



NAVARRO COLLEGE BOARD OF TRUSTEES
OCTOBER 28, 2021 MEETING
MINUTES

On Thursday, October 28, 2021, the Navarro College Board of Trustees gathered in the Bulldog Board Room located on the Corsicana Campus to conduct their regular monthly meeting. Trustees in attendance included: Chairman Phil Judson, Vice Chairman Billy Todd McGraw, Secretary-Treasurer Richard Aldama, Trustee A. L. "Buster" Atkeisson, Trustee Faith Holt, Trustee Loran Seely and Trustee Kim C. Wyatt.

Others in attendance included:

Dr. Kevin G. Fegan	District President
Ms. Teresa Thomas	Vice President, Finance and Administration
Ms. Sina Ruiz	Vice President, Enrollment Management and Instl. Effectiveness
Ms. Marcy Ballew	Vice President, Human Resources
Ms. Maryann Hailey	Vice President, Student Services
Dr. Harold Housley	Vice President, Operations and Instl. Advancement
Ms. Stacie Sipes	Director, Marketing and Public Information
Ms. Susan Womack	Senior Research Analyst, Corsicana Campus Strategic Plan Lead
Mr. Michael Landers	Athletic Director
Mr. Guy Featherston	Dean of Waxahachie Campus and Health Professions
Ms. Jeanette Underwood	Dean of Midlothian Campus and Dual Credit
Ms. Leslie Smith	Executive Assistant to the District President
Mr. Ron Capehart	Attorney, Linebarger Attorneys at Law
Ms. Pam Thomas	Area Manager, Linebarger Attorneys at Law

Additional staff and guests were also present.

Call to Order

Chairman Judson called the meeting to order at 7:00 p.m. After welcoming everyone present, he asked Trustee Atkeisson to begin the meeting with a prayer.

Board Announcements

There were no announcements.

Open Forum Time

There were no requests to address the Board.

Consent Calendar

- a. Minutes – September 30, 2021 Public Hearing on Intent to Set Ad Valorem Tax Rate for 2021 (FY22)
- b. Minutes – September 30, 2021 Meeting

Trustee Holt moved to approve the Consent Calendar, and Trustee Atkeisson seconded the motion. The decision was unanimous.

Update on Enrollment

Vice President Ruiz presented an enrollment update including: Summer II Certified Enrollment Key Data Findings, Fall Peak Enrollment vs Current Comparison Study, Fall 2021 Headcount Data, and Spring 2022 Enrollment.

Summer II Certified Enrollment Key Data Findings

Summer II certified enrollment was down 16% in semester credit hours compared to Summer 2020. Most of the decline was in returning students, within the service area, and majoring in AS General Studies. There was a slight increase in transfer students.

Vice President Ruiz stated the drastic shift transitioning from internet to face to face classes and the changes to the ADN program made a difference when reviewing highest and lowest enrollments. Starting Fall 2020, ADN made changes by aligning courses where both traditional and Bridge students took the same courses. Also, COVID resulted in the nursing program accepting fewer students in Fall 2020 due to the unavailability of clinical sites at nursing homes. They went from accepting 60 traditional in fall to 40. They also had difficulty filling the LVN-RN Bridge course on both campuses this summer; 73 students enrolled in Summer II 2021 as compared to 93 students enrolled in Summer II 2020.

Fall Enrollment Comparison Study – Peak Enrollment Period vs Current Headcount

Peak enrollment of 10,407 students in 2011 has since declined by 3,842 students. A study was conducted to identify factors that contributed to the enrollment decline as well as what has happened to success rates (retention, persistence, and graduation), and the potential markets. Major factors identified included:

- Dual Credit Shift: In 2011, Dual Credit was 18% of the total headcount. In 2015, it surpassed 30% of total headcount, and now makes up 37% of students.
- Since 2011, service area high school graduates attending Navarro College went from 856 to 549, down 307 students.
- 4,000 service area 2020/2021 high school graduates did not go on to attend a higher education institution.
- The TJJD partnership to train employees and provide virtual learning to participants at their facilities ended in 2016, resulting in a decrease in headcount by 278 and an additional 200 in Continuing Education.
- Since the enactment of HB 2223, the state law to accelerate developmental education, the number of academically disadvantaged students has gone up by 3% since 2011. Developmental course offerings decreased 136 resulting in a loss of 3,491 enrollments. Based on the data, an estimated 1,600 students are not being served under this new model.

