Strategic Planning Retreat

Hawkeye Hunting Club-Center, Texas

Tuesday, February 17, 2015

Present:

Dr. Greg Powell, Dr. Joe Shannon, Steve Williams, Dr. Barbara Cordell, Dr. Kathy Watlington, Mike Edens, Alan Moon, Teresa Brooks, Allen West, Laura Wood, Natalie Oswalt, Cristie Ferguson, Janet Healy, Chris Blair, Kelli Vicars, Jeremy Dorman, Jessica Pace, Daniel Hall, Dazell Hicks and Dr. John Ray. Those not present were: Don Clinton, Denise Welch, Pam Pike and Freddy Mason.

The meeting was opened and Dr. Powell stated that SACS always wants to review the minutes from the Board meetings and also review the Mission Statement and the minutes of the Strategic Planning meeting if the recommendations came from this body.

Dr. Shannon opened my stating that the committee had met before Christmas with Dr. Ray. The committee will look at points of the survey that was submitted to the faculty as well as the Mission Statement and Goals.

Dr. Ray welcomed everyone back for the second part of the planning exercise for 2014-15. The Committee met on November 18, 2014 and discussed the past year's Strategic Goals. The challenge at November's meeting was getting through various goals to determine which have been completed which are more departmental which are more broad-based and do not involve the whole institution and do not require significant resources. The committee was left with 8 Broad Institutional Goals which we collapsed into 7 because one had to do with the building program.   Dr. Ray talked about the ones that the committee said were completed and departmental. He stressed how important it would be when SACS returns to be able to show what was done on those that were completed. Dr. Shannon will compile results. Information to be included consists of goals, responsibilities, activities (what was done) and how that information was used to improve college programs and services.
Dr. Ray wanted to start with three topics:
  • Why plan? (Why is it important for us to engage in a planning exercise?)
  • What is the difference between goal and objective?
  • Why are you here today?

SACS says we must plan and it makes sense. It's an opportunity to look at the big picture and see where Panola College needs to go over next 3 to 5 years. Everyone needs to agree on where we need to go, it makes things much easier. He talked about the difference between a goal and an objective. A goal is a broad statement of where we want to go and what we want to do and an objective is who, what, when, where and how will we know when we get there. He stated that the committee members are the experts that know about Panola College's programs, services, students and community, which is a vital part of planning. The planning process is only as effective as the information we have. He stated that the committee needed to be specific and

define where we need to go.   The Committee must be candid and participate to provide the information and framework that we need to go forward.

Dr. Ray said that he would like to get a broad framework of what we mean when we say streamline courses and then turn it over to Executive Council to do wordsmithing. Develop a chart that says here is the goal, objective, timeline, responsibility, and cost consequences. Objectives can be long-term (new facilities) or short- term.

A Progressive story warm up was done by Dr. Ray.

Agenda: Look at the Mission Statement and Goals
Are these still appropriate or changes in both?
Dr. Ray read the Mission Statement to the committee.
Is the Mission Statement still appropriate, anything added or revised?
Comments from:
Barbara Cordell: There is a shift to move toward career readiness, emphasis on colleges preparing students for careers.
Laura Woods: There are career pathways that are coming through HB5 that is coming through school systems
Steve Williams: The mission should not change that much. Possibly simplify by keeping first and last sentence, the middle of Mission statement tells what we do.
Dr. Powell: Possibly change the last sentence of the Mission statement to read, "Our aim is to help students achieve success, and to contribute to the further development of society." Instead of, "Our aim is to help each student achieve his or her full potential and to contribute to the further development of society."
Dr. Cordell stated that she always thought that full potential includes success.
Dr. Powell agreed.
Dr. Ray reviewed several statements from the group members. There were statements about career readiness, (which built into the notion of programs we offer and helping students be ready to go into the Workforce) Steve's comment, "Do we need the middle portion: here's what we do?" Dr. Powell's comment about Student Success. Dr. Ray stated that the Mission Statement as it is written may be just fine. Dr. Shannon commented that possibly developmental in the Mission Statement could be changed to Preparatory. Mike Edens stated that it needed to be consistent across the board. Janet Healy commented that she thought developmental sounded a little negative although people are more familiar with it. Laura Wood stated that if it was going to include Adult Education next year, then Preparatory would cover it.

