

**Georgia Highlands Mid-Year Retreat
January 24, 2007**

**Winshape Conference Center
Berry College Campus**

Monday, January 24, 2005

9:00 - 9:30	<i>Coffee & juice. breakfast pastries</i>	
9:30	Welcome	
9:35 - 10:00	Mid-Year in review '06 - '07	Dr. Pierce
10:00- 10:15	Advancement Update	Judy Taylor
10:15 - 11:00	Climate Survey Results	Ken Reaves/Dr. Anyanwu
11:00 - 11:15	Break	
11:15 - 12:00	Demo of SACS Website/ QEP Report	Dr. Musselwhite
12:00 - 12:45	Lunch - Conference Center Cafeteria	
12:50 - 3:30	Effectiveness Overview/Assessment Planning/ AES Unit progress reports	Dr. Anyanwu/ Dr. Musselwhite
3:30	Other/Conclusion	

**Midyear retreat
January 24, 2007**

Welcome

Lori, from the Winshape staff, welcomed the group to the Winshape Centre.

Dr. Pierce welcomed the group.

Mid-Year in review '06-'07

Dr. Pierce stated that the past six years, the institution has celebrated many successes. He reviewed the past year by discussing the successes of the institution:

- Enrollment is good. He thanked the faculty, staff, and administrators for their contribution.
- The College only deleted 10 sections out of the schedule for spring '07.
- Fall enrollment was an anomaly and we need to know why. Enrollment was only up 3.5% over last fall.

This institution is poised for greater growth. "Good is not good enough."

Dr. Pierce stated that he is part of a system-wide study regarding increasing capacity. In the next 10 years, the System can expect an additional 150,000 students, mostly in the metropolitan Atlanta area, as well as Columbus, the Coast, and Northeast Georgia. The System must decide how it will respond to needs and must convince the legislature of how that must occur.

This institution should have 10,000-15,000 students in the next ten to fifteen years.

Another positive thing is the community has responded very well to the decisions we have made – first of all with money (through the campaign.) \$1.8 M may not be significant to Berry or Shorter, but to a two-year college, it is. And that amount will double before it's over. Dr. Pierce then shared that a person he doesn't know told him that the college name has grown on them.

Dr. Pierce related another positive event when he met a young man at the GEDA reception last week that introduced himself and said he was from Cedartown and had graduated from UGA last year. He attended GHC before going to UGA and shared with Dr. Pierce what GHC had meant to him. The young man said that he could not have gotten a better education anywhere.

Dr. Pierce went on to say that he wants to make sure this group leaves here today understanding the budget process and the budget. There is a new process. One thing the Chancellor is trying to do is to unwrap the secrecy behind the formula. He is trying to use a base budget and trying to make some sense of the formula from a system standpoint.

The point of today's meeting is to come together. This is the group that mulls over the data and information. Today, we want to:

- 1) Review the last six months in light of the goals and objectives we have set.
- 2) Redirect based on the review.
- 3) Look at unit goals and see how they fit in with the rest of the institution.

Dr. Pierce then turned the floor over to Judy Taylor.

Advancement Update

Judy reported the following:

- 1) The Alumni Board of Directors has planned a series of Alumni events for the spring.
- 2) There will be an alumni gathering the end of this month in Cedartown for alumni from Polk County.
- 3) There are Alumni groups now active in Cartersville and in Rome.
- 4) There will be a major alumni meeting in October.
- 5) The Alumni Association will continue to build on the theme, "I got my start at Floyd College, and continue my legacy with Georgia Highlands College."
- 6) The Association is currently targeting employees of the Floyd County School System as well as employees of the hospitals who are alums of the College.
- 7) The Alumni Association enrolled 30 new alums at the Expo. Membership is now at 164. 103 of those joined in 2006.
- 8) Lesley Henderson has served as leadership for the Alumni Association. The alums will seek nominations from the membership for serving on the Board of Directors.
- 9) Efforts are underway to form alumni interest groups for education and dental hygiene graduates of the college. There was a meeting recently with Greg Sumner to discuss a law enforcement AIG.

Judy stated that she will keep everyone updated regarding the campaign. She brought a few copies of the latest newsletter. Contributions now stand at \$1.8M. When she came in 1998, assets of the Foundation were around \$300,000. They are now at \$2M.

"In Advance" publication is to highlight all of the activities of the Advancement Office. It targets community leaders, potential donors, and to highlight the alumni association. It is a tool for the campaign.

Ken Reaves: Any interest in the gin mill in Cartersville?

Judy: Yes, Randy will talk more about this. We do not have control over that.

Randy: I talked to Linda Daniels the other day. Every time I see her I say, "Where are we with this?" She essentially said, "We still need the Master Plan, but don't worry about it right now." I am going to quit worrying about the Master Plan>

Judy: There is a major donor, but we don't own the property.

Randy: The longer it sits there, the more it deteriorates. At some point, we will get the land and I feel equally confident that it will be sooner rather than later we will be able to renovate the gin.

Judy: In the next month, Jeff and she will be working on the advancement series to be aired on GHTV. They will be interviewing people on campus.

Climate Survey Results

Dr. Anyanwu: I just want to highlight some of the areas where I felt that the institution should pay more attention to, as well as talk about some of the areas where we did very well. Some areas did very good; however, there are some areas that did not do very well.

Grouped into five areas:

Institutional effectiveness: budgeting, governance

Intellectual climate – instructional

How units are graded –Units and operations

Maintenance of facilities

Information technology – how people feel about the use and services they receive

Three areas, information technology, facilities, and operations, got high marks.

The institution should congratulate those who contributed to this.

The survey was a few points below last year. What do we do about that?

Before I came to the institution, I saw the institutional mission on the web. Each and every one of us are customers to each other,. We need to do a better job of advertising the college to the public.

Sometimes when unit supervisors do the planning and budgeting...

The other area that was a problem was the academic climate. This says that people do not feel that students learn well.

When I looked at the planning survey, it appears that there is a distinction between how faculty and part time faculty and the staff see the students. The Faculty and part-time thought the students do well. However, that was not the case with the staff. Perhaps this

is because the faculty have more interaction with the students. Two-year colleges are known to have students motivated to come to their institution.

The preparedness of students is also different between faculty and staff. We need to know why this is happening. The faculty members see their work as teaching the students and they do it. However, the staff do not see the students as their customers. This could be a customer service issue. The person you do not deal with on a regular basis, you do not see as a regular customer. Students are primary customers. WE should all see this.

Randy: How do we, if we decide this is an issue, ...this would have an impact on all things in the institution. How do we go about changing the attitude?

Dr. Anyanwu: Do we want to be able to have activities to do with students. If we don't want a lot of activities, ...if you ask a faculty member, they would say they do want interaction with students outside of the classroom. According to the survey, staff do not feel the same way.

Another issue is parking...there are a lot of spaces...and I don't see why it would be a parking, unless a person wants their parking to be close to the building.

Another example is that people say when they ask for something to be repaired it is done quickly, however, they say it is not done correctly. There may be a communication problem with what needs to be done.

Ken: Perhaps staff in some areas are not encouraged to interact with students. Offices such as disabilities and counseling would have a regular interaction with students.

