

**NAVARRO COLLEGE BOARD OF TRUSTEES**  
**SEPTEMBER 27, 2018 MEETING**  
**MINUTES**

The Navarro College Board of Trustees gathered on Thursday, September 27, 2018 at 6:00 p.m. for dinner in the President's Dining Room with the District and Campus Leadership Team. Following dinner, the governing body relocated to the Lone Star Room to conduct their regular monthly meeting. All trustees were in attendance including: Mr. Phil Judson, Chairman, Mr. Billy Todd McGraw, Vice Chairman, Mr. Richard Aldama, Secretary-Treasurer, Mr. A. L. "Buster" Atkeisson, Ms. Faith Holt, Mr. Loran Seely and Mr. Kim Wyatt.

**Others in attendance included:**

Dr. Kevin G. Fegan	District President
Ms. Teresa Thomas	Vice President, Finance and Administration
Ms. Marcy Ballew	Vice President, Human Resources
Ms. Sina Ruiz	Vice President, Enrollment Mgmt. and Instl. Effectiveness
Dr. Carol Hanes	Vice President, Academic Affairs
Dr. Harold Housley	Vice President, Operations and Instl. Advancement
Ms. Maryann Hailey	Vice President, Student Services
Ms. Stacie Sipes	Director of Marketing and Public Information
Mr. Barry Sullivan	Director of Information Technology
Mr. Guy Featherston	Dean of Midlothian Campus and Health Professions
Ms. Terry Gibson	Dean of Waxahachie Campus
Ms. Susan Womack	Research Analyst, Strategic Planning Lead for Corsicana Campus
Ms. Leslie Smith	Executive Assistant to the District President

Other faculty, staff and guests were also present.

**Call to Order**

Chairman Judson called the meeting to order at approximately 7:02 pm. and asked Trustee Atkeisson to begin the meeting with a prayer.

**Announcements**

No announcements were made.

**Open Forum**

There were no requests to speak to the Board.

**Consent Calendar**

**Minutes – August 30, 2018**

**Revisions and Reaffirmation of Board Policy CAG – Investment Policy and Strategy**

The Consent Calendar containing minutes from the August 30, 2018 meeting and proposed revisions and reaffirmation of *Board Policy CAG – Investment Policy and Strategy* was presented for approval. Trustee Atkeisson made a motion to approve and Trustee Aldama seconded the motion. The motion passed by a unanimous vote.

### **Review Preliminary August 31, 2018 and mid-September 2018 Financial Statements**

Ms. Thomas presented an overview of the preliminary August 31, 2018 and mid-September 2018 financial statements.

A review of the Statement of Budget changes for the month ending August 31, 2018 showed Student Income revenues increased by \$63,348 due to the allocation of the Workforce Commission Owens Corning Grant funds and Federal Grants increased \$1,334 from the allocation the 2018-2019 Adult Education and Family Literacy Grant funds. The revised 2017-2018 budget totaled \$90,704,977 as of August 31, 2018.

Ms. Thomas continued with a review of 2018-2019 budget changes as of mid-September 2018. Ms. Thomas stated adjustments to offset a reduction of \$65,753 budgeted in ad valorem tax receipts was required to reflect the adopted tax rate, and a reduction of \$528,406 budgeted in Student Income was required to reflect current enrollment projections. Other budget changes were required to:

- forward Adult Education and Small Business Development state and federal grant funds from the prior year,
- reduce the Carl Perkins Grant funds to reflect the amount awarded,
- increase amount of Navarro College Foundation grants awarded, and
- carry forward Texas Commission on Law Enforcement Training grant funds from the prior year.

A total of \$632,725 in reductions were made to the 2018-2019 fiscal year budget. As of September 19, 2018, the 2018-2019 budget total had decreased from \$91,283,990 to \$90,651,165.

Mr. Judson noted both the revenues and expenditures had been adjusted. Dr. Fegan agreed and stated the Leadership Team had met and adjusted expenses appropriately.

Ms. Thomas concluded by stating the financial statement presented were preliminary and no action was necessary.

### **Take Action on Quarterly Investment Report as of August 31, 2018**

Ms. Thomas continued with presenting the Quarterly Investment Report for quarter ended August 31, 2018.

The book value of investments as of August 31, 2018 totaled \$2,975,000. Two certificates of deposit (CDs) totaling \$1,000,000 matured during the quarter June - August 2018. The funds were reinvested in new CDs at Citizens State Bank in Dawson at a higher rate of interest, 2.200%.

