments**

**Dr. Linwood Powell, Board Chair**

Upcoming: ACCT Leadership Congress, October 16-19, 2019, San Francisco, CA

Culinary Technology Meals – October 4 and November 15, 2019, Horace Sisk Culinary Dining Facility, 11:30 a.m.

## **SGA Report**

**Mr. Jesse Watts, SGA President**

- The SGA hosted a Mini Fall Fest during the first week of classes as a way to get students involved with clubs on campus.
- On August 27, the SGA hosted a meet and greet to introduce themselves to the student body and recruit potential new members.
- SGA and Student Activities office presented the 9/11 Observance on September 11 at gazebo near the Tony Rand Student Center.
- SGA is hosting Constitution Day on September 17.

## **President's Report**

**Dr. J. Larry Keen, President**

Dr. Keen referred to the President's Report dated September 16, 2019: (1) FTCC named as Recipient of 2019 Academic Innovator of the Year Award. (2) University Outreach Week of Welcome is September 9-12. (3) Blood Drive was held on campus on September 4. (4) Trojan Volleyball team held is first home game on Tuesday, September 3 against Pitt Community College. (5) 5K Color Run will be held at the FTCC campus on September 21.

## **Next Board Meeting – Monday, October 21, 2019**

## **Adjournment**

Dr. Powell moved to adjourn. The motion was unanimously approved by the Board.

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Dr. Linwood Powell, Chair

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Mrs. Delores P. Ingram, Secretary