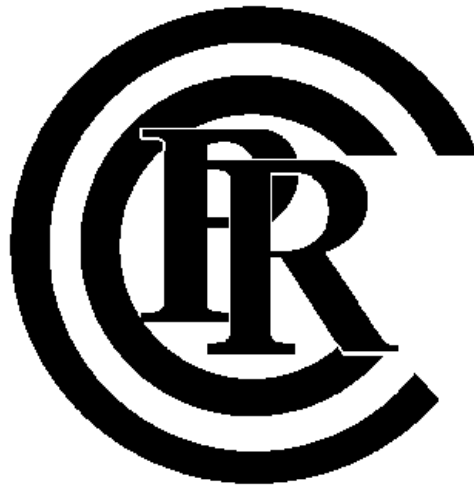


**STRATEGIC PLAN  
and  
INTERNAL PERFORMANCE INDICATORS**

**2015 - 2018**



**PEARL RIVER COMMUNITY COLLEGE**

**POPLARVILLE - HATTIESBURG - WAVELAND  
MISSISSIPPI**

**STRATEGIC PLAN  
and  
INTERNAL PERFORMANCE INDICATORS**

**2015 - 2018**

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**PRESIDENT'S  
LETTER**

## **Letter from Dr. William A. Lewis, President**

My how time flies. In August of this year (just a couple of months away), it will have been a decade since Hurricane Katrina devastated south Mississippi including Pearl River Community College. At the beginning of this school year, the college moved into our last “Katrina-rebuild project, White Coliseum.

The silver lining in the storm’s devastation is found in the beautiful new facilities that have been built on the Poplarville campus and the transformation that these new facilities have made in the development of this campus.

We are proud of the difference that these new facilities are making in the learning environment for this campus. In an effort to recognize the decade-long progress that has been made in rebuilding the college from the massive destruction that Katrina brought with her landfall, a special commemorative ceremony will be held in Malone Chapel in August.

The college’s fledgling Honors Institute is attracting a growing number of outstanding students with high academic performance records. These students are offered opportunities for rigorous classroom experiences that foster their intellectual growth. Special learning experiences provide opportunities to understand the abundance of employment opportunities that await these special students as they progress in their academic programs.

One such example is the Honors Institute Lecture Series that has been sponsored by the Lower Pearl River Valley Foundation. This year’s special guests were ABC television special reporter, John Quinones, who enlightened these students with his wealth of knowledge of world events that he has experienced during his career, and Ron Jewell who brought his one-man show, Mark Twain at Large, to PRCC.

In an effort to fulfill a commitment to provide our students with exposure to supplemental learning outside of the formal classroom experiences, the college continued to provide special learning experiences for all of its students. Bobby Bowden, former Florida State University football coach, was on campus to provide an inspirational message to PRCC students and area high school students who participate in the Fellowship of Christian Athletes (FCA). Also, the Mississippi Court of Appeals held arguments in a case that was before the Court and opened the arguments to our students and the public in a special session held in the Brownstone Center.

Pearl River Community College continues its goal of providing quality learning experiences for all who come to the college seeking to improve their opportunities for a successful and productive life. Pearl River is committed to providing superior learning opportunities through a high quality of classroom instruction, enhanced learning facilities, personalized services for every student and a safe and secure learning environment.

One sign of the college’s commitment to improvement was the development this past year of an alliance with Ellucian Technology Solutions as the institution’s technology services provider. This alliance will lead to the college being on the cutting edge of high quality and progressive technology opportunities for students and employees.

Pearl River Community College practices a continuous improvement model in its efforts to provide quality programs and services for students, employees and visitors. In pursuit of our long-standing moniker of moving from being a “good to a great institution,” Pearl River Community College is committed to providing every student with an opportunity to thrive. We believe that there is an abundance of evidence that our students are doing well in this pursuit.

**HISTORY**  
**of**  
**PEARL RIVER**  
**COMMUNITY COLLEGE**

## HISTORY OF PEARL RIVER COMMUNITY COLLEGE

Pearl River Community College (PRCC) is among the oldest colleges of its kind in the South and is the pioneer junior college in Mississippi. PRCC began its journey as the State's first county agricultural high school in the first decade of the twentieth century and has since been a pathfinder for advanced education in South Mississippi.

Pearl River County Agricultural High School (PRCAHS), the first in the State, opened its doors in 1909. For the first eleven years, the school was devoted solely to educating high school age students in academic studies and in agricultural and home sciences. In 1921, PRCAHS became the first agricultural high school to offer freshman college courses, and was soon renamed Pearl River Junior College. The institution's name was changed to Pearl River Community College on July 1, 1988. The name change reflects the comprehensive academic, career, technical, and community services programs that are offered through the College.

The College operates multi-instructional sites. A post-secondary vocational-technical center was built in 1969 in Hattiesburg and developed into the Pearl River Community College Forrest County Center. This facility has been expanded several times, with the most recent addition being a new Career Education Building that opened in 2013. The Hancock Center opened in Waveland in January 2005, only to be destroyed by Hurricane Katrina on August 29, 2005. The Hancock Center reopened in late 2006. The Lowery A. Woodall Advanced Technology Center opened in Hattiesburg in October 2004.

# **FINANCIAL OVERVIEW**

**Pearl River Community College  
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2015-2016**

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**Pearl River Community College**  
**Current Unrestricted Funds**  
**Summary Statement of Revenues and Expenditures**  
**For the Years Ended 2014-2015 and 2015-2016**

	<u>2014-2015</u>	<u>% To Total</u>	<u>2015-2016</u>	<u>% To Total</u>	<u>Increase (Decrease)</u>
<b>Revenues</b>					
Student Fees	14,119,097	39.11%	13,422,768	35.83%	(696,329)
County Support	3,104,587	8.60%	3,104,587	8.29%	0
State Support	17,724,590	49.10%	18,190,275	48.55%	465,685
Federal Support	382,863	1.06%	364,208	0.97%	(18,655)
Private Gifts, Grants, and Contracts	420,998	1.17%	490,745	1.31%	69,747
Investment Income	42,087	0.12%	30,184	0.08%	(11,903)
Sales and Svc of Educ Activities	148,268	0.41%	187,822	0.50%	39,554
Other Sources	157,268	0.44%	1,674,832	4.47%	1,517,564
<b>Total Revenues</b>	<b><u>36,099,758</u></b>	<b><u>100.00%</u></b>	<b><u>37,465,421</u></b>	<b><u>100.00%</u></b>	<b><u>1,365,663</u></b>
<b>Expenditures</b>					
Instructional - Academic	9,426,909	26.11%	9,476,222	25.29%	49,313
Instructional - Career Technical	5,830,304	16.15%	5,722,695	15.27%	(107,609)
Instructional - Parttime/Adjuncts	2,277,401	6.31%	2,277,401	6.08%	0
Instructional Support - Library	1,128,092	3.12%	1,147,936	3.06%	19,844
Student Services	4,363,421	12.09%	4,515,611	12.05%	152,190
Institutional Support	8,313,620	23.03%	9,536,989	25.46%	1,223,369
Operation of Plant	4,760,011	13.19%	4,788,567	12.78%	28,556
<b>Total Expenditures</b>	<b><u>36,099,758</u></b>	<b><u>100.00%</u></b>	<b><u>37,465,421</u></b>	<b><u>100.00%</u></b>	<b><u>1,365,663</u></b>

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Revenue**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
<b>Educational Revenues</b>			
Student Fees			
Academic			
Full Time Tuition - A.D.N.	971,875	873,750	(98,125)
Part Time Tuition - A.D.N.	205,920	283,192	77,272
Full Time Tuition - IS	5,981,655	5,600,581	(381,074)
Part Time Tuition - IS	1,272,397	1,286,729	14,332
Full Time Tuition - OS	216,100	214,399	(1,701)
Part Time Tuition - OS	55,433	44,706	(10,727)
Full Time Fees - OS	208,326	193,123	(15,203)
Part Time Fees - OS	48,650	38,620	(10,030)
Lab Fees	476,743	513,080	36,337
Technology Fee	167,075	164,350	(2,725)
Registration Fee	167,075	164,250	(2,825)
<b>Total Academic</b>	<b>9,771,249</b>	<b>9,376,780</b>	<b>(394,469)</b>
Vocational			
Full Time Tuition - IS	742,209	619,886	(122,323)
Part Time Tuition - IS	56,000	35,031	(20,969)
Full time Tuition - OS	10,775	7,850	(2,925)
Part Time Tuition - OS	0	690	690
Full Time Fees - OS	11,177	7,194	(3,983)
Part Time Fees - OS	0	600	600
Program and Course Fees	161,298	162,375	1,077
Technology Fee	15,550	13,225	(2,325)
Registration Fee	15,550	13,225	(2,325)
Other Fees - Nursing Assistant Program	71,500	65,820	(5,680)
<b>Total Vocational</b>	<b>1,084,059</b>	<b>925,896</b>	<b>(158,163)</b>
Technical			
Full Time Tuition - IS	1,881,781	1,815,240	(66,541)
Part Time Tuition - IS	265,598	241,909	(23,689)
Full time Tuition - OS	61,125	68,800	7,675
Part Time Tuition - OS	8,855	7,733	(1,122)
Full Time Fee - OS	77,961	71,940	(6,021)
Part Time Fees - OS	13,400	18,625	5,225
Program and Course Fees	433,252	419,504	(13,748)
Technology Fee	57,800	56,025	(1,775)
Registration Fee	57,800	56,025	(1,775)
<b>Total Technical</b>	<b>2,857,572</b>	<b>2,755,801</b>	<b>(101,771)</b>

