

MINUTES: July 9, 2020

MEETING: NORTH FLORIDA COLLEGE SUMMER WORKSHOP  
MADISON, FLORIDA

TRUSTEES PRESENT: Mr. Mike Williams, Chair  
Mr. Ricky Lyons, Vice Chair  
Mr. John Grosskopf, President  
Mrs. Sandra Haas  
Mr. David Howell  
Mr. Al Williams  
Mr. Gary Wright  
Mrs. Sharon Benoit

TRUSTEES ABSENT: Mr. J. Travis Coker  
Mr. Billy Washington

STAFF PRESENT: Larry Akers  
Bill Hunter  
Judy Lundell  
Dani Mays  
Jennifer Page  
Tisha Phillips, Audio/Visual Technician  
Micah Rodgers  
Kim Scarboro  
Michelle Wheeler, Recording Secretary

Terry Harmon, Board Attorney  
Molly Shaddock, Attorney

The Summer Workshop was called to order at 10:04 a.m. by Chair Mike Williams, who asked Mr. Lyons to open with prayer, followed by the pledge of allegiance.

### **EMPLOYEE SERVICES**

Bill Hunter, Executive Director of Employee Services, presented an overview of his background and career. He then gave a summary of the following:

- Department of Employee Services
- Current organizational chart
- NFC employee demographics
- Remote working situation during the COVID-19 shutdown
- Job Openings
- Insurance benefits after retirement

- Maintaining productivity/utilization of human resources during the pandemic through the use of email, phone calls, texts, and virtual desktops.

### **ENROLLMENT AND STUDENT SERVICES**

Kay Hogan, Dean of Enrollment and Student Services discussed the following:

- Enrollment Statistics
- Registration
- Student Support Services Grant
- Graduation plans and photo opportunities through COVID-19 situation
- Student Services Survey results
- Sentinel Care Team and utilization of displaced employees offered support to student transition to remote learning.
- Governor DeSantis' line item veto of Complete Florida Plus and its effect on our library's functions and resources
- Operational adjustments for continuity in the following areas
  - Admissions and advising
    - Emails and calls
    - Google voice for texting without releasing cell phones
    - Advising by appointment in a classroom to allow for distancing
  - Academic Success Center
    - Online Tutoring
    - Open by appointment with reduced capacity, regular sanitization, and recommended spacing.
  - Return to campus protocols
    - Social distance
    - Serving students by phone and email as much as possible with limited in-person contact
    - Removal of chairs to inhibit gatherings and traffic
  - Student Activities will be online for Fall term
    - Student activities fee to be waived
  - Kelly Center closed for Fall 2020
    - Patrons who have paid for memberships will be issued a free plan to make up for time lost during the closure
    - Online activities are being planned for students
  - Live Oak Location is back open with safety protocols for distancing
- Utilization of employee time during closure
  - Library monitored emails containing reference questions
  - Library staff took turns monitoring the Live Chat service to assist students

- Caught up on in-house projects
- Email traffic has greatly increased during the closure, and staff have been diligent to respond and handle all requests remotely.
- Sentinel Care Team was composed of people whose regular positions were displaced. This group of staff who could not perform their regular duties from home were able to use their time for reaching out to students by phone to make sure they had everything they needed for distance learning. Surveys indicate that the students greatly appreciated this service.

Feedback from Mr. Wright and Mr. Howell regarding the surveys was to see (1) if there was a correlation between the class individual class evaluations and this overall student survey and (2) the counties from which the student responses came.

