



**Central Carolina Technical College
Area Commission Meeting Minutes**

M401 / Zoom

5:30 p.m.

September 16, 2021

MEMBERS PRESENT:

Paul Napper, Chairman
Christopher Lee, Vice Chairman
Bobby Anderson, Secretary
Terry Hancock
Janice Poplin
Ray Reich
Jennett Towles-Mickens
Thoyd Warren
Angela Witherspoon

COLLEGE STAFF:

Kevin Pollock, President
Terry Booth, Vice President for Business Affairs
Lisa Bracken, Vice President for Student Affairs
Misty Hatfield, Vice President for Institutional Advancement
Jeff Thomas, Vice President for Academic Affairs
Beth Young, Vice President for Business Affairs
Diana Reardon, Administrative Assistant to the President

MEMBERS ABSENT:

Andre McBride

The meeting was held in accordance with the *Freedom of Information Act, Chapter 4, Title 30, Code of Laws of South Carolina.*

1. CALL TO ORDER AND WELCOME – Paul Napper

Upon the establishment of a quorum, Chairman Napper welcomed everyone and called the September 16, 2021, Central Carolina Technical College (CCTC) Area Commission meeting to order at 5:30 p.m.

2. INVOCATION – Terry Hancock

Mr. Hancock delivered the invocation.

3. APPROVAL OF MINUTES – Paul Napper

Chairman Napper entertained a motion to approve the minutes of the July 15, 2021 Area Commission meeting, as submitted. A **motion** was made by Mr. Reich and **seconded** by Mr. Warren. There was no further discussion. The minutes were **unanimously approved**.

4. CONSENT AGENDA – Paul Napper

4. A. REPORTS AND RECOMMENDATIONS

Chairman Napper entertained a motion to approve, object, or remove for discussion, any of the following items in the Consent Agenda:

4. A. 1. Institutional Advancement Report

4. A. 2. Business Affairs Report

- a) FY 20-21 Audited Financial Statements
- b) Final Operating Financial Report, FY 20-21
- c) Capital Projects Statement, FY 20-21
- d) FY 21-22 Operating Financial Report as of 8/31/21
- e) Cash, Deposits, and Investments as of 8/31/21
- f) FY 21-22 College Operating Budget Amendment #1
- g) FY 21-22 Capital Projects Budget Amendment #2

4. A. 3. Academic Affairs Report

4. A. 4. Student Affairs Report

Mr. Anderson requested that for future meetings a couple areas, specifically any budget updates, be moved from the consent agenda to the regular agenda. Mr. Reich agreed with Mr. Anderson. Chairman Napper stated this topic will be discussed more in the Chairman's Report.

There being no objections, or requests to remove for discussion any of the items in the Consent Agenda, Chairman Napper entertained a motion to **approve** the Consent Agenda as submitted. A **motion** was made by Mr. Anderson and **seconded** by Mr. Reich. The **affirmative vote** was unanimous.

5. COLLEGE REPORT – Kevin Pollock

Dr. Pollock began by introducing Jeff Thomas, new Vice President for Academic Affairs, and Beth Young, new Vice President for Business Affairs.

Dr. Pollock shared with commission members an abbreviated version of his presentation from the collegewide fall kickoff event held in August with faculty and staff. Below are some highlights from Dr. Pollock's presentation:

Dr. Pollock shared how hard it can be for people to accept change and noted that there will be a lot of changes happening in the future. Dr. Pollock shared that faculty and staff have been outstanding in noting what has happened and accepting change.

Dr. Pollock shared a new South Carolina Attainment Goal that has recently been set by the State. Colleges will not be held to these specific numbers however, these percentages are set as overall goals. Attainment is the percentage of the population in South Carolina that has some form of degree or certification. The percentage of attainment in 2019 was 48% and the goal is to be at 60% by 2030. There is a national effort to move to 70% by 2027. Dr. Pollock stated that we need to make sure one of our major goals is to graduate more students, or to make sure that the pathways for going to four-year schools is clear. Nearly half of our students that attend during a fall semester do not attend the following fall semester. Dr. Pollock also shared that the State has challenged colleges to strengthen the workforce, eliminate achievement gaps, create guided pathways, create reverse transfer agreements, and improve access and affordability.

Dr. Pollock shared that we must understand and know why some of our students are unsuccessful or leave before graduating; eliminate barriers that impede success for our students; feel that we have done everything possible in terms of supporting our students; and be able to measure our success. We also need to be able to better communicate to the public who our students are, the success stories that we have, including post-graduation, and our impact on the local, state, and national economies. The college has major impacts in all these areas, but our own population in our four-county area probably doesn't know all the great things we do. The college's total impact from 2010-2019 was \$1.2 billion. We created approximately 321 jobs in our four-county area. Dr. Pollock challenged our Marketing Department to share more information and to make the college more exciting within the community.

Dr. Pollock shared that we need to do everything in our power to make sure our students are successful. That's not to say we aren't doing that already, but that we need to increase our focus in this area. We must also look at what we are doing well, recognize areas that are not doing well, and address what needs to be changed.

