

**MINUTES OF THE
GASTON COLLEGE
BOARD OF TRUSTEES RETREAT
Gaston Country Club
February 5, 2021**

Members Present: Mr. John Dancoff, Chair
Ms. Jennifer Davis, Vice Chair
Ms. Resa Hoyle
Mr. Tom Keigher
Ms. Janie Peak
Mr. Tim Smith
Ms. Julie Stroupe
Ms. Natalie Tindol
Mr. Randy Vinson
Ms. Najira Davis, SGA President

Dr. John Hauser

Members Absent: Sheriff Alan Cloninger
Mr. Steve Hall
Ms. Iris Hopper
Mr. Steve Huffstetler
Ms. Suzanne Riley

Others Present: Ms. Shelly Alman, Mr. Gene Banks, Mr. Sam Buff, Dr. Dewey Dellinger, Ms. Mary Ellen Dillon, Mr. John Horshok, Luke Upchurch, Mr. Andy Warlick, Mr. Davis Warlick, and Mr. Carl Stewart, College Attorney.

- **Chair Dancoff called the meeting to order at 8:45 a.m.**
- **Invocation – Mr. Vinson**
- **Ethics Awareness and Conflict of Interest Reminder**

Chair Dancoff reminded Trustees of the ethics requirements of public servants and also requested they identify any conflicts of interest or appearance of conflicts of interest present. None were identified.

I. Welcome

Chair Dancoff welcomed everyone to the Retreat and thanked them for attending. He asked the trustees to please circle their lunch selection on the short menu provided and add their name as the menus would be picked up at the 10 a.m. break.

II. Board Survey and Self-Evaluation

Chair Dancoff asked the trustees to review with him the results of the Gaston College Board of Trustees Survey and Self-Evaluation questionnaire located in their packets. There had been 13 responses to the survey.

He asked the trustees to review with him the six items with the **lowest scores**.

Question A-6, with a score of 3.46, concerned using a trustee's personal experience, skills, and abilities. Chair Dancoff encouraged trustees to feel welcome to share and relay any information or knowledge that could add to a discussion. As a team, all can participate and be involved.

Question B-16, with a score of 3.46, concerned all trustees participating in discussions and decision-making. This year, with so many of the meetings having to take place via Zoom, Chair Dancoff acknowledged it does make it hard to have discussions. However, he stated there is no time limit on the meetings and trustees are certainly encouraged to bring up any comments pertinent to whatever is being discussed.

Question D-32, with a score of 3.46, concerned ways, other than donations, the Board could support the Foundation and fundraising. Chair Dancoff noted that Mr. Upchurch would be glad to assist them with any questions they might have. That is a topic he felt the Board could work on and asked trustees to bring forward any suggestions or ideas they had related to supporting the Foundation.

Question B-25, with a score of 3.45, concerned setting clear annual goals and appropriate performance priorities for the President. Chair Dancoff thought that this question may have been rated low as the Board currently has four new members and a new president, who has been analyzing policies and procedures so he could determine what those priorities should entail. Chair Dancoff added that this topic would be covered in more depth later in the meeting as Dr. Hauser was going to discuss with them their preferred format for reporting.

Question D-34, with a score of 3.42, concerned representation of the Board at College sponsored events. Chair Dancoff said all were welcome to come to events and after the pandemic is over, Ms. Dillon would keep them apprised of College events they could attend.

Question D-31, with a score of 3.23, concerned an advocacy plan trustees could follow. Chair Dancoff relayed that he and Dr. Hauser had recently discussed restarting the previous Ad Hoc Committee on Advocacy, which had been strong in the past. They had talked with Ms. Julie Stroupe, and she had agreed to spearhead the endeavor. This would be an effort to build relationships with local legislators and elected officials, so the College did not call on

them only when the College needed them, but with an effort to always keep them well-informed on College news and events. Ms. Stroupe will be reaching out to trustees to see which legislators and/or officials they currently know and which ones where a more involved relationship could be built. Dr. Hauser, too, will be very involved with this relationship building project. There are too many for him to cover by himself, and he welcomes this effort.