Randy: There may be a disconnect with why students are here and what our jobs are.. If they don't come and don't pay, then we don't have jobs.

Wilbur: We, from time to time, get notes from students and compare with conversations. There was one I got recently and I have thought about it but not acted on it. A parent called and said they called an office and said they couldn't get any information about the student's account. I then talked to Jeff and asked that more offices be able to have access to student accounts.

Todd: It is a federal guideline that we can't give a parent information unless the student is with them or have the student on the phone. (FERPA)

Wilbur: The parent said that the student had called and was not able to get the information.

My main point is that if the proper person calls and asks for the information, we know what information we can give them. If the proper person is contacted, we need to give the student the information.

Catherine King: I want to say, being more in the administrative area, staff interaction with students is more with problem students and they believe the students should be able to do this. And I don't think they realize the good the students are doing...the majority of the students are adults who are working on learning. That could explain some of the disconnect.

Dr. Anyanwu: When the results are from the employees, this is a problem. It would be different if the responses were from students.

Those offices who deal with students on a regular basis are trained; however, those offices who do not deal with students as often, are not trained.

We need training on how to handle students and how to handle ourselves as well.

Laura Ralston: Students at Acworth are students who many times have problems. We have to help them connect with someone on the Floyd Campus. They get voice mail and do not get a return call...students want an answer in a timely manner and they keep coming back again and again and you see them as a problem that won't go away.

Dr. Anyanwu: It is not about how we solve the problems, but how we handle the situation?

Bruce Jones: We used to have a culture where everyone helped with registration. They had that regular interaction with students, even if it was to only hold someone's hand while they waited in line.

Hamrick: We tend to let one office do it all. If people have access to a screen, they need to have training to know how to get information. We need some cross-training. The off campus sites tend to have one person who has to do it all. Everyone needs to have the info, not just the front-line people.

Dr. Anyanwu: Everyone should know how their work affects another office.

Budget Discussion/Process

Dr. Shuler discussed the budget process as follows:

Why we got such low marks (on the climate survey) when I know how things work on campus. Then I think maybe it is not what happens on campus, but what goes on at the BOR and how we get the money. We send something to the BOR and do not always get the money that we request. Perhaps people understand what we do to come up with what we send, but maybe people don't understand what happens after the BOR gets it and the money is allocated.

Sheryl Ballenger: For about 5-6 years, Dana Pergrem was part of HR and did a wonderful job training new employees – how to use our computer system, how to do budget stuff, campus culture and values, etc. When she went over to the Social and Cultural department, the employees who have come in the past 5 years have not gotten training.

Dr. Anyanwu: It appears that we are looking at what should have been best practices.

Dr. Anyanwu: If you consider it important you have to put money there.

For example, when I go to SACS, I should not be paying from my budget, that is an institutional expense.

Money should be allocated based upon whether or not you consider it important as an institution.

Anything institutional should be done with institutional funds.

Wilbur: IE is institutional support, so it is institutional.

Randy: The bottom line is that if it is important enough, we should be doing it.

Budget Process:

Dr. Pierce described the new process. We submitted a budget. Before we submitted a budget, as functional areas, you met with Dr. Carson and we basically put all of that together. We didn't make any decisions as a Cabinet or VP council, me or anyone else. We merely put that together and went downtown and presented it to the BOR staff. Clearly that is more money than the instructions indicated that we would be eligible for. We are not going to get \$2 – or if we do get \$2, it will be something strategic. According to the instructions, we were only eligible for a max of 10%.

Rhonda Twyman-Green: 10% of the base.

Dr. Pierce: if we got 10% that would be extraordinary.

We were supposed to find out –it was my understanding from the original conversations – that we would get a preliminary budget around the first or middle of Feb. That would obviously create the legislative approval of the budget. At least with the preliminary budget, if we get it sometime in the next month, it would give us some indication what the Chancellor and his staff decided about what we turned in. Then we would, in turn, start having our hearings about what would be most important to us in terms of funding for next year. We would meet and then the VPs and president would decide the final. The Chancellor was very good in terms of making the presentation to the joint appropriations committee. He didn't present it as his budget, but as the governor's budget. The governor's Office of Planning and Budget for the University System of

Georgia has a 10 % increase overall which includes formula funding from two years back. He did explain to the committee that the funding we would be getting if we get full funding, would be for 250,000 student and we already have 260,000 – which means if we get this funding it still won't be enough. There's roughly 250M of capitol projects on the list. There is a capitol model, but that doesn't kick in until FY09. I don't know if the house and Senate are going to confer to the governor or go off on their own. But assuming they go along with what the governor proposed, it would look good for the system.

At the last president's meeting, Rob Watts asked what the presidents thought about the new process. Two people replied, they will respond when they see what they will get.

Wilbur: I have given you a copy of the Request for new funds (attached.) At the bottom of that you will see that we were requesting funding of \$2.8M. If you take out what they say they will do, (ex: Salary equalization), our request is only \$1.1M, which is 10%. Also in this figure is \$117,000 they gave us last year for the Nursing program.

We received this info from the VP level. What we wanted is that this information would flow through the vice presidents. I did take some liberty regarding the order in which I put these things. For instance, Dr. Carson listed the faculty members she needed. I put the science lab coordinator for C'ville with the nursing program info since they gave us the money last year and, if they give us the money this year, that will be included.

The liberties was to put them in some kind of order. Separated SACS visit. Went into student services group and put them in some order.

Other institutional support is what they want to give us – salary annualization. This is what we submitted to them and talked to them about.

What will they give us as far as allocation? That could be a problem. Once we get the money from them, how do we come back and divide it according to this list. We do not know what they are funding.

We may need another question on the survey.

Bruce, I would suggest that once we have our final allocation, we add another column which indicates which amounts are funded, so we can see a connection between the work we did prior to the submission.

Wilbur: If we have to send them something so the Board can approve it, then we will submit something and then send them a revision when the budget is finalized.

Randy noted that the amounts/list submitted are strategic.

Rob Laltrello: If we get the 1.2M does it become part of the base. Some of the amounts are on-going (recurring) and some are one-time.

Randy: There is talk about a zero-based budget, where you would have to go back and defend your entire budget each year.

Dr. Carson: Everyone in this room has needs. Everyone who participated in the hearings came in with needs. Four of the faculty positions on the list already exist, but they are patched together – they are not solid funding. Our funding for next year is dependent upon these four being funded. If we do not have the funding for faculty, we can not meet the student needs. This is meeting basic needs.

Randy: This funding is for 2005. As we continue to grow, we are meeting needs with less money than actual students we are currently serving.

Dr. Anyanwu: In the survey, we saw a misunderstanding about the budget process. There was another issue of linking budget to institutional plan. I don't see the plan that these are translated to. We probably need to work on that as well.

Wilbur: Planning took place to put this document in place, but you don't see that.

Laura: Really this is how this comes back to this document?

Carolyn H: Is this something that can be shared at this point?

Dr. Pierce: I 'm not trying to keep anything from anyone, but I can't tell you – since we don't know for sure – that this will be funded.

Share the process with people. This is not secret, but we run the risk of deflating someone's expectations.

Laura: Morale may go up when they know we are asking for the money.

Dr. Pierce: Tell them generally, but I don't know.

Judy: If we are going to share with everyone, we need to communicate with them the process. It is important how we communicate.