Jessica asked if Distance Learning needed to be included. This was taken out a few years back.
Dr. Powell suggested that if we were going to include Adult Basic Ed/GED in statement, take out Developmental Courses and to say "instruction design to increase academic proficiency.
It would read …workforce programs, instruction design to increase academic proficiency, and continuing education courses to enrich lives and improve skills.

Goal 1: To provide excellence in teaching and revise the curriculum to meet the needs of the community

Goal 1: 1.3 Professional Development on campus:
>Survey's response shows that 6 out of 19 rated the goal from 1-3 (32%) as having made significant gain or isn't that important.

Faculty/staff can attend TCCTA.   (Teresa Brooks) Professional Staff/Faculty on campus included providing training 33 different topics on Technology Tuesday, 360 hours of Professional Development training in technology for eLearning department, and monthly faculty lunch. Faculty is required to have 10 hours of professional development each year which includes conventions and on-campus Professional Development. (Dr. Ray) asked the committee if other kinds of professional development are needed. (Mike Edens) Professional Development for Support staff. Customer Service training is provided, but lack training in other areas. The training needs to be job related and help build skills. (Teresa Brooks) There are eLearning workshops available for staff also. Starlink have training for non-instructional employees. There can be an online course offered for staff training. (Mike Edens) Supervisors should require support staff to attend Professional Development training. (Dr. Powell) Look at budgeting for off-campus one-day seminars as well during the year or summer. (Jeremy Dorman) Kelli Vicars has attended their state meeting during the summer. Supervisors should track professional development training for support staff and put it in their personnel file.

<mark>**Objective added:**</mark>
<mark>**Support Staff will participate in four hours of Professional Development each year.**</mark>

Goal 2: To maintain and refine support systems for enhancing student success.

<mark>**Change "To maintain and refine support systems for enhancing college functions and student success."**</mark>

Goal 5: To seek additional resources to support the college mission
<mark>**Delete the word "additional**</mark>

 5.1 <u>Support is an on-going initiative</u>.
13 out of 19 responses (68% of the respondents say this was most important.)

Four parts:
<u>Development Office:</u>
(Jessica Pace) Working on fountain for new health science building and endowed scholarships and faculty/staff grants.
(Dr. Ray) Support for Panola College is everyone's jobs. Fundraising is done through interactions with business and industries, community, students.
(Dr. Powell) expectation is that people will seek out grant opportunities (Jet Grants that have benefited Petroleum and Health Science). He would like for Don Clinton to seek out grant opportunities for Student Success. (Dr. Cordell) suggested possibly putting on a grant writing workshop as Professional Development. (Dr. Powell) says it is important because we have received Jet and other grants in the last few years for Health Science. (Dr. Cordell) we have

received approximately $750,000 in grants. (Dr. Powell) stated that at the Board meeting, he will be recommending a $3.00 per semester hour tuition increase for next year. This will generate approximately $150,000 in revenue for the college. He stated that in order to give a 3 % pay increase, it will take about $270,000 which does not include equipment or other things that will be asked for or any new positions that are requested.

(Dr. Ray) Overall suggestion in exploring grants and other resources out there is to start a focus group including people from the college community who are interested in grants to talk about grants and how you do them. Need to set a target as to how many grants we want to submit? (Laura Wood) continues to write grants to Walmart which is $1000. (Dr. Ray) stated that industries and business partners can be big supporters in terms of equipment, scholarships and donations and real opportunities are there for building partnerships that have some financial consequences for the college.

