

TEXARKANA
COLLEGE

2012

STRATEGIC PLAN
REPORT

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MISSION STATEMENT

Texarkana College is a publicly-supported, two-year community college **Dedicated** to serving the educational needs of diverse individuals, businesses and the community through **Relevant** programs and services that are high quality, affordable and accessible. These programs are offered in an **Environment** of **Excellence** supported by a highly qualified, engaged and informed faculty and staff committed to promoting and increasing student **Achievement** and success in the development of knowledge and skills necessary for a rapidly changing world. **Measurable** student learning and institutional outcomes provide a culture of continuous improvement and data-driven decision making. In fulfillment of this mission, Texarkana College prepares individuals for **Success** in life and HOPE for a better tomorrow.










2012 Strategic Plan Report Card

Status Summary & Supporting Documentation




BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.





Goal Statements:	Status	Responsible Office	Documentation Links
1A. TC will develop, submit, and receive approval for the TC Early College High School.	In Progress	President; Institutional Effectiveness & Research	Texarkana College conducted site visits to El Paso Community College and South Texas College to learn more about Early College High Schools (ECHS). The visits were very productive with team members gaining insight into requirements for developing an ECHS. In addition, the team learned best practices for operating an ECHS and for coordination between the high school and the college. The potential for an ECHS in Texarkana is great – especially one with a STEM emphasis. The opportunity to house an ECHS is pending facilities negotiations.
1B. TC will increase the offerings of Student Life activities and increase participation in those activities which will lead to a more active and diverse collegiate culture.	In Progress	Dean of Students	TC provided a robust offering of Student Life activities in 2012. Some of these activities included Spring Fling, Fall Bulldog Bash, College 101 with Photo Booth, floats in the 4-States Fair Parade and Christmas Parade, Halloween Costume Contest, a presentation from the Texas State Historian, Shear Madness, and numerous club events. Photos from many of the events are posted on the TC Flickr feed at http://www.flickr.com/photos/texarkanacollege/sets/ .  BELIEF 1B.pdf

Goal Statements:	Status	Responsible Office	Documentation Links
<p>1C. TC will increase</p> <ul style="list-style-type: none"> the percent of graduates transferring to a four year institution from 7.1% to 12.1%, the percent of graduates with associate degrees or certificates from 21.1% to 26.1%, and the percent of workforce education graduates employed from 87.9% to 90.9% as we move towards leading all Texas Community Colleges in these important areas. 	In Progress	Chief Instructional Officer; Institutional Effectiveness & Research; Registrar	<p>Data availability pending completion of work with National Student Clearinghouse which will allow tracking of students across state lines as opposed to only having data for students within the State of Texas.</p>  BELIEF 1C.pdf
1D. TC will develop and implement a Data Dashboard and a Fact Book for continuous data-driven decision making.	In Progress	Institutional Effectiveness & Research; Information Technology; Enterprise Resource Planning	 Dashboard Status.pdf
1E. Texarkana College will submit the application and supporting documentation to become a leader college in the national Achieving the Dream – Community Colleges Count initiative.	Achieved	Institutional Effectiveness & Research	 Leader College Local Press Release- Texar










Goal Statements:	Status	Responsible Office	Documentation Links
1F. TC will create a Division of Student Success and Library Services to provide focused leadership for developmental education, including increased and improved tutorial, research, and assistance services to students.	In Progress	Chief Instructional Officer	Pending facilities negotiations.
1G. TC will expand the use of Open Source software and instructional materials to improve affordability and workflow for both students and employees.	Achieved	Chief Instructional Officer; Information Technology	 Belief 1G.pdf

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.







Goal Statements:	Status	Responsible Office	Documentation Links
2A. TC will put systems, standards, and policies in place that will ultimately result in the achievement of CAFR Financial Awards for excellence in financial management and operations.	In Progress	Chief Financial Officer	 Status of Goal 2A.pdf  2012 11 02 article on Audit Report.pdf
2B. TC will develop and receive Board of Trustees approval for a 20 year replacement plan.	In Progress (Merge with 2D)	Facilities Services	 2BD.pdf


Goal Statements:	Status	Responsible Office	Documentation Links
2C. TC will move towards ERP independence through continuous training of Texarkana College Information Technology staff to allow them greater ability to make informed decisions for the institution.	In Progress	Information Technology; Enterprise Resource Planning	 ERP Independence Report.pdf
2D. TC will complete and receive Board of Trustees approval for its first major Capital Improvement Plan.	In Progress (Merge with 2B)	Facilities Services	 2BD.pdf
2E. TC will implement a campus-wide energy management program.	In Progress	Facilities Services	 2BD.pdf
2F. TC will establish a 100% Smoke Free Campus.	Achieved	Dean of Students	 2012 05 22 BOT Minutes
2G. TC will develop campus and department specific Policies and Procedures Manuals	In Progress	Institutional Effectiveness & Research	<p>TC offices have developed Policies and Procedures Manuals for the following areas:</p> <ul style="list-style-type: none"> • Admissions Office • Advising Office • Business Office • Financial Aid Office • Institutional Research & Effectiveness Annual Reports Manual & Calendar <p>Electronic copies of manuals are available within each office and within Institutional Research & Effectiveness.</p>

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.


Goal Statements:	Status	Responsible Office	Documentation Links
3A. TC will establish / maintain relationships with over twenty-one (21) community, corporate, and educational partners.	Achieved	President; Chief Instructional Officer; Workforce & Continuing Education	 3A Partners.pdf *This list is incomplete.
3B. The net assets of the TC Foundation will exceed \$5 million with an established plan in progress to work towards exceeding \$10 million.	In Progress	Institutional Advancement; Chief Financial Officer	 Strategic Plan Update 3B.pdf  2012 02 23 HR Perot gift agreement  2012 03 25 Sunday Front page and Editor
3C. TC will create and receive Board approval for a Revitalization Master Plan to lead in the revitalization of up to 50% of the surrounding Beverly community.	Not Achieved: Roll-Over	Facilities Services; Leadership Team	 2BD.pdf
3D. TC will re-establish its Alumni & Affiliated Friends Association and achieve a membership of 2,500.	In Progress	Institutional Advancement	 Strategic Plan Update 3D.pdf
3E. A tax annexation election will be held in 2012 to seek approval within the TC service area for a sustained and expanded revenue source that will underpin growth and development to better meet the needs of the community.	Achieved	President; Leadership Team	 Annexation Election Update.pdf  Bowie County votes YES for TC.pdf  2012 08 16 Board Packet.pdf




BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal Statements:	Status	Responsible Office	Documentation Links
4A. TC will enroll over 10,000 students each semester in full- and part-time academic and workforce programs, as well as continuing education students.	In Progress	Enrollment Management	 4A.pdf  5 Year Enrollment Data.pdf  Texarkana College Recruitment Plan.pdf  Enrollment Mgmt Plan.pdf
4B. TC@TexAmericas will reach 1,000 students through training, certificate and degree course offerings.	In Progress	Chief Instructional Officer; Workforce & Continuing Education	 TexAmericas 2012 numbers served and
4C. The TC Logistics Management program, designed to serve as an economic driver for new businesses, will be developed, approved and funded for implementation. This new program will serve as an economic driver for the recruitment of two new manufacturers and three warehousing and/or distribution centers to our region.	Not Achieved: Delay- Need More Information	Chief Instructional Officer	 Logistics Mgmt

Goal Statements:	Status	Responsible Office	Documentation Links
4D. TC will develop, submit, and receive approval for a new Associate of Arts in Teaching with a STEM emphasis.	Not Achieved: Roll-Over	Chief Instructional Officer; Institutional Effectiveness & Research	TC formed an AAT-STEM Committee which has met multiple times and prepared the background work for developing documents to submit to THECB and SACSCOC. However, no formal documents have been prepared for submission/approval at this time.
4E. TC Business and Technology Division will be re-tooled and aligned with industry need to provide cutting-edge training needed to build leaders for our community and to provide skills for the competitive job market.	Not Achieved: Roll-Over (Re-phrase)	Chief Instructional Officer	TC has re-aligned several instructional divisions in 2012, however, no work has been done to re-establish an independent Business & Technology Division.
4F. TC will develop, submit, and receive approval for Level 2 Certificate programs.	Not Achieved: Roll-Over	Chief Instructional Officer; Workforce & Continuing Education	TC has investigated requirements for Level 2 Certificate programs. However, only one program – Culinary Arts – has actually prepared a proposal and received approval from the TC Curriculum Committee to go forward with a Level 2 Certificate program. No documents have been submitted to THECB or SACSCOC for approval at this time.
4G. TC will begin implementation of the Health Professions Pathways (H2P) Consortium Grant.	Achieved	Chief Instructional Officer; Workforce & Continuing Education	 H2P Data for Reporting Belief 4 12-

BELIEF 5: We believe a diverse population of well-qualified, competent, committed and caring faculty and staff members who are engaged and informed are paramount to supporting and attaining student success.

Goal Statements:	Status	Responsible Office	Documentation Links
5A. TC will finalize a Compensation Guide and receive approval from the Board of Trustees.	In Progress	Human Resources	Texarkana College is in the process of updating our salary scale and compensation guide. Our current salary scale has been in effect since 2010 and is highly competitive for this area. The new plan will include a comprehensive salary compensation plan for both faculty and non-faculty, based on level of education, certification, and years of service to Texarkana College.
5B. TC will conduct employee evaluations with 100% of all TC Faculty and Staff evaluated and feedback by supervisor provided.	In Progress	Human Resources; Chief Instructional Officer; Institutional Effectiveness & Research	<p>A. Student Evaluations of Faculty are posted at https://www.texarkanacollege.edu/pages/139.asp</p> <p>B. Employee Satisfaction Survey Evaluating Administrators and Staff</p> <p>C. Individual Employee Evaluations on file in the Human Resources Office.</p> <p>100% of TC Faculty were evaluated during the 2011-12 Academic Year.</p> <p> TC Evaluation Instruments</p> <p>The majority of staff evaluations are complete as well, with some areas working to complete those evaluations.</p>

Goal Statements:	Status	Responsible Office	Documentation Links
5C. TC Professional Development Plan will be developed through a committee process and approved.	Achieved	Chief Instructional Officer; Institutional Effectiveness & Research/ATD	<p>TC conducts annual employee professional development days in January and August of each year. In addition, TC provided professional development for Active & Cooperative Learning for approximately 50 faculty and staff volunteers in March 2012 as part of ATD work. In July 2012, key TC leaders participated in a 3-day training provided through the Covey Institute on The 7 Habits of Highly Effective People. Furthermore, TC provided professional development on ATD issues and Faculty/Staff Advising in November 2012. TC also provided a wide array of Banner and IT training. Finally, many employees pursued professional development through external opportunities such as conferences, workshops, webinars, etc.</p> <div>  2012Training.pdf  7 Habits.pdf </div>
5D. TC will be ranked by employees as the “Best Place to Work” in the Northeast Texas region of community colleges.	In Progress	President; Instructional Effectiveness & Research	<p>TC received a ranking of 4.43 out of 5 for Strongly Agree to the statement, “TC is the best higher education employer in North East Texas.”</p> <div>  5D.pdf </div>



TEXARKANA
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REPORT

Belief 1

Documentation



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

Goal: 1A

TC will develop, submit, and receive approval for the TC Early College High School.

Status: In Progress

Responsible Office: President; Institutional Effectiveness & Research/ATD

Texarkana College conducted site visits to El Paso Community College and South Texas College to learn more about Early College High Schools (ECHS). The visits were very productive with team members gaining insight into requirements for developing an ECHS. In addition, the team learned best practices for operating an ECHS and for coordination between the high school and the college. The potential for an ECHS in Texarkana is great – especially one with a STEM emphasis. The opportunity to house an ECHS is pending facilities negotiations.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

Goal: 1B

TC will increase the offerings of Student Life activities and increase participation in those activities which will lead to a more active and diverse collegiate culture.

Status: In Progress

Responsible Office: Dean of Students

TC provided a robust offering of Student Life activities in 2012. Some of these activities are highlighted below. Photos from many of the events are posted on the TC Flickr feed at <http://www.flickr.com/photos/texarkanacollege/sets/>.

- Texarkana College now has 18 certified clubs and organizations as stated in the student handbook.
- Clubs and organizations are now a part of the College 101 New Student Orientation.
- TC students, clubs, and organizations were invited to participate on the TC entry in the Four States Fair and Rodeo Parade and the Christmas Parade.
- TC students, clubs, and organization were invited to join The TC team in Race for the Cure.
- The 2012 Bulldog Bash was sponsored by the College for all TC students.
- Clubs and organizations hosted a variety of other activities including a Halloween Costume Contest, a presentation from the Texas State Historian, Shear Madness, etc. Several clubs also participated in state and national conferences.
- Lee Williams is coordinating an effort to generate interest in Intramural Sports.
- The TC Student Government Association was reactivated.
- A Blood Drive Competition was held on the TC campus with the TC Clubs and organizations. This event was sponsored by LifeShare Blood Centers. The Student Government Association won.
- The TC Honors and Leadership Program is currently accepting applications for the Spring 2013 Class.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 1: We believe student success and the completion agenda must be the highest priority of Texarkana College.

Goal: 1C

TC will increase

- the percent of graduates transferring to a four year institution from 7.1% to 12.1%,
- the percent of graduates with associate degrees or certificates from 21.1% to 26.1%, and
- the percent of workforce education graduates employed from 87.9% to 90.9% as we move towards leading all Texas Community Colleges in these important areas.

Status: In Progress

Responsible Office: Chief Financial Officer; Institutional Effectiveness & Research/ATD; Registrar

Due to years of incorrect data in the student information system at TC, and the migration of student records from Banner to Legacy, many hours have been spent trying to send the first clean file to The National Student Clearinghouse. The Registrar who has been employee for approximately six months uncovered many issues in the set up and structure of Banner that may have caused the problems with the file. Cleaning data has been the focus and making sure students are reported as they should be. The Registrar believes the initial file has been cleaned up and will be sent following Spring 2013 census. This is an ongoing project that may have to be tweaked as it progresses. Once this process is complete and sending files routinely is underway, Texarkana College will be afforded the opportunity to track students as they transfer to other schools in Texas, as well as other states.

The addition of the DegreeWorks program that can be used during the advising process will help to ensure students are enrolling in courses they are required to take or that are within his or her degree plans. Admissions works tirelessly to ensure data entry is taking place efficiently and students are able to be served in Advising while viewing transcripts in Banner. This has helped with the Advising process and accuracy overall. The Advisors are following the guidelines necessary to perform at a high level and to serve the masses during peak registration times. Students have the opportunity to view DegreeWorks information at any time through myTC to monitor his or her progress as they work toward completion. DegreeWorks is a valuable tool in the advising process.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

Goal: 1D

TC will develop and implement a Data Dashboard and a Fact Book for continuous data-driven decision making.

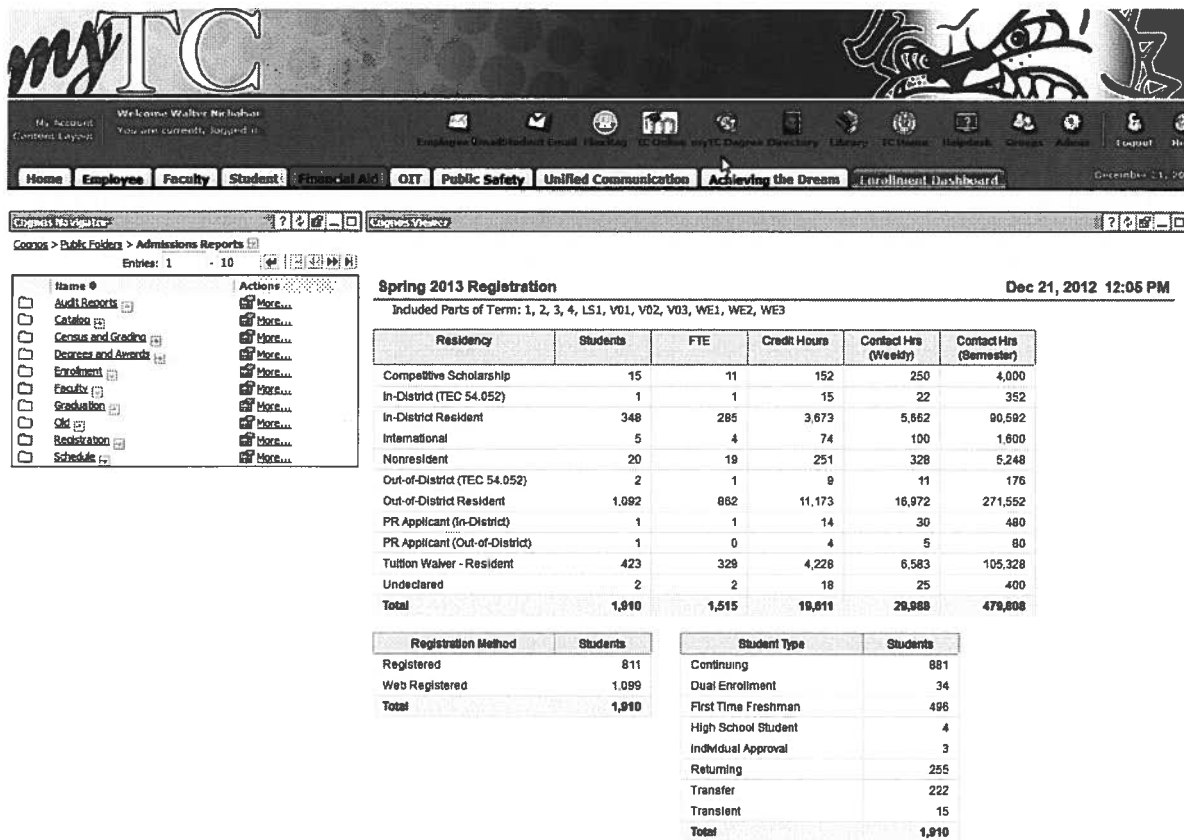
Status: In Progress

Responsible Office: Institutional Effectiveness & Research/ATD; Information Technology; Enterprise Resource Planning

The Office of Information Technology and Office of Institutional Effectiveness & Research have collaborated throughout 2012 to develop data resources, to identify and correct data discrepancies associated with either the data information system or with data entry standards, and to develop the systems and baseline reports required for a functional institutional data dashboard. Significant progress has been made in this area, however, it is still a work in progress.

This year the Office of Information Technology completed the setup of the Cognos Single Sign-On Connector for myTC. This connector allows Cognos report content to be displayed in Texarkana College's portal without the need for users to log into a separate system. The primary focus of this functionality is to provide the means for displaying dynamic dashboards and fact pages for users in all functional areas of the organization.

During the initial launch of the Dashboard, a tab will be added to myTC for all constituents who currently sign in to Cognos directly or receive Cognos reports through e-mail. This tab will simply allow users to run existing reports and use the Cognos interface without having to log into Cognos directly. An enrollment dashboard will be the first dashboard available, and will display existing Registration Statistics and Comparison reports.



The Office of Institutional Research and Effectiveness has identified several additional reports that will be created by the Office of Information Technology for use as dashboards. The initial group of planned reports is listed below with other identified reports to follow.

- Fall to Fall Retention report
- Fall to Fall Retention with breakdown by remediation for student cohorts
- Fall to Spring Retention with breakdown by remediation for student cohorts
- Student Completion report by program with summaries by division
- Completing Student Demographic report by program/division
- Course Completion and Grade Distribution by division with drill down to course level

The Retention and Completion reports are already under development and will be added to the dashboard incrementally as they are completed. The Cognos Business Intelligence system includes a full array of charting tools including bar charts, pareto charts, line charts, pie graphs, area charts, scatter plots, polar charts, and gauges. The planned reports will be summarized by graphical representations of data where appropriate to highlight potential areas of concern. All charts will include drill through capability so that when clicked the underlying data can be reviewed.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

Goal: 1E

Texarkana College will submit the application and supporting documentation to become a leader college in the national Achieving the Dream – Community Colleges Count initiative.

Status: Achieved

Responsible Office: Institutional Effectiveness & Research/ATD



News Release

Texarkana College Recognized as a Leader in the National Student Completion Movement

Achieving the Dream Designates 14 New Leader Colleges for Accomplishments on Key Student Achievement Indicators

Texarkana, Texas (November 13, 2012) –Texarkana College was recognized as a leader in the national student completion movement by Achieving the Dream, a national nonprofit leading the nation's most comprehensive non-governmental reform network for community college student success and completion. Texarkana College, one of 14 institutions designated as a 2012 Leader College, was recognized for demonstrating sustained improvement and accomplishments on key student achievement indicators, including student persistence and completion. The 14 new Leader Colleges are:

- | | |
|---|--|
| <ul style="list-style-type: none">• <u>Bay de Noc Community College</u> (Escanaba, MI)• <u>Central Piedmont Community College</u> (Charlotte, NC)• <u>Community College of Baltimore County</u> (Baltimore, MD)• <u>College of the Ouachitas</u> (Malvern, AR)• <u>Davidson County Community College</u> (Thomasville, NC)• <u>Elgin Community College</u> (Elgin, IL)• <u>Greenville Technical College</u> (Greenville, SC) | <ul style="list-style-type: none">• <u>Lone Star College System</u> (The Woodlands, TX)• <u>National Park Community College</u> (Hot Springs, AR)• <u>Springfield Technical Community College</u> (Springfield, MA)• <u>Temple College</u> (Temple, TX)• <u>Texarkana College</u> (Texarkana, TX)• <u>Trident Technical College</u> (North Charleston, SC)• <u>University of Hawai'i Community Colleges</u> (Honolulu, HI)* |
|---|--|

"Texarkana College is incredibly proud to be recognized as an Achieving the Dream Leader College," said Texarkana College President James Henry Russell. "Learning how to better evaluate data to determine what works best for student success has helped us design campus-wide retention and completion interventions. We are committed to building a culture of excellence on our campus that will help students reach their fullest potential."

Leader Colleges are demonstrating the power of the Achieving the Dream Student-Centered Model of Institutional Improvement by raising persistence and graduation rates and closing achievement gaps. Each college approaches the work differently, but with the guidance of the model and Achieving the

Dream Coaches, colleges implement data-informed programs and policies that build long-term, institution-wide commitment to student success. Examples include: college readiness programs, mandatory new student orientation, student success courses, developmental course redesign, curriculum redesign, and intensive and individualized advising.

“We are proud of Texarkana College for earning this respected distinction,” said Rachel Singer, Achieving the Dream Vice President for Community College Relations and Applied Research. “Texarkana College has raised the bar on promising practices that will impact policies to help more students succeed. They deserve recognition for their dedication to the student success movement.”

In order to be eligible for Leader College distinction, colleges must demonstrate commitment to and progress on the principles and values of Achieving the Dream: committed leadership, use of evidence to improve programs and services, broad engagement, and systemic institutional improvement all guided by a student-centered vision focused on equity and excellence. Additionally, each Leader College has successfully implemented at least one student success intervention that is advancing student outcomes.

These colleges have identified workable solutions to issues such as enhancing the experience of first-year students, improving developmental education, closing achievement gaps, strengthening academic and personal advising for students in need of additional support, strengthening links to high schools and four-year institutions to strengthen student preparation and advancement, and increasing retention, persistence rates, and the number of certificate and degree recipients. To learn more about Leader Colleges, visit www.achievingthedream.org/get_involved/leader_colleges.

Achieving the Dream, Inc.

Achieving the Dream, Inc. is a national nonprofit that is dedicated to helping more community college students, particularly low-income students and students of color, stay in school and earn a college certificate or degree. Evidence-based, student-centered, and built on the values of equity and excellence, Achieving the Dream is closing achievement gaps and accelerating student success nationwide by: 1) guiding evidence-based institutional improvement, 2) leading policy change, 3) generating knowledge, and 4) engaging the public. Conceived as an initiative in 2004 by Lumina Foundation and seven founding partner organizations, today, Achieving the Dream is leading the most comprehensive non-governmental reform network for student success and completion in higher education history. With nearly 200 colleges, more than 100 coaches and advisors, and 15 state policy teams - working throughout 32 states and the District of Columbia – the Achieving the Dream National Reform Network helps 3.75 million community college students have a better chance of realizing greater economic opportunity and achieving their dreams. To learn more, visit www.AchievingtheDream.org.

About Texarkana College

Texarkana College (TC) is a SACS accredited community college located in Bowie County, Texas with more than 6,000 students enrolled annually. Recognized as a national Achieving the Dream Leader College, TC awards associate degrees, workforce certificates and offers non-credit continuing education classes as well as high school dual credit. The campus is located at 2500 N. Robison Road, Texarkana, Texas 75599 or on the web at www.texarkanacollege.edu.

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2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

Goal: 1F

TC will create a Division of Student Success and Library Services to provide focused leadership for developmental education, including increased and improved tutorial, research, and assistance services to students.

Status: In Progress

Responsible Office: Chief Instructional Officer

Pending facilities negotiations.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

Goal: 1G

TC will expand the use of Open Source software and instructional materials to improve affordability and workflow for both students and employees.

Status: Achieved

Responsible Office: Chief Instructional Officer; Information Technology

Texarkana College has expanded our use of open-source software over the last year resulting in significant savings. Most new open-source implementations have been related to TC's infrastructure; most notably a new Voice Over IP (VOIP) phone system that replaced our old PBX system. The system we chose was Asterisk which is a widely used and well-supported system. The Asterisk system was implemented at a cost of around \$30,000 and is completely managed and maintained by the IT staff. A proprietary Cisco based system would have cost the college over \$300,000 and required us to pay annual maintenance fees for the life of the system.

Also this year, TC began using open-source for many of our network management functions. One of the most important of these was PacketFence which replaces Cisco Network Admission Control. This software controls access to our network via wireless or wired devices. The Cisco implementation was costing us \$6,400 per year. PacketFence is free and adds more functionality. TC also began using OpenNMS which is a network monitoring tool. OpenNMS will replace our current reliance on SolarWinds once that contract has expired. Another open-source network tool adopted this year was Security Onion. The function of this software is to provide intrusion detection which alerts management to suspicious actions on the network.

Two other major open-source solutions TC is using are public facing software systems. Our Learning Management System (LMS) continues to be Moodle. An LMS is the software used to support web-based and hybrid courses. A bid provided to TC for Blackboard which is a competing LMS shows the college could be paying over \$20,000 per year for a commercial system. The last major piece of open-source TC will be using is WordPress. WordPress is an open-source Content Management System (CMS) that will be used to manage the web content and pages on our primary

web server once it is moved on campus in early 2013. Commercial systems can run into thousands of dollars so this is another significant cost savings for the campus.

The use of open-source instructional software and materials is somewhat limited at this point. TC utilizes the Moodle open-source Learning Management System (LMS) for online, hybrid, and face-to-face courses. The Moodle LMS is available for all full- and part-time faculty to use for the delivery of course materials and communication with students. In addition, a small number of faculty have either reviewed or piloted some open-source content delivery, but this initiative has not yet been fully launched for aggressive implementation. One critical factor to the success of implementing this aspect of the goal is the access of appropriate devices such as laptops, tablets, and e-readers to students in order for the electronic delivery of open-source content materials to be available on-demand during classes, in addition to its availability to students while off-campus. TC will continue this goal forward into 2013 and work towards a more complete implementation of instructional open-source resources.



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Belief 2

Documentation



2012 Strategic Plan Report Card

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BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Goal: 2A

TC will put systems, standards, and policies in place that will ultimately result in the achievement of CAFR Financial Awards for excellence in financial management and operations.

Status: In Progress

Responsible Office: Chief Financial Officer

The first steps involved in this goal were achieved this past year. Throughout the year, internal control systems were designed and implemented to protect the financial assets of the college. A purchase order process, which compares requested purchases to the remaining budget, was developed and used to limit purchases to properly budgeted expenditures. This same po process also requires at least two levels of electronic approvals prior to a purchase order being issued. These changes, along with many other policies and procedures were implemented throughout the year which resulted in a drastic decline in the number of audit findings included in the August 31, 2012 audit.

The design and implementation of the new systems, policies and procedures has been the first step toward ensuring a clean unqualified audit opinion. Now that our basic internal control system is in place we will move on toward our goal of achieving a CAFR Financial award for excellence.

TEXAS SIDE

Texarkana College audit is A-OK

Accounting firm says administration cleared up weaknesses and reduced deficiencies

By MARIE MARTIN
Texarkana Gazette

Texarkana College received good news Thursday from auditors during its What a Difference a Year Makes luncheon and board meeting.

Mason Andres of Thomas and Thomas accounting firm said the college had no material weaknesses in its 2011-12 audit.

"If you have material weaknesses, that is a bad situation," Andres said. Instead, the audit shows the college ended fiscal year 2012 on Aug. 31 with a surplus of \$210,248, bringing total assets to \$26,060,738.

Andres said the 2010-11 audit, which his firm presented in January, showed the college had 25 material weaknesses and more than 30 significant deficiencies in internal controls.

"There was an effort on the part of the college to correct those findings," Andres said.

Significant deficiencies are less severe findings but worth noting, Andres said. Only four significant deficiencies were listed in the 2011-12 audit.

The current audit reveals a complete turnaround from the previous fiscal year, Sept. 1, 2010, to Aug. 31, 2011, when the college lost \$8.5 million. Net assets were \$25,850,490.

See AUDIT on Page 2A

VIP room renamed for former board member

By MARIE MARTIN
Texarkana Gazette

Texarkana College honored a former member of its Board of Trustees on Thursday by renaming the student center VIP room after him.

"We wanted to name it the Connor Patman room, but he agreed to the naming only if we honored his family and called it the Patman

room," said college President James Henry Russell during the What a Difference a Year Makes luncheon.

Patman, a local attorney, served on the board from 1981 to 2005. He also has served on the college's foundation for many years.

"We want to honor his memory and the



CONNOR
PATMAN

See ROOM on Page 2A

TEXAS SIDE

Texarkana College a

Accounting firm says administration cleared up weaknesses and reduced deficiencies

By MARIE MARTIN
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Andres said the 2010-11 audit, which his firm presented in January, showed the college had 25 material weaknesses and more than 20 significant deficiencies in internal controls.

"There was an effort on the part of the college to correct those findings," Andres said.

Significant deficiencies are less severe findings but worth noting, Andres said. Only four significant deficiencies were listed in the 2011-12 audit.

The current audit reveals a complete turnaround from the previous fiscal year, Sept. 1, 2010, to Aug. 31, 2011, when the college lost \$8.5 million. Net assets were \$25,850,490.

See AUDIT on Page 2A

Audit

Continued from Page 1A

"Last year was an absolute nightmare," said Andres, adding that the financial about-face "speaks to the integrity of management here."

From 2009 to 2011, Texarkana College saw a decline in unrestricted net assets of about \$17 million, most of which was held in certificates of deposit.

"Overall, the financial stability of the college has improved dramatically for fiscal year 2011-2012 due to strengthened internal controls, budget cuts and one-time resources made avail-

able to the college," said Board President Mike Sandefur, who is an accountant.

The one-time resources came from various sources.

"Because of generous financial gifts made by donors such as H. Ross Perot and our community members, along with one-time resources including insurance money recouped from roof damage and health insurance benefit proceeds, the college was able to have a positive bottom line," college President James Henry Russell said.

Sandefur congratulated Russell on transforming the college's leadership team.

"That is part of James Henry's

magic," he said.

When Russell took the helm at TC in June 2011, about two months before the 2010-11 audit year ended, he uncovered a bookkeeping system in disarray and expenses spiraling out of control. Thursday's report shows a reduction of \$6 million in operating expenses compared to the previous year.

"We are a long way from perfect, but I could not be prouder of the progress made in a very short period of time" Russell said.

Russell thanked his business leadership team, including TC Vice President Kim Jones, Jennifer Walter, Brad Hooper,

Karen Cowling and Susan Johnston and Thomas and Thomas auditor Tim Holt.

"These people love TC and are killing themselves to fix it," he said.

Russell said he is optimistic about TC's finances, but said the college's future does not rest solely in the hands of his staff.

"Now it will be up to the community to decide on bringing a sustainable revenue source to the college, and this will be determined on Tuesday," Russell said in a nod to a ballot item to enlarge the college's taxing district to include all of Bowie County.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Goal: 2B

TC will develop and receive Board of Trustees approval for a 20 year replacement plan.