Wilbur: That will be the responsibility of the president and the vice presidents.

Demo of SACS website/QEP Report

Dr. Laura Musselwhite led the following discussion:

I am here to give you an update on the QEP and the compliance certificate on the website.

Because I knew that actually looking at the live site would not work here, I had to cache all the pages.

Showed website.

(Attached)

There will be some tweaking and some changes. This is the front page of the compliance report.

Compliance certification is the main thing we will look at today. Archives – all of our pieces of documentation. Technical Support and Contact information.

Compliance certification – skeletal version of core requirements and 70-some odd items we have. Numbers correspond with SACS numbering.

Laura demonstrated a couple of areas from the compliance certification and discussed.

QEP: First report from the QEP. (see attached.)

Laura showed a copy and discussed.

She gave a report on the committee work and process.

Basic point – our curriculum year by year will become more permeated by information competency. We'll do it year by year by core – beginning with area B – and then move on to other areas, not counting Area F. We will try to package what we do with information literacy – package it and attach assessment tools to assess what we are doing.

SACS.highlands.edu

User ID: SACSuser

Password: Compliance

Comments to the Administrative Council

Randy introduced Regent Potts who briefly addressed the group.

The group then broke for lunch.

Effectiveness Overview/Assessment Planning/AES Unit progress reports

Dr. Anyanwu led the first part of the discussion:

Organizational & Institutional Effectiveness:

A Continuous Cycle (See attached copy of presentation)

It is important to be effective in what we do. We want to provide what the students and the environment want and require.

First port of call for an educational institution:

Admissions

Make the admissions office the most attractive office in the institution because that is what the students see first.

Example, you would not use a person who is in her 60's to recruit students. They don't see her as part of their world.

How do we package our financial aid to deliver that product?

We need to ask ourselves all the time, "How am I doing?" We also need to ask the first-line customers, the students, how we are doing.

When you do an assessment, it does not end. You have to go back to your unit and ask, what do we do with this information?

Analysis of results. Make a decision about what is successful and what is not.

Dr. Anyanwu discussed the presentation.

He advocates that any institution has a budget that shows how it is tied to the goals of the institution.

He will eventually conduct a workshop to show people how to write a goals statement, objective, and how you will assess something.

The assessment and the result must show it is fulfilling outcome that is stated.

President Pierce stated that the entire process is a process of self-improvement.

Dr. Musselwhite continued the discussion.

(Presentation)

(Copy of presentation attached.)

Matrix AES Unit Plan college Goals Matrix, AY 2006-2007

Dr. Pierce stated that he wanted to show interaction as to how everyone fits into achieving the goals.

Dr. Pierce asked for a snapshot of what people are doing to meet goals.

These were presented from the following individuals:

Judy Taylor for Advancement

Dr. Shuler reported for all of his units.

Todd Jones reported for the Admissions area.

Sheryl Ballenger reported for the Access Center.

Sheryl McKinney – Counseling and Career Services
John Spranza – Student Life

Gail Campbell – Financial Aid

Bruce Jones reported for the Division of Business

Renva Watterson for Humanities

Pete Matthews for SBDC

Jeff Brown for Extended Learning

Dana Davis for College Relations

Catherine King for Southern Poly Teaching Site

Carolyn Hamrick for Cartersville Campus

Laura Ralston for Advising

Debbie Holmes for the Library

Reports which were part of Laura's presentation: HR (Ken Reaves), Health Sciences (Barb Rees), and Registrar's Office (Sandie Davis.)

Jeff Patty for IT

Task Force

It was decided that an Ad hoc Task Force would be appointed to ascertain the veracity of negative results (of the climate survey), using the following guidelines.

Ken Reaves
Judy Taylor
Judy Bradshaw
Fitzpatrick Anyanwu
Laura Ralston
Todd Jones, Chair
2 Physical Plant
One additional administrative assistant

Other/Conclusion

Summer Hours

Dr. Pierce asked for feedback regarding summer hours.

The following comments were made:

No impact on enrollment process.

Sheryl Ballenger: Helps morale.
Dana Davis: It was a hardship.

There was a lengthy discussion.

Dr. Pierce asked if it had anything to do with the smaller enrollment numbers.

Todd Jones said that students indicated that it was more convenient for them to do the financial aid paperwork for fall rather than summer.

It was agreed that the college would work 4 10-hour days.

There being no further business nor discussion, the retreat was adjourned at 4:00 p.m.

Respectfully submitted,

Barbara G. Griffith
Recording Secretary



**Georgia Highlands College
Information Competency Program**



Mission Statement:

The mission of the GHC Information Competency Program is to create a campus-wide culture of inquiry leading to information competency among students which will be demonstrated through writing or other modes of communication.

Definition:

Information literacy is a set of abilities requiring individuals to recognize when information is needed and have the ability to locate, evaluate, and use effectively the needed information.*

Outcomes:

- The student will determine the nature and extent of information needed.*
- The student will access the needed information effectively and efficiently.*
- The student will evaluate information and its sources critically.*
- The student will demonstrate his/her information competency through writing or other modes of communication.

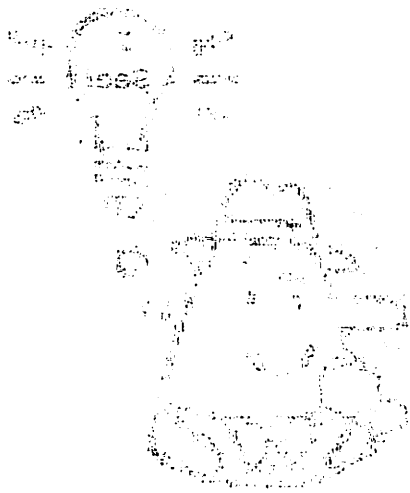
*Definition and Outcomes adopted from the ACRL (Association of College & Research Libraries) standards of information literacy.

Committee:

Co-chairs: John Reiners, Leslie Johnson

Members: Eddie McLeod, Susan Vines, Teresa Hutchins, Alan Nichols
Becca Maddox, Harriet Kiser, Rachel Wall, Carla, Patterson
Jeanie Cassity

Ex-officio: Fitzpatrick Anyanwu, Laura Musselwhite



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Jeanne Cassidy

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Administrative Council Retreat

Wednesday, July 18, 2007

Dr. Pierce welcomed the group. He introduced Donna Childres ,the new Director of Financial Aid.

Other first-timers were Allison Lampkin, Phillip Kimsey, and Vera Brock. Dr. Fitzpatrick Anyanwu was there for the first time as a participant/presenter. He had attended the Summer 2006 retreat as an observer.

Dr. Pierce told the group they would talk about the college. Everyone is involved in serving students—providing a quality product and adequate capacity. It is incumbent upon everyone to participate and share the responsibility.

He asked if there were any questions.

Dr. Anyanwu introduced the first session. This is tied to QEP and is part of a discussion which will take place on Thursday.

Judy Taylor introduced the Foundation SWOT . This was done in June by the Board. It is helpful to get outside input. In giving their responses, participants were encouraged to give their perspective. They are partners of the college, but they are not at the college on a daily basis. They were asked to be candid. The Administrative Council was invited to ask questions for clarity but told this is not the time to debate responses.

