



MEETING: Board of Trustees, Georgia Military College, Bulldog Room, Monday, October 10, 2022, 4:00 p.m.

PRESENT: Mr. George Hogan, Sr., Chairman of the Board; Members: Mr. Mike Cobb, Mr. Ken Vance, Mr. Brooks Snider, Elder Alan Hale Wicker, LtGen William B. Caldwell, IV, President of Georgia Military College; COL Jim Watkins and Mr. Randy New, Advisory Board Members; and other interested parties.

ABSENT: Mayor Mary Parham Copelan

BUSINESS:

1. Chairman of the Board, Mr. George Hogan, Sr., having declared a quorum to be present, called the meeting to order.
2. Chairman Hogan asked for a motion for the minutes of the meeting on July 18, 2022 to be approved. Mr. Cobb made the motion, with Mr. Vance seconding the motion. The minutes were approved by unanimous vote.
3. CHAIRMAN'S REPORT

Chairman Hogan thanked everyone for their continued hard work and dedication to making Georgia Military College a success. From the support for the GMC Rockdale Grand Opening, saying that the event was well coordinated and well attended by the community, legislators, and GMC faculty and staff; to the continued progress on our three capital projects: the NewDay USA Center for Leadership, the Academic Center of Excellence, and the Wilder Hall Renovation, Restoration, and Addition, Chairman Hogan is excited about the good things happening at GMC.

4. COL Chip Kirby, USA (Ret), GMC Chief Financial Officer, presented a finance committee update. The update included the following topics:
 - FY23 Budget Execution Update
 - FY24 Budget Assumptions
 - GMC Strategic Planning & Budget Guidance
 - Board Decision Request
 - Tuition – SY 2023-24
 - DOAA Performance Audit – Ongoing
 - Georgia Public Safety Leadership Institute

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

5. Chairman Hogan asked for a motion for the approval of the Junior College (Community Colleges, Main Campus, Global Online Leadership College) tuition increases as presented by COL Kirby. Mr. Cobb made the motion, with Mr. Snider seconding the motion. The approval for the Junior College tuition increase was approved by unanimous vote.
6. Chairman Hogan asked for a motion for the approval of the Prep School (K-12) tuition increase as presented by COL Kirby. Elder Wicker made the motion, with Mr. Snider seconding the motion. The approval for the Prep School tuition increase was approved by unanimous vote.

7. MG Dave Coburn, Senior Vice President for Community College Operations, presented a Community College Update. The update included the following highlights:
 - We now have 11 active Satellite Campuses in the Community College Line of Business.
 - Rockdale Campus is open and enrollment is growing. We had a very successful Grand Opening on 30 August that was well attended by local officials.
 - The Eastman Campus is in the process of closing.
 - The Columbus Campus relocation is going well. The renovation work is underway and we are planning on starting Q3 classes at the new campus.
 - Warner Robins Campus has consolidated in to one building, the other building has been vacated and turned back over to the landlord with no issues.
 - All Community College Campuses have transformed to the Coaching Model and operations are going extremely well.
 - We have developed detailed SOPs for the Enrollment and Graduation Coaches and their assistants. We continue to refine the SOPs as additional information is developed during on-going training.
 - President Caldwell has visited the majority of the Community College Campuses to meet with the Staff and Faculty, the visits will all be completed on 25 October.
 - Jill Robbins, Shana Reid, Kate Pope and I will follow up on these visits in November to discuss:
 - Compensation Study Results
 - Open Enrollment Information
 - Success of Transformation efforts to date
 - Campus Performance
 - We are piloting a partnership with Chick-Fil-A in Fairburn that will set the template for future partnerships.