### **BUSINESS AND FINANCIAL AID**

Micah Rodgers, Dean of Administrative Services gave an overview of his departments. He discussed the following:

- Gratitude for the opportunity to work at NFC and the warm welcome he has received
- Primary functions
- Organizational Chart and upcoming change
  - Interim Controller, Ginger Robinson upon Glenn Waller's retirement
- Fiscal Update and financial health of the College.
  - Holdbacks and unexpected costs on the heels of COVID
  - 6% holdback from State will amount to approximately \$500,000 from the original appropriation.
  - A budget amendment is forthcoming to account for this decrease in funding
  - Fund 1 transfers - State has allowed more flexibility of transfers back into this fund due to unexpected expenditures related to COVID.
- Operational adjustments during the COVID-19 shutdown
  - Operations continued without interruption for:
    - Payroll
    - Timesheets were sent in electronically
    - Documentation for fulfillment of services while working from home
    - There was no interruption of presence on campus for the business office to maintain proper controls of critical functions such as printing checks and reviewing invoices.
    - Some accounting was accomplished remotely such as the inputting of invoices
    - Point-of-sale cash register system was borrowed from the Kelly Center to enable acceptance of credit card payments by phone.

- Maintenance department maintain continuous operations throughout the shutdown. The lack of students and staff on campus allowed them to complete some projects that normally get delayed when the crew has to work around people.
- Accounts payable were switched to a bi-weekly cycle (as opposed to the normal weekly check run) as a work around for the reduced staff on campus, but to make sure invoices were paid and sent out timely.
- Financial Aid inquiries were handled by phone calls, zoom meetings, and other electronic means. Students were never turned away if they happened to come to campus. Social distance is maintained for in-person contact. The application process is fully online, but NFC maintained its priority of service and availability to assist throughout the campus closure. Preparations have been made to allow students to use the teacher stations in Building 8 to allow them to video conference with Financial Aid Specialists. Some of the workspaces in Building 2 do not allow for proper social distancing, so this plan is to ensure safety of our students and staff while maintaining function.
- Sentinel Care Team: Business department used this team to help inform students of CARES Act funds availability.
- Upcoming projects:
  - Maintenance
    - Building 7 Mold remediation and renovation is nearly complete
    - Signage at the main entrance and across campus is being updated with new NFC Logo and branding
    - CDL Driving Range Resurfacing
    - HVAC replacements are ongoing campus-wide
    - Building 3 Mini-Split AC Units
    - Signs along interstate
  - Computer Services
    - Disaster Recovery – Servers in Atlanta to house a backup up our network
    - Improve connectivity for local access. Partnering with Suwannee River Regional Library to provide wireless internet access in parking lots.
    - Name change finalization

### **INSTITUTIONAL RESEARCH AND EFFECTIVENESS**

Dani Mays, Director of Institutional Research and Effectiveness, gave an overview of her department. She discussed the following:

- Adaptive Fact Book – under development
  - Dynamic “Treasure Chest” of data to serve departments across campus

- Reporting Obligations
  - External (i.e. FL DOE, IPEDS, Grants, SSS, Perkins, Displaced Homemaker, Auditor General)
  - Internal
- Data request process – “Project Tracker”
- Efficiency and Compliance
- Software applications serviced
- Completed projects
- Apps in development

### **COLLEGE ADVANCEMENT**

Kim Scarboro, Director of College Advancement, gave an update of her department’s projects. She discussed the following:

- Department’s Mission
- Response to COVID-19
- NFC Website
- Marketing and Branding Update
- Strategic Plan - Year One Progress
- New Initiatives
- Promotions on Social Media
- Branding Initiatives
- New Campus Signage
- “Connections” College Magazine
- Return on investment with outside marketing agency

### **DEVELOPMENT AND EXTERNAL AFFAIRS**

Judy Lundell, Director of Development and External Affairs, discussed the following:

- New Scholarships by Foundation
  - Last Mile
  - Nurse Testing
  - Student Relief Fund
  - Operation Outreach
- New Scholarships by Donations
- New Endowments
- Awarded scholarships by county
- Foundation Grants/Major Donations

- Looking forward
  - 2020-2021
    - Estate Planning Guidelines
    - Giving Tuesday
    - End of Year Mailer
  - 2021-2022
    - Donors with mandatory distribution from Retirement Accounts
    - Tentative Capital Campaign

Chair Williams asked Mr. Al Williams to pray before the break.

