

Administrative Retreat Minutes June 29 – July 1, 2008

Each day a different team member presented the inspirational moments and team building exercises

Dr. Ward's State-of-the-College remarks included:

- Student Services – the preregistration effort helped get enrollment numbers up, the Student Services and Instructional Services units will continue their efforts; scholarship applications continue to increase with highly qualified students – we must find ways to serve them. The first year of residential life was interesting – we will continue to seek ways to increase the number of students staying in the residential facility and strengthen the policies and procedures associated with housing. The Financial Services Unit was praised for their due diligence in working with students to get applications submitted in a more timely manner and be better prepared to meet their financial commitments. Student Support Services and TRIO continue to be vital services and we must do everything we can to keep these externally funded programs.
- Fiscal Services – the unit continued the trend of receiving good audits with limited concerns. The economic outlook is bleak and institutions have already been told to begin looking at how they will reduce their budgets. This makes the recruitment effort even more important. Units will have to tighten their belts even more than usual. Participants were told to begin the process of looking for external funds to compliment the institution's budget. He briefly discussed the bi-annual report on external funds and noted that we continue to increase our funds. He mentioned that Facilities was working on the Facilities Master Plan and talked about the proposed new building on the Bessemer Campus.
- Instructional Services – academic programs continued their efforts in offering quality curriculum programs. He stated that he's had dialog with several faculty about how excited they are about the different technologies the College is getting, how they are using it and how they can see improvement in student learning. He noted that most of the faculty talk to him about the ways they are using different instructional techniques and assessment efforts such as rubrics, more on-line software such as testing in Blackboard, using Criterion in the English Department, the nursing staff using TEGRITY, etc. He encouraged the unit to continue its efforts. He mentioned the accreditation status of nursing, Business Information Technology, HVAC and automotive areas. He also noted that Corporate Services expanded its outreach for more just-in-time training to positively impact workforce development.
- Postsecondary – work continues on the Board policies. We have to continue to monitor them and adjust our internal policies and procedures accordingly. The Third Year Merger Report was accepted. Although we don't have to submit another report to the Board we will continue to develop our own report annually. It is very useful in the planning and evaluation process.

Dr. Crawford presented the unit accomplishments for Instructional Services. The full report is on the Retreat 2008 BlackBoard site. Highlights included:

- 33,649 users attended the library from August 2006 through July 2007
- A 75% increase of e-books was acquired due to the attainment of Shared Collection III, IV and V integrated from Bessemer Tech's collection to the merged collection.
- The space housing the Ebony Room of African American Literature Collection was converted to an open computer lab for students. This "Ebony Room" lab provides 18 additional computers, a ceiling LCD projector and a viewing screen along with a technology - enhanced instructor's desk. Microsoft Office products, Internet access and other educational software are available on all computers.
- The Bessemer Library was reorganized to provide a user friendly, inviting atmosphere that is conducive to study.
- The most significant and major accomplishment was the completion of the 2007-2009 catalog and the extension of General Studies offerings.
- The evening RN program has grown tremendously on the Birmingham campus. The interest in the program has been so overwhelming that the enrollment predictions superseded all expectations with over 200 applicants.
- Health Professions had a successful accreditation visit this year and only have a few recommendations to work on as a result of upcoming visit.
- The Dental Program has an upcoming accreditation visit that is forthcoming.
- The Center for Teaching Excellence and Learning (CTEL) was funded and renovations to create the center are underway. The CTET Leadership team has been formed and is functioning to make key decisions as it relates to the Center. The team consists of faculty and staff members from a cross section of disciplines and from both campuses. All volunteered to serve.
- The division plans to introduce more hybrid courses beginning in the fall of 2009.
- Cosmetology 100% Pass Rate
- Tech Prep Programs: Robotics Academy, Industrial System's Academy, and L-ARTS: These two summer programs are part of the Tech Prep opportunities for high school students. The Robotics class was taught by Rich Raymond. There were 25 students participating. The industrial System's Academy was taught by Nancy Williams. There were 15 students participating in these activities. The L-Arts program was taught by Alcie Williams and Robin Huston. They taught 30 student to sedin wigs for wear from scratch.
- New Program Development: Programs are developed in support of the workforce and high demand areas. The following services and/or programs were submitted for approval to offer to the general public through traditional and nontraditional formats:

