

Administrative Council Retreat Meeting
July 16-17, 2008

The meeting, held at The Ridges Resort and Club on Lake Chatuge, was convened at 9:30 am on July 16. Present were President Randy Pierce, Rob Whitaker, Dr. Ron Shade, Dr. Renva Watterson, Dr. Fitzpatrick Anyanwu, Donna Childress, Ken Reaves, Sandie Davis, Dana Davis, John Southwood, Sheryl Ballenger, Sheryl McKinney, Cynthia Parker, Beth Harrison, Rhonda Twyman-Green, Jeannette Coles, John Spranza, Donna Miller, Todd Jones, Jason McFry, Carolyn Hamrick, Brent Griffin, Donna Daugherty, LaNelle Daniel, Mary Norton, Rob Laltrello, Jeff Patty, Peter Matthews, Phillip Kimsey, Dr. Carla Moldavan, Jeff Brown, Dr. Rob Page, Dr. Diane Langston, Dr. Bruce Jones, and Bill Vinson.

Dr. Pierce opened the meeting with a few words of welcome to the Council. Dr. Watterson introduced Dr. Moldavan, the new Chair of the Mathematics Division, and Dr. Pierce introduced John Southwood, the new Director of Advancement.

Dr. Pierce noted that the Council was meeting as the leadership group of Georgia Highlands College to plan for the next few years. He described the College as not a static institution, but one that always seems to be moving forward. It was important to get together as a team to use the institution's resources effectively and efficiently to serve the needs of Northwest Georgia. Dr. Pierce remarked, "By the end of the day tomorrow, we will have the framework of where GHC is going and how we are going to get there."

Next, Rob Whitaker asked the group for its help in developing a plan to comply with a directive from the University System of Georgia Chancellor Erroll Davis for a 5% reduction in budget from all institutions of the USG. Governor Perdue has called for a 3.5% reduction from all state agencies to make up for a revenue shortfall. The 5% figure will allow the Chancellor some flexibility to pick and choose where to make cuts. In the case of GHC, the amount to be identified for reduction will be \$868,000. The guiding principle is that the farther away a program is from the institution's core mission, the more appropriate to cut funding to it. Also, the more GHC can be shown to be a part of the USG Strategic Plan, the less will be cut from our budget.

Eighty percent of the GHC budget goes for personal services. The easiest cuts to make are the empty positions—this will make up approximately \$396,000. Among the position vacancies are an assistant professor, three instructors, a librarian, two student aid counselors, a senior accountant, and a custodial supervisor. It was noted that it will be important to consider the impact on students of not filling these positions.

Administrative Council Meeting
July 10-11, 2008

The meeting, held at The Ridge Room and Club on Lake Chapala, was convened at 8:30 am on July 10. Present were President Randy Pierce, Rob Whitaker, Dr. Ron Bunch, Dr. Ronny Watson, Dr. Elizabeth Ayers, Donna Williams, Ken Hayes, Sandra Davis, Dana Davis, John Bonin, and Sheryl Halliday. Absent were: McKinney, Cynthia Baker, Beth Harrison, Rhonda Twyman, Donna Williams, Cole, John Sprague, Donna Miller, Todd Jones, Jason Miller, Carolyn Williams, Brent Griffin, Donna Dugan, Kathleen Daniel, Mary Horton, Joe Lathrop, Jeff Latty, Peter Williams, Philip Kinney, Dr. Carol Molloy, Jeff Latty, Dr. Rob Hayes, Dr. Liane Fogarty, Dr. Bruce Jones, and Ed Vinnar.

Dr. Pierce opened the meeting with a few words of welcome to the Council. Dr. Watson introduced Dr. Molloy as the new Chair of the Administrative Division and Dr. Pierce introduced John Bonin as the new Director of Development.

Dr. Pierce noted that the Council was meeting as the leadership group of Georgia Highlands College for the next few years. He described the College as not a static institution, but one that always seems to be moving forward. It was important to get together as a team to use the institution's resources effectively and efficiently to serve the needs of Northwest Georgia. Dr. Pierce remarked, "By the end of the day tomorrow, we will have the framework of where CHC is going and how we are going to get there."

Rob Whitaker asked the group for its help in developing a plan to comply with a directive from the University System of Georgia. Whitaker Davis for a 5% reduction in budget from all institutions of the USG. Governor Nathan has called for a 5.5% reduction from all state agencies to make up for a revenue shortfall. The 5% figure will allow the Chancellor some flexibility to pick and choose where to make cuts. In the case of CHC, the amount to be identified for reduction will be \$558,000. The guiding principle is that the faster a way a program is from the institution's core mission, the more appropriate to cut funding to it. Also, the more CHC can be shown to be a part of the USG strategic plan, the less will be cut from our budget.

Eighty percent of the CHC budget goes for personal services. The easiest cuts to make are the empty positions - this will make up approximately \$358,000. Among the position vacancies are an assistant professor, three instructors, a librarian, two student aid counselors, a senior accountant, and a custodial supervisor. It was noted that it will be important to consider the impact on students or not filling these positions.

Dr. Watterson expressed concern about the steadily increasing enrollment in view of the vacant instructor positions. Dr. Pierce said that if the enrollment is there, the faculty positions will be funded.

Mr. Whitaker invited the group to offer revenue-generating suggestions. The following were proposed:

1. Extended Learning—a money-maker at some institutions.
2. Vacant positions
3. Intercampus travel—finding a way to control this expense
4. Dial-in access
5. Increased lab fees
6. Scantron
7. Reduce catalog printing costs
8. Put utilities on timers
9. Eliminate eCore—a \$128,000 savings—replace with our own online courses
10. Student assistants—\$40,000 budgeted, only used \$24,000
11. Casual labor—\$474,000 budgeted—only used \$400,000
12. Requiring administrators to teach classes—not realistic because of travel needs?
13. Make all registration take place online and charge a fee for each one including for re-admission
14. Charge fees for proctors and orientation.
15. Close the very expensive Accelerated Transfer Programs
16. Consider increasing the rental fees for facility usage.
17. Naming opportunities

Dr. Pierce stated that the Strategic Plan should drive what we do and don't do with the budget. Turn in any ideas to Mr. Whitaker. Hone in on the core mission and be sure services and programs are pertinent to the mission.