8. Mr. David Grant, Chairman of the GMC Foundation, gave an update on the GMC Foundation. The update included the following highlights:
 - Strategic goal: by June 30, 2029 the total net assets of the GMC Foundation will be \$80M (minimum), with a \$150M stretch goal.
 - The three key drivers to reach the \$80M goal are: Program Revenue (fundraising and donor relations events), Investment Income (return on investment and interest on CD's), Other Income (real property investment).
 - Performance to plan is doing well as of July 31, 2022 with the growth rate required to achieve our \$80M goal being ~13.75%, and our actual rate at 14.09%.
 - The Foundation will close on the selling of the Fayetteville land in December 2022. The new Columbus lease will begin in January 2023.

9. BG Rock Donahue, Senior Vice President and Chief Infrastructure and Sustainability Officer, presented a Capital Projects Update. The updated included the following highlights:
 - Center for Leadership (CFL)
 - Construction proceeding on a fluid schedule; RW Allen continues to adapt to implement structural/design changes. Still on track to be complete by Spring 2023.
 - Several floor plan and design enhancements in progress: premier lobby and gallery design and enhanced landscaping design.
 - NewDay USA recently committed \$1.2M in supplemental funding to support floor plan, design, and landscaping enhancements, fixtures, and furnishings.
 - Academic Center of Excellence (ACE)
 - Groundbreaking conducted on June 7, 2022, with construction launched on July 11th.
 - Concrete and masonry work underway.
 - Additional funding support of \$2M requested from OPB in FY24 budget submission.
 - Wilder Hall Renovation, Restoration, and Addition
 - Facility will be renovated to meet code and restored as an educational facility for 4th and 5th grades.

- GSFIC, Fry Design Group, Garbutt Construction, and GMC are collaborating to expedite review process for design drawings; expect to finalize October 13, 2022.
- Will relocate the GOLC team to the Carolyn Apartments.
- Garbutt Construction expected to launch construction by mid-November.

- Columbus Satellite Relocation/Remodel
 - To be completed NLT January 11, 2023
 - Have an Open House scheduled for November 2, 2022
 - Grand Opening is tentatively scheduled for January 26, 2023

10. Mr. Jeff Gray, Vice President of Engineering, gave an Engineering Update that included property updates, current projects, and future projects.

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

11. PRESIDENT'S REPORT

General Caldwell gave an update to the Board. Highlights from his report are below:

- GMC has two (2) Legislative Priorities
 - Our first is to gain approval to offer BA and BS degrees for GOLC.
 - Even after the pandemic, we continue to experience significant growth in enrollments in our Global Online Leadership College, especially in our Bachelor of Applied Science (BAS) degree programs. As we continue to pursue opportunities to grow the GOLC we are considering public-private partnerships to provide scalability, exposure, low-cost advertising, and more. With that, we recognize the need to grow our degree opportunities within the GOLC and look to offer both BA and BS degrees only at our Global Online Leadership College. To do that we need the legislature to change the law to allow our GOLC (and only that entity) to offer bachelor's degrees. We would continue to only offer associate degrees at our campuses in Georgia.
 - With approval to allow GOLC to offer a BA or BS our aim is to become "The online education provider" for active-duty military, veterans and their families. Enrollments would flow from across the nation and the world through our GOLC, directly contributing to Georgia's economy.
 - Our second is to secure state scholarships for the Georgia Public Safety Leadership Program.
 - As many know, GMC has been working for the past year to inform/educate leaders of Public Safety/Law Enforcement across the state about our initiative to standup GPSLI. We now have support from them and have begun to engage with political leadership. Our request this upcoming legislative session is to secure state scholarships for 20 candidates to begin Fall 2023.
- National Ethics Bowl Championship
 - We are hosting the Association for Practical and Professional Ethics (APPE) 2022 Two-Year College Ethics Bowl National Championship on November 19, 2022.
 - Junior Colleges from across the nation will travel to Milledgeville to compete. Participating colleges include Snow College (UT), Marion Military Institute (AL), Harper College (IL), Triton College (IL), Santa Fe College (FL), Bakersfield College (CA), GMC-Milledgeville, and GMC-Valdosta.
- SACSCOC Five Year Report
 - Dr. Isaac and her team worked with SACSCOC to write the report for the Off-Campus Instructional Site (OCIS) visit that will occur October 24 - 27.
 - The Fifth-Year Interim report, the QEP Impact Report, and the Review from the OCIS visit will be reviewed by SACSCOC in December 2022, and then SACSCOC will inform the institution of its findings.