Mr. Vinson added that the plan several years ago was effective, but fell down in its execution. Ms. Peak commented that after the latest Board of Commissioners' meeting, where Dr. Hauser made a presentation, she had heard several complimentary comments as they were pleased with the College information he shared. Chair Dancoff closed by welcoming trustees to feel free to make any other suggestions to support this advocacy effort.

Chair Dancoff then reviewed the **highest scores**, which were the ones on which they agreed with a score of **4.0**. They included: **A-1**, which related to Board discussions and activities mirroring an accurate understanding of its roles and responsibilities to the College and State; **A-5**, which related to the Board being "student-oriented" in its focus on important student issues such as program completion and campus safety; **B-8**, which stated that reminders of Board ethical and legal responsibilities are clearly communicated at regular times such as at the start of its meetings; and **C-27**, which states the Board and the President work well together in an atmosphere of mutual trust and respect.

There were seven other areas that received high scores, just a little under the 4.0 mark that Chair Dancoff reviewed with the trustees. He added a thank you to Mr. Vinson for keeping the Board apprised of events happening on the State level.

Chair Dancoff asked the trustees to review the comments made at the end of the survey, which included trustees' opinions regarding the College's accomplishments and the Board's and/or College's strengths and those areas needing improvement. One area viewed as needing improvement was related to providing on-going information after Board Orientation that would help new trustees as their first-year progresses. Chair Dancoff relayed that Dr. Hauser and he had discussed, just recently, starting informal "Coffee with the President" or "Lunch and Learn" meetings to help trustees know the College and College functions on a more intimate basis. This could also include tours of the different campuses and various buildings along with the meeting. These meetings would cover a wide range of topics. More information will be forthcoming on this idea.

The SGA president, Ms. Davis, commented on the diversity and inclusion comment on the survey that this not be a program, but a transformation. She added that at a recent College meeting, the College's new Diversity, Equity and Inclusion (DEI) Coordinator stated the College was moving in the right direction, but as a group, needed to go deeper so all peoples feel included. Dr. Hauser stated the DEI department had recently been formed on the Campus, and it was his hope that in twelve months the College would look and feel different. Ms. Julie Stroupe added a statement that she had heard that she felt important, "If they don't give you a seat at the table, pull up a folding chair."

Chair Dancoff thanked the Trustees for their input with the survey and asked Board members for any other comments or items they would like to address. None were identified.

III. – IV. Building Project Presentation

Dr. Hauser began his presentation by asking the trustees if they remembered what had happened 17 days and a year ago. No one remembered, but he did. He had been asked to be Gaston College's next president! Ms. Davis, at that time, had asked him how he would spend his first 100 days. At the time, no one could have predicted the COVID-19 pandemic would come across the ocean, and he would begin his tenure in the middle of it. However, in his time at the College, several new programs in the health sciences have been approved, \$5.3 million has been granted through the legislature to build the Fiber Innovation Center, and \$3.25 million obtained to build a cybersecurity program in partnership with Fayetteville Technology Community College and Montreat College. An application was submitted and approved for the College's newly approved sports teams to join the National Junior Collegiate Athletics Association, which would greatly benefit Gaston College's new sports programs. Furthermore, a new Athletic Director, Associate Athletic Director/Head Coach Men's Basketball, and Instructor/Baseball Coach have all been hired.

Dr. Hauser felt risks were taken, or maybe it was more that opportunities were grasped, but much was accomplished over the last eight months, and there is more to do. Dr. Hauser continued by relaying that with the pandemic, it was not hard to forecast how difficult things would be for our healthcare systems. Gaston College has a premier Health and Human Services (HHS) division, which operates in partnership with many local public and private educational institutes, industries, regional healthcare facilities, and community enterprises. Dr. Hauser provided the trustees with a handout of important current statistics, planned areas of growth, and proposed health and human services programs. Pages 2-3 of the handout covered the many accredited programs currently in the College's HHS division and the planned accreditations for the new programs. The College hopes to add Respiratory Therapy and Surgical Technology to that list.