- Submitted CEU application to the Alabama Board of Nursing
- Submitted an application for a long certificate in Auto Body Repair
- Submitted a proposal to fund a Major Appliance Repair Program
- New Corporate Service Offerings for Spring 2009: The local economy is heavily dependent upon medical services jobs; therefore, Corporate Services has expanded its offering in medical-related job opportunities and training. The following lists highly requested career options to be offered through Corporate Services in conjunctions with the Health Professions unit:
 - Pharmacy Technician, Pharmacy Technician Calculations, Prescription Insurance Specialist, Cardiographer Technician, Phlebotomy Training, Physical Therapy Aide
- Testing Center: The Testing Center has expanded its services to include Certiport, Drake Kryterion, ISO Quality Testing (Professionals in Education and Management), LaserGrade (Cosmetology, Nail technology and 700 other areas), PAN TESTING (Airport security, BNSF Railways, GPO/JC Penney Proctored, Indiana Securities, Jones/NCTI Qualifications Assessment, Qwest Communications, United Airlines, and US Customs), Pearson VUE, Prometric, and IC3 Testing)

Mrs. Crews presented the Administrative and Student Services Report. The full report is on the Retreat 2008 Blackboard site.

Highlights included:

- 20 web based Admission & Records forms are available for constituents
- Online applications increased 75%
- Developed program to identify applicable transfer credits
- Increased mail outs to High School seniors: view book, catalog, financial aid, compass test dates, applications
- Scanned approximately 85% of all Student Financial aid files for 2007/2008.
- Issued 4,294 official transcripts
- Scanned over 1,000 records for returning students
- Increased the Recruitment Staff to 4 full-time, 1 part time.
- Developed a view book, expanded the recruiting territory, increased the # of tours on campus,
- Compass Tested 2,057 students during the year.
- Converted approximately 90% of the active personnel files to scanned images.
- Conducted mandatory Ethics training to total personnel in 30 days.
- Collected 498 completed background check forms
- Managed 25 grants and contracts during 2007/2008

- 2008/2009 State Allocation - 18,698,963
- 2007/2008 State Allocation - 19,544,102
- Managed the 2007/2008 operating budget of over \$48 million:
- Renovation projects
 - Birmingham campus bookstore
 - Shipping and Receiving Area
 - C-Tel Computer Lab
 - Ebony Lab in Library
 - B Building Roof replacement Project
 - Ethel Hall – Bessemer Campus 20 ton HVAC unit
 - B Building Birmingham 100 ton air system
 - Stripped Parking lots
 - Painted numerous classrooms and offices

The President's Annual Report was reviewed and details provided about the rebranding of the Alabama Community College System

The Annual Plan was reviewed including:

- Mission Review – the proposed minor word change was approved by participants. Dr. Green will work with Dr Ward to get the statement on the next available Alabama State Board of Education agenda for approval prior to the fall semester. The group agreed that the following would be forwarded to the Chancellor:

Lawson State Community College respectfully requests that a review and approval of its mission statement be placed on the next available agenda for the Alabama State Board of Education. Lawson State Community College's mission statement is reviewed every five years. A policy to that effect was adopted by the Administrative Cabinet on April 7, 2008. Although the policy mandates a five year review and the last review was done as a result of the merger in 2005, the mission was reviewed again by the Expanded Cabinet during the 2007 Administrative Retreat June 10-12. The Expanded Cabinet agreed that the mission remained viable, current, and continued to meet the needs of the institution. On June 11, 2007, the Expanded Cabinet re-adopted the mission statement with minor rewording from the 2005 version. During the 2007 Fall Institute, the faculty heard a report of the highlights from the Administrative Retreat and reaffirmed that the mission statement was current. The faculty re-adopted the mission on August 14, 2007. Based upon a recommendation from its Sub-Committee on Planning, the Administrative Cabinet, the primary governance body of the institution, formally reviewed, reaffirmed and re-adopted the mission statement on February 4, 2008.