12. EXECUTIVE SESSION

Chairman Hogan asked for a motion to open an Executive Session. Mr. Vance made the motion, with Mr. Cobb seconding the motion and an Executive Session was called to order by unanimous vote.

- The Board conducted the President's annual evaluation.

Chairman Hogan asked for a motion to adjourn Executive Session and reconvene regular session. Mr. Vance made the motion, with Mr. Cobb seconding the motion and regular session reconvened by unanimous vote.

13. The next meeting of the Board was scheduled for January 17, 2023.

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



George Hogan, Sr.
Chairman



Doris Renfroe
Secretary-Treasurer

Reviewed by: _____

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

Finance Committee Update for the Board of Trustees

October 10, 2022

Agenda

- **FY23 Budget Execution Update**
- **FY24 Budget Assumptions**
- **GMC Strategic Planning & Budget Guidance**
- **Board Decision Request**
 - **Tuition – SY 2023-24**
- **DOAA Performance Audit – ongoing**
- **Georgia Public Safety Leadership Institute**

GEORGIA MILITARY COLLEGE	
FY23 Budget Update	
➤ Revenue	➤ Q1 Junior College enrollments are 95% to plan (- \$585K)
➤ Expenses	➤ Q1 GMC wide expenses are 5% below plan (+ \$365K)
➤ SSARP Grant \$2M, \$1M Institutional // \$1M Student.	➤ GMC was selected as a award recipients for the HEERF Supplemental Support under American Rescue Plan (SSARP) grant. GMC received <u>\$2,192,790</u> in total grant funding, with a student allocation of \$1,096,395 and institutional allocation of \$1,096,395.
➤ Property:	➤ 424 E Franklin (near Athletics): \$7,200 - August 2022 ➤ 120 S Jefferson, Overview, Inc: \$525,000 - October 2022
➤ Mid-year Operations and Budget review in December	
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GEORGIA MILITARY COLLEGE	
FY24 Budget Assumptions (1 of 4)	
➤ Fact: State funding guidance held agency operational budget amounts equivalent to FY23 = flatline/no growth	➤ Prep School funding estimated at \$4.7M (October census report will adjust headcount to 868 student census & 82 staff//faculty) ➤ JC funding estimated at \$3.7M
➤ Submitted three (3) Capital Fund requests totaling of \$4.5M	\$811,000 – Wilder Hall FFE (if approved, total State funds for the project \$7.1M) \$2.00M – Additional ACE Bldg funds (request to help offset \$2.45M GMC funded, Project total \$4.9M, State provided \$2.5M in 2021) \$1.76M – Major Repair & Renovations, total of 9 projects (next slide)
➤ Additional \$860,000 request to stand-up Georgia Public Safety Leadership Program (\$500K for GMC GPSLP Opns & \$360K for GPSTC Cert.)	
➤ No additional CARES Act & HEERF funding in FY24	
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**GEORGIA MILITARY
COLLEGE**

FY24 Budget Assumptions (2 of 4)

GMC identified \$1,764,000 in FY24 Capital Projects Funds for nine projects in Milledgeville.

<u>Proposed Projects if approved for State MRR Funds</u>	<u>Dollars</u>
Replace Lower Roof of College Academic Building (Miller Hall)	\$250,000
Replace Fire System for College Academic Building (Boylan/Miller)	\$100,000
Repair Foundation and Replace Pavers Around Old Capitol Bldg	\$150,000
Replace 3x HVAC Old Capitol Academic Building Rooftop Units	\$ 70,000
Replace Kitchen Floor in the College Cafeteria	\$160,000
Replace Student Auditorium Seat Upholstery and Carpet	\$200,000
Upgrade of the Chiller in the Convocation Center	\$250,000
Renovations to the Convocation Center	\$500,000
Repairs on the Stucco for the North Gate	\$ 84,000