Regarding facilities, Mr. Whitaker wanted to inform the group as to what has transpired and what lies ahead. In addition to parking lot and outdoor improvements on the Floyd campus, enhancements include the following:

- At Heritage Hall, interior improvements are nearing completion and exterior painting, cleaning, and work on the windows is in progress. He encouraged all to visit and admire the renovated location.
- In Cartersville, a classroom is being converted to office space for nine faculty members. A deal has been struck with Bartow County on a plan to construct a new parking lot. The Board of Regents sold 25 acres across SR 20 for the construction of a new civic center. A Georgia Department of

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1. Extended Learning—a money-maker at some institutions.
2. Vacant positions
3. International travel—finding a way to cover this expense
4. Utilize access
5. Increased lab fees
6. Seminar
7. Reduce catalog printing costs
8. Put utilities on meters
9. Eliminate course—a \$128,000 savings—replace with our own online courses
10. Student assistants—\$40,000 budgeted, only used \$24,000
11. Casual labor—\$174,000 budgeted—only used \$40,000
12. Reducing administrators to teach classes—not realistic because of travel needs
13. Make all registration take place online and charge a fee for each one including for re-registration
14. Charge fees for printers and orientation
15. Class the very expensive Accelerated Transfer Programs
16. Consider increasing the rental fees for facility usage
17. Planning opportunities

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 - 30 for the construction of a new civic center. A Georgia Department of

Transportation redesign and reconfiguration of 20 will include a much-needed traffic light.

- There will be 2 additional dry biology labs and 1 wet lab as well as renovated space that will house 6 faculty offices.
- Properties are being considered for the Paulding County expansion, but no decisions have been made. This will be a partnership with Kennesaw State University to test the demand.
- An announcement will be made in the next few weeks regarding expansion into Douglas County, so that it will be possible to start updating recruitment material.

After the lunch break, Dr. Pierce reiterated the mandate to submit a plan for budget reduction by Friday. He noted that the morning's work identified \$150,000 toward this end, and he thanked the group members for their input. He noted that some casual labor and student workers will be impacted, as will eCore, but he assured the Council that no one would lose his or her job. He plans to paint for the System Office the direst scenario of the impact of budget cuts on the College in the hope of saving as much of the budget as possible.

A leadership panel, composed of the Presidents and the three Vice Presidents, assembled at this point to present reviews of their areas.

Dr. Watterson, Vice President of Academic Affairs, described three overarching thoughts: First, the abundance of highly qualified new faculty will bring an infusion of new energy and will greatly advance the advising function. Second, the faculty leadership is working hard on faculty evaluation and has met twice with Dr. Linda Noble of the System Office in workshops toward this goal. Finally, in Academic Affairs throughout the state there is a notable shift in the type of presenting students – the so-called “Millennials”, born in 1982 and later. Characteristics of these students often include a sense of entitlement, hovering parents, and an extreme inter-connectedness with parents and friends. The students bring with them a higher incidence of disruptiveness and mental health and special needs. It will be necessary to adapt the teaching and learning environment to be more participatory and student-centered.

Dr. Shade, Vice President of Student Services, spoke of the future as being about providing quality services to a rapidly growing student body in multiple locations. The challenges will include securing the personnel and technology to support the growth, limiting costly staff turnover that tends to diminish the quality of services, continuing to enhance customer service through professional development, providing more website-based student services, and offering greater opportunities for student engagement via activities,

Dr. Shady, Vice President of Student Services, spoke of the future as being about providing quality services to a rapidly growing student body in multiple locations. The challenges will include securing the personnel and technology to support the growth, finding ways to ensure that resources are distributed to support the growth, and ensuring that the quality of services is maintained. He also mentioned the importance of providing professional development, providing more website-based student services, and offering greater opportunities for student engagement via activities.

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- An announcement will be made in the next few weeks regarding expansion into Douglas County, so that it will be possible to start operating recruitment material.
- University to test the demand.
- Decisions have been made. This will be a partnership with Kansas State University.
- Properties are being considered for the Planning County expansion, but no investment source that will insure a faculty of 100.
- There will be a additional new biology labs and 1 wet lab as well as an expanded teaching lab.
- Transportation redesign and reorganization of 10 will include a new...

organizations, special events and athletics. GHC will become more of a “first choice” institution.

Mr. Whitaker, Vice President for Finance and Administration, cautioned the Council not to “Chicken Little” about the budget reduction. His goal for his department is to improve the processes that will help others do their jobs. A large part of what they do is simple enforcement of rules that already exist. Better communication with the rest of the college is one of his major divisional objectives—through web site, newsletters, and training. He sees his division as providing the institutional support that will fit into the plans of the other two areas and contribute to a bright future.

Dr. Pierce described himself and the President’s Office staff, Mary Norton and Nancy Warner, as being advocates of the institution to the System Office. They help the Vice Presidents do their jobs better, which in turn helps the other administrators do theirs. His vision of the institution is to become an access institution on par with Georgia Perimeter College. Dr. Pierce stated to the assemblage, “In the end, it is you who can claim the accomplishments of the College.” He expressed his pride in the Vice Presidents, the Administrative Council, and the faculty.

Dr. Pierce briefly addressed the ramifications of House Bill 89, the handgun legislation that went into effect July 1. Although it is expected to be challenged, it remains the policy of GHC and the USG that the school campuses are gun-free zones. This will be stressed in future student orientations.

After the afternoon break, members of the Information Technology Department gave a concise update on the IT system upgrades.

Dr. Fitzpatrick Anyanwu led the discussion about the GHC Strategic Goals, referred to as Strategic Plan Objectives in the documents he provided (see attached) and asked for examples of the work we are doing, or plan to do, to meet these goals.

