

2008 Winter Retreat

February 6, 2008

Winshape Retreat Center, Berry College, Rome, Georgia

Retreat participants:

Dr. Pierce
Sheryl Ballenger
Jeff Brown
Dr. Virginia Carson
Donna Childres
Donna Daugherty
Dana Davis
Sandie Davis
Jeanette Eckles
Brent Griffin
Carolyn Hamrick
Debbie Holmes
Dr. Bruce Jones
Todd Jones
Phillip Kimsey
Dr. Catherine King
Rob Laltrello
Alison Lampkin (present 11:00 a.m. until noon for the Advancement Report only)
Dr. Diane Langston
Peter Matthews
Jason McFry
Dr. Laura Musselwhite (joined the retreat briefly at noon.)
Mary Norton
Dr. Rob Page
Cynthia Parker
Jeff Patty
Laura Ralston
Ken Reaves
Dr. Barbara Rees
Dr. Ron Shade
John Spranza
Rob Whitaker

9:30 a.m.: Dr. Pierce welcomed the group to the retreat.

Ken Reaves made an announcement that the plan is to finish the morning business prior to noon so that the group can break for lunch.

Dr. Pierce gave an update on the Cartersville master plan. Sasaki has contracted to do the master plan. Dick Galehouse is the principal in charge. Elizabeth Sargent is the other person we communicate with

most. The Powerpoint is the agenda from the last meeting on January 23. Included is an Aerial view of the City of Cartersville and all of the different zoning. (represented by color – zoning codes that exist there.) Next slide shows all the current roads as they now exist. He showed the road that is coming back into the church at Liberty Square. He discussed the roads and adjacent property. He showed the new propped route for 20 and 411, which cuts through the Rollins property. The purpose was to bring the landowners/developers together to talk about how they plan to use their land. He showed a land-use plan for Barry Henderson's Highlands. It would be multi-family or privatized housing in the future. He showed the master plan for the Church at Liberty Square. They would like to connect the road and bring it through the college property to GA20. Up to now, the Rollins have not been communicative with Cartersville or Bartow County. They are averse to having 411 cut through their property. There is not much they can do about it.

(See Powerpoint.) He discussed space needs to accommodate the current population on campus.

If enrollment grows to 6,000, the space needs increase to 790,000 ASF/1.2M GSF, including 400,000 ASF for housing.

He showed the next building likely to be built. The next slide showed Gordon College's master plan that is overlaid on the property. They are shooting for 10,000 students by 2020. Slide 14 shows property that is adjacent. Actually, we own a small piece of property on the other side of Smith Cline.

Dr. Pierce discussed the likelihood of an interchange if US 411 intersects the Rollins property. Dick Galehouse asked the Rollins representative what the likelihood would be that they would donate the 85 acres to the college.

He sent an e-mail to Sasaki asking them to drop the subject of an interchange. Dr. Pierce received a call from a US Representative's office. This is all preliminary. The master plan will likely be finished next fall.

There is also property owned by Raintree properties. They were at the table, along with the county and the city representatives.

Dr. Pierce discussed the property across the road. They are getting ready to build a civic center. They are also getting ready to build a new state patrol barracks and county emergency services there. The commissioner is now in conversation with the BOR at the February Board meeting about this land. He would like to have enough land for civic center, state patrol, EMS, and parking. He would also like to have a hotel. He will see to it that the zoning occurs so that the System can sell to someone to put a hotel there. There was a brief discussion about an auditorium at the civic center which could eventually be used for a performing arts program. There would be an agreement for the college to use such a facility at no charge. There was a question concerning the traffic flow in the area.

When US 411 is built, that will take traffic off of GA 20. GA 20 will become more of a boulevard. Construction of US 411 is sometime in the distant future.

His guess is that the 85 acres should not be included; therefore, the college campus plan will need to be moved back to the existing acreage owned by the college and the USG. The Rollins would like to not develop the land.

Dr. Carson asked Dr. Pierce to describe the master planning process up to receiving BOR approval. The college will be very involved. Now the conversation is about the larger picture as to why it will be delayed. The college doesn't have any urgency except the next building and parking. If the civic center

gets built, we don't know how we would access parking. Unless something happens, the master plan will go back to talking about the 168 acres. They see this, in 20 years, being a large campus community. This is a work in progress. Don't make any assumptions – it could all change. What we know is that we will have a master plan sometime next fall. It will be grand. It will reach out 10-15 years. That is what it is suppose to be.