Status: In Progress (Merge with 2D)

Responsible Office: Facilities Services

1. Have presently in place our Master Plan developed in 2010.
2. Capital improvement approx... 30% complete
3. We have Wes Blackwood with KNA engineers researching and developing our facilities. They have completed the interior and exterior lighting audit on the entire campus as well as TexAmericas. They are currently working on the HVAC equipment and are planning on reporting to the board at our February meeting. This will include a new control system which will greatly improve our existing energy management system. It will also provide individual metering systems for each building. This will be done in the phases, with the first phase being our Administration building, Student Center, and Health Occupation.
4. Some of our accomplishments this last year: We have changed all of our classroom, offices, and hallways lighting from T-12 bulbs to a more efficient T-8 bulbs; replaced any air conditioning equipment that went out of service with minimum of 13 seer high efficient units.
5. Increased the R rating of ISO insulation of all our EPDM roofs.
6. Salvaged the old ISO insulation and reused in many of our renovation projects on campus. Building GREEN!
7. Converted 30% of our air conditioning equipment from R-22 to 410A refrigerant.
8. We have a cost estimate for relighting of our "Walking Trail".



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Goal: 2C

TC will move towards ERP independence through continuous training of Texarkana College Information Technology staff to allow them greater ability to make informed decisions for the institution.

Status: In Progress

Responsible Office: Information Technology; Enterprise Resource Planning

Enterprise Resource Planning (ERP) Independence Study

Report on trip to Lonestar College

This is my analysis of the trip to Lonestar College to view the proposed ERP system. I am also including my perceptions of other team members' views of the proposed solution.

My view of other members perceptions

The six TC members that were there were Theresa McDonald, Chris Townley, Brad Hoover, Martin Hernandez, Rhonda Dozier, and myself (Mike Dumdei). I believe the general consensus of the group to be those listed below:

- Most saw no major differences between the proposed solution and our current Banner implementation. I heard several comments like "we can do that in Banner" or "we will soon be implementing that in Banner".
- There was major concern about the percent of work time that would need to be used during a transition from Banner to a new ERP. Lonestar estimated about 40% of an employee's time would be necessary during the conversion for training and implementation.
- The group also seemed to feel like they were starting to get more comfortable using Banner and were not very eager about making a switch.

My analysis

The collaboration of Lonestar, Kilgore, NTCC, and Texarkana College is a more visionary solution than the other options being considered by TC now. Lonestar appears to have the facilities, personnel, and commitment to make it work and would make a strong partner. The resulting solution has the potential to attract attention at the state level and could be seen as a model for similar solutions across the state.

I agree with my perceived view of the team's thoughts on actually changing ERPs. We did not actually see the process a student would go through to register for a class, how to fill out a purchase order, or any of the other operations done on a day to day basis. To really evaluate ease of use we would need to do some WebEx sessions with Lonestar which is something they suggested we do if we want to see more of how the system actually works. They have done surveys of student opinion of their system including mobile access and got high ratings on those surveys. Employee buy-in is still in process and appears to be moving upward as the end users become familiar with the system.

While there are gains and losses in terms of functionality, there is one gain of significance and one loss that is significant that I am aware of at this time. The gain is the mobility aspect. TC / Banner is working on implementing a mobile solution for students, but I do not think it will be nearly as functional as what we would get through Lonestar. They have a full-featured app that works across platforms and has been tested by their students. The loss is the Lonestar solution currently does not have anything similar to the Banner Document Management System (BDMS) that connects scanned documents to items in the ERP database. Whether that functionality could or will be added in the future is unknown.

The group's concern about the amount of time our employees have to dedicate to an ERP switch is also valid. I am not sure we would need as high as 40% since we are already using a similar system but that is a possibility. We would need to plan on having staff available to cover for time lost for training. I would also suggest we train some of our permanent IT and Administrative staff so we had backups with at least a basic knowledge of each of the functional areas.

I believe the presidents of both Kilgore and NTCC are favorable to the Lonestar collaboration.

Lonestar, as of the time of our meeting, had not negotiated final pricing from Oracle on what the cost would be and had not gotten board approval to proceed yet. Both of those things should happen soon. Final negotiation on pricing should happen in the next week or two. The proposed cost to all participating institutions would be on a 'cost per student' basis plus an additional reserve amount to cover the costs of maintaining the network infrastructure and ongoing software costs. The cost to TC will be a major factor in our decision.

Summary

The opening paragraph of 'My Analysis' tells what I think about the solution from a conceptual standpoint. It is visionary. It is very possible to be a model for the future for community colleges in Texas. I believe we would have strong partners with Lonestar, Kilgore, and NTCC. We have to be practical in terms of manpower, cost, and employee morale though. If the solution was based on Banner, I would recommend it without reservation. If money and time (employee hours) were not an issue, I would recommend it with mild reservations. At this time, I think we need to wait and see what the final cost will be to TC and also continue with our evaluation of costs of 1) implementing our own on-site Banner solution, and 2) negotiating a highly reduced set of services with Ellucian in a hosted environment. I would also recommend consulting with the presidents of Kilgore and NTCC to get a true picture of their views on the collaborative solution.

Report on trip to Blinn College

The purpose of this trip was to determine the feasibility and requirements of Texarkana College hosting our own instance of Banner. Mike Dumdei, Theresa McDonald, Chris Townley, and Nathan Davis (Ellucian) went to Blinn College in Brenham. We met with the following IT staff from Blinn:

- Christine Weid – Director Administrative Computing Services
- Richard Hoffmann – Systems Operations Manager / DBA
- Michael Welch – Dean of Academic Technology
- Chandler Melton - Luminis Web Systems Manager

After an informative meeting with Blinn's IT, we feel like the option of TC hosting our own Banner instance is a definite possibility. One of our major concerns was the Oracle DBA position. Richard Hoffmann, Chris, and the rest of us had a good conversation about the duties of the DBA and the experience Richard had before and during the Banner implementation. Chris is confident that he could fulfill that role. Theresa and I agree that Chris is fully capable of performing the job.

Comparison of Banner Modules and Related Components

Texarkana College	Blinn
Student	Student
Financial Aid	Financial Aid
Accounts Receivable	Accounts Receivable
BDMS	BDMS
Degree Works	Degree Works
Luminis/Web Tailor	Luminis/Web Tailor
ODS	ODS
Cognos	Discoverer
Flexible Registration	
HR/Payroll	
Finance	
	BRM (Relationship Management)
	Workflow

The above table shows a comparison of how the two institutions use Banner. Blinn provided us with a document listing their employees that are directly involved in supporting Banner. Currently 11 out of their 30 IT related employees are directly involved in Banner support. In addition to those 11, they have 2 full time employees who do reporting for Institutional Research and Effectiveness. The other 19 employees maintain the network infrastructure, perform desktop support, and other IT functions. Obviously Blinn has a much larger staff than TC. Currently TC has Chris - Senior Programmer/Analyst, Andrew - Programmer/Analyst, and Darren - Luminis / Web support in these roles. We also have Nathan (Ellucian) and Theresa who are direct Banner management and support. Ellucian has 3 employees contracted to support TC so when fully staffed TC has 7 TC/Ellucian employees supporting Banner.

Theresa and I think it would take 6 to 8 additional employees if we were to host Banner ourselves. Here is a breakdown of what we think would be needed:

- Advance Chris Townley to the Oracle DBA position
- Move Andrew to Senior Programmer Analyst (Chris's current position)
- Hire a new Oracle tech to assist with the DBA role and programming
- Hire a new employee to fill Andrew's current position (Programmer Analyst)
- Hire a Systems Administrator to manage the Redhat Linux servers hosting Banner/Oracle
- Hire 1 additional employee with report writing skills. This person could be either an IT employee or assigned to a department in Admin (Institutional Effectiveness). Chris and Andrew now do a majority of the reporting but would have full time jobs taking care of new Banner responsibilities if we take on the hosting responsibilities.
- Hire 2 people to work as functional techs in Student/Financial Aid and the other to support HR/Finance. They would also support Flexible Registration, BDMS, and DegreeWorks. These two employees would replace the 2 junior Ellucian on-campus resources provided for in our current agreement.
- Hire someone to handle Help Desk calls. Currently we spend \$45,000 per year for Help Desk support. That could be moved in-house if we hired someone to do that here.
- We may need additional help with maintaining Luminis. We may be able to incorporate that with the Linux Systems Administrator job.

Blinn spent about \$350,000 on their initial hardware and licensing. TC has some hardware currently and could get by spending less than that.

Currently our Ellucian yearly cost for hosting and support is \$1,156,249 with a 3.5% max increase per year. That does not include Banner licensing (TCC fees). With the added 6 to 8 employees and re-occurring expenses, we think we could significantly reduce expenses and have more control over our system.

Summary

Hosting Banner on our own campus is another possible solution when the current contract expires. The option of hosting Banner internally would have the benefit of employees not having to be retrained and going through the whole process of another conversion. Depending on how our other options develop, it may be the direction we want to take. If we choose the collaborative solution with Kilgore and NTCC, we would need to start implementing it fairly quickly. If we try to get a reduced level of services and pricing on a hosted Ellucian solution, we would need to work that out before it is too late for the other two options.

Mike Dumdei
Director of Information Technology

Theresa McDonald
ERP Director

Report on trip to Tyler Junior College

The purpose of this trip was to determine the feasibility and requirements of Texarkana College hosting our own instance of Banner. Mike Dumdei, Theresa McDonald, and Chris Townley went to Tyler Junior College (TJC). We met with the following IT staff from TJC:

- Larry Mendez – Chief Information Officer
- Teresa Green – Database Administrator
- Ryan Soward – Web Architect / Coordinator Special Projects
- George Wilson – Director Application Services and Multimedia
- Mickey Showers – Systems Administrator
- Carl Shotts – Director Technology Services
- Tom Elder – Director Academic Services

TJC's IT department, like Blinn's, is much larger than ours. Our primary concern on size and number of staff is to get an idea of what we would need if we choose to host our own instance of Banner. They provided us a copy of their IT Org Chart which you can download by clicking this link:

http://www.tjc.edu/download/downloads/id/111/information_technology

They currently have a full-time DBA and an assistant DBA. The full-time DBA spends a majority of her time on Banner patches and updates. She also is responsible for new database implementations as they become necessary. The assistant DBA formerly was on-campus but now works remotely and primarily handles Banner access permissions. Presently at TC, Chris Townley does both of these jobs except he does not actually install and implement patches. He does review the patches and does a lot of the prep work for Ellucian. That is another indicator to us that Chris has the ability to fulfill the DBA role; however, TJC's IT team was in complete consensus that one full time DBA was not adequate, and even with the assistant, they were short-handed. They are presently trying to hire another full time DBA.

TJC also makes extensive use of Functional Technology employees (funky techs). These people work in the various departmental areas to analyze the work processes and assist both IT and the functional area with technical issues related to Banner. It was stressed that these people do not perform day-to-day operations required in the departments, but strictly are there for IT support. They currently have 2 of these – one in Financial Aid and the other working for the Admissions area and the Registrar. TJC wants 3 more of these type employees to cover other functional areas – particularly their Continuing Education department, which will be implementing Flexible Registration in the future. Due to short staffing, currently Nathan, Theresa, Chris, and Andrew are performing this role at TC in addition to their other duties. With the extra responsibilities we will have in a self-hosted environment, we would not be able to continue to support those duties on a part-time basis.

TJC was somewhat envious of TC having a hosted environment due to the fact all of the patching, backups, etc. are taken care of by someone else. They also currently do not run a fully fault tolerant system meaning that if the primary server goes down, they are offline until they can bring up a

secondary server that has the same hardware and software as the primary. During this time services would be unavailable.

Since this information was provided on the Blinn report, we also included a comparison of modules between TC and TJC:

Comparison of Banner Modules and Related Components	
Texarkana College	Tyler Junior College
Student	Student
Financial Aid	Financial Aid
Accounts Receivable	Accounts Receivable
BDMS	BDMS
Degree Works	Degree Works
Luminis/Web Tailor	Luminis/Web Tailor
ODS	ODS / EDW
Cognos	Cognos
Flexible Registration	
HR/Payroll	HR/Payroll
Finance	Finance
	BRM (Relationship Management)
	Workflow
	Advancement
	Form Fusion

Theresa and I have not changed our opinion much since the Blinn trip on the number of employees needed. We still believe it would take 6 to 8 additional employees to host Banner ourselves, but the TJC trip does make us think the count might be a little optimistic. If we don't want to start with a setup where overworking people is a normal mode of operation, we may need a few more. The TC team made the observation that TJC's IT staff was fairly focused in their areas of expertise. They had highly capable people for each task, but not much depth. That is part of the reason they are attempting to hire more people. Larry Mendez, their CIO, also expressed concern that his employees are not able to spend time improving their skills. His words were they spend all of their time in Covey Quadrant 1 (taking care of urgent needs) and very little in Quadrant 2 (prevention, planning, improvement).

Based on the information received from TJC, we still recommend the following personnel to host our own Banner installation with the additional caveat that we now believe it may be short staffing us:

- Advance Chris Townley to the Oracle DBA position
- Move Andrew to Senior Programmer Analyst (Chris's current position)
- Hire a new Oracle tech to assist with the DBA role and programming
- Hire a new employee to fill Andrew's current position (Programmer Analyst)
- Hire a Systems Administrator to manage the Redhat Linux servers hosting Banner/Oracle

- Hire 1 additional employee with report writing skills. This person could be either an IT employee or assigned to a department in Admin (Institutional Effectiveness). Chris and Andrew now do a majority of the reporting but would have full time jobs taking care of new Banner responsibilities if we take on the hosting responsibilities.
- Hire 2 people to work as functional techs in Student/Financial Aid and the other to support HR/Finance. They would also support Flexible Registration, BDMS, and DegreeWorks. These two employees would replace the 2 junior Ellucian on-campus resources provided for in our current agreement.
- Hire someone to handle Help Desk calls. Currently we spend \$45,000 per year for Help Desk support. That could be moved in-house if we hired someone to do that here.
- We may need additional help with maintaining Luminis. We may be able to incorporate that with the Linux Systems Administrator job.

As mentioned in our Blinn report, Ellucian's yearly cost for hosting and support is \$1,156,249 with a 3.5% max increase per year. That does not include Banner licensing (TCC fees). With the added 6 to 8 employees and re-occurring expenses, we think we could significantly reduce expenses and have more control over our system.

Summary

The TJC visit reinforced our original perception that hosting a local instance of Banner is one of our options. It would take a significant increase in personnel, but that would be offset by the reduction in fees currently paid to Ellucian. There would be upfront costs related to building up the hardware configuration and possible charges for migration technical support. We still have not ruled out all other options, but self-hosting is one of the more serious solutions of those now available. Lonestar College has notified us that they will be providing us pricing information soon which will have an impact on our decision. Of course, the Lonestar option would mean an ERP conversion. A conversion is something we want to avoid unless there are significant advantages.

Mike Dumdei
Director of Information Technology

Theresa McDonald
ERP Director



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Goal: 2D

TC will complete and receive Board of Trustees approval for its first major Capital Improvement Plan.

Status: In Progress (Merge with 2B)

Responsible Office: Facilities Services

1. Have presently in place our Master Plan developed in 2010.
2. Capital improvement approx... 30% complete
3. We have Wes Blackwood with KNA engineers researching and developing our facilities. They have completed the interior and exterior lighting audit on the entire campus as well as TexAmericas. They are currently working on the HVAC equipment and are planning on reporting to the board at our February meeting. This will include a new control system which will greatly improve our existing energy management system. It will also provide individual metering systems for each building. This will be done in the phases, with the first phase being our Administration building, Student Center, and Health Occupation.
4. Some of our accomplishments this last year: We have changed all of our classroom, offices, and hallways lighting from T-12 bulbs to a more efficient T-8 bulbs; replaced any air conditioning equipment that went out of service with minimum of 13 seer high efficient units.
5. Increased the R rating of ISO insulation of all our EPDM roofs.
6. Salvaged the old ISO insulation and reused in many of our renovation projects on campus. Building GREEN!
7. Converted 30% of our air conditioning equipment from R-22 to 410A refrigerant.
8. We have a cost estimate for relighting of our "Walking Trail".



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Goal: 2E

TC will implement a campus-wide energy management program.

Status: In Progress

Responsible Office: Facilities Services

1. Have presently in place our Master Plan developed in 2010.
2. Capital improvement approx.. 30% complete
3. We have Wes Blackwood with KNA engineers researching and developing our facilities. They have completed the interior and exterior lighting audit on the entire campus as well as TexAmericas. They are currently working on the HVAC equipment and are planning on reporting to the board at our February meeting. This will include a new control system which will greatly improve our existing energy management system. It will also provide individual metering systems for each building. This will be done in the phases, with the first phase being our Administration building, Student Center, and Health Occupation.
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8. We have a cost estimate for relighting of our "Walking Trail".



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Goal: 2F

TC will establish a 100% Smoke Free Campus.

Status: Achieved

Responsible Office: Dean of Students

Texarkana College
2500 N. Robison Road
Texarkana, TX 75599

Official Board of Trustees Meeting Minutes
Texarkana College Truman Arnold Center
Tuesday, May 22, 2012

Board Members Present

Mr. Mike Sandefur, President
Mrs. Julie-Ray Harrison, Secretary
Mr. Tom Coleman
Mrs. Jane Daines
Mrs. Kaye Ellison
Mr. Randy Moore
Mr. David Potter
Mr. Terry Taylor

Board Members Absent

Dr. C. Jack Smith

School Officials Present

James Henry Russell, President
Kim Jones, Chief Financial Officer
Dr. Mannie Hall, Chief Instructional Officer
Dr. Raphael Turner, Dean of Students and Student Life
Suzy Irwin, Director of Institutional Advancement and Public Relations
Jamie Ashby, Director of Institutional Research and Effectiveness
Jeff Teague, Director of Human Resources
Mike Dumdei, Director and IT Staff
Ronda Dozier, Director of Enrollment Management
Bill Moss, Director Workforce Education
Steve Mitchell, Director KTXK Radio Station
Sabrina McCormick, KTXK Radio Station
Rick Boyette, Facilities Services Director
Dr. Theresa McDonald, ERP Director
Vernon Wilder, Distance Education
Shannon Bowen, Applications Director
Ben Talley, Technical Director
Brad Hoover, Director of Purchasing
Rusty Hatchett, Technology
Jeff Cottingham, Exec. Director of TC Public Safety
Robert Jones, TC Professor
Dr. Catherine Howard, President Faculty Association
Delores McCright, Biology Professor
Dianna Kinsey, Computer Technology
Mary Ellen Young, English Professor

Mary Scott Goode, Music Education
Dawson Johnson, Director Testing Center
Donna Jones, Admin Asst. to the CIO
Mindy Preston, Admin. Asst. to the President
Jeff Lewis, Attorney with Atchley, Russell, Waldrop & Hlavinka, TC Attorney

Meeting Called to Order

Board President Mike Sandefur called the meeting to order at 5:01 p.m. and announced that a quorum of the Board members was present, the meeting had been duly called, and the notice of the meeting had been posted in accordance with Texas Open Meetings Act, Texas Government Code Chapter 551.

Consideration/Approval of canvass of Recount of Trustee, Position 2, Election Votes

President Russell asked the Board to approve a canvass of the recount of Trustee, Position 2, election votes. If the recount of the Position 2 election votes changes the number of votes, Texas Election Code § 213.033(a) requires the Board to conduct a canvass for the office as soon as practicable after completion of the recount, using the committee report in the recount supervisor's possession. The new canvass is the official canvass for all purposes, including calculating election contest filing deadlines. It was MOVED by Mr. David Potter and SECONDED by Mr. Terry Taylor to approve the canvass of recount of Trustee, Position 2, election votes. Mrs. Julie-Ray Harrison abstained from voting. MOTION CARRIED UNANIMOUSLY. Ayes 7 – Nays 0.

Consideration/Approval of Order Declaring Unopposed Runoff Candidate Elected

President Russell presented Mrs. Jane Daines as the remaining runoff candidate, and declared her elected to the office of Trustee, Position 3, of the Board of Trustees of Texarkana College, for a six-year term. The Special Runoff Election for Trustee, Position 3, previously ordered for June 9, 2012, will not be held, and the Special Runoff Election is hereby cancelled. It was MOVED by Mr. Randy Moore and SECONDED by Mrs. Julie-Ray Harrison to approve Mrs. Daines, Position 3, of the Board of Trustees of Texarkana College, for a six-year term. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

Swearing in of New Board of Trustee Members

Mrs. Donna Jones swore in newly elected Board of Trustee members, Mr. Mike Sandefur, Place 1, six year term; Mrs. Janes Daines, Place 2, six year term; and Mrs. Kaye Ellison, Place 4, two year term.

Closed Session

At 5:13 p.m. the Board of Trustees adjourned into a closed session pursuant to the following sections of the Texas Open Meetings Act:

- **Section 551.071 - Private Consultation with the Board's attorney.**
- **Section 551.073 - Discussing or deliberating negotiated contract for prospective gift or donation to the college.**
- **Section 551.074 - Discussing or deliberating appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee or to hear a complaint or charge against an officer or employee.**

At 6:30 p.m. the Board of Trustees reconvened into open session.

Consideration/Approval of Election of Board Officers

Board President, Mr. Mike Sandefur announced that he will remain as president, and Mrs. Julie-Ray Harrison will remain as secretary. After the June 16, 2012, Special Election an election of officers will take place. It was MOVED by Mr. Tom Coleman and SECONDED by Mr. Potter to approve the Board officers. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

Open Forum

President Sandefur opened the floor for an open forum. Mr. John Webb spoke to the Board concerning his opinion of TC becoming a tobacco free campus.

Consideration/Approval of Consent Agenda and Personnel Items

It was MOVED by Mr. Randy Moore, SECONDED by Mr. Coleman, to approve the consent agenda and personnel items.

- 1) Minutes of the April 24, 2012, regular Board of Trustees Meeting
- 2) Personnel Contracts/resignations/retirements

Human Resource Recommendations Contract, Resignations, and Retirements

Contract Resignations and Retirements

Name	Effective Date	Department	Cont. Length (Mo.)
Carol Hodgson	8/31/12	Health Occupation Div. Director & Chair	12

MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

Consideration/Approval of a Tobacco Free Campus

Dr. Turner presented the Board the results of the survey that was given to the students, faculty, staff, and administrators concerning a tobacco free campus. Signage, literature, and brochures for notification of policy will be distributed throughout the campus. It was MOVED by Mr. Coleman and SECONDED by Mr. Terry Taylor to approve a tobacco free campus. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

Consideration/Approval of 2012/2013 Employment Contracts for Instructional Personnel

President Russell presented a list of Instructional Personnel to receive an employment contract for the 2012/2013 fiscal year. It was MOVED by Mrs. Harrison and SECONDED by Mrs. Jane Daines to approve the 2012/2013 Employment Contracts for Instructional Personnel. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

2012-2013

Instructional Employment Contracts Recommended

Name	Contract Length
Adams, Connie P.	9
Anglin, Kathy R.	9
Bailey, Laronda M.	9
Banister, Lesli R.	12
Bennett, Tony L.	12
Benton, Teresa A.	12
Bougie, Marc-Andre	9
Boyette, Casey W.	12
Braddock, Milledge E.	9
Bunting, Alyce B.	9
Buttram, Mike L.	9
Carpenter, Stephanie D.	9
Collier, Carol Denice	12
Colquitt, Letha K.	9
Cooper, Charles Michael	11

Cornelius, Robyn L.	12
Cox, Alwin Porter	12
Crane, Kenneth W.	9
Delavan, Elizabeth M.	12
Dowdy, Delbert C.	11
Floyd, Kristen A.	9
Forward, Bob	9
Gafford, David M.	9
Gardner, Phyllis A.	9
Gildon, Gary G.	9
Goode, Mary Scott	9
Harman, Patricia L.	9
Hartman, Tony A.	9
Hehmeyer, Lauren R.	9
Henline, Dianne K.	12
Hesser, Pamela B.	9
Howard, Catherine E.	9
Hutchison, Jerry D.	12
Jarman, Kelli D.	9
Johnson, Dawson E.	9
Johnson, Denise H.	9
Jones, Melisa D. (Lisa)	9
Jones, Robert A.	9
Kinsey, Dianna L.	9
Laird, Robert D.	9
Lasagna, Suzanne M.	12
Lewis, Richard A.	12
Lipscomb, David B.	12
Lishman, Shirley F.	9
Lynn, Sheila	12
McBroome, Joanne M.	9
McCright, Mary Delorse	9
McDonald, Theresa A.	9
McJunkins, Johnny S.	9
McKnight, Heather M.	9
Metcalf, Serena B.	9
Meyer, Patricia A.	9

Montgomery, Cynthia M.	10
Moore, Sheila M.	9
Morgan, Patricia S.	10
Murphy, Cathie S.	9
Norment, Kathryn (Kathy)	9
Owen, Valerie L.	9
Penny, Kimberly D.	9
Quinnelly, Lisa R.	12
Ramage, Cynthia M. (Cindy)	9
Randles, Kimberly K.	12
Redfern, Francis R.	9
Richardson, Celia W.	9
Riusech, Albert	9
Rivas, Samuel	11
Roberson, Sherry L.	9
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Saffel, Douglas E. (Doug)	9
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Scarborough, Phillip	12
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Sheets, Herman Michael (Mike)	9
Shoalmire, Lisa B.	9
Smith, Candy S.	9
Smith, James M.	10
Smith, Kenneth W.	9
Smith, Michael K.	12
Storey, Mark A.	9
Strickland, Dana L.	9
Stuart, John J.	9
Tyl, Karen R.	12
Voss, Jerry N.	9
Waddell, Richard H.	12
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Consideration/Approval of Texarkana College Service Plan for Bowie County

Jamie Ashby explained to the Board that in preparation of the Texarkana College District tax annexation of Bowie County and in fulfillment of Texas Education Code 130065(c), a service plan must be published for the territory considering annexation. The service plan must include several components including the maximum property tax rate, the most recent property tax adopted, any tax rate increase proposed or anticipated after the annexation, the tuition and fees for in-district and out-of-district residents, educational services, and cooperation with local workforce. This is the first step in the critical process of seeking a tax annexation election to ensure the financial security and future of Texarkana College which will lead to a potential increase in revenue. Several changes and additions were discussed to better inform the public. It was MOVED by Mrs. Harrison and SECONDED by Mrs. Kaye Ellison to approve the Texarkana College Service Plan for Bowie County with the suggested changes. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

Consideration/Approval of Bank RFP

Kim Jones brought before the Board the depository contract with Guaranty Bond Bank for the period of July 1, 2012 through June 30, 2014. Request for proposals were sent to local financial institutions for the depository contract for the two year period beginning July 1, 2012 and ending June 30, 2014. Five banks returned proposals and the results were summarized. A thorough review of all interest rates, charges and other supporting information was completed and Guaranty Bond Bank submitted the most advantages for TC. The College will earn interest on our deposits and pay fees for our banking services based on this depository contract. Total interest and fees will vary depending on the amount of funds invested or borrowed and the amount of activity occurring in our accounts. Board members requested that each member be notified within 72 hours if a credit draw occurs. It was MOVED by Mrs. Harrison and SECONDED by Mr. David Potter to approve the bank RFP and a 72 hour notification time window to alert Board members if a credit draw occurs. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

Consideration/Approval of New Fess for Dual Credit deferred to January 2013

Ronda Dozier sought approval to extend the implementation date for the increased Dual Credit fee from the fall of 2012 to January 2013. School districts did not feel as though there was enough time for them to effectively inform students and parents of the increases. Revenue generated could possibly remain the same with the particular group of students enrolled for one more semester. It was MOVED by Mr. Moore and SECONDED by Mrs. Daines to approve the new fees for Dual Credit deferred to January 2013. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

Consideration/Approval changes in the Bulldog Scholarship Requirements

Ronda Dozier explained that the original bulldog scholarship required students to make an 18 on the ACT and write an essay. Students that receive full Pell are not eligible to receive the scholarship. Due to the slow response of applications, she recommended that a

student with a 2.5 GPA could also qualify for a bulldog scholarship. Ronda also requested the removal the essay requirement. She believes the changes will encourage more applicants to apply for the scholarship and will allow for a greater number of students to benefit. With the updated requirements, the college will be able to award more bulldog scholarships. The original limit of 200 scholarships for traditional high school graduates and 50 nontraditional students will not be exceeded and no additional costs will be incurred. It was MOVED by Mr. Potter and SECONDED by Mrs. Julie-Ray Harrison to approve the changes in the bulldog scholarship requirements. MOTION CARRIED UNANIMOUSLY. Ayes 8 – Nays 0.

College Board President Report

None reported

College President Report

President Russell praised Mr. Sandefur for running a flawless May 12, 2012, Trustee Election recount operation. He also expressed his appreciation for the committee members for their time during this process.

Chief Financial Officer Report

Kim Jones presented the Board with an investment report along with financial updates for April 30, 2012. Shannon Bowen is being relocated, and Kim praised her for the excellent job she has given to her staff and as well as many others on campus. Kim also introduced Amanda Ryan and Nathan Davis who will be taking Shannon's position.

Chief Instructional Officer Report

Dr. Mannie Hall expressed his gratitude to the Board for approving a tobacco free campus. He and other faculty members are drafting a faculty handbook and should be ready in the near future. He praised Bill Moss for his hard work on the Jet Grant. He is working with Jamie Ashby to begin a SACS on-line training which will enhance leader's knowledge of the SACS's regulations. He also acknowledged Pam Kennedy, Vice President of Christus St. Michaels, and their partnership with TC.

Dean of Student Report

Dr. Turner gave an update on the TC athletic departments. The Lady Bulldogs finished 7th out of 18 teams, and golfer Cody Taylor finished 3rd at the Men's Nationals and made the All American Golf Team.

Adjournment

It was MOVED by Mr. Coleman and SECONDED by Mrs. Harrison to adjourn the meeting. There being no other business to come before the Board of Trustees, the meeting adjourned at 8:01 p.m.

Respectfully submitted by:

Julie-Ray Harrison
Secretary

Date



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Goal: 2G

TC will develop campus and department specific Policies and Procedures Manual.

Status: In Progress

Responsible Office: Institutional Effectiveness & Research/ATD

TC offices have developed Policies and Procedures Manuals for the following areas:

- Admissions Office
 - Advising Office
 - Business Office
 - Financial Aid Office
 - Institutional Research & Effectiveness
- Annual Reports Manual & Calendar

Electronic copies of manuals are available within each office and within Institutional Research & Effectiveness.



TEXARKANA
COLLEGE

2012

STRATEGIC PLAN

REPORT

Belief 3

Documentation



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.

Goal: 3A

TC will establish/maintain relationships with over twenty-one (21) community, corporate, and educational partners.

Status: Achieved

Responsible Office: President; Chief Instructional Officer; Workforce & Continuing Education

Texarkana College has worked to build and maintain relationships with partners throughout the region, state, and nation. The list below is representative yet not exhaustive of those relationships.

Educational Partners:

1. Avery ISD
2. Bloomburg ISD
3. DeKalb ISD
4. Hooks ISD
5. James Bowie ISD
6. Liberty-Eylau ISD
7. Linden-Kildare ID
8. Maud ISD
9. McLeod ISD
10. New Boston ISD
11. Pleasant Grove ISD
12. Queen City ISD
13. Redwater ISD
14. Texarkana ISD
15. Ashdown ISD
16. Fouke ISD
17. Genoa ISD
18. Texarkana Arkansas SD
19. Texas A&M University – Texarkana
20. Northeast Texas Community College
21. Tyler Junior College
22. University of Arkansas Medical Sciences
23. Southern Arkansas University
24. Northeastern Louisiana University
25. Region 8 ESC/ Texas Regional Collaborative for Science, Mathematics and Technology Excellence
26. Texas Higher Education Coordinating Board's Intensive College Readiness Program for Adult Learners
27. Educate Texas
28. Achieving the Dream/ Greater Texas Foundation

Corporate Partners:

1. Bancorp South
2. Barry Insurance
3. Brian Barry, DDS
4. BWI Companies, Inc.
5. Christus St. Michaels Hospital
6. Cobb Financial Services
7. Collom & Carney Clinic Association
8. Commercial National Bank
9. Cooper Tire & Rubber
10. Daines Insurance & Financial Services
11. Express Employment Professionals
12. Farmer's Bank and Trust
13. Fay-J Packaging
14. Guaranty Bond Bank
15. HUMCO
16. International Paper- Texarkana Mill
17. JCM Industries
18. LIFENET, Inc.
19. MTG Engineers and Surveyors
20. Offenhauser & Co. Insurance
21. Mr. Connor Patman
22. Red River Army Depot
23. Robbins Toyota
24. TexAmericas Center
25. TEXAR Federal Credit Union
26. Texarkana Tractor
27. Tri- State Iron & Metal Company
28. Wadley Hospital
29. Aven Williamson

Community Partners:

- | | |
|--|--|
| <ol style="list-style-type: none">1. Race for the Cure2. United Way3. Opportunities, Inc.4. Northeast Texas Workforce Solutions5. Texarkana USA Chamber of Commerce6. New Boston Chamber of Commerce7. Atlanta Area Chamber of Commerce8. Tex*Rep | <ol style="list-style-type: none">9. Kiwanis Club of Texarkana10. Horace C. Cabe Foundation11. Wilbur Smith Rotary Club12. LIFT Initiative13. NAACP14. Clean Rivers Program – Sulphur River Basin Authority15. Texas Stream Team & River Institute16. Northeast Texas Regional Advisory Council |
|--|--|



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.