1. Promote a culture of institutional growth—expansion into Paulding and Douglas Counties
2. Promote a culture of access—affordable tuition, continuing to streamline the admission process
3. Promote a culture of academic excellence—evaluation, program review
4. Promote a culture of student success—freshman year experience, learning support
5. Promote a culture of engagement—how we engage students, public, USG—need to work on this

6. Promote a culture of operational effectiveness – disjointed processes need to be re-aligned
7. Promote a culture of continuous improvement – academic areas do this well, other areas need better process of review, possibly at winter retreat so that it can be put into place by July 1 – also need implementation plan and monitoring plan – Student Services is the only department that already does this – need to find funds for professional development – employ grant writer?
8. Promote a culture of outreach – one idea is for faculty members to teach in the area high schools.

Dr. Pierce suggested that SWOT analyses should be written with these objectives in mind.

Next, there was a lengthy discussion centered on refining the Mission Statement. The Council eventually accepted the following version:

The mission of Georgia Highlands College is to provide access to excellent educational opportunities for the intellectual, cultural, and physical development of a diverse population.

The next step was to look at the ten Institutional Goals and work to consolidate them into five goals. Then the area VPs and CIO were asked to review the five before tomorrow's meeting and either accept as is or suggest new language (see final version below).

July 17

For day two of the Administrative Council Retreat, the following were not present because they returned to the College to help with student orientation: Dr. Langston, Sheryl Ballenger, Sheryl McKinney, Brent Griffin, and Todd Jones.

Dr. Watterson started the morning's session by thanking Dr. Pierce and Ken Reaves for planning such a pleasant retreat. She also thanked the whole group for showing leadership and acknowledged that some Council members did so in spite of much turmoil in their personal lives.

In turn, Dr. Pierce expressed appreciation for the job that Dr. Watterson has done since stepping into the position of Vice President for Academic Affairs as Interim. He said that she has met all his expectations for replacing Dr. Carson, and he described her enthusiasm and spirit as being contagious.

Taking a look at the Institutional Goals that were left unfinished from the day before, the Council approved the final versions below:

3. Promote a culture of operational effectiveness--disjointed processes need to be realigned
 4. Promote a culture of continuous improvement--academic areas do this well, other areas need better process of review, possible at winter retreat so that it can be put into place by July 1--also need implementation plan and monitoring plan--Student Services is the only department that already does this--need to find funds for professional development--employ grant writers
 5. Promote a culture of outreach--one idea is for faculty members to reach to the new high schools
- Dr. Watson suggested that SWOT analysis should be written with these objectives in mind.

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Taking a look at the Institutional Goals that were left unfinished from the day before, the Council approved the final versions below:

1. Effect quality teaching and learning that are focused on academic achievement and personal and professional growth;
2. Provide student services that encourage and enable all students to be successful learners;
3. Engage students in a challenging atmosphere that prepares them for responsibility and leadership in an evolving global environment;
4. Utilize appropriate technologies to advance programs, services, and operations to support teaching and learning;
5. Maintain efficient, effective administrative services to support the instructional and community outreach of the College.

Refocusing attention on the work of the previous day, Dr. Anyanwu suggested that the Strategic Objectives should instead be called Strategic Priorities.

Dr. Anyanwu next led the dialogue concerning GHC SWOT analysis (see discussion guide attached). The following observations were offered:

Strengths:

Assets—people, public state institution, location, commitment, strong level of experience

Unique traits—level of caring and personal attention, satisfied students, multiple locations, room to grow, wired campus, employer of choice, growth posture (#1 strength identified at mid-year retreat) emphasis on teaching

Specific marketing expertise—affordability, transferability, accessibility

Weaknesses:

Improvements—create new revenue streams through grants, continuing Education

Competitor's edge—dorms, athletics, arts—full college experience

Expertise/manpower lacked by GHC—specialized fields, grant writer, professional development opportunities, cash flow in some areas

Opportunities:

Trends—evidence-based student learning and evaluation, use of technology for enhanced delivery system, hybrid courses, online classes accountability, accreditation

External changes—Paulding and Douglas Counties, diversity of applicants, new K-12 curriculum, System revision, HS graduation rates

Threats:

Obstacles—“graying” of professors/retirement of baby boomers, web presence (need more interactive web site),

Challenges—shortage of resources, donor base and giving capacity

Risk management—students at risk (retention, progression, graduation), technology security

technology security

Risk management - students at risk (retention, progression, graduation)

Challenges - shortage of resources, donor base and giving capacity

Person (need more interactive web site)

Outcomes - "growing" of professors, retirement or baby boomers, web

Issues

new K-12 curriculum, system revision, HR graduation rates

External changes - Funding and Trustees Committee diversity of applicants

accountability, accountability

Trends - evidence-based student learning and evaluation, use of technology for online delivery system, hybrid courses, online classes

Opportunities

professional development opportunities, cash flow in some areas

Expenditure/membership (asked by CHC) - specialized fields, grant writing

Competition's edge - former students, arts - full college experience

Education

Improvement - create new revenue streams through grants, fundraising

Weaknesses

Specific marketing expertise - affordability, transferability, accessibility

emphasis on teaching

choice growth pattern (31 strength identified at mid-year review)

multiple locations, room to grow, varied campus, employer of

Unique assets - level of caring and personal attention, satisfied students

level of experience

Assets - people, public assets, institution, location, commitment, strong

Strengths

discussion guide attached). The following observations were offered:

Dr. Anyawura noted the dialogue concerning CHC SWOT analysis (see

that the Strategic Objectives should instead be called Strategic Priorities.

Reinforcing attention on the work of the previous day, Dr. Anyawura suggested

instructional and community outreach of the College

Maintain efficient, effective administrative services to support the

operations to support teaching and learning

Utilize appropriate technologies to advance programs, services, and

responsibility and leadership in an evolving global environment

Engage students in a challenging atmosphere that prepares them for

successful learners

Provide student services that encourage and enable all students to be

achievement and personal and professional growth

Effectively teaching and learning that are focused on academic

Dr. Pierce then suggested that with the little time left, the Council should turn its attention to the following strategic priorities:

- Distance learning – enhanced delivery
- Freshmen Experience – advising, mentoring
- Planning for increased capacity
- Re-affirmation – QEP (expands in August to more areas), integrated assessment, 5th year plan, 1 year report re CDOC
- President's strategic fund base – new initiatives, creativity
- Traditional college experience – study feasibility of athletics, etc.
- New revenue streams
- Calendar year teacher evaluation

Finally, Dr. Pierce invited those who wished to give updates today, instead of waiting for in-service, to do so.

