

TECHNICAL COLLEGE OF THE LOWCOUNTRY AREA COMMISSION
Annual Retreat March 21, 2024
The Culinary Institute of the South
at the Technical College of the Lowcountry
[Public Comment: areacommission@tcl.edu](mailto:areacommission@tcl.edu)

Minutes

COMMISSIONERS PRESENT

Randy Dolyniuk, Chairman
James Boozer, Secretary
Heath Duncan
Marjorie Thomas
Richard Toomey

COMMISSIONERS ABSENT EXCUSED

Sheree Darien, Vice Chair
David Smalls

GUEST

Alice Howard, Beaufort County Council

STAFF PRESENT

Richard Gough, President
Laura Dukes, VP Academic Affairs
Nancy Weber, VP Administrative Services
Allison Canning, VP Student Affairs
Mary Lee Carns, VP Institutional Advancement
Leigh Copeland, AVP Marketing and Public
Relations
Angel Kern, Cyber Security Program Director
Christina Schatzle, Military and Veterans
Program Director

The Annual Retreat of the Area Commission for the Technical College of the Lowcountry was held on Tuesday, March 21, 2024 at 9:00 AM at the Culinary Institute of the South at the Technical College of the Lowcountry. Prior to the meeting media were notified and provided with the agenda. An email address for public comment is published on the agenda.

CALL TO ORDER AND APPROVAL OF AGENDA

Chairman Dolyniuk called the meeting to order at 9:05 and noted that a quorum was present. Mrs. Darien and Mr. Smalls were absent, excused. Chairman Dolyniuk called for a motion to accept the agenda as presented. Mr. Boozer made the motion which was seconded by Mrs. Thomas. Commission vote was unanimous, and thus so ordered by Chairman Dolyniuk.

CONSENT AGENDA

Chairman Dolyniuk then called for a motion to accept the Consent Agenda consisting of the minutes from the November 2023 and January 2024 meetings. Mrs. Thomas made the motion, which was seconded by Mr. Duncan. Commission vote was unanimous in favor and thus so ordered by Chairman Dolyniuk.

MARKETING AND PUBLIC RELATIONS

Leigh Copeland, AVP for Marketing and Public Relations shared an advance copy of the State of the College brochure. The publication focuses on different individuals and programs within the College to tell the story of 'who

TCL Commission Annual Retreat

March 21, 2024

we are' and lays the groundwork for the upcoming Capitol Campaign for the Workforce Training Center. The piece was created In House by TCL Marketing staff. There were 8,000 copies mailed.

Ms. Copeland also shared a top secret first look at King Tide – the new TCL mascot. The costume is currently in fabrication and she shared some of the decisions they have to make that one wouldn't have thought of before learning how much more complicated making a mascot costume is including considerations for our humid climate. She is hopeful that the costume will be ready to debut in June 2024.

THE STRATEGIC PLAN

Mary Lee Carns, Vice President for Institutional Advancement presented the College's Strategic Plan for 2022/2023-2026/2027 . The Goals are broadly expressed outcomes established at the leadership level. Objectives are detailed, measureable actions established at the faculty/staff level to reach the Goals. She noted that Performance metrics will be 10% of the state funding formula.

Goals:

1. Cultivate an environment of accountability, communication, and growth
2. Advance academic quality
3. Refine and improve operational effectiveness and promote resource stewardship
4. Enhance and sustain student success from application to completion.

Objectives are are statements of actions to be taken to achieve the stated Goals. Ms. Carns explained that behind each statement are plans and actions within each department.

Vice Presidents Allison Canning and Laura Dukes reviewed the specific Objective under Goal #1 : Grow College enrollment and the measureable actions required, i.e. Increase online course enrollment by 5% per year. Each area of the College is charged with establishing, completing, and documenting the measurable results of each Objective. For example, the Ojectives for Goal 3, Refine and Improve Operational Effectiveness and Promote Resource Stewardship, include the IT department, Facilities and Maintenance, and Administrative Services.

Ms. Carns drew the Commission's attention to the next Objective : Employ and Retain qualified and results oriented employees. Executive Director for Human Resources, Tara Lahnen was unable to attend but Ms. Carns noted that her accomplishments in her department are well underway to meet all the stated Objectives. She has done detailed review of all HR process and streamlined many. Her activities have strenghened communication with Faculty and Staff. She has instituted a number of consistant high quality activities to improve employee engagement including a Peer Recognition program, Wellness activites such as Yoga and weekly Wellness communications, as well has social activites such as having food trucks on campus which bring all departments together in a social environment. Ms. Lahnen did an extensive review of all HR Policies and Procedures, tightening up Procedures and the Performance Evaluation process to reflect current Best Practices and system wide standards. Her office is providing a number of professional development activites for staff.

