

MINUTES  
LONG-RANGE PLANNING COMMITTEE/BOARD RETREAT  
ANGELINA COLLEGE BOARD OF TRUSTEES  
JANUARY 13, 2022

The Long-Range Planning Committee met at Crown Colony Country Club on January 13, 2022 at 9:00 a.m. Committee Member present was Joey Garza. Other Board Trustees present were Ms. Hilary Haglund-Walker, Ms. Lynne Haney, Mr. Malcolm Deason, and Dr. Sid Roberts. Dr. Robert Lindsey was also present by zoom.

College personnel attending the meeting were Dr. Michael Simon, President; Mr. Chris Sullivan, Vice President of Business Affairs; Ms. Krista Brown, Executive Director of Marketing and Strategic Enrollment; Ms. Dana Smithhart, Executive Director of Student Affairs and Institutional Advancement; Mr. Jaime Heredia, Special Assistant to the President for Diversity and Inclusion; and Ms. Leigh Ann Pyle, recording secretary.

Ms. Haglund-Walker called the meeting to order at 9:04 a.m. and gave the invocation.

**REVIEW AND APPROVAL OF MARCH 15, 2021 COMMITTEE MEETING MINUTES**

Ms. Haglund-Walker presented the committee minutes from the March 15, 2021 meeting and asked if there were any additions or corrections to the minutes. There being no additions or corrections, Dr. Roberts made a motion to approve the minutes of the March 15, 2021 meeting, seconded by Mr. Garza, and approved.

**COMMENTS TO THE BOARD**

**ACTION ITEMS**

**SACSCOC Standards Review**

A. SACSCOC Standard 4.1.c: Conflict of Interest  
SACSCOC Standard 4.1.c: Both the presiding officer of the board and a majority of other voting board members are free of any contractual, employment, personal or familial financial interest in the institution.

Angelina College Legal Policy BBFA: If a...member of a college district board of trustees. Has a substantial interest in a business entity or in real property, the official shall file, before a vote or decision on any matter involving the business entity or the real property, an affidavit stating the nature and extent of the interest and shall abstain from further participation in the matter if:

1. In the case of a substantial interest in a business entity: the action on the matter will have a special economic effect on the business entity that is distinguishable from the effect on the public; or
2. In the case of substantial interest in real property, it is reasonably foreseeable that an action on the matter will have a special economic effect on the value of the property, distinguishable from its effect on the public.

B. SACSCOC Standard 4.2.a: College Mission Review

The mission of Angelina College is to provide quality educational opportunities and services to aid students in the service area in reaching their full potential.

Dr. Simon spoke to the board of the possibility of a bachelor's degree being offered at Angelina College in the future. There are already some mid-size community colleges going in this direction in Odessa, North Central, and one in Houston. No mega community colleges have adopted this option at this time. Through natural growth Angelina College could offer a bachelor's degree for studies already in their wheelhouse like Science and Business. As far as tuition there would be an increase for the last two years of the degree plan. There would also be differential tuition for the value of return on the subject major. At this time Angelina College already offers a bachelor's degree in partnership with A&M University for the nursing program, Bachelor of Science in Agricultural Systems Management or Bachelor of Science in Biological and Agricultural Engineering.

C. SACSCOC Standard 4.2.g: Annual Self-Evaluation Review and Discussion of Board Self Survey Results

**ACTION ITEM:** Consideration of Proposed *Local Policy BCD: Board Annual Performance Evaluation*

### **Facilities Master Plan Implementation Updates**

- A. Soccer Stadium Construction & Baseball/Softball drainage improvement – under construction
- B. Auxiliary Gymnasium Renovation – renovation to begin soon.
- C. Hudgins Hall Renovation – a change in concept. The renovation will now cut back to house lights, LED and dimming, new stage curtain, new doors and entry way, bathroom to be re-done. This should give the feel of a performance venue. There will also be a whole new HVAC system. Costs will now be at a lower estimated cost of \$2.5 million. Hudgins Hall also houses the Food Pantry and Health Resource Center.
- D. Large Meeting Room New Construction – moving this project
- E. Lockheed Martin Classroom Renovation in Workforce Technology Building – New project
- F. Industrial Technology Center – add construction of HVACR Classroom/Shop
- G. Physical Plant Operations new construction – not move Campus Police Department
- H. Student Housing
- I. Library – seeking federal grant support; relocating the Testing Center to the Library.
- J. North Loop of the Four-Pipe System – becoming higher priority

### **Trends in Higher Education Landscape**

- A. Erosion of Employer Reliance on Conventional Credentials
- B. Evolving Attitudes toward Work Among Members of the Digital Native Generations
- C. Emerging Disruption of Higher Education Online Education and Services by Artificial Intelligence and Virtual Reality
- D. The Role of Affordable and Reliable Broadband Access in Rural Higher Education Access
- E. Community College Enrollment During the Pandemic and Beyond
- F. Meeting Student Expectations Outside the Classroom – Institutional Services, Social Justice and Civic Engagement, Entertainment, and Experiential Learning

Discussion on the trends included how some employers were moving towards not requiring a degree. Google was an example of promoting this new trend. The reason being the employer felt they had to train the new employee for two to three years anyway and they could start them out at a lower pay grade. Another employer concern with this new generation is employee loyalty. The new generation has a reputation for wanting to work about 9 months out of the year then leave and travel/play/etc. and then finds another job to start the cycle all over again. An additional concern was all of the online classes being available to students and not so many face to face available. Students who may take all online courses miss the experience in working together as a group and learning other social skills.