Dana Davis, Director of College Relations, stressed the importance of making all communication with the media and the general public go through her office. Dr. Pierce stated that there is one outlet to the public regarding official business of the college, and that is through the Office of College Relations. This will ensure a consistency of message.

Dr. Anyanwu noted that nearly half of the administrative unit 1-year plans that were due in to the Office of Institutional Effectiveness by June 1 have not been submitted. Dr. Watterson said that this may be because of confusion about what is required, and she suggested that perhaps Dr. Anyawu consider giving workshops.

Rob Whitaker had three update items. First, he said that those who have been hired into new positions after July 1 will not be eligible for a raise in January. Next, he reminded the group that there are only three people at the College who are authorized to sign contracts: himself, Dr. Pierce, and Cynthia Parker. Finally, he announced that there is a new process for doing Authorities to Hire. It will now be a 2-step process. This process will be fully explained at the August in-service, as will the new purchasing policy.

The Administrative Council Retreat Meeting was adjourned at 12:30 pm.

Meeting of the Administrative Council

Monday, July 28, 2008

2:00 p.m.

President's Conference Room

Minutes

The Administrative Council met at 2:00 pm in the President's Conference Room. Present were Dr. Randy Pierce, Dr. Barb Rees, Dana Davis, Howard Brooks, Ken Reaves, Jeff Brown, Peter Matthews, John Southwood, Sheryl McKinney, Donna Daugherty, Dr. Diane Langston, Dr. Rob Page, LaNelle, Daniel, Carolyn Hamrick, Sandie Davis, Richard Davis, Rob Whitaker, Brent Griffin, Jeff Patty, Debbie Holmes, Dr. Ron Shade, Phillip Kimsey, Cynthia Parker, Dr. Carla Moldavan, Todd Jones, and Donna Miller.

Dr. Pierce began the meeting by remarking that it had been an interesting week. In addition to the budget reduction called for by the governor, and requests for specific information from the media about the institution's reduction plan, there were several student issues that cropped up. The most sensational of these concerned a breach of computer security caused by a student. Dr. Pierce said that he was proud of the Information Technology Department for the promptness and thoroughness with which they had addressed the problem once it had been uncovered.

Dr. Pierce announced that tomorrow night there will be a public forum on higher education issues with State Representative Katie Dempsey and the Chair of the Higher Education Committee, Bill Hembree. It will take place at Coosa Valley Technical College.

Next week, Dr. Pierce, Dr. Watterson, and Rob Whitaker will meet with system office representatives to defend the GHC budget reduction plan. They will also meet with the Academic Affairs folks regarding the Paulding county expansion.

Jeff Patty said that his department is busy working on all the school computers to reset server passwords, BANNER passwords, reinstall software, etc., as the result of the student hacker incident. Rob Laltrello stated that prevention hinges on physical security of the equipment because it was accomplished within the network. We have to strike a balance between security and accessibility.

Dr. Shade provided enrollment figures. Student numbers are 24% ahead of last year at this time, with most of the growth in Cartersville. Applications are being entered as soon as possible. A full house is expected for orientation later this week on the Floyd campus.

Todd Jones reported that there was some chaos when students were not able to access their accounts because the PINs had to be reset. The positive side of this is that it shows that students are checking their email accounts.

Cynthia Parker reviewed a handout from Rhonda Twyman Green explaining the PeopleSoft training in the Expenses module and the eProcurement module. The mandatory training sessions will be held in August.

Ken Reaves announced that the GHC No Weapons Policy went into effect this morning following a vote of the Cabinet. This was felt to be a necessary response to House Bill 89, the handgun legislation that went into effect earlier this month.

Mr. Reaves also went over some changes in benefits that will take place in 2010, including a change in pharmacy benefit management. In addition, Mr. Reaves summarized the contents of a memorandum from the Vice Chancellor for Human Resources announcing the Human Resources Administrative Practice Manual (HRAP). There are new policies covering amorous relationships, dispute resolution, smoking, workplace violence, and shared sick leave. He encouraged Council members to visit the web site.

Brent Griffin reported that orientation at the Marietta location went very well.

Todd Jones described the new web page that potential students can now access to check their admission status.

Donna Daugherty said that, although she has been successful at finding a new biology instructor, she is still looking for someone to fill the geology position.

Dana Davis reported on the local news coverage of the student computer hacker. She pointed out that GHC did not release names or other details; that information was released to the press by the Georgia Bureau of Investigation.

Dr. Rees invited everyone to attend the upcoming Nursing Retreat. Details can be obtained by contacting her office. There are three new faculty members. She was pleased to tell the Council members that Wellstar has asked for more students.

The meeting was adjourned at 3:00 p.m.

Meeting of the Administrative Council
Monday, July 28, 2008
2:00 p.m.
President's Conference Room

AGENDA

- 1) General update (Dr. Pierce)
- 2) IT update (Jeff Patty)
- 3) Enrollment / orientation update (Dr. Shade)
- 4) PeopleSoft training (Cynthia Parker)
- 5) Human resource update (Ken Reaves)
- 6) Other

NO WEAPONS POLICY

Georgia Highlands College believes it is important to establish a clear policy that specifically addresses weapons in the workplace. Georgia Highlands College prohibits all persons who enter the college property from carrying a handgun, firearm, or prohibited weapon of any kind onto the property regardless of whether the person is licensed to carry the weapon or not. The only exceptions to this policy are police officers, security guards, or other law enforcement persons who are on duty, *in uniform* and *or* performing in an official capacity.