Goal: 3B

The net assets of the TC Foundation will exceed \$5 million with an established plan in progress to work towards exceeding \$10 million.

Status: In Progress

Responsible Office: Institutional Advancement; Chief Financial Officer

Strategic Plan: Belief 3B- The net assets of the TC Foundation will exceed \$5 million with an established plan in progress to work toward exceeding \$10 million.

The TC Tomorrow Community Challenge campaign for community fundraising was launched in January 2012. The initiative raised approximately \$2 million to date with the leading contribution made by TC's most famous alumnus, billionaire H. Ross Perot. His contribution was in the amount of \$1 million with an additional \$4 million pledged over the next four years if the community would match his donation. The TC Tomorrow Community Challenge is a matching contribution campaign which is designed to double the effects of the generous Perot donation.

PEROT FOUNDATION

P.O. Box 269014
PLANO, TEXAS 75026
(972) 535-1968

FEB 22 2012

Mr. James Henry Russell
President
Texarkana College
2500 North Robison Road
Texarkana, Texas 75599

Re: Gift Letter

Dear Mr. Russell:

Enclosed please find two duplicate original copies of the Gift Letter between The Perot Foundation and Texarkana College.

Please return one signed copy at your earliest convenience to the address at the top of this letter.

If you have any further questions, please do not hesitate to call me at (972) 535-1930.

Very truly yours,



J.Y. Robb III

Enclosures

TC Tomorrow

10,000 Tomorrows >

A Message from President
James Henry Russell >

About the Campaign >

Contact >

Donate Now >

Register and tell your story >

Alumni & Friends

"When I decided what field I wanted my career to be in, the TC staff was eager to help me get a schedule plan that would fit into my lifestyle. I'm very thankful for the amazing scholarship opportunities that are available to students in addition to Pell grants based on income. I am now going to graduate with my RN this year, with the majority of my prerequisite classes for my BSN. The health occupations instructors and staff are wonderful teachers who possess a wealth of knowledge and are eager to share it with those of us who are eager to learn."

Azalea Patterson
Certified Nursing Assistant at
CHRISTUS St. Michael Health
System



TC TOMORROW CAMPAIGN

Home - TC Tomorrow - About the Campaign

TC Tomorrow Community Challenge

On March 22, 2011, Texarkana College alumnus H. Ross Perot announced the launch of the TC Tomorrow Community Challenge on the heels of his \$1 million donation to Texarkana College. His challenge? For Texarkana and surrounding communities to show their support for the institution by matching his donations. In addition to his initial \$1 million donation, Mr. Perot will match up to \$1 million per year for the next four years if the community supports the college by matching his donation, whether they contribute by passing the tax district expansion in November 2012 or by donating funds to the College. With recent budget cuts from the State and the financial climate in which we are operating, Texarkana College needs your help to ensure brighter tomorrows. Can you meet Mr. Perot's challenge?

Perot's donations are designated to be used for recruiting and retaining the world-class faculty that make Texarkana College such a great place to start or start over.

"Texarkana College provided me with opportunity," said Mr. H. Ross Perot, 1947-1949 Texarkana College student. "It gave me the opportunity to continue my education and to develop my leadership skills as president of the Student Council. A capable faculty challenged me in the classroom. Small enrollment made personalized instruction a reality. I was prepared for the academic challenges of the U.S. Naval Academy because of my association with Texarkana College."

Texarkana College is also conducting an outreach effort to build a network of alumni and friends to share information, garner support, and provide greater services to our community. We encourage each one of you who have a stake in Texarkana College's past and future to register to become part of our alumni & friends network.

We are asking that you show your support for Texarkana College by participating in our outreach campaign. Please take the time today to register and share your story about the positive ways Texarkana College has impacted your life.

Connecting
with
Texarkana
College is
easy!

1. Register
today to
become a
member of
the
TC Alumni
& Friends
Network
and share
your story
with us.

2. Donate
to the TC
Community
Challenge
today.

3. After
you have
registered,
stay
connected
with
Texarkana
College via
Facebook,
Twitter
and

In the future, the TC Foundation plans to pursue planned giving opportunities and additional endowments to perpetuate scholarship funds.

PEROT FOUNDATION

P.O. Box 269014
PLANO, TEXAS 75026
(972) 535-1968

FEB 22 2012

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Texarkana College
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J.Y. Robb III

Enclosures

PEROT FOUNDATION

P.O. Box 269014
PLANO, TEXAS 75026
(972) 535-1968

February 16, 2012

Mr. James Henry Russell,
President
Texarkana College
2500 North Robison Road
Texarkana, Texas 75599

Re: Gift Letter

Dear Mr. Russell:

The Perot Foundation (the "Foundation") intends to make a charitable gift to Texarkana College (the "College"). The following terms apply to this gift:

Funding

The Foundation pledges up to \$5,000,000 to be paid on the following dates:

Within 5 days after the execution of this letter by both parties:	\$1,000,000
February 15, 2013 Matching Gift of up to:	1,000,000
February 15, 2014 Matching Gift of up to:	1,000,000
February 15, 2015 Matching Gift of up to:	1,000,000
February 15, 2016 Matching Gift of up to:	<u>1,000,000</u>
Total: Up to	\$5,000,000

The "Matching Gift" for a year is equal to the lesser of (i) \$1,000,000 or (ii) the amount of "Matching Fund Contributions" collected by the College in the preceding calendar year.

By way of example, if the College collects \$800,000 in Matching Fund Contributions during calendar year 2012 and \$1,400,000 in Matching Fund Contributions during calendar year 2013, the Foundation's payment for February 1, 2013 would be \$800,000 and the Foundation's payment for February 1, 2014 would be \$1,000,000. The College will furnish a list of Matching Funds Contributions to the Foundation by February 1 of each year so that the Foundation can compute the amount of its gift for that year.

"Matching Fund Contributions" means (i) all donations collected by the College from individuals, companies, foundations (other than the Foundation) and any other non-

Mr. James Henry Russell
February 16, 2012
Page 2

governmental source and (ii) any incremental tax revenue generated for the College if the November, 2012 tax annex election is successful.

Restrictions

The purpose of this gift is to retain and recruit world class faculty for the College. To that end, this gift shall be used exclusively for salary, training and other benefits for faculty in academic (i.e., non-athletic) positions.

Reporting

The Foundation will designate a person from time to time to receive annual reports showing how the funds supplied by this gift were spent and detailing the progress and performance of the College. These reports will be in a format mutually agreed to by the Foundation's designee and the College and will be delivered by February 1 each year. Ross Perot is the initial designee of the Foundation. The Foundation may change its designee by providing written notice of a new designee.

Right to Terminate

If the Foundation determines that (i) funds provided by this gift are not being spent for the intended purpose, (ii) funds provided by this gift are being spent in an inefficient manner, or (iii) the College is not making satisfactory progress in reaching its goals, the Foundation may terminate its pledge for all future years without further obligation.

Anonymous

This gift will remain anonymous and will not be publicly disclosed unless the Foundation consents in writing to such disclosure. The content of any disclosure will be mutually agreed upon by the Foundation and the College.

Notices

Any notice required or desired to be given under this Gift Letter will be in writing and will be personally served or given by mail. Any change in address will be given in writing to the other party pursuant to this notice provision. The initial addresses for notice are as follows:

If to the Foundation:

The Perot Foundation
P. O. Box 269014
Plano, Texas 75026-9014
Attn: Chairman

Mr. James Henry Russell
February 16, 2012
Page 3

If to the College:


Texarkana College
2500 North Robison Road
Texarkana, Texas 75599
Attn: President

Approval

By signing below, the Foundation and the College acknowledge that this Gift Letter reflects the terms and conditions upon which charitable contributions will be made by the Foundation to the College.


THE PEROT FOUNDATION

Date: 2/16/12

By: 
H. Ross Perot,
Chairman of the Board

TEXARKANA COLLEGE

Date: 2/22/12

By: 
James Henry Russell,
President

PEROT FOUNDATION

P.O. Box 269014
PLANO, TEXAS 75026
(972) 535-1968

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President
Texarkana College
2500 North Robison Road
Texarkana, Texas 75599

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Mr. James Henry Russell
February 16, 2012
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Mr. James Henry Russell
February 16, 2012
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2500 North Robison Road
Texarkana, Texas 75599
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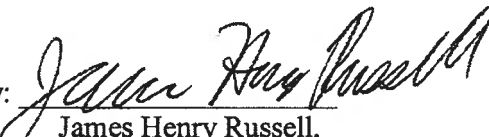
THE PEROT FOUNDATION

Date: 2/16/12

By: 
H. Ross Perot,
Chairman of the Board

TEXARKANA COLLEGE

Date: 2/22/12

By: 
James Henry Russell,
President

\$1.25

Texarkana Gazette

Established
1875

4 SECTIONS, 32 PAGES ★ VOLUME 136, No. 85

texarkanagazette.com

TEXARKANA, TEXAS/ARKANSAS



ACCENT

'Picassos' create a stained-glass autumn

PAGE 1C



BUSINESS

Cutting back

■ Stuck with high gas prices, drivers just pump less to save their wallets

PAGE 8C

WATER

Clarksville data incorrect in Region D plan

■ Officials fear malice; consultant says plan is a 'working document' and asks for input to fix it

By BRANDY S. CREWING
Texarkana Gazette

A city and a consulting firm are at odds over a recently filed regional water plan for Northeast Texas.

Known as the Region D plan, it contains data about 19 Northeast Texas counties and is intended to help address water needs over the next 50 years. Clarksville officials say statistics about their city are incorrect and worry the

error was deliberate. The Region D plan states that Clarksville receives water from Wright Patman Lake and indicates the city will have a surplus of more than 1,200 acre-feet through 2060.

Both are incorrect. Clarksville has only two sources of water—surface water from Langford Lake and groundwater from Blossom Aquifer. There is not even a line running from Wright Patman to the city. The 50-year surplus projected in the

plan exceeds all the water the city actually has.

The plan states Clarksville had a surplus of 1,237 acre-feet per year last year. The city's two water sources only create a supply of 845 acre-feet a year.

Wayne Dial, Clarksville city manager, has often spoken of his city's need for more water and supports construction of the proposed Marvin Nichols

See WATER on Page 4A

SRBA talks Espey contract Tuesday

When the Sulphur River Basin Authority Board of Directors meets Tuesday, it will consider hiring a firm to further its basin-wide study. In an effort to determine water needs, availability and alternate sources, the SRBA is leading

a years-long effort to look at every inch of the basin and its features. Part of that is an instream flow study, which evaluates the amount of water that needs to remain in the

See SRBA on Page 4A

ARKANSAS

Trooper shot during traffic stop

■ Officer, suspect in stable condition

By LARENCE WARD
Texarkana Gazette

An Arkansas State Police trooper is recovering in a Hot Springs hospital after being shot by a Hope man during a traffic stop Friday night in Hempstead County.



Cpl. Pete Penney, 37, exchanged gunfire with the suspect, 66-year-old Herman Lee White, state police spokesman Bill Sadler said Saturday. The traffic stop was on U.S. Highway 278 between Ozan and Nashville near the Howard County line.

Sadler declined to reveal certain details of the incident, including the number of times Penney was shot or why White was pulled over.

"We believe it's in the best interest of the investigation at this time not to disclose any evidentiary facts," Sadler said.

See TROOPER on Page 4A

COURT

Man indicted in I-30 crash

By LYNN LA-RONZA
Texarkana Gazette

A man accused of causing a multicar accident on Interstate 30 in August that seriously injured a woman has been indicted in Bowie County on a charge of intoxication assault.

Justin Lee Steinhilber, 25, allegedly struck a steel modular crash cushion on I-30 at the 207 mile marker with his red Chevrolet pickup at about 2:30 a.m. Aug. 19, 2011, according to a probable-cause affidavit used to create the following account. After the initial collision, the Chevrolet became involved in a second crash with a silver Toyota Camry and a white Freightliner truck.

When Trooper Michael Ferguson of Texas Department of Public Safety arrived, Steinhilber was attempting to aid a passenger

See INDICT on Page 4A

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Advice.....3C
Deaths.....6A
Sports.....1-7B



COMMUNITY

NATIVE SON

■ TC benefactor Ross Perot reflects on growing up in Texarkana



■ Ross Perot addresses Texarkana College students and faculty Thursday as he pledges a potential \$4 million to the college over the next four years. Perot announced a \$1 million donation to kick off the challenge.

By MARIE MANTON ■ Texarkana Gazette

Hard work, charity, sacrifice and determination are just a few of the character precepts Ross Perot learned while growing up in Texarkana, Texas.

On Thursday, the billionaire visited Texarkana College after donating \$1 million to the school and pledging another \$4 million if the community met the match. During the 10,000 Tommorrow's event at the college, Perot spoke about his early years in Texarkana.

The future Texas industrialist was born June 27, 1930, in Texarkana.

"It was 126 degrees that day. No air conditioning, no nothing," Perot said. "My dad said, 'The devil had come up to see his handiwork.' My mother didn't think much of that."

Perot, who attended TC from 1947 to 1949, said during his formative years living on Olive Street, he was surrounded by good role models, primarily his parents.

He remembered learning

about charity and tolerance from his mother's relationship with indigents who walked along 29th Street near his house during the Depression.

"They would come up and knock on the door looking for food. We would feed them with food we didn't really have or couldn't afford."

Later, the young Perot learned a mark was on the curb in front of his house, signaling a giving household.

"I said, 'Mother, do you want me wash that off?' She said, 'Son, no. These people are just like us. They are down on their luck, and we need to help them.' Isn't it wonderful to have parents that would raise you that way?"

One September, Perot said, he learned about kindness and

See PEROT on Page 4A

\$5 MILLION PLEDGE

The details of the Perot Foundation's \$5 million pledge to Texarkana College

FUNDING

The first million dollars are already in the college's bank.

The foundation will pay up to \$1 million per year on Feb. 15 from 2013 to 2016 if the college collects matching funds.

Matching Fund Contributions mean all donations collected by the college from individuals, companies, foundations and any other nongovernmental source. The matching funds could include any incremental tax revenue generated for the college in the November taxing annexation election.

RESTRICTIONS

The purpose of the gift is to retain college faculty. The money will be used exclusively for salary, training and other benefits for faculty in academic positions.

RIGHT TO TERMINATE

If the foundation determines that funds provided are not being spent for the intended purpose, being spent inefficiently or the college is not making satisfactory progress in reaching its goals, the foundation may terminate its pledge for all future years without notice.

NATION

High court's health ruling could shake fall elections

EDITORS NOTE: This is part of a weeklong package of stories previewing the Supreme Court's consideration of President Barack Obama's health care overhaul law.

By JIM KOVACH
The Associated Press

WASHINGTON—The Supreme Court's ruling on the constitutionality of President Barack Obama's health care overhaul is likely to shake the presidential election race in early summer. But the winners in the court will not necessarily be the winners in the political arena.

No doubt, a decision to throw out the entire law would be a defeat for Obama. His judgment and leadership, even his reputation as a former constitutional law professor, would be called into question for pushing through a contentious and partisan health insurance overhaul only to see it declared unconstitutional by the court.

But it would not spell certain doom for his re-election. In fact, it would end the GOP argument that a Republican president must be elected to guarantee repeal of the law. It also could re-energize liberals, shift the spotlight onto insurance companies and reignite a debate about how to best provide health care.

If the court upholds the law, Obama would be vindicated legally. Republican constitutional criticisms would be undercut because five of the nine justices

See HEALTH on Page 4A



■ Supreme Court Justices Ruth Bader Ginsburg and Stephen Breyer listen to President Barack Obama deliver his State of the Union address Jan. 24.

TRAVEL

Navajo eye Grand Canyon development

By FELICIA FOWERAKER

FLAGSTAFF, Ariz.—Generations of Navajo families have grazed livestock on a remote but spectacular mesa that overlooks the confluence of the Colorado and Little Colorado rivers. This is the East Rim of the majestic Grand Canyon—the last with no significant development.

But ancestral tradition and the

tranquility of the landscape could be subject to change if the Navajo government's plans are realized for a resort and aerial tramway that would ferry tourists from cliff tops to water's edge.

The vast 27,000 square-mile Navajo reservation abuts Grand Canyon National Park, and tribal leaders say they're losing out on tourist dollars and jobs for their

See NAVAJO on Page 4A

■ This artist rendering depicts a proposed aerial tramway that would ferry tourists from the cliff tops of the east rim of the Grand Canyon to the water's edge of the Colorado and Little Colorado rivers below.

Associated Press

Navajo

Continued from Page 1A

people by leaving the land undeveloped. Navajo President Ben Shelly recently signed a non-binding agreement that lists the gondola, a restaurant, a half-mile river walk, a resort hotel and spa and RV park among the attractions of a proposed development that he says will bring up to \$70 million a year in revenue to the tribe and 2,000 jobs to the impoverished reservation.

"We want people from all over the world to visit Navajo land and the Grand Canyon," Shelly said. "We have many of the world's wonders in our midst."

True enough, but the National Park Service already is voicing objections to the large-scale development on its eastern flank. Environmental organizations and some Navajos who call the area home also oppose the project.

"This is just one more thing that is going to chip away at the solitude of the area, and it's really not the appropriate type of development for that area," said Alicyn Gittin of the Sierra Club.

Similar proposals for a tramway that would take tourists from the East Rim to the river have been opposed by the local community of Bodey-Gap. They oppose the scale and character of the

current plan and want more say in what could be built there.

The confluence, as locals call it, is a 100-mile drive off Interstate 40 from Stagecoach on a rough dirt road. Sagebrush, rolling hills, arroyos, canyons and desert make the landscape where the Colorado meets the blue-green waters of the Little Colorado. It's mostly quiet, save for the occasional helicopter tour over the Grand Canyon or the shots from river rafters below.

The land has remained undeveloped for decades because of a land dispute between the Navajos and the neighboring Hopi tribe, both of which claimed aboriginal ties to it. A construction ban implemented by former U.S. Commissioner of Indian Affairs Robert Bennett imposed a ban on home and land improvements in 1966. It was lifted in 2009, though little development has occurred on the 700,000 acres.

The western edge of the Grand Canyon outside the national park boundaries belongs to the Hualapai Tribe, which has a horseshoe-shaped glass bridge that juts out 70 feet over the canyon's edge and gives tourists a view of the Colorado River 4,000 feet below. Most people visiting the Grand Canyon go to the South Rim within the national park, also running alongside the Colorado River, would give tourists a view of the confluence but stop short of it. The resort hotel

ment that Shelly signed with the Confluence Partners, LLC, on Feb. 21 doesn't state the impacts of a development on the East Rim. But a member of the negotiating team, Deswood Toms, said the tribal government expects 3 million visitors a year as soon as 2015 and revenue to be between \$40 million and \$70 million annually—up to a half of the tribe's budget not including federal funds.

No one lives at the overlook to the confluence but about a handful of people live nearby, and other families have said they want to move back since the construction ban ended. There is no water or electricity at the site and putting in the infrastructure would cost at least \$60 million alone, which Toms said also could benefit residents. About 27 miles of dirt road would have to be paved to reach the site, and water would have to be piped in from miles away.

At full build-out, the project could approach \$1 billion, said Lamar Whitmer, of the Confluence Partners, LLC.

The tram would run from the East Rim and parallel the Colorado River before coming to a stop at the bottom of the canyon, where a restaurant would be located. A half-mile river walk, also running alongside the Colorado River, would give tourists a view of the confluence but stop short of it. The resort hotel

and spa, other hotels, and commercial and retail space would be located on top of the canyon.

The proposed attractions could create a jurisdictional dispute, depending on their distance from the Colorado River. The Navajos believe the reservation extends to the high water mark of the Colorado River, while the National Park Service says its boundary is a quarter-mile from the river's bank along the 6-mile stretch of the Colorado before it meets the Little Colorado.

Grand Canyon park officials also want to maintain the wilderness characteristics of the East Rim, which is popular with backcountry hikers and not easily accessible, and make sure endangered species like the humpback chub are protected, said park Superintendent Dave Ueberauer. Environmental groups say the noise and light pollution would be unwelcome.

"It's not Disneyland," said Lynn Hamilton of the Grand Canyon River Outfitters, a canyon advocacy and environmental group. "It's one of the seven natural wonders of the world. To mar that somehow with such commercialism right there, in your face would just seem contrary to what the value of Grand Canyon is."

Environmentalists applauded the Navajo government for setting out plans for an airport, verbally at least, though it remains in the written agreement.

SRBA

Continued from Page 1A

basin for biological use. RPS Espey is being recommended for the study but is expected to draw opposition based on its loose connection to previous studies on local water matters.

Water

Continued from Page 1A

Reservoir in hopes of landing more development and tourism. However, many other residents and municipalities in Region D either oppose the lake or are on the fence about it. Dial worries the mistakes in the water plan were an effort to downplay his city's input.

He recently spoke about the situation during a meeting of the Sulphur River Basin Authority.

"I think it was done maliciously. The mayor and I have spoken on numerous occasions about our need for water," Dial told the SRBA board.

He placed the blame on RPS Espey, the consulting firm the Navajo government hired to prepare a regional water plan. Espey Vice President David Harkins pointed out that his agency only recently assumed responsibility for the 2011 plan.

"The plan is updated every five years, and the 2011 version was submitted to the state Sept. 1, 2010."

"We were awarded the contract toward the end of last year. The plan was finished and approved by then," Harkins said.

The plan has 356 pages and about 300 related documents. Harkins said a contracted firm

See today's related article for details.

The SRBA board is expected to vote on hiring the firm. The meeting begins at 1 p.m. at Mount Pleasant Civic Center, 1880 N. Jefferson St.

doesn't "know the system like locals do" and that agencies affected by the plan are asked to assist by reviewing information relating to them.

"You have to remember that these things are working documents," Harkins said. "It's not uncommon to find mistakes or typos. You have to modify as you go. None of them are 100 percent accurate."

Harkins acknowledged that the error could have a negative impact on Clarksville's effort to secure more water because the plan shows the city with more water than it actually has.

"Part of our job will be to look into these things. It's in the plan and it's my job to get with Clarksville and get it fixed," he said.

He has also heard from other Region D members that think their information could be incorrect as well.

Harkins said Espey will work with Region D members to correct errors during the current round of planning and ensure that the document is as error-free as possible.

The Gazette was unable to reach Hayter Engineering Inc. in Paris, Texas, an engineering firm that worked on the 2011 plan.

bchewning@texarkanagazette.com

Indict

Continued from Page 1A

who had been ejected from his truck and was unconscious. The passenger was taken via helicopter to CHRISTUS St. Michael Health Center in Texarkana for treatment of a concussion. The passenger had to be intubated and sedated.

Ferguson interviewed Steinbiller at the hospital and suspected him to be intoxicated. When asked to submit a blood test, Steinbiller allegedly refused. However, Texas law provides for mandatory blood testing of drivers involved in crashes involving serious bodily injury.

Testing of Steinbiller's blood sample at the DPS crime lab in Tyler reportedly yielded a blood alcohol level of 0.12. Drivers are considered impaired if their blood alcohol level is 0.08 or higher.

Steinbiller's case has been assigned to 102nd District Judge Bobby Lockhart. A date for arraignment hasn't been set.

Steinbiller faces two to 10 years in a Texas prison if convicted. llarowe@texarkanagazette.com

Trooper

Continued from Page 1A

The incident is being investigated by the Criminal Investigation Division of the state police.

Penney was taken to St. Joseph's Mercy Hospital, where spokesman Jeffrey Slaton said he was in stable condition Saturday afternoon.

White was taken to CHRISTUS St. Michael Health System. Sadler said he was also in stable condition Saturday.

White will be incarcerated and face charges once he is released from the hospital, Sadler said. Penney, an eight-year ASP veteran, works in Howard and Hempstead counties, Sadler said.

Around 9 p.m., Penney informed Troop G headquarters that he was conducting a traffic stop. Sadler said 10 minutes later, the trooper reported shots had been fired and requested assistance.

A Nashville police officer came to the scene and found Penney and White had been injured.

Sadler would not say if Penney was wearing a protective vest during the traffic stop.

"As a matter of policy, the department does not discuss any defensive mechanisms, any defensive tactics, that troopers have," Sadler said. "It increases the danger for them if we begin to discuss those tactics or mechanisms."

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Health

Continued from Page 1A

were nominated by Republican president.

But opposition would intensify in the political world. Without legal recourse, Republicans would gain new energy to argue that the only path to kill the law would be to elect a Republican president and enough GOP candidates to control the House and Senate.

They might be wary of promising overnight repeal because a filibuster-proof Senate majority seems beyond their reach in the November election.

Central to the dispute over the law is a provision that requires individuals to have health insurance by 2014 or pay a penalty. Polls show that this mandate is opposed by 3 of 5 Americans. Among Republicans, calls for its repeal are a surefire applause

of the four federal appeals courts that have ruled, two upheld the law, one struck down only the insurance mandate and one punted, saying an obscure tax law makes it premature to decide the merits until the main coverage provisions take effect in 2014.

With the court hearing arguments Monday through Wednesday, operatives from both parties have been playing out the potential outcomes. It's a calculation complicated by the intensely polarized public attitudes toward the law, by the still unsettled race for the Republican nomination and, most important, by the range of potential decisions by the court. "A lot of the arguments that are being made against it right now are that they violate basic constitutional rights and principles," said Tad Devine, a veteran consultant of Democratic presidential politics.

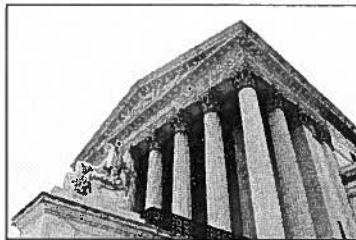
"If the Supreme Court, controlled by Republicans, doesn't agree with me, I think it's going to be hard to make that argument."

"If they strike down the mandate," he added, "it takes away a lot of the attack against the president on that issue."

White House and Obama campaign officials would not publicly discuss the options ahead, worried they would be perceived as trying to influence the court. But the Obama campaign has begun to draw attention to the benefits of the law, hoping to counter the hearing the law has taken from the GOP presidential candidates.

This past week, it posted a new health care app online where users can find out how the health care law affects them. It also launched a website that features testimonials about the law.

The campaign's Obama Twitter account drew attention Thursday to that "Faces of Change" website and to the law's second anniversary



■ The U.S. Supreme Court is seen Saturday in Washington.

sary, a day after White House spokesman Jay Carney dismissed any observation of the bill's signing as something "that only those who toil inside the Beltway focus on."

On Friday, the White House released a report that promoted achievements such as coverage for young adults and prevented any mention of problems, including the little or no progress toward carrying out the law in many states. Health and Human Services Secretary Kathleen Sebelius said in a statement the law "gives hard working middle-class families the security they deserve."

Privately, many Democrats concede that repeal of the law would be a huge public relations problem for Obama, though one he could overcome if the court issues its opinion in June, as expected.

Republicans appear divided on the results. Republican strategist Greg Mueller, who works on many conservative causes, said that if the law is upheld, the conservative base will be energized; if the law is declared unconstitutional, it will display Obama's "overreach." "I don't think there is a bad scenario for Republican candidates," he said.

Not all see it that way. Republican Rep. Steve King of Iowa said this past week an Obama victory would be assured if the court strikes down the individual mandate, as King would like.

"I think then that there is more risk that President Obama will be re-elected because people will be protected from this egregious reach into our freedom," King said.

"If the Supreme Court finds it constitutional," he added, "then I believe Barack Obama will not be re-elected because they will understand that they have to vote him out of office to repeal it."

The public's broad support for the Supreme Court as an institution is also a factor.

"I think a wide swath of the people will say 'if the court says it's kosher, then it's kosher.' I think

in many ways that will be the final word," said John Pedersen, a former top Republican House leadership aide. "That doesn't mean the controversy is going to go away because this law is so massive and has so many parts that haven't been implemented yet, including the individual mandate."

The court's decision could affect the Republican presidential contest, too.

A court opinion in June would come at the tail end of the GOP primaries and ahead of the Republican National Convention.

Former Sen. Rick Santorum of Pennsylvania has elevated the health care law to his top campaign issue. He argues he would be best equipped to carry the repeal banner. Front-runner, Mitt Romney, as governor of Massachusetts, signed into law a health overhaul similar to Obama's, with an insurance requirement as part of it.

Romney has said he would seek to repeal the federal health care law, but has stood behind Massachusetts. He argues these decisions should be left to states.

"Well, that's pretty compelling," Santorum countered sarcastically Wednesday at a rally near the shores of Louisiana's Lake Pontchartrain.

"Why would conservatives, Republicans, take the biggest issue in this race—freedom, and its impact on the economy, on your life, on your economic well-being, on your religious liberty—why would we take that issue and turn it around and give it to Barack Obama instead of using it like a sledge hammer?" he asked.

It's a case that Santorum pledges to take all the way to the floor of the convention, if he somehow manages to accomplish his long-shot goal of denying Romney enough delegates to win the nomination outright.

Perot

Continued from Page 1A

sacrifice in the face of financial struggles.

Perot's father, a cotton buyer, offered up an important part of his business for the sake of the family.

"I walked into the kitchen and there was mother crying. She never cried. I said, 'Mother, what's wrong?' She said, 'Son, it's been a bad year in the cotton business. Your dad just sold his horse, so that you and Bette could have a Christmas present.'"

"I will never ever forget that day. That showed me more than anything else in the world how much they loved me. I was so fortunate."

The Eagle Scout, who was a member of Caddo Boy Scouts Council's Troop 18, credits his early years of delivering papers and selling Christmas cards and garden seeds door-to-door for building his ideals.

"At 5 years old, I started to work," he said.

Perot said he delivered papers by horseback in some of the poorest neighborhoods in Texarkana.

"It was absolutely safe. Nobody ever tried to take money from me," he said. "That was Texarkana when I was growing up, and they couldn't be nicer, and they cared about our family."

Perot also credits boyhood friend and local resident Josh Morris with sparking his interest in the U.S. Naval Academy.

"My boyhood hero, Josh Morris — he was everything and 10 times more than you would ever expect someone to be," Perot said. "Josh went MIT (Massachusetts Institute of Technology) — and then the Naval Academy, and I wanted to go there."

By 1950, Perot was in the Naval Academy in Annapolis,

Md., after graduating from Texarkana High School in 1947 and Texarkana College in 1949.

Perot said he received his appointment to the academy from W. Lee "Pappy" O'Daniel, Texas' 34th governor and a former senator.

"I've got the telegram still in my office, framed. So it's not a Texas tale."

During Thursday's event, TC board President Miles Sandefur said while Perot was in the Naval Academy, he was so concerned with the college's future that he sent a letter to dean and future president W.P. Akin, congratulating the college for purchasing land on Robison Road.

Three years earlier, Perot worked with other students to derail a plan to expand the college's Pine Street campus.

In the letter, Perot wrote, "I hope that the site meets with your complete approval, and I shall certainly be looking forward to getting home this summer to see the land — and the beginning of our new college."

"He was thinking about 10,000 tomorrows way back then," Sandefur said, holding Perot's handwritten letter.

The rest of Perot's life is well-documented, from his beginnings at IBM to becoming a billionaire in the technology industry. He made two runs for president in the 1990s and is listed as one of the 100 wealthiest Americans by Forbes magazine. Several books have been written about his life.

"I got in the computer business and the rest is history," Perot said. "I've had a lot of good luck and good fortune, and 99 percent of it was based on Texarkana and my life here. It's been a rich full life, and I am so grateful to all the people in Texarkana and all the people I grew up with."