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Revenue**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
<b>Other Student Fees</b>			
Transcripts	40,309	39,757	(552)
ACT/GED Testing	65,450	18,357	(47,093)
ID Card Fees	13,103	13,382	279
VCC Fees	249,655	271,295	21,640
Deferment Fees	37,700	21,500	(16,200)
	<u>406,217</u>	<u>364,291</u>	<u>(41,926)</u>
<b>Total Other Student Fees</b>	<b>406,217</b>	<b>364,291</b>	<b>(41,926)</b>
<b>Total Student Fees</b>	<b>14,119,097</b>	<b>13,422,768</b>	<b>(696,329)</b>
<b>General Revenues</b>			
<b>County Support</b>			
Forrest	557,687	557,687	0
Hancock	980,000	980,000	0
Jefferson Davis	109,900	109,900	0
Lamar	493,000	493,000	0
Marion	264,000	264,000	0
Pearl River	700,000	700,000	0
	<u>3,104,587</u>	<u>3,104,587</u>	<u>0</u>
<b>Total County Support</b>	<b>3,104,587</b>	<b>3,104,587</b>	<b>0</b>
<b>State Support</b>			
General			
General Appropriations	10,305,078	10,728,275	423,197
Health Insurance	1,643,966	1,609,364	(34,602)
Technology Appropriation	179,652	212,580	32,928
Dropout Recovery Pilot	200,000	200,000	0
A.D.N. Funding	166,364	166,012	(352)
One Stop Career Center	300,000	300,000	0
Advanced Tech Center	150,000	150,000	0
EEF	2,689,561	2,712,543	22,982
Other State Revenue			
Vocational Salary Reimbursement	2,089,969	2,111,501	21,532
	<u>17,724,590</u>	<u>18,190,275</u>	<u>465,685</u>
<b>Total State Support</b>	<b>17,724,590</b>	<b>18,190,275</b>	<b>465,685</b>
<b>Federal Support</b>			
Vocational Program Reimb/Equipment	206,867	183,852	(23,015)
Vocational Program Reimb/Other Cost	50,500	50,500	0
Vocational Program Salary Reimb Other	101,592	105,952	4,360
Recovery of Admin Costs	23,904	23,904	0
	<u>23,904</u>	<u>23,904</u>	<u>0</u>

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Revenue**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
<b>Total Federal Support</b>	<b>382,863</b>	<b>364,208</b>	<b>(18,655)</b>
<b>Private Gifts, Grants and Contracts</b>			
Outside Scholarships	420,998	490,745	69,747
<b>Investment Income</b>			
Interest Income	42,087	30,184	(11,903)
<b>Sales &amp; Services of Educational Activities</b>			
Child Care Revenue	20,670	52,525	31,855
Wellness Center Usage Fees	14,520	3,930	(10,590)
Gate Receipts	34,941	27,421	(7,520)
Season Ticket Sales	8,917	5,429	(3,488)
Ad Sales	5,410	5,865	455
Program Sales	915	480	(435)
Barbering Revenue	1,515	2,293	778
Cosmetology Revenue	14,291	13,834	(457)
CD Annuals	20,460	19,458	(1,002)
Vending	9,624	9,140	(484)
Brownstone Ticket Sales	0	34,847	34,847
Vo-Tech Service Income	17,005	12,600	(4,405)
<b>Total Sales &amp; Svc of Ed Activities</b>	<b>148,268</b>	<b>187,822</b>	<b>39,554</b>
<b>Other Sources</b>			
Traffic Violations	47,008	69,762	22,754
Parking Permits	51,466	52,890	1,424
Other Income	11,200	15,462	4,262
Due from Foundation	38,494	22,800	(15,694)
Truckdriving Testing	8,000	7,270	(730)
Brownstone Rental	0	12,980	12,980
Transfer from Auxiliary (Ellucian Contract)	0	1,492,568	1,492,568
Cash Short/Over	1,100	1,100	0
<b>Total Other Sources</b>	<b>157,268</b>	<b>1,674,832</b>	<b>1,517,564</b>
<b>Total Educational and General Revenues</b>	<b>36,099,758</b>	<b>37,465,421</b>	<b>1,365,663</b>

**Pearl River Community college  
Current Unrestricted Funds  
Schedule of Expenditures by Object**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Salaries	18,675,157	18,446,594	(228,563)
Fringe Benefits	5,973,975	5,929,552	(44,423)
Work Study/Peer Tutors	183,072	198,297	15,225
Postage	40,400	40,400	0
Printing and Reproduction Service	34,537	34,537	0
Repairs and Maintenance	261,377	261,377	0
Service Contracts on Equipment	355,500	355,500	0
Utilities			
Cable Cost	1,200	1,200	0
Telephone	185,308	185,308	0
Electricity	1,276,317	1,276,317	0
Gas	214,259	214,259	0
Water	179,119	179,119	0
Waste Disposal	86,597	86,597	0
Student Testing Fees	46,150	46,150	0
Equipment and Other Rentals	383,567	388,367	4,800
Insurance	1,167,175	1,167,175	0
Professional Fees	540,864	2,468,304	1,927,440
Medical Services	17,954	17,954	0
Other Contractual Services	38,070	38,070	0
Advertising	92,960	92,960	0
Dues, Subscriptions, and Licenses	418,469	418,469	0
Educational Supplies	297,866	297,866	0
Office Supplies	117,065	117,065	0
Building and Construction Supplies	189,926	189,926	0

**Pearl River Community college  
Current Unrestricted Funds  
Schedule of Expenditures by Object**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Janitorial Supplies	79,144	79,144	0
Automotive Supplies	21,650	21,650	0
Landscaping Supplies	15,253	15,253	0
Gas, Oil, and Diesel	98,126	98,126	0
Computer Software	11,420	11,420	0
Other Supplies	146,471	152,070	5,599
Printing and Binding Supplies	2,865	2,865	0
Interest and Late Charges	142	142	0
Scholarships	2,661,532	2,661,532	0
Vehicle Tags, Taxes, Etc.	3,755	3,755	0
Bad Debts (Student Accts Receivable)	862,301	562,301	(300,000)
Miscellaneous Expense	50,401	50,401	0
Meal Expense	136,655	137,255	600
Uniforms	104,227	104,227	0
Medical Supplies	8,649	8,649	0
Minor Equipment	87,680	87,680	0
In State Travel	225,425	233,425	8,000
Out of State Travel	150,733	150,733	0
Equipment	255,127	255,127	0
State Reimb Equip/Travel/Other Cost	257,367	234,352	(23,015)
Library Books	23,951	23,951	0

**Pearl River Community college**  
**Current Unrestricted Funds**  
**Schedule of Expenditures by Object**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Transfers Out	<u>120,000</u>	<u>120,000</u>	<u>0</u>
<b>Total Expenditures by Object</b>	<b><u><u>36,099,758</u></u></b>	<b><u><u>37,465,421</u></u></b>	<b><u><u>1,365,663</u></u></b>