The committee decided to set up a focus group to define grants, encourage submission of grants, find funding and submit a certain amount of grants this year.   (Dr. Shannon) suggested setting up a workshop to work on all grants at the same time. (Whitney Edens) is looking for a skills grant partnership, but says it is hard to find a business that will commit. Dr. Powell mentioned support for fundraising activities. The foundation had The Great Gatsby Gala which was a great opportunity to support the Foundation which in turn provides grants and scholarships that benefit the college. Also, there is the 5k run that people can help with or participate in. It is encouraged that people support fundraisers hosted by the college or the Foundation. Dr. Ray asked if this should be an objective to encourage college community participation in fundraising events. (Steve Williams) suggested changing the objective to "provide opportunities for participation."

(Dr. Ray) Fundraising is huge whether you are talking about grants or business and industries, individuals, specific projects. He suggested an initiative to develop a framework for more grant writers to bring in dollars. He asked if this was a starting point, understanding that with the CoBoard and Legislature, you cannot tell what will happen with funding. Should tuition and fees be included as something we are doing this year? The committee decided not to include it.

<div align="center">**Objective added:**
Adequate funding for the fountain and for endowed scholarships.</div>

Goal 5: 5.2
Seek Ways of Supporting business and Industry training needs
Support for Business Industries Training: 32 % said it was important.
Dr. Ray state that the only challenge he sees here after meeting with Dr. Shannon and industry representatives from oil and gas. Industries don't think about an opportunity to do short term training to meet their needs. They only seek the college as offering semester length programs that lead to degrees. It is important for industries and businesses to be educated on what the college can offer as far as a one-day course. We have flexibility to meet their training needs. The partnerships over time mean a great deal in turn that the support you provide for them, they often come back and ask what they can do for you. This is another way to generate resources. Are we

making contacts with businesses and providing information as to what we offer? It's everyone's job to tell the story about what we can do.

(Dr. Shannon) stated that we have done some of it, but do not follow through on it.
Do we need an objective that states we will make so many business industries contacts?
(Steve Williams) suggested that we develop a system so that when contacts are made a follow-up is done. Do we need to set up a tracking system and assign responsibility?
(Dr. Ray's) interpretation of this objective was that the training you do for business and industries partners pay dividends sometimes down the line. This includes businesses donating equipment that the college doesn't have to do the training. Sometime businesses offer scholarships for students.
Start point: Expanding the outreach to businesses. Dr. Shannon suggested that if we go to a business and offer training, we should do a follow up on it to make sure we provided the service requested. This needs to be reviewed weekly. Develop a system to track and follow up with business. Steve Williams thought this would be a good goal that would also accomplish another one. That is not hitting these industries from different areas. Dr. Cordell stated that she thought that the committee needs to close the loop and figure out how this objective relates to Goal 5. She stated that if there is a service provided then it meets Goal 5. Dr. Ray stated that the notion here is that if we reach out and follow up and involve industries in training, there will be some dollars with courses we teach and donations in scholarships. Dr. Cordell stated that part of the follow up would be what resources were generated from that if we provide the training, made the contact and planned the training that we actually provided. Dr. Ray summed it up by talking about a system for tracking including resources that says here is the contact, here's who is doing it, here's the outcome in terms of courses and here's the outcome in terms of resources. Who owns this tracking information? Steve suggested setting up a type of database of knowledge where one could go and pull information as to who has made contact with different companies before you go see a company. Jessica Pace stated that we do not need to contact the same companies. Her office received a list from Kids College as to who they would be asking for donations. These were taken off the Institutional Advancement list. Companies have stated that they get asked multiples times by the college. This will help by creating the tracking system. This task was assigned to Dr. Shannon and Jessica Pace. Natalie Oswalt asked who gets to decide who asks for what as for as donations for Kids College, etc. Dr. Ray stated that some companies routinely give to several college activities.