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In Our View

Location, location

State line courthouse an advantage

At last, and at least, there is one swipe of the federal budget-cutting blade Texarkana USA does not have to worry about: Our federal courthouse is safe, and it likely will remain so.

The federal government has announced it's looking at closing of scores of federal courts across the country. Arkansas could lose six. Texas has five on the list. Criteria for closing include operational costs, location and usage. Many are in rural communities. None on the list of 60 has a resident judge; judges travel to the locations to hold court.

Ah, but Texarkana's courthouse—smack dab in the middle of the state line—cannot be beat on two of the three criteria, for sure. Plus, historically and geographically, it is the only courthouse in the nation to straddle a state line.

Federal courtrooms for both the Eastern District of Texas and the Western District of Arkansas share space in the big building. We have two for the price of one in costs for utilities, maintenance, etc. Plus, the post office and some other federal agencies take up residence there. Bean counters would have to look far and wide for a better example

of spreading the costs of operation and efficiency in usage.

Texarkana is a convenient hub for many activities in this part of the country. People hereabouts don't have to take their federal business hours away to Little Rock, Beaumont, Austin, Fort Smith or Dallas.

Some years ago, the federal judicial system instituted the rocket docket here. This means cases filed in Texarkana could be handled more expeditiously.

Most of the time, when federal officials look to save money, we feel the hair stand on our necks.

We are vulnerable to frequent cost-cutting proposals involving our military-industrial complexes. Right now, people are gearing up to protect Red River Army Depot from future rounds of base realignments and closures.

We don't have quite the legislative clout to match other areas of the two states when it comes to lobbying or courting federal and state dollars and development. For proof, compare the highway system in Northwest Arkansas to our struggles to get Interstate 49 built.

So, it's nice for a change to know the uniqueness of our location has an advantage. We'll take it and keep it.



Senate wasting valuable time with NFL

Let's see, we still have significant unemployment, we are still fighting a war in Afghanistan, we have some people who believe we should attack Iran to stop development of its nuclear capabilities.

Our federal legislative branch, operating in a poisonous partisan atmosphere, cannot agree on how to balance the budget and cut the nation's debt. Indeed, that branch couldn't hammer out a compromise on much of anything of importance to save their souls—probably because said souls have liens on them from any number of special interests.

Yet the U.S. Senate Judiciary Committee wants to talk with the National Football League about bonuses on players—after league officials last week decisively handled the problem, except for the discipline of the players—bounty hunters themselves.

And Sen. Dick Durbin, D-Illinois, is setting up the hearing and inviting other professional sports franchises to join also.

Durbin wants to determine whether bounty systems should be a federal crime.

"Let's be real basic about it here. If this activity were taking place off of a sporting field, away from a court, nobody would have a second thought (about whether it's wrong). You mean, someone paid you to go out and hurt someone?" Durbin said in a telephone interview before raising the issue on the floor of the Senate, according to an AP report.

"It goes way beyond the rules



Ethel Channon
GAZETTE COLUMNIST

of any sporting contest, at least team contest, to intentionally inflict harm on another person for a financial reward," he said.

Yes, and it can be handled with assault and numerous other charges at the state level whether the unacceptable activity occurred.

The NFL already has suspended the New Orleans Saints head coach for a season, as well as suspending some team management and coaches for lesser amounts of time. As for the defensive coach who supposedly managed the program of pay for harming opposing players, he may have lost a career when everything shakes out; he's indefinitely banned. Players who pick up cash for inflicting injuries are expected to face severe penalties the NFL will work out with players' union. The team loses some future draft picks. As the bounty program started over the years the Saints won the Superbowl, a pall has been cast over that victory, if

not earning it an asterisk in record books.

Durbin said he was encouraged by what the NFL did to protect players and the game. But he wants to make sure this conduct does not occur again.

So, I imagine, do the NFL and other sports organizations. They should be left alone to do it.

I know professional sports are big business and subject to antitrust laws and laws against bribery and so forth to protect the integrity of the game. Some aspects have and need federal involvement.

This is not one of those aspects. Dabbling in it is an indulgence we cannot afford.

We have young people coming home from war with horrible injuries that our veterans programs are insufficiently equipped to handle. We have prisons filled with generations of people incarcerated under get-tough-on-drug-crimes legislation that does nothing but warehouse them at taxpayer expense. We have untold thousands of people whose homes have been foreclosed. We have increasing encroachment by the executive and legislative branches on our civil liberties.

The Judiciary Committee is supposed to be about justice. The above are just a few groups who could benefit from the work of a Judiciary Committee that sets some priorities that will serve a broader segment of society.

But Durbin is worried about penalties and the rules of the game for professional sports? He's not just off base. He's way out of bounds.

This type of generosity requires a response

This is the faith from which we start:
Men shall know commonwealth again

From bitter searching of the heart.

We rise to play a greater part.

from Villanelle For Our Time

by Leonard Cohen

The idea of civic service has been lost on many people. Because of technology and our nation's general affluence, most citizens chose to live their lives with only scant connection to their communities and the challenges they face.

Indeed, more than ever, there are distractions and household responsibilities that push civic involvement deep down on our list of priorities.

We now have smart phones, computers, mobile media, social media, unmet television channels and high-speed Internet access to fill up any and all discretionary time. We have headphones and ear buds and home theater systems. We have many ways of tuning out the real world.

We have to pay taxes, sure, but we don't otherwise have to be involved. We don't even have to know what we receive in return for our taxes. We can be as egocentric and self-serving as we like.

As more individuals retreat to their own personal space, the idea of commonwealth, pulling together as a team and working toward a common good, will become increasingly outdated.

Commonwealth, to the ear, sounds more Old World than New.

Yet, we need commonwealth here and now more than ever. We need to rise up as one to face the challenges of our age or at least the one that is upon us now.

It is no secret Texarkana College has run around financially and is fighting for its very existence. On Thursday it got some good news, but only as good as this community's willingness to rise up as one and take on the challenge.

TC's most famous alumni, H. Ross Perot, came back home to



Les Minor

GAZETTE COLUMNIST

announce a gift to the school and, by extension, the community. More than 400 community leaders crammed into the banquet room at the student center. More came to the rally on campus that followed.

Perot gave \$1 million upfront, enough to float the college through November. Then he added the potential of \$4 million more to be paid out annually for four years, if the college can raise matching funds. Every February during this period, Perot will forward \$1 million as long as TC has raised at least the same amount.

This match could take the shape of citizens making private donations equal to \$1 million each year.

Either way works, but the first way requires that we act as an extended community for our common good, even if each individual return is not immediately apparent, as it should be.

Texarkana College has touched many lives. If not you, maybe your mother, father, children or grandchildren. Maybe a friend, a neighbor, a co-worker. Maybe someone who is teaching your children. Maybe a nurse caring for a loved one. It doesn't take much looking to find connections.

Yet, for all that TC has contributed to the community, the community has given very little in return.

Only 6 percent of TC's funding comes from the existing tax dis-

tribut—which is tiny compared to its service area. In Texas, local taxes represent 40 percent of community college revenue on average. If the tax expansion here passes, it would push the local commitment up to 20 percent—still half of the state average, still a good deal.

Texarkana College in many ways represents a core value of the greater Texarkana area—affordable, attainable, free fills education. It very much makes the economic profile of the region.

Texarkana College has been a solid, dependable partner in community affairs for decades. Texarkana would be a far less useful place without it.

These are easy arguments to make.

Short of the individuals who took the college down paying back the money—which won't happen—it should not be up to other wealthy individuals to step up and match Perot's annual gift. That should be the last option.

Instead, it should be the people of Bowie County, using the "commonwealth" that occur if the expanded tax district is approved, who make the commitment, who make the small sacrifices that are necessary. This is what being a community is all about.

Right now TC has \$1 million to get it through the fall. The other \$4 million is provisional. But Texarkana does not need a college that is just surviving. It needs one that is thriving. The first million is a waste without the assurance that the \$4 million is locked down. The community needs to commit in the November election.

We are fortunate to have a man of Perot's caliber, who is in position to intervene, and who is willing to do so because he believes the values he learned growing up here, the character-building lessons he is so quick to share, are still foundational in our community.

The easiest way for us to show him we hold similar values is to get this deal done, replace the reserve funds that were lost, then retrench, regroup and build an even greater legacy.

Obamacare's little contract problem

WASHINGTON—On Monday the Supreme Court begins three days of oral arguments concerning possible—actually, probable and various—constitutional infirmities in Obamacare. The justices have received many amicus briefs, one of which merits special attention because of the elegant scholarship and logic with which it addresses an issue that has not been central to the debate as it should be.

Hitherto, most attention has been given to whether Congress, under its constitutional power to regulate interstate commerce, may coerce individuals into engaging in commerce by buying health insurance. Now the Institute for Justice, a libertarian public interest law firm, has focused on this fact: The individual mandate is incompatible with centuries of contract law. This is so because a compulsory contract is an oxymoron.

The brief, the primary authors of which are J's Elizabeth Price and Steve Simpson, says Obamacare is the first time Congress has used its power to regulate commerce to produce a law "from which there is no escape." And "coercing commercial transactions"—compelling individuals to sign contracts with insurance companies—"is antithetical to the foundational principle of mutual assent that underlies the common law of contracts at the time of the founding and continues to do so today."

In 1793, South Carolina's highest court held: "So cautious does the law walk over all contracts, that it will not permit any to be binding but such as are made by persons perfectly free and able to bind themselves or refuse such contracts. ... Contracts to be binding must not be made under any restraint or fear of their persons, otherwise they are void. Thus, though the life of this nation it has been understood that for a contract to be valid, the parties to it must



George Will

WASHINGTON POST
WRITERS GROUP

mutually assent to its terms—without duress.

In addition to duress, contracts are voidable for reasons of fraud upon, or the mistake or incapacity of, a party to the contract. This underscores the centrality of the concept of "voluntary consent in contract law. To be meaningful, consent must be informed and must not be coerced. Under Obamacare, the government will compel individuals to enter into contractual relations with insurance companies under threat of penalty.

Also, the Supreme Court in Commerce Clause cases has repeatedly recognized, and Congress has never before ignored, the difference between the regulation and the coercion of commerce. And in its 10th Amendment cases ("The powers not delegated to the United States by the Constitution, nor prohibited by it to the states, are reserved to the states respectively, or to the people") the court has specifically forbidden government to compel contracts.

In 1992, the court held unconstitutional a law compelling states to "take title to" radioactive waste. The court said this would be indistinguishable from "a congressionally compelled subsidy from state governments" to those who produced the radioactive waste. Such commandeering of states

is the court held, incompatible with federalism.

It argues: The 10th Amendment forbids Congress from exercising its commerce power to compel states to enter into contractual relations by effectively forcing states to "buy" radioactive waste. Hence "the power to regulate commerce does not include the power to compel a party to take title to goods or services against its will." And if it is beyond Congress' power to commandeer the states by compelling them to enter into contracts, it must likewise be beyond Congress' power to commandeer individuals by requiring them to purchase insurance. Again, the 10th Amendment declares that any powers not given to the federal government are reserved to the states or to the people.

Furthermore, although the Constitution permits Congress to make laws "necessary and proper" for executing its enumerated powers, such as the power to regulate interstate commerce, it cannot, if argued, be proper to exercise that regulatory power in ways that eviscerate "the very essence of legally binding contracts." Under Obamacare, Congress asserted the improper power to compel commercial contracts. It did so on the spurious ground that this power is necessary to solve a problem Congress created when, by forbidding insurance companies to deny coverage to individuals because of pre-existing conditions, it produced the problem of "adverse selection"—people not buying insurance until they need medical care.

It correctly says that if the court were to ratify Congress' disregard for settled contract law, Congress "power to compel contractual relations would have no logical stopping point." Which is why this case is the last exit ramp on the road to unlimited government.

Where to Write

PRESIDENT OF THE UNITED STATES
Mr. Barack H. Obama (D)
1600 Pennsylvania Ave., NW
Washington, D.C. 20500
(202) 456-1414

VICE PRESIDENT OF THE UNITED STATES**Joe Biden** (D)
501 Maryland Ave., NW
Washington, D.C. 20500
(202) 456-2394

U.S. SENATE
Sen. Mark Pryor (D-Ark.)
25 DSOB, Washington, D.C. 20500

(202) 224-2353
www.pryor.senate.gov

Sen. John BOOZAAH (R-Ark.)
Russell Courtney
Washington, D.C. 20500
(202) 224-4845
www.senboozah.senate.gov

Sen. Kay Bailey HUTCHESON (R-Texas)
284 RSOB, Washington, D.C. 20500

(202) 224-7922
www.hutchison.senate.gov

U.S. HOUSE OF REPRESENTATIVES
Rep. Ralph ABRAHAM (R-Bowling Green)
2405 RHOB, Washington, D.C. 20505
(202) 225-6673
www.house.gov/abraham/raah.html

Rep. Mike BOSS (D-Present, Ark.)
2436 RHOB, Washington, D.C. 20505
(202) 225-3771
www.russ.house.gov

Readers' Voice

We invite our readers to share their opinions in the Letters to the Editor column. Please write us at P.O. Box 621, Texarkana, TX 75504.

Letters also may be faxed to (903) 794-3315, or e-mailed to opinion@texarkanagazette.com

We welcome letters up to 350 words in length on any public issue. Letters are subject to editing and may be edited for legal considerations and length. We do not publish letters written to other publications.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.

Goal: 3C

TC will create and receive Board approval for a Revitalization Master Plan to lead in the revitalization of up to 50% of the surrounding Beverly community.

Status: Not Achieved: Roll-Over

Responsible Office: Facilities Services; Leadership Team

1. Have presently in place our Master Plan developed in 2010.
2. Capital improvement approx.. 30% complete
3. We have Wes Blackwood with KNA engineers researching and developing our facilities. They have completed the interior and exterior lighting audit on the entire campus as well as TexAmericas. They are currently working on the HVAC equipment and are planning on reporting to the board at our February meeting. This will include a new control system which will greatly improve our existing energy management system. It will also provide individual metering systems for each building. This will be done in the phases, with the first phase being our Administration building, Student Center, and Health Occupation.
4. Some of our accomplishments this last year: We have changed all of our classroom, offices, and hallways lighting from T-12 bulbs to a more efficient T-8 bulbs; replaced any air conditioning equipment that went out of service with minimum of 13 seer high efficient units.
5. Increased the R rating of ISO insulation of all our EPDM roofs.
6. Salvaged the old ISO insulation and reused in many of our renovation projects on campus. Building GREEN!
7. Converted 30% of our air conditioning equipment from R-22 to 410A refrigerant.
8. We have a cost estimate for relighting of our "Walking Trail".



2012 Strategic Plan Report Card Status Summary & Supporting Documentation

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.

Goal: 3D

TC will re-establish its Alumni & Affiliated Friends Association and achieve a membership of 2,500.

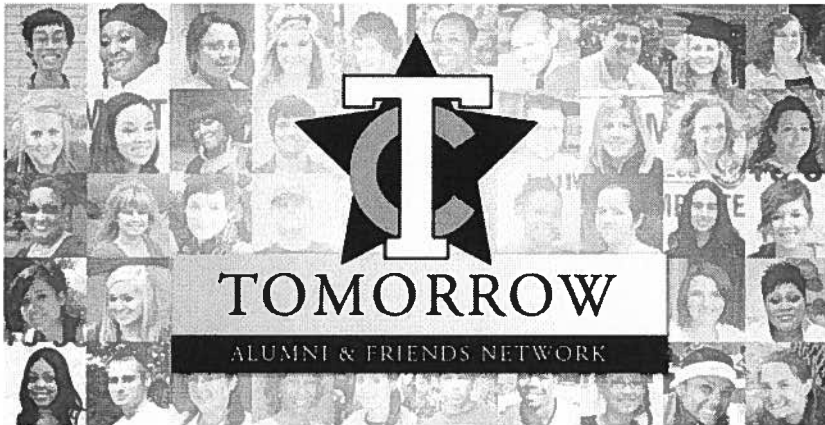
Status: In Progress

Responsible Office: Institutional Advancement

Strategic Plan: Belief 3D- TC will re-establish its Alumni and Friends Association and achieve a membership of 2,500


As an effort to increase awareness about the TC Community Challenge, an effort to redesign and implement an Alumni & Friends network was launched. Opportunities to join the network were promoted on our TC Website, radio advertisements, television talk show appearances and presentations made at local civic club meetings. To date, we have had more than 300 Alumni register and many of them have provided their testimony of how Texarkana College has positively impacted their lives. Below is a screen shot of the Alumni & Friends Network page on the TC Website and a few quotes from some of our graduates who shared their testimony on-line with us.

[Home](#) > [TC Tomorrow](#)




Tell us your story.

These former students already have.




"I got my start at Texarkana College at the age of 13. I'm now a freshman on full scholarship at Harvard University. Thanks, TCI"

Hunter Durham
Harvard University
Class of 2015




"I was prepared to receive the next level of education and move on to the next chapter of my life. I was not prepared for an institution to not only bring out the best in me, but also to expose me to so many opportunities I probably wouldn't have gotten starting at a 4-year university."

Victoria Dixon
Student, Texas A&M University-
Commerce



"TC positively impacted my life by allowing me to earn 30 credit hours before I ever graduated high school! Now I am a teacher at Texas Middle School. I am thankful that TC gave me the opportunity to get a jump start on my education."

Shea Phillips
Teacher, Texas Middle School



"My experiences as a freshly graduated high school student and those as an adult learner returning to school were both rewarding and productive."

Scott Hanes
Assistant Principal,
Liberty-Eylau
High School

The campaign remains in progress with a goal to reach more than 2,500 members of the network.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.

Goal: 3E

A tax annexation election will be held in 2012 to seek approval within the TC service area for a sustained and expanded revenue source that will underpin growth and development to better meet the needs of the community.

Status: Achieved

Responsible Office: President; Leadership Team

Annexation Election Update

- About 57,000 Registered Voters in Bowie County
- About 11,546 in TC Taxing District Originally That Could Not Vote
- Estimated that 28,000 People Would Pick Up a Ballot with TC Question On it
- Did not know how many would actually vote but predicted we needed 14k – 15k FOR to win

Results

- WE WON THE ELECTION
- Thank You!!!!
- 29,209 Picked Up a Ballot
- 14,358 FOR and 11,090 AGAINST
- 56.42% For 43.58% Against
- 32 Polling Locations
 - We Won 20 of those or 62.50%
 - We Lost 12 of those or 37.50%



Results Continued

- Early Voting
 - 14,005 Votes
 - 7,898 (56.39%) FOR and 6,107 (43.61%) Against
- Actual Election Day
 - 11,422 Votes
 - 6,447 (56.42%) FOR and 4,975 (43.56%) Against
- Grand Total Including Provisional and Military
 - 25,448 Votes
 - 14,358 (56.42%) For and 11,090(43.58%) Against

the west end will not support you???

WRONG!!!!!!!

- East End
 - 8,159 (61.67%) FOR and 5,072 (38.33%) AGAINST
 - Total 13,231
- WEST END
 - 6,186 (50.72%) FOR and 6,010 (49.28%) AGAINST
 - Total 12,196

FACTS

- Surplus of 3,268 Votes of For Over Against
- West End Will Pass a Tax Increase
- You Can't Win a Bowie County Election Without Focusing On the Whole County
- This County and Area Values Education
- More Pressure on TC Now More Than Ever
 - WE HAVE TO EARN IT!!!!!!!!!!!!!!!!!!!!

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Bowie County votes YES for TC

By: Marie Martin - Texarkana Gazette

Bowie County voters on Tuesday overwhelmingly approved annexation into Texarkana College's taxing district, according to complete but unofficial results.

The vote was 14,345 for and 11,082 against, with all boxes tabulated.

College President James Russell said the first thing he will do tomorrow is "write an awful lot of thank you notes."

"We will continue to earn the trust and confidence back from this community and bring the highest level of education for the residents within a 50-mile radius," Russell said.

For the past 85 years, the college has had the same 6-square-mile taxing district that collects a little more than \$1.3 million from property owners each year.

After Bowie County's show of support, the now 1,000-square-mile taxing district will bring in an extra \$3.5 million each year to the college's coffers.

"This community is unbelievable," Russell said about 9:45 p.m. Tuesday. "This is better than I expected. It shows overwhelming support from the community."

The college's new district has 13 school districts that include DeKalb, Hooks, Hubbard, Leary, Liberty-Eylau, Malta, Maud, New Boston, Pleasant Grove, Red Lick, Redwater and Simms. The new tax district also includes the cities of Wake Village and Nash that are part of the Texarkana Independent School District.

Bowie County property owners can expect a 10.5339 cent per \$100 valuation of property value tax from the college in the next tax bill. The college will begin to collect the tax in fall 2013. The yearly cost for a person owning a home valued at \$50,000 would be about \$52.67, or \$4.39 a month.

Russell said he does not anticipate the college raising the 10.5 cent tax right away. Residents 65 or older and the disabled who qualify will pay the 2012-13 tax rate



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Weather



forever. Those residents taxes cannot be raised.

"We will keep the 10.5 cents tax as long as possible. The board and I know the residents will not tolerate high taxes, and we will do everything we can to leave it right where it is," Russell said.

He said the college and others in the community will work to bring in more business and property owners to get more tax instead of raising the tax.

In addition to the income from new taxes, the annexation guarantees \$1 million a year for the next four years from billionaire and TC alumnus Ross Perot and \$300,000 from the Horace C. Cabe Foundation for the TC@TexAmericas campus in Hooks.

"This means we have a sustainable revenue for the future even though we still have to run very lean. We still have more cuts to go," he said.

The win for TC also means board member Randy Moore will resign from the board immediately. Moore committed to resigning at the June board meeting.

"The community can expect to see a special board meeting soon, asking for people to submit letters of interest in being a board member. I expect that two people will be appointed by January," Russell said.

The new appointments will replace Moore and former board member Jean Cotten who died in August, a month after being elected to replace incumbent Julie-Ray Harrison.

Russell, who spent countless hours visiting various people and organization's lobbying for the expansion, said he wanted to thank his wife and family for supporting him for the last 18 months.

mariemartin@texarkanagazette.com

Published: 11/07/2012

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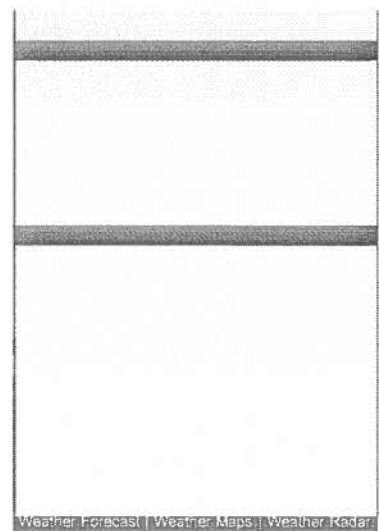
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staceykat

Well here is more money for the fat cats to squander away. They should have tried to find out what happened to the millions that mysteriously disappeared, putting them in the shape they are in now. Instead, we just give them more money. Makes sense.

texark66



Featured Business



Artex Electric Service First Pro

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Congratulations to all who worked so hard to see that Texarkana College continues to serve our area. The expansion of the tax district vote was a very sound indication that the majority citizens feel the College is now on the way to becoming a stable and trusted source for the education of it's citizens for many years to come.

Again, congratulations and best wishes for the future of TC.

Brandy_Chewning

I'm personally glad to see this approved. I know a lot of people opposed it and I understand their reasons, but now, what's done is done and I hope we see all the

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AGENDA FOR A SPECIAL CALLED MEETING OF THE TEXARKANA COLLEGE BOARD OF TRUSTEES

Thursday, August 16, 2012

The meeting will convene at 11:30 AM in the Great Room at the Truman Arnold Student Center, Texarkana College, 2500 North Robison Road, Texarkana, TX 75599.

- I. Call to Order
- II. Consideration/Approval of Annexation Election Order for November 6, 2012, Election 2
- III. Consideration/Approval of Joint Election Agreement with Bowie County for November 6, 2012 Election 9
- IV. The Board will convene in closed session if needed in the VIP Room at the Truman Arnold Student Center pursuant to one or more of the following sections of Chapter 551 of the Texas Government Code:
 - Section 551.071 – Private Consultation with the Board’s attorney.
 - Section 551.072 – Discussing or deliberating purchase, exchange, lease, or value of real property.
 - Section 551.073 – Discussing or deliberating negotiated contract for prospective gift or donation to the college.
 - Section 551.074 – Discussing or deliberating appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee or to hear a complaint or charge against an officer or employee.
 - Section 551.076 – Discussing or deliberating the deployment or specific occasions for implementation of security personnel or devices.
 - Section 551.084 – Investigation; exclusion of witness from a hearing during examination of another witness.
 - Section 551.087 – Discussing economic development negotiations or offer of financial or other incentive to business prospects.
 - Section 551.088 – Deliberation regarding test item or information related to a test item pertaining to license or certification test administered by the college.
- V. Reconvene to Open Session
The Board of Trustees will reconvene in open session to take any final action, decision, or vote on a matter deliberated in closed session.
- VI. Adjourn
Posted: Monday, August 13, 2012

Presented for: August 16, 2012 Texarkana College Board of Trustees Meeting

Board Action: Yes

Report/Review Only: No

Supporting documents:

None _____ Attached xx Provided Later _____

Contact Person:

James Henry Russell

Background Information:

Fiscal Implications:

Administrative Recommendation:

Administration recommends your consideration and approval of the Calling of an Annexation Election Order for the November 6, 2012 election.

Motion: _____

Second: _____

For: _____

Against: _____

**Annexation Election Order
of the Texarkana College Board of Trustees**

WHEREAS, Texarkana College is a community college district organized under the laws of the State of Texas, established in 1927 as a public junior college and as a branch of the Texarkana, Texas Public School Systems under the governance of the Texarkana Independent School District; and

WHEREAS, in 1957, the Texarkana Independent School District Board of Trustees voted to divest control, management and operation of the "Texarkana Junior College District" and to create a separate Board of Trustees for Texarkana College to be comprised of nine members, which is the current composition of the College's Board of Trustees; and

WHEREAS, the Texarkana College District is approximately 16.3 square miles located wholly within Bowie County, and there are no prior annexations or deannexations of college district territory;

WHEREAS, Section 130.203(2) of the Texas Education Code provides that the entirety of Bowie County, an area of approximately 885 square miles, is within the Texarkana College District service area; and

WHEREAS, the Board of Trustees of Texarkana College proposes an election on the question of establishing expanded boundaries for the college district to encompass all of Bowie County (or to annex the territory of Bowie County not within the Texarkana College District); and

WHEREAS, Section 130.068(b) of the Texas Education Code provides that the governing board of a junior college district may order an election on the question of establishing expanded boundaries for the junior college district to encompass part of the territory located within the district's service area if more than 15 percent of the high school graduates for each of the preceding five academic years in the territory proposed to be added to the district have enrolled in the junior college district; and

WHEREAS, in a special meeting of the Texarkana College Board of Trustees held on July 16, 2012, the Board received and approved certified proof, entered into the meeting minutes, that more than 15 percent of the high school graduates for each of the preceding five academic years in the territory proposed to be added to the college district have enrolled in Texarkana College; and

WHEREAS, Sections 130.065(b) and (c) of the Texas Education Code provide that before the governing board of the junior college district may order an annexation election, the board must hold a public hearing within the territory proposed for annexation not earlier than the 45th day and not later than the 30th day before the date the board issues the order for the election, and the board shall complete and publish a service plan for the territory proposed for annexation not later than the 30th day before the date of a public hearing held under Subsection (b); and

WHEREAS, on July 16, 2012, the Board held a public hearing in the territory proposed to be annexed, and not later than the 30th day before the date of the public hearing, the Board completed and published a service plan; and

WHEREAS, Sections 130.065 (e), (f), and (h) of the Texas Education Code provides that the governing board shall conduct an annexation election in accordance with the Election Code, the election shall be held only in the territory proposed for annexation, only those registered voters residing in that territory are permitted to vote, and the measure is adopted if the measure receives a favorable vote of a majority of those voters voting on the measure; and

WHEREAS, Section 130.065(d) of the Texas Education Code provides that when the governing board of a junior college district proposes annexation of territory to the district, the board shall issue an order for an election to be held in the territory proposed for annexation on a uniform election date that is not less than 45 days after the date of the order and that affords enough time to hold the election in the manner provided by law; and

WHEREAS, Section 3.005 of the Texas Election Code provides that for an election to be held on the date of the general election for state and county officers, the election shall be ordered not later than the 78th day before election day;

WHEREAS, the next available uniform election date that complies with Texas law for the proposed annexation election is November 6, 2012, the date for the general election for state and county officers; and

WHEREAS, the Board of Trustees intends for this annexation election to be conducted jointly with Bowie County for the November 6, 2012, general election for state and county officers.

NOW THEREFORE, BE IT ORDERED that the Board of Trustees of Texarkana College orders an election to be held on November 6, 2012, on the question of establishing expanded boundaries for the Texarkana College junior college district to encompass the remainder of Bowie County not already contained within the college district, so that if the measure receives a favorable vote of a majority of those voters voting on the measure, all of Bowie County will be within the college district.

BE IT FURTHER ORDERED that the ballot for the annexation election shall be printed as follows to provide for voting for or against the proposition in accordance with Section 130.065(g) of the Texas Education Code:

Approving the annexation by the Texarkana College District of the following territory: Bowie County, except the territory within the taxing district of the Texarkana College District, and authorizing the imposition of an ad valorem tax for junior college purposes, which is currently set at a rate of \$0.105339 per \$100 valuation of taxable property."

☐ For

☐ Against

BE IT FURTHER ORDERED that the polling places as established by Bowie County for the November 6, 2012, general election which are within the territory proposed to be annexed shall designated as official polling places for the annexation election:

Precinct	Location
1B	Liberty-Eylau C.K. Bender Elementary School 2300 Buchanan Rd. Texarkana, TX 75501
2B / 5A	Westlawn Elementary School 410 Westlawn Dr. Texarkana, TX 75503
2C	Theron Jones Early Literacy Center 2600 W. 15th St. Texarkana, TX 75501
3B	Texarkana City Hall Municipal Building 220 Texas Blvd. Texarkana, TX 75501
4B	Spring Lake Park School 4324 Ghio-Fish Blvd. Texarkana, TX 75503
5C	Pleasant Grove High School 5406 McKnight Road Texarkana, TX 75503
6A	First Baptist Church 3015 Moores Lane Texarkana, TX 75503
6B	Pleasant Grove Middle School 5605 Cooks Lane Texarkana, TX 75503
7	Wake Village City Hall 624 Burma Road Wake Village, TX 75501
8A	Macedonia School 766 Macedonia Road Texarkana, TX 75501

- 8B Eylau Methodist Church
 5214 South US Highway 59
 Texarkana, TX 75501
- 8C Buchanan Baptist Church
 3635 Buchanan Loop Road
 Texarkana, TX 75501
- 9 Nash Elementary School
 100 Burton Street
 Nash, TX 75569
- 10 Pleasant Grove Intermediate School
 8480 North Kings Highway
 Texarkana, TX 75503
- 11 Leary School
 9500 West New Boston Road
 Texarkana, TX 75501
- 12 Red Springs Baptist Church
 1101 FM 991
 Texarkana, TX 75501
- 13 Hooks High School
 401 East Avenue A
 Hooks, TX 75561
- 14 Bowie County Courthouse
 710 James Bowie Drive
 New Boston, TX 75570
- 15 Malta School
 6178 West US Highway 82
 New Boston, TX 75570
- 16 Redwater City Hall
 120 Redwater Boulevard W
 Redwater, TX 75573
- 17 Maud Community Center
 135 Main Street
 Maud, TX 75567

- 18 First Baptist Church
 506 South McCoy Boulevard
 New Boston, TX 75570
- 19 Old Salem Baptist Church
 6199 FM 1840
 Simms, TX 75574
- 20 Masonic Lodge
 101 NE Bowie Street
 DeKalb, TX 75559
- 21 Springhill Baptist Church
 687 FM 114
 DeKalb, TX 75559
- 22 Oakgrove Lighthouse Church
 194 FM 1326
 DeKalb, TX 75559
- 24 Hubbard Methodist Church
 3811 US Highway 259 S
 DeKalb, TX 75559
- 25 DeKalb High School
 153 SW Maple Street
 DeKalb, TX 75559
- 27 Simms Baptist Church
 105 CR 4216
 Simms, TX 75574
- 28 Crossroads Community Center
 10650 FM 561
 Simms, TX 75574
- 29 Wards Creek Baptist Church
 17 CR 4239
 Simms, TX 75574

BE IT FURTHER ORDERED that the designated polling places shall be open at the times as established by Bowie County for the November 6, 2012, general election (from 7:00 a.m. until 7:00 p.m. on the day of the election).