Mary Norton asked if the System has been this involved with developing master plans. Randy says that this is a first he knows of. Most master plans are developed in a vacuum. Bruce Jones added that the government has been heavily involved in the past. Randy added that the county and city need to continue to be involved.

They are talking for the first time about helping with the Genetics Institute, how to use proceeds from the sale of the land.

Carolyn asked about the sale of the land to the ounty if you are talking about the possibility that we don't sell land. Randy said that Regent Potts said it was too much. They will have to work through this.

Metro Atlanta Capacity Study

Dr. Pierce discussed the on-going discussions regarding the Metro Atlanta Capacity Study. There is a group that is also working on the Geodemographers. Their task is to take the System's idea of metro Atlanta and from a geodemography standpoint, talk about where the growth is occurring. He showed on a handout from a previous meeting the areas of growth. The System has semi-proposals, nothing firm, to do something in Paulding with KSU and GHC. They have Douglas, Henry, Clayton, and South Fulton Counties breathing down their necks. South Fulton is trying to do something with Atlanta Metro. They have Forsyth County on a weekly basis offering land for sites with North Ga. They have Gainesville talking about sites in Gilmer County. They are trying to get an access institution involved in all the conversations as a pont person and also all of the comprehensive institutions involved in the conversations. There are 13 of the 35 involved in the metro area capacity study. They all came in and talked about their intentions. We met last week and Randy and Dr. Papp had a conversation so they were on the same page for their two meetings. They had a picture of our service area that the system carved out for us. They basic plotted in the service area evry student who is enrolled there enrolled for fall. The majority are along the I-75 corridor.

The System gave Cherokee County to Gainesville; however, we are renegotiating for our side of I-575.

They are trying to get a handle on who is going to be where. There are some institutions involved who we do not think if being in the metro area.

Dr. Carson added that colleges in the South Georgia were encouraged to recruit students to attend where there is existing capacity.

Dr. Pierce said that the USG will be forced to make some unpopular decisions concerning the coastal areas.

Dr. Pierce briefly discussed a conversation he has had with Dr. Sireno from Darton. They will be serving down to the Columbus area as an access institution and wanted to know about our relationship with West Georgia. Darton wants to be the largest on-line provider in the state. They are trying to increase their enrollment. The issue he has is that Albany has changed in the past 5-10 years and he needs to be out in Lee County and other areas. The problem with the outlying is that when you talk about Douglas,

Paulding, Bartow, you are talking about counties that have a 100,000 residents (each.) Many of the counties in South Georgia only have 15,000 residents (each.)

Columbus and Augusta are noted as being underserved. Bill Bloodworth is happy being a 6-7,000 student population/comprehensive university.

Because the coast is underserved, they will close the two-year institution and open it as a four-year.

Acworth Transition

Dr. Carson led an informal discussion concerning the transition at North Metro. After our 20 year relationship, the enrollment at NMetro has grown to such that they need the space we are currently occupying. We have a transition committee chaired by Brent. Nothing official has occurred. We are looking at the landscape looking at what needs to be done and who needs to be done. She is working with others in building a proposed timeline. There are several questions that need to be answered at the institutional level. We plan to have a celebration. Plans are not definite. Sometime in June or July, we will do some celebratory.

Brent said the transition team will meet following the retreat today to talk concerning a timeline. They are making progress. The team is made up of Catherine King, Laura Ralston, Carolyn Hamrick, Sandie Davis, and Debbie Holmes.

Carson: It is reasonable that there are 3 principals which we will adhere to in making decision. One is capacity (enrollment). We had already looked and we can accommodate the students we currently have at our existing locations. We need to assure parents and students that they won't have trouble enrolling in classes. We should provide ample notice to students. There is no summer or fall schedule, so students are not anticipating something that does not exist. We will continue our nursing program, continuing in Cobb County or as near to Cobb as possible. Students who are enrolled will be accommodated. Some of this may have to go through written protocols with the Georgia Board of Nursing. Barb added that she would write a Substantive change notification to NLN. They are coming in February to look at what we have now.

We will report to SACS – however, we do not anticipate any follow-up. Dr. Pierce has already notified the BOR of this intention.

Brent: There will only be a couple of classes in the summer. We are still working on the fall schedule changes. The office will remain open through June. We won't move completely until August.

Jeff asked about IT equipment. Brent: We can begin the process as soon as classes end at the end of spring semester.