This policy also prohibits weapons at any College sponsored functions such as parties or picnics. Prohibited weapons include any form of weapon or explosive restricted under local, state, or federal regulation. This includes all firearms, illegal knives, or other weapons covered by the law. (Legal, chemical-dispensing devices such as pepper sprays that are sold commercially for personal protection are not covered by this policy.) You are responsible for making sure that any potentially covered item you possess is not prohibited by this policy. If you have a question about whether an item is covered by this policy, or if you become aware of anyone violating this policy, please report it to Security or Human Resources immediately. For additional and more detailed information on this Policy please consult the Georgia Highlands College Policy and Procedures Manual.

**Meeting of the Administrative Council
Monday, August 25, 2008
2:00 p.m.
President's Conference Room**

MINUTES

Present were Dr. Randy Pierce, Phillip Kimsey, Rob Whitaker, Dana Davis, John Southwood, Rob Laltrello, Jeannette Eckles, Jeff Patty, Jason McFry, Todd Jones, Rhonda Twyman-Green, Cynthia Parker, Fitzpatrick Anyanwu, John Spranza, Ken Reaves, Sheryl Ballenger, Dr. Ron Shade, Sandie Davis, Donna Childres, Dr. Renva Watterson, Dr. Rob Page, Donna Daugherty, LaNelle Daniel, Beth Harrison, Donna Miller, Peter Matthews, Jeff Brown, Jamie Petty, and Nancy Warner.

Rob Whitaker presented the key policy for initial consideration. He stated that the main difference the policy will make to those holding keys is that there will be a price to pay to rekey the lock and/or replace the key if the key is lost. He said that being more accountable for the keys is basic to the security of the campus.

Mr. Whitaker updated the group on the new parking area on the Bartow campus. He is awaiting the green light from the Environmental Protection Division. We will be asking the state DOT to fund a traffic light at the entrance from the highway. There was a question about the number of handicap parking spaces. He said that there is enough for now, but that question may have to be revisited as the population continues to increase at that campus.

Dr. Shade reported on the Fall enrollment. It is 8.5% above last year at this time, with significant gains at Cartersville. All other current locations saw increases as well. The 16 orientation sessions mostly went smoothly, thanks to the hard work of many offices, including the Information Technology Department. There will be a review/de-briefing on registration by the enrollment management folks in a specially called meeting, and by Academic Affairs in an Academic Council meeting.

Regarding staffing changes, Dr. Shade announced the plan to merge the Access Center with the Counseling and Career Center, and the Access Center secretary will serve both. Sheryl McKinney will become a full-time counselor, while Melinda Ewers will move to the Office of Student Life. There have been two additions to the Office of Financial Aid.

Ken Reaves spoke to the Council about the 360 Evaluation, a new tool that is under consideration for use during the next evaluation cycle.

Dr. Watterson said that the Academic Council and Instructional Council are hard at work on many issues, including:

- GHC requirements for academic progress and the process for dismissal
- Unearned Fs and the possibility of an attendance policy
- Resumption of 2 year scheduling
- Classroom-based advising—faculty will help
- 1st year experience—they are inviting ideas
- Full-time/part-time faculty evaluation—how to make it more evidence-based

Donna Daugherty said that the early wipe-outs this semester were helpful because the enrollment numbers didn't fluctuate so much in the science classes and labs, which was very beneficial.

Todd Jones reported on the new phone queue system in the Admissions Office. He also announced that students may now check on their admission status online.

According to Sandie Davis, approximately 200 employees have completed the FERPA tutorial.

Sheryl Ballenger provided a handout concerning Alternative Media Access Center. GHC was a pilot school for the Center last year.

John Spranza said that there was a good response to the Week of Welcome in Student Life. A student financial consultant will be on campus (at Floyd and Cartersville) for one-on-one counseling and a lecture presentation.

Brent Griffin stated that the phones were very busy last week at the Marietta location. He said there is a serious capacity issue there.

Dr. Pierce ended the meeting by thanking the Council for their efforts and hard work in light of the budget situation.

The meeting was adjourned at 3:30 pm.

Meeting of the Administrative Council

Monday, September 15, 2008

2:00 p.m.

President's Conference Room

MINUTES

The Administrative Council met at 2:00 pm in the President's Conference Room. Present were Dr. Randy Pierce, Dr. Barb Rees, Dana Davis, Ken Reaves, Jeff Brown, Rob Laltrello, Jeannette Eckles, Jason McFry, Dr. Fitzpatrick Anyanwu, Sheryl Ballenger, John Southwood, Donna Daugherty, Dr. Diane Langston, Dr. Rob Page, LaNelle Daniel, Carolyn Hamrick, Sandie Davis, Richard Davis, Rob Whitaker, Dr. Renva Watterson, Jeff Patty, Debbie Holmes, Dr. Ron Shade, Phillip Kimsey, Cynthia Parker, Dr. Carla Moldavan, Kimberli Causby, and Todd Jones. Brent Griffin and Jennifer Wright in Cartersville were present via video conferencing.

The Administrative Council was given a second chance to look at the Key Policy that is shortly to be implemented. Rob Whitaker answered questions and explained that until the key inventory is complete and the new keys are assigned, employees will not be held accountable for misplaced keys.

Dr. Watterson reviewed the work in progress on the faculty evaluation form. The proposed evaluation form is essentially the same as the former one, but there are slightly different categories. She mentioned that there were concerns expressed at this morning's Cabinet meeting that student evaluations of instructors are not included.

Dr. Watterson also reported on the work of the Academic Council to identify wipe-out dates for next semester. There was some discussion about the December 18 date being too early, because traditionally, students do not pay until after Christmas.

Dr. Watterson spoke about the need to re-assess how to handle the situation where a student registers for class but never attends, or only attends a few times. Currently, those students are assigned an unearned F, designated by F\$. The idea of a mandatory attendance policy was considered, and a simple show of hands indicated that a majority of the Council members were in favor of such a policy. Study will continue on this issue.

Dr. Pierce announced that he has asked Jeff Patty to look into coming up with a standard email signature for employees. The intent is to avoid controversial email content that comes out of our school email domain.