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**GEORGIA MILITARY
COLLEGE**

FY24 Budget Assumptions (3 of 4)

- **CPI: In August, consumer price index rose 8.3% over past 12 months (last year was at 5.4%).**
 - ❖ Impacts to GMC through leases, energy, fuel, and food service operations.
- **GMC JC credit hour goals may be reduced from FY23 = less revenue; and therefore, not as many faculty/staff required.**
 - ❖ FY23 Q1 Credit Hours were 95% of budget estimates
 - ❖ GMC continues to seek additional opportunities to offset CH production
- **Prep School: SY23-24 add one each 1st, 2nd, 3rd, 4th & 5th classes with approx. 20 students/class = additional 100 students**

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GEORGIA MILITARY COLLEGE

FY24 Budget Assumptions (4 of 4)

➤ **GMC Pay Compensation Study impact to salary and benefits:**

Since 2014, Georgia Military College has invested in two compensation studies with third party, Mercer Inc, to ensure the College could budget to strategically attract, engage, and retain the talent needed to meet the organizational mission.

In **2014**, as a result of the compensation study, Georgia Military College invested ~\$450,000 (unfunded), to include associated employer costs (i.e. taxes and retirement) to bring salaries “to market.”

In **2022**, as a result of the compensation study, Georgia Military College invested ~\$850,000 in targeted, student facing positions and high turnover positions in the Engineering department. These increases were funded by the overall organizational restructure of campus operations and shared services.

2022 GMC vs Market Total Rewards Scorecard

	<u>Grade</u>
Compensation	B
Benefits	A
Work-Life Balance	A
Performance and Recognition	B
Development & Career Opportunities	C+

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GEORGIA MILITARY COLLEGE

FY24 Budget Guidance

FY24 Budget Guidance provides the framework for Directors and Department Heads to develop their annual operating budget. FY24 budget formulation is synchronized with the Community College, GOLC and Main Campus Strategic Planning timeline.

Key Guidance:

- Funds efforts supporting our pathways of opportunities: (Main Campus, Community College, Global Online Leadership College and the Prep School) and supports strategic objectives (Contribute to Student Success, Create Opportunities, Think and Act as One Institution, and Invest in the Future of GMC)
- Recognizes decreases with in-seat credit hours and increases with on-line credit hours
- Prep School and Junior College tuition increases - with Board of Trustee approval.
- With Board concurrence, provides for employee pay raise due to CPI going up (plan for a minimum of 3%); and some others adjusted from Pay Compensation Study analysis
- Holds operating expenses and travel expenses at FY23 levels wherever possible

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**GEORGIA MILITARY
COLLEGE**

Board Decision Requested (1 of 2)

Tuition Increase

Junior College

- Community College (In-seat): \$161 was \$147.5/ch (9%)
- Main Campus (In-seat): \$161 was \$156.5/ch (3%)
- Online Leadership College: \$169 was \$168.5/ch

- For planning purposes, may adjust in January based off updated Consumer Price Index report (Inflation)

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**GEORGIA MILITARY
COLLEGE**

Board Decision Requested (2 of 2)

Tuition Increase

Prep School (K-12)

- Tuition increase by \$35 a month, new total \$5,600 (8%)
- Overall fees of \$550 would not change. Has been this amount for over three years.
- Application fee eliminated in SY 2022
- Off campus *extracurricular* travel costs offset by new pay-to-use system

	<u>Tuition</u>	<u>Fees</u>	<u>Total</u>
SY14-15	\$ 4,600	\$ 515	\$ 5,115
SY15-16	\$ 4,700	\$ 515	\$ 5,215
SY16-20	\$ 4,700	\$ 550	\$ 5,250
SY20-22	\$ 4,925	\$ 550	\$ 5,475
SY22-23	\$ 5,175	\$ 550	\$ 5,725
SY23-24	\$ 5,600	\$ 550	\$ 6,150