There was some discussion.

(See attached Foundation SWOT Analysis)

Any questions?

Debbie Holmes stated that she is curious about CVTC. High School students are told they need to go to CVTC if they don't do well in high school.

Judy turned the floor over to Mary Norton and Steve White to overview the SWOT analysis from the alumni.

Judy introduced Allison, who has just started in the position of Alumni Specialist (full-time.) Judy went on to make the statement that, in the feasibility study done prior to the start of the campaign, there was a large response from people who are interested in planned giving.

Mary introduced Steve White, president of the Alumni Board of Directors.

Steve told the administrative group that they do a great job. He said that they do make a difference in people's lives -- it is evident in billboards, ads, people who have had an opportunity they may not have had. Steve added that he is a product of a Floyd Junior College.

Mary introduced the SWOT analysis by saying that the Alumni Board of Directors is an extremely diverse group from Cartersville, Cedartown, Summerville, and Rockmart. They vary in age, race, and where they live. When you go through these comments, you are hearing from the various communities.

She asked that the group be looking for trends in the various SWOT analysis presented.

She talked about the strengths (see attachment.)

Steve talked about the weaknesses (see attached.)

Any questions?

Dr. Carson: "Obviously, each of these statements is an opportunity. As I read things from people who are not well-informed, I wonder if we should educate our ambassadors so they can represent us better."

Mary Norton: "Greg Patton spoke at the last board meeting about a broader perspective -- it is a broader communication issue. They are relating back to us what they hear in the community -- not just their perspective."

Dr. Pierce added that perhaps the college should be more involved with the business community. He has tried to do that in his involvement in the community. When a prospective business/industry is looking at an area, they want to know if there is an educated workforce. The reference is usually made to CVTC or NMTC. The industries many times want to pay low salaries; however, they can't attract college graduates for those salaries.

Very few technical college graduates have associates degrees -- most are diplomas -- they still can't read, write, do math nor do they have critical thinking skills.

Dana Davis introduced the SWOT analysis for marketing. The analysis is an internal document. She stated that she is not part of the teaching process, but is seeing it from the perspective of a marketing analysis.

She said that this is her perspective from doing some research nationally and then from a marketing standpoint. (See attached SWOT and Brand Triangle Information)

Dana said that she could e-mail the marketing plan to everyone. (See attached.)

Cynthia Parker: "I think everyone is interested in seeing these issues addressed. Perhaps we need to survey our contacts about what we need to do to dispel some of these negative perceptions."

Dana Davis: "The culture within our community is a little change averse. We need to embrace all the technologies and use them better. We live in a completely new world. We don't know where everything will go. I am checking into buying 10-second spots that would fit with the college's target

audience. They are trying to figure out how to price this. Ad agencies are struggling – everyone in the college relations/public relations business is trying to figure this out.”

Dana added that, by offering innovative programs such as the Smithsonian Exhibit, we (the college) are showing that we are now a college that welcomes the community in.

Dr. Shuler: “From what I have heard about things going on around the campus, we have a lot of opportunities to present ourselves in a positive way. I saw something about people who will be on campus. (math/science teachers.) Is there coverage about the youngsters on campus?”

Dana responded that the campus was covered in the paper-- one day on the front page.

She then talked about the Brand Triangle. The heart is who you are in a nutshell. (Core Value)

The leader in teaching/learning outcomes/student success among two-year colleges in Georgia.

Attributes: Part of USG, Accessibility, Flexibility, Good teachers, career tracks, multi-campus, affordable.

Personality: Warm, caring, involved, helpful, devoted.

Laura Musselwhite gave an update on QEP and SACS: “GHC is near the end of the cycle. In October, the visitors will be on-site. The offsite team has looked at what the visit is about, and that process went smoothly. There are 13 items that the off-site team wanted us (the college) to look at. The focus report is a response to those items. Laura stated that she doesn’t believe that any of the items are a huge issue, and that she thinks they will be checked off before the on-site team arrives. If more info is needed, on certain items, Laura thinks that they can be handled prior to the visit. A team made up of 13 or so people have worked hard to write the QEP which will be submitted with the focus report on August 15. QEP will be rolled out at In-Service. Because QEP is devoted to learning, the faculty will be responsible for this. Everyone on campus, though, should feel comfortable with the plan.

The on-site committee will be made up of 7-8 people, and will be here October 15-17.”

Laura ended by saying that she is confident they (the on-site team) will leave on October 17 with no strings attached.

Dr. Carson shared insight on the on-site committee. An important role of the committee is to find out what everyone knows about the QEP – how student learning is going to be improved. This is an important part of the peer review culture. They want to know that more than 6 people were involved with the project and that the college is poised to deliver education in the future.

Laura and Dr. Carson talked about the visit. Dr. Carson commented that the visitors actually learn things they can take back to their respective institutions.

Fitzpatrick talked about an exercise which will be done tomorrow (Thursday.) He asked the group to take the documents he e-mailed. He will divide the people in groups and come up with a group discussion – decide what are the strengths, weaknesses, and opportunities for us. The results will be

shared with other groups. He will take and present the results and compare with the other groups. He will then take the results back to campus and to faculty. A working document will be developed with strategic projects.

Dr. Pierce stated that the group will see some trends. Dana's was part of her departmental plan, so most of the things she put up there blended well with the other two.

Facilities Planning

Dr. Pierce presented the system-wide perspective: The System has 5 strategic goals. Creating capacity is #2. Rob Watts and a number of people from the System office worked on this.

(See handout, "Creating Capacity.")

The premise behind this is three different estimates based on different assumptions. Estimate that we will grow by 100,000 students based on current high school graduation rates and the current college attendance rates. This number is conservative. This is in the next 10 years. The question is how we will accommodate them. This does not take into consideration the adult (nontraditional) population. This is only based on the high school graduates, and first time full time freshmen. Ours is an inverse pyramid. There is only about 60,000-70,000 attending the two-year units. The largest number may have been in the middle.

The question is should we increase the use of access institutions in underserved areas. Most of the 100,000(growth) will be in the middle of the SAT scores. They will not be the students sent to UGA and Georgia Tech.

Goal Two: Build a more robust tier of comprehensive U's. Instead of them going out of state.

A lot of these things come into play in the greater metropolitan area.

There are currently 15 comprehensive universities, including the regional universities. We are underutilizing the state two-year colleges. Some of this goes back to perceptions.

When we look at efficiency in terms of facilities, we look at times they are used. We are not using them very efficiently.

Issues and Constraints:

There is a need for system-wide perspective. The Chancellor is trying to keep everyone under one roof and speaking the same language.

There is a need to develop geographic responsibility areas for access institutions, especially in the greater Metro Atlanta region.

We need to remove barriers to effective institutional partnerships, particularly in the joint use of facilities. Dr. Pierce thinks that this is one of the barriers is muddying the waters in terms of missions. It

is easier to collaborate with a 4-year institution and share space rather than change missions (i.e., two-year colleges offering 4-year degrees.)”

Georgia County Population Projections to 2020.

Georgia is one of the top 5 fastest growing states in the country.

2020 Georgia Growth by Region.

Dr. Pierce talked about the growth in the various regions. Three-fourths of the state’s growth by 2020 is projected to occur in the Atlanta region. Up to 1.1M new residents. For every 100 people that move to GA, 14 will live in Gwinnett County.