Dr. Page informed the Council that the Division of Business has merged with the Division of Social Sciences.

Dr. Rees said that the Nursing Department is gearing up for the second admission of students for the January class.

Sheryl Ballenger announced the merging of the Access Center with the Counseling and Career Center. They will be known as Student Support Services.

Debbie Holmes said that there will be a Brown Bag Lunch Forum tomorrow in the Solarium. The book is The Absolutely True Diary of a Part-time Indian by Sherman Alexie. She also said that the Gil Express service will be suspended starting on Oct 1st because of insufficient funding.

John Southwood spoke about the success of the annual fund. They have received 70 pledges so far from rallies in Cartersville and Rome.

Dr. Shade reported on a heavy slate of student activities in both Rome and Cartersville. They are trying to make the events more cultural in nature. He encouraged folks to check email for announcements.

There has been a lack of student loan disbursements by one of the major lenders. This has affected 200-300 of our students. They have the option of going with another lender.

Also in Student Services, the student computer hacker is in the process of appealing the administrative disposition to expel him.

Brent Griffin was happy to say that the air conditioning in Marietta is now working properly.

Dana Davis stated that the Chamber Expo to recruit non-traditional students will be October 2 in Cedartown, October 23 in Cartersville, and November 7 in Rome.

Rob Whitaker announced that the Business Office will stop accepting credit card payment over the phone. The student must appear in person or pay online.

Phillip Kimsey reported that work on the parking lot at the Bartow campus is awaiting the state's review of the plans. Bartow County will be providing in-kind services for the project.

Todd Jones noted that Rachel Taylor is leaving her job as a recruiter in Cartersville, and they hope to replace her soon. He said that the Enrollment Management staff are getting many questions from residents of Douglas County about plans for a location there, and they don't know what to say. It was suggested that the callers be advised to check the web site for an announcement next month.

The meeting was adjourned at 3:30 pm.

Meeting of the Administrative Council

Monday, October 6, 2008

3:00 p.m.

President's Conference Room

MINUTES

Present were Dr. Randy Pierce, Dana Davis, John Southwood, Jeannette Eckles, Jeff Patty, Rob Whitaker, Phillip Kimsey, Cynthia Parker, Rob Laltrello, Dr. Ron Shade, Donna Childres, Ken Reaves, Todd Jones, Sandie Davis, Dr. Barb Rees, Donna Daugherty, Dr. Diane Langston, Wilma Maynard, Dr. Rob Page, Dr. Renva Watterson, Dr. Carla Moldavan, Dr. Fitzpatrick Anyanwu, and Nancy Warner. John Spranza and Brent Griffin were present in Cartersville and participated via video conferencing.

Doug Sterner, representing AIG/Valic, spoke briefly to the Council about changes in USG regulation of 403b supplemental retirement plans.

The new Credit Reporting Guidelines directive from the Board of Regents was presented by Ken Reaves. All new employees who will be issued purchasing cards or who will be working in certain areas at GHC will be required to undergo credit checks. This is in addition to the background check that all employees, including current ones, must undergo.

The 5% budget reduction plan has already been instituted, and now it is anticipated that a greater amount will have to be cut. Rob Whitaker went over the report issued by the Board of Regents regarding the FY 2009 budget and projected impact of a 6%, an 8%, and a 10% reduction. Increased enrollment will result in a conservative estimate of \$500,000 in additional revenue, but this will be needed for the expansion in Paulding and Douglas Counties rather than on budget cut shortfalls.

Mr. Whitaker presented to the Council for a first read the 2009-2010 Academic Calendar and proposed dates for orientation, see attached. The only tentative date is August 12 In-Service. There was a question about whether or not there should be a "reading day" during the short sessions in May, June, and July. It was decided to solicit feedback from Academic Affairs prior to final calendar approval. It was noted that graduation is presently listed on the current schedule as being May 16, but it was changed to May 15 after the schedule was printed. Finally, Mr. Whitaker stated that all monthly and bi-monthly employees will receive pay checks on December 22.

Ken Reaves announced that the Town Hall Meeting will be October 21 in Lakeview Auditorium, with a video conferencing connection to Cartersville. The Christmas Luncheon will take place December 11, also in Lakeview Auditorium.

The State Charitable Contribution campaign will begin next Monday and will end December 1.

Todd Jones reported that the Student and Exchange Visitor Information System (SEVIS) that monitors international students is now charging \$650 per campus location. He also reported that 300 acceptance letters have been mailed for Spring semester. Enrollment Management is in the process of filling an empty recruiter position in Cartersville.

According to Dr. Watterson, the Spring 09 class schedule is almost ready to go to the printer. November 10 is the beginning of pre-registration, and it is hoped that the schedule will be available for students 2 weeks prior to that.

The winter faculty meeting will be January 23, and Dr. Watterson is working with academic leadership to develop a program for it.

Jamie Petty said that there have been two state auditors on campus, and things have been going well. The audit report should be ready in a couple of weeks.

Rob Whitaker announced that Pam Lane, currently at Dalton State, has been hired for an accounting position at GHC. She will begin October 20.

Dr. Shade encouraged everyone to visit the new Smithsonian exhibit now open in the Lakeview art gallery.

Dr. Pierce reported on the PTK induction that was held last Friday night . He said there were 30 to 35 inductees.

A request was made for Nancy Warner to send to Todd Jones the address of the future Paulding County campus so that the folks in Enrollment Management can better respond to inquiries.

The meeting was adjourned at 4:00.

Meeting of the Administrative Council
Monday, October 20, 2008
2:00 p.m.
President's Conference Room

Minutes

Present were Dr. Randy Pierce, Dana Davis, John Southwood, Jeannette Eckles, Jeff Patty, Rob Whitaker, Phillip Kimsey, Cynthia Parker, Rob Laltrello, Dr. Ron Shade, Donna Childres, Ken Reaves, Todd Jones, Jamie Petty, Donna Miller, Donna Daugherty, Dr. Rob Page, Dr. Renva Watterson, Dr. Carla Moldavan, Dr. Fitzpatrick Anyanwu, Kimberli Cousby, Pamela Lane, Ali Kimberl, LaNelle Daniel, Jeff Brown, and Nancy Warner.