Ms. Ruiz stated since COVID, universities have become aggressive competitors for Dual Credit students, who are more likely to be academically prepared. Current headcount of academically disadvantaged students at Navarro College is up and current course offerings are more limited (this is the biggest scheduling opportunity). There is a need to focus on this profile of student when it comes not only to enrollment but retention, persistence, and success.

Since 2005, there has been an increase in retention, fall-to-fall persistence, and degrees awarded; however, Navarro College is below when compared to other peer institutions. Historically, 76% of Navarro College students persist from fall-to-spring. Vice President Ruiz stated at this rate, Navarro College loses 1,575 students and approximately \$2.4 million dollars in revenue.

Dr. Fegan shared more information on the factors that have impacted enrollment since 2011. He emphasized the need to do something different and dramatically shift what is being offered students. Discussion followed regarding the number of high school graduates that don't go on to attend a higher education institution or career training.

Dr. Fegan stated Dean Underwood has been holding meetings with high school counselors to get their assistance in reaching out to students who are not college bound. In addition, he will be meeting with superintendents in the next few weeks.

Margaret Alfaro shared the changes recruiters are making to focus on reaching this potential market of Opportunity Youth and Stop-Out Students within our local service area.

Fall 2021 Headcount Data

Ms. Ruiz continued with a review of fall 2021 headcount data including adult education and continuing education.

- Fall 2021 headcount of 7,099 students (2,363 Dual Credit and 4,198 Credit Only students) was down -8%.
- Continuing Education has 308 students registered and projects 400 more by the end of Quarter 1, which ends in November.
- Adult Education & Literacy have 230 students. It was noted AEL students are not counted until they complete 12 contact hours in the program. By December, 274 additional students are projected to meet this criteria.
- In 2020-2021, over 12,000 were served compared to over 14,000 served in 2019-2020.

Spring 2022 Enrollment (Fall 2nd 8-week, Winter Mini, Spring 16-week and Spring 1st 8-week)

Ms. Ruiz stated pre-registration for Spring 2022 is now open to target specific cohorts including dual credit, athletics, fine arts, workforce, and career and technical education. Overall, Spring 2022 pre-registration traffic is down 36% in semester credit hours. Last year at this time, Success Coaches (Advisors) were working with students eligible to return in mid-October and this year they are scheduled to start Monday, November 1, when Spring pre-registration opens to everyone. Ms. Ruiz stated a better traffic report on enrollment is expected in December because there will no longer be a major timing delay. She concluded her report.

Chairman Judson thanked Vice President Ruiz and expressed appreciation for all the work she and her team are doing to attack the issues.

Consider Action on Resolution Authorizing the Sale of Struck-off Property in Accordance with the Property Tax Code

Chairman Judson welcomed Mr. Ron Capehart from Linebarger Attorneys at Law. Mr. Capehart stated a residential track located in the City of Dawson previously taken on judgement for delinquent taxes was posted for sale but did not receive a bid. An offer to purchase this property has now been received. Mr. Capehart stated acceptance of the bid is recommended and the proposed resolution will allow the property to be sold. By selling the property, it will place it back on the tax rolls and generate revenue again.

Trustee Aldama moved to adopt the resolution authorizing the sale of the struck off property in accordance with the property tax code. Trustee McGraw seconded motion and it passed by a unanimous vote.

