

MINUTES
LONG-RANGE PLANNING COMMITTEE/BOARD RETREAT
ANGELINA COLLEGE BOARD OF TRUSTEES
JANUARY 28, 2021

The Long-Range Planning Committee met at Crown Colony Country Club on January 28, 2021 at 8:30 a.m. Committee Members present were Mr. Bob Poland and Ms. Lynne Haney. Other Trustees present were Ms. Hilary Haglund-Walker, Dr. Robert Lindsey, Mr. Malcolm Deason, Mr. Curt Fenley, and Dr. Sid Roberts.

College personnel attending the meeting were Dr. Michael Simon, President; Mr. Chris Sullivan, Vice President of Business Affairs; Dr. Cynthia Casparis, Vice President of Academic Affairs; and Ms. Sarah Alvis, recording secretary.

Mr. Poland called the meeting to order at 8:34 a.m. and gave the invocation.

REVIEW AND APPROVAL OF SEPTEMBER 10, 2020 COMMITTEE MEETING MINUTES

Mr. Poland presented the committee minutes from the September 10, 2020 meeting and asked if there were any additions or corrections to the minutes. There being no additions or corrections, Mr. Fenley made a motion to approve the minutes of the September 10, 2020 meeting, seconded by Ms. Haney, and approved.

ACTION ITEMS

Facilities Master Plan Update

Mr. Mark Strong, of Goodwin Lasiter Strong, presented the current Master Plan proposal for the College. He began by stating a few primary goals of the project: maintaining forested/canopy atmosphere of the college, preserving natural landscape, achieving a more cohesive feeling on campus, planning for better pedestrian flow, and moving physical plant/technology functions to the other side of College Drive.

The following planned renovations were discussed:

- Residence Hall: Upgrading finishes, mechanical, electrical, plumbing systems, windows, doors, and some cosmetic upgrades.
- Hudgins Hall: Renovating both classrooms and auditorium, in addition to the mechanical system and other upgrades suited to musical performances.
- Student Center: Upgrading cafeteria, dining area, lobby space and kitchen. New layout and equipment. More food court/bistro atmosphere.
- ACA/Temple Theater: Cosmetic upgrades to Theater. Lobby/gallery upgrades in functionality.
- Liberal Arts: Cosmetic, mechanical, and electrical upgrades.
- Social/Behavioral Sciences: Cosmetic, mechanical, and electrical upgrades.
- Health Careers II: Convert to Community Serves/SBDC/NPLC.
- Library: Cosmetic, mechanical, electrical, plumbing, elevator upgrades. Upgrades to accommodate ADA accessibility and relocation of the circulation desk. Overall goal is more collaborative learning spaces throughout.
- Athletic Complex facility: expansion and renovation of bathrooms and concessions.

- Old Gymnasium: Upgrades to the fitness center and to the gym area itself, in order to provide for a multifunctional space that can be used for large meetings.

Mr. Poland also inquired about repairing the baseball center field drainage issue.

The following additions were discussed:

- Upgrade to the Central Power Plant
- Roadrunner statue: move to the back portion of the campus to create focal point. Create plaza between new Health Careers Center and Shands Gymnasium.
- Soccer field with seating for about 300.
- Enclosed campus mall/gathering space: two story atrium facility that would connect residence hall, student center, cafeteria.
- Conference Center Services: Adding more flexible and functional conference space for about 200 people in the Technology and Workforce Building.
- New Health Careers facility: increased capacity for Pharm Tech, Sonography, etc. This would also allow non-credit health-related faculty to be in the same office space as credit.
- Technology Flex Laboratory space
- New residence hall on NW end of campus with more of an apartment design: living space with kitchenette, 4 bedrooms with 2 bathrooms to share. Could house 300 students.
- Connector piece between Liberal Arts/Business buildings and Social Sciences/Health Careers II buildings.
- Opportunities for new buildings: current maintenance location and near new Health Careers building.

Mr. Deason stated that it may be worth investigating what companies could conduct feasibility studies, and perhaps a survey of the current student population or current Dual Enrollment high school students.

Mr. Ben Miller, of Goodwin Lasiter Strong, presented the following Infrastructure Projects/Wayfinding/Pedestrian Traffic updates:

- Adding wayfinding kiosks on campus
- Move the entry to the College to 819/Daniel McCall
- Belltower in front of Admin building
- Wagon wheel the campus in terms of traffic/parking
- Access adjustment at the ACA parking lot
- Remove 819/Daniel McCall going through campus as it is, move it west around the Gym/Health Careers, turn current road into a Pedestrian walkway
- Dedicated bus drop off for schools
- Creating pedestrian and bike routes. Could submit 80/20 match grants to TxDot for federal funding.
- Storm water detention: one by creek, one behind athletic fields, one permanent water feature between ACA and Technology/Workforce building
- Parking revisions to increase lifespan and function: reshaping north side parking area near gym, update to parking lot near Health Careers II (concrete to replace asphalt and

change to 90-degree parking instead of angled), new parking for physical plant/police department/technology flex lab, rebuild deceleration lane off of 59

There was discussion of creating a prioritized list of renovations and additions that are needed, as it's difficult to propose a bond for the community that may be viewed as primarily cosmetic. Mr. Poland noted that we would need to carefully convey to the community that the Health Careers offerings we provide are vital to the community and that these improvements are necessary to keep the College offering those programs. There was also discussion of other on-campus residential living opportunities, such as leasing some of our land out to a company that would build the apartments and manage them.

