

**MINUTES OF THE
GASTON COLLEGE
BOARD OF TRUSTEES RETREAT
Gaston Country Club
February 19, 2016**

Members Present: Mr. Stephen Campbell
Sheriff Alan Cloninger
Mr. Craig Collins
Mr. John Dancoff
Ms. Jennifer Davis
Mr. Ron Hovis
Mr. Brett Keeter
Mr. Jim Ragan
Ms. May Gray Robinson
Ms. Patricia Rudisill, Secretary
Mr. James Smith, Chair
Mr. Randy Vinson
Dr. Jim Watson, Vice Chair
Ms. Mildred Brunt, SGA President

Dr. Patricia Skinner

Members Absent: Mr. Tom Keigher

Others Present: Ms. Julia Allen, Dr. Don Ammons, Mr. Todd Baney, Mr. Patrick Boylan, Ms. Mary Ellen Dillon, Ms. Lynda Ellington, Dr. Joe Keith, Ms. Cynthia McCrory, Dr. Dennis McElhoe, Dr. Silvia Patricia Rios Husain, and Mr. Carl Stewart, College Attorney.

I. Welcome and Introductions

Board Chair James Smith called the Retreat to order at 9:15 a.m.

Chair Smith welcomed everyone to the Retreat. He then thanked the staff for their continued hard work and their diligence in preparations for the Retreat. He offered congratulations to Mr. Craig Collins who was recently appointed District Court Judge for Judicial District 27A, welcomed Dr. Ammons who was attending even though he was still recovering from shoulder surgery, and asked that attendees introduce themselves in a roundtable manner.

II. Preliminary Report on President's Priorities for 2015-2016

The President's Priorities are based on several benchmarks – the Strategic Plan, status of goals from the prior year, and goals the administration identifies to attain for the coming year. These goals are developed primarily by the Executive Council and other key staff at an annual Executive Council Leadership Retreat. The priorities are then passed on to the Board for approval. The 2015-2016 priorities are currently in progress and should be concluded by June 30, 2016.

Dr. Skinner gave an update on each of the 2015-2016 priorities:

- I. Continue to implement student success initiatives – Achieving the Dream (AtD) and Completion by Design (CbD) – with an emphasis on advising aimed at student persistence, closing achievement gaps, and program/credential completion.
- II. Continue to manage and execute the construction and equipping of the Center for Advanced Manufacturing (CAM) and renovation of the Pharr Trade and Industrial building.
- III. Begin preparation for SACSCOC Fifth-Year Interim Report and the Compliance Certification due in 2017.
- IV. Complete the review and update of all HR policies.
- V. Implement strategies to stabilize enrollment.
- VI. Strengthen collaborative partnerships in the community, region, and state.

The President's Preliminary Priorities Report on each of the above 2015-2016 priorities is filed with the minutes of the meeting. Some of the highlights are mentioned below.

Initiative I: Under this initiative, Dr. Skinner highlighted that Gaston College had recently earned the Achieving the Dream Leader College designation. Additionally, the SPARC3 (STEM Persistence and Retention via Curricula, Cohorts, and Centralization) program was the winner of the Bellwether Award for Instructional Programs and Services. Implementation of strategies to study results of students placed with Multiple Measures of Placement has shown successful results as has data regarding Persistence and Retention strategies. A Professional Development Day was held for faculty and staff that included a motivational speaker, several concurrent informational sessions, and a speed data session; it was a resounding success.

Initiative II: Pharr Trade and Industrial Renovation Phase 1 was completed in December 2015 (5% below budget) with final state approval in March 2015. Pharr Trade and Industrial Renovation Phase 2 is on schedule for completion in June 2016. Gaston County Manager Earl Mathers and members of his office were recently given a tour of Pharr Phase 1 and 2 renovation sites so they could see the progress made. Construction of the Center for

Advanced Manufacturing began in November 2015 with an expected completion date of January 2017. Fundraising continues to fully complete the above mentioned projects.

Initiative III: Preparations are under way to respond to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) through our Fifth-Year Interim Report and Compliance Certification document due September 2017. One of the areas the College must submit data on is the impact of our Quality Enhancement Plan (QEP) titled, *Strengthening Academic Internet Learning (SAIL)*. Another area under review is the College's Mission Statement which is being revised to address distance education as required by SACSCOC Policy. Two additional areas the College is assessing to be sure they meet SACSCOC compliance include: 1) academic policies, and 2) programs and services related to the Americans with Disabilities Act (ADA), Violence Against Women Act (VAWA) and Clery, Gainful Employment, Title IX, and FTE Audits.