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GEORGIA MILITARY COLLEGE

Georgia Public Safety Leadership Institute

Phase 1 – Establish Public Safety Cadet type, refine curriculum, secure funding (August 2022 to December 2022)
 Phase 2 – Recruit first Public Safety Leadership Program cohort (October 2022 to February 2023)

- **COA 1 – Service Cancelable** – Fully funded **First Year Pilot Program** at **\$2,460,000** broken down into parts:
 - State **Scholarship Funds** “Service Cancelable Loan” for the first year for 50 Candidates: **\$1,600,000**
 - **Start up/Operations Funds** for the first year: **\$860,000** (GMC \$500k // GPSTC \$360k)
- **COA 2 – Agency Sponsored** – State of Georgia recognizes GMC as a Law Enforcement Agency that sends candidates to GPSTC at much reduced rate, from \$7,200 each (\$360,000 for 50) to \$3,907 each (\$195,350 for 50). Fully funded **First Year Pilot Program** at **\$2,295,350** broken down into parts:
 - State **Scholarship Funds** “Service Cancelable Loan” for the first year for 50 Candidates: **\$1,600,000**
 - **Start up/Operations Funds** for the first year: **\$695,350** (GMC \$500k // GPSTC \$195k)
- **COA 3 – Service Reimbursable** – **Start up/Operations funded** for the first year, State reimburses candidates at agreed upon **service commitment: \$2,460,000** broken down into parts:
 - **State Reimbursable Funds** for the first year for 50 Candidates at agreed upon service commitment: **\$1,600,000**
 - **Start up/Operations Funds** for the first year: **\$860,000**
- **COA 4 – Not Supported by State** – Fundraising efforts for start up/operations and scholarships:
 - Goal would be 5 per year If Pre-Service Candidate Rate to GPSTC
 - 8 per year If Agency Sponsored Rate to GPSTC



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GEORGIA MILITARY COLLEGE

Georgia Public Safety Leadership Institute

Top Level Budget

\$1,600,000 (Scholarship for Student Tuition)
\$ 859,000 (State Funding to GMC for POST Certification & Day to Day Operations)
\$2,459,000 Year one (FY24) Budget request

Program Direct Funding to GMC

Dir & Staff (* <u>AFY23</u> Request)	\$ 310,211
Recruiting & Marketing (* <u>AFY 23</u> Request)	\$ 30,000
Operations	\$ 29,747
Equipment (inc. Weapons)	\$ 94,200
Maintenance	\$ 33,950
P.O.S.T Certification @ GPSTC (11 weeks) (50)	<u>\$ 360,600</u>
Total GMC PSLP Operations Budget	\$ 858,708

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Engineering Department
201 East Greene Street / Milledgeville, GA 31061
Front Desk Phone: (478) 387-4919 / Fax: (478) 445-7316
Website: www.gmc.edu

October 10, 2022

GMC ENGINEERING UPDATE

Current projects:

- Preparing for our upcoming SACSCOC visit has been a very significant effort for the engineering team. We have updated the facilities portion of our response in the written report and conducted numerous site inspection and assistance visits across the state.
- GMC leased 97 acres at 100 Southside Drive from the Oconee River Greenway Authority for use as a Local Training Area (LTA). Engineering continues to work with our active duty team to improve the site for cadet training. All of the initial work requested is complete and training is underway. GMC was able to receive a shipping container from federal surplus in Warner Robins for range equipment storage and it will arrive the week of October 10th. Additional clearing is also in progress to improve access into the land navigation section of the property.
- GMC purchased 140 S Jefferson St., The Carolyn recently. The Engineering Maintenance Team is working diligently to prepare it for use by the GOLC. Half of the building is ready with the other half not far behind. Moving the GOLC to the Carolyn will allow work to begin in November on our Wilder Hall project.
- GMC just purchased 120 S Jefferson St., Overview Inc. We are working with Overview to assist them in moving to their new location. We expect to initially use this building for the IT Department and possibly portions of the GOLC. It is in excellent condition and will easily reconfigure to an open floorplan for our use.
- **Franklin Street crosswalk safety continues to be an issue/safety concern for GMC.** We continue to work with the City to upgrade signage in the area. Campus Police are actively patrolling Franklin Street to enforce the speed limit and vehicles failing to stop for pedestrians in the crosswalks.