A review of the Investment Portfolio Maturity Schedule indicates several investments totaling \$995,000 will mature during the next quarter, September – November 2018. Cash deposits totaling \$17,571,476.13 are secured by \$1,250,000 in FDIC insurance and \$32,038,736.41 in pledged collateral. Pledged collateral types included mortgage-backed securities, government agency, and a letter of credit.

Ms. Thomas concluded and responded to questions. She stated when investments mature, bids on CD rates are solicited from all banks within the service area and the best rate is selected.

Trustee Wyatt made a motion to approve the Quarterly Investment Report and Trustee Atkeisson seconded the motion. The decision was unanimous.

#### **Update on Enrollment**

Ms. Ruiz presented Summer 2018 certified enrollment data and current Fall 2018 enrollment figures compared to the prior year.

Summer 2018 headcount enrollment was down 194 students or -3.88%; however, because enrolled students are taking more classes, contact hours increased by 10,020 or +1.86% for an estimated gain of \$88,729 in tuition and fee revenue and \$30,060 in state-funded contact hours. Ms. Ruiz shared new strategic enrollment management initiatives enacted to encourage enrollment including: summer financial aid, Grad TX “finish what you started” coupon offer, visiting students, and expanding target groups.

An analysis of Summer 2018 enrollment trends indicated enrollment in Career and Technical Education (CTE) and Academic Studies Divisions were up, while enrollment in Development Education was down. This was primarily due to restructuring Developmental Education from 12-week courses to boot camps.

Preliminary Fall 2018 enrollment figures compared to the prior year were down 348 students or -3.88%. Preliminary contact hour enrollment of 1,647,696 is down -2.85% compared to 2017; an estimated loss of \$144,816 in state-funded contact hours. Because full-time credit students are taking more classes, an estimated gain of \$730,086 in tuition and fee revenues is projected. Ms. Ruiz noted approximately 37% of the total student population are Dual Credit students which generate 4% of budgeted revenues.

New Strategic Enrollment Management Initiatives for Fall 2018 included: Grad TX, Applied Not Registered, Early Bird Scholarships, new Entrepreneurship Certificate Program, Self-Service, and Fast Track (8 weeks).

Dr. Fegan gave a brief recap of Ms. Ruiz's presentation and stated without the strategic management enrollment initiatives taken, he estimated enrollment would have likely been down by a six-figure amount. He also noted the impact of any decrease in contact hours won't be realized until the next year.

#### **Fact Book**

Dr. Fegan invited Ms. Ruiz to continue with introducing the 2017-2018 Fact Book. Ms. Ruiz stated the Fact Book provides a detailed profile of the district and campus locations, including data on students, employees, programs and services. She stated the staff in the Office of Enrollment Management consisting of Ms. Ruiz, Elizabeth Chivers, Susan Womack and Debbie Pickett are responsible for assembling the information and data included in the

annual publication. Key resources utilized included the Texas Higher Education Coordinating Board (THECB) and Integrated Postsecondary Education Data (IPEDS).

Ms. Ruiz concluded by inviting everyone to review a copy of the Fact Book online at [FactBook.NavarroCollege.edu](http://FactBook.NavarroCollege.edu).

Mr. Judson commended Ms. Ruiz and her staff for their excellent work.

### **Presentation on Strategic Planning Process**

Dr. Fegan stated Leadership Team members consisting of Mr. Guy Featherston, Dean of the Midlothian Campus and Allied Health, Ms. Terry Gibson, Dean of the Waxahachie Campus, Ms. Christina Mims, Dean of the Mexia Campus, and Ms. Susan Womack, Research Analyst, have been tasked with developing a strategic plan for each of the four campuses within the Navarro College District.

The team, minus Ms. Christina Mims who was ill, presented their action plan for developing the strategic plans to address both the unique attributes of each campus (Corsicana, Mexia, Midlothian and Waxahachie) as well as how each campus aligns with, supports and fulfills the District's vision and strategic plan. The plans will be used to develop District goals and initiatives to meet the Texas Higher Education Coordinating Board's (THECB's) established 60x30 plan.

Six stages for developing the strategic plans were outlined.