Underserved Access Areas

There are some access challenges in several areas of the state.

There are no access institutions in Columbus, Augusta, or Greater Savannah.

The presidents of Savannah and Augusta State do not want an access institution. They want to continue to serve that need. There is an assumption that there will not be any new access institutions.

2020 Atlanta Region Population Growth:

The Atlanta area is divided into sub-regions.

Underserved Access Areas of Atlanta Region:

(See handout.)

Additional Planning Needs:

What we have concentrated so far on is access institutions in the greater metro Atlanta area and how do you deal with Columbus, but there is also additional planning needs. (see handout.)

Strategic Capital Model

There is a need for the Strategic Capital Model to mirror some of the strategic goals with regard to capacity.

(See handout)

The college will be looking at \$35M in GO bonds over the next 6-7 years. You have to decide how to spend it. No one knows exactly when we will get this money. Will have to look at where the money needs to be spent. None of this has been decided.

Proposed Next Steps. (see handout.)

At the August meeting, the BOR will specify critically underserved geographic areas; some may engage multiple institutions planning.

This is basically the context for GHC's perspective for facilities planning.

Any questions about the System perspective?

Sheryl Ballenger interjected that something that is about to happen will be the soldiers returning from the war in Iraq – this will affect two-year colleges. Many will come to two-year colleges.

Randy: "From my perspective, you've got to take leadership in terms of specifying institutions that will be the lead institutions and where they will work from. You can't leave it in the air. We've got to put some teeth in it. Then, when the politics starts, we can say this is how we are doing this."

Dr. Shuler discussed the Capital Improvement Plan. The college was asked to do this in a short period of time. We had to hire a consultant, and had to look at growth – had some strategic advantages. We knew all along that the Cartersville area would grow. We wanted a facility to accommodate both student activities and classes. We knew we needed some more lab space. We also knew we needed another bookend building to match the one already there. We had \$37M -- \$21M GO and a little over \$15 in strategic money. We came up with an academic building at \$19.9M to build 75,000 sq ft. We came up with Academic/Administration/Student Union Building for \$8.9M. We could fund the student building with student fees.\$20/semester/2100 students.

It is an assumption that GHC will be given Southern Poly Building D which can be renovated for \$5.7M.

\$3.3 would be designated for Paulding County. This would be a collaborative arrangement with Kennesaw State University.

We are supposed to come up with a little over \$36M, which would be allocated over the next 6 years.

It is not known if the money will come in a lump sum or in increments.

There was a question about an inflation factor. There is a 5% inflation factor. The current administration in the System Office understands it and the Chancellor understands it.

Randy: "This is based on the System giving us the money. This is the best attempt in doing some planning in terms of the 100,000 students. Whether it gets done is another question."

Dr. Carson: "This whole thing is coming like a tornado. It does not fit anything. They want high-level information. The office constructed some Excel templates. That's why we had to hire the consultant.

I convened the Academic leadership. We were really prepared for this. For the better part of 9-months, the academic leadership has projected what we need, what our students need, and growth patterns. This was a base on which we can build. "

Dr. Carson distributed a handout to guide the conversation (see attached, "Enrollment modeling paradigm")

She discussed the 5-year and the 10-year projections (projects.)

She discussed the time-lines for the projects.

An Instructional Delivery Plan which was submitted and approved by the System Office. A new plan will need to be developed and approved.

She talked about the mission of the College. This will continue. (Transfer liberal arts programs.)

This will be what the college will continue to do at any locations established.

It was determined to move the Acworth nursing program to Marietta. That is where the students are coming from and we have clinical affiliations with hospitals down there. We have a long term 8-year partnership with Wellstar. It has to be reviewed each year, but we see it continuing.

Southern Poly has assured us that we would have access to the entire building (Building D) down there. The college would need to construct more labs there. Marietta is better than Cartersville. There is only about 20-25 miles between Rome and Cartersville. The resources are so extensive, it would not make sense to have a Rome and Cartersville heavy program. The students are still coming up from Marietta.

Faculty is needed at each location – the college cannot have faculty driving all over NW Georgia teaching classes.

Southern Poly would clearly be a major player in our future if there had been a different consultant. They never talked with us. KSU did not have a consultant. They had a person in-house.

Projections show that we could have 10,000 students in this institution, in the next 5 years. The growth will not be at the Floyd Campus.

The majority of the growth would come after 2012 when the new buildings are on line.

Dr. Langston talked about the specific information we were asked to provide on these forms:

(See handout, "Capital Plan Projections.")

She stressed that the nursing program at Southern Poly will be from moving the students from Acworth, not Rome. This will represent a significant percentage of the population growth at Marietta.

There was a question about the capacity for growth at Marietta. We are not using the space at full capacity in all timeframes. We could grow with the space we already have.

It was also noted that not having science lab space there has impacted the growth.

Randy: "This is something that the BOR is interested in, but it is conjecture at this point. We will have to just go do this in the next 10 years. We can't always wait on the money we think we have to have. We will need to find ways to do this."

The group was cautioned that this is premises for planning. The group was cautioned not to tell North Metro that the nursing program will be moved away from them.

There was a discussion about parents' concern about the location of Southern Poly. The concern is security. Their security force is strong. Crime statistics show that it is safe. The GHC presence has had a positive impact on their campus.

Transportation is also an issue (8 a.m. and 5 p.m.)

It was suggested that we address it directly at orientation.

FERPA (see handout, "Southern Fried FERPA")

Dr. Shade reviewed the meaning and primary provisions of FERPA (Federal Education Right to Privacy Act.)

There was some discussion. Jeff cautioned regarding including student information in emails.

Anytime anything is included in email it can be accessed with certain software.

Dr. Shade also cautioned about forwarding emails with student information to parents or any third party.

Todd Jones cautioned that when responding to student e-mails, only respond to student e-mail accounts.

Internationalizing the Campus (see brochure, "Study Abroad Summer 2008")

Dr. Jones discussed internationalizing the college. When he surveys his students, business majors, the majority of them work. He tries to make them understand the importance of internationalizing – understanding the global issues and to be able to communicate with people from other countries and cultures. They need to understand the world in which they find themselves. In order to do this, the college (and System) is offering the Study Abroad Program. This will not impact the majority of students; however, we still need to make every effort to promote this. Issues are the ability to go because of jobs, family, etc. They have worked to create programs shorter in duration. They wanted their own teachers (from GHC.) It was also found that a lot of the coursework in the USG was built on the junior and senior year and our students were not ready for the junior and senior year. We also tried to create missionaries who would come back and encourage others to participate. You should start planning 16-18 months ahead of time. There are other issues like legal drinking ages in other countries. He is creating a number of forms which the students must sign as well as policies.

A film festival is being planned for the Cartersville Campus. Judy has written a grant. The grant required information regarding the commitment of the college to study abroad.

This is the result of the International Committee who has worked very hard this year.

He then talked about Students Without Borders – there are some newer faculty members who want to do this. They started looking always to revamp courses. This came out of this. They have students who are willing to retake coursework in order to do this abroad. It will take a lot of energy, which is there.