Discussion on the College Experience. Angelina College is investing more in the student experience

### **Update on Long-Range Plan Progress**

*(topics addressed in 2021-2026 Strategic Plan denoted with an asterisk)*

- A. Deliver the most relevant and efficient credit and noncredit programs in East TX
  - 1. Academic Pathways\*
  - 2. Grow capacity and effectiveness delivering online education\*
  - 3. Grow capacity to use outcomes assessment data, program review data, stakeholder input, and student/alumni feedback to evaluate program relevance and efficiency as well as to guide which programs to grow or to consider for closure
  - 4. Explore new educational practices to improve student outcomes
  - 5. Monitor the changing higher education environment and adopt best practices to improve curriculum, pedagogy, delivery modality, and institutional efficiency and effectiveness\*
  - 6. Grow institutional capacity and pursue authorization to offer Bachelor of Applied Science and/or Bachelor of Applied Technology degrees
  - 7. Ensure academic programs deliver relevant and appropriate workplace skills
- B. Position the college to recruit, develop, supervise, and retain full-time and adjunct instructors who are highly qualified, focused on teaching excellence, technologically proficient, and student oriented
  - 1. Invest in professional development of full-time and adjunct instructors by developing a calculus for instructional efficacy at the individual instructor level and deploying in-house training to grow the proficiency of each instructor\*
  - 2. Develop and update as necessary instructional technology standards for instructors as well as internal training and support programming to help instructors meet standards\*
  - 3. Grow the institution's ability to recruit, supervise, evaluate, and retain instructors who work 100 percent online
- C. Improve student retention and completion rates to exceed the national averages for those rates among public, two-year colleges in the United States
  - 1. Develop and implement an enrollment management plan
  - 2. Develop the institution's capacity to collect and use initiative performance data to engage in continuous improvement of retention and completion initiatives\*

- D. Increase brand awareness and participation rates among target populations
  - 1. Develop expertise and programming to recruit, serve, and support students in poverty, international students, African-American males, and Latino/a students\*
  - 2. Expand student housing to accommodate growth in international student enrollment
  - 3. Launch programs in response to the growing proportion of East Texas population that will be aged over 65
  - 4. Leverage relationships developed through the Nonprofit Leadership Center to deliver services to AC students, especially students in poverty
  - 5. Increase participation rate among African-American males and people of Latino/a descent residing in the service area\*
- E. Grow the college's market share of recent high school graduates from schools in the service area who pursue postsecondary education to at least 30 percent
  - 1. Develop an approach to dual credit offerings that leverages Academic Pathways identified by the college to facilitate certificate or degree completion and/or results in enrollment in AC after high school graduation\*
  - 2. Invest in branding, marketing, advertising, and recruiting activities to improve the effectiveness of these initiatives
- F. Develop and continuously improve co-curricular programs and student services (in-person and online) as well as recruit, supervise, and retain nonteaching staff to ensure the college exceeds student expectations in the campus climate
  - 1. Implement and/or strengthen co-curricular programs focusing on competency, pluralism, citizenship, and community leadership
  - 2. Establish a student service standard that aligns with Angelina College values and exceeds student expectations, and provide leadership and supervision that ensures all employees consistently meet the established standard
- G. Maintain a strong financial position while growing institutional capacity to invest in programs, services, technology, and facilities that meet the student and community expectations
  - 1. Adopt a facilities master plan that identifies and prioritizes the current and anticipated build environment needs of the college, identify and select approaches to fund renovations or construction projects, and execute the facilities master plan\*
  - 2. Increase the ability to recruit, supervise, develop, and retain adjunct instructors in general and especially qualified adjunct instructors who (a) work 100 percent online, (b) have retired from nonacademic careers, or (c) simultaneously serve other institutions of higher education\*
  - 3. By 2040, increase financial resources for the Angelina College Foundation and/or the college by \$1,000,000
  - 4. Ensure the campus remains accessible and improve wayfinding signage, especially relating to access ramps and elevators.\*

5. Continue to reduce the institution's energy footprint by implementing processes to reduce, reuse, and recycle as well as upgrading energy systems whenever feasible
6. Address the gap in resources available for middle-income families to pay the cost of attendance through student loans, institutional scholarships, or other sources

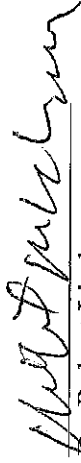
**Tour of Lufkin Campus Simulators**

- A. School of Health Careers – Nursing and Surgical Technology simulators, anatomage table
- B. Law Enforcement Academy – Shooting & Communication simulator
- C. School of Business & Technology - Heavy Equipment and Welding simulators

**ADJOURNMENT**

There being no further business, Ms. Hilary Haglund-Walker adjourned the meeting at 1:30 p.m. The Board then traveled to Angelina College for the Tour of the campus.

Minutes were approved at the February 21, 2022 Board Meeting.



Dr. Robert Lindsey  
Secretary  
Board of Trustees  
Angelina College



Ms. Hilary Haglund-Walker  
President  
Board of Trustees  
Angelina College