Initiative IV: Work on review of Gaston College's policies continues with an ambitious timeline set to have the review completed by June 2016. This has been a detailed task with Human Resources working with the Executive Council; select staff; Policy Board Liaison, Mr. Jim Ragan; and College Attorney, Mr. Carl Stewart to carefully review each policy and bring it to contemporary standards. After their review, the policies will be brought before the College's Policy Review Committee, Campus Affairs Committee, and then presented to the entire Board of Trustees for approval.

Initiative V: Several strategies have been implemented in Student Affairs to stabilize enrollment. The NC Works Career Coaches grant, if awarded, would have staff working directly in designated high schools in a recruiting effort. Summer offerings, targeted towards recent high school graduates, are being promoted, and efforts are underway to reach prospective students through a new text messaging platform.

The Economic and Workforce Development (EWD) division has made several changes in their courses and programs in an effort to ensure they are relevant to the needs of today's job-seekers. They have developed a "manufacturing boot camp" that will provide participants with training essential to successful attainment of an entry-level production position.

The Board asked Dr. Skinner to provide some data at a later meeting about the challenge the College has to maintain FTEs and enrollment. The Board praised the strategies the College has put in place, but would like to have additional information that includes what is happening across the State in regard to declining FTEs and enrollment. They also would like to know what success factors are involved in Lincoln Campus having its highest enrollment this year. Additionally, they would like some data provided to show the direct effect of the programs in place to help students with completion and/or retention in their programs.

Dr. Skinner and Dr. Husain responded that the information would be provided at the next Board of Trustees Meeting, March 21, 2016. Dr. Skinner also relayed to the Board that the top legislative priority for the next budget session for NC Community College System is to keep funding previously designated for increasing enrollment since the large majority of North Carolina community colleges is struggling due to declining enrollments. That funding

could be used to provide student support services beyond the classroom and colleges are being asked to provide a plan for use of that funding.

Initiative VI: Gaston County is the 8th NC community to receive ACT Work Ready Community Certification from NC Works and the NC Department of Commerce. Achievement of this nationally recognized certification was spearheaded by Gaston College's EWD staff in collaboration with the Gaston Regional Chamber. A total of 104 company signatures had to be obtained to qualify for this certification.

Apprenticeship 321 is a regional collaboration of nine manufacturers and was launched in fall 2015. With support from EWD, it is anticipated that an additional seven companies could join Apprenticeship 321 during 2016.

EWD's Business and Industry Training Services delivered \$1.86 million dollars in customized training to 14 companies within the College's service area. Gaston College is highly rated for its work in this area.

Additionally, Dr. Skinner provided a list of initiatives and committees (national, state, regional, and College) with which she is currently involved. The handout also provided names of specific events the College has hosted and strategic events that she has attended to keep the College abreast of current trends, concerns, and new possibilities with regard to policies, curricula, and student success. An Administrative Organizational Chart was included that reflected the various divisional changes made within the year.

President's Proposed Priorities for 2016-2017

The President's Priorities, for any given year, are some of the more specific items that the Board assigns and can be linked back to the Strategic Plan. There are many other projects and initiatives also taking place that, although they may not be a main focus of this year, still complement the Strategic Plan. The Proposed Priorities for 2016-2017 follow:

- I. Continue to manage and execute the construction and equipping of the Center for Advanced Manufacturing (CAM).
- II. Prepare for SACSCOC Fifth-Year Interim Report and Compliance Certification due September 15, 2017.
- III. Implement momentum-based strategies designed to improve student completion and increase FTE.
- IV. Conduct analysis among regional business and industry to determine what additional training is needed to address workforce preparedness needs.
- V. Continue accessibility of learning environments that serve the community.
- VI. Continue proactive efforts to maintain a secure campus environment.

The Board reviewed each of the President's Proposed Priorities for 2016-17 (July 1, 2016, through June 30, 2017). The President's Proposed Priorities for fiscal year 2016-2017 will be presented for approval at the Board of Trustees meeting on March 21, 2016.

Chair Smith thanked Dr. Skinner for her outstanding report which highlighted the many significant programs, processes, and initiatives currently in progress at the College. He felt the report spoke well to the question of what the College is doing to balance enrollment and funding, and with the additional information requested, they should have a better understanding of how Gaston College compares to other community colleges across the State. He relayed to the Board that at meetings he has attended it is obvious that Gaston College is doing a lot to keep current and/or ahead of other North Carolina community colleges.