BE IT FURTHER ORDERED that early voting by personal appearance shall be conducted at the times and locations as established by Bowie County for early voting by personal appearance for the November general election:

Early Voting Dates

October 22, 2012 through November 2, 2012

Early Voting Locations

Bowie County Courthouse
710 James Bowie Dr.
New Boston, TX 75570

Bi-State Justice Building
100 N. State Line Ave.
Texarkana, TX 75501

Early Voting Hours:

Weekdays	8 a.m. – 5 p.m.
Saturday, October 27	10 a.m. – 5 p.m.
Sunday, October 28	1 p.m. – 5 p.m.

BE IT FURTHER ORDERED that voting by mail for the annexation election shall be conducted by Bowie County, and applications for voting by mail must be submitted to:

Elections Administrator
710 James Bowie Dr.
New Boston, TX 75570-0248

Applications for ballot by mail **MUST BE** received by the Elections Administrator no later than 5 p.m., October 20, 2012.

BE IT FURTHER ORDERED that election judges, precinct judges, early voting judges, alternate judges, and election clerks appointed by Bowie County for the November 6, 2012, general election shall be the appointed judges or clerks for the annexation election.

BE IT FURTHER ORDERED that the President of Texarkana College is hereby authorized to designate and appoint in writing substitute polling places, precinct judges or alternate judges, giving such notice as is required by the Election Code and as deemed sufficient.

This Order is approved and placed into the minutes of the Special Meeting of the Board of Trustees held on August 16, 2012.

Michael Sandefur, President
Board of Trustees
Texarkana College

Terry Taylor, Secretary
Board of Trustees
Texarkana College

Presented for: August 16, 2012 Texarkana College Board of Trustees Meeting

Board Action: Yes

Report/Review Only: No

Supporting documents:

None _____ Attached xx Provided Later _____

Contact Person:

James Henry Russell

Background Information:

Fiscal Implications:

Administrative Recommendation:

Administration recommends your consideration and approval of the a Joint Election Agreement with Bowie County for the November 6, 2012 election.

Motion: _____

Second: _____

For: _____

Against: _____

JOINT ELECTION AGREEMENT

This Joint Election Agreement, effective upon approval by the governing body of each party hereto, is entered into by and between Bowie County, Texas, and Texarkana College.

Whereas, Texas Election Code Chapter 271 provides that if elections ordered by the authorities of two or more political subdivisions are to be held on the same day in all or part of the same territory, the governing bodies of the political subdivisions may enter into an agreement to hold the elections jointly in the election precincts that can be served by common polling places; and,

Whereas, Texarkana College has called for an election to be held on the general election date, November 6, 2012, on the question of establishing expanded boundaries for the Texarkana College junior college district to encompass the remainder of Bowie County not already contained within the college district; and

Whereas, Bowie County and Texarkana College find and determine that the general election and the College's annexation election should be held jointly in the election precincts that can be served by common polling places.

BOWIE COUNTY AND TEXARKANA COLLEGE AGREE AS FOLLOWS:

1. The College's annexation election shall be held jointly with the general election on November 6, 2012, and voting shall be conducted at the following common polling places as established by the County:

Precinct	Location
1B	Liberty-Eylau C.K. Bender Elementary School 2300 Buchanan Rd. Texarkana, TX 75501
2B / 5A	Westlawn Elementary School 410 Westlawn Dr. Texarkana, TX 75503
2C	Theron Jones Early Literacy Center 2600 W. 15th St. Texarkana, TX 75501
3B	Texarkana City Hall Municipal Building 220 Texas Blvd. Texarkana, TX 75501

- 4B Spring Lake Park School
4324 Ghio-Fish Blvd.
Texarkana, TX 75503
- 5C Pleasant Grove High School
5406 McKnight Road
Texarkana, TX 75503
- 6A First Baptist Church
3015 Moores Lane
Texarkana, TX 75503
- 6B Pleasant Grove Middle School
5605 Cooks Lane
Texarkana, TX 75503
- 7 Wake Village City Hall
624 Burma Road
Wake Village, TX 75501
- 8A Macedonia School
766 Macedonia Road
Texarkana, TX 75501
- 8B Eylau Methodist Church
5214 South US Highway 59
Texarkana, TX 75501
- 8C Buchanan Baptist Church
3635 Buchanan Loop Road
Texarkana, TX 75501
- 9 Nash Elementary School
100 Burton Street
Nash, TX 75569
- 10 Pleasant Grove Intermediate School
8480 North Kings Highway
Texarkana, TX 75503
- 11 Leary School
9500 West New Boston Road
Texarkana, TX 75501

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 710 James Bowie Drive
 New Boston, TX 75570
- 15 Malta School
 6178 West US Highway 82
 New Boston, TX 75570
- 16 Redwater City Hall
 120 Redwater Boulevard W
 Redwater, TX 75573
- 17 Maud Community Center
 135 Main Street
 Maud, TX 75567
- 18 First Baptist Church
 506 South McCoy Boulevard
 New Boston, TX 75570
- 19 Old Salem Baptist Church
 6199 FM 1840
 Simms, TX 75574
- 20 Masonic Lodge
 101 NE Bowie Street
 DeKalb, TX 75559
- 21 Springhill Baptist Church
 687 FM 114
 DeKalb, TX 75559
- 22 Oakgrove Lighthouse Church
 194 FM 1326
 DeKalb, TX 75559

- 24 Hubbard Methodist Church
3811 US Highway 259 S
DeKalb, TX 75559
- 25 DeKalb High School
153 SW Maple Street
DeKalb, TX 75559
- 27 Simms Baptist Church
105 CR 4216
Simms, TX 75574
- 28 Crossroads Community Center
10650 FM 561
Simms, TX 75574
- 29 Wards Creek Baptist Church
17 CR 4239
Simms, TX 75574

Any rental or charge for use of Bowie County's designated polling locations on Election Day will be borne by the County.

- 2. The County and the College will conduct joint early voting by personal appearance at the times and locations as established by Bowie County for the November general election:

Early Voting Dates

October 22, 2012 through November 2, 2012

Early Voting Locations

Bowie County Courthouse
710 James Bowie Dr.
New Boston, TX 75570

Bi-State Justice Building
100 N. State Line Ave.
Texarkana, TX 75501

Early Voting Hours:

Weekdays	8 a.m. – 5 p.m.
Saturday, October 27	10 a.m. – 5 p.m.
Sunday, October 28	1 p.m. – 5 p.m.

3. The County will print joint election ballots containing the following measure for the College's annexation election:

Approving the annexation by the Texarkana College District of the following territory: Bowie County, except the territory within the taxing district of the Texarkana College District, and authorizing the imposition of an ad valorem tax for junior college purposes, which is currently set at a rate of \$0.105339 per \$100 valuation of taxable property."

☐ For

☐ Against

Texarkana College will reimburse the County for printing costs incurred to include the annexation measure on the ballot.

4. The County will conduct voting by mail for the annexation election, and applications for voting by mail must be submitted to:

Elections Administrator
710 James Bowie Dr.
New Boston, TX 75570-0248

5. The County will provide its own locked ballot boxes for all precincts.
6. The County will appoint and compensate the respective election officials (Polling Judges and Alternates, Early Voting Clerks, etc.) for time and services provided as allowed by law.
7. The County will post the election results for the College's annexation election.
8. The County and the College will each be responsible for the cost of any published legal notices required by law.
9. The County and the College will share electronic voting machines at common polling places. The cost of the rental of these machines will be borne by the County.
10. The County will canvass the annexation election returns.
11. Any further expenditures to be incurred pertaining to the election not specifically addressed above will each be paid by the respective party incurring the expenditure.
12. This Agreement neither impacts nor impairs the conduct of elections at other polling locations which the County designates independently for the general election.

THE COUNTY OF BOWIE, TEXAS

Attest:

By: _____
Sterling Lacy
County Judge

Denise Thornburg
County Clerk

TEXARKANA COLLEGE

Attest:

By: _____
Michael Sandefur
President, Board of Trustees

Terry Taylor
Secretary, Board of Trustees



TEXARKANA
COLLEGE

2012

STRATEGIC PLAN

REPORT

Belief 4

Documentation



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal: 4A

TC will enroll over 10,000 students each semester in full- and part-time academic and workforce programs, as well as continuing education students.

Status: In Progress

Responsible Office: Enrollment Management

Texarkana College fell short on the belief we would enroll over 10,000 students each semester. For Spring of 2012 enrollment was 4,975 including Academic, Workforce, and Continuing Education courses. In the Fall of 2012, 5,129 students were reported in the same categories enrolled. Due to the ability for students to receive Direct Loans at Texarkana College, we are of the opinion it increased the potential number of semester credit hours a student could afford to take semester in the Fall of 2012. Texarkana College has improved its recruiting efforts using organized practices. (See Recruitment Plan attached for specific details). Following the detailed plan the number of campus tours has increased as well as high school events the recruiters are invited to attend. For financial aid information, see the spreadsheet information provided below.



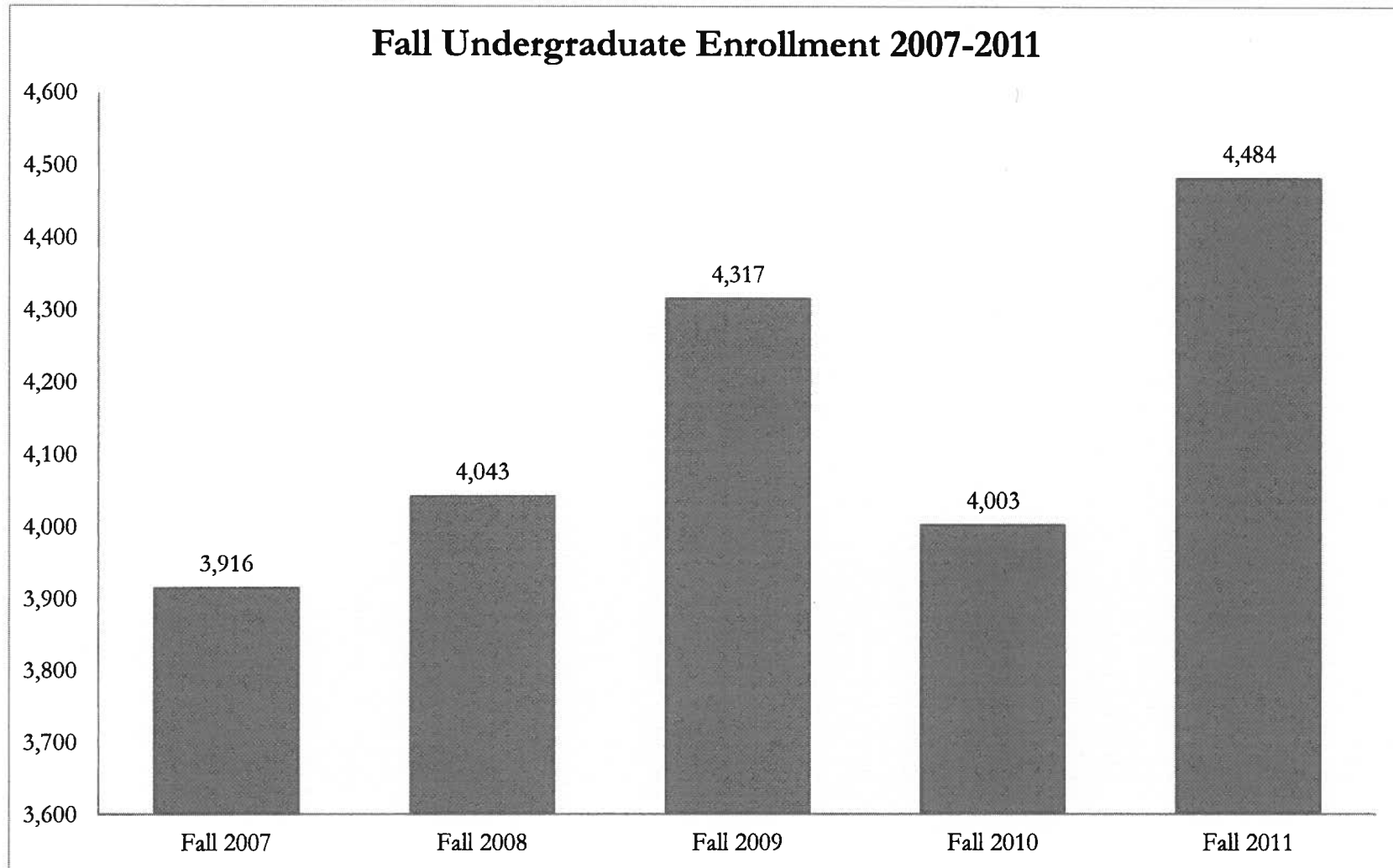
Texarkana College 2012 Financial Aid Report

Sap Status	201210	201220	201230	201310	201320	Grand Total
Financial Aid Probation	47	216	183	78	83	607
Financial Aid Suspension	36	295	381	36	251	999
Financial Aid Warning	1000	536	305	12	356	2209
Making Satisfactory Progress	2126	1545	1160	244	1173	6248
Suspension After Probation			124	15	161	300
Grand Total	3209	2592	2153	385	2024	10363

Fund	201150 Students	201150 Dollars	201210 Students	201210 Dollars	201220 Students	201220 Dollars	201230 Students	201230 Dollars	201310 Students	201310 Dollars	Grand Total Students	Grand Total Dollars
Direct Subsidized Loan									520	807,355	520	807,355
Direct Unsubsidized Loan									389	667,456	389	667,456
Federal Pell Grant	125	117,603	1,904	3,872,170	1,701	3,445,463	317	390,451	1,735	3,538,136	5,782	11,363,823
Grand Total	125	117,603	1,904	3,872,170	1,701	3,445,463	317	390,451	2,644	5,012,947	6,691	12,838,634

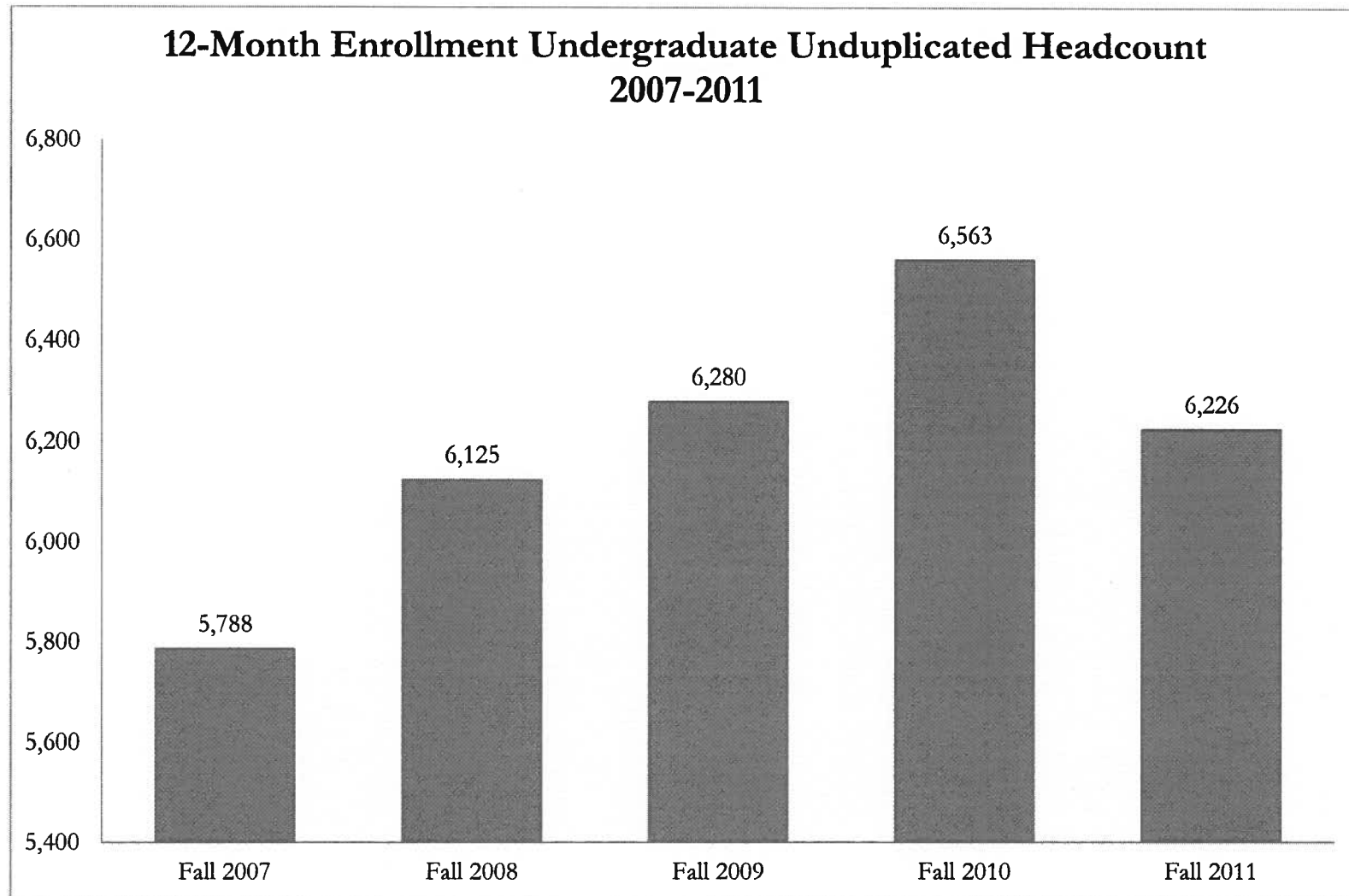
Texarkana College

5 Year Fall Enrollment, 12-Month Unduplicated Headcount, & 12-Month Full-Time Equivalent



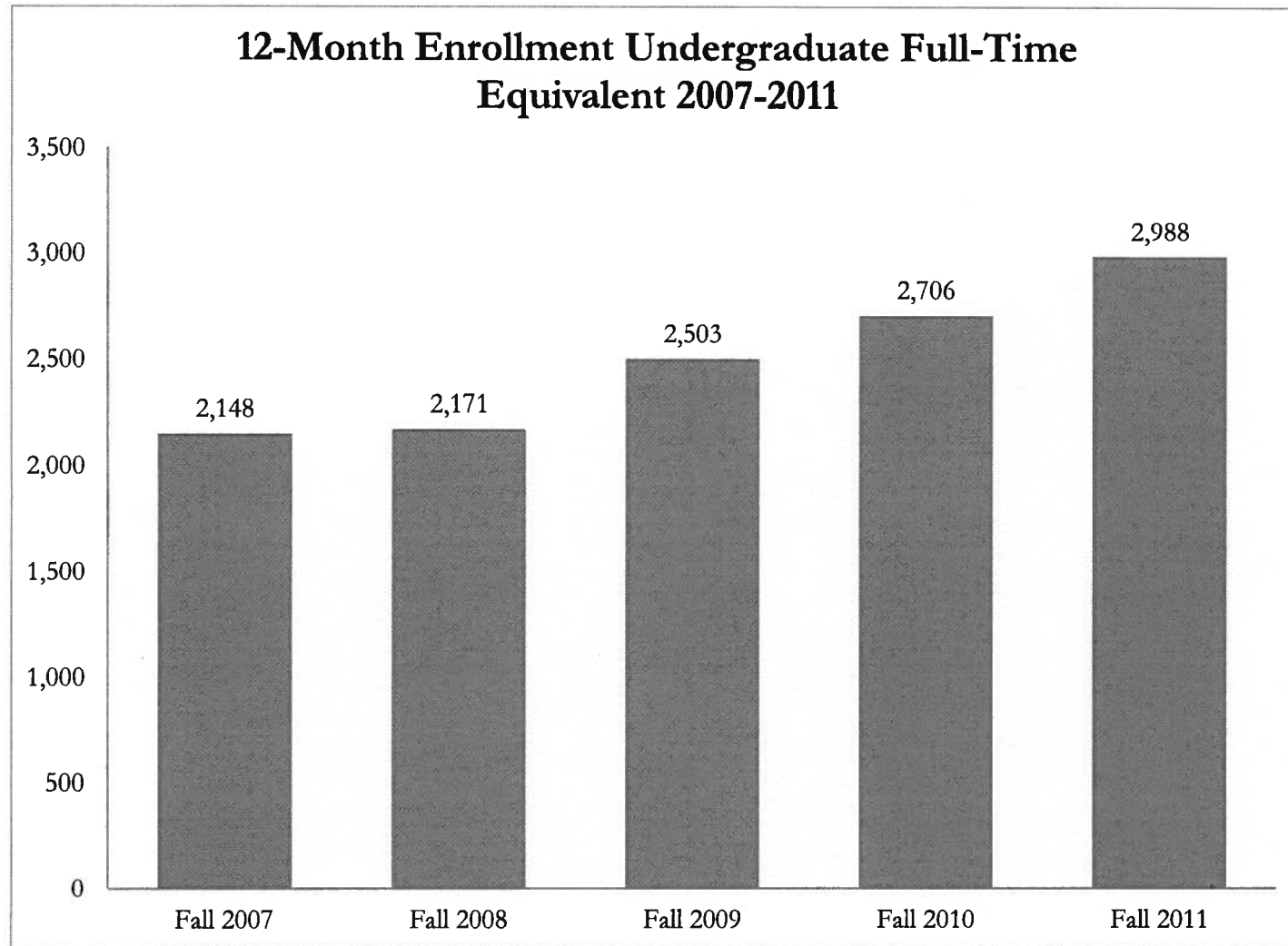
Texarkana College

5 Year Fall Enrollment, 12-Month Unduplicated Headcount, & 12-Month Full-Time Equivalent



Texarkana College

5 Year Fall Enrollment, 12-Month Unduplicated Headcount, & 12-Month Full-Time Equivalent



- I. **Current Standing:** Texarkana College is a publicly supported, two-year, comprehensive community college that offers educational opportunities in traditional academic studies, occupational/technical programs, and workforce development and community services. Texarkana College has been a staple of the area's community since 1927.

Texarkana College has recently undergone major structural changes in order to address the looming financial instability they are currently working to overcome. With the recent introduction of two new college campuses in the Texarkana area, Texarkana College enrollment numbers have not been as strong as in previous years. Texarkana College has gone through many transitions in the office of recruitment. In the past structure has lacked and quantifiable data has not been produced. This report will serve as a guideline in how to successfully proceed in recruitment and retention at Texarkana College.

II. **SWOT Analysis**

- A. **Strengths** – Key strengths that recruitment will focus on are Texarkana College's affordability, community atmosphere, small class size, and transferable credits to all Texas public institutions of higher education. In times of economic despair and uncertainties financial feasibility of attending college is a major concern. The price of a core education at Texarkana College compared to an identical core education at a school such as Texas A&M- Texarkana is a major selling point. The academic courses taken at Texarkana College can serve as the foundation for pursuing innumerable bachelor degrees at public colleges and universities across the state of Texas. The community atmosphere and low faculty to student ratio are also key strengths because of the comfort first time freshman and returning students can gain from these attributes.
- B. **Weaknesses** – Weaknesses when marketing Texarkana College include a lack of diversity in core classes, no sports, lack of active student life, and funding.
- C. **Opportunities** – Opportunities that could help recruitment efforts include growing industries, growing population, visibility in community events, and Hispanic population growth
- D. **Threats** – Threats include other colleges and universities located in Texarkana College's service area. These schools include Texas A&M, UACCH, UACCHT, SAU, and Cossatot. Outside threats also include bad local publicity through bad communication and miscommunication concerning the imminent vote on the proposed tax annexation.

III. Strategic Plan and Tactics

Goal: Successfully promote the feasibility and affordability of attending Texarkana College thus increasing recruitment and retention numbers

Objective 1: Raise awareness of the opportunities available at Texarkana College among area high school students by the end of the 2012-2013 school year.

Strategy 1: Become a regular presence among area high school campuses

Tactic 1: Attend all College Fairs at area high schools

Tactic 2: Attend all Parent Night events at area high schools

Tactic 3: Set up regularly occurring times to have Q&A sessions with potential students on high school campuses

Tactic 4: Produce updated print materials about Texarkana College (5k-10k front and back one sheets)

Strategy 2: Branch out to high schools in emerging markets outside the traditional Texarkana College service area with the message of having that "away from home feel" at Texarkana College

Tactic 1: Take a 3-4 day trip to the Dallas/Ft. Worth area and set up information sessions with various high schools. The tentative school list includes Cedar Hill High School, David W. Carter High School, Greenville High School, Boles High School, and Rains High School

Tactic 2: Focus on Texarkana College's dorm life and its exceptional affordability compared to other colleges or universities.

Strategy 3: Set Texarkana College's recruitment approach apart from traditional recruitment efforts.

Tactic 1: Set up class time to have informative and interactive sessions with juniors and seniors. Use of handouts and Microsoft Photo Story will be implemented.

Tactic 2: Arrange for specific groups (bottom 50th percentile, dual credit students, welding, cosmetology, nursing, etc.) from area high schools to attend on campus information sessions. These will be customized information sessions for the particular groups.

Tactic 3: Stay in touch with students through e-mails, phone calls, Skype, and social media. E-mails will be personalized from James Henry Russell, Ronda Dozier, Lee Williams, or the professor/instructor in charge of targeted division.

Tactic 4: Organize a Fall counselor luncheon to get better acquainted with the needs of area high school students

Tactic 5: Work with area high schools to develop Spring 2013 financial awareness nights for potential students

Objective 2: Raise awareness of the opportunities available at Texarkana College among potential non-traditional students in Miller, Bowie, and Cass County

Strategy 1: Become a familiar presence among workforce related organizations

Tactic 1: Attend all area career fairs

Tactic 2: Form relationships with adult education centers in order to better recruit those students to Texarkana College

Tactic 3: Partner with Bill Moss to help set up presentations at area civic or workforce related organizations and businesses. Have presentations tailored to their interests and how Texarkana College can help pursue those interests.

Tactic 4: Build a partnership with Northeast Texas Workforce Solutions in order to gain a better understanding of those people in our community attempting to enter the workforce

Strategy 2: Recruit for Texarkana College's Continuing Education division and Pinkerton Center activities.

Tactic 1: Invite Kristi Hart to hobby/interest organizations throughout the Texarkana College service area to talk about different class offerings. (Cooking, fitness, home repair)

Tactic 2: The Allied Health division at Texarkana College can serve as a viable option to those interested in pursuing a career in this field without having to go through the traditional academic semester programs. Joanne Rose will be invited to events concerning potential students interested in allied health related fields.

Tactic 3: Have current copies of the Continuing Educations catalog available for distribution at all events

Objective 3: Raise awareness of the opportunities available at Texarkana College among the Hispanic population in surrounding areas.

Strategy 1: Make Texarkana College seem accessible

Tactic 1: Go out into area Hispanic communities to talk about what Texarkana College specifically has to offer them. This is a group that has been marginalized in the past and could still view higher education as inaccessible.

Tactic 2: Partner with Ana Fuentes in outreach efforts in order to gain a better understanding of this particular community and also to have the opportunity to present a personal account of success

Tactic 3: Produce information materials in Spanish for distribution

Tactic 4: Promote the literacy council located on Texarkana College campus

Strategy 2: Build solidarity among the Hispanic students on campus

Tactic 1: Create a Hispanic student organization on campus (League of United Latin American Citizens - LULAC)

Tactic 2: Organize a National Hispanic Heritage Month social event (September 15 – October 15)

Tactic 3: Increase awareness of already existing student organization such as the Cultural Awareness Student Association (CASA)

Objective 4: Increase knowledge of intricacies within Texarkana College and community colleges' atmospheres in general that would serve as talking points and beneficial information with potential students.

Strategy 1: Gain expert knowledge about all departments and programs on campus

Tactic 1: Set up individual meetings with department heads to discuss highlights of their programs and divisions. (Sam Rivas, Dr. Carol Hodgson, Mary Ellen Young, Michael Cooper, Delbert Dowdy, Bill Moss, Kristi Hart)

Tactic 2: Research student activities and registered student organization involvement on campus. (Earth Club, Chemistry Club, Phi Theta Kappa, Cosmetology Club, etc.)

Strategy 2: Consistently attempt to gain a full understanding of any issue or event we come across

Tactic 1: In order to gain quantifiable data we will have a pre and post surveys distributed at all high school information sessions.

Tactic 2: Use previous reports and summaries available through the Institutional Research and Effectiveness page on Texarkana College's website.

Tactic 3: Utilize careercruising.com and Career Coach to better assist students in determining how their desired career can be accomplished through an education at Texarkana College

Tactic 4: Attend College Board's 2013 Southwestern Regional Forum (February 27-28) in Dallas

- IV. Budget Considerations – With a very limited budget this year recruitment will undergo significant changes in distribution of funds. An issue that has been brought up is integrating technology such as Skype into our presentation methods. This is an inexpensive way of interacting with students and this method will be used but physically traveling to certain destinations will still have to take place. Recruitment is aware of the need to be up to date on digital outreach tactics but the need for personal visits to campuses and events are still needed. The use of social media is still a relatively new tool in recruitment efforts and recruitment will of course be utilizing it but the trusted and tried method of personal interaction with potential students will be necessary in order to accomplish our main goal and underlying objectives.**

With this being said, the price of travel through Texarkana College's services seems unreasonable with our current budget. The current price per mile for checking out one of

Texarkana College's 2002 Chevy Impala's is fifty cents per mile. This would mean a round trip outing to our target schools in the Dallas/Ft. Worth area would cost upwards of \$250. If we were to just be charged for gas usage then the cost would be closer to \$63 based on the 2002 Chevy Impala's 29 miles per gallon average and the \$3.65 current average for a gallon of gas. Additionally, for day trips which will be significantly over 70 miles round trip it would be wiser to rent a car from Enterprise for \$35 a day (not including gas) instead of paying the fifty cents per mile charge for checking out one of Texarkana College's Chevy Impalas. Recruitment efforts would be more affordable and subsequently more effective if the use of Texarkana College's cars were priced solely on gas consumption.

Another budgeting factor to take into account is the lack of marketing materials (wristbands, pens, and lanyards) to hand out and more importantly the need for succinct and updated informative material to distribute at various events.

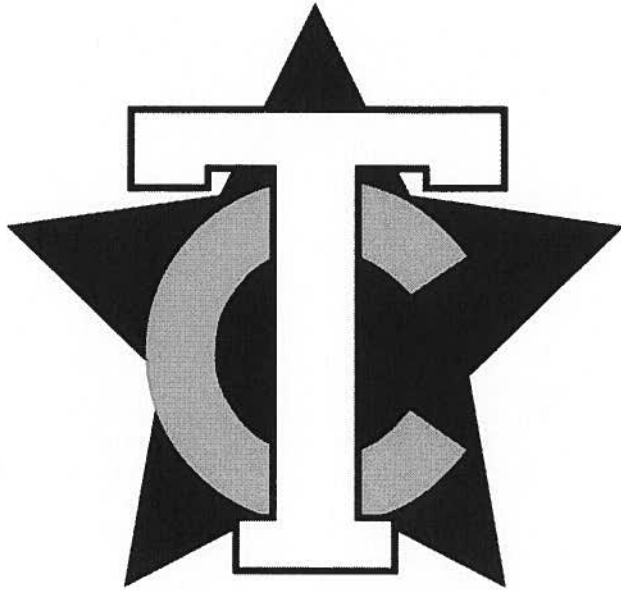
Our proposed budget (see attached) includes a travel budget based on gas consumption, new marketing materials (wristbands, pens, lanyards), and a newly designed streamlined marketing sheet.

