

MINUTES: July 21, 2021

MEETING: NORTH FLORIDA COLLEGE – SUMMER WORKSHOP
MADISON, FLORIDA

TRUSTEES PRESENT: Mr. Ricky Lyons, Chair
Mr. J. Travis Coker
Mrs. Sandra Haas
Mr. David Howell
Mr. Billy Washington, Vice Chair
Mr. Al Williams
Mr. Gary Wright

TRUSTEES ABSENT: Mrs. Sharon Benoit
Mr. Mike Williams

STAFF PRESENT: President John Grosskopf
Tyler Coody
Rick Davis
Kay Hogan
Dr. James Holland
Judy Lundell
Dani Mays
Jennifer Page
Micah Rodgers
Kim Scarboro
Connor Starling, Audio/Visual Technician
Michelle Wheeler

Mitchell Herring, sitting in for Board Attorney

The summer workshop began at 9:01 a.m. Chair Ricky Lyons asked Mr. Howell to open the workshop with prayer and lead the pledge of allegiance.

Chair Lyons reminded the Board that there will be no actions taken in this informational workshop. Decisions will be made during upcoming regular meetings.

COMPENSATION STUDY

President Grosskopf discussed the following during a slide presentation:

- NFC Compensation Structure SWOT Analysis
- State Perception and FTE Based Funding
- FCS per FTE
- FCS & NFC per FTE
- Economy of Scale: with small FTE, cost of operation per FTE is high

- Comparisons of NFC costs versus FCS
- Cost of completions per FTE at NFC (\$30,000 per FTE)
- Fiscal Strategies: Careful & deliberate commitments, prioritize revenue positive strategies, recruit-retain-complete
- Process Overview and Concerns
 - Negative impact on individual employee job perception
 - Sustainability
 - ROI Impact on programs and services
 - Fairness in deployment strategy
 - Acceptance and perception
- Potential Models – Pros and Cons
 - Comparison to Peer Group
 - Comparison to Specific Institution
 - Internally determined comprehensive growth target
 - Mathematically structured
- History of Financing from FCS from 2020 projected into 2030
 - Projections show spending exceeding tuition and revenue by 2022
- \$1/Hour Adjustment + Step Increase
 - \$214,000 per year for salaries + \$42,900 benefits + Step = \$357,400 per year
 - 4 Year impact = \$1,429,600.00
 - By the year 2024-25, all state revenue will pay for only salaries

OFFICE OF INSTITUTIONAL RESEARCH AND EFFECTIVENESS

Director Dani Mays discussed the following:

- 2021 Student Profile - Headcounts by:
 - Ethnicity = 1806
 - Ethnicity and Gender Summer 2020-Spring 2021
 - Age = average 25.5
 - Youngest student =13, Oldest=74
 - County = Suwannee County is highest
 - Program Type
- Financial Aid Summary
- Fall 2020 FTIC Cohort

Comfort Break until 10:10 a.m.

ADMINISTRATIVE AND BUSINESS SERVICES

Dean Micah Rodgers discussed the following:

- College Facilities Update
 - Construction of new CWE Building
 - Trying to keep costs to a minimum due to use of local funds
 - Facing challenge of increased costs of materials
 - Planned location is softball field near CWE and has infrastructure in place
 - Collaborations with sister colleges
 - Building 2 HVAC Replacement
 - Career and Transfer Center
 - State PECO Analysis
 - No PECO funding for colleges, all going to Charter schools
 - Always looking for cost savings to operate within available resources
 - Ownership of State buildings and funds for maintenance
 - Aging buildings and infrastructure failures fall on the college to fund – no PECO funding allocated
 - Capital Improvement Plan and LBR include requests for upcoming repairs
 - Analysis of Major Vendors
 - Utilities are the largest non-salary expense, followed by technology and others
 - Discussion of possibilities and grants for installing solar panels. Mr. Wright suggested revisiting this topic to help reduce utility expense.

ACADEMIC AFFAIRS

Dean Jennifer Page discussed the following:

- The OAA Team
- Quality Matters – Professional Development for faculty to teach online certification
- Ally Course Integration for Accessibility
- Course Schedule Updates
 - Returning to pre-COVID cap sizes
 - Students prefer hybrid delivery – adjusting to accommodate for Spring 2022
 - Mini-mesters: 8 week terms
- Program Assessment – Diversity Outcome
 - Addressing diversity as a learning outcome
 - Assessment in Fall 2021 to close loop on assessment results from Spring 2021
 - Finding ways to embed diversity topics into class conversations and course activities
- Dual Enrollment – New Director, Windy Gamble
- Career and Workforce Education

- Focus on getting students to work quickly
- 28 students grant funded for EMT Training tuition-free this summer
 - Partnerships with River Oak and Big Bend for paramedic and EMT
- Review and collecting needs for new programs, HVAC and Welding
- Nursing and Allied Health
 - Program updates for LPN, LPN-RN Bridge, RN, and BSN Selection
 - Statewide nursing inventory study

