



MEETING: Board of Trustees, Georgia Military College, Bulldog Room, Friday, September 28, 2018, 3:30 p.m.

PRESENT: Randall A. New, Chairman of the Board; Members: Mr. George Hogan Sr., Mr. Mike Cobb, Rev. Tony Fraley, Mr. Ken Vance, The Honorable Mary Parham-Copelan, LTG William B. Caldwell, IV, President of Georgia Military College; and other interested parties.

ABSENT: Ms. Doris Renfroe

BUSINESS:

1. Chairman New introduced the Board to Dr. Barry Goldstein, former SACSCOC Vice President. Dr. Goldstein provided Board training to the Board members that covered the following topics:

- College Accreditation
- SACSCOC and Principles
- Governing Boards and SACSCOC Principles
- Roles and Responsibilities
- Board/Administration Distinction

A copy of this presentation is attached and made a part of these minutes.

2. Chairman of the Board, Randall A. New, having already declared a quorum to be present, called the meeting to order.
3. Chairman New asked for a motion for the minutes of the meeting on July 16, 2018 to be approved. Mr. Hogan made the motion, with Mr. Cobb seconding the motion. The minutes were approved by unanimous vote.
4. CHAIRMAN'S REPORT

GMC's Birthday falls on October 14th this year which is a Sunday. The institution will recognize GMC's 139th Birthday on Monday October 15th. We will ensure our campuses all know that October 15th is the day we celebrate.

We have some special things planned on October 15th at Milledgeville.

- 7:40 am we will have a joint morning formation with the entire 140th Corps of Cadets (Prep and College) assembled with our 4th and 5th graders to sing Happy Birthday to GMC.
- From 10:00 am to 11:00 am we will have a birthday party in the Atrium.
 - Shannon Stubbs, the owner of Slice and a GMC alumna, is making a special cake and food services is providing cupcakes for us to give to students, faculty, and staff.
 - Our 4th and 5th graders will also be at the birthday party.
 - Our Prep Enrichment students are making a giant birthday card.

All Board members are invited to attend this special event. It's a wonderful way to celebrate the long tradition of this wonderful school. Please let Jeannie and Joelle know if you plan to attend.

5. Mr. Hogan yielded to Mr. Jim Watkins, Chief Financial Officer, to provide the finance committee update.
6. Mr. Watkins presented a finance committee update. The update included the following topics:
 - FY18 Financial Statement Audit
 - FY20 Budget Assumptions
 - FY20 Budget Guidance
 - FY20 State Budget Requests

A copy of this report is attached and made a part of these minutes.

7. Chairman New asked for a motion for the approval of the increases in JC tuition and book fee charges for a 2% raise increase for employees in 2020 as presented by Mr. Watkins. Mr. Cobb made the motion, with Mr. Hogan seconding the motion. The increases in JC tuition and book fee charges were approved by unanimous vote.
8. COL Pam Grant, GMC Preparatory School Principal, gave the Board a Preparatory School Update that included the following information:
 - Largest enrollment ever with 675 students, which includes 80 4th and 5th graders
 - Gender is 50/50 split, Ethnicity is 29% Minority, 71% Non-Minority, 74% Baldwin Co. residents
 - 4th and 5th grade off to a great start
 - Gender is 52% Female and 48% Male, Ethnicity 23% Minority and 77% Non-Minority
 - Participating in the CHAMPS program
 - Participate in Fine Arts every Tuesday and Thursday – putting on a performance of *School House Rock!* in February 2019
 - Friday Fun Lunch – Chick-fil-A or pizza every Friday
 - Future Bulldogs Program is up and running:
 - Reservation program for any future year a parent wants to reserve a space for their child. There is a \$500 deposit that's applied toward tuition when the student attends. The form and link are available at www.gmcprep.com. There have been 8 payments received already with the youngest being 6 months old.
 - The Board previously approved adding 1 additional section to both the 4th and 5th grades for next school year. Pam recommended to reallocate those 2 sections to instead add 3rd grade for the following reasons:
 - Aligns with Baldwin Co. Schools structure of K-2 and 3-5 that has just gone into effect
 - Parents will only have to move their students one time
 - Will not change the number of elementary students we have, only the grade levels
 - High level of interest from parents for students to begin at the Prep School in 3rd grade
9. Chairman New asked for a motion for the approval of reallocating the previously approved additions of 1 section each of 4th and 5th grades, to 2 sections of 3rd grade. Mr. Cobb made the motion, with Mr. Hogan seconding the motion. The addition of 2 sections of 3rd grade was approved by all Board members except Mr. Vance.
10. Mr. Jeff Gray, Vice President of Engineering, gave an Engineering report that included an update on the Facility Master Plan concept for 2029.