- The Institutional Effectiveness Planning Process including the various levels of planning, the planning and institutional effectiveness models, the Planning Hearings scheduled for July and August, Student Learning Outcomes and appropriate

documentation, use of results during the 2007-2008 year, the budgeting process including the budget hearings, the program reviews that were on the rotational schedule, the Institutional Management Plan, the CAPP, the CCSSEE and the different types of assessments that were used was discussed.

- Details of the Planning Hearings were discussed including:

Planning hearings are scheduled July 23, 29, 30 and 31. Hearings on the Birmingham Campus will be held in room 235 of the Ward Technology Building. Hearings on the Bessemer Campus will be held in the Conference Room of the Ethel H. Hall Building. Hearing participants should be prepared to discuss the 2007-2008 plans for their respective units. Participants must bring with them the Hearing Notebooks with requisite documentation and narrative to demonstrate compliance and the successful completion of goals, objectives, student learning outcomes, budgeting, etc. for the planning period. Faculty and/or staff from the unit are also invited to attend the hearing.

- Dr. Glaze also reported that assessments during the year continued to be varied and included:

- Marketing and demographic studies
- Placement testing
- Surveys of students, faculty and staff
- Retention studies
- Employer satisfaction surveys
- Advisory committee surveys
- Licensure exams
- Various rubrics
- Course completion data
- Grade analysis
- Developmental Studies performance reports
- Enrollment reports
- Financial reports
- IPEDS Reports
- CAPP Reports

The group participated in an extensive SWOT Analysis. The results that were submitted by participants are listed below and provided the basis for discussion:

STRENGTHS

- College is going wireless which will expand LSCC's overall effectiveness
- Competent staff and faculty
- LSCC offers flexible scheduling and has expanded course listings
- Student satisfaction rates are high. Our students like Lawson.
- Good writers and analyzers of data
- Great idea group
- State of the art equipment and technology in most areas
- The SLO's for each departmental area
- Qualified faculty
- Centrally located
- Multi-campus
- Accredited programs
- High licensure pass rates
- Supportive administration
- Housing available for students
- Sports facility
- Faculty teaching skills and commitment to instruction
- Payment options
- Community services and facilities to bridge the community and improve the quality of life for the residents
- Committed staff always ready to serve and give 101%
- Provide quality education with limited funds
- Affordable tuition
- Locations
- Faculty and staff
- Employees of the institution
- Location of our facility, accessibility
- New buildings and facilities on-going

- Staff and administrators and knowledge of the job
- Very community oriented and concerned with the community needs and support
- Good collaboration, i.e. in planning retreats – Perhaps should have more expanded/extended cabinet meetings with more brain-storming regularly the faculty, staff, administrators of the college
- Everyone being good in their area of expertise

WEAKNESSES

- Overall communication
- Implementation of ideas discussed at strategy meetings
- No nurse coverage on Bessemer campus
- No nurse coverage on B'ham campus after 1 p.m.
- Additional faculty needed in several areas
- Staff of the two divisions constantly bickering. They should adopt the motto "it's not about me but about Lawson". Need to collaborate more
- Staff always identify problems but seldom offer suggestions for solving the problems
- The facilities are not well maintained. Maintenance staff are not productive or have pride in their work.
- Staff wear an excessive amount of hats; therefore, can't perform to the best of their ability.
- People still refuse to read emails which hurts our ability to function effectively.
- Phone and fax lines are below our standards as a college and are negatively impacting our ability to function effectively as a college
- Not enough computers and printing access for our students. We are not quite a technology-supported school without this.
- Upkeep, cleaning of buildings (especially on the Bham campus) is sub-standard. Complaints do very little to change situation.
- Lack of supervision of custodial staff
- Need a Fact Book (1 single document) to assist with SACS/COC reports and other information
- Recruitment and retention
- Web site access in the classroom
- Atrium on the B'ham campus reflects poorly on us as a college and sends the wrong message to our potential recruits, their parents, and current students.

