



**Tulsa Community College  
Special Meeting of the Board of Regents**

**MINUTES**

The special meeting of the Board of Regents of Tulsa Community College was held on **Tuesday, December 8, 2015 at 8:30 a.m. at the Southeast Campus.**

Board Members Present: Larry D. Leonard, Paul H. Cornell, Robin F. Ballenger, Martin Garber, Ronald Looney and William McKamey

Board Members Absent: None

Others Present: Leigh B. Goodson, President and CEO  
Clerk for the Board  
College Administrators:  
Dr. Cindy Hess, Sr. Vice President & Chief Academic Officer  
Dr. Bill Ivy, Sr. Advisor to the President & Board Liaison  
Arnie Bacigalupo, Consultant

**CALL TO ORDER**

Board Chair, Larry Leonard called the meeting to order at 8:32 a.m. The clerk gave the roll call. The meeting proceeded with a quorum.

**UPDATES FROM ADMINISTRATION**

President Goodson presented.

**1. Pathways Project**

- The need for Pathways is demonstrated by data stating that the percentage of students completing community college and earning credentials has NOT significantly increased over the past 10 years.
- TCC was among 30 community colleges nationwide to be selected for the Pathways Model pilot project.

- Pathways is consistent with the College’s Strategic Plan. The first convening is in February, and Regent Ballenger will accompany President Goodson and the College team to this first institute.
- Pathways is a successor to Achieving the Dream (AtD) that involved 200 community colleges. AACC, the US Department of Education, the Gates Foundation and Lumina Foundation found that the AtD model did not result in a national increase in the number of students graduating. Dr. Hess explained that AtD focused on specific aspects of the student experience such as Strategies for Success.
- Pathways is an all-encompassing approach to student success with clear, structured paths for students, designed using proven methods that guide each student on their own pathway from entry to completion with a university transfer or workforce-driven degree.
- The four pillars ensure success.
  - Clarify paths to student end goals;
  - Help students choose and enter a path;
  - Help students stay on path;
  - Ensure that students are learning
- New Community College Business Model
  - Focus on program recruitment and retention rather than enrollments. Less concern about head count and more about degree completion.
  - Clearly align programs and educational requirements.
  - Recruit students into programs and closely monitor their progress. Counsel students into alternate programs that fit their capabilities.
  - Collaborate with common ed, higher ed and employers. President Goodson will be meeting to discuss curriculum alignment to area superintendents, as well as with officials at four-year colleges in the area.
- Pathway Models Compared:

Self-Directed (Status Quo)

- ~Optional career/college planning
- ~Paths unclear, too many choices
- ~Students not building skills across curriculum
- ~Assessment used to sort students
- ~Pre-requisite remediation

Guided Pathways

- ~Required plans, exploratory majors
- ~Default, full-program maps
- ~SLOs aligned with end-goal requirements
- ~Assessment used to diagnose areas where support needed
- ~Integrated contextualized

focused on Algebra & English composition  
~Students' progress not monitored, limited feedback

academic support for program  
"gateway" courses  
~Proactive progress tracking, feedback, support

- Characteristics of Pathways Institutions
  - 30 colleges from 17 states
  - Enrollments range >3,000 to almost 60,000
  
- What Pathways means for TCC:
  - Transformational leadership
  - Engagement with faculty, staff and advisors
  - Incorporation of proven methods
  - Technology and infrastructure to support student progress through Pathways
  - Strategic professional development
  - Governing policy that supports Pathways
  - Continuing evaluation and research; always evolving
  - Changes to both course content and structure will be necessary. Faculty will retain academic freedom, but with ongoing professional development. The President of the Faculty Association is leading the charge, and there has been very little pushback.
  
- Institute Series Topics:
  - Leadership for Transformational Change: Implementing Pathways at Scale
  - Pathways Design I – Mapping Pathways through the Institution
  - Redesigning Student Intake Systems and Ongoing Academic and Non-academic Supports
  - Ensuring students are Learning and Progressing along the Pathway
  - Pathway Design II – Pathways to Transfer and Employment
  - Policy Meets Pathways: Governing Board Roles and Policy Change
  
- The Pathways model has been very successful at Alamo Colleges with impressive increases in fall-to-fall persistence and graduation rates.
  
- The importance of a student choosing a major in the beginning is addressed in Pathways. Students will be enrolled in as many commonly required courses as possible to prevent loss of credit hours should the student choose to switch majors.
  
- Pathways will identify progress with milestones.

- President Goodson recommended, “Redesigning America’s Community Colleges” for reading. The College will provide a copy of the book to each Regent.