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Expenditures by Function**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
<b>Academic Instruction</b>			
<b>Poplarville</b>			
Honors Institute	41,321	42,004	683
Theatre	8,042	8,042	0
Communications	205,864	209,467	3,603
String of Pearls	69,158	69,158	0
Art	78,761	80,036	1,275
Band	455,636	491,602	35,966
Chorus	256,548	257,899	1,351
Music	446,495	376,985	(69,510)
Wellness/Health & Phys Ed	576,773	609,272	32,499
Associate Degree Nursing	2,089,169	2,100,602	11,433
Business	164,971	167,766	2,795
Mathematical Sciences	957,969	974,369	16,400
Sciences	717,286	668,855	(48,431)
English	544,521	553,511	8,990
Reading	62,472	63,611	1,139
Criminal Justice	53,527	54,489	962
Foreign Language	68,692	69,910	1,218
Social Sciences	502,043	511,420	9,377
Journalism	3,563	3,563	0
<b>Total Academic Instruction - Poplarville</b>	<b>7,302,811</b>	<b>7,312,561</b>	<b>9,750</b>
<b>Forrest County</b>			
Communications	113,536	115,657	2,121
Music	27,054	27,546	492
Wellness/Health & Phys Ed	70,368	71,518	1,150
Mathematical Sciences	511,165	527,804	16,639
Sciences	267,132	277,988	10,856
English	299,848	288,939	(10,909)
Criminal Justice	79,955	81,376	1,421
Foreign Language	65,443	66,646	1,203
Social Sciences	336,080	345,593	9,513
<b>Total Academic Instruction - Forrest County</b>	<b>1,770,581</b>	<b>1,803,067</b>	<b>32,486</b>
<b>Hancock Center</b>			
Communications	50,306	56,576	6,270
Mathematical Sciences	123,151	125,360	2,209
Sciences	2,200	2,200	0
English	54,882	50,486	(4,396)
Social Sciences	122,978	125,972	2,994



**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Expenditures by Function**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Total Academic Instruction - Hancock Center	353,517	360,594	7,077
<b>Total Academic Instruction</b>	<b>9,426,909</b>	<b>9,476,222</b>	<b>49,313</b>
<b>Career Technical Instruction</b>			
<b>Poplarville</b>			
Director's Office	280,435	281,168	733
Automotive Mechanics Technology	123,972	125,925	1,953
Electrical Technology	152,953	155,735	2,782
Construction Management Technology	58,234	59,161	927
Block, Brick, & Stone Masonry	64,682	65,750	1,068
HVAC & Refrigeration Maintenance	58,124	59,011	887
Cosmetology	60,860	61,827	967
Barbering	66,527	58,087	(8,440)
Precision Machining Technology	65,829	66,869	1,040
Welding & Cutting	125,895	127,805	1,910
Practical Nursing	177,433	147,093	(30,340)
Commercial Truck Driving	95,713	97,155	1,442
Business Office Systems Technology	162,115	169,210	7,095
Computer Technology	82,487	64,358	(18,129)
Marketing & Management Technology	105,026	107,661	2,635
Computer Networking Technology	52,403	53,304	901
Utility Lineman Technology	141,758	143,192	1,434
Construction/Heavy Equipment Technology	85,521	86,825	1,304
Early Childhood Education Technology	121,978	124,145	2,167
Early Childhood Tech Lab	82,460	87,684	5,224
Instrumentation Technology	99,435	101,113	1,678
Electronics Technology	122,697	124,791	2,094
Drafting & Design Technology	128,465	101,409	(27,056)
100% Equip/Travel/Aids Reimb by State	157,620	143,811	(13,809)
<b>Total Career Technical Instruction Poplarville</b>	<b>2,672,622</b>	<b>2,613,089</b>	<b>(59,533)</b>
<b>Forrest County</b>			
Director's Office	580,183	548,124	(32,059)
HVAC & Refrigeration Maintenance	73,074	74,246	1,172
Welding & Cutting	67,161	60,951	(6,210)
Business Office Systems Technology	129,458	131,680	2,222
Computer Servicing Technology	36,058	36,606	548
Electronics Technology	55,917	56,851	934
Commercial Truck Driving	89,874	91,201	1,327
Allied Health Programs			

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Expenditures by Function**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Practical Nursing	247,837	210,877	(36,960)
Dental Assisting	108,836	110,675	1,839
Surgical Technology	138,492	140,829	2,337
Nursing Assistant	75,546	76,885	1,339
Physical Therapist Assistant	282,181	287,200	5,019
Medical Lab Tech	163,145	165,974	2,829
Respiratory Therapy Tech	221,335	225,205	3,870
Dental Hygiene	304,041	308,831	4,790
Occupational Therapy	220,576	224,337	3,761
Medical Radiologic Technology	203,410	206,963	3,553
100% Equip/Travel/Aids Reimb by State	99,747	90,541	(9,206)
<b>Total Career Technical Instruction Hattiesburg</b>	<b>3,096,871</b>	<b>3,047,976</b>	<b>(48,895)</b>
Hancock			
Welding & Cutting	60,811	61,630	819
<b>Total Career Technical Instruction</b>	<b>5,830,304</b>	<b>5,722,695</b>	<b>(107,609)</b>
<b>Adjuncts/Parttime/Overloads/Scholarships</b>	<b>2,277,401</b>	<b>2,277,401</b>	<b>0</b>
<b>Total Instruction</b>	<b>17,534,614</b>	<b>17,476,318</b>	<b>(58,296)</b>
<b>Instructional Support Library and Learning Lab</b>			
Poplarville	753,645	763,205	9,560
Forrest County	332,850	342,606	9,756
Hancock County	41,597	42,125	528
<b>Total Instructional Support Library</b>	<b>1,128,092</b>	<b>1,147,936</b>	<b>19,844</b>
<b>Student Services</b>			
Vice President of Student Affairs	188,761	164,626	(24,135)
Admissions	262,731	266,874	4,143
Financial Aid	398,458	402,931	4,473
Counseling Center - Poplarville	423,398	411,703	(11,695)
Counseling Center - Hattiesburg	347,653	317,812	(29,841)
ACT/GED Testing Service - Poplarville	38,301	38,301	0
ACT/GED Testing Service - Hattiesburg	5,000	5,000	0
QEP - First Year Experience	0	183,525	183,525
Student Success Center	378,219	351,419	(26,800)
Student Publications/Year Disk	15,007	15,007	0
Athletic Director	234,891	198,254	(36,637)
Athletic Medical Supplies	10,271	10,271	0

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Expenditures by Function**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Football	567,447	581,830	14,383
Men's Basketball	204,123	204,835	712
Women's Basketball	143,230	148,207	4,977
Men's Baseball	165,128	166,371	1,243
Women's Softball	157,623	158,813	1,190
Men's Soccer	82,855	83,104	249
Women's Soccer	110,443	111,097	654
Athletics/Student Services	168,274	145,758	(22,516)
Recruitment	193,767	187,386	(6,381)
Parade of Beauties	950	950	0
Cheerleaders	51,977	51,971	(6)
Graduation	35,529	35,529	0
Homecoming	8,647	8,647	0
School Nurse	56,534	57,487	953
Student Life - Poplarville	91,048	184,747	93,699
Student Life - Hattiesburg	1,250	1,250	0
Student Life - Hancock	525	525	0
Student Government Association	8,215	8,215	0
Phi Theta Kappa - Poplarville	6,583	6,583	0
Phi Theta Kappa - Hattiesburg	6,583	6,583	0
<b>Total Student Services</b>	<b>4,363,421</b>	<b>4,515,611</b>	<b>152,190</b>
<b>Institutional Support</b>			
Board of Trustees	21,891	21,891	0
Office of the President	451,785	498,233	46,448
Vice President for Instruction	219,871	223,055	3,184
AEOP	3,800	3,800	0
Performing Arts Center	38,000	102,637	64,637
Information Technology	1,060,610	2,470,209	1,409,599
Economic and Community Development	386,817	393,745	6,928
Planning and Research	184,522	187,433	2,911
eLearning Office	260,951	264,836	3,885
Grant Expense	97,919	7,919	(90,000)
Disability Services	11,250	11,250	0
Public Relations and Printing	413,553	428,738	15,185
Business Office	600,859	610,637	9,778
Business Office - Forrest County	28,628	29,099	471
Transfers to Grants and Restricted Funds	120,000	120,000	0
Student Accounts Bad Debts	862,301	562,301	(300,000)
General Administration	2,017,979	2,017,979	0
Foundation and Alumni	210,354	208,101	(2,253)
Institutional Research	119,803	154,300	34,497