John Spranza talked about the first speaker in the Speaker Series, John Lansky, who is a writer for National Geographic, and will speak about how to do this better. He will give out a free Euro pass for anyone in attendance.

Judy Taylor gave a couple of comments on the feedback from the grant which they submitted. They like the fact that we are a two-year college and encouraged us to apply again. The readers liked the fact that our students are place-bound. They talked about that other colleges are using a course in geography. Rick Sutton from the USG encouraged us to think about that.

The grant is \$50,000 and the proposal/application is due in November. She talked about items which the International Committee discussed would be funded:

- 1) The new student group "Students Without Borders"
- 2) Redesign of the current Geography course to include a focus on Internationalization and/or Study Abroad
- 3) International Film Festival (2 per year: 1 at Cartersville and 1 at Rome campus)
- 4) Marketing of efforts to internationalize the college - this may include marketing of study abroad courses and trips (for credit or non-credit for community members) as well as marketing of any cultural events that are international in nature (International Film Festival, National Geographic Speaker "Doug Lansky", etc.)

Judy stated that the college will submit another proposal for the grant.

Campaign Update:

Judy announced that we are up to \$2.1 (referred to Advance newsletter.) She talked about the assets when she came in 1998 to now.

There will be a naming ceremony for the Community Room in Cartersville on August 9, naming the room for Sam Smith. She has an agreement for \$750,000. Once that is signed, that will put us up to \$2.9M. We have more scholarship proposals than she can cont. These would total \$200,000. We would wrap those up late this year. This will bring us up to \$3.5. Our goal was to be \$4.5. When we announce we want to be 60%. She is confident we will be at \$3.5 in the spring.

Alison Lampkin will be doing alumni and annual fund. We are expecting to get a payback from this position because Alison will build our annual fund with our alums.

Planned Giving is what Mary will be doing. We had a number of people during our feasibility study who said they would be interested in leaving money in their will.

Dr. Pierce announced plans for dinner.

Thursday, July 19, 2007

Any comments or questions from yesterday?

Dana and Ken sent everyone a copy of the Marketing Plan.

Sheryl Ballenger

Talking about students and growth is a good. That is a segway into our topic.

In her position in Disability Support, students who have HIV are placed under Sheryl's purview. This is the most difficult because it is a terminal illness.

Students may not realize their outcomes.

We're looked at as a 13th grade. This is one topic that separates us from K-12 because these topics can not be discussed in K-12.

We need to be proactive and not reactive.

We need to be aware that our students need to be equipped to be successful in every aspect of their lives when they leave their home town.

(See PowerPoint presentation, "College Students and HIV.")

Regions reporting the largest increase are the southern and northeast regions of the United States.

There was discussion concerning educating students on contraceptives and STD's in college coursework.

Budget planning and implications for managers

(Dr. Shuler)

Dr. Shuler: "Last year, as we prepared for the budget, the college got on board for the chancellor's fast-moving plan."

He talked about setting in place a mechanism for carrying forward tuition money. As a result of that, we are required to divide the funds. We are trying to set it up where we'll spend the state money first, and then the tuition money. The USG office said you have to spend it in proportion, which requires the division of each expenditure.

A document will be prepared in November for any new money the college will request. The document prepared and submitted last October/November was done hurriedly. In the next few weeks, as the document is prepared for the October/November timeframe, more time and care will be taken in the preparation.

Dr. Shuler talked about last year's budget preparation process, when we knew things were not going to be as in the request. In order to get it in, we had to include a lot of positions, some we knew we would

have and some we didn't. We did not want to be shortchanged on people. We had to go back and put things into some kind of order. Now, we have tweaked that budget and worked with many of you and we have it nearly right. The biggest headache this year will be the three funds from which we have to spend the money. The legislature didn't pass legislation allowing us to carry over tuition money, however, we have a lot of support and it will come up again.

This will keep us from having to spend all this money at the end of the year. This money is not thrown away; however, we could do a better job by deciding strategically how to spend this money. We hope that the legislature will pass this next year and we can do something about it.

Rhonda has been meeting with budget managers quite often to basically make them comfortable about what they are getting.

Any questions or comments?

Dr. Carson asked for clarification for the 68%/32% on the budget. We were told you have to spend proportionately.

Rhonda clarified the issue.

Dr. Pierce asked why the computer doesn't set the proportions rather than a budget manager.

The response was that each budget manager has to let them know how to charge accounts.

Positions are already charged/set.

Rhonda added that there is a plan to meet during in-service with those who purchase supplies.

Dr. Pierce commented that there is a possibility that the OPB will select someone to try zero-based budgeting, and that it will be the USG. This will be done as a modeling, though.

He said, "What the Chancellor has put in place as far as the process is good. It is not that we will get this much money and how will we spend it, rather it is putting a process in place to justify what we need."

He thinks they will move the conferences which have been September/October because they don't know what is going to happen at that time as far as the budget. Bill Bowes thinks they will move them to the first of the year when they have some sense of what is going on. The culture of public higher education has been let's pad the budget and put everything in there and hopefully we'll get what we need from that. That doesn't come in on the radar with strategic planning. We need to sit down and figure out what we need and how we will use it.

The culture is changing to "tell us what you need and why you need it." We'll go from there.

Dr. Pierce

Strategic Planning – Review annual objectives 06-07

Dr. Carson: "The most important thing to touch on is the accreditation process. That is where we stand. The student success centers are maturing as well and we are doing quite a bit to integrate the success centers into our curriculum. We are describing a way to have connectiveness throughout the entire college as to what we are doing.

Faculty Academy. All new faculty have a two-year commitment to the faculty academy. It is a fabulous thing. This thrills the new faculty when we are interviewing. Some of you have participated in leadership academy. Some may be interesting in future leadership. "

Dr. Anyanwu: "The system requires us to submit a budget in November. There is a disjoint as to when the budget is submitted and telling them how you will use it. He stated that he will make a proposal."

Student Services-Dr. Shade

Dr. Shade stated that, "A lot of what Dr. Carson mentioned applies in the Student Services area as for establishing a feedback loop. a target for the Student Services area is the Customer Service training. This is year two for that. Student Services is included in this, focusing on admission, and cross-training with financial aid."

Dr. Shade added that, "They (Student Services) feel they are on track with the financial aid office. Donna Childres is now on board. They are looking forward to her leadership. Her early assessment is that things are running well in there."

Donna gave a report on the financial office.

Dr. Shuler reported concerning Goals X and XI.

"We have fought hard to get an unqualified audit report. The ability to track budgets on-line addresses Item 2 under X."

He hasn't gotten many complaints concerning the bookstore operations. There were a few complaints about returning books.

Any questions?

He reported concerning XI. Phillip gave a report on the roofing project and the renovation of the interior of the area/due to water damage.

The next step is the repair of the kitchen roof. It must be taken down to the concrete. They need a week window with no rain.

Dr. Pierce added the Capital Improvement Process has been approved. Phillip reported that they took money from one area and moved to HH project. He gave an update on the HH project.

Dr. Pierce reported that we received all MRR money in cash. It is usually a bond allocation. Any school that was getting less than \$1M would get theirs in cash. More than \$1M would be cash and bonds.

August 23, 5:30-7:00 p.m., at Heritage Hall, Centre Stage, will be open house "Business after Hours with the Arts." The cost is \$5 per person.