Ken Reaves reviewed the 360 evaluation tool. The Cabinet will be used as the pilot group. In this method of evaluation, up to 10 people will be giving input on the person being evaluated.

Rob Whitaker presented the proposed 2009-2010 academic calendar for a second read. Reading days were eliminated from the summer short sessions.

The Psychological First Aid training course will be set up for Administrative Council one afternoon soon in place of the regular meeting. It will establish for those who have not been previously trained the protocol for handling emergency situations.

Dr. Watterson gave an academic advising update. A protocol is being developed to identify and work with at-risk students. They are currently working with approximately 25 students and anticipate the number to get much larger. Dr. Diane Langston heads a group that is looking at offering some form of First Year Experience course.

Dr. Anyanwu showed the Cabinet a chart of grant sources by year from federal, state, local, private, and non-profit organizations. These are for research only.

Dr. Anyanwu also presented updates, reflecting campus-wide suggestions, to the summer Administrative Council retreat work on the GHC mission and goals. There was considerable discussion before it was decided to send out the various versions to faculty and staff with instructions to be ready to discuss them at this week's town hall meeting.

The meeting was adjourned at 3:30 pm.

Meeting of the Administrative Council
Monday, October 20, 2008
200 p.m.
President's Conference Room

AGENDA

- 1) 360 Tool (Ken Reaves)
- 2) Credit Reporting Guidelines (Ken Reaves)
- 3) Academic Calendar (Rob Whitaker)
- 4) Psychological First-Aid (Dana Davis)
- 5) Student Academic Advising (Dr. Watterson)
- 6) Grants (Dr. Anyanwu)
- 7) Revised Mission and Goals (Dr. Anyanwu)
- 8) Other

2009 – 2010 ACADEMIC CALENDAR

FALL SEMESTER 2009

Registration Begins	April 6
In-Service (tentative)	August 12
Classes Begin	August 19
Drop/Add	August 19-21
Labor Day Holiday – College Closed	September 5-7
Midterm (Full-Term)	October 13
Thanksgiving - No Classes	November 25
Thanksgiving Holiday – College Closed	November 26-29
Classes End	December 7
Reading Day	December 8
Exams	December 9-12
Grades Due	December 15, 5:30 p.m.

SPRING SEMESTER 2010

Registration Begins	November 9
Classes Begin	January 9 (Saturday)
Drop/Add	January 11-13
MLK Holiday – College Closed	January 16-18
Midterm (Full-Term)	March 4
Spring Break – No Classes	March 15-21
Classes End	May 4
Reading Day	May 5
Exams	May 6-10
Grades Due	May 12, 5:30 p.m.
Graduation	May 15

SUMMER SEMESTER 2010 May Session

Registration Begins	March 15
Classes Begin	May 12
Drop/Add	May 12-13
Midterm	May 19
Classes End	May 28
Memorial Day Holiday, College Closed	May 29-31
Exams	June 1
Grades Due	August 4, 5:30 p.m.

Full Session (June/July)

Registration Begins	March 15
Classes Begin	June 7
Drop/Add	June 7-8
Midterm	July 2
Classes End	July 28
Reading Day	July 29
Exams	Aug 2-Aug 3
Grades Due	August 4, 5:30 p.m.

June Session

Registration Begins	March 15
Classes Begin	June 7
Drop/Add	June 7-8
Midterm	June 17
Classes End	June 29
Exams	June 30
Grades Due	August 4, 5:30 p.m.

July Session

Registration Begins	March 15
Classes Begin	July 6
Drop/Add	July 6-7
Midterm	July 16
Classes End	July 28
Exams	July 29
Grades Due	August 4, 5:30 p.m.

Psychological 1st AID University

Training Course Summary



Emergency Operations planning, preparedness, response and recovery are common, ongoing efforts taking place on campuses throughout the US. Emergency action plans are developed with a focus on first responders treating the physically injured, but seldom take into account the less recognized group of Psychological Victims. Campus counseling centers are not staffed to respond to large casualty events and may not always be the best first responders. Additionally, many forms of individual crisis do not qualify as a campus emergency, but can be addressed at a much lower level and possibly prevent dangerous escalation or acting out, and can streamline the referral process to campus law enforcement or mental health. Cadres of easily trained, well-positioned personnel are readily available in most campus crisis situations and are willing to assist. Ψ 1st AID U was developed through the coordinated efforts of campus law enforcement and campus counseling staff, training faculty and staff to provide psychological first aid services to students in a crisis event. The model is useful in both campus emergencies and individual crises on and off campus.

Targeted Audience: **General** faculty and staff. These are the people with the broadest and most frequent interactions with the students. This course is **not** designed for those with backgrounds in mental health because it is a very basic brief course.

Course Length: 3 hours total (this can be broken up into two sessions during the same day if necessary)

Technology Requirements: A class that seats a max of 35 attendees with a projector for power point presentation.

Cost: NONE We bring all of the materials, although we have received feedback that snacks would be appreciated during the course or breaks.

Learning Objectives:

1. Attendees will understand the vital link between college counseling staff and law enforcement in responding to crisis events and be better prepared to strengthen that partnership.
2. Attendees will gain a basic understanding of Incident Command Structure and its role/organization during an emergency.
3. Attendees will learn the psych 1st AID University model and be able to apply it immediately upon completing the course in both emergency situations and individual situations on and off campus.
4. Attendees will differentiate between psychological first aid applied by faculty/staff and traditional mental health services, and will be able to refer appropriate emergencies to campus law enforcement or counseling.

Meeting of the Administrative Council
Monday, November 3, 2008
2:00 p.m.
President's Conference Room

The Administrative Council meeting scheduled for this date was cancelled by vote of the Cabinet.

Meeting of the Administrative Council
Monday, November 17, 2008
2:00 p.m.