A copy of this report is attached and made a part of these minutes.

11. Mr. Dudley Rowe gave an update on the GMC Foundation that included information on their Strategic Goal, FY18 wrap up, number of gifts/donors, and their FY18 Audit.

12. PRESIDENT'S REPORT

General Caldwell stated GMC is always working to find funding to support students. Two ways GMC is supporting this effort is by requesting increases to both the Federal Work Study program and Federal Supplemental Educational Opportunity Grant. These funds go to low income students working on campus and in the community. Funds received are disbursed to the students. Last year both of these programs allowed us to pay \$641K to our students. This year we've requested \$888K to meet the demand for support of these students.

Today, General Caldwell recognized our longest serving GMC employee, Ms. Maria Collins. Ms. Collins has worked at GMC for 35 years in the Business Office. We commend her for her service to our school.

General Caldwell invited all of the Board members to take a tour of the Prep School Annex and Jenkins Hall.

Earlier this week General Caldwell was invited by NewDay USA to serve as a panelist at an event at the Library of Congress commemorating National Gold Star Mother's and Family's Day. As you all know, NewDay USA provides full scholarships to Prep School students who have parents killed in combat, and those who also came home 100% disabled. We currently have 4 students who lost their fathers, and 8 others with a 100% disabled parent who receive these scholarships. While in Washington, General Caldwell did get a commitment from NewDay USA to provide additional scholarship support for our Prep School students. He also invited the Chairman of NewDay to visit the college to better understand the educational opportunities we are providing.

During the visit he will also observe our focus on Character Development, possibly generating additional support for the Prep School and the College.

GMC has preparatory programs with the United States Military Academy and the United States Coast Guard Academy. The United States Air Force Academy will visit GMC next month to explore the opportunity of partnering with GMC to have a preparatory program on our campus. The United States Naval Academy is also exploring the idea of a preparatory program at GMC.

General Caldwell thanked the Foundation for all of their hard work and dedication to securing funds for our endowments directly supporting our Students. The overall endowment fund has doubled in size in the last 5 years. This ultimately helps support our students through scholarships. He did ask if any Board members know of any potential donors, please inform General Caldwell, Dudley Rowe or Mark Strom. GMC will then make introductions.


General Caldwell asked all Board members to assist GMC (through personal contacts the Board may have with the Governor or his Office of Planning and Budget) to ensure the proposed Funding Formula for GMC be included in the Governor's Budget Proposal for next year.

General Caldwell also asked the Board members to help with recruiting junior college students at the Milledgeville Campus. At the Milledgeville Campus enrollment dropped by 9% and credit hours decreased by 12%. The institution as a whole is growing, and has been growing the last five years; however, the Milledgeville Campus has been stagnant for the past 3 years.

General Caldwell and others in the leadership have been meeting with the local community to share what GMC has to offer. They've recently met with the Milledgeville City Council and the Baldwin County Board of Commissioners, and will meet with the local Rotary Club and present at the Chamber of Commerce's Eggs & Issues in November.

13. The next meeting of the Board was scheduled for January 22, 2019.

14. There being no further business, the meeting was adjourned.



Randall A. New
Chairman



Doris Renfroe
Secretary-Treasurer

Reviewed by: 

LtGen. William B. Caldwell, IV
President, Georgia Military College

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SACSCOC Accreditation and Governing Boards

BARRY D. GOLDSTEIN PH.D. CONSULTING SERVICES, LLC

Topics for Discussion

- ▶ College Accreditation
- ▶ SACSCOC and Principles
- ▶ Governing Boards and SACSCOC Principles
- ▶ Roles and Responsibilities
- ▶ Board/Administration Distinction

What is Accreditation

- ▶ Accreditation is intended to assure constituents and the public of the quality and integrity of higher education institutions and programs, and to help those institutions and programs improve. These outcomes are achieved through rigorous internal and external review processes during which the institution is evaluated against a common set of standards.