Dr. Hauser then covered the College's Graduates Licensure and Exam Pass Rates, on page 4, under a five-year average by program. These statistics reveal that every student passes! The rates are excellent and are a strong representation of the quality of Gaston College's faculty. In a comparison of the NCCCS Overall Licensure/Certification Annual ranking with Catawba Valley Community College and Cleveland Community College, Gaston College is above the College average and outpacing the other two colleges. This leads to the conclusion that the health and human services graduates Gaston College sends into the workforce do very well.

The next section, page 5, of Dr. Hauser's handout covered FTE and Enrollment. A study of FTE reveals that health and human services programs generate 549 FTE for a total of \$2,745,000 in funding. That is 20% of the College's total FTE. Dr. Hauser stated this is hard to do with limited enrollment standards and clinical placement. He then discussed the available market for jobs. There is an annual growth of 1.7%, which is expected to increase due to the aging population, new technology, and growing suburbs.

This led to the question of how Gaston College would address this growing employment need. The College offers apprenticeships (listed on page 6) through Apprenticeship 321; these include Certified Nurse Aide 2, Certified Nurse Aide 1, and Paramedic Medicine. Discussions are on-going with companies regarding Phlebotomy and Medical Assisting apprenticeship

pathways. The statistics on the Apprenticeship page also detailed the number of students completing the programs and their partner companies. These programs are continuing to grow.

The next section in Dr. Hauser's handout, page 7, revealed data on the Medical Science Early College High School (MECHS) and the yearly enrollments expected. For the first year, which will be fall 2021, the MECHS will begin with 160 students growing to 340 over four years, with some students continuing to a fifth year in Human Services Technology. At the Health Academy at East Gaston High School, six pathways through College Now (A Career and College Promise Program.) will be offered. The first classes will be offered as a part of this academy in fall 2021, and as of February 1, 2021, 140 students are currently registered. With these two groups feeding into Gaston College, that is an additional 480 students coming to Gaston College's programs, and that does not include our normal enrollment students.

Another growing area Dr. Hauser covered, on pages 8-9, are the College's many University partnerships and Articulation Agreements. Some of these agreements are with Appalachian State, Gardner-Webb, Lenoir-Rhyne, Queens, UNC Charlotte, and Lees-McRae. Next week the College is signing an official agreement with Belmont Abbey College, too. These efforts all work to keep students in our local counties. It is Dr. Hauser's hope that students do not feel the need to go somewhere else for an education available here in Gaston County. There are other avenues the College is working on in which students will have a seamless transfer, for example, Johnson C. Smith University. These partnerships are critical to Gaston College's growth.

Page 10 of Dr. Hauser's handout listed the current and new proposed programs for each Gaston College Campus and the projected enrollment growth with the new health and human services programs. That approximate enrollment of 150 more students, plus the 480 associated with Early College High Schools, and the 140 students coming from Highland School of technology amounts to over 700 new students in these programs. Growth in this area is not foreseen to be decreasing, rather it is expanding just as local hospitals are planning to do.

On the final page of Dr. Hauser's handout, the information on the previous pages was summarized. Dr. Hauser emphasized it all amounts to a tremendous growth in the Health and Human Services division, and it stresses that our current David Belk Cannon (DBC) Health Institute is bursting at the seams. The College has moved some of its health services programs to the Lincoln Campus, but that alone is not enough. And there are other concerns such as students not having a Simulation Center on site for clinicals. Students working to obtain their clinical hours at the local hospitals have encountered difficulties as hospitals are already overburdened.

With all of this information now having been relayed to the trustees, Dr. Hauser presented a short video of a possible solution for Gaston College's space issues, which was prepared for the College by ADW Architects. This building solution offers room for expansion for the College's existing health programs and new programs, a place for the Early College Medical Science High School, a Simulation Center, and a Gymnasium attached to the existing DBC building. The short video was played a few times so trustees could absorb all the details. Dr.

Hauser then handed out a printed study of the building project to more clearly layout what ground the expansion would cover. This study showed the possible outside views of the building project in two different compositions and listed space square footage for each area. Other charts detailed the square footage breakdown of those main areas.