Dr. Anyanwu discussed the suggested proposal mentioned earlier. He proposed we change how we prepare our unit budgets. Unit plans should be in July 1 of each year. Mid-Year report should change to January 1. End of year reporting should be June 1. Strategic Priorities should be set in January retreat. The strategic goals should drive budgets. What we submit at the current time is not driven by the strategic priorities. He proposed division vice presidents submit unit reports twice per year. The reports should outline goals accomplishments.

The review should be done in June.

Pre and Post SWOT results and reaction (Ken Reaves/Dr. Anyanwu)

Ken reviewed some of the responses from the pre-retreat questionnaire.

(see attached.)

Goal

Threats: (see attached Powerpoints.)

Dr. Pierce discussed the process of students being counseled and making choices regarding higher education (College/Technical College.)

Most of the responses were in the areas of strengths. There weren't a lot of threats and weaknesses.

There were a lot of great responses in the area of opportunities.

Dr. Pierce: Information about the GHC Leadership Program is given to seniors in HS in application process.

Judy Taylor elaborated on the Rome/Floyd visioning planning where it was stated that students should be encouraged to go to the technical colleges.

Ken summarized by saying that we have a lot of strengths and opportunities and that we need to continue to build on those.

Dr. Anyanwu

Dr. Anyanwu divided the group into 5 groups with a designated leader.

Group 1: Dr. Pierce, Dr. Shuler, Dr. Carson, Dr. Shade, Jeff Patty

Group 2: Carolyn Hamrick, Donna Miller, Debbie Holmes, Jeff Brown, Jason McFry, Beth Harrison

Group 3: Judy Taylor, Leader, Phillip Kimsey, Ken Reaves, Dana Davis, Cynthia Parker, Rhonda Twyman-Green

Group 4: Bruce Jones, leader, Brent Griffin, Rob Page, Donna Daugherty, Becca Maddox, Diane Langston

Group 5: Todd Jones, leader, Sheryl Ballenger, Sheryl McKinney, Donna Childres, John Spranza

A recorder was appointed for each group.

Laura Musselwhite asked the groups to tie what we did last year to today (Climate Survey).

One section: QEP

One section: Increasing expectations

Last section Strategic Planning (most applicable.)

The second round (different groups) are to prioritize the information from the first group.

Group 1: Rhonda Twyman-Green, Dr. Ron Shade, Beth Harrison, Sandie Davis, Becca Maddox, Donna Daugherty\ . Leader: Dr. Shade

Group 2: Donna Miller, Donna Childres, Dr. Wilbur Shuler, Judy Taylor, Dr. Diane Langston. Leader: Dr. Shuler

Group 3: Dana Davis, Dr. Carson, Jason McFry, Sheryl McKinney, Debbie Holmes, Dr. Rob Page. Leader: Dr. Carson

Group 4: Jeff Brown, Brent Griffin, Jeff Patty, Todd Jones, and Cynthia Parker. Leader: Jeff Patty

Group 5: Dr. Randy Pierce, Dr. Bruce Jones, John Spranza, Carolyn Hamrick, Sheryl Ballenger. Leader: Sheryl Ballenger.

Third Round:

Group 1: Dr. Pierce, Jason McFry, Dr. Diane Langston, Brent Griffin, Rob Laltrello, Leader: Rob Laltrello

Group 2: Dr. Carson, Sheryl Ballenger, Sandie Davis, Todd Jones, Donna Childres, Donna Daugherty. Leader: Sandie Davis

Group 3: Dr. Shade, Beth Harrison, Debbie Holmes, Ken Reaves, Carolyn Hamrick, Jeff Brown. Leader: Ken Reaves

Group 4: Dr. Shuler, Dr. Bruce Jones, Dana Davis, Sheryl McKinney, John Spranza, Becca Maddox. Leader: John Spranza

Group 5: Jeff Patty, Donna Mantooth, Phillip Kimsey, Rhonda Twyman-Green, Cynthia Parker, Judy Taylor. Leader: Cynthia Parker

Dr. Anyanwu stated that the entire process is a Delphi Technique. (modified)

Charge for third round: Reprioritize the last group's effort.

SPO for 07-08 (Dr. Pierce)

Dr. Pierce: "The SWOT analysis and exercise the group just participated in is valuable. It shows us what our strengths, weaknesses, threats, and are. Some of the threats are internal.

We take our objectives from the objectives of the BOR."

Dr. Pierce continued: "It is obvious to me and to the group that we are fortunate to be in one of the high-growth areas. Some of that is the luck of the draw. Being part of Bartow and Acworth is key. We have not messed that up. There are many institutions that are not as fortunate. They are trying to figure out how they will attract students and hold on to the faculty they have. You saw the capacity study yesterday. Obviously one of the things you all know I am passionate about is to continue to further solidify our geographic service area and the locations within our service area. The new capital outlay will bring a lot of clarity to that, certainly to the Cartersville campus, a little more clarity to the Marietta situation, and more clarity to the Paulding issue. Obviously, in terms of my strategic priorities it is to continue to grow, but to also make sure we provide the resources so that we can do that in a quality way. We don't want to hurt positive perceptions that are there about the quality of instruction. What has been discussed in this room is the factual information that is out there. We don't know in terms of money what is out there. In August, we should know more about the Capital Model. Probably the Chancellor will give the Board some idea of how he is going to manage the access institutions in the metro Atlanta area. We can't say for sure what that is going to look like – not until August. We will continue to do all those things, continue to speculate and have an imagination about what we will be in the future. What we speculate may change. Four or five years ago we were still speculating about Cartersville. The Cartersville Center is one of the great things about capacity. It is a 100,000 sq. ft. building in a fast-growing area. The future is very rosy for GHC as it relates to growth, particularly on the Cartersville campus. Everything else becomes a little muddier. You heard projections for the Floyd Campus. It is probably not going to grow very much. We have to continue to make decisions based on the data we have. We have to use our collective years of wisdom and experience. That is what we have to do."

Growth, Capacity Study,

Dr. Pierce: "If I looked at that Capacity Study and did not do anything about it in the next five years, you would be calling for my resignation.

Access. Whatever form that takes -- admission, getting people in, the scores to get people in, the money to afford to go to school, offering access in Paulding or Acworth, Cartersville, Rome, or Marietta. All of those kinds of issues will continue to be issues that always appear on our desk every day. Every day those issues are on my desk. I just got a call. I talked to Todd about an access issue. Carolyn just talked about an access issue regarding financial aid. Those continue to be things we need to talk about.

Customer service and quality continue to be at the forefront. Dr. Carson never lets me forget anything as it relates to quality. Every time we meet, at least every two weeks, the issue of quality gets driven home.

It's about our brand, what we do in the classroom, the admissions counter, and the financial aid office. High school counselors can talk about us being 13th grade, but I assure you we can be our own worst enemies. But we must do a better job and better serve students. The whole customer focus -- capital. It took us 7-8 years to build the Cartersville campus. We sit here with the opportunity to build a second building and a third building -- a 25,000 student center/administrative/classroom building. That is extremely exciting. That is going to happen in the next three or so years -- the Marietta thing and God knows what else.