College Accreditation

- ❑ Created by institutions over 125 years ago
- ❑ Private and nongovernmental
- ❑ Based on peer review
- ❑ Mission-centered; individual institution based
- ❑ Based on Quality and Integrity
- ❑ Sets minimum standards and recommends improvements
- ❑ Linked to federal financial aid in 1952 through “recognition” process

College Accreditation

- ❑ Represents a system of quality assurance that has let the diversity of institutions in the United States flourish while being held accountable to common standards regarded as essential for public confidence.
- ❑ These standards promote mobility of students to transfer and pursue the higher degree to an extent unheard of in any other country.

Why Accreditation?

- ▶ As mentioned is a Validation of Quality and Process – by A Reliable Authority
 - ▶ For prospective students
 - ▶ For employers
 - ▶ For private donors
 - ▶ For other higher education providers
 - ▶ For government
 - ▶ Gatekeeper for federal funds

College Accreditation

- Demonstrates that an institution:
 - ◇ Has been successfully reviewed by peers
 - ◇ Is meeting commitments, principles, and standards of institutional capacity and effectiveness
 - ◇ Is engaged in educational effectiveness, student learning, and good practices

SACSCOC and Principles

- ▶ Created in 1895 by member institutions
- ▶ is the regional body for the accreditation of degree-granting higher education institutions in the Southern states. It serves as the common denominator of shared values and practices among the diverse institutions in Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia and Latin America and other international sites approved by the SACSCOC Board of Trustees that award associate, baccalaureate, master's, or doctoral degrees. The Commission also accepts applications from other international institutions of higher education.
- ▶ Membership is voluntary

SACSCOC and Principles

Mission Statement: The mission of the Southern Association of Colleges and Schools Commission on Colleges is to assure the educational quality and improve the effectiveness of its member institutions.

Core Values: The Southern Association of Colleges and Schools Commission on Colleges has six core values. They are:

Integrity	Peer Review/Self-regulation	Student Learning
Continuous Quality Improvement	Accountability	Transparency

Vision Statement: To serve as the premier model for shaping and ensuring the quality of higher education throughout the world.

SACSCOC and Principles

- ▶ When accreditation is awarded to an institution of higher education by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), a regional accrediting agency recognized by the United States Department of Education, it means that the institution has (1) a mission appropriate to higher education, (2) resources, programs, and services sufficient to accomplish and sustain its mission, (3) clearly specified educational objectives that are consistent with its mission and appropriate to the degrees it offers, and that it is (4) successful in assessing its achievement of these objectives and demonstrating improvements. Accreditation by SACSCOC is a statement of the institution's continuing commitment to integrity and its capacity to provide effective programs and services based on agreed-upon accreditation standards.

Importance of Accreditation

- ▶ Tells agencies, institutions, federal and state governments, and the public that your institution acts with integrity and the programs are of a quality nature
- ▶ Ensures that your students can get federal and state financial aid
- ▶ Ensures ease of transfer of credit
- ▶ Allows you to maintain your cadet program
- ▶ Tracks and approves off-campus sites for financial aid purposes
- ▶ Dual enrollment

Specific Principles Related to Governing Boards

- ▶ **Section 1: Integrity**
- ▶ **Section 4: Governing Board**
- ▶ **Section 5: Administration and Organization**
- ▶ **Section 13: Financial and Physical Resources**

Integrity

- ▶ Institutions operate with integrity in all matters.

SACSCOC expects integrity to govern the operation of institutions and for institutions to make reasonable and responsible decisions consistent with the spirit of integrity in all matters. Therefore, evidence of withholding information, providing inaccurate information to the public, failing to provide timely and accurate information to the Commission, or failing to conduct a candid self-assessment of compliance with the Principles of Accreditation and to submit this assessment to the Commission, and other similar practices will be seen as the lack of a full commitment to integrity.

Governing Board

- ▶ There are three specific principles (with multiple components) related specifically to governing boards.
- ▶ SACSCOC evaluates boards against its principles by reviewing institutional by-laws/statutes and policies AND evaluating whether an institution is doing what they say they do through specific source documentation.