---15 Minute Lunch Break---

### ACADEMIC AFFAIRS

Jennifer Page, Dean of Academic Affairs, discussed the following:

- Office of Academic Affairs team
- COVID-19 Adjustments
  - Summer 2020 – all online with waivers of liability for CWE
  - Fall 2020 – Hybrid of online and limited face-to-face instruction
- Academic Year Schedule of Courses
- Reorganization of Academic Departments
- Reorganization of CWE Departments
- Teacher Professional Development
  - Quality Matters Stats
  - Training for effectively designing online courses
- New Instructor Onboarding Procedure
- Modified Program Assessment for Implementation Fall 2020
- Program Outcomes Reporting
  - Per Board Policy 2.21
- Allied Health Nursing Program
  - Timeline of events regarding the following:
    - Resignations of Allied Health staff
    - Negative comments on social media by community members
    - Pinning ceremony that was represented as being student-organized was actually planned by Director Townsend in spite of explicit direction and instructions on NFC's decision to suspend all events due to COVID-19 back in March, 2020.

- Student and community responses on social media regarding funds raised for NFC sponsored Pinning.
- NFC's response and mitigation of students' concerns
- Student emails and zoom meetings confirming that Director Townsend led them to believe that NFC would be sponsoring their pinning ceremony.

Mr. Wright expressed disappointment for those who misled our students to get caught up in this after arriving at such high level of achievement. He expressed that it is understandable that they would want to celebrate and empathizes with their disappointment over the virus' impact on events.

Mr. Wright expressed the Board's support of President Grosskopf's authority to approve or disapprove events on this campus as long as his decisions are in compliance with approved Board Policies.

President Grosskopf shared that the events that were occurring came to light accidentally because efforts were being made to plan the event without administrators knowing about it.

The pinning events have not yet taken place as they were planned for the end of July. Chair Williams asked if the individuals who led the students down this path had communicated through NFC emails. Dean Page confirmed that they had, so the Board was satisfied that there were clear public records of these exchanges with the students regarding unauthorized pinning ceremonies.

Dean Page continued her discussion of the following:

- Plans for filling job openings and program continuity
- Short delay in accepting of student applications for LPN to RN Bridge Program
- Plans for NFC Pinning Ceremonies once it is deemed safe

Mr. Howell asked for clarification on the resignations. His perception was that it was due to salary concerns. President Grosskopf stated that the resignation letters from the Director and the two faculty members never mentioned salary as an issue. Nor did their conversations up the chain of command mention salary as the issue. A community member's facebook post on May 30, 2020 created a hypothetical argument that salaries were the reason for these resignations. Mrs. Haas asked why they are leaving and President Grosskopf said the three issues listed by the Director were personal with no statement of dissatisfaction with the organization or program. The two additional sympathetic resignations expressed unhappiness about the Director resigning and not being begged to stay. The frustrations expressed during a 3-hour meeting with the President, Dean Page, and the employees of the Nursing Department were that the administration accepted the Director's resignation. The Board commented that negotiations do not begin with a tendered resignation.

President Grosskopf shared that there are two excellent candidates for the Director's position that were interviewed this week and the interview cycle has begun for the two open faculty positions. The only repercussion of this situation will be a slight delay (a couple of weeks) in the beginning of the LPN to RN Bridge program to give the new instructor time to review the curriculum of the course.

President Grosskopf stated that NFC stands behind the very capable Allied Health Instructors who stayed on and has every confidence that our program will only grow and improve from here. The community member's discussion with others on Facebook suggested that, without the three individuals who resigned, NFC would lose its accreditation and that the program would fall apart. This was a very personal attack on our Allied Health Instructors and the College administration does not view them as incompetent or inferior as suggested by these individuals.

Chair Williams inquired about quality controls used to gauge the transition from face-to-face learning to completely online for COVID-19. Dean Page explained how the implementation of Quality Matters (about 1 year ago) prepared the college for this unforeseen situation. Infrastructure for online learning was already in place and instructors have already been prepared to use multiple modalities of delivery. Dean Page stated that even though the transition went well, and we learned how to conduct many hands-on activities online, that we do not want to lose touch with the opportunity to give students face-to-face and hands on experience.