Objective added :
5.3 Create a System for tracking resources and what comes out of it.(Dr. Shannon and Jessica Pace)

Elements of the Emergency system are in place
9 out of 18 % which was 50 %
(Mike Edens) Safety Audit which was very detailed completed and submitted to the Governor's office (with no response). Mike served on a committee as the small college delegate.   He continued by saying that elements and procedures are in place. There are methods of contacting employees and students in case of an emergency. Drills are held for residence life students. Contacts are done through paging, texting, bull horn. Call 911 first. Dr. Ray asked if, when we

wrote this objective, were we thinking in terms of things in the emergency system that are lacking or emergency system in training. If you have drills, you are faced with interruptions as it takes away from the classes. It was suggested that there be a drill with faculty/staff alone when students are not present.   Dr. Ray says that there is a concern about making people anxious about safety, but there is a counter balance part that says in the event of an emergency, people will know what to do.   It is important to practice your procedures and do more training. Mike Edens has a flow chart that details what to do in case of an emergency. Executive Council members have one. There is an Emergency Management Plan posted on Panola's website. If there is not a plan in place, always call 911 first.

(Dr. Ray) "What makes since for our campus and what makes us feel like we have done all we can?" Panola has a lot of pieces in place already. What is needed is some practicing to reinforce the procedures you have in place. Practice gives you that opportunity to look at your procedures. Dr. Ray says one way to approach this is to look at the emergency plan, let's have workshops to be sure people know what is it the plan. Practice something. Figure out a way to lock inside and outside doors. Steve stated it would cost $20,000 per building to re-key. Dr. Powell stated that the college has spent over $100,000 changing out locks in the last few years. (Dr. Ray) this objective is a difficult one because you can spend a lot of money on emergency systems and emergency alert systems, emergency software, etc. There is a plan in place, elements there (broadcasts, alerts,).

<p style="text-align:center">Objective added:</p>

Look at emergency plan, what is in it, practice something, walk through a few scenarios.

Goal 7: To provide college systems and practices that provide effective support and ensure public accountability.

Delete: "provide effective support"

After much discussion, about goals 2, 3 and 7 it was decided that "provide effective support" would be deleted. Dr. Ray summed it up by stating what he had heard from the committee on goal 7. We heard business office, then we heard that it was broader and included instructional programs through SACS and Co Board. Allen West pointed out that all support systems could go under goal 2 or 3 and we could focus on goal 7 on public accountability. Dr. Powell stated it could be systems and practices, but it is more than just procedures. He said that we heard system to ensure public accountability. It could be investing a new system to help with Institutional Effectiveness. Dr. Cordell stated that this sounded like support and not public accountability. Mike Edens suggested changing the word public accountability. Dr. Cordell asked if goal 2 became maintain and refine support system for enhancing college functions, then goal 7 can be focused on public accountability.   Dr. Ray reminded the committee that our goals are to further describe the College's mission. Here is the college's mission-very broad. These goals support the college mission. If there is something that does not fit in there exactly, we need to change it. If we have a goal that will drive the objectives, but if we are not clear what the goal is it will be difficult to have objective. It is important to have clarity to say this one deals with students and learning outcomes, this one deals with the business office with college systems apart from

Student Success. Teresa suggests that goal 7 be two separate issues and public accountability should stand alone goal. Barbara suggested changing goal 7 to say "to provide college systems and practices that ensure public accountability." Struggling with the difference between goals 2 and 7. Dr. Ray stated that we will leave #7 as is for the moment.

Goal 8: 8.1 Streamline Course offerings
(Received a score of 5 out of 19 (26%) indicating that this one is not as important or work has been done there already.)