The Strategic Plan is attached to these minutes.

ACADEMIC AFFAIRS: CYBER SECURITY

Laura Dukes, Vice President for Academic Affairs, referred to the Objective for Goal #1, to grow College enrollment. Ms. Dukes said that when evaluating programs, they ask three basic questions: is the program effective, is enrollment at a sustainable level, and is the outcome relevant to today's employment climate? Cybersecurity is a high-demand profession and TCL's outstanding program is designed to meet the needs of those wishing to enter the profession as well as those looking to hone current skills. A fundamentals certificate has been created to attract Dual Enrollment students to cybersecurity. The Cybersecurity program will prepare the student for national industry certifications ranging from CompTIA Network+, Security+, Linux+, and CYSA+ among others. These industry certifications are essential to starting a career in cyber. Angel Kern, TCL's Cybersecurity Program Director, reported on the opportunities and successes the program has already produced. For example, in Spring 2023, TCL launched its Associate Degree; in Spring 2024, the program graduated eight students.

Angel Kern also talked with the Commission about the importance of safeguarding the college's assets against cyber threats in today's digitally interconnected world. She stated that cyberattacks pose financial risks, reputational damage, and legal liabilities. With the rapid evolution of technology, the attack surface is expanding, and adversaries are becoming more sophisticated. Therefore, investing in robust cybersecurity measures including training of students, faculty, and staff is not merely an option but a necessity to ensure the continuity and integrity of business operations. By prioritizing cybersecurity both institutionally and academically, TCL will demonstrate its commitment to protecting our stakeholders, maintaining trust, and safeguarding the future viability of our organization in an increasingly digital environment.

Ms. Dukes and the Commissioners discussed how a program becomes part of the curriculum and some of the challenges. An example is Respiratory Therapy. It takes about three years to set up a program and it can be very expensive on the front end. She pointed out that programs such as Logistics and Supply Chain are relatively simple to set up whereas programs that have their own accreditations within the program are more challenging in terms of approvals and program equipment requirements which increase upfront costs and have a longer lead time from planning to enrollment. Ms. Dukes told the Commission that with the help of grants and the government's second chance PELL, TCL will launch programs for incarcerated individuals in Spring 2025. There are two prisons in the TCL service area, Ridgeland Correctional Institute in Jasper County and the Federal Prison in Estill. Both facilities have been very receptive to the opportunity.

The Commission and leadership discussed the rapid emergence of Artificial Intelligence and how it is used in higher education. AI is embedded into many programs if not specifically referenced, i.e. marketing, health care and Logistics and Supply Chain management. English instructors will compare and contrast an essay written by students with one on the same topic written by ChatGPT or similar apps and discuss the differences and outcomes with the students.

STUDENT SERVICES: MILITARY AFFAIRS VETERANS RESOURCE CENTER

Allison Canning, Vice President for Student Affairs introduced Ms. Christine Schatzle, Director for Military and Veterans Programs (MVP). Ms. Schatzle also oversees the MAVRC. The MAVRC (Mavrick) is the student's space. They hold SVA (Student Veterans Association), use computers, and study together.

Under Ms. Schatzle's leadership, TCL's MVP the Silver as a South Carolina Veteran Friendly Higher Education Institution. TCL is the first technical college in South Carolina to earn this award. Among Ms. Schatzle's upcoming projects is Green Zone training for TCL Faculty and Staff. Green Zone training is designed to give veteran/military students a quick and clear way to identify faculty/staff who have trained to be a resource for veteran/military students. Green Zone training will help the faculty or staff member understand who the student veterans are and where they came from. It will give them a better understanding of the veteran experience in college and empower them to support student veterans with on and off campus veteran resources.