Tentative Recruitment Budget Option 1

Expense	Amount
5000 Texarkana College Pens	600
2500 Texarkana College Wristbands	1206
10000 Front and Back One Page Handouts	819
2500 Texarkana College Lanyards	1375
Business Cards	200
Special Events & Programming	2000
Travel	6000
Fuel	3000
Hotel	1200
Food (for overnight trips)	350
Seminar registration fees	1000
Miscellaneous	450
TOTAL	12,200

Tentative Recruitment Budget Option 2

Expense	Amount
2500 Texarkana College Pens	325
1500 Texarkana College Bracelets	786
10000 Front and Back One Page Handouts	819
1500 Texarkana College Lanyards	975
Business Cards	200
Special Events & Programming	1500
Travel	6000
Fuel	3000
Hotel	1200
Food (for overnight trips)	350
Seminar registration fees	1000
Miscellaneous	450
TOTAL	10,605



TEXARKANA COLLEGE

Enrollment Management Plan

Ronda Dozier, Director of Enrollment Management

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- IX. Key Performance Indicators
- X. Strategies
- XI. Enrollment Management Services Learning Plan
- XII. Enrollment Management Services Research Agenda

I. SUMMARY

At Texarkana College we believe that enrollment growth can be strategically influenced by internal actions when these actions are tightly coupled to our strategic enrollment management plan. The strategic enrollment management plan allows us to intentionally use marketing, scheduling, staffing, budgeting, etc. in a strategic manner to enable us to meet our enrollment targets.

The Strategic Enrollment Planning process enables Texarkana College faculty and staff to create action plans that turn our vision and concepts for the future into reality. Through the planning process we can:

- Make clearer choices about growth.
- Define clear lines of responsibility for different aspects of the growth process.
- Have a more precise and clear budgeting process that "triggers" in real time.
- Connect the budget, scheduling, staffing, and marketing processes.
- Have clear objectives for each "scheduler".
- Develop long-range planning for programs, space, etc.
- Put all resources to work.

II. RELATIONSHIP TO STRATEGIC PLANNING PROCESS

The following Guiding Principles for Enrollment Planning have been established at Texarkana College. These Guiding Principles are fully aligned with the Texarkana College Mission and Values, and the Strategic Plan.

The Guiding Principles for Enrollment Planning at Texarkana College are:

- Accountability.
- Accessibility (understanding that students want flexibility, many options, ability to manage their cash with good financial stewardship).
- Inclusion.
- Dignity and respect for all.
- Passion for Excellence and Quality.
- Financial Stewardship.
- Resource Stewardship.

At Texarkana College, we believe that Enrollment Planning is most effective when it includes the following best practices:

- Thoughtful planning that is data driven (based on community needs, market analysis,) and based on Texarkana College's strategic priorities.
- Evidence based on measurable outcomes.
- Student and learning centered.
- Fully uses all providers and modes of delivery.
- Maintains standards of excellence.
- Monitors and maintains satisfaction level of students (including timely graduation, courses offered on-demand and through multiple delivery modes).
- All units are coordinated /connected to provide best service.
- All employees are developed and understand their role in the process.
- Is cost effective.
- Rewards excellence in operation and results.
- Students agree on the established principles.

III. VITAL ISSUES

The purpose of Texarkana College's Strategic Enrollment Plan is to improve Student Learning Performance by:

- A. Reducing chaos for students by implementing and constantly improving precision scheduling.
- B. Increasing investment in student learning by improving Texarkana College's financial performance.

IV. RESPONSE TO VITAL ISSUES

When looking at the vital issues identified above the following questions must be asked:

- How can we begin to produce and implement precision scheduling so that complexity and unpredictability is reduced for students?
- How can we increase the investment in Student Learning?

- How can we improve Texarkana College's financial performance?

This may be accomplished by using several strategies.

First, we must look at the schedule as an operational plan. The schedule generates revenue which in turn is used for discretionary resources. The schedule should be built based upon the best estimate of student need to fulfill their educational plans. This estimate of student need is used to assure that learning support (courses, textbooks, software, technology labs, etc.) is aligned with student need in a timely fashion. All stakeholders in the college have access to the same enrollment and tuition estimates. All resources are aligned with our strategic needs.

Second, we must connect the schedule and budget directly to the college-wide learning plan. This would include sharing our best thinking with students to impact their progress and success, creating new and expanded systems that support better advising and counseling interactions, expanding and strengthening the role of faculty as recruiters, advisors, and mentors, and removing the challenges that exist in our processes so that a student's college experience becomes more predictable and less stressed.

The objectives of our Precision Scheduling Process are to:

- Fulfill the enrollment plan.
- Meet student needs.
- Minimize the number of classes canceled and added.
- Guarantee the course schedule.
- Plan on an annual and multi-year basis.

The predicted and anticipated outcomes of the Precision Scheduling Process are:

- Mutually agreed upon budgets for staffing both adjunct and full-time faculty.
- Planned and precise resource management.
- Effective and efficient staffing.
- Student average course loads increased.

- Improved services to students.

The long term impact of enrollment planning and precision scheduling for Texarkana College should be:

- Earlier advising for students.
- The ability of students to plan beyond one term through Degree Works.
- A strong basis for faculty involvement in advising
- Program continuity.
- Less complexity and unpredictability equals more learning.
- More students achieve their stated goals.
- Increased number of graduates.
- Increased amount of time and effort for administrators to spend on other leadership and management responsibilities.

V. PRECISION SCHEDULE DEVELOPMENT

1. Begin with enrollment planning at each level of the organization
2. Develop schedule to meet established enrollment goals
3. Reaffirm recent enrollment trends of prospective new and returning students
4. Analyze strategic growth in specific program areas
5. Estimate enrollments for each course; number of sections needed
6. Compile by course, departments, division
7. Review and adjust in cross department teams, including student services; apply patterns that are student friendly
8. Confirm total student demand and college commitment
9. Build a revenue model
 - a. Estimate revenue from enrollment above
 - b. Modify for residency, exemptions, etc.

- c. Create reserve/response fund as appropriate
- 10. Build cost model
 - a. Estimate in every discipline and department the in-load, overload, adjunct distribution to the schedule
 - b. Adjust for retirements, new-hires, etc.
 - c. Adjust for reassignments
 - d. Build a faculty assignment database for the year and assign costs to each assignment
- 11. Build a schedule management system
 - a. Identify "reserve" sections that will not be initially published (About 3-5 of most populous courses)
 - b. Determine the decision process and timing for opening these sections in response to demand
 - c. In early stages, agree on decision rules for canceling sections
 - d. Create accountability reports for every department to track effectiveness of scheduling (cancellations, additions, class size, student drop/add rates, faculty feedback on first week, student services feedback)

VI. Environmental Data

The mission of Texarkana College is as follows:

*Texarkana College is a publicly-supported, two-year community college **Dedicated** to serving the educational needs of diverse individuals, businesses and the community through **Relevant** programs and services that are high quality, affordable and accessible. These programs are offered in an **Environment of Excellence** supported by a highly qualified, engaged and informed faculty and staff committed to promoting and increasing student **Achievement** and success in the development of knowledge and skills necessary for a rapidly changing world. **Measurable** student learning and institutional outcomes provide a culture of continuous improvement and data-driven decision*

*making. In fulfillment of this mission, Texarkana College prepares individuals for **Success** in life and **HOPE** for a better tomorrow.*

In the 2012 Texarkana College Strategic Plan the Mission Statement is supported by five Belief Statements each in turn supported by Goal Statements. In order to develop a strategic enrollment plan that meets the goals outlined in our mission statement, we must first understand the changes that are occurring in our world and for the students we serve. There are many variables that have changed the higher education landscape during the past fifteen years. Some of the variables that changed are:

Changing demographics and uneven population growth.

Students seeking access to higher --education are more diverse than previous generations of students in terms of many characteristics. A higher proportion of students:

- are from minority racial or ethnic backgrounds,
- have learning and physical challenges,
- come from lower socioeconomic levels,
- demonstrate limited academic preparation to do college work,
- come from homes where English may not be the first language,
- work part-time or full-time,
- have families to support.

Rise in need for college education and workforce training -
Most jobs today demand some college education.

New market forces - Private, for profit universities, and corporate universities are eagerly seeking students whose main option to attend college in the past was the "traditional" college.

Increasing expectations from students and parents - Students expect colleges to be student centered and responsive to their needs. They expect good and convenient service when they want the service, in the manner they want it and personalized to meet their particular needs. That is why distance education programs and on-line degrees programs have grown across the state dramatically during the past ten years. This need will continue to grow as students continue to

request "college on demand," classes when they want them and in the learning modality in which they want to learn. Students, and their parents, also want academic and co-curricular programs that are relevant and timely to them.

Federal, state, and local accountability - Governments and businesses want students to reach their educational objectives in a timely manner and with knowledge and skills relevant to today's market needs.

Changing funding models - Federal and state funding streams will increasingly be tied to performance, directly through fund set aside for that purpose, or less directly as legislative bodies weigh performance in allocating funds to the higher education sector. At the same time, the College will compete for increasingly scarce resources for its operational and capital needs. Performance in terms of meeting our mission by serving students will be essential if we are to meet our organization's fiscal needs.

Changing enrollment patterns - There are growing numbers of students who want access to college who are different from the "traditional" college student of the past. There are more non-traditional students, more re-entry, more adult learners, and more career-oriented students.

Enrollment Data - Current enrollment and market conditions should be examined. Market conditions should be examined to determine where new programs need to be started and/or old programs expanded where market penetration needs to be adjusted, and where the student profile needs to be adjusted.

Course offerings (capacity, scheduling, duplication, wait lists) - Course offering information was analyzed to identify unused capacity (opportunities for growth), to identify unmet demand (where we need to invest resources), and to pinpoint areas where resources need to be recovered (programs that have reached a plateau and no longer meet community/student needs).

Retention Information - Retention information was to determine where and why students were dropping out and/or stopping out.

Financial aid and scholarships -

Dual Enrollment - Trends in enrollment by high school were analyzed to identify areas for expansion of enrollments at the high school campuses.

VII. DATA ANALYSIS

All decisions concerning enrollment are made after careful data analysis. Five important sets of data analysis occur: Trend data analysis, schedule analysis, enrollment data analysis, financial analysis, and budget process analysis.

A. Trend Data Analysis: Texarkana College's analysis of trend data begins with two very important questions:

What are the business and industry needs for the community Texarkana College serves?

How are we responding to business and industry needs?

In order to answer these questions, The CIO, dean, and division leaders review the following data:

- U.S. Occupational Employment for Occupations Requiring Postsecondary Training or Associate's Degree Annual Projections (Currently 2004 to 2014)
- Regional Occupation Employment Projections
- Targeted Occupations List - Number of Annual Openings in Region
- Job Growth by Occupational Group
- Occupation Linked to Program (Dept. of Ed)
- Wage Earning for Occupation

B. Schedule Analysis from the previous year (sections, canceled, additions): As preparation for scheduling, class sections are analyzed for trends in offerings at various times of days and in different

modalities. The projected schedule is then established to meet the needs of students.

C. Enrollment Data Analysis: After reviewing the data and determining the enrollment health of each program, recommendations are made for improving existing program, as well as, discontinuation of programs no longer needed in the community. The following issues are considered in the program review.

1. Program Outcomes

Factors to Assess Program Outcomes:

- Enrollment/Student Interest
- Completion
- Placement Rate
- Licensure Rates (if apply)
- Earnings of Graduates/Completers

2. Complete Health & Viability Assessment

3. Identify and Indicate Program Growth

4. Findings and Recommendations:

- Curriculum Modifications & New Programs
- Strategies to Enhance Enrollment & Capacity
- Potential Articulation Agreements
- Online Course Development

D. Financial Analysis:

Cost Model

- Estimate in every discipline and department the in-load, overload,
- adjunct distribution to the schedule
- Adjust for retirements, new-hires, etc.
- Adjust for reassignments

- Build a faculty assignment database for the year and assign costs to each assignment

E. Business Process Analysis for Budgeting

How does Budgeting support or fulfill the Precision Schedule? Budget's primary responsibility is to coordinate the budget process in a manner that encourages good healthy communications and results in the best all location of the resources necessary to support the enrollment plan and generate the necessary funds.

Beginning of the process: What is the first step in the process? Using broad assumptions for our enrollment goals and expense patterns, we will develop a preliminary budget that will give us some idea of the resources available and the known costs.

End: When is the process complete? The process is complete when a more refined budget is prepared after input from each area as to staffing needs, marketing costs, and other expenses necessary to successfully obtain the desired enrollment.

Actors: Who are the people who actually touch the process? Every area

Stakeholders: Who are the people affected by the process? Every area of the college will be involved in this process.

Process: What are the action steps in the process? With input from the President and the administration, assumptions will be developed in order to generate a preliminary budget. This information will be used by the other groups to establish budgeting parameters. As specific staffing and resource allocation plans are developed by the various groups, a more refined budget will be established. Buy in that the budgeted resources are adequate to accomplish the enrollment objectives is necessary.

Where is the Pain? What are the challenges to this process? Moving from the perceived entitlements of base plus budgeting to more precision allocation of resources based on our enrollment objectives.

Wish List/Action Items: What would make the pain go away? Everyone obtaining a better understanding of the interrelationships of each unit (marketing, admissions, deans, grounds, etc.) in the fulfillment of the college's objectives. This along with all of us developing a willingness to share and even give up resources in order for everyone to be more successful.

VIII. GOALS

Over the last several years enrollment has flattened. This flattening of enrollment is due to several major factors. These factors include but are not limited to:

- not meeting student demands for alternative delivery of courses

In order to begin growing enrollment and revenue again, a new Strategic Enrollment Management System of planning has been initiated. Texarkana College plans to grow enrollment strategically through precision scheduling based on both financial modeling and continuous enrollment analysis.

For the coming academic year, course enrollment patterns and student marketing surveys indicate that there is a demand for distance and flex-scheduled courses exceeding our supply. While graduation rates in our traditional AA degree program remains constant, there is a considerable increase in the graduation rates for the Technical Certificate and AAS degree programs.

Goal 1: Enrollment Targets

Texarkana College hopes to increase student enrollment by fall 2012.

Goal 2: Program Mix

Texarkana College will expand programs identified with available capacity and room to grow, as well as, expand programs where there has been a need identified in the annual occupational openings data.

Goal 3: Program Delivery

Texarkana College will increase the number of alternative delivery classes courses, summer DC courses/early college H/S, and flex-start classes by summer 2012.

Goal 4: Income Targets

Texarkana College will increase income by 2012 to meet budget needs.

Goal 5: Services

Texarkana College will provide all necessary services to accommodate the increase in enrollment envisioned by this plan.

Goal 6: Stewardship/management

Texarkana College will provide the stewardship and management necessary to meet the enrollment challenges that will result from this plan.

X. STRATEGIES

Strategies have been identified and developed in the following areas to accomplish the desired increase in FTE for the designated academic year:

- Program Mix and Class Capacity Strategies
- Marketing and Recruitment Strategies, Retention Strategies
- Policy and Procedure Strategies
- Financial Strategies
- Financial Aid Strategies
- Dual Enrollment Strategies
- Campus Strategies

A schedule for the Enrollment Planning Processes has been established.

XI. ENROLLMENT MANAGEMENT LEARNING PLAN

An Enrollment Management Learning Plan will be established annually that:

- Identifies areas of best practices that we need to study and that will support our plan.
- Establishes a professional development plan for staff that will support learning of best practices.
- Identifies appropriate development activities and budgeting priorities for those development activities.

XII. ENROLLMENT MANAGEMENT RESEARCH AGENDA

Enrollment management relies on research. Research should provide strategic information on College demographics, market trends and student behavior. In turn, the College can more effectively engage in data-driven decision-making to support student learning.

The following questions can help guide the research agenda for the College moving forward:

1. What are we doing, how do we measure it, and how well are we doing it?
2. Whom do we want to recruit and does the College sufficiently target market its recruitment activities?
3. Which academic programs attract students?
4. Which delivery modes are most effective and for which students?
5. Do advising and counseling, orientation and student life programs help students adjust to the College?
6. How do the activities, programs and services support student learning?

Other research areas for consideration:

DEMOGRAPHIC TRENDS:

Local and national forecasts of higher education enrollment trends

STUDENT TRENDS:

First generation college students, challenges and opportunities

Diversity in higher education (what does this mean to Texarkana College?)

ACADEMIC PROGRAMS:

Course information, demand analysis, closed section tracking etc.

Full- and part-time enrollment mix

Learning communities

RETENTION TRENDS:

Graduation and transfer rates

Probation/dismissal rates

Success and failure rate by program and division

Degree and program completion patterns

Remedial programs (individual metrics)

Honors programs (individual metrics)

Mentoring programs

Early alert assessment and monitoring system

FACULTY TRENDS:

Professional development & training (in enrollment management practices) for both full-time and adjunct faculty

Impending retirements

MARKETING/ADVERTISING TRENDS:

Advertising (what is our target market watching?)

Website

Personal contact

TECHNOLOGY:

Distance learning and use of technology

Online web advising

Online communication management module (Banner)

Student portals

Web design for Enrollment Management Program at Texarkana College

MARKET RESEARCH:

Job market trends and changing market demands

Economic development trends

Partnerships with business and industry and other local employers

COMPETITION TRENDS:

Proprietary institutions

Four-year colleges and universities

Other community colleges

POLICY TRENDS:

Financial aid/scholarships

Need based vs. merit

Tying funding to assessment of student performance

Admission (i.e. residency, TSI met, etc.)

Policies and procedures



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal: 4B

TC@TexAmericas will reach 1,000 students through training, certificate and degree offerings. will finalize a Compensation Guide and receive approval from the Board of Trustees.

Status: In Progress

Responsible Office: Chief Instructional Officer; Workforce & Continuing Education

The Contract Training Continuing Education Course Offerings at our TexAmericas Campus totaled thirty-nine (39) separate training sections of instruction from January 30, 2012, through December 20, 2012. These contracted courses trained over 450 Red River Army Depot employees in topics that included MIG & TIG Welding, Blueprint Reading, Technical Mathematics, Basic Electricity, Pumps, and Motors, Hydraulics, GM 4L80 Transmission Training, Allison Transmission Training, CAT Overhaul and Diagnostic Training, Confined Space Training; both the 8 hour and 40 hour HazMat and HazWoper certifications. A total of 10,073 contact hours were reported for the 2012 calendar year on the quarterly 00C THECB Reports, and approximately \$314,000.00 was billed to the Department of the Army for training services provided at the TC@TexAmericas Center. In the areas of academic and workforce training for 2012, we had a total of 38 students registered for two sections of academic courses and 38 students registered in our Welding and Diesel Technology Workforce Programs.

Our goals are to show a 25% increase in 2013 for the number of contract employees served, the number of workforce students registered, and the number of academic students registered and trained at the TC@TexAmericas Center. The following baseline numbers and parameters will be used for measuring the effectiveness of our processes and goals:

	2012		2013
Number of Students (Contract Training)	450	25% increase	563
Amount of Billing to the Department of Army	\$314,412	25% increase	\$393,015
OOO Contact Hours	10,073	25% increase	12,591
Number of Academic Students Enrolled	34	25% increase	42
Number of Workforce Students Enrolled	38	25% increase	48

Our newest initiative for 2013 will be the addition of the Community and Corporate College course offerings at the TC@TexAmericas Center and as a part of on-line training component of our Continuing Education Division. The Community and Corporate College is designed to be a rapid response training provider and solution provider for the training needs of the military industrial complex at Red River Army Depot, the Timber and Paper Industry, the Health and Wellness Industry, the Transportation Industry, and for the area Manufacturing. The course offerings will be the following:

- Truck Driving Permit Online for Arkansas and Texas
- TQM and the Kaizen Approach to Improvement in Product and Process
- Wireless Network Implementation and Service
- OSHA Standards for General Industry
- Waste Water and Groundwater Management
- Heavy Equipment Operator Training
- Community Gardening
- Executive Leadership Training for Women in the Workplace
- Workplace Communications
- Teamwork
- Customer Care
- Effective Coaching
- Time Management
- Safe (Legal) Personnel Practices
- Continuous Improvement-Applied Statistical Process Controls
- Strategic Planning
- Conducting Effective and Efficient High Impact Meetings
- Keys to Success
- Lean Process Improvement
- Microsoft Office Applications (Beginning, Intermediate, and Advanced)
- Writing of SITREPS for the Department of Army
- Computer Aided Drafting (CAD)
- MIG Welding (Special Projects in Aluminum) GMAW

- Scheduled launching for the Corporate College Website with course descriptions and syllabi is scheduled for the week of January 21-25, 2013.



2012 Strategic Plan Report Card Status Summary & Supporting Documentation

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal: 4C

The TC Logistics Management program, designed to serve as an economic driver for new businesses, will be developed and approved and funded for implementation. This new program will serve as an economic driver for the recruitment of two new manufacturers and three warehousing and/or distribution centers to our region.

Status: Not Achieved: Delay-Need More Information

Responsible Office: Chief Instructional Officer

Attached is the program proposal submitted by Sam Rivas, Division Chair of the Business and Social Science Division. This program has not been reviewed by all of the stakeholders and is still in its infancy at the moment. More work will need to be accomplished before submitting it to the THECB and SACS for approval.

Logistics Program Key

Course	Course Description
<i>ACNT 1303</i>	<i>Introduction to Accounting I</i>
<i>ECON 2301</i>	<i>Principles of Macroeconomics I</i>
<i>ENGL 1301</i>	<i>Composition I</i>
<i>ENGL 1302</i>	<i>Composition II</i>
BMGT 1174	Seminar
BMGT 1264	Practicum-Operations Management and Supervision
BMGT 1301	Supervision
BMGT 1309	Information and Project Management
BMGT 1327	Principles of Management
BMGT 1331	Production and Operations Management
BMGT 2303	Problem Solving and Decision Making (Capstone)
BMGT 2268	Practicum – Business Administration and Management, General
BMGT 2309	Leadership
BUSI 1301	Business Principles
HRPO 2301 or 1311	Human Resource Management or Human Relations
<i>HUMA 1315 or ARTS or DRAM</i>	<i>Fine Arts Appreciation</i>
ITSC 1309	Integrated Software Applications I
LMGT 1319	Introduction to Business Logistics
LMGT 1321	Introduction to Materials Handling
LMGT 1325	Warehouse and Distribution Center Management
LMGT 1349	Materials Requirement Planning
<i>MATH</i>	<i>(college level math)</i>
MRKG 1311	Principles of Marketing
POFT 1301	Business English
POFT 1321	Business Math
<i>SPCH 1315 or 1321</i>	<i>Public Speaking or Business and Professional Speaking</i>

Italicized course are listed in the 2012-2013 college catalog.

Program Proposal
CIP 52
Business, Management, Marketing, and Related Support Services

LOGISTICS
Marketable Skills Achievement Award
Supply Chain Management

The one semester Supply Chain Management program will provide the student with an opportunity to prepare for career enhancement or entry into warehousing, purchasing, or transportation related occupations.

One-Semester Certificate Program

Semester		Hours
LMGT	1319	3
LMGT	1321	3
LMGT	1325	3
LMGT	1349	3
Total		12

Marketable Skills Achievement Award
Supply Chain Management
One-Year Certificate Program

The Supply Chain Management certificate program will provide the student with an opportunity for career enhancement in the occupations; warehousing, purchasing, transportation or related fields.

First Semester		Hours	Second Semester		Hours
POFT	1321	3	POFT	1301	3
LMGT	1319	3	LMGT	1325	3
BMGT	1327	3	BMGT	1331	3
ITSC	1309	3	LMGT	1349	3
LMGT	1321	3	BMGT	1174	1
			BMGT	1264	2
Total		15	Total		15
WECM			Total Hours		30

**Associate in Applied Science Degree
Production and Logistics Management Specialization**

The Associate in Applied Science Degree in Management Development – Production and Logistics Management Specialization is designed to provide the skill set required in employment or advancement in the field of supply chain management. The program will include coursework in warehouse and distribution management, logistics, leadership and general management.

First Semester			Hours	Second Semester			Hours
ENGL	1301		3	ENGL	1302		3
POFT	1321		3	MATH	*		3
ITSC	1309		3	ACNT	1303		3
BMGT	1327		3	LMGT	1321		3
LMGT	1319		3	HRPO	2301 OR 1311		3
Total			15	Total			15
							Total Hours
							30

Third Semester		Hours
SPCH	1315 OR 1321	3
Total		3
		Total Hours
		3

Fourth Semester		Hours	Fifth Semester		Hours
BMGT	1309	3	LMGT	1349	3
LMGT	1325	3	BMGT	2309	3
BMGT	1331	3	ECON	2301	3
BMGT	1264	2	BMGT	2268	2
BMGT	1174	1	Elective	#	3
HUMA	1174	1	BMGT	2303	3
Total		15	Total		17
					Total Hours
					32

Math * (college level math)

Elective # (BMGT 1301, BUSI 1301, MRKG 1311 OR POFT 1301)

WECM

**Total Hours for Associate
Degree** **65**

Logistics Program Key

Course	Course Description
<i>ACNT 1303</i>	<i>Introduction to Accounting I</i>
<i>ECON 2301</i>	<i>Principles of Macroeconomics I</i>
<i>ENGL 1301</i>	<i>Composition I</i>
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CIP 52
Business, Management, Marketing, and Related Support Services

LOGISTICS
Marketable Skills Achievement Award
Supply Chain Management

The one semester Supply Chain Management program will provide the student with an opportunity to prepare for career enhancement or entry into warehousing, purchasing, or transportation related occupations.

One-Semester Certificate Program

Semester		Hours
LMGT	1319	3
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LMGT	1325	3
LMGT	1349	3
Total		12

Marketable Skills Achievement Award
Supply Chain Management
One-Year Certificate Program

The Supply Chain Management certificate program will provide the student with an opportunity for career enhancement in the occupations; warehousing, purchasing, transportation or related fields.

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Total		15	Total		15
WECM			Total Hours		30

**Associate in Applied Science Degree
Production and Logistics Management Specialization**

The Associate in Applied Science Degree in Management Development – Production and Logistics Management Specialization is designed to provide the skill set required in employment or advancement in the field of supply chain management. The program will include coursework in warehouse and distribution management, logistics, leadership and general management.

First Semester		Hours	Second Semester		Hours
ENGL	1301	3	ENGL	1302	3
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ITSC	1309	3	ACNT	1303	3
BMGT	1327	3	LMGT	1321	3
LMGT	1319	3	HRPO	2301 OR 1311	3
Total		15	Total		15
					Total Hours
					30

Third Semester			Hours
SPCH	1315 OR 1321		3
Total			3
			Total Hours
			3

Fourth Semester		Hours	Fifth Semester		Hours
BMGT	1309	3	LMGT	1349	3
LMGT	1325	3	BMGT	2309	3
BMGT	1331	3	ECON	2301	3
BMGT	1264	2	BMGT	2268	2
BMGT	1174	1	Elective	#	3
HUMA	1174	1	BMGT	2303	3
Total		15	Total		17
					Total Hours
					32

Math * (college level math)

Elective # (BMGT 1301, BUSI 1301, MRKG 1311 OR POFT 1301)

WECM

**Total Hours for Associate
Degree** **65**



2012 Strategic Plan Report Card Status Summary & Supporting Documentation

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal: 4D

TC will develop, submit, and receive approval for a new Associate of Arts in Teaching with a STEM emphasis.

Status: Not Achieved: Roll-Over

Responsible Office: Chief Instructional Officer; Institutional Effectiveness & Research/ATD

TC formed an AAT-STEM Committee which has met multiple times and prepared the background work for developing documents to submit the THECB and SACSCOC. However, no formal documents have been prepared for submission/approval at this time.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal: 4E

TC Business and Technology Division will be re-tooled and aligned with industry need to provide cutting-edge training needed to build leaders for our community and to provide skills for the competitive job market.

Status: Not Achieved: Roll-Over (Re-phrase)

Responsible Office: Chief Instructional Officer

TC has re-aligned several instructional divisions in 2012, however, no work had been done to reestablish an independent Business & Technology Division.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal: 4F

TC will develop, submit, and receive approval for Level 2 Certificate programs.

Status: Not Achieved: Roll-Over

Responsible Office: Chief Instructional Officer; Workforce & Continuing Education

TC has investigated requirements for Level 2 Certificate programs. However, only one program – Culinary Arts – has actually prepared a proposal and received approval from the TC Curriculum Committee to go forward with a Level 2 Certificate program. No documents have been submitted to THECB or SACSCOC for approval at this time.



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Goal: 4G

TC will begin implementation of the Health Professions Pathways (H2P) Consortium Grant.

Status: Achieved

Responsible Office: Chief Instructional Officer; Workforce & Continuing Education

The H2P Grant ended year one on September 30, 2012. The fourth quarter report and Annual Performance Report (APR) were submitted to the national H2P leadership team in late October. The national office completed their reports of aggregate data from all nine H2P colleges and submitted them to the Department of Labor in November 2012.

The H2P consortium is working together to implement eight grant strategies. There are consortium wide goals and individual college goals for implementing the strategies.

Strategy 1: Online Assessment and Career Guidance—Prior Learning Assessment (PLA)

The administrative team at TC is working together to develop a new comprehensive portfolio-based PLA policy. Presently, students can receive credit for prior learning by showing proof of current certification in a field. Students who have completed Certified Nurse Assistant (CNA) training and who show proof of being registered with the State of Texas as a CNA can be awarded four hours of college credit using PLA. The same process can be used for Pharmacy Technicians who show proof of being registered with the Texas Board of Pharmacy. Pharm Techs can potentially receive 17 credit hours.

Strategy 2: Contextualized Developmental Education

New course based and non-course based options for developmental education have begun at Texarkana College. The next step is to work with the Office of Institutional Research and Effectiveness to contextualize at least one developmental education course, making it healthcare related. The Department of Labor's Virtual Career Network (www.vcn.org) provides one contextualized developmental reading tool free of charge for anyone to use. Also, the consortium is sharing information and ideas to help quicken the process of implementing contextualized courses.

Strategy 3: Competency Based Curriculum

El Centro College is the lead consortium college for this strategy. El Centro started developing a healthcare core curriculum in the late 1990s. TC has selected six courses to begin our core curriculum. These were selected based on input from local healthcare employers and by analyzing required courses in health occupations programs. The courses are:

- HPRS 1304 Basic Health Professions Skills
- HPRS 1201 Introduction to Health Professions
- SPNL 1201 Health Care Spanish
- RNSG 1301 Pharmacology
- BIOL 2401 Anatomy and Physiology I
- BIOL 2402 Anatomy and Physiology II

Leaders from El Centro's health professions division are scheduled to visit TC in early February 2013 to meet with our Health Occupations leadership and program directors on implementing our core curriculum and possibly adding more courses to it.

Another part of this strategy is to develop a comprehensive list of common topics from the core courses at each consortium school. This list will be used as the basis for a national core curriculum for health professions programs and will be presented to the National H2P Advisory Committee.

Strategy 4: Industry Recognized Stackable Credentials

Through H2P grant funds, a Certified Nurse Assistant (CNA) program and a Pharmacy Technician program have been developed. These entry level health professions will give completers the opportunity to gain health care experience and hopefully be the first step towards another certificate or degree, such as LVN or RN. Other pathways at TC are under development.

The LVN to Associate Degree Nursing (RN) transition program at TC is an excellent example of stackable credentials. Three of the courses in the LVN program (Pharmacology, A&P I, and A&P II) are also part of the ADN curriculum. This new alignment of programs serves as natural progression from LVN to ADN by decreasing the number of courses needed for degree completion.

Strategy 5: Enhanced Retention Support

A Retention and Completion Advisor was hired to assist all health professions students at TC. Mrs. Susan Fratangelo has an office in the Health Occupations building. She has begun meeting with students and documenting needs and progress. Retention Specialists at each consortium college meet at least monthly via conference call to share data and best practice interventions.

Strategy 6: Training Programs for Incumbent Health Professions Workers

The development of the CNA and Pharmacy Technician programs has previously been explained and also meets strategy 6. The DOL changed their definition of "incumbent worker" after the strategies were written. Now, any employed student is considered an incumbent worker for grant purposes and their employment is not limited to health professions. The CNA and Pharm Tech programs are tailored for persons who are employed.

Strategy 7: Enhanced Data and Accountability Systems

An H2P Data Manager was hired to collect, track, and share data about grant participants. The data manager, Brandon Thrash, is in frequent contact with the national H2P office and also the third party investigators at the Office for Community College Research and Leadership (OCCRL) at the

University of Illinois Urbana-Champaign. Encrypted student data is sent to OCCRL via www.box.com, a storage site with impeccable security. OCCRL researchers are analyzing year one data at present. OCCRL team members will visit TC in early 2013.

Strategy 8: Galvanize a National Movement to Improve Health Professions Training

As best practices emerge from the work of the consortium, and as we develop a national core curriculum for healthcare, TC and the other eight consortium colleges must reach out to other colleges and universities and share with them H2P data and best practice information. Blinn College and Paris Junior College have expressed interest in H2P strategies.