Dr. Hauser cautioned that this was all preliminary and nothing was set in stone at this point and welcomed the trustees' questions. A concern was raised about parking. The building itself would take 70 parking spaces. There is more parking across the street from the building, but one trustee commented that maybe a parking garage was warranted. However, the Early College High School students would be bused to Campus, so parking for them is not a necessity.

They also asked about the size of the gymnasium and its seating capacity, which would be 800, 400 on each side. The trustees wondered if that was big enough or should we consider building a sports complex separately. The trustees do not want to underestimate the popularity of the College's new sports programs and the potential of 3-4,000 attending an event. They also discussed if having the gym in the middle of this building was the right thing to do or whether it should have its own location. As sports health sciences programs could be added and would fall under the health arena, it was deemed an appropriate place.

Conversation turned to where Gaston College's new teams would practice and play. The basketball team will practice at the Bradley Community Center, with games at North Gaston High School. Baseball, and maybe softball, practices will take place at Dallas Park with games played at Sims Legion Park. The Dallas Park has two fields for practice, and maybe an access through to the College could be arranged. Dr. Hauser is working with the Sims Legion Park constituents to brand the Park as home of the Gaston College teams. It is one of the finest stadiums in the junior college ranks. With Gaston College's logos canvassing the Park, it will be a great recruitment site, and it is only eight miles from the Dallas Campus. The Park constituents are thrilled Gaston College will be a part of the Park. As for volleyball, locations on Campus for the courts are being considered, with a later hope to expand to indoor volleyball.

Discussion turned back to the cost estimate for this undertaking. The total projected construction cost was \$33,162,246; however, with design fees added and owner soft costs added, the total funding for the DBC Project is \$38,392,492. Now the concern turned to how would the College pay for this project. The NCACCP asked the presidents for projects that would need capital funding for submission to the General Assembly. Dr. Hauser stated that although the College would not get the entire amount, if nine million were allocated, that would be a great start. As a significant high school would be added, Gaston County Schools could work with us on a capital project. Another possibility would be to partner with CaroMont Foundation to possibly get a grant. However, with their own expansion projects on the horizon, that may not work as they will be raising capital for those projects.

For the present time, Chair Dancoff and Dr. Hauser wanted to know what the Board of Trustees thought of this project overall and where they wanted to go with it. Should they be looking into a capital campaign, have conversations with possible donors that would get behind it, check more deeply to see what might be covered by the General Assembly, or come

up with an alternate vision. Dr. Hauser spoke of the possibility in the future of community college education becoming free of cost. If that happens, Gaston College wants to have something special as a draw for students to come to its Campus that they cannot find at the other community colleges. A premier Health and Human Services division along with a robust sports program could be keys to continued growth and success.

Mr. Upchurch, too, will work to find out where support for the project might come. In his opinion, it is best to do this ahead of building as contributors feel if you are already building, you most likely do not need their donation. As the David Belk Cannon name will be on the building, it may be best to start with that family.

As five trustees were not present for the Retreat, the attending trustees wanted their input about the idea before approving the project. However, a motion was put forward to approve the project concept. Chair Dancoff and Dr. Hauser will update the five absent trustees.

Mr. Vinson made a motion to approve the capital improvement expansion project concept with the understanding this will be modified as time goes by. Ms. Tindol seconded the motion. The motion carried.

IV. ACCT Book – Trusteeship in Community Colleges

Chair Dancoff relayed to the trustees that the ACCT book, Trusteeship in Community Colleges, was given to them for their information. He and Dr. Hauser would like to have informal "Lunch and Learn" sessions or informal get-togethers with the small groups of trustees. The goal would be to cover a few chapters in the book at a time to help trustees more clearly understand the community college system, their role as a trustee, and the different Board operations that may come before them. This would be an optional, informational type of meeting where discussion could take place. Tours could also be included at different campuses or one group of buildings at a time. These get togethers would be an opportunity to get to know Dr. Hauser and each other as trustees and meet and greet the students as they tour. More information will be coming soon about these get-togethers.

Introduction of Mr. Gene Banks, Gaston College's New Athletic Director

At this point in the meeting, the trustees were joined by Mr. Gene Banks. Chair Dancoff and Dr. Hauser welcomed him to the meeting and round-table introductions took place.