- Treatment of students is not consistent in all offices. Some offices are friendly and welcoming while some still do not treat students respectfully.
- Students are not accessing their email on a regular basis.
- Communications
- Need better team work
- Communications
- Spread class times out during days and weekends
- Advisors need to be instructed about Area 5 on degree plans.
- All of the custodial staff from the gym is used all over the campus, therefore, the gym is without a custodian at times during the day.
- Health Services staff – not present on the Bessemer campus
- Facilities maintenance staff need extended hours
- No student health nurse after 1 p.m. Monday through Friday
- No student health nurse on the weekends
- Internal communication with staff and administrators – support one another for the success and growth of LSCC
- Our present evaluation system for staff
- Need for recruitment quotas and benchmarks for our recruiters
- Telephone and communication with outside
- Under-utilized committees
- Lack of communication
- Not willing to make hard decisions
- Lack of communication
- Some aspects of the phone system not working
- Not enough brainstorming sessions to make presentations for change or new ideas to the cabinet

OPPORTUNITIES

- Profile successful students in ad campaigns, etc. The bottom line purpose of educating oneself is to become gainfully employed. Who got jobs?
- Improve data collection
- Advertise during prime time
- Form partnerships with K-12 schools to share resources and access curriculum to meet the needs of students to be used as a recruitment tool
- Use of ACHE data to improve services
- Market the college more at special city events, schools, radio and TV broadcasting
- Affordable
- Advertise on marquee
- Scroll announcements on TVs in cafeteria
- Utilize AS400 for more effective course scheduling (determining student course needs)
- Utilize ACHE data
- PR and Instructional Services -utilize marquee – Have at least 5 people trained on marquee software
- Economic opportunity; partner with financial institution to assist in funding of house for community oriented use with these financial institutions, i.e. seminars, meetings...
- Meeting to brainstorm ideas for future and present plans to enhance and continue the development of our institution
- Using our databases we collect to market our school enrollment through mechanized communication
- Capital campaigns
- Coordinate traffic fines through business office to be added to student accounts for additional monies for general fund.
- Recruiting staff can coordinate more with Instructional division
- Offer more hybrid and online courses. Seek SACS approval to expand online classes
- Infuse more community related projects as part of our students regular graduation requirement
- Write more grants to off-set budget costs
- Increase dual enrollment numbers in college transfer programs
- Expand to 4-year college

- Put all offices through customer service training to improve this as a college
- Come up with a customer service policy that all employees understand and follow.
- Create instant feedback boxes in each office so students/visitors can provide an instant account of how they are treated in offices on the campus.
- Use of marquee signs for advertising
- Go out and solicit private funds to create a community center
- Start new programs to help enrollment on both campuses
- Update facilities for the needs of students, faculty, staff and administrators

THREATS

- Growing on-line programs at competing colleges and universities (i.e. UAB, Jeff State)
- Gas prices
- The “Only at Lawson State” attitude
- Budget shortages
- Opening of educational facilities that advertise and recruit competitively (ITT Tech, Southeastern) and the recruiting rules
- Growth in private colleges and course offerings
- Limited funds to purchase needed technology for a 21st century environment
- Outdated facilities that are not maintained displaying a non-caring attitude
- With e-mail as well as voice mail available, communication still needs improvement
- Funding
- Budgets
- Some areas need renovation
- Need TV advertising
- Communication (Fax machines)
- On campus activities (making sure we communicate with Bessemer campus)
- Education and lock down procedure not known throughout the campus (Bessemer, Birmingham - East and West)
- Hiring known felons before background checks are done

- Lack of communication
- Bessemer campus still not fully included as part of the overall college
- Not fully appreciating and using the talents and input of staff
- Local competitors
- Unwillingness to try new things and get away from “this is how we do things”.
- Advertisement schedule
- Failure to make changes to make the college better overall
- Lack of enrollment
- Non-viable programs

Dr. Ward presided over the wrap-up and evaluation of the Retreat. The consensus was that:

- an enormous amount of information and relevant data was shared.
- the institutional effectiveness, planning and evaluation process was strengthened
- student learning outcomes are being achieved and documented
- program reviews and program accreditations are vital for program success
- student services continues to implement effective services
- the SWOT was a great activity and units will address the opportunities and the threats

Myrtes Dunn Green, recorder
Karl Pruitt, recorder