What do we mean by streamline course offerings?
Dr. Shannon said that several years ago they looked at different ways not having to teach so many different classes. Now we offer online , hybrid courses. Also have course offerings through VCT.
Do we need to make an objective? That says we need to do more on streamlining courses offerings. Teresa Brooks stated that for the most part we offer both face- to- face and online options. She is currently working to cut out duplicate course sections. We are offering several different kinds of hybrid and are well underway with process in place. Dr. Ray asked is there anything we need to capture institutionally here. The committee agreed that there is a process in place.

8.3 Review space needs and available space on campus.
Received high score.
Space need for growing programs…..
A great deal of the work in this year is the construction of new buildings. Also, the selecting of furnishings and moving in. This is a major objective.

Dr. Ray asked, "What will happen to Smith Health Science building?"
Also, when you move into new facilities do you need particular policies and procedures in new buildings regarding how those new facilities are used in terms of posting things and other procedures.

Dr. Powell asked the committee what they thought would be the best use of Monk building as well as Smith building. Executive Council has approved building facility rules. Copies were distributed only to the Science/HSC people as stated by Dr. Cordell. Dr. Powell wants to make sure we keep our new building looking new as long possible. In the new building there is a lot of technology including many monitors. We will post on these monitors (advertising, etc.) Dr. Powell stated that he thought the issue of the taping up pieces of papers-extended campus-wide. This will be prohibited in new building. There will be a monitor system that is being purchased for the new buildings. Anyone may add information to the monitor.   Steve stated that in the new student center there will be a radio where information can be put on it for students. Dr. Ray said that there are two parts to what Dr. Powell talked about is: Getting the information out regarding the policy and most difficult is enforcing it. Will monitors work alone or are bulletin boards needed?   Alan Moon suggested possibly doing a survey to students to find out if they saw what was scrolling on the monitors. Not sure what the most effective way to get students to see what is presented on the monitors.

(Dr Ray) Consensus around the table was to reduce campus wide-clutter. Monitors are needed. Janet Healy suggested having a small bulletin board on wall by classrooms to post messages about classes being cancelled.   Dr. Shannon says that was a temporary adjustment to allow bulletin boards –temporary postings are ok. (Dr. Ray) Should be captured campus-wide as an objective to seek ways to de-clutter and use centralized located bulletin boards. The committee agreed. Emergency postings for cancelling classes are ok.

<mark>Objective added:</mark>
<mark>Reduce clutter on campus through electronic means, through centrally located bulletin boards or whatever seems appropriate.</mark>

The Second part of this:
Question: Highest and best use of Smith Health Science building (Where headed) discussion about possibly using it for Workforce/Welding. Teresa Brooks stated that whatever is put there needs to be self-contained (Cosmetology). Crossing street is a problem. Whitney Edens suggested moving Workforce Center . Laura suggested possibly that the building could be Workforce but also a community building where she has the Over -50 grant. People would know to come there and not have to go to different buildings. Look at a possibility of having multiple rooms for a certain class. Then you wouldn't have to move stuff for the next class to start. Establish the Workforce/community education center by promoting it for everyone.
Expand to take more students.   Kathy Watlington asked about daycare. Problem with daycare is that in small towns, owners feel like college is in competition with them. (Dr. Ray) He has heard Continuing Education and Cosmetology, Early College High School, Community Center. Dr. Shannon stated that the renovation for Petroleum would be too costly. Steve suggested that whatever the college decides it needs to be a long-term fix for whatever we put in the building.

(Dr. Powell) a possible solution to Petroleum is one more building (Technology building) built from scratch to meet the needs of welding and petroleum. New building needs to be located on the east side of the campus.   He will be talking with the Board about one more building. Consensus about highest and best of building is that Workforce/CE/Cosmetology fits best.
Dr. Ray asked if there would be room enough for the Early College High School if Workforce/Cosmetology was there. Whitney stated that she didn't think Early College High School would be a good match with Workforce. She would like to be able to bring in industries and make it as professional as possible. Alan suggested closing off the north side of the building and have an entranceway for Early College to enter. Make it separate.