The Administrative Council met on this date to take part in the Psychological First Aid workshop conducted by the system office. There was no regular meeting.

**Meeting of the Administrative Council
Monday, December 1, 2008
2:00 p.m.
President's Conference Room**

AGENDA

- 1) FY 2009 budget update (Rob Whitaker)
- 2) Bad check policy (Rob Whitaker)
- 3) Direct deposit of travel and flex checks (Rob Whitaker)
- 4) FY 2010 revenue projection (Rob Whitaker)
- 5) Enrollment/ orientation update (Ron Shade)
- 6) Attendance policy (Renva Watterson)
- 7) Academic performance policy (Renva Watterson)
- 8) Academic dismissal (Renva Watterson)
- 9) Advising (Renva Watterson)
- 10) Other

Meeting of the Administrative Council
Monday, December 1, 2008
2:00 p.m.
President's Conference Room

MINUTES

Present were Randy Pierce, Cynthia Parker, Kimberli Causby, Debbie Holmes, Becca Maddox, Jeannette Eckles, Donna Miller, Ali Kimberl, Mary Norton, Jeff Patty, Rob Laltrello, Phillip Kimsey, John Upton, Rob Whitaker, Fitzpatrick Anyanwu, Rob Page, Ken Reaves, Renva Watterson, Todd Jones, Ron Shade, Jason McFry, John Southwood, John Spranza, Diane Langston, and Nancy Warner.

Rob Whitaker gave an update on the FY 2009 budget. He said that a per semester fee of \$50 will be assessed each student to help cover the budget shortfall.

Mr. Whitaker also reviewed the Bad Check Policy that has been in place for quite some time, is published on the web site and elsewhere, but seldom used. He said that GHC will begin to enforce the policy once again.

Direct deposit will begin for travel and flexible spending account reimbursements. The reimbursement process will be much faster than waiting for a check to be cut—approximately two days from the time of supervisory approval. Individuals not wanting the direct deposit may opt out of the program.

Georgia Highlands College was asked to provide the Board of Regents with 2010 revenue projections. Analyzing recent trends, Mr. Whitaker expects a 12% increase in revenue from tuition. This will help with budget expansion and issues on existing campuses.

Dr. Shade reported on enrollment. He said that the admissions office is seeing a spring enrollment that is 30% ahead of this time last year, spread across all sites. There has already been one orientation, and the next two are filled. He reviewed the dates of the remaining student orientations.

Dr. Watterson stated that 440 students went through Early Bird Advising where they worked with advisors on building an educational plan. The early intervention advising for at-risk students is providing 23 students with tutoring and mentoring in addition to advising. The program will follow up with intensive assessment.

Dr. Watterson also reported recommendations from the Academic Progress Committee, chaired by Dr. Tom McDaniel, related to handling academic dismissals. They want to keep the requirement for a 2.0 GPA because it is necessary for transferability and graduation. They suggested restricting students on academic warning from signing up for short sessions, including Maymester. They are considering

imposing a five year suspension rather than permanent dismissal after the third academic dismissal (August 2009 implementation date). Also, on the first dismissal, students will not come before the committee; they will have to put their appeals in writing. Second and third dismissals will be heard by the committee on different days. Dr. Pierce suggested that these changes be tried for a year and then possibly take another look at the 2.0 GPA.

Finally, Dr. Watterson said that the English department faculty is in favor of adopting an attendance and academic performance policy similar to ones adopted by the English departments at the University of West Georgia and Kennesaw State University. The stated goal is to try to save students from making poor choices about remaining registered in classes that they are not attending. It was suggested that included with the policy is a statement informing students that dropping a class after drop/add does not relieve them of the financial obligation.

Phillip Kimsey said a rough budget was established for renovations to the property in Dallas and a meeting is planned with contractors.

John Southwood reminded the Council of the faculty/staff holiday luncheon next week. He said there will be enhanced food and decorations, and he encouraged administrators to attend.

Todd Jones announced that the college passed with flying colors the Veteran's Administration's state and federal audit.

The meeting was adjourned at 2:30 pm.

Meeting of the Administrative Council

Monday, December 15, 2008

2:00 p.m.

President's Conference Room

Minutes

Present were Randy Pierce, Todd Jones, Ron Shade, Cynthia Parker, Phillip Kimsey, John Upton, Rob Whitaker, Renva Watterson, Jeff Brown, Dana Davis, Ken Reaves, Carla Moldavan, Barb Rees, John Southwood, Rhonda Twyman-Green, Sandie Davis, Donna Childres, Dona Miller, Diane Langston, Donna Daugherty, Debbie Holmes, Rob Page, and Nancy Warner.

Dr. Shade reported that enrollment is up at all locations. John Spranza added that Saturday's orientation session went well with very few no-shows.

Todd Jones provided a handout that gives information about potential students who are admitted but do not enroll (see attached). Enrollment management staff made 900 phone calls to students to ascertain why they fail to follow through after being admitted. He said the number one reason is lack of financial aid. Quite often, the students start the financial aid application process too late and run out of time to get the necessary documents turned in. They plan to work with high school counselors to get the students to start earlier.

Dr. Watterson spoke about recent communication with the USG regarding dual enrollment and home schooled students. The Board of Regents is attempting to clarify and clean up the language in the policy.

Rob Whitaker said he would send an email regarding closing the Cartersville and Heritage Hall locations for the holiday break. There will be no security on duty, but the security systems will be activated.

Mr. Whitaker stated that the Board of Regents is happy with the plans that we have sent regarding the proposed expansion into Douglas and Paulding counties.

Ken Reaves announced the date of the winter retreat as January 28 at the Winshape Center on the Berry College campus.

The meeting was adjourned at 2:45 PM.

Meeting of the Administrative Council
Monday, December 15, 2008
2:00 p.m.
President's Conference Room

AGENDA

- 1) Spring enrollment and orientation updates (Ron Shade)
- 2) "Admitted but not enrolled" report (Ron Shade)
- 3) USG policy regarding dual enrollment and home schooled students (Renva Watterson)
- 4) Other