Dr. Pollock shared the enrollment trend over the past several years. Enrollment has steadily been declining since the fall of 2017. Enrollment affects our finances considering that half of the college's budget comes from tuition. We understand that COVID-19 is a factor in the declining enrollment, but we also recognize that enrollment was declining before the pandemic. We need to find out why students aren't returning and work on those issues. To help with that process, the American Association of Collegiate Registrars and Admissions Officers (AACRAO) consulting group conducted a comprehensive Strategic Enrollment Management (SEM) assessment back in May. We received the AACRAO report on June 30th and they noted four primary main areas of concern that included a list of roughly sixty recommendations with quick wins and timetables. Their four primary observations were: we do not have a student centered culture; we need to revamp our academic advising; we need to work on retention, persistence and completion; and change management. Dr. Pollock emphasized that our culture at the college must change to where we put the needs of our students at the forefront of everything we do. Dr. Pollock shared that out of the roughly sixty recommendations that were presented, half of them have already been completed. Dr. Pollock commended employees that have stepped up and worked hard to make changes in their areas.

Dr. Pollock shared student data that was gathered over several years that shows the average hours attempted by students in each program at graduation. The data shows that students take too many credit hours and take too long to graduate. The main point of reviewing this data is to make sure students can get the classes they need when they need them. Students need to be able to get through their program in an efficient manner and we need to make sure we are not hindering them.

Dr. Pollock shared a model of a program viability study that he initiated at his past two institutions. Our deans have been tasked to complete a program viability study on every program at the college. The deans have already started collecting data and working on this task.

Dr. Pollock shared that he created a Scheduling Taskforce Committee several months ago to look in detail at our class schedule and recommend changes. This committee was tasked with examining course availability, making sure courses line up, and determining if the schedule is created in the best interest of our students. Data was pulled from a college wide student survey that included the past five years. One of the main questions students were asked was what time of day they prefer to take classes. Only half of our students surveyed said they prefer to take day classes; however, the majority of our classes are only offered during the day. These are some of the issues the taskforce is reviewing.

In closing, Dr. Pollock shared that our goal is to find the best and most effective ways for faculty, staff and administrators to work together to ensure student and institutional success. We need to remember that everything we do is for the students.

6. CHAIRMAN'S REPORT – Paul Napper

Chairman Napper referenced a letter he received from the Sumter School District requesting an extension on our current agreement. Copies of the letter were provided for all commission members. The letter was written to discuss the forgivable promissory note entered between the college and Sumter School District regarding the construction of a technical high school in Sumter County. The original agreement stated that the district had to "substantially begin" construction before October 26, 2022. Shortly after the district signed the initial agreement in July 2016, an audit revealed that the district's fund balance was critically low. The district now has a stronger fund balance and has reached a point in which they can focus on allocating funding to "substantially begin" the technical high school.

Commission members raised several questions and discussed the request and the college's relationship with the district. After discussion, it was decided that Dr. Pollock would meet with Superintendent Dr. Penelope Martin-Knox to make sure there is a clear understanding of what is expected moving forward.

Chairman Napper entertained a motion to extend the Sumter School District agreement by one year. A **motion** was made by Mr. Reich and **seconded** by Mr. Anderson. After brief discussion, the **affirmative vote** was unanimous.

Chairman Napper shared that Mr. Reich recently sent him an email discussing things he would like to see during the commission meetings and asked to share his concerns with the group. Mr. Reich shared that he would like to see a few items, specifically financial and academic reports, be reported on regularly and not in the consent agenda. Mr. Reich stated that commission members have a responsibility to look at financials in more detail and verbally discuss academic reports. Mr. Warren also suggested hearing more from all the vice presidents. After discussion, it was decided that a finance update would be included at every meeting as a separate agenda item. The vice presidents will alternate providing an update of their area during the president's report.

In closing, Chairman Napper reported that he was working with local legislatures to have commission members reappointed. If any commission member does not want to be reappointed, they should reach out to Chairman Napper to let him know. Historically it is a long process for commission members to be reappointed. Chairman Napper has been working diligently on this issue.

7. EXECUTIVE SESSION – Paul Napper

At approximately 6:33 p.m., Chairman Napper entertained a motion to go into executive session. A **motion** was made by Mr. Anderson, **seconded** by Ms. Poplin, and **unanimously carried** for the Area Commission to go into Executive Session. At approximately 7:26 p.m., Chairman Napper entertained a motion to come out of executive session. A **motion** was made by Mr. Anderson, **seconded** by Mr. Warren, and **unanimously carried** for the Area Commission to come out of Executive Session. Chairman Napper reported that information was received on a personnel matter; however, no action was taken during the Executive Session.

8. OTHER MATTERS – Paul Napper

There were no other matters to discuss.

9. ADJOURNMENT – Paul Napper

There being no further business, Chairman Napper entertained a **motion** to adjourn the Central Carolina Technical College Area Commission meeting at 7:27 p.m.

Respectfully submitted,

Bobby Anderson, Secretary

Diana Reardon, Recording Secretary