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Expenditures by Function**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Institutional Effectiveness	53,606	54,360	754
Campus Police (Poplarville)	420,241	426,117	5,876
Campus Police (Hattiesburg)	173,757	176,039	2,282
Campus Police (Hancock)	36,859	41,108	4,249
ADA Coordinator	12,057	12,057	0
Drop Out Recovery Program	200,000	200,000	0
Director - Hancock County Campus	140,703	142,930	2,227
Woodall Center	160,504	163,215	2,711
Woodall Center - Security	5,000	5,000	0
<b>Total Institutional Support</b>	<b>8,313,620</b>	<b>9,536,989</b>	<b>1,223,369</b>
<b>Operation of Plant</b>			
<b>Poplarville</b>			
Janitorial	672,632	685,754	13,122
Building Maintenance	983,451	998,013	14,562
Grounds	307,263	303,615	(3,648)
Utilities	1,448,179	1,448,179	0
Vehicle Maintenance	204,533	206,148	1,615
<b>Total Operation of Plant - Poplarville</b>	<b>3,616,058</b>	<b>3,641,709</b>	<b>25,651</b>
<b>Forrest County</b>			
Janitorial	170,049	173,759	3,710
Building Maintenance	152,353	149,532	(2,821)
Grounds	68,995	70,105	1,110
Utilities	347,955	347,955	0
<b>Total Operation of Plant - Forrest County</b>	<b>739,352</b>	<b>741,351</b>	<b>1,999</b>
<b>Hancock Center</b>			
Janitorial	19,360	19,360	0
Building Maintenance	146,500	146,500	0
Utilities	38,631	38,631	0
<b>Total Operation of Plant - Hancock Center</b>	<b>204,491</b>	<b>204,491</b>	<b>0</b>
<b>Woodall Center</b>			
Janitorial	59,854	60,760	906
Building Maintenance	12,840	12,840	0
Utilities	127,416	127,416	0
<b>Total Operation of Plant - Woodall Center</b>	<b>200,110</b>	<b>201,016</b>	<b>906</b>

**Pearl River Community College  
Current Unrestricted Funds  
Schedule of Expenditures by Function**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
<b>Total Operation of Plant</b>	<u>4,760,011</u>	<u>4,788,567</u>	<u>28,556</u>
<b>Total Unrestricted Current Fund Expenditures</b>	<u><u>36,099,758</u></u>	<u><u>37,465,421</u></u>	<u><u>1,365,663</u></u>

**Pearl River Community College  
Auxiliary Funds  
Schedule of Revenues and Expenditures**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
<b>Revenues</b>			
<b>Food Service</b>			
Meal Tickets	1,408,000	1,506,000	98,000
Other Income	<u>35,000</u>	<u>44,000</u>	<u>9,000</u>
Total Food Service	1,443,000	1,550,000	107,000
<b>Residential Facilities</b>			
Room Rentals	1,650,000	1,700,000	50,000
Other Income	<u>8,545</u>	<u>14,000</u>	<u>5,455</u>
Total Residential Facilities	1,658,545	1,714,000	55,455
<b>Bookstore (Pearl River and Forrest County)</b>			
Book Sales	2,013,356	1,775,751	(237,605)
Merchandise Sales	740,436	576,736	(163,700)
Rental Book Fees	290,000	320,000	30,000
Non-Taxable Sales	6,347	21,000	14,653
Other Income	<u>168,608</u>	<u>103,780</u>	<u>(64,828)</u>
Total Bookstore	<u>3,218,747</u>	<u>2,797,267</u>	<u>(421,480)</u>
<b>Total Auxiliary Revenues</b>	<b>6,320,292</b>	<b>6,061,267</b>	<b>(259,025)</b>
<b>Expenditures</b>			
<b>Food Service</b>			
Contract Cost	1,276,118	1,196,942	(79,176)
Equipment Rental	612	800	188
Repairs	14,000	10,000	(4,000)
Other Supplies	<u>4,000</u>	<u>18,000</u>	<u>14,000</u>
Total Food Service	1,294,730	1,225,742	(68,988)
<b>Residential Facilities</b>			
Salaries	112,936	93,976	(18,960)
Staff Benefits	60,932	54,233	(6,699)
Maintenance Supplies	22,000	18,000	(4,000)
Scholarships	70,000	60,000	(10,000)
Utilities (Cable)	96,204	96,204	0
Repairs	150,000	50,000	(100,000)
Meal Expense	6,200	3,500	(2,700)

**Pearl River Community College  
Auxiliary Funds  
Schedule of Revenues and Expenditures**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
Other Maintenance	100,000	100,000	0
Bond Obligation	461,292	461,292	0
<b>Total Residential Facilities</b>	<b>1,079,564</b>	<b>937,205</b>	<b>(142,359)</b>
<b>Bookstore (Pearl River and Forrest County)</b>			
Salaries	240,594	251,558	10,964
Fringe Benefits	93,651	100,327	6,676
Book Purchases	1,880,512	1,250,000	(630,512)
Merchandise Purchases	593,267	470,000	(123,267)
Postage and Freight	40,247	30,000	(10,247)
Repairs	0	0	0
Service Contracts	18,325	17,000	(1,325)
Utilities	0	0	0
Other Contractual Services (Janitorial)	0	0	0
Office Supplies	4,000	15,000	11,000
Miscellaneous	400	0	(400)
Minor Equipment	500	0	(500)
Rentals Bldg & Equip	4,500	2,900	(1,600)
Travel	3,200	3,200	0
Meal Expense	1,500	2,000	500
Sales Tax	50,000	38,000	(12,000)
<b>Total Bookstore</b>	<b>2,930,696</b>	<b>2,179,985</b>	<b>(750,711)</b>
Transfer to UCF (Ellucian Contract)	0	1,492,568	1,492,568
<b>Total Auxiliary Expenditures</b>	<b>5,304,990</b>	<b>5,835,500</b>	<b>530,510</b>
<b>Excess Revenues Over/(Under) Expenditures</b>	<b><u>1,015,302</u></b>	<b><u>225,767</u></b>	<b><u>(789,535)</u></b>



**Pearl River Community College  
Current Restricted Fund  
Grants**

	<u>Proposed FY 2015</u>	<u>Proposed FY 2016</u>	<u>Increase (Decrease)</u>
<b>Revenues</b>			
<b>Federal</b>			
Student Support Services - Federal	323,340	313,316	(10,024)
Adult Basic Education	424,147	403,182	(20,965)
WIA/Dislocated Worker Grant	60,540	61,531	991
WIA/WIN Job Center	44,348	45,031	683
DOL/TAA CCCT	452,118	150,000	(302,118)
SNAP	84,000	84,000	0
SMPDD Manufacturing	0	100,000	100,000
<b>State</b>			
MCCB Projects	895,785	1,086,191	190,406
MDA Rolls Royce	50,000	15,000	(35,000)
MCCB SLDS	16,400	0	(16,400)
NASA Space Grant	5,000	5,000	0
<b>Total Revenues</b>	<b>2,355,678</b>	<b>2,263,251</b>	<b>(92,427)</b>
<b>Expenditures</b>			
Salaries	934,817	934,817	0
Fringe Benefits	197,350	197,350	0
Contractual	410,223	317,796	(92,427)
Materials & Supplies	625,977	625,977	0
Scholarships	8,413	8,413	0
Equipment	78,898	78,898	0
Travel	100,000	100,000	0
<b>Total Expenditures</b>	<b>2,355,678</b>	<b>2,263,251</b>	<b>(92,427)</b>
<b>Excess Revenues Over Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: All Grants Represent Amounts Requested, not necessarily approved.



**Pearl River Community College  
Plant Funds  
Enlargement and Improvement Fund**

	<u>2014-2015</u>	<u>2015-2016</u>	<u>Increase (Decrease)</u>
<b>Revenues</b>			
County Tax Support			
Forrest	338,426	338,426	0
Jefferson Davis	28,000	28,000	0
Lamar	442,000	442,000	0
Marion	60,000	60,000	0
Pearl River	718,000	718,000	0
	<u>1,586,426</u>	<u>1,586,426</u>	<u>0</u>
Total County Tax Support			
	1,586,426	1,586,426	0
Reappropriated Funds	92,210	61,871	(30,339)
	<u>92,210</u>	<u>61,871</u>	<u>(30,339)</u>
<b>Total Revenues</b>	<b>1,678,636</b>	<b>1,648,297</b>	<b>(30,339)</b>
<b>Expenditures</b>			
Transfer Out - Career Tech Bond Project	294,000	294,000	0
Transfer Out - Lamar County Debt	212,000	212,000	0
Furniture & Special Projects	180,000	180,000	0
Water Tower Maintenance	14,535	14,535	0
Instructional Technology	100,000	100,000	0
Vehicles	60,000	75,000	15,000
Courtyard MDOT Match	115,000	115,000	0
Campus Signage	90,000	52,000	(38,000)
Softball / Soccer Facility	250,000	0	(250,000)
Brownstone - Grand Piano	120,000	0	(120,000)
Woodall Center - Repair / Renovations	75,000	0	(75,000)
FCC Computer Lab	35,000	0	(35,000)
Painting Projects	100,000	75,000	(25,000)
White Coliseum - Irrigation / Landscaping	33,101	0	(33,101)
Band Uniforms	0	60,000	60,000
Soccer Seating	0	150,000	150,000
Library Carpet	0	75,000	75,000
Wi-Fi Broadcast Equipment	0	40,000	40,000
Campus Video System	0	100,000	100,000
Ground Storage Water Tank (Year 1)	0	45,762	45,762
Maintenance Equipment	0	30,000	30,000
Coliseum Hospitality Room	0	30,000	30,000
	<u>1,678,636</u>	<u>1,648,297</u>	<u>(30,339)</u>
<b>Total Expenditures</b>	<b>1,678,636</b>	<b>1,648,297</b>	<b>(30,339)</b>
<b>Excess Revenues Over Expenditures</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