The MVP Office is working on various projects:

- Establishing and/or expanding Articulation agreements with four Universities Reserving their textbooks using TCL's Course Ready Program
- JST and Green Zone training to faculty & staff
- Partnership with Beaufort Chamber of Commerce to assist transitioning Service Members with Skill Bridge
- Co-Facilitator of Military Transferability Credit with SC CHE

SACSCOC REAFFIRMATION / QEP

The College's QEP (Quality Enhancement Plan) is a big part of the Reaffirmation process and TCL's QEP is to Enhance Online Course Offerings. Forty-nine percent of students are taking classes online only. The focus of TCL's QEP is to make online learning an interactive experience. To that end, the following actions are being taken:

- Convert all courses to Blackboard Ultra
- Purchase, provide training, and implement a video capture software for online instruction.
- Develop standard guidelines for online courses.
- Establish a recording studio.
- Enhance the use of videos in online courses.

ADMINISTRATIVE SERVICES

Nancy Weber, Vice President for Administrative Services discussed the third goal in the Strategic Plan: Refine and improve operational effectiveness and promote resource stewardship. The first objective is to enhance security campus wide and she presented actions taken to achieve the goal:

- Panic buttons have been installed in strategic locations.
- More cameras have been placed around campus.
- Increased security lock down system.

- Moved part time Director of Security to a full time position.
- Upgraded the radio system and developed agreement with the Beaufort County Sheriff's office to broadcast on the same frequency.
- Created and implemented a security training program for employees to include NARCAN training.

The second objective is to enhance facilities. To this end, Ms. Weber reported that current renovations are nearing completion across the Mather campus including :

- Renovate building 6 for Physical Therapy Assisting program and Human Resources
- Renovate building 2 for Continuing Education
- Renovate building 8 for Student Services, The Hub
- Build out empty space in the Culinary Institute of the South
- Install new phone system campus wide

VP Weber listed upcoming projects with estimated costs and future projects including estimated costs if available.

The third objective is to maintain and improve institutional fiscal strength. VP Weber reported that she has reviewed all position descriptions to assure the person in the position has the skill and understanding to be effective. She has filled open positions by promoting from within the department and is evaluating current budget preparation software tools to ensure that it meets the needs of the department and is capable of making a currently labor intensive project more efficient. VP Weber also expressed her appreciation to all faculty and staff for curbing expenses and staying on budget for this fiscal year.

Vice President Weber provided the Commission with a chart detailing the Provisos funding the Capital projects. The chart outlines the date of the Proviso, the amount of the funding, the project the funding is committed to, and the status of the project(s). She explained the process the College must follow to secure funding from the state. Projects must be listed on the Comprehensive Permanent Improvement Plan (CPIP). The plan covers 5 years and is submitted to the state. Projects must be on the CPIP in order to be initiated. The CPIP is then entered into the three step approval process wherein it is submitted first to the South Carolina Technical College System Office, secondly to the South Carolina Commission on Higher Education, and finally to the State Administration.

VP Weber referred the Commission to the beginning of her presentation and the pie chart referencing the sources of the Colleges operating revenue. The majority of the operating revenue is generated by tuition with fees, local, and state funding contributing portions.

Vice President Weber's presentation is attached to these minutes as attachment 3.

PRESIDENT'S REPORT

Dr. Gough began his report with a review of the FY 2025 Tuition and Fees. He noted the following:

- In the past, the state has provided tuition mitigation to assist the College in maintaining the tuition rates.
- While the state budget is not final, at this point there is no tuition mitigation included.
- The College must meet rising expenses and must keep up with inflation.

VP Weber noted that the College is seeing 10% and 20% increases in costs and a 13% increase in employee benefits. Additionally, the state provides a portion of state mandated pay increases for the first year, but the institution bears the total increase going forward. The Higher Education Price Index (HEPI) is an inflation index designed to track this information and assist educational managers in understanding and planning for the future of their institutions' finances. Dr. Gough explained that for 2023, the HEPI recommended a 4 % increase in tuition. The 2024 HEPI has not been released.

Dr. Gough said that he would request two actions from the Commission. First, he asked the Commission to reinstate the \$50 per student per semester technology fee.

MOTION: Dr. Toomey made the motion that the Commission approve the application of a technology fee of \$50 per student per semester effective Fall 2024. Mrs. Thomas seconded the motion. Commission vote was unanimous in favor and thus so ordered by Chairman Dolyniuk.

Second, Dr. Gough said that although the state budget is not finalized, there does not appear to be any tuition mitigation for Higer Education included in the budget and he is asking the Commission to approve a 4% increase in tuition for FY2024-2025.

