

**THE BOARD OF TRUSTEES OF SANDHILLS COMMUNITY COLLEGE  
REGULAR MEETING MINUTES**

**Sledge Board Room, Sandhills Community College  
June 6, 2016, 7 pm**

**PRESENT:** Trustees George Little, Chairman; Robert Hayter, Vice Chairman; Joe Clendenin, Secretary; Larry Caddell; Gary Evans; Raymond Washington, Sr.; Jim Saunders; Gene Horne; Linda McCaskill; Mary Upchurch

**STAFF:** Dr. John Dempsey, Brenda Jackson, Heather Lyons, Rebecca Roush, Libba Thomas, Kirk Lynch, Teresa Sheets; Tracey Emmons

**MEMBERS OF THE PUBLIC:** David Sinclair

Following the Buildings & Grounds, Finance, and Personnel committee meetings, the Board of Trustees convened their regular meeting. Chairman Little called the meeting to order at 6:41 pm. He read the statute regarding conflicts of interest to the Trustees and asked the Board if there were any potential conflicts with the agenda items to be discussed. Hearing none, Mr. Little proceeded to the next item of business.

Mr. Hayter made a motion to modify the agenda to include moving the President's Report to number V on the agenda and including a closed session. Mr. Horne seconded the motion, and the motion passed unanimously.

Mr. Clendenin made a motion to approve the minutes of the April 4, 2016, Board of Trustees meeting. Mr. Horne seconded the motion, and the motion passed unanimously.

Dr. Dempsey reported on Ms. Korte's success in bringing in more than \$2.2 million in the last 16 months for the trades division at the college, including grants from Golden Leaf, Duke Progress Energy, and the Palmer Foundation. He also recognized Ms. Jackson for her participation in the intensive Harvard Institution of Leadership Management program in July. Dr. Dempsey also highlighted Mr. Hayter's landscape design work for High Point University.

Mr. Hayter made a motion to go into closed session to discuss personnel issues. Mr. Clendenin seconded the motion, and the motion passed unanimously. The Board of Trustees went into closed session at 6:49 pm.

The Board of Trustees came out of closed session and into the regular meeting at 7:22 pm.

Mr. Hayter reported on project updates for Buildings and Grounds Committee, including the Larry R. Caddell Public Safety Training Center, a new clock to be placed on the Hoke campus, and the Advanced Career Center. He reported that there are ongoing discussions with UNC-Pembroke regarding nursing scholarships as well as a potential new building for a UNCP graduate school on the Sandhills Community College campus. Mr. Hayter also gave an update on

Owens Auditorium designs that should be available at the end of June and the college's yearlong performance contract construction projects.

Mr. Little reported that a statement would be released to the press tonight regarding the Board of Trustees' and president's response to comments made on House Bill 2 and read the following: "The Sandhills Community College Board of Trustees and President hereby reiterate and make clear that the responsibility for establishing college policy rests exclusively in the hands of the Trustees. It is up to the college administrators, faculty, and staff to abide by and carry out those policies and to obey the laws that the Trustees and President have been sworn to uphold."

Mr. Caddell made a motion to approve the statement as presented. The motion was seconded by Mr. Evans, and the motion passed unanimously.

Mr. Little said that Mr. Hayter had a statement he would like to make to the Board of Trustees, president, and college leadership team. Mr. Hayter read the following: "I would like to offer my perspective on why this situation has occurred and a way to avoid similar situations in the future. First, let me express my appreciation and honor to serve on this board. Further, thank you, trustees, president, and college staff for your support. My remarks are intended to benefit all of us in the future as we serve the college, citizens, and students. There's a paradox about this particular situation. That is, it has nothing and yet everything to do with our individual points of views on college policy and conformance to state law. You will note I used "why" in framing my perspective and sharing thoughts with you. Why is different than "how." Knowing why something happens offers us the most beneficial basis to learn from and in this case, avoid reporting a similar event. Before I share my "whys" I prepared these remarks believing that this situation was born from an error and has caused significant unintended consequences. These are my four "whys": 1) My passion for the purpose of this college. You know Sandhills enlightened me to a life of learning here as a student. I was asked to return to teach, which challenged me for 13 years. After 19 years in business, the Moore County Board of Commissioners appointed me to serve on this board. 2) My role and duty is to provide leadership through contributions. 3) My experience in similar circumstances. I offer strategic planning and organizational risk evaluation to small businesses so I have observed and dealt with similar situations. 4) Equally important, my reappointment to the board is not a certainty.

What happened at Sandhills and at this time is not all that uncommon. Given the institutional and leadership success, it is a reasonable possibility for errors of this kind to take place. So the theme of my perspective is "the risk of success." Accomplishments, doing what we do well, facilities, systems, and results, notable performance, strong leadership – I could go on and on. All of us celebrate the great work, private funding and uniqueness of the college. John Dempsey is responsible for contributing to and leading those achievements. But success also propagated risk. Success's rewards are fertile ground for the offshoots of risk. Success for organization and their people, including leaders, are often overly influenced by success. Sometimes to the point of behavioral myopia, hubris, even invincibility. But in reality, every institution is vulnerable, no matter how accomplished or great. No matter how long on the top, no matter what level of good things have happened – risk is there. The "what" replaces "why" – the organizational culture and emotion are the focus of what has been done rather than why we do specific things. This is likely

behavioral myopia, which can blur judgment, engage our personal perspectives, and cause actions with unintended consequences. In fact, success sets up increased ways for us to fail, which can lead to hubris born of success, undisciplined behaviors, out of focus perspectives, and denial of risk itself. Each trustee, executive staff member, John, and to a degree the entire organization, must play a role in addressing ways to avoid risk of success.

It is my most sincere hope that we, the stewards of this one-of-a-kind college, will benefit from my perspectives on why this unfortunate error has happened. If I am right, let's create the necessary safeguards to protect and enhance the college. Our purpose here is not selfish but service above self."

Mr. Horne reported on insurance renewals, most of which are coming up for renewal on July 1 and need to be renewed. He explained that the proposed estimates are \$146,778. Mr. Horne made a motion from the Finance Committee to approve the recommendation as presented. The motion was seconded by Ms. McCaskill, and the motion passed unanimously.

Mr. Horne presented the financial report and provided a summary and status of the county and state bond funds for information only.

Mr. Washington reported on the Personnel Information that was for information only.

Mr. Evans asked Dr. Roush to report for the Educational Programs Committee. Dr. Roush reported on the Industrial Systems program in partnership with Hoke County High School and the Career Pilot program in partnership with the Moore County Airport. She also introduced the new Faculty Assembly President, Ms. Emmons.

Mr. Clendenin said that the Planning Committee had not met and that there was no report.

Ms. McCaskill reported that the new SGA president, Jessica Quint will be at the August Board of Trustees meeting and that Lindsey Farmer will be present in August as well to talk about the college's veterans program.

Dr. Dempsey said that Germaine Elkins couldn't be here tonight to report on the Foundation.

Mr. Little asked if there were any other items of business for discussion. Hearing none, he asked for a motion to adjourn the meeting. A motion was made by Mr. Caddell, which was seconded by Mr. Horne. The motion passed unanimously.

With no further business, the meeting was adjourned at 7:52 pm.

Respectfully submitted,

George Little, Chairman of the Board

Heather Lyons, Assistant Secretary of the Board