Mr. Banks addressed the trustees to let them know how excited he was to be coming to Gaston College as their Athletic Director. His goal is to help Gaston College form quality sports teams with an emphasis on cohesiveness as a family, with outreach to the community. He wants the athletes to not only excel in sports, but in their growth as serving and caring individuals. Later in the meeting he addressed more of his vision for Gaston College's sports teams.

Dr. Hauser added that they would also be joined later by Mr. John Horshok, Gaston College's new Director for Athletic Program Development and Sports Marketing. He is a former baseball

player with the New York Yankees who has been instrumental in introducing Dr. Hauser to Mr. Leonard Hamilton and many other athletic contacts. Also joining the group later were Mr. Andy Warlick, President and CEO for Parkdale Mills, and Mr. Davis Warlick, Executive Vice President for Parkdale Mills, who have been working with Gaston College related to the Fiber Innovation Center.

V. Format Preference Discussion for President's Annual Reporting

Dr. Hauser took this opportunity to ask the trustees their preferences for communication style. He had sent them several informational emails over the last eight months and wanted to know if they felt they were receiving sufficient updates or would prefer something different. They replied they felt good about what they were receiving.

He then asked about his presidential annual evaluation and how they would like to conduct that. As he just came on board eight months ago, priorities were not set for this year. However, he has spent the last several months learning the College's administrators, systems, processes, and practices and would now be comfortable in setting priorities. It was determined that the Presidential Evaluation Survey would be distributed after the March Board Meeting to the trustees. In April, Dr. Hauser would meet with the trustees to determine what the presidential priorities for the next year will entail. At the May Board of Trustees meeting, his evaluation survey for the previous year's work would be discussed and performance determined. As was mentioned at the very beginning of this meeting, a lot of good things have been undertaken in Dr. Hauser's first eight months.

VI. Advanced Fiber Extrusion Building Update

Dr. Hauser introduced Mr. Andy Warlick, President and CEO for Parkdale Mills and Mr. Davis Warlick, Executive Vice President for Parkdale Mills who attended the meeting to relay their enthusiasm and support for the Advanced Fiber Innovation Center (FIC) building project. Two handouts had been distributed to the trustees, one had the layout of the proposed building, and the other an informational sheet focused on the programs and services the FIC would provide.

Mr. Andy Warlick began by relaying how much Parkdale Mills is enjoying the partnership with Gaston College related to building the Center. This project, in his opinion, will put Gaston County on the map. Five years ago, scientists had to go to five countries to get a trial going on a special product, and there were many roadblocks put in place by the various governments. Mr. Warlick noted that the best place to invest is right here in Gaston County, and with what the new facility will be able to do that is not duplicated any where else, it will be a revenue builder. Parkdale Mills is willing to invest in this project, help to raise funding for it, and help select machinery for it from their resources. He relayed that Mr. Sam Buff, along with his predecessor, Mr. John Anderson, had done a great job in turning the Textile Technology Center into a successful enterprise. His future hope is for the Center to move toward more research and development for fibers and get credit for it through patents. He then introduced his son, Mr. Davis Warlick, whom he stated, "was doing the work."

Mr. Davis Warlick spoke of how today's closets do not look like the closets of 20 years ago where things were either cotton or polyester. In 2016, Parkdale had connected with a renown polymer scientist to create fiber solutions thereby lessening some of Parkdale Mills' need to travel around the world. The Fiber Innovation Center will build on this and name brand companies will come to Gaston County for their needs and not travel to Asia, either. The FIC will have the capability to go from development to market, with the capability to advance into other fields, for example, the aerospace and marine fields. This project will extend well beyond extrusion and Parkdale Mills is 100% in support of this project. They will be involved with contacting legislators and local commissioners to relay the importance of this building project.