# **FACILITIES PLAN**

# PEARL RIVER COMMUNITY COLLEGE

## BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

### DECEMBER 11, 2014

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Thursday December 11, 2014, in the Great Hall Conference Room in Crosby Hall. The following committee members were in attendance:

Mr. Sonny Knight  
Mr. Frank Ladner  
Mr. Dale Purvis  
Mr. Roger Knight, Dean of Business Services  
Mr. Craig Tynes, Director of Building and grounds  
Dr. William Lewis, President  
Mr. Lewis Griffin, Architect

The following committee members were not in attendance:

Mr. Tony Waits  
Dr. Adam Breerwood, Dean of Student Services

Dr. Lewis welcomed all committee members and asked Craig Tynes to give updates on the following:

#### **COLISEUM**

- This project is complete

Dr. Lewis gave updates on the following:

#### **SCIENCE BUILDING**

- Electrical and A/C system are in bad shape
- Could renovate the existing building with a possible small addition to create a computer lab
- December 15<sup>th</sup> meeting with Taylor Guild to see where we stand

#### **COURTYARD**

- February 1<sup>st</sup> bid date to complete this project
- This will extend from the Science Building down to the loading dock at the Cafeteria

### **SEAL HALL**

- Replacing all fluorescent lights with LED fixtures
- This is part of our energy plan

### **FORREST COUNTY CENTER**

- Renovate abandoned Multipurpose Room & Electronic classroom for use as an assembly area
- Create a bookstore and gill

### **OLD WELDING CENTER**

- Create a new Nursing Center

Dr. Lewis asked members permission for Larry Albert & Associates to do preplanning on all of this. Craig Robbins made a motion with a second motion from Frank Ladner. All committee members were in favor.

### **NEW ROAD FORREST COUNTY CENTER**

- Create a new road and new parking lot on the newly purchased land
- 1<sup>st</sup> phase is to determine costs for this project

Dr. Lewis asked members permission to get this started with Shows Dearman and Waits. Frank Ladner made a motion with a second motion from H.R. Nobles. All committee members were in favor.

### **MDOT**

- There is a new phase of transportation grants coming up for submittal by January 28, 2015
- Dr. Lewis wants to submit for this grant to create a pedestrian courtyard area at out Forrest County Center
- Shows, Dearman and Waites will submit this for the College

### **BLUE CROSS**

- Grant proposal in to Blue Cross on Recreation facility/Intermural
- Could be around \$450K

### **NEW SOFTBALL FIELDHOUSE**

- Open bids on January 5, 2015

### **HUFF HALL & PEARL RIVER HALL**

- Decision needs to be made on these 2 dorms to be closed for residential use
- Could be renovated into offices

Meeting adjourned at 11:35 AM

  
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William Lewis, President

# PEARL RIVER COMMUNITY COLLEGE

## BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

### SEPTEMBER 09, 2014

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 10:30 a.m. on Tuesday September 09, 2014, in the Great Hall Conference Room in Crosby Hall. The following committee members were in attendance:

Mr. Sonny Knight  
Mr. Frank Ladner  
Mr. Tony Waits  
Mr. Dale Purvis  
Mr. Roger Knight, Dean of Business Services  
Mr. Craig Tynes, Director of Building and grounds  
Dr. Adam Breerwood, Dean of Student Services  
Dr. William Lewis, President  
Mr. Lewis Griffin, Architect

The following committee members were not in attendance:

Mr. H.R. Nobles  
Mr. Craig Robbins

Lewis Griffin of Griffin Architect presented a detailed map that included the following on our new Master Plan for the Poplarville campus:

#### **COLOR CODES ON MAP**

- Yellow-vehicle circulation on campus that doesn't connect.
- Red- in violation of where we want this building to be.
- Purple- these buildings have problems.
- Pink- Strong pedestrian zone

This new Master Plan could create the following changes:

#### **ADMINISTRATION COMPLEX**

- Eliminate on street parking
- Kill circle drive – both loops
- Build parking lot where Marion Hall use to be
- Do away with frontage road as well – keeping all parking in the rear of the building

#### **PHYSICAL PLANT**

- Take this building completely down
- Build conference center and additional parking in this location
- Build new facilities for Cosmetology, Barbering and Childcare

#### **MOODY HALL**

- This building could be expanded

#### **SHIVERS GYM**

- The front of this gym could be renovated and completely reverse the front of the building

#### **PEARL RIVER HALL**

- This dormitory could be changed to office space

#### **LARRY J. STANFORD**

- Tear this building down

#### **HUFF HALL**

- Change this from a dormitory to classrooms/offices and a home for the College Museum.

#### **JEFF DAVIS**

- Tear this building down

#### **CAMPUS POLICE**

- Move this location to where the boulevards intersect

#### **CAFETERIA**

- Renovate and enlarge the food preparation areas/offices/storage/cooling spaces. Also, renovate the food serving areas.

#### **LIBRARY**

- Explore building a new library and renovating existing space for other uses.

#### **SPORTS ZONE**

- Open new road across for easy traffic flow by baseball and softball fields

#### **WELLNESS COMPLEX**

- Chapel- take parking away from the front of the building

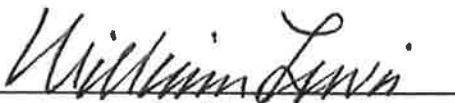
**VOCATIONAL COMPLEX**

- Relocate new building on the west side of the campus

**PHYSICAL PLANT**

- Construct new building on the north or west side of campus

Meeting adjourned 12:00 p.m.

  
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William Lewis, President

**INTRODUCTION**  
**to**  
**PLANNING**  
**and**  
**EVALUATION**  
**at**  
**PEARL RIVER**  
**COMMUNITY COLLEGE**



# INTRODUCTION to PLANNING and EVALUATION at PEARL RIVER COMMUNITY COLLEGE

The underlying philosophy that Pearl River Community College (PRCC) holds regarding institutional effectiveness is that its principal mission is that of a teaching/learning institution. The College has planning and evaluation processes that are broad-based and systematic with involvement at all levels. The strategic planning process at PRCC involves the formulation of the Mission Statement and Strategic Goals which serve as the foundation for all planning and evaluation at the College. The faculty and staff at Pearl River Community College realize that planning and evaluation are very important responsibilities. The planning and evaluation processes are continuous and provide assurance that the Mission Statement is being fulfilled, provide a method to measure performance, and provide documentation that improvements are being made as needed.

As included in the Institutional Effectiveness Planning and Evaluation Calendar, the Mission Statement and Strategic Goals are reviewed annually by members of the Planning and Effectiveness Committee, the Policy and Procedure Committee, the Administrative Council, and the Board of Trustees and are included in various College publications (College catalog, student handbook, etc.). Internal Performance Indicators, standards to assist in determining if a Strategic Goal has been met, are written with the assistance of the Vice President for Planning and Institutional Research, The Director of Institutional Effectiveness, the Director of Institutional Research, and committees in order to assist with the documentation of progress and the development of new objectives and plans of action that should lead to even greater improvements. This provides more specific delineations for development of objectives and assessment methods at the divisional level where operational planning is performed. The composition of the working groups which develop divisional objectives is left to the discretion of the particular division or departmental administrator or chair. Operational plans are reviewed by members of the Planning and Effectiveness Committee who determine if the objectives are appropriate in relation to the College's Mission Statement and Strategic Goals and then transmitted to the College President and other appropriate administrators for final review and approval.

Each year as detailed in the Institutional Effectiveness Planning and Evaluation Calendar, institutional data and measurements are collected and reviewed by College committees, the Administrative Council, the President, and the Board of Trustees in order to determine the extent to which Pearl River Community College is achieving its Mission. Since the College's annual budget process is driven by the Mission Statement and the Strategic Goals, this compilation assists in determining the extent to which the College is fulfilling the Mission and the Strategic Goals and directly influences the preparation of the annual budget. When Internal Performance Indicators are reviewed and found to need additional effort before being met, strategies to improve the action plans are discussed, financial support is provided when budgets are considered, and the Strategic Plan and Internal Performance Indicators are updated. Requests for additional funds are identified on the appropriate Needs Assessment form and related to specific

Strategic Goals. This procedure ensures that the PRCC Mission Statement and Strategic Goals continue to serve as the foundation for all planning and evaluation at the College. The President and Board of Trustees have final budget authority.