September 2021 Financial Statement

Vice President Thomas presented the September 2021 financial statement. Budget adjustments to roll forward unused amounts of grant fund awards into the current fiscal year increased the 2021-22 Budget \$8,976,046 for a revised total of \$103,333,032 as of September 30, 2021.

As of September 2021, 40.97% of the Student Income budget and 15.41% of the total General Operating budget for 2021-22 had been earned. Vice President Thomas stated these total budget percentages take into consideration all the HEERF funds budgeted but not drawn down. The Auxiliary Fund had earned 27.48% of the revised budget as of September 2021.

Disbursements compared to 2020 were high due to student and institutional HEERF funds being expended. Total income, before HEERF funds, was down \$874,691 due to the decline in enrollment as well as the cut in State Appropriations.

The overall year to year comparison of actual net income before HEERF Federal Grants in the General Operating fund decreased by \$944,588 from September 2020 with the majority of the difference coming from reduced Student Income and State Appropriations. The Auxiliary Fund net income from this same time in September 2020 decreased \$305,574. General Operating and Auxiliary total net income, before HEERF Federal Grant dollars, decreased \$1,250,162 from September 2020.

The comparison of Cash to Cash with Federal HEERF Dollars showed \$12,785,234 more in the budget in September 2021 and \$5,439,178 more in resource allocations. Vice President Thomas noted the timing differences of \$5,439,178 in HEERF funds still to be drawn down for September 2021.

Net income with HEERF Federal Dollars included for both the Educational & General Fund and the Auxiliary Fund decreased \$6,139,633. The timing difference for HEERF funds still needing to be drawn down for September 2021 resulted in a decrease in total net income of \$700,455. Vice President Thomas noted this amount is close to the net income loss before HEERF dollars. In addition, there are non-HEERF grants that have timing differences in funds to be drawn down as well.

A comparison of the month to date revenue budget (original budget) for September 2021 to the actual to date revenue for September 2021 shows an increase of \$122,850 and \$2,190,998 less in resource allocations from the September 2021 budget for a net General Operating increase of \$2,313,849. The auxiliary revenue shows \$403,502 increase over budgeted September 2021 and \$7,758,828 less in resource allocations over budgeted September 2021 giving a combined auxiliary net of \$8,162,330 positive over budget. Vice President Thomas stated net income for both funds show \$10,476,179 positive over budgeted for the month.

Vice President Thomas concluded her presentation. Trustee Seely moved to approve the September 2021 Financial Statement and Trustee Wyatt seconded the motion. The decision was unanimous.

Review Preliminary October 2021 Financial Statement

Vice President Thomas stated there was no preliminary activity to report for the month of October 2021.

Update on Personnel Actions

Vice President Ballew presented an update on personnel actions that occurred between October 1 and October 28, 2021. She was pleased to announce that all appointments being announced are promotions of current employees. These include:

- Lynne Coker – Payroll Manager
- Lee Owens – Director of Student Development
- Samantha Capehart – Associate Professor of Associate Degree Nursing
- Misty McGuire – Auxiliary Specialist – College Stores
- Desiree Gruben – Beautique & Books Shift Leader

The following exits were announced during the period from October 1, 2021 to October 28, 2021:

- Maryann Hailey – Vice-President of Student Services (12/31/2021) 28 years of service
- Steven "Butch" Owens – Associate Professor of Speech (12/31/2021) 21 years of service
- Matt Miller – Dean of Online Instruction (12/31/2021) 21 years of service
- Mellie Sibley – Business Manager for Ellis County (12/31/2021) 14 years of service
- Brianna Espinoza – Chief Accountant
- Sylvia Pyburn – Administrative Assistant – Financial Aid

Vice President Ballew concluded her report. Dr. Fegan announced a formal retirement reception is being planned for staff retiring in December.