#### **Stage 1: September - October 2018**

- Determining Responsible Parties
- Develop Action Plan – September 13 Meeting
- Consistent Process District-Wide
- Create Tentative Timeline
- Determine Stakeholders
- Board Presentation
- Begin Meeting with Stakeholders
- Faculty Surveys
- Community Advisory Committees
- Meet with Stakeholders
- Identify Economic/Work-force Needs of Communities Served
- Collect Input on desires and needs of populations served
- Determine top priorities for Stakeholders
- Begin Analysis Process Both District-Wide and By Campus
- Begin Collecting Necessary Data
- Identify Short-term Solutions
- Strengthen Relationships

#### **Stage 2: November 2018 – April 2019**

##### **Situation Analysis 3 Step Plan**

### **Step 1: 5 C's Analysis**

- Analyzing Customers
- Analyzing Context
- Analyzing our College
- Collaborators and Complementers Analysis
- Competitors Analysis

### **Step 2: Porter's 5 Forces to Understand Industry Competitiveness**

- Industry Competitors & Potential Entrants
- Availability of Substitutes
- Buyer & Supplier Power

### **Step 3: SWOT Analysis**

- Strengths & Weaknesses
- Opportunities & Threats

### **Stage 3: May 2018 – August 2019**

- Meet with Stakeholders to review data/establish priorities
  - immediate needs
  - needs of the majority
  - future needs/growth
- Begin developing strategies based on data findings and priorities established by stakeholders

### **Stage 4: August 2019 – October 2019**

- Strategic Plan Refinement

### **Stage 5: November 2019 – February 2020**

- Presentation of Campus Strategic Plans to Board of Trustees and community stakeholders:
  - November 2019 Mexia
  - December 2019 Midlothian
  - January 2020 Waxahachie
  - February 2020 Corsicana

### **Stage 6: Beginning February 2020**

- Implementation
- Beginning February 2020 with the 2020-2021 budget preparation cycle.

Discussion followed. Mr. Judson stated most industries located within the community "know about Navarro College but do not know what Navarro College can do for them." He feels the strategic planning process will address potential need and will be a growth factor for the College.

Dr. Fegan commended the Campus Deans and Susan Womack, whose title for this project is Strategic Plan Lead for the Corsicana Campus, for their outstanding leadership. Dr. Fegan stated it was important not to have district administrators leading this opportunity. All stakeholders will know the strategic planning process was driven at the campus level, and moving forward, there will no longer be a perception that a gain in one area is at the

expense of another.

#### **Update on Personnel Actions**

Ms. Ballew presented an update on personnel activity since the last board meeting. The following appointments were made during the period from August 1, 2018 thru September 18, 2018:

- Philip Johnson – Director of Disability & Access Services
- Tammy Galloway – Dean of Career & Technical Education
- Fayelon Davis – Director of Student Life
- Don Capone – Professor of Petroleum Technology
- Kathleen Rozelle – Associate Professor of Associate Degree Nursing
- Samantha Capehart – Associate Professor of Licensed Vocational Nursing
- Julie Parton – Associate Professor of Math
- Jennifer Mann – Associate Professor of Psychology/Department Chair
- Nyadia Thorpe – Associate Professor of Music/Director of Choral Activities
- Jamie Irish – Associate Professor of Computer Science
- Amber Vickers – Associate Professor of Accounting/Department Chair
- Russell Brown – Professor of Management
- Teresa O’Neil – Associate Professor of PTA
- Whitney Smith – Area Housing Coordinator
- Jennifer Dodson – Area Housing Coordinator
- Yolanda Castile – Annual Retraining Instructor M.S.S.L.C.
- Jamie Dunn - Annual Retraining Instructor M.S.S.L.C.
- Cathy Rachesky – Accounting Clerk Bookstore
- Stuart Lamb – Campus Police Officer
- Cynthia Joslin – Administrative Assistant – Cashier
- Deanna Hendriks – Payroll Assistant

The following resignations occurred:

- Terry Peterman – Dean of Sciences, Kinesiology & Developmental Studies
- Lisa Machuga – PTA Academic Coordinator Clinical Education – Associate Professor
- Danielle Quinn – Administrative Assistant to Executive Dean of Academic Studies
- Abigail Davis – Administrative Assistant – Cashier’s Office
- Jeremy Leatham – Associate Professor of English
- Jennifer Jones – Associate Professor of Art
- Carmen Gomez – Academic Advisor
- Justin Lewis – Chief Accountant

The following non-renewals occurred during period from August 1, 2018 to September 18, 2018:

- Aaron Langston – Comptroller
- Jon Boles – Associate Professor of Art
- Damara Watkins – Professor of Paralegal
- Mark Summitt – Assistant Professor of Petroleum Technology

- Alex Kajstura – Dean of Midlothian Campus

The following retirements occurred during period from August 1, 2018 to September 18, 2018:

- Kenneth Martin – President of Ellis County Campuses
- Patricia Lucas – Associate Professor of Associate Degree Nursing

There were no transfers to report.