Roles and Responsibilities

- ▶ **Establishing institutional mission**

- ▶ The mission of Georgia Military College (GMC) is to produce educated citizens and contributing members of society in an environment conducive to the development of the intellect and character of its students, regardless of location or method of delivery. College students are offered a liberal arts-based, two-year undergraduate curriculum designed to support student attainment of an associate degree and prepare students for transfer to four-year colleges and universities. Students with an associate or applied science degree are offered a curriculum designed to support student attainment of a Bachelor of Applied Science degree. For selected college students who enroll in the Reserve Officer Training Corps (ROTC) and preparatory school students in the Junior ROTC program, GMC includes a military training and education component.

- ▶ **Establishing and evaluating leadership for the institution (CEO)**

- ▶ **Ensuring adequacy of resources for the institution**

- ▶ **Developing and approving policy**

- ▶ **Monitoring the institution for success toward mission accomplishment**

Roles and Responsibilities of Administration

- ▶ **Developing and managing the operations of the institution**

- ▶ **Implementing policy**

- ▶ **Being accountable to the board for institutional operations toward mission fulfillment**

Things to Review Prior to Next Review

- ▶ Reviewed your By-Laws against expectations of SACSCOC
 - ▶ Need a Policy and Process for Board Review
 - ▶ SACSCOC identifies the leader of the college as the Chief Executive Office. There is nothing in By-Laws to show that distinction
 - ▶ Nothing in By-Laws state that Board hires and fires CEO only that it evaluates
 - ▶ Nothing in By-Laws about protecting institution against undue influence
 - ▶ Article XI Section 6 – might consider separate article

QUESTIONS?

Board of Trustees

Finance Committee Update

September 28, 2018

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Agenda

- **FY18 Financial Statement Audit**
- **FY20 Budget Assumptions**
- **FY20 Budget Guidance**
- **FY20 State Budget Requests**

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FY18 Financial Statement Audit

- The FY2018 State Audit of GMC's Financial Statements is expected to start in October. We will likely receive our audit report in the January/February timeframe.
- Two years ago the Governmental Accounting Standards Board (GASB) mandated (via GASB 68) agencies record future retirement liabilities. Subsequently, both TRS and ERS sent required journal entries to all State agencies who had staff in the retirement programs. The journal entries included recording a future liability of \$35M on GMC's books.
- This year GASB issued ruling GASB 75, requiring agencies to record post employment benefits. This includes the State Health Benefit Plan (SHBP). We recorded a \$27M liability on our books for SHBP starting in FY2018.

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FY20 Budget Assumptions

- The prep school funding formula will provide about \$2.9M
- Funding for the JC will provide about \$4.0M
- GMC requested a junior college funding formula; we do not expect it to be approved for FY20. If approved, a junior college funding formula would provide about \$14.9M
- Our request for capital items will be approved, at least partially (We requested \$2.8M and expect \$1.6M; details on slide 6.)

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FY20 Budget Guidance

GMC FY20 Budget Guidance provides the framework for Executive Directors and Department Heads to develop their annual operating budget. The Guidance:

- Funds efforts supporting our four strategic objectives. (Contribute to Student Success, Grow Enrollments, Think and Act as One Institution, and Invest in the Future of GMC)
- Increases junior college tuition and book fees. Raises tuition by \$1 per credit hour across the board for in-seat instruction; \$2 for on-line instruction; and \$1 increase in the book fee.
- Provides for employee pay raise. Includes across-the-board 2% pay raise (\$660K)
- Provides for increased costs of employee benefits (TRS increase of .24% (approximately \$12K), SHBP increase for 400 SHBP employees (approx.\$264K)
- Increases operating expenses by 1% (approximately \$265K) and holds travel at 2019 levels (\$793K)
- Holds Prep School tuition and fees at 2019 levels.

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FY20 State Budget Request

GMC requested funding for the following Capital Budget Items in the FY20 State Budget (in priority order):

- Jenkins Hall FFE \$1,655,114
- IT Infrastructure \$519,212
- Boylan Hall Cooling System \$276,105
- Security Camera System \$382,742

Total Capital Budget request \$ 2,833,083

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FY20 State Budget Request

GMC requested operations funding in the FY20 State Budget:

- The existing prep school funding formula will generate approximately \$2.9M.
- Funding for the junior college will be approximately \$4M
- GMC requested a junior college funding formula. If approved the formula will generate approximately \$14.9M.