TEXARKANA
COLLEGE

2012

STRATEGIC PLAN

REPORT

Belief 5

Documentation



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 5: We believe a diverse population of well-qualified, competent, committed and caring faculty and staff members who are engaged and informed and paramount to supporting and attaining student success.

Goal: 5A

TC will finalize a Compensation Guide and receive approval from the Board of Trustees.

Status: In Progress

Responsible Office: Human Resources

Texarkana College is in the process of updating our salary scale and compensation guide. Our current salary scale has been in effect since 2010 and is highly competitive for this area. The new plan will include a comprehensive salary compensation plan for both faculty and non-faculty, based on level of education, certification, and years of service to Texarkana College.



2012 Strategic Plan Report Card Status Summary & Supporting Documentation

BELIEF 5: We believe a diverse population of well-qualified, competent, committed and caring faculty and staff members who are engaged and informed and paramount to supporting and attaining student success.

Goal: 5B

TC will conduct employee evaluations with 100% of all TC Faculty and Staff evaluated and feedback by supervisor provided.

Status: In Progress

Responsible Office: Human Resources; Chief Instructional Officer; Institutional Effectiveness & Research/ATD

100% of TC Faculty were evaluated by their supervisors and provided feedback during the 2011-2012 academic year. Faculty evaluations have begun for the 2012-2013 academic year and will be completed by the end of April.

Student evaluations of faculty members are completed during each semester. The evaluations are shared with individual instructors, division chairs, and are posted on the TC web page to comply with state law.

Attached are copies of:

1. Texarkana College Student Appraisal of Instructor
2. Texarkana College 2012-2013 Administrator Appraisal Instrument
3. Texarkana College Classroom Evaluation Form
4. Texarkana College Self-evaluation for Faculty
5. Procedures for Administrative Evaluation of Faculty



Texarkana College
2500 N Robison Road
Texarkana, TX 75599

Institutional Research & Effectiveness

Survey Evaluation Results

Institutional Research & Effectiveness,

In the attachment you will find the evaluation results of the survey Active & Collaborative Learning Workshop.

Questionnaire TCACL:

The overall indicator is listed first. It consists of the following scales:

Availability

The overall indicator is followed by the individual average values of the scales mentioned above. In the second part of the analysis the average values of all individual questions are listed.

If you have any further questions do not hesitate to contact the evaluation department.

Your Class Climate Administrator

Institutional Research & Effectiveness

Active & Collaborative Learning Workshop ()

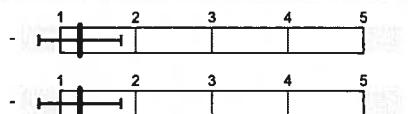
No. of responses = 42



Overall indicators

Global Index

Availability

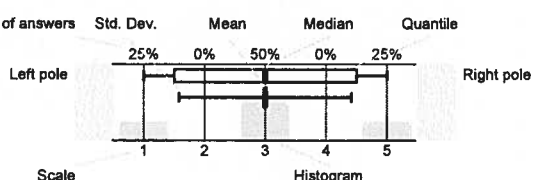
av.=1.26
dev.=0.54av.=1.26
dev.=0.54

Survey Results

Legend

Question text

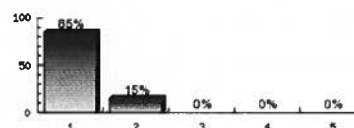
Relative Frequencies of answers Std. Dev. Mean Median Quantile

n=No. of responses
av.=Mean
md=Median
dev.=Std. Dev.
ab.=Abstention

1. Workshop Evaluation

1.1) I am satisfied with the workshop training.

Strongly Agree

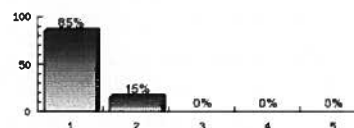


Strongly Disagree

n=40
av.=1.15
md=1
dev.=0.36

1.2) Handouts were engaging and useful.

Strongly Agree

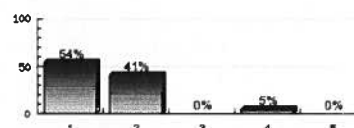


Strongly Disagree

n=40
av.=1.15
md=1
dev.=0.36

1.3) Time in the workshop was sufficient to allow learning and practicing new concepts.

Strongly Agree

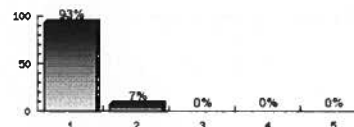


Strongly Disagree

n=41
av.=1.56
md=1
dev.=0.74

1.4) The workshop was well planned and interactive.

Strongly Agree

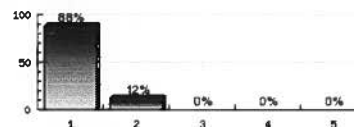


Strongly Disagree

n=41
av.=1.07
md=1
dev.=0.26

1.5) The presenter(s) were effective.

Strongly Agree

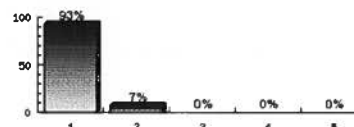


Strongly Disagree

n=41
av.=1.12
md=1
dev.=0.33

1.6) The atmosphere was enthusiastic, interesting, and conducive to a collegial professional exchange.

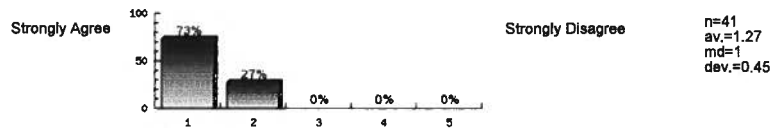
Strongly Agree



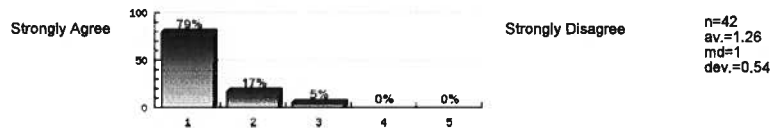
Strongly Disagree

n=41
av.=1.07
md=1
dev.=0.26

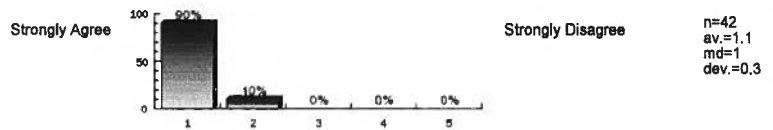
1.7) Workshop content and strategies will be useful in my work.



1.8) Workshop content and strategies were research-based.



1.9) I would recommend this session to colleagues.



2. Participant Information

2.1) What is your position?

Professor	<input type="text"/>	42.5%	n=40
Associate Professor	<input type="text"/>	22.5%	
Assistant Professor	<input type="text"/>	12.5%	
Instructor	<input type="text"/>	7.5%	
Adjunct	<input type="text"/>	7.5%	
Support Staff	<input type="text"/>	2.5%	
Other	<input type="text"/>	5%	

2.2) Gender

Male	<input type="text"/>	34.1%	n=41
Female	<input type="text"/>	65.9%	

2.3) Age

22 to 24	<input type="text"/>	0%	n=41
25 to 29	<input type="text"/>	2.4%	
30 to 34	<input type="text"/>	2.4%	
35 to 39	<input type="text"/>	2.4%	
40 to 44	<input type="text"/>	12.2%	
45 to 49	<input type="text"/>	14.6%	
50 to 54	<input type="text"/>	24.4%	
55 to 59	<input type="text"/>	17.1%	
60 plus	<input type="text"/>	24.4%	

2.4) Ethnicity (choose all that apply)

American Indian/Alaskan Native	<input type="checkbox"/>	0%	n=42
Asian	<input type="checkbox"/>	0%	
Black or African American	<input type="checkbox"/>	9.5%	
Hispanic	<input type="checkbox"/>	2.4%	
Native Hawaiian/Pacific Islander	<input type="checkbox"/>	0%	
White	<input type="checkbox"/>	85.7%	

2.5) Are you a US Citizen?

Yes	<input type="checkbox"/>	100%	n=40
No	<input type="checkbox"/>	0%	

Profile

Subunit: Institutional Research and Effectiveness
 Name of the instructor: Institutional Research & Effectiveness
 Name of the course: Active & Collaborative Learning Workshop
 (Name of the survey)

1. Workshop Evaluation

1.1) I am satisfied with the workshop training.	Strongly Agree					Strongly Disagree	n=40 av.=1.15
1.2) Handouts were engaging and useful.	Strongly Agree					Strongly Disagree	n=40 av.=1.15
1.3) Time in the workshop was sufficient to allow learning and practicing new concepts.	Strongly Agree					Strongly Disagree	n=41 av.=1.56
1.4) The workshop was well planned and interactive.	Strongly Agree					Strongly Disagree	n=41 av.=1.07
1.5) The presenter(s) were effective.	Strongly Agree					Strongly Disagree	n=41 av.=1.12
1.6) The atmosphere was enthusiastic, interesting, and conducive to a collegial professional exchange.	Strongly Agree					Strongly Disagree	n=41 av.=1.07
1.7) Workshop content and strategies will be useful in my work.	Strongly Agree					Strongly Disagree	n=41 av.=1.27
1.8) Workshop content and strategies were research-based.	Strongly Agree					Strongly Disagree	n=42 av.=1.26
1.9) I would recommend this session to colleagues.	Strongly Agree					Strongly Disagree	n=42 av.=1.1



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 5: We believe a diverse population of well-qualified, competent, committed and caring faculty and staff members who are engaged and informed and paramount to supporting and attaining student success.

Goal: 5C

TC Professional Development Plan will be developed through a committee process and approved.

Status: Achieved

Responsible Office: Chief Instructional Officer; Institutional Effectiveness & Research/ATD

TC conducts annual employee professional development days in January and August of each year. In addition, TC provided professional development for Active & Cooperative Learning for approximately 50 faculty and staff volunteers in March 2012 as part of ATD work. In July 2012, key TC leaders participated in a 3day training provided through the Covey Institute on The 7 Habits of Highly Effective People.

Furthermore, TC provided professional development on ATD issues and Faculty/Staff Advising in November 2012. TC also provided a wide array of Banner and IT training.

Finally, many employees pursued professional development through external opportunities such as conferences, workshops, webinars, etc.

2012 ERP & IT Training

January 11 – Innovation Webinar: Banner Financial Aid Winter Release (8.13) Overview – ERP Director

January 24 – Return to Title IV WebEx with Cassandra Thomas, Senior System Analyst of Texas Southern University – Financial Aid, Registrar, and Business Office

January 25 – Return to Title IV WebEx – Financial Aid

January 26 – Banner Graduation Process – Admissions

Return to Title IV WebEx – Financial Aid

January 27 – Degree Works localizations WebEx – IT

February 24 – Banner Faculty Self Service Faculty Grade Entry 9.0 Webinar – ERP Director

March 2 – Degree Works training – CTIS faculty

March 6 – Degree Works training – Advising

March 20, 21, 22 – Financial Aid Training, SunGard consultant, Greg Ross – Financial Aid

March 26-29 – 2012 Ellucian Summit conference in Las Vegas – Darren Elmore and Andrew Nicholson - IT

April 10-13 – Banner Salary Planner, Ellucian (SunGard) consultant Jon Briggs – CFO and HR Director

April 11 – Microsoft Word: Create Professional Looking Documents in Minutes, Not Hours Webinar – ERP Director and opened to all employees

April 19 – Innovation Webinar: US IPEDS Winter Data Collection Update – HR/Payroll, IT, ERP

April 24 – Banner setup for participating in the National Student Clearinghouse – Admissions, Ellucian staff from Texas Southern University, ERP, IT

April 26 – Dashboards and Scoreboards – AtD coaches, IE, ERP OIT

April 27 – Ellucian Customer Support training – Admissions, Testing Center, Advising

How to load ACT and SAT test scores into the Banner system – Testing Center

April 30 – Banner Recruiting training – Recruiters

May 1 – Electronic Transcripts - EDI Training and Configuration with Ellucian Joe Indovina – Admissions, IT, ERP

May 2 – General Banner training – Recruiters

May, June, July, and August (once a week) – Banner Flexible Registration setup and training – Cont. Ed.

May, June, July (once a month) – Ellucian Mobile Connection project – OIT – Andrew and Josh 5-18

May 10 – Banner Recruit Training – Recruiters

May 15 – National Student Clearinghouse WebEx with Joe Roof and Zach Ulm – Registrar, IT, ERP

May 16 – Applications on the Web – Admissions

May 21, 22, 23, 24 – Financial Aid training with Greg Ross, Ellucian consultant – Financial Aid, IT

May - Using RERGRNT to Reconcile Pell Grants Webinar – Financial Aid

May 22, 23, 24 – Web for Prospects implementation training – Advising

May 23 – Population Selection Training – Admissions

June 1 – Financial Aid COD Record Inconsistencies with Gregg Ross, an Ellucian Financial Aid consultant– Financial Aid, IT, ERP

May 29 and June 1 – Web for Prospects training – Advising

June 20, 2012 – Innovation Webinar: IPEDS Changes Coming to Banner HR – HR/Payroll, ERP

July 2 - BDMS Technical Conference Call/Project Kick-Off Helen Cabello, Ellucian consultant - Financial Aid, Admissions, Business Office, Cont. Ed. IT, ERP

July 12 - Ellucian: Banner Financial Aid Enrollment Calculation (8.14.2) Webinar – Financial Aid, ERP

July 10 – Microsoft Training - OIT

July 23 – End of Year Processing training with Gary Rindone, Ellucian consultant – CFO, Business Office, OIT, ERP

July 30 and August 1 – (Banner Document Management Suite), BDMS Needs Analysis - Financial Aid, Admissions/Registrar, Finance/AP/AR, and HR/payroll representatives, IT, ERP

August 23 - Financial Aid Student Loans with the Ellucian consultant Greg Ross – Financial Aid, IT

August 28 – Banner Sessions/Training, Degree Works training – Admissions, Advising

August 31 – End of year closeout with Ellucian consultant, Gary Rindone – CFO, Business Office, OIT, ERP

September 4, 5, 6 – BDMS (Banner Document Management Suite) training with Ellucian consultant Helen Cabello – Financial Aid, Admissions, OIT, ERP

September 4-7 – Payroll training, Jorge Oubre, Ellucian HR consultant - HR/Payroll, CFO

September 10-14 – Finance training, Abdul Fazul, Ellucian Finance consultant – CFO, Accountant

September 10-14 – Payroll training, Jorge Oubre, Ellucian HR consultant - HR/Payroll

September 17 - Banner Financial Aid 2012-2013 Summer Update – 8.15 Webinar – Financial Aid, ERP

September 25 - How to Secure and Manage the Untethered Classroom Webinar – ERP and OIT

September 26 – Creating a Windows 8 App – C# - OIT

September 27 - Banner ODS 8.4 Client Panel Webinar – ERP and OIT

September 28 – Office 365 and 2013 Office Applications Webinar – ERP and OIT

October 1 - 4 – HR/Payroll training with Ellucian HR Consultant Jorge Oubre - HR/payroll, IT, ERP

October 4 – MOOC webinar – OIT an ERP

October 4 – Web time entry setup training – HR, ERP, IT

October 5 – Web Site Builder training, myTC training, myTC group training, Banner Customer Support training, Ellucian The Commons training – various employees throughout the campus

October 12 – Flip Your Classroom and Your Content Webinar – ERP and OIT

October 12 – Measuring Student Success with MyITLab webinar – ERP

October 12 – Web Site Builder training, myTC training, myTC group training – various employees throughout the campus

October 15-18 - HR/Payroll training with Ellucian HR Consultant Jorge Oubre - HR/payroll

October 18 - Upcoming Changes to the OneAccount Suite Webinar – Business Office and ERP

October 19 – Introduction to Excel Macros, Beginning Word, Beginning Excel, Word Formatting - various employees throughout the campus

October 25 – Banner Housing Training – Enrollment Management, ERP

October 25 – Windows 8 in the Classroom and the Cloud and Word 2013 Webinar – ERP and OIT

October 26 – Banner Housing – Enrollment Management, ERP

October 26 – Beginning Excel, Excel – Manipulating Cells, Rows, and Columns, Excel- Text Formatting – various employees on campus

November 2 – Ellucian Financial Aid 8.15.1 Update Webinar – Financial Aid, ERP

November 2 – Technology Liaison training, Advance Excel Macros – various employees on campus

November 8 – Digital Learning: A Disruptive Innovation webinar – ERP

November 8 – Financial Aid Views training – non FA staff

November 9 – Excel 2013 Webinar – ERP and OIT

November 12 – Requisition Training – various employees on campus

November 13 – Microsoft Office 2013 Webinar – ERP, OIT

November 15 – Blended Learning Best in Class: Making a Difference with Distance Learning Webinar - ERP

November 12-15 – HR/Payroll training with Jorge Oubre, Ellucian HR consultant - HR

November 28 – Banner Class Creation Training – Chief Instructional Officer, OIT, ERP

November 28 – Transcript Training – ERP, Admission

November 29 – BDMS Training – Registrar, ERP

November 29 – Executive Microsoft Experience Center Session - OIT

December 4 - EDI smart and Banner training – Registrar, IT, ERP, OIT

**December 13 – How Many Students Do You Want? Using Data to Determine Enrollment (Zogotech)
Webinar – ERP, OIT, IE, and Enrollment Management**

December 17-19 – SCCM Training with Elluian consultant – OIT



The 7 Habits Benchmark™

Aggregate - Texarkana College
July 13, 2012

Manager Report

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Introduction

The purpose of the 7 Habits Benchmark report is to provide you with valuable feedback regarding your personal and interpersonal effectiveness. Please make sure to **PRINT THIS OUT AND BRING IT WITH YOU TO THE WORKSHOP**.

As you review this report, remember the following two items:

1. **Do NOT take action now.** During the workshop, you will review this data in depth and develop a complete action plan. Go ahead and do a high-level review now, looking for areas that stand out, then put the report aside until the workshop.
2. **Take a balanced view.** Straight feedback is a priceless gift. Don't spend time guessing who gave you low scores or express hostility toward people who responded. Use the data in a balanced, objective way to improve your abilities.

Scoring

The following surveys contributed to your report:

Self	30
Boss	35
Peers	231
Direct Reports	71
Total	367

General Information

All responses were converted to percentages in the following manner:

Response	Resulting Score %
6 Strongly Agree	100%
5 Agree	80%
4 Slightly Agree	60%
3 Slightly Disagree	40%
2 Disagree	20%
1 Strongly Disagree	0%
? Don't Know / NA	**

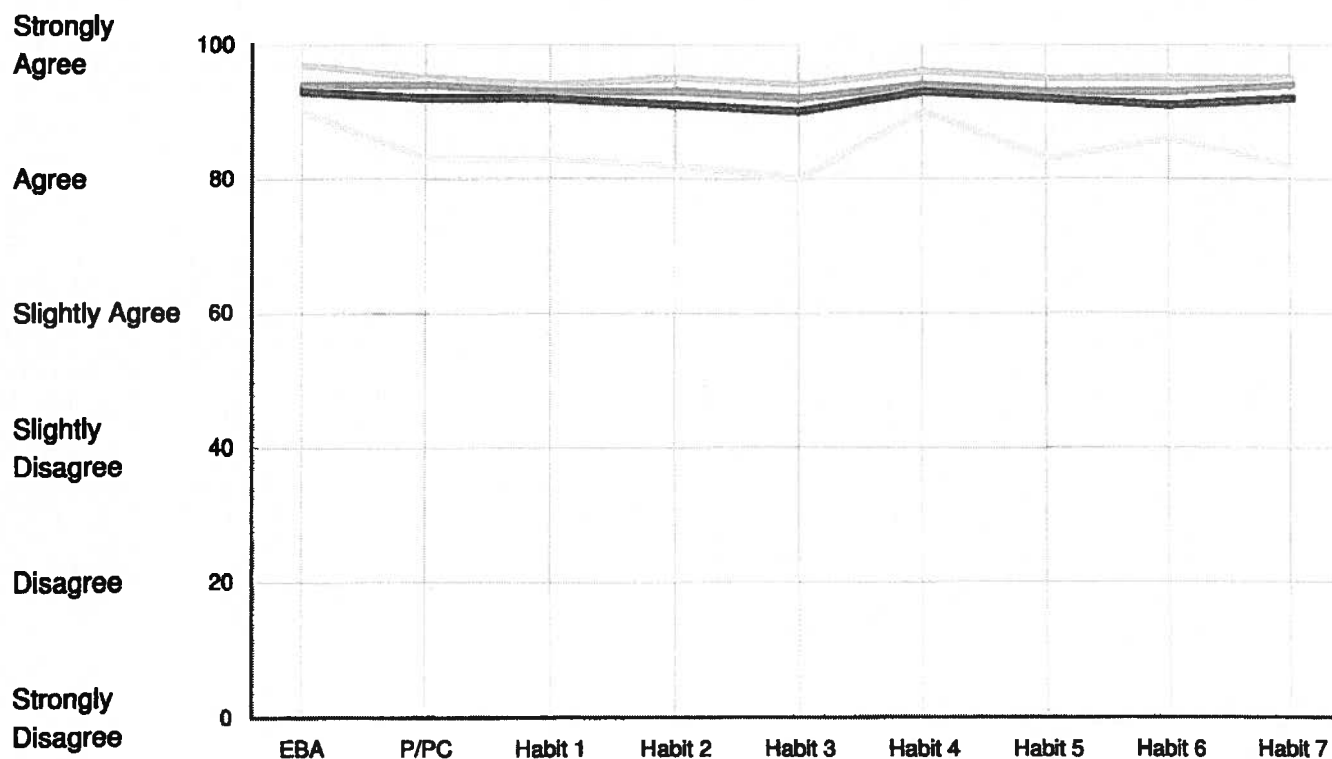
Responses of "Don't Know" or nonresponses are indicated by ** and are not tallied in the percentages.

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The 7 Habits Overview

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	92	93	95	84									
				93									

RELATIONSHIPS	EBA	P/PC	Habit 1	Habit 2	Habit 3	Habit 4	Habit 5	Habit 6	Habit 7
Self	90	83	83	82	80	90	83	86	82
Boss	97	95	94	95	94	96	95	95	95
Peer	94	94	93	93	92	94	93	93	94
Direct Report	93	92	92	91	90	93	92	91	92



Emotional Bank Account

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	93	94	97	90									
				94									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
1 Willingly helps people.	95	96	97	95	<div></div>								
				96	<div></div>								
2 Follows through on commitments.	93	94	97	91	<div></div>								
				94	<div></div>								
3 Shows courtesy toward people.	94	95	97	93	<div></div>								
				95	<div></div>								
4 Is loyal to those who are absent (i.e., does not criticize people behind their backs).	89	93	94	84	<div></div>								
				92	<div></div>								
5 Is honest with people.	92	95	97	90	<div></div>								
				94	<div></div>								
6 Keeps confidences.	92	94	96	92	<div></div>								
				94	<div></div>								
7 Acknowledges and apologizes for mistakes.	93	93	98	86	<div></div>								
				94	<div></div>								
8 Leads by example.	93	94	98	90	<div></div>								
				94	<div></div>								

P/PC Balance

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	92	94	95	83									
				94									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
				Others	10	20	30	40	50	60
9 Produces high-quality work.	95	95	95	88						
				95						
10 Makes cost-effective use of resources.	95	95	96	87						
				95						
11 Is a hard worker.	95	96	99	93						
				96						
12 Balances all aspects of life (e.g., work, leisure, family) to maintain overall effectiveness.	87	92	89	69						
				90						
13 Influences others to be productive.	91	93	96	81						
				93						
14 Does not push people to work beyond a reasonable limit.	89	93	94	81						
				92						

Habit 1: Be Proactive

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	92	93	94	83									
				93									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
15 Takes initiative to get things done.	95	94	95	87	<div></div>								
				95	<div></div>								
16 Works to solve problems rather than avoiding them.	94	95	95	87	<div></div>								
				94	<div></div>								
17 Focuses on things he/she can do something about rather than on things beyond his/her control.	89	92	92	81	<div></div>								
				91	<div></div>								
18 Maintains self-control, even in difficult or emotional circumstances.	91	92	92	78	<div></div>								
				92	<div></div>								
19 Accepts responsibility for his/her actions rather than making excuses.	93	93	96	87	<div></div>								
				94	<div></div>								
20 Receives negative feedback without becoming defensive.	90	91	95	74	<div></div>								
				91	<div></div>								
21 Does the "right" thing, even if it is unpopular.	92	93	95	85	<div></div>								
				93	<div></div>								
22 Is decisive when a decision is needed.	90	92	92	83	<div></div>								
				92	<div></div>								

Habit 2: Begin With the End in Mind

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	91	93	95	82									
				93									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
23 Begins projects with a clear understanding of desired outcomes.	90	93	94	82	<div></div>								
				92	<div></div>								
24 Displays a sense of direction in life.	94	93	97	86	<div></div>								
				94	<div></div>								
25 Works toward long-term solutions, not just "quick fixes."	92	94	95	86	<div></div>								
				93	<div></div>								
26 Plans ahead to reduce having to work in a crisis mode.	88	92	94	79	<div></div>								
				91	<div></div>								
27 Anticipates how his/her decisions impact others.	88	92	94	83	<div></div>								
				91	<div></div>								
28 Is organized when conducting meetings.	91	94	97	81	<div></div>								
				94	<div></div>								
29 Ensures that his/her work group has a clear sense of direction.	91	94	93	79	<div></div>								
				93	<div></div>								
30 Sets clear expectations with individuals when assigning tasks.	90	93	93	81	<div></div>								
				92	<div></div>								

Habit 3: Put First Things First

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	90	92	94	80									
				92									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
31 Prioritizes work so time is spent on the most important issues.	91	94	94	79	<div></div>								
				93	<div></div>								
32 Is punctual (i.e., on time for appointments, meetings, etc.).	91	93	98	83	<div></div>								
				93	<div></div>								
33 Is disciplined in carrying out plans (i.e., avoids procrastination).	91	92	95	77	<div></div>								
				92	<div></div>								
34 Respects people's time (i.e., does not waste others' time with trivial interruptions).	92	92	97	83	<div></div>								
				93	<div></div>								
35 Responds to requests in a timely manner.	90	91	96	80	<div></div>								
				91	<div></div>								
36 Is organized in handling multiple tasks and projects.	92	93	96	83	<div></div>								
				93	<div></div>								
37 Delegates work that ought to be done by others.	85	89	83	71	<div></div>								
				87	<div></div>								
38 Sets reasonable deadlines so others have sufficient time to respond.	90	93	91	80	<div></div>								
				92	<div></div>								
39 Keeps his/her work group focused on priorities.	90	94	93	82	<div></div>								
				93	<div></div>								

Habit 4: Think Win-Win

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	93	94	96	90									
				94									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
40 Does not undermine others for personal gain.	94	94	97	93									
				95									
41 Is fair with all people (i.e., does not show favoritism).	91	94	94	89									
				93									
42 Works to find win-win solutions.	93	96	95	88									
				95									
43 Does what is best for the entire organization, not just his/her own interests.	94	95	96	93									
				95									
44 Has the courage to say no when appropriate.	90	93	93	83									
				92									
45 Shares credit and recognition for successes.	94	94	97	91									
				94									
46 Does not pressure people to compromise personal values.	94	95	98	95									
				95									

Habit 5: Seek First to Understand...

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	91	93	95	82									
				93									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree				
				Others	10	20	30	40	50	60	70	80	90	
47 Listens without interrupting.	91	93	95	73	<div></div>						<div></div>			
				92	<div></div>						<div></div>			
48 Is sensitive to people's feelings.	90	92	95	85	<div></div>						<div></div>			
				92	<div></div>						<div></div>			
49 Seeks to understand people's viewpoints.	88	92	93	85	<div></div>						<div></div>			
				91	<div></div>						<div></div>			
50 Seeks to understand problems before attempting to solve them.	91	93	94	85	<div></div>						<div></div>			
				93	<div></div>						<div></div>			
51 Is easy to approach with a concern.	94	95	98	88	<div></div>						<div></div>			
				95	<div></div>						<div></div>			
52 Spends enough one-on-one time with individuals in his/her work group.	89	94	95	75	<div></div>						<div></div>			
				93	<div></div>						<div></div>			
53 Understands what is going on in his/her work group.	90	94	95	85	<div></div>						<div></div>			
				93	<div></div>						<div></div>			
54 Understands issues outside his/her work group (e.g., other departments, product trends, competition).	92	93	95	77	<div></div>						<div></div>			
				93	<div></div>						<div></div>			

...Then to Be Understood

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	92	93	95	83									
				93									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
55 Communicates clearly and concisely.	92	93	95	82	<div></div>								
				93	<div></div>								
56 Does not dominate discussions.	91	92	94	79	<div></div>								
				92	<div></div>								
57 Expresses viewpoints with confidence.	93	93	95	82	<div></div>								
				93	<div></div>								
58 Is considerate when communicating.	94	93	95	85	<div></div>								
				93	<div></div>								
59 Is straightforward when communicating.	92	94	93	83	<div></div>								
				93	<div></div>								
60 Informs people regarding important matters.	93	93	95	88	<div></div>								
				93	<div></div>								
61 Provides regular feedback on how well people perform their jobs.	90	94	93	77	<div></div>								
				92	<div></div>								
62 Shows appreciation for positive performance.	92	95	97	89	<div></div>								
				95	<div></div>								

Habit 6: Synergize

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	91	93	95	86									
				93									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
63 Seeks out the strengths of others to get things done.	92	94	96	88	<div></div>								
				94	<div></div>								
64 Networks with people outside his/her work group.	94	95	96	84	<div></div>								
				95	<div></div>								
65 Is flexible and open-minded in trying new ideas.	90	92	94	86	<div></div>								
				92	<div></div>								
66 Values differences in people.	89	93	95	86	<div></div>								
				92	<div></div>								
67 Involves people when making plans that will affect them.	88	92	95	89	<div></div>								
				91	<div></div>								
68 Encourages and supports creativity and innovation.	92	93	94	89	<div></div>								
				93	<div></div>								
69 Supports people in taking responsible risks.	91	94	94	84	<div></div>								
				93	<div></div>								
70 Builds teamwork by maximizing the talents of his/her work group.	90	94	94	84	<div></div>								
				93	<div></div>								

Habit 7: Sharpen the Saw

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	92	94	95	82									
				93									

QUESTIONS

QUESTIONS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree				
				Others	10	20	30	40	50	60	70	80	90	
71 Cares for his/her physical well-being.	89	92	93	69										
				91										
72 Cares about others and tries to build lasting friendships.	92	94	97	87										
				94										
73 Is competent in his/her field of work.	95	96	98	86										
				96										
74 Takes time to find enjoyment and meaning in life.	90	93	88	75										
				92										
75 Encourages and supports the development of others.	92	94	95	88										
				93										
76 Takes steps to improve his/her leadership abilities.	94	94	96	80										
				94										
77 Seeks feedback on ways he/she can improve.	90	93	95	82										
				92										
78 Strives to improve his/her workgroup performance.	92	95	96	86										
				94										

Rankings and Frequencies

NOTES

- The individual statements are ranked below by the scores of "Others."
- Others = Average of all Boss, Peer, and Direct Report responses – in other words, all scores excluding "Self."
- "Self" scores are included in the frequencies.