Mr. Andy Warlick added that with the onset of the pandemic, the need for PPT was critical. Mr. Peter Navaro had contacted Parkdale Mills and many other U.S. manufacturers looking for help to make face masks as their overseas supply chain had broken down. Mr. Navaro, also, needed 600 million swabs in 90-days. The various manufacturers, once polarized, unified their supply chain and made a commitment to get this done. This had not happened in 12 years. These swabs could not be made of cotton, as cotton has DNA on it. The synthetic swabs that Parkdale Mills and others could manufacture were what was needed. Since that initial 600 million order for swabs, President Biden has asked them for another 600 million. This project has joined 50,000 workers into a single supply chain. The new Fiber Innovation Center will build on this partnership; Dr. Hauser hopes to break ground on the Fiber Innovation Center in April 2021.

Dr. Hauser thanked Mr.'s Andy and Davis Warlick for attending and sharing their comments. He asked if they would like to see the new building project he had just unveiled to the trustees, and they replied they would. Dr. Hauser played the architect presentation of the David Belk Cannon expansion. He explained that over the next 3-4 years, he expected 700 more students to be attending Gaston College due to the expansion of health and human services programs and the addition of athletics. The hope would be to break ground on this project a year from now.

Introduction of Mr. John Horshok, Gaston College's New Director for Athletic Program Development and Sports Marketing

Dr. Hauser introduced Mr. John Horshok, who had joined the meeting. He explained that he had met Mr. Horshok years ago at a football game as they had been seated side-by-side. He had asked him about the championship ring on his finger and was told he was with the New York Yankees when they won one of their championships. The two had reconnected recently when Mr. Horshok was helping Gaston County get the FUSE off the ground and he had found out Dr. Hauser was now president of Gaston College. They reconnected, and Mr. Horshok has been instrumental in introducing Dr. Hauser to important athletics' contacts and opportunities to start sports at the College. Mr. Horshok was excited to work with the College to put together an original sports program, which is a challenge to do during a pandemic! But he stated he wants to put together, with Dr. Hauser and Mr. Banks, a sustainable program that will get better and better each year. He explained that this program will be a community first program and then build on admission. Mr. Horshok then introduced Mr. Gene Banks so he could relay more about the goal of the program.

Mr. Banks agrees with Mr. Horshok, it always needs to be about the community first. He had met Mr. Horshok at a Special Olympics event, saw his dedication to the kids, and knows he can trust that he cares about building a team that not only cares about winning, but also about team members becoming good citizens. Mr. Banks wants Gaston College's players to practice hard, but also be involved with community churches, hospitals, and local enterprises to serve. He wants to build an athletic program that teaches teamwork on the court and outside it. This will be a collaborative effort within the athletics department. Mr. Shohn Doty will join the athletics staff as Associate Athletic Director/Head Coach Men's Basketball, and he will bring this same spirit to the College. Mr. Doty has already been in town to scope out the practice and game locations. They are both willing to work hard with a goal to make Gaston College's program one in which Gaston College and Gaston County can really be proud.

The trustees were invited to have a dialog with Mr. Horshok and Mr. Banks during lunch.

Conclusion

Chair Dancoff and Dr. Hauser thanked their guests for attending the Retreat. Earlier in the meeting Chair Dancoff relayed some updates/reminders to the trustees. Two, called virtual Board meetings would be held next week; a Called Virtual Finance and Facilities Meeting would be held Thursday, February 11, 2021, at 3 p.m., and a Called Virtual Board of Trustees Meeting would be held that same day at 4 p.m. as some business had come up with which the trustees needed to attend. The next scheduled Finance and Facilities Committee Meeting would be March 14 and the next Board of Trustees Meeting would be March 22. A Campus Affairs Committee Meeting would also be scheduled prior to that Board Meeting. He reminded trustees to be sure to fulfill their SEI obligation by April 15 and told them information for the next NCACCT Law/Legislative Seminar, which is scheduled for April 21-23, would be sent to them as soon as it was released.

Chair Dancoff concluded the meeting with thanking Dr. Hauser for his presentation and the trustees for attending.

There being no further business to come before the Board, Chair Dancoff adjourned the Retreat at 1:00 p.m.

Respectfully submitted,

Sheriff Alan Cloninger, Secretary

Mr. John Dancoff, Chair

Mary Ellen Dillon, Recording Secretary

(College Seal)