Chair Smith relayed to the Board that Dr. Skinner's priorities for 2016-17 would be brought up for approval at the next Board of Trustees Meeting.

III. Facilities Master Plan Presentation

Chair Smith thanked Ms. Cynthia McCrory and Dr. Jim Watson for their work as liaisons throughout the year with ADW Architects as they worked to identify and prioritize the needs associated with a new Facilities Master Plan. He then asked Ms. McCrory to lead them into the presentation. Ms. McCrory welcomed ADW Architects Mr. Phillip Steele, Senior Principal and Project Manager, and Mr. Jim Powell, Managing Principal who attended the Board of Trustees Retreat to present the proposed 2016 Facilities Master Plan. Ms. McCrory went through the timeline of events that took place in order to gather the information needed for ADW Architects to formulate the 2016 Facilities Master Plan.

Mr. Steele and Mr. Powell began their presentation by thanking everyone in the room for providing their input into the Plan. Their PowerPoint presentation covered information related to various program space needs for all three Campuses, expansion needs for services and internal infrastructure and a connectivity analysis for the Dallas Campus, and building placement options for future buildings on the Dallas and Kimbrell Campuses over the next five years and beyond.

Concept A of the Five-Year Facilities Master Plan includes:

- Veterinary Technology Building
- Data Center and Bookstore Addition / Renovation
- Update to the Existing Lincoln Campus
- Business and Criminal Justice Building

Information detailing the need, square footage recommended, and proposed location(s) of each was given.

Concept A taken beyond the Five-Year Facilities Master Plan includes:

- Pedestrian Connections
- Additional Science Laboratories
- Student Services Building
- Future Academic Buildings
- Connector Road from Main Campus to the Center for Advanced Manufacturing
- Future Expansion on Kimbrell Campus

ADW Architects then presented Concept B which included the same four needs listed in Concept A's Five-Year Facilities Master Plan and the same items listed in Concept A's plan beyond the Five-Year Facilities Master Plan. However, in Concept B, the location of the Business and Criminal Justice Building was changed. Concept B, in its entirety, presented a futuristic look of the Campus, possibly 15-20 years out, if Tower Boulevard were shortened and future buildings strategically placed to promote more campus connectivity, green space, and parking. Concept B would cost more than Concept A as more changes to the College's infrastructure would be needed.

Board members discussed each concept with regard to student trends, actual student needs, student success, and potential student retention. The Board asked College staff to provide any additional information at the upcoming March Board of Trustees Meeting that could help them determine which Concept would best anticipate future student needs.

Dr. Watson commented that it is important to have a vision and a master schedule, but needs do change, and whether Concept A or Concept B is approved, it does not mean changes cannot occur or will not happen. The cultural and generational piece of the puzzle to see whether Concept A or B should be undertaken cannot be predicted. A possible solution was to undertake Concept A with Concept B as a supplement and revisit the Facilities Master Plan in five years rather than ten years. Discussion will continue at the next Board of Trustees Meeting. Chair Smith thanked the Board for their thoughtful participation in the Master Facilities Plan discussion.

IV. Board Self-Evaluation

The Board reviewed the results of the Gaston College Board of Trustees Survey and Self-Evaluation questionnaire that was communicated through Survey Monkey. The survey had a response of 12 of the 15 members. Chair Smith commented that strengths identified in the survey related to the Board included discussion of matters, comradery, professionalism, and team work. Questions on the survey concerning the President's Evaluation and Relations, the Board's overall view of its performance, and the College's accomplishments all received strong positive responses.

One area Chair Smith felt the Board might assist the College concerned advocacy for the College. Chair Smith distributed handouts to each of the Trustees that asked them to list individuals they felt comfortable contacting in an advocacy role for the College, organizations or individuals the Gaston College Foundation staff could contact, and individuals or organizations they would be willing to contact to make a presentation related

to the Connect NC Bond Referendum. Completed forms could be given to Dr. Skinner or Ms. Julia Allen, Foundation Executive Director.

Chair Smith also asked four members of the Board to come together to form an Ad Hoc Task Force on Advocacy and structure a plan for advocacy for the Board. The Board members he asked to be on the committee were Mr. Randy Vinson, Ms. May Gray Robinson, Mr. Brett Keeter, and Dr. Jim Watson.

At the conclusion of the discussion, Chair Smith asked for other comments or questions before adjourning.

There being no further business to come before the Board, Mr. Smith adjourned the Retreat at 12:45 p.m.

Respectfully submitted,

Patricia Rudisill, Secretary

James C. Smith, Chair

Mary Ellen Dillon, Recording Secretary

(College Seal)