<mark>Objective Added: Renovate Smith Health Science building to accommodate Workforce/CE/Cosmetology</mark>

MONK Science (What is the best and highest use of that building?)
- Classrooms
- Consolidating computer labs
- Large ITV room

Look at Flexible space for mobile labs. Equip mobile workstations.
Dr. Powell stated that MON 106 will remain a lecture hall. Have to have supervision in computer labs. Daniel Hall stated that mobile work stations at SRTC have worked well. There are issues with chargers. Laptops require charger cord. Kathy Watlington wanted to see a place for verbal testing. Dr. Powell commented that here is an area of testing that will be in new student center.

Dr. Ray said moving computer labs from other parts of campus frees us space for classrooms. Does the consolidating of computer labs make sense, if so are we talking about all computer labs or as many as possible including testing? Or try to get better use of resources. Allen West is wondering about open computer labs. Library is the only one that has an open computer lab on campus.   Gullette has partially open lab but sometimes booked.   Health sciences have open labs. Dr. Ray stated that in the past, computer labs were owned by different departments. If someone wanted to use it and couldn't, then you would have resources isolated across campus in different areas that were not used as well as they could be used. Laura said that Marshall has two computer labs that are always in use. She could use a third one. Dr. Ray suggested taking a look at consolidating resources, GED, ESL if space can be used for that then you would have some teachers available to supervise that space. Dr. Ray thought that this is one objective we could not reach finality on it.

The consensus around the table seems to be that computer labs would be more effective with schedule and supervised good use for that space. Dr. Powell asked Daniel about the use of mobile carts. Maybe we can have some mobile carts that can be utilized. Teresa Brooks says if you have the mobile labs, you have more options. Daniel says that using mobile labs is good as long as it is supervised. It has worked for SRTC. Only problem he has had was chargers. Dr. Powell says he sees a combination of both having some computer desktops that are always set up and some that are flexible space.

Goal 10: To seek out and cultivate partnerships beneficial to Panola College

Outreach to service areas, community and public schools

(This is a consolidation of about half dozen objectives that was on our chart; those marked with asterisks didn't lose them but they all fit under the heading of outreach to community, public schools and others that do not fit the business and industries category. What can we do to reach out to Marshall, Center? Much has been done.
(Fits under goals 8, 9, 10)-53% responded said this was an area of concern

Teresa Brooks' area of concern: Public school districts need to look at scheduling dual credit students, work on proctoring in eLearning area high school, stronger relationship with high school administrators to help set up more secure proctoring. Teresa said since the high schools are so far away from our proctoring center, she needed to work on a proctoring solution and scheduling options that will guarantee test security which will also allow those students to test on their campus. This is a barrier to student enrolling. Teresa's partnership with the high schools need to be communicating with administrators and counselors to make sure we make it as easy as possible for them to sign up their students.
Dr. Ray stated as he read through this objective, he saw this one more about building relationship and building bridges with community groups, with ISDs. We need to continue strengthening those relationships. A Spreadsheet in dual credit was suggested Dr. Shannon. It should document the visits to the schools and see what courses they are interested in taking for the next year. Need to make sure we follow through on our promise to them. Dr. Ray said that the spreadsheet that can serve two purposes for business and industries, but also ISDs and community groups or whoever we have met with and has asked for particular services from the college. Dr. Shannon stated that whatever we have promised the schools, we need to make sure we close the loop on promises made and accomplished; whether it is proctoring or testing. Teresa asked who is responsible for the spreadsheet. Dr. Ray said that it probably should be coordinated through Dr. Shannon's office possibly using the same objective as we did for business and industries.   What else can be done in   proactive in terms of outreach? Dr. Powell said he liked the idea that at the Dean's and Directors meeting they could review contacts that were made and make sure some does follow up. Student Services should also have access to the information when they are out recruiting and their information can be transmitted back to Dr. Shannon. Need to have a centralized location for all information requests from business, industries and ISDs. Then the appropriate response can be figured out. A lot of this is communication; being able to respond. Dr. Ray asked, "Do we have the right framework contacts with ISDs?" Dr. Shannon and Counselors have been out meeting with the ISDs. Dr. Shannon thought that all should play a part in going out and making contact at ISDs. Dr. Ray asked if there should be a target for visits. Is there a certain number of visits that we need to make to school?   Jeremy Dorman commented that their office visit with the counselors on a weekly basis and really don't want to overextend our welcome. Jeremy says that their office has