Dr. Carson asked that anyone with questions contact Brent.

Advancement Report

Mary Norton gave a brief update on what is happening in the Advancement Office over the past 3 months. Alison will give an alumni update. Judy left in January. This was a time for information input for Mary. Kelli is transitioning to the Financial Aid office. This position is also being advertised this week. Randy is taking the lead in hiring the executive position in the office.

She talked about the Legacy Campaign. Before Judy left, she met with the Foundation and they decided the goal for the legacy is \$5M. Mary is working to get the teams together to ask for major gifts.

Mary distributed a copy of the work plan which was presented at the last Foundation board meeting in December. This spells out some of the actions that Mary was working on. (Planned Giving). This was the plan to outline her efforts in launching the Planned Giving program. She will be going back to this plan after the new director is hired.

Randy reported that we have started getting applications. We will give that another week or so and we will get the search committee together to go through the applications. We have three really good applications. Obviously, we need someone who has advancement experience to take the fdn to the next level. We will be looking for that person. There are a couple who have that kind of experience. Hopefully, we will get more as well.

Alison gave a report on the alumni association. She has been busy with the alumni assn. We did the business expos with admissions covering Cartersville and Rome. That is where we make contact with a lot of our alumni. Judy had the idea of doing the Rome Christmas parade. We came in sixth place out of 115 floats. We hope to continue doing that and getting more alumni involved.

Affinity is offering group discounts to faculty, staff, and alumni.

She gave a positive report concerning Fab Fridays and said that the faculty have been overwhelmingly willing to help and have done a good job.

She wrote the grant which is due January 28. If we are awarded the grant funds, we would be able to hire more school counselors.

Floyd County has a 43% poverty rate. 22% of the births in Floyd County are teenage births. This program allows us to hire more counselors and social workers and tie to schools in county so that the parent and family would work with the same person.

The first one is this Friday.

Ken Reaves discussed the Climate Survey (distributed a copy.) Overall, the numbers were good. He took a few things for comparative purposes. (See Powerpoint presentation as well). The survey has been redone for the fall. He has worked with Dr. Anyanwu and the survey will be longer and more detailed.

The past year and a half we have had more EEOC charges against the college than he has seen in the previous five year. We have successfully defended those. He feels good about the ones that are currently out there. Most of the EEOC charges come from people who feel that they are being treated unfairly. We want to be sure we have proper documentation. We need to adhere to the provisional period. The supervisor can have the person under an additional 6 month provisional period if needed. We need to document and coach to keep our folks in line so we don't have as many EEOC charges coming down. This is more than an organization our size.

(See Powerpoint for Ken's discussion.)

Numbers have increased from 2005 to 2007 as far as getting people involved in the budget and planning process.

Increase – I have adequate time to learn new tasks (from 2005 to 2007.)

Adequate security at the college, a slight increase.

Buildings are well maintained – not much of a change.

Repairs are being done. It is one of those thankless jobs where we see things going wrong.

This is a friendly place to work. The college always scores well in this area. We saw a large increase in SA area from 05 to 07.

College cares about me as an individual. Agree – we have come a long way since 2005.

Rate the morale 80% are 6 and above.

The numbers are very good.

We did some things this year to help this.

Over all the numbers are very good. This is a very positive outcome.

Randy asked Ken to comment briefly about over all percentage of faculty and staff who replied – 51% - 39% of faculty. (Note: Should be 2007 rather than 2005 on Powerpoint.)

Budget and SWOT

Rob Whitaker

A key component we want to do. I want a lot of input from the people here. We will do a SWOT analysis. Went through an educational cycle regarding the budgeting process, beginning, to end.

(See Powerpoint)

July – Budget Development begins (credit hours, add/delete of square feet, retiree/health/utilities) will be put into one formula.

Formula

Credit hours divided by productivity factors. That drives one number the BOR gets.

Board approves and sends to OPB.

OPB reviews and re-runs formula (better data) and rerun formula

Governor makes budget recommendation to the Legislature. A political process.

Legislature house/Senate/conference Committee

FY 2009 Regents Appropriations – this goes to the BOR – usually has add-ons specific to institutions.

Board of Regents allocation process, evolving

--Formula earnings

--Strategic allocations

Budget Hearings (have evolved as well.)