### **District President's Report**

Dr. Fegan shared the following items of information in the President's Report:

- The goal of the Leadership Team from this point forward is to have the most current information presented at Board meetings so that "Trustees will know everything we know."
- Board binders will be going away and replaced with software within the next few months. Currently, the amount of time required to assemble materials, prepare the binders and have them delivered takes several weeks. Updating information the week of each Board meeting requires additional hours of work. Utilizing software and technology will make the process more timely and efficient.

Information Technology Update –

- Recently launched self-service software.
- Moved student emails to new server.
- New phone system was installed.
- Student work orders in housing submitted now through use of technology.
- Upgraded all computers to Windows 10.
- Replaced over 100 computers district wide. His former institution was on a 3- year cycle compared to Navarro College's current 14-year cycle.
- Upgraded network connections between buildings.
- Single sign-on being worked on – currently different software requires multiple passwords.
- Replacing 240 computers in open areas for student access.
- Barry Sullivan and IT staff are currently focused on three areas: 1) infrastructure, 2) software for colleagues to talk to each other, and 3) faculty and students working together in the classroom. During the November Board of Trustees meeting, Mr. Sullivan will present an update on IT including projected costs and timelines.
  - Mr. Judson noted that many high school students have access to better technology in high school than Navarro College has. He stated this is a priority and the right team is in place to move forward with accomplishing this goal.

Upcoming Events Update –

Dr. Fegan continued with a review of upcoming events. A few of the events highlighted included the PTK Induction Ceremony, homecoming events; and upcoming performances by Dr. Shellie O'Neal's students.

NC District and Campus News –

- Dr. Fegan commended Dr. Housley and his team for spearheading Byron Cook's appreciation dinner which netted \$62,000 for Navarro College students. Tremendous

kudos for their work.

- Teaching Innovation Awards for Faculty – During the last Foundation Board of Directors meeting, President Wyatt presented certificates to faculty members who were recipients of the Teaching Innovation Award. Faculty from all across the district were present and recognized.
- Homecoming schedule – Leslie will send Trustees an updated schedule of events as the week draws closer.
- Former Navarro College 1976-77 football player and running back Calvin Russell, who is being inducted into the NJCAA Football Hall of Fame, will be the guest speaker at the Alumni Luncheon on October 13<sup>th</sup>.

**Branding and Affinity -**

- Athletic programs are a signature affinity opportunity for Navarro College. Dr. Fegan noted many faculty, staff, and community members are attending athletic events. Teams are off to great start this year: Soccer is ranked #2 and recently defeated the #1 team; Volleyball is ranked #7 in the nation with a 20-2 record; and Football has a record of 3-2.
- At the NJCAA meeting attended by interim athletic director, Michal Landers, and Dr. Fegan, a very touching tribute was made to Roark Montgomery. A resolution and a nice plaque were presented to the family and a donation of \$1,000 was made to the scholarship fund in his name. Dr. Fegan stated it was a great honor. Dr. Fegan also recognized Coach Michael Landers for the outstanding job he has done as interim athletic director over the past few months.
- The College website has been cleaned and is back to where it needs to be after being “hacked” approximately 5 weeks earlier.

Dr. Fegan concluded his report.

Dr. Fegan was commended by Trustees for the tremendous amount of progress that has been made under his leadership since he took office on September 1, 2018.

**Announcement and Adjournment**

Mr. Judson announced the next meeting will be held on October 18<sup>th</sup>. Prior to the meeting, group and individual photos will be taken. Male trustees were asked to wear a dark suit and preferably, a red tie.

Mr. Atkeisson moved to adjourn the meeting at 8:02 p.m. Mr. McGraw seconded motion and the decision was unanimous.

Respectfully submitted,



Richard L. Aldama, Secretary-Treasurer  
NAVARRO COLLEGE BOARD OF TRUSTEES