With this process followed annually, improvements are made based on the use of information from surveys, reports, and data. Progress is reported each year in documents that are available for review. These reports provide evidence of improvement and document that the College is achieving its Mission and Strategic Goals.



**RATIONALE**  
**for**  
**STRATEGIC GOALS**

## **RATIONALE FOR STRATEGIC GOALS**

In the spring of 2003, all faculty, staff, and administrators at Pearl River Community College (PRCC) were given an opportunity to participate in an analysis of the strengths and weaknesses of the College and the opportunities and threats facing the College. Approximately 27% of the population responded to a strengths, weaknesses, opportunities, and threats (SWOT) form sent by email.

After compiling the responses, a chart was prepared to present the items which received the greatest number of responses. (This chart can be found at the end of this section.) The information in the chart was shared with members of both the Strategic Objectives Committee and with the Administrative Council. The Strategic Objectives Committee, a group of faculty, staff, administrators, student representatives, and community and alumni members, met, researched and reviewed data, and recommended a revised Mission Statement and Strategic Goals. The revised Mission Statement and Strategic Goals were presented to all College personnel and the community through email and other appropriate methods, and input was requested. After much discussion and review, several minor changes were made. Approval was received from the Policy and Procedure Committee, the President, and the Administrative Council in May, and final approval was received from the Board of Trustees in June 2003. As can be seen by comparing the Mission Statement and Strategic Goals with the SWOT Analysis, the information received from the PRCC faculty, staff, administrators, and students was critical in determining the direction in which Pearl River Community College will move in the future.

Specifically, PRCC personnel indicated in the SWOT Analysis that the instructional programs offered to students are one of the strengths of the College and should be included in the goals to continue to place emphasis on the preparation that students receive in order to be successful when they transfer and/or enter the world of work. A concern regarding recruitment was viewed as both a weakness and a threat; therefore, it was determined that recruitment should be part of a goal that would also include retention. Emphasis was placed on this topic primarily because of the College's location in a district surrounded by a number of colleges and universities, all seeking expansion.

Although the faculty and staff were seen as strengths of the College, the loss of faculty was found to be a threat. Morale had been low because of funding/budget concerns and low salaries. Budget concerns had also led to deteriorating infrastructure, less emphasis on professional development, a greater need for renovations of facilities, and the employment of more adjunct faculty. With this in mind, a goal was proposed to include employment of qualified faculty and staff who would be compensated well and given the opportunity for professional development, along with the goal of providing facilities, technology, and support staff in order to improve student learning, enhance faculty and staff performance, augment community services, and make college services available via the Internet.

A need to improve and expand student services was identified, and a goal to provide quality student services to enhance the development of students was proposed. Lack of communication was also found to be a weakness; therefore, the improvement of communication was included as a Strategic Goal.

With at least three of the six counties in the PRCC district predicted to be among the fastest growing in the State, the opportunity for more partnerships with various businesses and industries was identified; therefore, a goal was recommended to provide workforce training programs that meet requirements of business, industry, educational, and public service agencies for basic skills, specific job skills, and technical skills training. In addition to expanding workforce training, a goal to provide access to college courses and programs using various instructional methods, including distance education, was determined to be needed because of the change in the State's funding formula to that of full-time equivalency (FTE).

In addition to the SWOT Analysis, during the spring of 2002 and the spring of 2004, administrative, instructional, and educational support services were also evaluated by the utilization of the Noel-Levitz Student Satisfaction Survey and the Institutional Priorities Survey. The simultaneous use of these two surveys revealed areas of agreement and disagreement between students and campus personnel and enabled PRCC to (1) confirm further the accuracy of students' perceptions, (2) identify areas for new initiatives, and (3) gain an understanding of the campus climate from a faculty/staff perspective. Beginning with the 2006 Spring Semester, an in-house designed survey, The Campus Climate Survey, was administered annually to students. The survey was designed to obtain responses regarding campus climate, security, bookstore, financial aid, admissions/registration, advising/counseling, library, and support staff issues. After students (including those at the main campus in Poplarville, at the Forrest County Center, and at the Hancock Center) completed this survey during the 2014 Fall Semester, it was discovered that the majority of the students were satisfied with services offered by the College; however, a focus group was once again organized in order to review the results and make recommendations directed toward improving the quality of services offered by the College.

During the 2014-2015 school year, the Mission Statement and Strategic Goals were reviewed by numerous committees. Internal Performance Indicators, standards to assist in determining if a Strategic Goal has been met, were also reviewed, and new Internal Performance Indicators were approved for evaluation purposes in 2015-2016. Since the College's annual budget process is driven by the Mission Statement and Strategic Goals, the compilation of instructional data and measurements assists in determining the extent to which the College is fulfilling the Mission and Strategic Goals and directly influences the preparation of the annual budget. The budget review process is in place with the Needs Assessment form being utilized by departments and divisions in order to ensure that the PRCC Mission Statement and Strategic Goals continue to serve as the foundation for all planning and evaluation at the College.

**PEARL RIVER COMMUNITY COLLEGE**  
**STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS**

2003

<b>STRENGTHS</b>						
	<b>POP – A (22)</b>	<b>POP – VT (20)</b>	<b>FCC – VT (15)</b>	<b>PS (9)</b>	<b>SS (10)</b>	<b>AC (16)</b>
Faculty/Staff	20	14	12	7	7	16
Administration	6	–	–	–	–	
Student/Teacher Ratio	4	7	–	–	–	16
Programs	4	7	7	–	–	16
Cost	3	7	4	3	6	16
Locations	–	–	11	10	3	16
Equipment	–	9	–	–	–	
Placement	–	9	–	–	–	
Scholarships	–	–	–	–	–	16
Community/Alumni Support	–	–	–	–	–	16
<b>OPPORTUNITIES</b>						
Locations	9	–	2	–	–	
Program Expansion/New Funding Formula	6	–	6	5	4	16
Distance Education	3	–	–	2	2	
Extracurricular Activities	3	–	–	–	–	
Growth	–	8	14	5	3	16
Salary Improvement	–	6	–	–	–	
Placement	–	3	–	–	–	
Public Relations	–	3	–	–	–	
Expansion of Facilities	–	–	–	3	8	16
Staff Association	–	–	–	–	2	
Partnerships	–	–	–	–	–	16
Increase in Endowments	–	–	–	–	–	16

**PEARL RIVER COMMUNITY COLLEGE**  
**STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS**

2003

<b>WEAKNESSES</b>						
	<b>POP – A (22)</b>	<b>POP – VT (20)</b>	<b>FCC – VT (15)</b>	<b>PS (9)</b>	<b>SS (10)</b>	<b>AC (16)</b>
Budget/Funding	7	–	4	–	–	16
Adjunct Faculty (too many)	6	–	–	–	–	
Increasing Student/Teacher Ratio	5	–	–	–	–	
Facilities (need upgrading, etc.)	7	–	–	4	–	16
Administration	3	13	5	–	–	
Recruitment	3	–	–	–	–	
Low Salary	–	19	–	–	8	–
Salary Scale	–	12	–	–	–	16
Weak Technical Support	–	6	–	–	–	
Student Advisement	–	3	–	–	–	
Student Services	–	–	12	4	–	
Lack of Cafeteria	–	–	4	–	–	
Morale	–	–	3	–	–	
Lack of Communication	–	–	–	7	3	
Limited Technology	–	–	–	4	–	
Unorganized Registration	–	–	–	–	4	
Lack of Student Center	–	–	–	–	4	
Lack of Professional Development	–	–	–	–	3	16
Customer Service Inconsistency	–	–	–	–	–	16
Lack of faculty, staff, student participation	–	–	–	–	–	16



**PEARL RIVER COMMUNITY COLLEGE**  
**STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS**

2003

<b>THREATS</b>						
	<b>POP – A (22)</b>	<b>POP – VT (20)</b>	<b>FCC – VT (15)</b>	<b>PS (9)</b>	<b>SS (10)</b>	<b>AC (16)</b>
Funding/Budget/Economy	10	5	13	3	2	16
Publicity (need to increase)	4	–	–	–	–	
Low Salary	3	10	4	3	3	
Recruitment (competition)	3	–	–	–	3	16
Losing Faculty	3	12	–	3	–	
Poor Morale	–	4	–	–	–	16
Politics	–	3	–	–	–	
Program Expansion (not meeting needs)	–	–	–	3	–	
Telephone System	–	–	–	–	4	
Deteriorating Infrastructure	–	–	–	–	–	16
Slow Response to Rapid Change	–	–	–	–	–	16
Transfer of Local Control	–	–	–	–	–	16

**MISSION STATEMENT  
and  
STRATEGIC GOALS**

## **Mission Statement**

Pearl River Community College is a public institution committed to providing quality educational and service opportunities for all who seek them.