QUESTIONS	Frequencies							Scores					
	Strongly Disagree						Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?						
1 Willingly helps people. (EBA)	1	0	0	3	63	300	0	95	96	97	96	95	
11 Is a hard worker. (P/PC)	1	0	0	6	54	299	7	95	96	99	96	93	
73 Is competent in his/her field of work. (Habit 7)	1	0	1	5	70	283	7	95	96	98	96	86	
3 Shows courtesy toward people. (EBA)	1	0	1	4	79	282	0	94	95	97	95	93	
9 Produces high-quality work. (P/PC)	1	0	1	10	69	265	21	95	95	95	95	88	
10 Makes cost-effective use of resources. (P/PC)	1	0	1	7	70	226	62	95	95	96	95	87	
15 Takes initiative to get things done. (Habit 1)	1	0	2	12	72	268	12	95	94	95	95	87	
40 Does not undermine others for personal gain. (Habit 4)	1	0	3	5	69	253	36	94	94	97	95	93	
42 Works to find win-win solutions. (Habit 4)	0	0	1	5	85	247	29	93	96	95	95	88	
43 Does what is best for the entire organization, not just his/her own interests. (Habit 4)	0	0	1	11	66	272	17	94	95	96	95	93	
46 Does not pressure people to compromise personal values. (Habit 4)	0	0	1	3	73	252	38	94	95	98	95	95	
51 Is easy to approach with a concern. (Habit 5)	1	1	2	5	78	276	4	94	95	98	95	88	
62 Shows appreciation for positive performance. (Habit 5)	0	0	2	8	70	241	46	92	95	97	95	89	
64 Networks with people outside his/her work group. (Habit 6)	0	0	1	12	71	244	39	94	95	96	95	84	

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
2 Follows through on commitments. (EBA)	1	0	1	10	82	262	11	93	94	97	94	91
5 Is honest with people. (EBA)	1	0	0	9	84	267	6	92	95	97	94	90
6 Keeps confidences. (EBA)	1	0	3	8	71	245	39	92	94	96	94	92
7 Acknowledges and apologizes for mistakes. (EBA)	1	0	1	13	85	231	36	93	93	98	94	86
8 Leads by example. (EBA)	1	0	2	11	74	252	27	93	94	98	94	90
16 Works to solve problems rather than avoiding them. (Habit 1)	1	0	2	10	79	262	13	94	95	95	94	87
19 Accepts responsibility for his/her actions rather than making excuses. (Habit 1)	1	0	1	6	98	232	29	93	93	96	94	87
24 Displays a sense of direction in life. (Habit 2)	1	0	1	8	88	235	34	94	93	97	94	86
28 Is organized when conducting meetings. (Habit 2)	0	0	5	7	84	195	76	91	94	97	94	81
46 Shares credit and recognition for successes. (Habit 4)	1	0	3	4	78	250	31	94	94	97	94	91
63 Seeks out the strengths of others to get things done. (Habit 6)	0	0	3	12	74	233	45	92	94	96	94	88
72 Cares about others and tries to build lasting friendships. (Habit 7)	1	0	1	8	94	240	23	92	94	97	94	87
76 Takes steps to improve his/her leadership abilities. (Habit 7)	1	0	1	9	82	219	55	94	94	96	94	80
78 Strives to improve his/her workgroup performance. (Habit 7)	0	0	1	8	86	224	48	92	95	96	94	86
13 Influences others to be productive. (P/PC)	0	0	2	17	91	219	38	91	93	96	93	81
21 Does the "right" thing, even if it is unpopular. (Habit 1)	0	0	2	11	100	213	41	92	93	95	93	85
25 Works toward long-term solutions, not just "quick fixes." (Habit 2)	0	0	5	16	75	234	37	92	94	95	93	86

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
29 Ensures that his/her work group has a clear sense of direction. (Habit 2)	0	0	4	12	83	180	88	91	94	93	93	79
31 Prioritizes work so time is spent on the most important issues. (Habit 3)	0	0	1	15	85	182	84	91	94	94	93	79
32 Is punctual (i.e., on time for appointments, meetings, etc.). (Habit 3)	1	0	3	17	92	241	13	91	93	98	93	83
34 Respects people's time (i.e., does not waste others' time with trivial interruptions). (Habit 3)	0	0	5	12	107	236	7	92	92	97	93	83
36 Is organized in handling multiple tasks and projects. (Habit 3)	0	0	5	14	84	220	44	92	93	96	93	83
39 Keeps his/her work group focused on priorities. (Habit 3)	0	0	3	10	90	186	78	90	94	93	93	82
41 Is fair with all people (i.e., does not show favoritism). (Habit 4)	1	0	2	13	85	242	24	91	94	94	93	89
50 Seeks to understand problems before attempting to solve them. (Habit 5)	1	1	2	7	110	223	23	91	93	94	93	85
52 Spends enough one-on-one time with individuals in his/her work group. (Habit 5)	0	2	4	14	72	164	111	89	94	95	93	75
53 Understands what is going on in his/her work group. (Habit 5)	0	0	4	8	89	200	66	90	94	95	93	85
54 Understands issues outside his/her work group (e.g., other departments, product trends, competition). (Habit 5)	0	1	1	16	103	200	46	92	93	95	93	77
55 Communicates clearly and concisely. (Habit 5)	1	1	3	11	101	249	1	92	93	95	93	82
57 Expresses viewpoints with confidence. (Habit 5)	1	0	4	10	101	247	4	93	93	95	93	82
58 Is considerate when communicating. (Habit 5)	1	0	2	14	97	253	0	94	93	95	93	85
59 Is straightforward when communicating. (Habit 5)	1	1	1	12	102	248	2	92	94	93	93	83
60 Informs people regarding important matters. (Habit 5)	0	0	1	12	97	245	12	93	93	95	93	88
68 Encourages and supports creativity and innovation. (Habit 6)	1	0	3	8	91	225	39	92	93	94	93	89

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't Know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
69 Supports people in taking responsible risks. (Habit 6)	0	0	1	11	84	187	84	91	94	94	93	84
70 Builds teamwork by maximizing the talents of his/her work group. (Habit 6)	0	1	1	11	79	185	90	90	94	94	93	84
75 Encourages and supports the development of others. (Habit 7)	1	0	2	6	88	218	52	92	94	95	93	88
4 Is loyal to those who are absent (i.e., does not criticize people behind their backs). (EBA)	1	0	4	19	83	219	41	89	93	94	92	84
14 Does not push people to work beyond a reasonable limit. (P/PC)	0	0	4	21	86	188	68	89	93	94	92	81
18 Maintains self-control, even in difficult or emotional circumstances. (Habit 1)	0	0	3	15	119	203	27	91	92	92	92	78
22 Is decisive when a decision is needed. (Habit 1)	0	0	6	19	95	221	26	90	92	92	92	83
23 Begins projects with a clear understanding of desired outcomes. (Habit 2)	1	0	3	12	96	199	56	90	93	94	92	82
30 Sets clear expectations with individuals when assigning tasks. (Habit 2)	0	1	3	11	92	178	82	90	93	93	92	81
33 Is disciplined in carrying out plans (i.e., avoids procrastination). (Habit 3)	1	0	5	20	98	210	33	91	92	95	92	77
38 Sets reasonable deadlines so others have sufficient time to respond. (Habit 3)	0	1	4	15	90	185	72	90	93	91	92	80
44 Has the courage to say no when appropriate. (Habit 4)	0	0	4	17	94	208	44	90	93	93	92	83
47 Listens without interrupting. (Habit 5)	1	0	4	24	101	235	2	91	93	95	92	73
48 Is sensitive to people's feelings. (Habit 5)	1	0	5	17	105	232	7	90	92	95	92	85
56 Does not dominate discussions. (Habit 5)	1	1	5	16	108	231	5	91	92	94	92	79
61 Provides regular feedback on how well people perform their jobs. (Habit 5)	1	1	1	15	77	160	112	90	94	93	92	77
65 Is flexible and open-minded in trying new ideas. (Habit 6)	1	0	3	16	94	207	46	90	92	94	92	86

QUESTIONS	Frequencies							Scores				
	Strongly Disagree					Strongly Agree	Don't know	Direct Report	Peer	Boss	Others	Self
	1	2	3	4	5	6	?					
66 Values differences in people. (Habit 6)	1	0	2	10	106	206	42	89	93	95	92	86
74 Takes time to find enjoyment and meaning in life. (Habit 7)	1	0	2	23	90	180	71	90	93	88	92	75
77 Seeks feedback on ways he/she can improve. (Habit 7)	1	0	3	18	83	202	60	90	93	95	92	82
17 Focuses on things he/she can do something about rather than on things beyond his/her control. (Habit 1)	0	0	3	15	119	187	43	89	92	92	91	81
20 Receives negative feedback without becoming defensive. (Habit 1)	1	0	5	17	101	169	74	90	91	95	91	74
26 Plans ahead to reduce having to work in a crisis mode. (Habit 2)	1	0	8	23	80	193	62	88	92	94	91	79
27 Anticipates how his/her decisions impact others. (Habit 2)	1	0	5	19	94	197	51	88	92	94	91	83
35 Responds to requests in a timely manner. (Habit 3)	1	0	5	24	108	228	1	90	91	96	91	80
49 Seeks to understand people's viewpoints. (Habit 5)	1	0	2	12	128	212	12	88	92	93	91	85
67 Involves people when making plans that will affect them. (Habit 6)	1	0	5	17	89	213	42	88	92	95	91	89
71 Cares for his/her physical well-being. (Habit 7)	1	2	3	30	93	197	41	89	92	93	91	69
12 Balances all aspects of life (e.g., work, leisure, family) to maintain overall effectiveness. (P/PC)	1	0	6	37	78	167	78	87	92	89	90	69
37 Delegates work that ought to be done by others. (Habit 3)	0	1	12	35	91	132	96	85	89	83	87	71



2012 Strategic Plan Report Card

Status Summary & Supporting Documentation

BELIEF 5: We believe a diverse population of well-qualified, competent, committed and caring faculty and staff members who are engaged and informed and paramount to supporting and attaining student success.

Goal: 5D

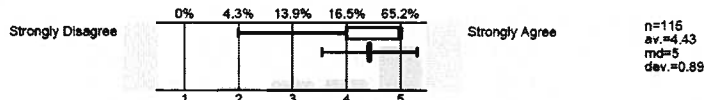
TC will be ranked by employees as the “Best Place to Work” in the Northeast Texas region of community colleges.

Status: In Progress

Responsible Office: President; Institutional Effectiveness & Research

In December 2012 an Employee Satisfaction Survey was administered through anonymous electronic means to all TC employees. One question on the survey asked respondents to rank their agreement with the statement, “Texarkana College is the best higher education employer in North East Texas.” Below are the results according to 115 survey respondents. On a scale of 1 to 5, where 5 represented Strongly Agree with the statement, TC received a score of 4.43 by participating employees.

^{56.13)} Texarkana College is the best higher education employer in North East Texas.





TEXARKANA
COLLEGE

2012

STRATEGIC PLAN

REPORT

Status Update Narrative



2012 Strategic Plan

Status Report

Together, TC administrative officers have made significant progress in the accomplishment of many stated goals in the institutional [2012 Strategic Plan](#). The institutional 2012 Strategic Plan is focused on student success and completion through engaged partnerships with employees, the community, and external stakeholders that is innovative, far-reaching, and data-driven. The leadership team at the institution conducts weekly examination and discussion of data and information regarding progress towards the accomplishment of each goal in the strategic plan to ensure a continual focus on individual and team efforts to implement and meet targeted interventions and measures. By their very nature, strategic goals cut across the organizational units and require extensive collaboration and coordination to achieve. These accomplishments provide evidence of the work conducted by the institution in support of its mission and educational programs.

TC 2012 Mission Statement/Strategic Plan: Belief 1

In particular, in relation to Belief 1 which impacts student success and completion, the team has developed systemic data resources as the foundation for finalizing a [Data Dashboard](#), and submitted its [application for Leader College](#) status in the Achieving the Dream – Community Colleges Count initiative. In fact, TC was selected for the distinction of [Leader College](#) in November 2012 by the ATD Reform Network. TC expanded the use of [Open Source software](#) to improve affordability and workflow for both students and employees. In addition, TC provided a robust offering of Student Life activities in 2012. Some of these activities included Spring Fling, Fall Bulldog Bash, College 101 with Photo Booth, floats in the 4-States Fair Parade and Christmas Parade, Halloween Costume Contest, a presentation from the Texas State Historian, Shear Madness, and numerous club events. Photos from many of the events are posted on the TC Flickr feed at

<http://www.flickr.com/photos/texarkanacollege/sets/>. Three of the goals within Belief 1 are in progress and pending completion. (1C)

TC 2012 Mission Statement/Strategic Plan: Belief 2

In relation to Belief 2 impacting daily operations, the Leadership Team has led the important and

essential work to implement systems, standards, and policies that will ultimately result in the achievement of CAFR Financial Awards for excellence in [financial management and operations](#). ([Article on Audit Report](#)) In addition, department specific policies and procedures manuals were developed for the Admissions Office, Advising Office, Business Office, Financial Aid Office, and Institutional Research & Effectiveness Office to guide effective daily operations. In addition, TC has moved towards [Enterprise Resource Planning \(ERP\) independence](#) through continuous training of TC staff and a renegotiated ERP contract with Ellucian. Administrator officers led an initiative to establish a [100% Tobacco Free Campus](#) which was approved by the Board of Trustees in May 2012. Finally, TC has in place a Master Plan and is in progress with its Capital Improvement Plan. In addition, significant progress had been made in the implementation of a campus-wide energy management plan and efforts to Go Green! ([Facilities Status Report](#))

TC 2012 Mission Statement/Strategic Plan: Belief 3

Further, related to Belief 3 regarding community support for the institution, Texarkana College completed all requirements for the placement of a tax annexation election item on the ballot in the November 2012 election resulting in the TC Board of Trustees ordering the annexation item placed on the ballot for the election ([August 16, 2012 Board Packet](#)). In an amazing show of support, the community voted [YES for TC](#) and we [won the annexation election](#) thus providing an improved revenue stream for the institution. As part of the efforts surrounding the annexation election, the team re-established the [TC Alumni & Friends Association](#), and TC received incredible community support in the form of financial contributions either through the TC Foundation or directly to the institution. The team, in conjunction with Board efforts, launched the [TC Tomorrow Community Challenge](#) campaign for community fundraising in support of the College and raised more than \$2 million to date with the leading contribution made by TC's most famous alumnus, billionaire H. Ross Perot, in the amount of \$1 million with an additional \$4 million over the next four years in a matching contribution campaign which is designed to double the effects of the generous [Perot donation](#). ([Status 3B](#)) Building and renewing [relationships with our educational, corporate, and community partners](#) was essential to all of the above efforts. Overall, Texarkana College has achieved an incredible transformation of its level of community support in the past year.

TC 2012 Mission Statement/Strategic Plan: Belief 4

The TC Leadership Team has led efforts to achieve goals tied to Belief 4 regarding improvement of academic and workforce educational programs by securing several grants to fund the development

or improvement of programs. Specifically, the institution was awarded approximately \$1.6 million over a three year period as part of a [Health Professions Pathways \(H2P\) Consortium Grant](#) funded by the Department of Labor through Cincinnati State Technical and Community College to improve healthcare training and to develop or enhance industry recognizable stackable credentials to improve job placement for incumbent workers and new entering students. Another example of a grant obtained by TC is the [Jobs and Education for Texans \(JET\) grant](#) in which Texarkana College received funding of almost \$300,000 to modernize the existing Mechanic and Repair Technologies programs at the institution into a Multi-Craft Technology/Technicians program with special training in the Advanced Manufacturing areas of Instrumentation and Robotics. In addition, the institution purchased the online services of Career Coach which is designed to help students find good careers by providing the most current local data on wages, employment, job postings, and associated education and training as another critical effort to improve educational programs through more effective degree planning and job placement resources for students at TC. This was in direct correlation to Belief 4 that our academic and workforce programs provide a high return on investment related to the time and resources our community and students invest. TC [enrollment](#) in general and at [TC@TexAmericas](#) did not reach the numbers in the stated goals, however, work is in progress to [sustain and increase enrollment](#) at TC. ([TC 5 Year Enrollment Data](#)) Other stated goals are in progress but not at a level of fulfillment sufficient to consider noteworthy. ([TC Logistics Plan](#))

TC 2012 Mission Statement/Strategic Plan: Belief 5

Finally, in regards to Belief 5 related to the maintenance of well-qualified, competent employees, the Leadership Team implemented and completed an annual employee evaluation system that was developed with a strong degree of faculty involvement ([Evaluation Instruments](#), Link to Student Evaluations of Faculty: <https://www.texarkanacollege.edu/pages/139.asp>). In addition, an annual professional development plan was developed to provide on-campus training for employees and was scheduled to occur in the week prior to the beginning of the fall and spring semesters ([January 2012 Professional Development Agenda](#), August 2012 Professional Development Agenda – [Faculty](#), [Adjunct](#), [Staff](#)) In addition, the College provided professional development for faculty and staff in March 2012, *Introduction to Cooperative Learning for the Community College Classroom*, through the nationally recognized Patrick Henry Community College ***Southern Center for Active Learning Excellence***. ([ACL Workshop Evaluation Results](#)) Furthermore, professional development designed to provide a mature, consistent, and unified vision for leadership at TC was provided in July, 2012

through the internationally acclaimed Franklin Covey Institute on ***The 7 Habits of Highly Effective People***. All members of the Leadership Team participated in the ***The 7 Habits of Highly Effective People*** professional development hosted on campus for a total of thirty administrative, staff and faculty leaders over three days. The national trainer shared with TC participants that the collective summary of evaluations represented *the highest organizational score that she had ever seen in her work with Dr. Covey and his company*. The [TC Team Covey Evaluation Results](#) demonstrate the cohesion of the administrative leaders, faculty leaders, and staff at TC. In addition, TC provided a wide array of [Banner and IT training](#) and employees also pursued professional development through external opportunities such as conferences, workshops and webinars.

Although not complete, Texarkana College is in the process of updating our salary scale and compensation guide. Our current salary scale has been in effect since 2010 and is highly competitive for this area. The new plan will include a comprehensive salary compensation plan for both faculty and non-faculty, based on level of education, certification, and years of service to Texarkana College. Finally, in an Employee Satisfaction Survey, TC received a ranking of 4.43 out of 5 for Strongly Agree to the statement, “TC is the best higher education employer in North East Texas.” ([5D](#))



TEXARKANA
COLLEGE

2012

STRATEGIC PLAN

REPORT

Original Document



MISSION STATEMENT TEXARKANA COLLEGE

Texarkana College is a publicly-supported, two-year community college **Dedicated** to serving the educational needs of diverse individuals, businesses and the community through **Relevant** programs and services that are high quality, affordable and accessible. These programs are offered in an **Environment of Excellence** supported by a highly qualified, engaged and informed faculty and staff committed to promoting and increasing student **Achievement** and success in the development of knowledge and skills necessary for a rapidly changing world. **Measurable** student learning and institutional outcomes provide a culture of continuous improvement and data-driven decision making. In fulfillment of this mission, Texarkana College prepares individuals for **Success** in life and HOPE for a better tomorrow.





FIVE YEAR VISION TEXARKANA COLLEGE JANUARY 01, 2017

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PRESS RELEASE- January 01, 2017

Texarkana, Texas- Texarkana College announced at its regularly scheduled December Board meeting that the financial strength of the College was at the strongest point in its history. The audited financial statements as of August 31, 2017 showed the College's unrestricted balance at \$20 million. The CPA firm commended the College for having strong reserves, a clean audit, and documented and well-run internal controls. In addition, the affiliated Texarkana College Foundation finished the year with just over \$10 million in unrestricted reserves.

More importantly, several measures of Student Success also demonstrated the College's commitment to serve its community. TC was recognized with "Leader College" status in the nationally-recognized Achieving the Dream program, primarily because of the success of its groundbreaking College Success Strategies Initiative. This program included the Mathematics Initiative, which dramatically accelerated student completion of gateway math requirements, and the Collaborative Learning Initiative, which helped transform the classroom culture campus-wide. The combination of these programs enabled TC to increase four key benchmarks to their highest levels ever – student completion rate, fall-to-spring persistence rate, fall-to-fall persistence rate, and first-year passing rate in gatekeeper courses. In addition, the student success programs showed

widespread success.

During open forum, the Citizens in Support of Texarkana College PAC submitted a petition signed by more than three thousand voters asking for the College to call a bond issue to continue the College's expansion into the newly-reclaimed Beverly community and to further expand at the TC@TexAmericas site. The anticipated passage of this bond issue will enable TC to continue and expand its cutting edge programs and services provided for both the community and the growing student population – now at 12,000 per semester.

TC has received accolades for its development of the Sharing the Dream Campus Park. The seasonal showpiece has become the heart of community activities with its quarterly presentations featuring the Colors of Spring, Summer *Concert in the Park* Series, the Harvest Trail, and the Winter Fantasy of Lights.

In final action, the Faculty Association Chair presented the Board a Certificate of Appreciation recognizing that TC was ranked as the “Best Place to Work” among Northeast Texas community colleges.

The meeting closed with the reminder that the Distinguished Alumnus Banquet would be held in January. The Bulldog Alumni Association sent more than 25,000 invitations electronically to registered TC alumnus across the world. The highly anticipated event is hailed annually as a showcase for the power of partnerships between the College and community and business leaders.



BELIEF STATEMENTS

TEXARKANA COLLEGE

January 2012 – December 2012

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

Texarkana College will submit the application and supporting documentation to become a leader college in the national Achieving the Dream – Community Colleges Count initiative. Achievement of Leader College status will establish TC as a model in best practices for colleges across the nation in student success, persistence, and retention rates. According to national data, community colleges educate nearly half of all undergraduates in the country, yet fewer than half of these students who enter community college with the goal of earning a degree or certificate have met their goal six years later. The very foundation of our mission at TC and, ultimately, the economy depends on increasing student success and the completion of a credential. To support this endeavor, TC will create a new Division of Student Success and Library Services focused on improved and accelerated pathways for student completion. This new division will provide focused leadership to emphasize developmental education, as well as improved tutorial, research, and assistance services to students. A prime focus of this initiative will be to reach previously underserved and high risk populations to increase their successful completion rates. To provide greater access to higher education along with support for completion, TC will develop, submit, and receive approval from the Texas Higher Education Coordinating Board to begin the TC Early College High School. TC will expand the use of Open Source software and instructional materials to improve affordability and workflow for both students and employees. In efforts to reach institutional and state goals for *Closing the Gaps* student success measures, Texarkana College will increase the percent of graduates transferring to a four year institution from 7.1% to 12.1%, the percent of graduates with associate degrees or certificates from 21.1% to 26.1%, and the percent of workforce education graduates employed 87.9% to 90.9% as we move towards leading all Texas Community Colleges in these important areas. In addition, increased

student success strategies will greatly impact persistence rates for Texarkana College students. TC will implement enhanced Student Life and Engagement activities and increase student participation in those activities in our efforts to build an active and diverse collegiate culture. In order to make more informed and data driven decisions for the institution, Texarkana College will implement a Data Dashboard and create a Fact Book as a tool for faculty and staff to use to follow key indicators that measure student success. These tools not only will keep administration and faculty “in the know” on data trends to help formulate projections, but will serve as a guide to determine the need for development of new programs and interventions.

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

Focusing on continuous improvement of all critical institutional functions, Texarkana College administration will recommend to the Board of Trustees a deferred maintenance and replacement plan for the physical plant as well as the operating inventory. A capital improvement plan will be launched that will bring the Texarkana College campus to a level of excellence that meets industry standards. The plan includes moving toward environmental responsibility by designating 100% of our campus as tobacco free and assessing energy management initiatives. Progress towards ERP independence will be achieved by continuous training of Texarkana College Information Technology staff to allow them greater ability to make informed decisions for the institution. Financial responsibility underscores all functions of the College and, in 2012, Texarkana College administration will put systems, standards, and policies in place that will ultimately result in the achievement of CAFR Financial Awards for excellence in financial management and operations. Internal controls and operations will be improved with the development and/or creation of campus and department specific Policies and Procedures Manuals.

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.

Community support is paramount to the success of Texarkana College. As the leader in workforce training for our region, Texarkana College contributes a skilled and prepared labor pool to ensure a

solid economic forecast for our area. A key component in achieving success for every student and for our community is in maintaining a fiscally strong institution. A tax annexation election will be held in 2012 to seek approval within the TC service area for a sustained and expanded revenue source that will underpin growth and development to better meet the needs of the community. During the last several years, State appropriations have dwindled requiring Texarkana College to look strategically towards other revenue sources. Of all the higher education institutions in the Northeast Texas region, Texarkana College has the greatest impact on preparing individuals for entrance into the labor force yet the smallest return on investment when it comes to realized revenue from the service region. To be sustainable in the future, Texarkana College must gain the trust of the community and its stakeholders and secure tax revenue from the residents that benefit from the college's low tuition rate and convenient location. Texarkana College seeks to strengthen relationships within the community and build partnerships with business and industry. Over 21 community, corporate, and educational partners will be maintained or established in the coming year and many of these stakeholders will serve as advisors to the College on community advisory committees and as members of the Texarkana College Foundation Board. Through renewed interest and activity of the Texarkana College Foundation Board members, retained net assets of the Foundation will exceed 5 million with a plan in progress to increase those assets to more than 10 million over the next five years. One catalyst for growth in the College endowment will be the targeted outreach to thousands of Texarkana College alumni to seek their commitment to financially support the continuance of the legacy of the institution. Through this outreach, the Texarkana College Alumni & Affiliated Friends Association will reach more than 2,500 members within the next year to provide a network of support for the institution. As demonstrated in our mission statement, Texarkana College strives to "provide HOPE for a better tomorrow." In doing so, it is the desire of the institution to reach beyond its physical boundaries and be a driving force behind the revitalization of historical neighborhoods that lie just beyond the perimeter of our campus. It is the goal of Texarkana College to ultimately revitalize up to 50% of the Beverly community and help restore the neighborhood to a safe and vital location in the heart of our community. To initiate this effort, Texarkana College will create and receive Board of Trustees approval for a Revitalization Master Plan and unveil its plan for community outreach through the Sharing the Dream Campus Park. This visionary endeavor will serve the greater Texarkana region by providing a destination location for the tourism and convention industry, by providing citizens of the region access to seasonal community displays and events, by providing TC students an opportunity to participate in

project-based learning and community service with an emphasis on diversity and cultural awareness.

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

Strategically located in the TexAmericas Center, Texarkana College's new training site, TC @TexAmerica will reach 1,000 students through training, certificate and degree course offerings. The geographic location of this site provides greater access to rural, western Bowie County whose residents are underserved in access to higher education opportunities. This development will be an economic driver for the region, and will provide continuous support to on-going training efforts at Red River Army Depot and contractors at TexAmericas site. In addition, the Business and Technology Division will be re-tooled and aligned with industry to provide cutting-edge training needed to build leaders for our community and to provide skills for the competitive job market. To meet the growing needs of the community and the forecasted highway and transportation systems converging in Texarkana MSA, the TC Logistics Management program will be developed, approved by the Texas Higher Education Coordinating Board, and funded for implementation by key stakeholders. This new program will serve as an economic driver for the recruitment of two new manufacturers and three warehousing and/or distribution centers to our region.

TC will develop, submit, and receive approval for a new Associate of Arts in Teaching with a STEM emphasis. Teacher preparation in high need fields such as mathematics and science is critical to the foundation of a highly trained workforce and for the emerging STEM programs in regional P-16 educational institutions. In addition, TC will begin implementation of the Health Professions Pathways (H2P) Consortium Grant to build capacity of community colleges to better prepare students to enter health care professions with stackable credentials and competencies needed by industry. In further efforts to provide stackable credentials, TC will develop, submit, and receive approval for Level 2 Certificate programs. Texarkana College will continue to develop innovative ways of program delivery including: distance education initiatives, fortified relationships with dual credit partners, and memorandums of understanding with four year institutions to provide seamless transfer. Through these efforts, TC will enroll over 10,000 students each semester in full- and part-

time academic and workforce programs, including dual credit and continuing education students.

BELIEF 5: We believe a diverse population of well-qualified, competent, committed and caring faculty and staff members who are engaged and informed are paramount to supporting and attaining student success.

Having a great college experience as a student includes more than making the grade in the classroom. A quality experience includes interaction with a diverse, engaged and committed faculty and staff that have student success as their main priority. In an effort to ensure all students encounter factors that lead to a satisfying and valuable experience, Texarkana College administration will adopt a Professional Development Plan in 2012 that emphasizes student engagement and collaborative learning as well as preparation to use data tools to evaluate the effectiveness of courses being taught. The Texarkana College Board of Trustees recognizes that faculty and staff is the institution's most valuable asset and in order to provide support for their efforts, the TC Administration will recommend a Compensation Guide to the Board of Trustees for approval to ensure fair pay for all employees. It is a long-term goal of the Board of Trustees to establish precedence for equitable pay for all faculty and staff, for the faculty and staff to be reflective of the demographics of the community, and for TC to be rated as the "Best Place to Work" among all community colleges in the Northeast Texas region. Also in 2012, the annual employee evaluation process will be completed to provide all TC Faculty and Staff with feedback from their supervisors to guide them towards reaching their full potential. Through continuous efforts toward providing professional development and competitive wages for all employees, Texarkana College strives to provide the best learning environment and experience for all students leading to a community of achievement.



12 MONTH GOALS TEXARKANA COLLEGE January 2012 – December 2012

BELIEF 1: We believe student success and the completion agenda must be the highest priority at Texarkana College.

1A. TC will develop, submit, and receive approval for the TC Early College High School.

1B. TC will increase the offerings of Student Life activities and increase participation in those activities which will lead to a more active and diverse collegiate culture.

1C. TC will increase

- the percent of graduates transferring to a four year institution from 7.1% to 12.1%,
- the percent of graduates with associate degrees or certificates from 21.1% to 26.1%, and
- the percent of workforce education graduates employed from 87.9% to 90.9% as we move towards leading all Texas Community Colleges in these important areas.

1D. TC will develop and implement a Data Dashboard and a Fact Book for continuous data-driven decision making.

1E. Texarkana College will submit the application and supporting documentation to become a leader college in the national Achieving the Dream – Community Colleges Count initiative.

1F. TC will create a Division of Student Success and Library Services to provide focused leadership for developmental education, including increased and improved tutorial, research, and assistance services to students.

1G. TC will expand the use of Open Source software and instructional materials to improve affordability and workflow for both students and employees.

BELIEF 2: We believe that Texarkana College must restore daily operations to a system of excellence in the areas of financial management, aesthetically pleasing facilities/grounds, and a safe/secure learning environment.

2A. TC will put systems, standards, and policies in place that will ultimately result in the achievement of CAFR Financial Awards for excellence in financial management and operations.

2B. TC will develop and receive Board of Trustees approval for a 20 year replacement plan.

2C. TC will move towards ERP independence through continuous training of Texarkana College Information Technology staff to allow them greater ability to make informed decisions for the institution.

2D. TC will complete and receive Board of Trustees approval for its first major Capital Improvement Plan.

2E. TC will implement a campus-wide energy management program.

2F. TC will establish a 100% Smoke Free Campus.

2G. TC will develop campus and department specific Policies and Procedures Manuals.

BELIEF 3: We believe that Texarkana College must be sustained and that community trust and support are critical to the success of our College.

3A. TC will establish / maintain relationships with over twenty-one (21) community, corporate, and educational partners.

3B. The net assets of the TC Foundation will exceed \$5 million with an established plan in progress to work towards exceeding \$10 million.

3C. TC will create and receive Board approval for a Revitalization Master Plan to lead in the revitalization of up to 50% of the surrounding Beverly community.

3D. TC will re-establish its Alumni & Affiliated Friends Association and achieve a membership of 2,500.

3E. A tax annexation election will be held in 2012 to seek approval within the TC service area for a sustained and expanded revenue source that will underpin growth and development to better meet the needs of the community.

BELIEF 4: We believe that Texarkana College is the economic engine of our area and that all academic and workforce programs offered must be top quality and provide a high return on investment related to the time and resources our community and students invest.

4A. TC will enroll over 10,000 students each semester in full- and part-time academic and workforce programs, as well as continuing education students.

4B. TC@TexAmericas will reach 1,000 students through training, certificate and degree course offerings.

4C. The TC Logistics Management program, designed to serve as an economic driver for new businesses, will be developed, approved and funded for implementation. This new program will serve as an economic driver for the recruitment of two new manufacturers and three warehousing and/or distribution centers to our region.

4D. TC will develop, submit, and receive approval for a new Associate of Arts in Teaching with a STEM emphasis.

4E. TC Business and Technology Division will be re-tooled and aligned with industry need to provide cutting-edge training needed to build leaders for our community and to provide skills for the competitive job market.

4F. TC will develop, submit, and receive approval for Level 2 Certificate programs.

4G. TC will begin implementation of the Health Professions Pathways (H2P) Consortium Grant.

BELIEF 5: We believe a diverse population of well-qualified, competent, committed and caring faculty and staff members who are engaged and informed are paramount to supporting and attaining student success.

5A. TC will finalize a Compensation Guide and receive approval from the Board of Trustees.

5B. TC will conduct employee evaluations with 100% of all TC Faculty and Staff evaluated and feedback by supervisor provided.

5C. TC Professional Development Plan will be developed through a committee process and approved.

5D. TC Faculty will be ranked the “Best Place to Work” in the Northeast Texas region of community colleges.