Shadow Budget Process

Institutional Allocation

BOR will get \$81.6 – There are different buckets

- Strategic Goals (Graduation Rates, Enrollment increases, Research rank) he discussed target rates for 08. This drives the decision-making process.
- Targeted Enhancement

There will be a grant process where by we can come back, after our allocation, and apply for grant money to enhance (FY 2009 Priorities for Target Enhancements TBD)

Shadow Budget Results

- Instructional Expenditures are higher than the sector average (This is a good thing)
- Academic Support expenditures fall below the sector average
- Student Services expenditures fall below the sector average
- Institutional Support expenditures are in line with the sector average

Ideas to save money

- Bank charges related to credit card processing fees
- Health insurance plans which are less costly for the employer
- Retirement plans which are less costly for the employer

Budget Hearing

February 21

Four questions we must answer:

(Refer to slide)

Next we will do SWOT

(See Slide)

The idea is to have no more than 5, then we can take this list back and discuss it more between now and the 21st to come up with three we will present.

Strengths:

Faculty and staff

Growth/SACS approval of management of growth

Average class size

Third highest two-year retention rate

Efficient (good stewards of funds)

Quality output of learning support programs

Increased enrollment in health programs to meet the community needs

Great partnerships and collaborations with partners

Increased effective use of technology in the classroom

Need to narrow to no more than five. Message must be concise, direct, and within an hour.

- 1) Growth
- 2) Efficiency with quality (can prove with class size)
- 3) Health programs
- 4) Retention
- 5) Collaborations with partners

Weaknesses:

- 1) Growth/infrastructure
- 2) 35% semester credit hours taught by part-time faculty/16% semester credit hours taught by temporary full time faculty
- 3) 13th grade image
- 4) Funding for professional development
- 5) Limited grant-writing support
- 6) Space, in underserved areas/lack of lab space/office space

Top priorities

- 1) Growth
- 2) Faculty (use of pt and ft temp)
- 3) Funding for professional development
- 4) Space

Opportunities

- 1) IT resources

- 2) Growth potential/underserved area as id'd by BOR
- 3) Increased partnerships
- 4) Community outreach (high school, mniddle school, service learning)
- 5) 4 year BSN
- 6) College Foundation (\$3M now, \$5M potential)
- 7) Early intervention program for at-risk students (retention)(25% in academic trouble)
- 8) Distance Education
- 9) Innovations teaching (Interdisciplinary)

Top priorities

- 1) Growth potential
- 2) Increased partnerships
- 3) Foundation
- 4) Community outreach (combine with others)

Threats

- 1) Outside funding for nursing budget
- 2) Space/infrastructure
- 3) Growth management
- 4) Competition
- 5) Community perception (13th grade)
- 6) Workforce Dynamics
- 7) Increasing cost of IT resources at multiple site
- 8) Student finances resources

Note: Space/infrastructure also includes funding MRR and the cost to rent.

Priorities (Threats)

- 1) Growth Management
- 2) Nursing budget
- 3) Space

- 4) IT resources
- 5) Workforce dynamics

The SWOT was prioritized (see e-mail dated March 13, 2008) from Rob Whitaker.

Strategic Priorities (See Slide)

How are we going to spend the strategic investment funds?

Hire 11 new faculty positions/ model funding?

See list that went to Board of Regents.

Dr. Carson added that all but three positions employed here are coming from redirected money.

Are there certain priority areas where positions are needed?

Process Improvements

What specific improvements have we made that have saved us money?

Are we making our jobs easier?

Are we efficient in our processes?

Costing savings which have and will be implemented are as follows:

- Social Sciences have implemented efficiencies regarding faculty travel and copies.
- Cost savings have come from purchasing Appworx . Sandie Davis explained how admissions has saved money on graduate evaluations.
- Xtender has been purchased which offers savings in the area of document scanning and transmitting documents to all campuses, which has helped with all processes.

Admissions has decentralized processes without adding staff. Appworx has combined some Banner processes.

Rob added that this would be a good thing to talk about at the Budget meeting.

- IT has written a ticketing system (Request Tracker) in-house.

- Continuing Education now has a system to track classes offered through their department.
- There is also a system to help with late registration. The registrar's office now has a system to automate sending transcripts.
- Admissions will also implement a phone queue system to handle the call volume.
- The Library has increased use of Vista.
- College Relations is purchasing advertising at contract rate.

Target Enhancements

- Nursing funding
- Enrollment capacity
- Other ideas

Options: Cut back, raise from the community, or redirect internally

The college needs more funding in order to continue the quality and size of the programs we currently have.