MOTION: Dr. Toomey made the motion that the College will continue to monitor the House, Senate, and Governor's budget. If the final budget does not include tuition mitigation, the college will raise tuiton rates by 4%. Mrs. Thomas seconded the motion. The Commission vote was unanimous in favor and thus so ordered by Chairman Dolyniuk.

Dr. Gough thanked the Commission for thier support and said how proud he is College leadership for their hard work and their teamwork across all areas of the College.

CHAIRMAN'S REPORT

Chairman Dolyniuk also expressed his appreciation to the leadership team and everyone who took the time to present the valuable information shared at the meeting. He noted that David Smalls, Heath Duncan, and Sheree Darien will not seek reappointment. Dr. Toomey also expressed his appreciation to leadership for the work that went into the valuable of information shared. Chairman Dolyniuk thanked Alice Howard for her consistent support of the College as Beaufort County liasion.

At this time Chairman Dolyniuk called for a motion to go into Executive Session for the purpose of discussion of a personnel issue pursuant to Section 30-4-70 of the South Carolina Freedom of Information Act.

MOTION: Mr. Boozer made the motion which was seconded by Mrs. Thomas. Commission vote was unanimous and thus so ordered by Chairman Dolyniuk.

EXECUTIVE SESSION

*For the purpose of receiving information relative to a personnel issue pursuant to
Section 30-4-70 of the South Carolina Freedom of Information Acts*

The Commission remained in Executive Session for approximately 20 minutes at which time Chairman Dolyniuk called for a motion to return to General Session.

MOTION: Mrs. Thomas made the motion to return to open session. Mr. Boozer seconded the motion. Commission vote was unanimous and thus so ordered by Chairman Dolyniuk.

General Session

Chairman Dolyniuk stated the Executive Session was solely for the receipt of information on a personnel matter and that no decisions were called for nor votes taken during the Executive session.

ADJOURNMENT

Having no further business, Mr. Dolyniuk adjourned the March Annual Retreat of the Technical College of the Lowcountry Area Commission at 3:20.

Respectfully Submitted,

Ann Cullen

APPROVED:



Randy K. Dolyniuk
Chairman



James Boozer
Secretary

ATTACHMENTS:

- a. The Strategic Plan
- b. Administrative Services



GOALS

Cultivate an environment of accountability, communication, and growth.

Enhance accountability through institutional effectiveness efforts.

- Establish a Director of Institutional Effectiveness position.
- Purchase, implement, and provide training for an institutional effectiveness software.
- Update IE Timeline.
- Revise and update IE webpage.

Enhance communication with students, employees, and the public.

- Review and update all College policies and procedures.
- Establish a TCL mascot.
- Increase social media presence.
- Enhance utilization of Navigate System within Academic Affairs.

Grow College enrollment.

- Increase headcount by 2% per year.
- Increase credit hour production or FTE by 2% per year.
- Increase online course enrollment by 5% per year.
- Increase dual enrollment headcount by 3% per year.
- Investigate offering courses to incarcerated students.

Employ and Retain qualified and results-oriented employees.

- Fill vacant positions.
- Develop and provide employee professional development opportunities.
- Promote and Increase utilization of Percipio, the new software foundation for Skillsoft Learning Management System.
- Provide monthly health/wellness programs for employees, including physical, mental and emotional wellness support for all TCL employees.
- Develop an employee recognition program for employees.
- Attract diverse candidates to open positions and promotional opportunities by seeking/expanding new places to advertise positions at TCL.

Advance academic quality.

Enhance faculty Professional Development.

- Establish Clist Center for Excellence.
- Implement Go2Knowledge.
- Establish Spring virtual workshop series.
- Review and enhance the adjunct faculty orientation course.

Enhance online offerings.

- Convert all courses to Blackboard Ultra.
- Purchase, provide training and implement a video capture software for online instruction.
- Develop standard guidelines for online courses.
- Develop a process of peer review for online courses.
- Establish a recording studio.
- Enhance use of videos in online courses.

Refine and improve operational effectiveness and promote resource stewardship.

Enhance security campus wide in multiple areas to include personnel, systems, and identification.

- Install panic button system.
- Provide access ID badges for faculty, staff, and students.
- Investigate increasing maglock access accountability/control on doors.
- Investigate updating security camera system.
- Investigate increasing fire/security alarm systems for buildings at all campuses.

Enhance facilities.