a very good relationship with the counselors. Dr Ray stated the more information people have about programs and services at the college, the better we can respond to any questions.

Dr. Ray acknowledged that even though some of these objectives are over a year old, there have been some efforts to make improve in these areas. Dr. Shannon stated that he thought it was a good idea to let schools know what the others are doing. Dr. Shannon said in the past we have had school on campus to share with them what was happening at Panola. Dr. Powell stated that we may need to revisit it.

Survey sent out. Question : These are things you said that were important and have not been addressed, what other topic, What are we missing and what should be discussed today not on the list.

1. Add New Technology Building for Welding and Petroleum
    Several comments were made. Technology building should be a priority and there is nothing that can be retro-fitted to accommodate that program or any future program.   Dr. Powell stated the library will be paid off in 2018; final payment on apartments constructed in 2005 will be paid off in 2020. Five years away. Need revenue stream to help pay for one more building to be built from scratch. Dr. Powell would like to meet with the Board. The committee agrees that this is what we need to do.

2. Renovate Smith Building for Workforce/Continuing Education
3. Review the Emergency system on and off campus (including student housing)
    a. Make certain people are aware of the procedures. Review and conduct tabletop exercises. Executive Council can decide who is going to do what.
4. Adequate band width and adequate Wi-Fi.
    a. Our filter box is limited to 50 mg. Solution is to buy a bigger box and we are able to get more band width. We are getting internet band width over the tower (located in the Smith parking lot). We have dark fiber in the ground that will give us a lot more bandwidth. Cost for filter box is approximately $15,000. Allen plans to budget for it this year. Steve stated that trying to get input from students about any issues that they have been having with Wi-Fi.
5. Learning center-Dr. Powell suggested finding a place to Adult Ed., Dev. Ed Center and learning center.
6. Information literacy instruction for all implemented campus-wide (refer to Dean's Council). Help students to learn and understand the research process. Mini-writing lab for English, government and anatomy and physiology classes, history. Dr. Ray suggested that the Dean's Council look at this one and say.

7. Streamline pathway from high school /dual cr/ college/career/tutoring resources for off campus site (getting information to students to show them steps to take.) Dr. Ray stated

that we had talked about communicating more with the ISDs to see what can be done. Being able to have a database. Is this something we need to do? Laura wants to make sure that the information is clear to students about which pathway they will be taking. Package information. Show them steps. Schools are struggling with this. Start with 8th graders (before they get to high school).

Dr. Ray asked, "What have we not talked about that is important to the college in the next 3 to 5 years? We revisited goals and come up with some objective. There were comments that came from surveys and some objective came from that. Objective based on what is most important over the next 3 to 5 years."

Hispanic population is increasing (Laura Wood). Pairing English/CNA classes. How are we going to target them? Study outreach in the Hispanic population (Council to discuss) Laura asked "How do you engage Hispanics when they are not finishing school." Accessible problem is not having text videos. Accessibility for students overall verses accessibility and completion for Hispanics too. Do we need to study outreach to minority students and seek more ways to make college more assessable?

Steve advised keeping an eye on the Marshall Center. There are roofing problems. The building is owned by mall and we do not want to put too much money into it.

Dr. Ray thanked everyone for their participation. The meeting was adjourned with a round of applause for Dr. Ray. Teresa received the grand prize. Meeting adjourned at 3:00 p.m.