## **Strategic Goals**

1. To prepare students to complete a degree or certificate program and to be competent in careers for which they have been prepared.
2. To provide quality student services.
3. To provide access to college courses and programs using various instructional methods, including distance education and dual enrollment/credit courses.
4. To employ qualified faculty and staff, compensate them well, and provide opportunities for their professional development.
5. To provide facilities, technology, and support staff in order to improve student learning, enhance faculty and staff performance, and augment community services.
6. To provide adequate communication among campus personnel and community members regarding the College goals, outcomes, and activities.
7. To recruit and retain students from a diverse population.
8. To provide workforce training programs that meet requirements of business, industry, educational, and public service agencies for basic skills, specific job skills, and technical skills training.

**STRATEGIC GOALS**  
**and**  
**INTERNAL**  
**PERFORMANCE**  
**INDICATORS**

# Mission Statement and Strategic Goals

2015-2016

## Mission Statement

Pearl River Community College is a public institution committed to providing quality educational and service opportunities for all who seek them.

## Strategic Goals

1. To prepare students to complete a degree or certificate program and to be competent in careers for which they have been prepared.
2. To provide quality student services.
3. To provide access to college courses and programs using various instructional methods, including distance education and dual enrollment/credit courses.
4. To employ qualified faculty and staff, compensate them well, and provide opportunities for their professional development.
5. To provide facilities, technology, and support staff in order to improve student learning, enhance faculty and staff performance, and augment community services.
6. To provide adequate communication among campus personnel and community members regarding the College goals, outcomes, and activities.
7. To recruit and retain students from a diverse population.
8. To provide workforce training programs that meet requirements of business, industry, educational, and public service agencies for basic skills, specific job skills, and technical skills training.

**Goal 1: To prepare students to complete a degree or certificate program and to be competent in careers for which they have been prepared.**

**Commitment Statement:**

Pearl River Community College is committed to providing accredited programs that enable students to earn Associate in Applied Science Degrees, Associate in Arts Degrees, Career Certificates, Technical Certificates, and Certificates of Completion; to pass licensure examinations; and to gain employment in their chosen fields.

**Internal Performance Indicator 1**

Instructors in all for-credit instructional programs will be evaluated according to the PRCC Evaluation Policy and Procedure.

**Internal Performance Indicator 2**

At least 80% of Pearl River Community College traditional classes carrying three or more semester hours of credit in the fall and spring will be delivered by full-time instructors.

**Internal Performance Indicator 3**

One hundred percent (100%) of programs participating in program accreditation will receive full accreditation/reaccreditations in accordance with appropriate time schedules.

**Internal Performance Indicator 4**

Twelve months after graduation, at least 80.10% of students who completed career and technical programs will be placed according to the State measurement definition.

**Internal Performance Indicator 5**

The College will have an aggregate institutional passing rate of at least 80% for programs requiring licensure and certification examinations, and each program will reflect a passing rate of 74% or better.

**Internal Performance Indicator 6**

The cumulative grade point average of students at public universities in Mississippi who have transferred from Pearl River Community College will be either higher or comparable to the cumulative grade point average of students at public universities in Mississippi who have transferred from all Mississippi public community colleges.

**Internal Performance Indicator 7**

The percent of full-time students enrolled at Pearl River Community College during the prior three years (cohort as defined by the State Report Card) who complete an Associate in Arts degree, an Associate in Applied Science degree, or a certificate will increase each year.

**Internal Performance Indicator 8**

The achievement of Student Learning Outcomes will be assessed each year within specified courses in the general education and career and technical programs.

### Internal Performance Indicator 9

At least sixty-five percent (65%) of students who earn a grade of C or better in Intermediate Algebra will pass College Algebra within one calendar year.

At least sixty-five percent (65%) of students who earn a grade of C or better in Intermediate English will pass English Composition I within one calendar year.

### Internal Performance Indicator 10

The number of students who transfer to a university will increase by 5% each year.

## **Goal 2: To provide quality student services.**

### **Commitment Statement:**

Pearl River Community College is committed to serving the needs of our student body by providing specialized services.

### **Internal Performance Indicator 1**

At least 70% of students participating in an annual campus climate survey will indicate that they are satisfied with the campus climate.

### **Internal Performance Indicator 2**

The Pearl River Community College Libraries will work with instructional leaders to select appropriate materials for the library collection including access to online resources.

### **Internal Performance Indicator 3**

At least 70% of students participating in an annual campus climate survey will indicate they are satisfied with the services provided by various offices on campus.

### **Internal Performance Indicator 4**

The College will designate at least six percent (6%) of the Education and General Budget for instructional support expenditures (libraries and learning labs).

### **Internal Performance Indicator 5**

The College will provide qualified support staff for library and non-library support labs.

### **Internal Performance Indicator 6**

Each student will be informed of the procedures to follow to seek accommodations for disability.



**Goal 3: To provide access to college courses and programs using various instructional methods, including distance education and dual enrollment/credit courses.**

Commitment Statement:

Pearl River Community College is committed to making its programs and services available to all who seek an education. Various instructional methods, including distance education and off-site instruction, will be utilized, and the College will provide reasonable accommodations to the students with developmental disabilities.

Internal Performance Indicator 1

Retention in online classes will increase by 2% each semester.

Internal Performance Indicator 2

All high schools in the Pearl River Community College district will be informed annually of policies regarding dual enrollment opportunities in order to increase dual enrollment annually.

Internal Performance Indicator 3

During the course of a fiscal year, a total of 15 or more classes will be offered in an alternative schedule design.

Internal Performance Indicator 4

Each student will be informed of the procedures to follow to seek accommodations for disability.

**Goal 4: To employ qualified faculty and staff, compensate them well, and provide opportunities for their professional development.**

**Commitment Statement:**

Pearl River Community College will employ well-qualified faculty and staff, provide them with a competitive salary and benefit package, and invest in their professional development.

**Internal Performance Indicator 1**

Faculty salaries will remain among the top one-third of community colleges in Mississippi. (*This indicator previously stated: Faculty salaries will rank among the top one-third of community colleges in Mississippi by 2011.*)

**Internal Performance Indicator 2**

A least 80% of Pearl River Community College traditional classes carrying three or more semester hours of credit in the fall and spring will be delivered by full-time instructors.

**Internal Performance Indicator 3**

One hundred percent (100%) of the faculty of the College will be qualified to teach the courses they are assigned.

**Internal Performance Indicator 4**

At least 90% of faculty and professional staff will participate in the annual faculty/staff orientation/professional development program.

**Internal Performance Indicator 5**

At least 95% of faculty and professional staff will participate in professional development activities annually in addition to annual faculty/staff orientation/professional development program.

**Internal Performance Indicator 6**

At least 80% of support staff will participate in at least one annual staff development activity.

**Internal Performance Indicator 7**

Faculty and staff salaries will increase a minimum of 3% annually.

**Internal Performance Indicator 8**

One hundred percent (100%) of the online faculty will participate in annual professional development training.

**Goal 5: To provide facilities, technology, and support staff in order to improve student learning, enhance faculty and staff performance, and augment community services.**

Commitment Statement:

Pearl River Community College is committed to providing the resources necessary for students and others served by the College to have successful educational experiences.

Internal Performance Indicator 1

Students participating in an annual campus climate survey will indicate that they are satisfied with the assistance given to them by support staff.

Internal Performance Indicator 2

The Building and Grounds Committee of the Board of Trustees will annually prioritize the facility needs of the College.

Internal Performance Indicator 3

According to the comprehensive technology strategic plan, improvements will be made in telecommunications, Internet services, website services, and key service areas.

Internal Performance Indicator 4

The Development Foundation will maintain or increase its annual fund and total contributions each year.

Internal Performance Indicator 5

In order to assist in improving the personal health and fitness of the citizens in this area of the State, at least one community-wide wellness program will be offered annually.

**Goal 6: To improve communication among campus personnel and community members regarding the College goals, objectives, and activities.**

Commitment Statement:

Pearl River Community College is committed to specific activities with the goal of improving communication.

Internal Performance Indicator 1

The campus community will be informed of activities through print and digital formats.

Internal Performance Indicator 2

Planning documents for the College will be made available to the community by means of an updated website and various other methods.