- We are **developing plans for a crosswalk from Usery Hall to the CFL** and also expect to need a crosswalk on Wayne Street to the Prep School Annex. As soon as plans are complete for these crosswalks, we will approach the City for approval and execution.
- Painting is always underway in Milledgeville as well as the satellite campuses. We are currently employing several GMC athletes on a part time basis to help with painting projects as well as furniture relocation. The arrangement is working well for GMC and the players.
- Numerous other projects are underway as we support the shift to satellite operations outside of Milledgeville. The Engineering Property Team is recovering and redistributing FF&E as we modify our statewide footprint, relocate campuses, close locations and also open new sites. We have vacated the Sandersville Campus with the furnishings being reused in Rockdale. We also vacated one of the two academic buildings in Warner Robins. Work on vacating the Eastman campus is underway; goal of completion prior to end of October. We continue to expand the our Main Campus and associated foot print, to include South campus.

Other Property Actions:

- GMC recently purchased 401 E. Franklin Street (fallen down house, .24 acre). Demo Dave demolished the house for us and significantly improve the appearance and safety of this property. There are only two small pieces on the southside of East Franklin that remain to be purchased.
- GMC purchased 424 E Franklin at a tax sale August 2nd. There is a mandatory 60 day waiting period for the previous owner to repurchase the property. This period expired on October 3rd giving GMC clear title. This piece of property was the only one on the Ruark block that GMC did not own and it now allows us to significantly expand property as well as opens the area for future plans.
- GMC has developed a demolition plan for properties that we would like to demo and are pursuing funding from GSFIC for next year. GSFIC is expecting a significant funding effort from the legislature for demolition of dilapidated state buildings. We also expect that 150 S Jefferson St., Dr. Ritchie's former office, will be removed as part of the CFL landscaping plan.

CLOSED MEETING AFFIDAVIT

[A copy of the affidavit must be filed with the minutes of the meeting]

STATE OF GEORGIA
COUNTY OF BALDWIN
AFFIDAVIT OF PRESIDING OFFICER

Mr. George Hogan, Presiding Officer of the Georgia Military College Board of Trustees, states under oath that the following is true and accurate to the best of his/her knowledge and belief:

1.

The Georgia Military College Board of Trustees met in a duly advertised meeting on October 10, 2022.

2.

During such meeting, the Board voted to go into closed session.

3.

The executive session was called to order at 5:50 a.m./(p.m.)

4.

The subject matter of the closed portion of the meeting was devoted to the following matter(s) within the exceptions provided in the open meetings law:

 Consultation with the board attorney or other legal counsel to discuss pending or potential litigation, settlement, claims, administrative proceedings, or other judicial actions brought or to be brought by or against the county or any officer or employee or in which the county or any officer or employee may be directly involved as provided in O.C.G.A. § 50-14-2(1);

 Discussion of tax matters made confidential by state law as provided by O.C.G.A. § 50-14-2(2) and (insert the citation to the legal authority making the tax matter confidential) _____;

 Discussion of the future acquisition of real estate as provided by O.C.G.A. § 50-14-3(b)(1);

 X Discussion or deliberation on the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of a public officer or employee as provided in O.C.G.A. § 50-14-3(b)(2);

 Other (describe the exemption to the open meetings law):

Signature: *George Hogan Sr.*

Mr. George Hogan, Presiding Officer, Georgia Military College Board of Trustees

Sworn to and subscribed Before me this 10th day of October, 2022.

Notary Public

Signature: *Joelle Trumbo*

My commission expires: February 2, 2024