ENROLLMENT AND RECRUITMENT

Dean Kay Hogan discussed the following:

- Suwannee Mix and Mingle
- New Recruiter, Allison Finley
 - Survey Results
- Looking forward to returning to normal post-COVID and rebooting Student Services
- Recruitment Initiatives
 - Super Saturday-Virtual Presentation
 - Preview Day in October
 - High School Visits – 62 in 2020
 - Community Events
 - Student Success Stories

EMPLOYEE SERVICES

Director Tyler Coody discussed the following:

- Recruiting the best Sentinels
 - Advertising and Promoting Employment Opportunities
 - NEOGOV HR Software Implementation
 - New Employee Swag Bags
- Retention Employee Development
 - Performance Evaluations
 - Goal Setting and Employee Development
 - Job Descriptions
- Employee Benefits and Updates
 - Health Insurance
 - Other Insurances provided by NFC
 - Retirement
- Future Plans
 - Health Insurance Options and new HSA
 - Productivity and efficiency

- Retirement training and education for smooth transition

DEVELOPMENT AND EXTERNAL AFFAIRS

Director Judy Lundell discussed the following:

- Scholarships Awarded for 2020-2021 by county
- Scholarship Recipient – Elyssa Parlee success story
- Last Mile Scholarship
- Nurse Testing Scholarship
- Operation Outreach – Taylor County
- New Scholarship by Donations 2020-2021
- 2Gen Scholarship
- Foundation Grants/Major Donations
- Report on Investments
- Kate Ireland Simulation Lab – Phase 1 Complete
- Looking forward to 2022
 - Lafayette County Outreach
 - Phase 2 of Kate Ireland Simulation Lab

Lunch Break until 12:15 p.m.

NFC iCARE TEAM

Director Dani Mays presented the following:

- Mentorship program to assist populations where there are gaps in performance
- Identification of key demographics
- Ideas for Diversity Project Components
 - Shareable library resource package
 - Resource toolbox – benefits entire campus
 - Community Outreach
- Departmental Assessments include diversity goal
- If we can help 5 students succeed, we will increase our overall graduation rate by 3%
- Incentives: Success rates will help once implemented, word of mouth from peers, encouragement from advisors, swag bags, and gifts.

COLLEGE ADVANCEMENT

Director Kim Scarboro presented the Fall 2021 Marketing Campaign: Dream. Unite. Achieve.

- Samples of Marketing materials in print and digital

- Messaging Strategy developed by PHOS Consulting
- New NFC Landing page online

PRESIDENT'S REPORT

President Grosskopf discussed the following:

Operations and Opportunities

1. Advantageous time to launch a Charter School
 - a. Recent legislation allows colleges to sponsor their own charter schools without having to work through the local school board. School district boundaries would not limit our service area to a single county under this new law.
 - b. Legislature is undeniably pro-charter. Access to leadership at the Capitol on this issue is readily available.
 - c. Money to build and maintain charter schools is plentiful in the State.
 - d. The time is now, to act on this opportunity, because we still have a clean market in which to operate. Startup would be much more difficult if we were competing against large national franchises.
 - e. Tremendous demand for more dual enrollment which is horribly expensive for our institution.
 - f. A collegiate charter school where dual enrollment is built-in to the curriculum would allow the college side of the business to recoup some of the expenses we are currently required to absorb from the high school side.
 - g. Meeting with the Office of School Choice and the Chancellor to examine this as a possibility in the near future.
 - i. Proposing the strategy of teaming with Florida Gateway to co-hire a charter school consultant because, for the first 70% of this endeavor, our issues are the same. Co-hiring a consultant to guide both colleges through the part of the process where our interests are aligned and, once the similarities diverge, each institution would foot their own bill from that point forward.
 - ii. Barrier to service: Lack of public transportation, need for buses.
 - iii. Begin with grades 9-12, once stabilized, look at STEM-based middle school
 - iv. Possible site: Field near Public Safety Academy that contains utility infrastructure
 - v. Not recommending partnering with a national brand that could mandate terms that would best suit their business model rather than what is best for our students.