Dr. Pierce added that the System needs to know how nursing impacts us and the state.

Enrollment capacity

In order to continue to grow, the college needs money in addition to formula funding.

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

**Georgia Highlands Mid-Year Retreat
February 6, 2008**

**Winshape Conference Center
Berry College Campus**

| | | |
|---------------------|---|----------------------------|
| <i>9:00 – 9:30</i> | <i>Coffee & juice, breakfast pastries</i> | |
| 9:30 | Welcome | |
| 9:30 - 10:30 | Cartersville Master Plan | Dr. Pierce |
| 10:30– 10:45 | Metro Atlanta Capacity Study | Dr. Randy Pierce |
| 10:45 – 11:00 | Break | |
| 11:00 – 11:15 | Acworth Transition | Dr. Carson/Brent Griffin |
| 11:15 – 11:30 | Advancement Report | Mary Norton/Alison Lampkin |
| 11:30 – 12:00 | Climate Survey | Ken Reaves |
| <i>12:00 – 1:00</i> | <i>Lunch – Conference Center Cafeteria</i> | |
| 1:00 – 3:30 | Budget and SWOT | Rob Whitaker |
| 3:30 | Conclusion | |

MID – YEAR Retreat 2/6/08

Alumni Association updates

Business Expo's in Cartersville and Rome

Rome Christmas Parade – Steve White, Patty Barnes

Nontraditional Student Week –

Sponsored refreshments for students with Counseling & Career office

Had a Essay contest , 25 essays Prizes \$100, 75 & 50

FINALS week – Stress Bags with Alumni Association Stress ball and goodies

Successful Alumni Awareness Campaign

Surveys completed from Alumni in Wisconsin, North Carolina, Georgia

Drs, lawyer and a fire chief and many others

Leadership Ad Series –

Workforce Development Billboards

New Leadership Ad Prospects, Sandra Hudson – Housing Authority

Regents Hall of Fame Alumni Award – Judge Tami Colston nominated

Liberty Mutual Insurance Affinity Program –

Contract with GHC to provide Property Insurance for Faculty, Staff, and Alumni at a group discount.

Alumni Association gets 2% back on each Premium

Liberty Mutual does all mailings at no cost to GHC

Liberty Mutual will underwrites several events for Alumni Association

Alumni Sponsored Events –

March 08 – Smithsonian Exhibit: Beyond Baseball: The Life of Roberto Clemente

5K Race for surrounding counties

Rome BRAVES – event (sponsored by Alumni and Liberty Mutual)

CHOICES training – Several Alumni board members attended training at Rome Campus, sessions start in March.

ANNUAL Campaign – timeline is created, setting up meetings to form committees.

Fabulous Fridays with Floyd County 6th graders – DOE Grant for School Counselors, provide funding for at-risk programming and more counselors, \$400,000 per year.

WFO -- YEAR Review 1/6/08

Alumni Association updates

Business Expo in Charlottesville and Rome

Rome Christmas Parade - Steve White, Betty Barnes

Monticello Student Work -

Sponsored refreshments for students with Counseling & Career Office
Had a Essay contest, 25 essays Price \$100, 75 & 50

FINALS week - 27th Oct with Alumni Association Brass Band and Glee Club

Successful Alumni Awareness Campaign

Survey completed from Alumni in Wisconsin, North Carolina, Georgia
Drs. Isawyer and a fire chief and many others

Leadership Ad - 2008 -

Workshop Development Billboards

New Leadership Ad Projects, Sandra Hession - Honoring Authority

Regent Hall of Fame Alumni Award - Judge Tammy Cotton nominated

Library Mutual Insurance Affinity Program -

Contact with GNC to provide property insurance for Faculty, Staff, and Alumni at a

group discount.

Alumni Association gets 25% back on each Premium

Library Mutual does all meetings at no cost to GNC

Library Mutual will underwrite several events for Alumni Association

Alumni Sponsored Events -

March 08 - Smithsonian Exhibit: Beyond Reason: The Life of Roberto Clemente

2K Race for surrounding counties

Rome BRAVOS - event (sponsored by Alumni and Liberty Mutual)

THOUGHT training - Several Alumni board members attended training at Rome Campus

positions start in March.

ANNUAL Campaign - timeline is created, setting up meetings to form committees.

69th Annual Friday with Fidelity County 5" Grades - DOE Grant for School Counselor provides
funding for at-risk programming and more counselors \$400,000 per year.