Review of Financial and Academic Condition of the College

Mr. Chris Sullivan, Vice President of Business Affairs, gave a report on the financial condition of the College. He stated that the goal is always to have 4 months unrestricted net asset (reserve) and cash. We've gotten to the 5-6 month range. He presented a graph that displayed Relative Composition of FY2018 Primary Operating Revenue at Texas Community Colleges, by Source. It was noted that institutions in larger cities tend to have large tax base and low tuition, where more rural schools have higher tuition and lower tax rates. Ideally, operating revenue would come equally from state funding, taxes, and tuition. We are currently trending in that direction.

Dr. Simon noted that the Community College model is skewed towards schools with large populations and growing populations. Community college leadership will be asking the legislature to authorize a commission that will help to acknowledge that rural community colleges are still important, despite serving a smaller number of students. The current funding model is not sustainable.

Mr. Sullivan presented a table depicting Composite Financial Index, Core Financial & Other Financial Ratios for all Texas community colleges. We're well above all of the metrics that the state has set in terms of financial conditions. Return on Net position: 5.1% in comparison to state average of 7.3%, Operating Margin is 3.1% in comparison to state average of 3.5%, Primary Reserve is 0.46% in comparison to state average of 0.51%, Viability Rate of 68.40 in comparison to state average of 1.51, Equity Ratio of 70.9% in comparison to state average of 51.7%. The final financial data presented analyzed the Department of Education Higher Education Emergency Relief Fund (HEERF) – CARES Act Programs. It laid out a description of how CARES Act funding has been disbursed through institutional spending and student aid. We are about to receive the institutional portion of the second CARES act funding; the student portion has already been received.

Ms. Cindy Casparis, Vice President of Academic Affairs, gave a report on the academic condition of the College. She commended the efforts of faculty during the COVID-19 pandemic and stated that they have been incredibly flexible with teaching models. All faculty members have invested significant hours into learning new technology. The College's dual credit program has remained steady through COVID-19. Some students are staying at their high schools, some are online, and a couple schools still come on campus. Dr. Sandra Brannan, our new nursing director, is seeking candidacy for the ACEN accreditation. In terms of planning for class schedules, we are heavily looking into embracing the 8-week format for more classes. Studies are showing that students are getting the same amount of information, are more focused, and are more successful in terms of retention and graduation rates. Mid-term grades are now being

tracked so that faculty can see where students stand to end up in terms of GPA. All students tracking below 2.0 are now being contacted to offer assistance. 42% are now ending above 2.0 and 59% may not reach 2.0 but are improving their GPA from the mid-term projection. We are also beginning to auto-graduate students so that they're getting certificates (when eligible) in addition to degrees; this allows the College to earn more success points, resulting in more state funding. In terms of academic programs, we are looking at beginning a Cyber Security program, an Ag Engineering and Ag Systems Management program, and revamping our Computer Information and Math programs.

Dr. Sid Roberts noted that it is vital to express to the community, in terms of a potential future bond, that we are meeting the community's academic and economic needs by partnering with universities.

COVID-19 and Legislative Session Update

COVID protocols in place on campus seem to be effective in limiting exposure. No employees who tested positive have contracted COVID-19 on campus, based on contact-tracing efforts in place. Dr. Simon presented to the Trustees a proposed bonus for full-time employees and a lesser bonus for part-time employees. CARES Act funding will be used for this, if approved by the Board.

In terms of the current legislative session, Dr. Simon gave an update on what we can expect in terms of adjustments to funding. He presented an idea being proposed that would keep community colleges from taking a greater than 5% reduction in funding, regardless of reductions in enrollment as a result of COVID. There is hope that Senator Nichols will choose to push for TC3 and NETnet again this legislative session.

Long-Range Plan and 5-Year Strategic Plan

The Long-Range Plan for the College, which was presented at the beginning of 2020, was briefly reviewed.

Dr. Simon presented the 5-Year Strategic Plan for 2021-2026.

Discussion took place surrounding an immediate and primary goal: to increase our capacity at online education delivery, as is necessary now more than ever. This is going to require monitoring the changing higher education environment and adopting best practices to improve our curriculum, delivery, modality, investing in the development of highly trained and skilled instructors, etc.

The College recognizes the need to continuously improve our retention and completion rates for students. This includes more productive communication between faculty and staff and more efficient communication with students.

Board Committees

A proposed adjustment to the Board of Trustees Calendar was presented by Dr. Simon. This would include fewer regular Board meetings, and potentially more committee meetings. Dr. Simon also proposed the addition of a new Board committee: Student Affairs and Athletics. The Board of Trustees currently has committees for the following: Finance, Long-Range Planning, Policy Review.

The proposed new committee assignments are as follows:

Finance: Walker, Haney, Deason

Student Affairs and Athletics: Roberts, Fenley, Deason

Long-Range Planning: Poland, Lindsey, Fenley

Policy Review: Roberts, Lindsey, Poland

Foundation Board (ex-officio): Walker, Haney

This topic will be further discussed at the Regular Board Meeting on Monday, February 15, 2021.

ADJOURNMENT

There being no further business, Mr. Poland adjourned the meeting at 2:06 p.m.