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Board Decisions Needed

- Approve increases in JC tuition and book fee charges:
 - \$1 per credit hour for in-seat instruction
 - \$2 for on-line instruction
 - \$1 increase in the book fee

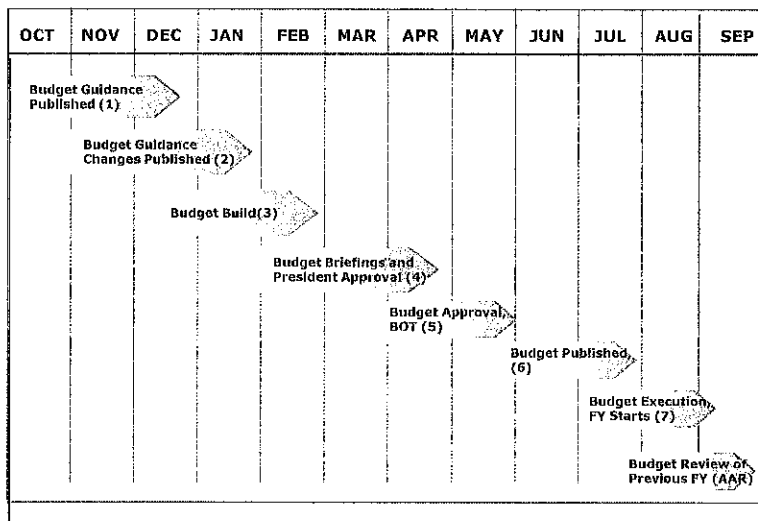
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Back-Up Slides

➤ Budget Process Recap

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Budget Process Timeline, GMC



September 28, 2018

GMC ENGINEERING UPDATE

Property:

- The CSH Redevelopment Authority voted last week to approve the sale of all three white houses on Broad Street to GMC. Both parties have signed the contract and we expect to close by the middle of October.
- Our landscaping work at 420 S. Jefferson, adjacent to the Institutional Development Office, is complete. A nice walkway and patio were created and the area was fully landscaped. We are developing a lighting plan to provide a warm and entertaining area for our Alumni and guests.
- The Prep School Uniform Loan Closet is operating at a new location on South Jefferson Street. The old beauty shop building was renovated by engineering employees and is working well for the Prep School. It was a very popular stop for several weeks before classes resumed and continues to open one day per week.

Current projects:

- Garbutt Construction is making good progress with construction of the Prep School Annex. They had some initial issues with their concrete subcontractor that put them six weeks behind but seemed to be making reasonable progress now. Numerous subcontractors are working on site erecting steel, doing rough-in plumbing and electrical work, installing metal wall studs and exterior sheathing. Other trades will join them as soon as the roof is finished. The Prep School Annex will be ready for classes when school begins in August 2019.
- Garbutt will begin the interior demolition required in Jenkins Hall as soon as GSFIC approves their bid. The walls and floor in Jenkins have several layers covering the original structure from previous renovations that must be removed before we can begin the renovations. Garbutt will solicit bids on the renovations as soon as the drawings are complete. We expect that Jenkins Hall will be ready in early July allowing plenty of time for FF&E before classes begin on August 2nd next year.
- The campus addition to our Fayetteville Campus is still in the drawings and permitting stage. Actual construction should start early in 2019.

Other projects:

- Work at 622 and 628 South Warren Street is nearing completion. The grounds department will relocate soon and this will allow for their area in the engineering maintenance facility to be transferred to the motor pool department. The new location will allow them to store most of their tools and equipment in one location and provides good access to most sports fields.
- Discussions on a future ropes course are continuing. We are also working with Georgia College on a Memorandum of Agreement on sharing the costs, staffing, use and proceeds from their course, so we can assess if this is the direction we decide to pursue. Georgia College seems to be open to an agreement as they have discontinued their Outdoor Education major that provided the majority of their staffing for the course.
- We did not meet on the possible GMC Fine Arts Center during the summer. We did present it to members of the community for their input. Further study will be conducted during this school year as we continue to evaluate this project.
- Engineering also executed numerous other projects over the summer. They included additional/phased painting in our Columbus and Fairburn campuses as well as Baugh

and Usery, construction of the Usery Hall gravel parking lot, Baugh Barracks furniture replacement, one-year warranty inspection of the new MSD building, and HVAC equipment upgrades. In addition, our staff made numerous trips to pick up state and federal surplus equipment and furniture and to provide significant support to many of the other campuses.