### **SEXUAL ABUSE TRAINING**

Molly Shaddock, of Sniffen and Spellman, P.A., joined the meeting by telephone to go over a Power Point presentation (attached) regarding Sexual Abuse as required by United Educators Insurance. She discussed the following:

- UE Insurance changes
- Culture of Reporting
- Why care about Sexual Abuse Training
- Definitions
- Definition of Reporting Officer
- New Exclusions/Changes
- Child Molestation
- DCF Reporting
- Serial Sexual Misconduct
- Reimbursement of defense costs
- Additional Coverage/Payment of Defense costs
- Claims Reporting Obligations Change – Notice of Claim
- Condition Precedent
- Definition of Occurrence
- Key Point

Chair Williams thanked all for their presentations and dismissed the NFC staff.

### **PRESIDENT'S HIGHLIGHTS**

President Grosskopf shared a letter that was sent to graduates who completed their program during this pandemic. It included a lapel pin of a shield as a token of recognition and to symbolize education being the guardian against stagnation as stated in the NFC brand story. Graduating is hard enough under normal circumstances, but to achieve this during a pandemic, his office felt that we needed to commemorate this historic event with something extra for these special graduates.

President Grosskopf also discussed the following:

- Hope for the continuity of the Board
- Fiscal Position and future plans
- Revenue – no indication of ability to increase tuition
- Commissioner's funding model indicates a season of a revenue squeeze with anticipated holdbacks
- Two critical strategies
  - Increase non-dual enrolled students to cover cost of dual enrolled
  - Salary balancing with revenue constraints and rising state averages and benefit costs
- Deep analysis of services and programs is needed to determine how many students are benefitting from every line item of our budget
- Desire to maintain current staffing levels this year to get us through the pandemic
- The disparity between High School Teacher salaries and our College Faculty salaries
- Funding for K12, Universities, and the Florida College System
- Conditions to watch for:
  - CWE Expansion
  - COVID recovery funds for credentialing
  - CareerSource Partnership
  - Governor Scott's veto of PECO funds for a new CWE facility
  - Desire to continue saving for this project, downsize, or reallocate of funds
  - Possibility of housing CWE offsite
  - Expansion of NFC Campus in additional service centers in our district where growth is occurring
  - Political challenges/friction that could come from expanding near our partners
  - Discussion regarding hiring a consultant to explore expansion ideas
  - Multi-county charter high school with emphasis on college readiness
  - Service centers in public libraries

- External Factors/Legislative Supporters
  - Support from Jason Shoaf
  - Representative Brannan for District 10
  - Senator Montford
  - Senator Bradley
  - Florida College System
    - Constitutional amendment
    - Shift in Chancellor structure
    - Executive orders from Commissioner's office regarding COVID
    - Lack of Advocacy for our system
  - Council of Presidents – still broken – 3 concepts for restructuring
    - COP as a supporting sub-council under SBOE
    - COP becomes more like FADS
    - COP continues as is but with new arrangement with AFC for lobbying
- Joining with Florida Keys and Florida Gateway last year for lobbying efforts
  - Started seeing policies written with college size taken into consideration
  - Plans to continue working with these two colleges as well as South Florida College for upcoming lobbying for small colleges
- Lobbying Support Request – continue to use Timmins and Associates for one more year

This was followed by a brief discussion on the charter school idea and expanding service centers in the district for academics as well as Career and Workforce Education.

President Grosskopf also provided the Board with a summary of his professional development outside of College duties and asked for suggestions on where the Board wishes him to improve in order to meet their expectations. He also provided a copy of his graduate school transcript.

There was a discussion regarding pay and benefits and the budgetary challenges faced by NFC. The President discussed how the college tries to offset low wages with benefits and a positive culture.

ATTORNEY

Attorney Harmon provided Sunshine Law and public records reminders.

The summer workshop ended at 2:35 p.m.

Respectfully submitted,



John Grosskopf  
President



Ricky Lyons  
Chair

/mmw