- Investigate the possibility of a Workforce Center at New River.
- Develop a revised master facilities plan.
- Renovate Building 6 for Human Resources and Physical Therapy.
- Renovate Building 2 for Continuing Education.
- Renovate Building 8 for the College HUB.
- Renovate undeveloped area of the Culinary Institute of the South.
- Install new phone system.
- Create a Library/Information Literacy Classroom in Building 12.

Maintain and improve institutional fiscal strength.

- Assess current business office organizational structure.
- Review and realign position descriptions for the Administrative Services area.
- Assess Administrative Services employee professional development needs.
- Evaluate and determine a plan for technology needs and enhancements for the Administrative Services area.

Enhance and sustain student success from application to completion.

Enhance onboarding and first year experience.

- Develop and implement a First Year Experience course.
- Increase student participation in New Student Orientation by 20%.
- Investigate bookstore, textbook, and Open Educational Resource options.

Refine retention and completion efforts throughout student success points.

- Increase retention rates by 2% per year.
- Increase graduation rate by 2% per year.
- Establish an Early Alert Program.
- Increase percentage of students who see a Navigator or Faculty advisor.
- Revamp student placement requirements.
- Implement a Student Support Services (TRIO) Blackboard Class for all SSS members.
- Implement a College wellness center.

OBJECTIVES



**TECHNICAL COLLEGE
 OF THE LOWCOUNTRY**

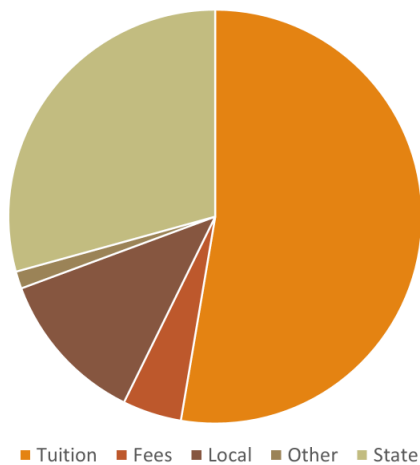
Last Revised 10/30/23

www.tcl.edu/strategic

Administrative Services

FINANCIAL
INFORMATION
PHYSICAL PLANT
UPDATE

Operating Revenue





Current Projects

Buildings 2-4-6-8

5.9M project

- 2 – Renovated Space, The Virginia L Kozak Office of Workforce Development (May 2024)
- 4 – Radiology Technology Energized Lab (Complete)
- 6 - Renovated Space, Human Resources and Physical Therapy Assistant Lab/Classroom
- 8 - Renovated Space, Moor Hall, The HUB

Building 2 – Academic Affairs Office/Conference Suite, \$90K project

Building 2 – Emergency Roof Project, 200K with SCETV (Complete)

Projects On Deck

HVAC Replacement Bldgs 1,3,4

- Est. \$465,000

Roof Replacement Bldgs 10 & 16

- Est. 1,365,000

Renovate Bldg 2 & 6 Exterior

- 1.67M Early Design Review

Campus Signage Mather Campus

- 320K after exterior renovation

Building 12 – Auditorium, Student Space plus LRC

- 1.9M
- Design in process

Workforce Center New River

- 26M Project



Back Deck Projects

Roof Replacement 1 and 3

- Est. 825K FY25 funding

Building 3 - Brick pointing, interior walls, carpet

- \$120K

Parking Lot Refurbish

Culinary Unfinished Space

Bldg. 14 Floors/Bathrooms

Demolition of 22, 23, 24



Comprehensive Permanent Improvement Plan (CPIP)



5 – year plan



Projects must be on CPIP to initiate



Approval Process

SCTCS
CHE
State Administration

Proviso Funding Capital Projects

Proviso	Amount	Project	Status
FY17 CFR	3.5 M	Bldgs. 2,4,6,8	Complete
FY22 Proviso 118.18	319K	Bldg. 1, roof	249K bldg. 3 committed
FY22 Proviso 118.18	3.75M	HVAC, Roof, Bldgs. 2,4,6,8	Committed/Complete
FY22 Proviso 118.18	3.5M	Culinary	Complete
FY23 Proviso 118.19	4.5M	CPIP FY24	Committed
FY24 CRF H.4301	1.5M	CPIP FY24	Committed
FY24 Proviso 118.9	10M	Workforce Center	Committed
	27M		

FY25 Tuition and Fees Review

Tuition FY24 @\$214 per credit hour

Tuition FY25 proposed if no tuition mitigation

- Proposed 4% increase (HEPI) to \$222 per credit hour

FEES

Student Fee \$100 per credit hour