District President's Report

Calendar Highlights and 75th Anniversary Events

Dr. Fegan reviewed upcoming events. Band directors have invited high school band students to play with them for the last home football game on November 6th and have over 250-350 students planning to play during half-time.

Dr. Fegan continued with a review of upcoming 75th Anniversary events including: Festival of Trees, Beauville, and the Distinguished Alumni Awards Program. He noted distinguished alumni from 1958 through 1994 will be brought back and recognized.

BSN Update

Dean Guy Featherston gave an update on the Bachelor of Science in Nursing (BSN) approval process. He stated the report has been submitted to the Texas Higher Education Coordinating Board (THECB). THECB is required to publicly post notice for comments for 30 days before moving to next phase of evaluation process. The 30-day period is anticipated to end November 19. In the meantime, work on the SACSCOC documentation is being completed and will be ready for submission once THECB approval is received. He stated documents are also being prepared to move forward with the next steps for ACEN and the Board of Nursing approval as well.

Dr. Fegan stated he and Dean Featherston will start meeting with hospital partners soon to help with marketing the program.

Albritton Building Engineering Report

Dr. Fegan stated after the recent condo building collapse in Florida, he inquired about the 2014 engineering report on the Albritton Administration Building. Because of different interpretations of the report, the engineers were brought back to campus for an updated report and recommendations.

Dr. Fegan stated engineers have confirmed the Albritton Administration is structurally sound. The corner slab of the building, near Student Recruiting and the Bookstore, has a slope of 2" to 6" depending on the time of year. Repairs recommended by the engineer will be completed over the next two years in two phases. Phase One will cost \$286,000 and Phase Two will cost \$228,000. Three elements are involved:1 - leveling the slab and adding a moisture barrier; 2 – injection of geopolymer into the soil; and 3 - the most expensive, cosmetic repairs.

A copy of the report will be posted in BoardEffect for Trustees to review.

Gaston Gooch One-Stop Student Center

The restrooms in the basement level of the Gooch One Stop Center do not function. Proximity of the air handling system and sanitation sump pump and insufficient venting have created opportunity of odor permeating basement space. Efforts were made to eliminate the odor and prevent the migration of the vapors into the air make-up system; however, no effective and affordable solution was found to totally prevent this from happening. Due to the underground location and the concrete construction, a permanent solution would involve major renovation of the basement area.

The cost-benefit analysis in relation to other opportunities makes it a lower priority; therefore, no action will be taken at this time.

TRUE Grant Award

Dr. Tara Peters announced Navarro College received word this week it has been awarded a State of Texas Reskilling Upskilling through Education (TRUE) Grant in the amount of \$500,000. The funds will be used to purchase a "Welding on Wheels" mobile trailer that will hold 8-12 welding stations. The trailer can be taken to schools, manufacturing locations, etc. and will allow the college to offer mobile welding courses in southern counties where there is pressing need as well as on the Waxahachie campus.

Dr. Fegan commended Dr. Peters and her staff for an outstanding job.

Soccer and Volleyball

Dr. Fegan announced the women's soccer team won their first playoff game and will play again on Sunday. Volleyball also won their match.

iPad Updates

Trustees were asked to leave their iPads for updates to be installed by IT staff.

Dr. Fegan concluded his report and Chairman Judson thanked him.

Chairman Judson commended the series of 75th Anniversary events that have been held to date. He stated the community is excited to be part of Navarro College's past and present and the events have been a wonderful showcasing of the college. He thanked everyone involved.

Next Meeting Announcement and Adjournment

After announcing the next Board of Trustees meeting will be held November 18, 2021 at 7:00 p.m. in the Bulldog Board Room, Chairman Judson asked for a motion to adjourn the meeting.

Trustee Aldama moved to adjourn the meeting and Trustee Atkeisson seconded the motion. The decision was unanimous. The meeting was adjourned at 8:28 p.m.

Respectfully submitted,



Richard L. Aldama, Secretary-Treasurer
Navarro College Board of Trustees