## **2. Budget Planning for FY 2017**

- The challenge is to identify possible areas for budget reductions of up to 10% while continuing to progress toward strategic planning goals.
- Timeline for Budget Planning:
  - December 8, 2015 – The Cabinet met for a day-long budget session.
  - December 22, 2015 – State Equalization Board will provide the first revenue estimate for FY 17.
  - January 15, 2016 – The deadline for participation in the TCC early retirement notification incentive program.
  - February 1-15 – Revise results from Cabinet budget session based on best available information.
  - February 16-29 – Individual meetings with any employees affected by budget reductions.
- The expectation is that reductions will be announced mid to late May of 2016. The reductions are expected to be around 10% of state appropriations.
- Preliminary plans have been developed to achieve a \$3.6 M budget reduction.
- Areas for reinvestment of resources if reduction is less than 10 percent:
  - Technology to support Pathways and other strategic initiatives
  - Academic advising
  - Refocus and reinvigorate workforce development and continuing education
  - Institute merit pay
  - Expand online education and invest in related faculty development
  - Develop infrastructure to expand international enrollment
- Closing Remarks:
  - Regent Garber suggested development of a broad-based system to communicate budget reductions to gain buy-in from employees.
  - President Goodson noted that details are communicated in issues of the TCC newsletter, “The Week @ TCC.” Administration recently held a brainstorming session with members from each staff council and employees from various departments within the College on areas where budget reductions would best support the Strategic

Plan. In addition, President Goodson maintains an open dialogue with faculty and staff council associations each month.

## **BOARD DISCUSSION ITEMS**

### **1. Board Committee Structure Alignment with Strategic Plan and Current Issues**

#### Student Success

- Involves addressing student advising needs and monitoring progress of the Gates Foundation project.
- A report will be given at each Board meeting presenting how Strategic Plan KPIs are progressing.
- Regent Leonard asked if a committee will oversee the student success objective. President Goodson believes it can be a part of the Community Relations Committee Report.

#### Merit Pay

- Involves funding and development of an evaluation process and implementation plan.
- A task force of faculty is preparing recommended guidelines with Dr. Hess's involvement and guidance. Dr. Hess attends each task force meeting.
- Merit pay will be based on ranking: merit, no merit or peer review based on a portfolio with a professional development component.
- Policy approval will come from Administration.
- Evaluations will accommodate merit pay. Evaluations are included in the Strategic Plan, and every employee will be evaluated annually with no exceptions.

#### Cost Reduction

- Involves critical analysis of curriculum, programs, facilities and staffing.
- Regent Garber commented that some reductions will need to come before Board committees for approval, and some reductions could be highlighted in President Goodson's memo to the Board.

#### Restructuring of Committee Functions

- The Board of Regents manual does not include thorough descriptions and functions of committees, except for the Finance Committee. The Board

requested revising the manual to clearly designate functions for each committee.

- Regent Ballenger recommended that academic policy and human resources (HR) policy be separated. Dr. Ivy replied that HR policies could go to the Executive Committee for approval, who will then present to the Board.
- Regent Garber requested that the Board remain abreast of Workforce Development program updates and would like the Regents to be more involved.
- President Goodson proposed workforce development to be monitored through the Community Relations Committee. Moreover, Regent Garber suggested presentations for individual programs by the staff member that manages the program, i.e., Aviation, Fire Training, Nursing, etc.
- Dr. Ivy suggested one liaison for Community Relations and one liaison for Workforce Development.

## **2. Orienting New Board Members**

- Regent Leonard proposed lunch with the President and a Board member.
- Regent Looney suggested a tour of each campus by campus Provosts, and providing each new Regent with a course in the financial structure of the College.
- Regent Garber suggested providing an overall view of the College's plans and goals, and meeting each Committee Chairman and staff liaison.
- Regent McKamey suggested preparation of a small packet of materials.
- Regent Ballenger suggested that Board member bios be included.

## **3. Other Items of Interest to Members**

- Deadlines for submission of Board agenda items have been tightened. The Board will receive a preliminary agenda one week before each Board meeting, and the final agenda will be submitted no later than two days before the Board meeting.

## **ACTION ITEMS**

- Revision of the Board of Regents manual to include thorough descriptions and duties entrusted to each committee.
- Restructuring of the Academic and Policy Committee. Inclusion of Workforce Development with the Community Relations Committee.
- Development of a new Board member orientation process.
- Distribute "Redesigning America's Community Colleges" to each Board member, and reserve copies for new Board members.

**ADJOURNMENT**

The meeting adjourned December 8, 2015 at 11:45 p.m.

Respectfully submitted,

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Leigh B. Goodson  
President & CEO

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Larry D. Leonard, Chairman  
Board of Regents

ATTEST:

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Robin Flint Ballenger, Secretary  
Board of Regents