Money is always an issue. We think we did a good job with the money we had this year. We basically doubled the raises. We think we are making some progress in all of those areas.

Always, the community is an issue. I can't fight DTA, CVTC, and North Metro when they put \$75,000 in their marketing budget. They have access to business and industry. If someone can get training with no cost versus training with cost and only taking two years, they will take the one that will put people to work faster."

GHC Leadership Panel:

Dr. Pierce: "Growth, Access, Outreach, Customer Service, Capital.

Massage the material we got today and let people start giving us some suggestions.

In terms of growth, the document says Fall 2007: 2523. Last year at this time: 1602. At this point, (one month out), we're running ahead. In terms of growth -- are we prepared for the enrollment in terms of the preparation we have made. Are we prepared for 4,000+ students?"

Sandie Davis commented that part of the reason for the growth figures to date is that we are conducting orientations earlier than last year.

Dr. Carson: "It depends on where they want to go. It is possible in the next two years, some will close out."

Judy Taylor: "Could we take each location and show the capacity of that location and look at the enrollment at that location."

Dr. Carson: "It is hard to do that. We are not utilizing the facility every hour of every day to capacity."

Dr. Jones: "We don't know where our students are. We have some that take classes at more than one location."

Dr. Pierce: "The goal should always be to have offerings and enough faculty at each location so that we can offer classes where students don't have to go to more than one location."

Dr. Pierce: "The question is are we going to be able to handle the 10% increase over last year?"

Dr. Langston: "Planners presumed 16 % at Cartersville, fall to fall. The data showed that there wouldn't be growth in Rome so we scheduled according. We predicted growth at Marietta, so we scheduled accordingly."

We tried to show 10% growth with no growth at some locations.

We are admitting more, but there are more not being academically prepared."

Todd Jones: "We admit about 15 or 20 per semester who are presidential exceptions and who do not meet the qualifications (gpa requirement.)"

Dr. Shuler: "I would use that as a positive when speaking to people in the community (HS) We are not the 13th grade."

Dr. Pierce: "I need to say to Kelly Henson that we have denied admission to a number of students who were not prepared."

Dr. Carson: "A Rome News Tribune article has stated that a significant number of students in Rome and Floyd County who were denied hope because of the way they average grades in this area. They use different definitions which inflates the GPA."

Dr. Carson: "If one-third of the graduates of the high schools who feed us do not have the gpa to be admitted,...(did not record the rest of the statement.)"

Dr. Anyanwu: "Diversity in access. Access in terms of traditional and nontraditional."

Dr. Pierce: "Do we offer the classes for nontraditional students?"

Carolyn Hamrick: "We have night classes and a night administrator."

Dr. Carson: "Cartersville has a much healthier evening program than anywhere else. We are responding to success. Classes that meet."

Dr. Page: "We are trying to beef up the once per week offerings in Rome so that students can take a full load taking one class per night to offer better access for this group."

Dr. Langston: "We are trying to model after Shorter where you only go one night per week if that is popular in Rome. They are advertising. We need to advertise these programs."

Dr. Shuler: "We can't do this in isolation. We need to do it in collaboration with community groups who are interested in these things. Then they can toot our horn saying we are trying to help them achieve their community goals."

Dr. Anyanwu: Quality. In terms of quality we talk about how good we are but we need to talk about assurance quality.

Dr. Carson talked about the career degrees we offer with feedback. In addition to that, GHC only offers transfer degrees, where a student must go to another institution to complete a degree.

We get transfer feedback data from JSU and informally from Berry and Shorter. That is the only measure of quality we have on this.

Dr. Carson reported concerning a meeting with the Berry President, provost, and deans. There has been a drop-off of students transferring to Berry. They want to see more. Clearly they are driven financially to look at that. The president proposed an articulation agreement for any student who has a two-year degree from GHC. They will take composition, but will not allow students to take science with us as transient students. They are not getting as many transfer students in early childhood education and they were not aware that UWGA is now offering the master's degree program. That is in conflict with a program they wanted to offer. We could offer information to students considering transfer or going to Berry including financial aid information.

Dr. Pierce: "We are seeking a better and more collaborative relationship with them. Teacher education was a concern to them with WGA being this close.

There are some data points out there in terms of quality assurance. Maybe we need to start publishing those."

Todd Jones: "We need to start highlighting this in some of our recruitment information."

Dr. Pierce: "A lot of this has to do with face-to-face. It only takes one person on a radio program or other means to cancel out one of the Jasons like the one I met who was pleased with his experience."

Dr. Anyanwu: "How do you align admissions and financial aid to give the right mix for customer service?" What will you do to affect the dynamics? In customer service, you look at the alignment."

Dr. Pierce: We need to make sure we have the alignments. We don't talk to each other enough. We are protective of our own turfs. We are a microcosm of the system. I see it every day. We need to be talking to each other every day, whether it is through software package or face-to-face. How can we make this better? Registrar and Advisement. Capital improvement is pretty straightforward in terms of what we turned in as far as MRR."

Dr. Shuler: "That is fairly clear. If the plan works, we will be in good shape."

Dr. Anyanwu: "How do we empower the units?"

Dr. Shuler: "This will be approved in August. Once the board approves it, we need to get on board to get it done. This was done on a fast-track. We need to get all of the people involved to make sure it works if it is approved."

Sheryl Ballenger: "If we do see the growth (4400) we need an advisor on each campus. The other sites are not prepared to handle it. Students are not aware that faculty is also advisors."

Dr. Langston: "We need to send a task force out to attend a workshop and to draw up the most appropriate plan for advising for our institution. Right now, it is in disarray. We cannot put a happy face on disarray. The students do not know that the faculty/site directors are available for advising."

Dr. Carson talked about the reports on advising in the system. She stated, "We look good. We are not where we need to be, but when the Chancellor sends out a report, we will be able to check off a number of the things on the report."

What are the expectations? What can we deliver and how can we manage it? Yes, each faculty member knows they are an advisor. Faculty are made aware each year. We need to make some changes at GHC."

She talked about a software system that shows accountability for advising. This is tied to the guaranteed tuition. We need to guarantee that students can graduate in four years, or else the guaranteed tuition will not work.

The system will guarantee that every student is advised; however it is up to the institution to decide the delivery method.

Dr. Anyanwu: "Outreach. We are already doing a number of things. How do we then promote what we do now to obliterate the negative responses we get from? "

Dr. Rob Page: "Do we move forward based on perceptions rather than factual data?"

Dr. Anyanwu: "A lot of the things on the SWOT analysis are not actually SWOT items. You have to validate whether they are fact. One thing about customer service – once someone says something you must counter what they say. "

Dana: "In my world perception is reality. I am constantly trying to mold perception."

Dr. Pierce: "We need a list of things that refutes all of those things. The SWOT analysis is not the scientific method of strategic planning. It is another way to look at potential for what is out there."

Closing remarks (Dr. Pierce): "Again, I hope you take something away from here that is helpful. Anyone else with closing remarks?"

Dr. Anyanwu: "I will work with Laura and Ken and will massage some of the information from today and send it back to you. You will get something back."

The process will be to massage the information, bring to the Cabinet, the Administrative Council and then out to the college at large.

Adjourn 3:24 p.m.

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Notetaker: Barbara G. Griffith, Secretary to the President