- vi. More information and research will be presented during the Fall semester.
2. Necessity to expand Career and Workforce Programs for non-traditional students
 - a. We need a structure to find the underemployed who need to re-tool their education and update their skillset quickly.
 - b. The only way to expand our investment in CWE is to reduce our investment in other areas of the college. Possibly stripping away non-required electives.
3. Operating our own Daycare
 - a. Important for non-traditional students in workforce programs which are clock-based and students must be on campus for a large part of the day.
 - b. A daycare that is accessible primarily for our students and secondarily for our employees and/or community, could benefit enrollment growth, retention, and completion. The single largest reason for why students cannot finish is: life.
 - c. Daycare facilities are already on campus that could evolve into a service that would benefit our students and function in parallel with our Early Childhood Program as a teaching lab. Students could learn under teachers in an actual daycare environment.
4. Future model of the College is replicating the Live Oak Location aka "Service Outpost" in other counties. Taylor County needs one as soon as possible.
 - a. Not meant to redirect students from coming to Madison, but to allow younger students convenient, accessible, local access.
 - b. Offering courses and the full range of services available in Madison.
 - c. Predicts that the future service model in an increasingly hybrid learning environment is to put up more service centers in the district.
 - d. Focus on Perry as soon as possible and identify a third location soon after.
5. CWE Numbers Comparison
 - a. Attention to the blue downward trend from 2016 onward with Dual Enrollment going up
 - b. Chart shows a decline in fee-paying degree-seeking students. Staff is working to understand what factors are causing this decline and the feeling is that it is due to a declining census in all high schools served by NFC and a larger degree of uncertainty in the value of a college degree in the job market.
 - c. With these two conditions, students have three options: (1) Join the military, (2) Learn a trade, or (3) do nothing. The percentage of students who are learning a trade need to be captured with a larger inventory of workforce programs, not just in Madison, but throughout our district. Emphasis needed in providing students with training options that have a fast-track to completion.
6. Follow up to Board Member Question regarding the Fitness Center.
 - a. A few years ago, the Board's main concern for opening to the public community was creating unfair competition for small private businesses. The

- facility was closed for the pandemic and with re-opening, the College has been asked by a Board member to reinvestigate this question.
- b. A comparison of other colleges was reviewed. No other colleges polled allow use of fitness facilities by the public. Chipola does not allow public use of the gym but does allow the public to pay for access to the pool.
 - c. All the presidents he spoke with have the same concerns we have: Building maintenance and personnel are paid for primarily from Student Activity Fees. The law requires that students determine how these fees are spent. Our SGA makes proposals on how to spend the funds allocated for their activities. If Student Activity Fees are used to operate this facility and it is then used to benefit non-students, there is the possibility of an audit finding. The students would be using student activity fees to subsidize private citizens' gym memberships.
 - d. This brings us to the second part of the question, which was seeing if we are undercutting local gym owners' prices. Our Fitness Director researched local membership rates and the excel spreadsheet provided shows that our fees are far below the going rate. \$130 per term is the maximum charge for use of the Kelly Center. The rest of the local and chain gyms in the comparison are much higher. The conclusion of this investigation is that we are undercutting local gym owners by being open to the community at the rates we are currently charging. The President stated that our primary focus needs to be on our students and employees rather than using our publicly subsidized facilities in a way that causes private business to lose business.
 - e. This information is only presented in response to the inquiry and for future consideration if the Board chooses to take action at a later date.

President's Compensation

This issue has come up in previous meetings, and President Grosskopf stated that he would accept an increase in compensation if offered, but he will not ask for one. Conversely, he will not be disgruntled or make threats if a raise is not offered. He does agree that most of our employees are underpaid and wants to look at ways to take better care of our staff. Important to consider, is that broad pay increases for some leaves us with the bitter reality of having to reduce the number of people employed. Spending more on salaries will also require the reallocation of resources that could be used on new programs.

Trustee Commentary

Mr. Wright commended the President on the ideas and suggestions for the future of the College presented today. He stated that he really appreciated the "outside the box" thinking but does not want to overlook the need for increasing compensation and wants to find a way to make it happen.

Mr. Coker suggested a focus on projects that can generate the revenue we need to increase salaries. He mentioned the daycare and charter school ideas as avenues to pursue with this goal in mind. President Grosskopf stated that ideas will be developed and researched for formal decisions to be made in the coming months.

Mr. Coker concluded his remarks with his desire to reward our good people with enough money that they do not wish to seek employment elsewhere. He felt confident that the group agrees with his desire: as the funds become available, to prioritize salary increases.

Mr. Washington asked if the minimum wage increase would open the door to the possibility of increasing tuition. President Grosskopf said that this has been discussed among the college presidents, but the messaging from the legislature and Governor's office is very firm on not allowing tuition increases.

There was a brief discussion regarding trustee status and issues that could arise with reaccreditation with so many of our board members having expired appointments.


Regarding the Fitness Center discussion, Mr. Howell suggested using that as a source of revenue by increasing membership fees. President Grosskopf explained that if we decide to raise the rates to generate more income and be competitive with local businesses, we will also need to analyze how the center is funded because we could no longer pay operating expenses using only Student Activity dollars.

Chair Lyons remarked that the ideas presented today give much food for thought in the steps we take in trying to secure the future of the college. Even though no actions will be taken today, he asked that the group keep the information presented in mind as we move through the next few months.

President Grosskopf also shared upcoming revisions to healthcare coverages offered by the consortium. There will be an assortment of plans available with varying degrees of flexibility and options. The hope is that this will enable employees to be more intentional health care consumers by using things such as price apps and in-network providers.

The workshop was adjourned at 2:12 p.m.

Respectfully submitted,


John Grosskopf
President


Ricky Lyons
Chair