Internal Performance Indicator 3

A general faculty meeting will be held at least once during each year.

Internal Performance Indicator 4

Departmental faculty meetings will be held at least twice during each semester.

Internal Performance Indicator 5

At least one support staff meeting will be held each year.

Internal Performance Indicator 6

The Alumni Association county chapters will provide information regarding level of funding, scholarship endowment funding, and alumni activities.

Internal Performance Indicator 7

The College will sponsor or assist with a minimum of 12 special events-annually, which will provide quality educational activities, information, and/or resources to those living in our district.

## **Goal 7: To recruit and retain students from a diverse population.**

### Commitment Statement:

Pearl River Community College is committed to increasing the number and diversity of the student population and to helping students complete academic and career/technical programs through strong recruitment and retention-programs.

### Internal Performance Indicator 1

All high schools in the Pearl River Community College district will be represented in the student body.

### Internal Performance Indicator 2

At least 80% of students who begin the semester will remain enrolled through the six-week period.

### Internal Performance Indicator 3

At least 80% of students enrolled through the six-week period will complete the semester.

### Internal Performance Indicator 4

Recruitment strategies will demonstrate an effort to recruit students from a diverse population.

### Internal Performance Indicator 5

Career and technical education programs will demonstrate a retention rate of at least 86% according to the State measurement definition.

### Internal Performance Indicator 6

At least 60% of full-time first semester general education students enrolled after six weeks in any fall semester will enroll in the next fall semester.

### Internal Performance Indicator 7

At least 50% of full-time first semester general education students enrolled after six weeks in any fall semester will receive a degree within 3 years.

**Goal 8: To provide workforce training programs that meet requirements of business, industry, educational, and public service agencies for basic skills, specific job skills, and technical skills training.**

**Commitment Statement:**

The Pearl River Community College Department of Workforce Education is committed to enabling businesses, industries, educational and public service organizations, and individuals in need of employability skills improvement to achieve their personal and organizational job performance goals.

**Internal Performance Indicator 1**

The number of training projects developed and delivered to businesses, industries, educational and public service entities will increase at least five percent (5%) per year and the data made available through and measured by the Mississippi State University's National Strategic Planning and Analysis Research Center (nSparc) will be made public.

**Internal Performance Indicator 2**

Pearl River Community College's district will be served by at least one Adult Education Center located in each county throughout the district in order to assist students in developing the skills needed to pass the General Equivalency Diploma (GED) test.

**Internal Performance Indicator 3**

The PRCC Department of Workforce Education will continue to apply for at least one grant per semester from private, state, federal and/or other sources of funding to obtain resources needed to operate training programs.

**Internal Performance Indicator 4**

The Adult Education Services program will show an increase in the following areas: number of students served, completion rate, retention rate, educational level improvements, and college enrollment.

**Internal Performance Indicator 5**

With the assistance of the Mississippi Workforce Enhancement Training (WET) Fund, both the employment rate and employment retention rate of Pearl River Community College non-credit students enrolled in workforce education programs will increase by 5%.

**Internal Performance Indicator 6**

With the assistance of the Mississippi Workforce Enhancement Training (WET) Fund, the earning power of Pearl River Community College non-credit students enrolled in workforce education programs will increase by 2%.

**Internal Performance Indicator 7**

The Dislocated Worker Program funded by a Workforce Investment Act (WIA) grant will increase both student enrollment and completion by 5%.

**INTERNAL  
PERFORMANCE  
INDICATOR  
RESPONSIBILITY  
CHART**

## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
1  Dr. Scott Alsobrooks Vice President for Workforce & Economic Development  Dr. Martha Lou Smith Vice President for General Education & Technology Services	1	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	
	2	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	
	3	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	
	4	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	Dr. Jana Causey Vice President for Forrest County Operations  Dr. Ed Pinero Director of Career & Technical Education Programs	Dr. Ann Moore Director of Counseling, Advisement, and Placement  Ms. Michelle Wilson-Stokes CTE Student Services Coordinator
	5	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	Dr. Jana Causey Vice President for Forrest County Operations  Dr. Ed Pinero Director of Career & Technical Education Programs	Dr. Ann Moore Director of Counseling, Advisement, and Placement  Ms. Michelle Wilson-Stokes Special Populations Coordinator
	6	Dr. Martha Lou Smith Vice President for General Education & Technology Services		



## Internal Performance Indicator Responsibility Chart (2015-2016)

	7	<p style="text-align: center;">Dr. Martha Lou Smith Vice President for General Education &amp; Technology Services</p> <p style="text-align: center;">Dr. Scott Alsobrooks Vice President for Workforce &amp; Economic Development</p>	<p style="text-align: center;">Dr. Jana Causey Vice President for Forrest County Operations</p> <p style="text-align: center;">Dr. Ed Pinero Director of Career &amp; Technical Education Programs</p>	Ms. Brenda Wells Director of Institutional Research
	8	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Ms. Karen Bond Director of Institutional Effectiveness	
	9	Dr. Martha Lou Smith Vice President for General Education & Technology Services		
	10	Dr. Martha Lou Smith Vice President for General Education & Technology Services		

## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
2 Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center	1	Ms. Brenda Wells Director of Institutional Research	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	Mr. Raymunda Barnes Assistant Vice President for Hancock Center
	2	Ms. Tracy Smith Director of College Libraries		
	3	Ms. Brenda Wells Director of Institutional Research	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	Mr. Raymunda Barnes Assistant Vice President for Hancock Center
	4	Mr. Roger Knight Vice President for Business & Administrative Services		
	5	Dr. Martha Lou Smith Vice President for General Education & Technology Services  Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator  Mr. Raymunda Barnes Assistant Vice President for Hancock Center

## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
3  Dr. Martha Lou Smith Vice President for General Education & Technology Services	1	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Ms. Michelle Mitchell Director of e-Learning	
	2	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Dr. Ed Pinero Director of Career & Technical Education Programs	
	3	Dr. Martha Lou Smith Vice President for General Education & Technology Services		
	4	Dr. Martha Lou Smith Vice President for General Education & Technology Services  Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator  Mr. Raymunda Barnes Assistant Vice President for Hancock Center

## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
4 Ms. Brenda Wells Chair, Professional Development Committee	1	Mr. Roger Knight Vice President for Business & Administrative Services		
	2	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	
	3	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	Dr. Martha Lou Smith Vice President for General Education & Technology Services  Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	
	4	Dr. Jennifer Seal Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research	
	5	Dr. Jennifer Seal Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research	
	6	Dr. Jennifer Seal Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research	
	7	Mr. Roger Knight Vice President for Business & Administrative Services		

## Internal Performance Indicator Responsibility Chart (2015-2016)

	8	Dr. Jennifer Seal Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research	
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## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
5 Dr. William Lewis President	1	Ms. Brenda Wells Director of Institutional Research	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	Mr. Raymunda Barnes Assistant Vice President for Hancock Center
	2	Dr. William Lewis President		
	3	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Mr. Bob Stack Chief Information Officer	
	3	Mr. Ernie Lovell Executive Director of Development Foundation/Alumni Association		
	5	Ms. Tara Rouse Department Chair of Health, Physical Education, and Recreation and Director of the Wellness Center	Dr. Ed Pinero Director of Career & Technical Education Program	

## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
6 Dr. William Lewis President	1	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center		
	2	Dr. Jennifer Seal Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research	Ms. Karen Bond Director of Institutional Effectiveness
	3	Dr. Martha Lou Smith Vice President for General Education & Technology Services  Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	
	4	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center  Dr. Jana Causey Vice President for Forrest County Operations	Dr. Martha Lou Smith Vice President for General Education & Technology Services  Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	
	5	Dr. Jennifer Seal Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research	
	6	Mr. Ernie Lovell Executive Director of Development Foundation/Alumni Association		

## Internal Performance Indicator Responsibility Chart (2015-2016)

	7	Dr. Jennifer Seal Vice President for Planning & Institutional Research  Ms. Brenda Wells Director of Institutional Research	Department Chairs	Dr. Ed Pinero Director of Career & Technical Education Programs
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## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
7 Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator	1	Ms. Delana Harris Director of Recruitment and Marketing		
	2	Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator		
	3	Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator		
	4	Ms. Delana Harris Director of Recruitment and Marketing		
	5	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	Dr. Jana Causey Vice President for Forrest County Operations  Dr. Ed Pinero Director of Career & Technical Programs	Dr. Ann Moore Director of Counseling, Advisement, and Placement  Ms. Michelle Wilson-Stokes CTE Student Services Coordinator  Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator
	6	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator	
	7	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Ms. Tonia Moody Director of Admissions and Records and ADA/Civil Rights Coordinator	

## Internal Performance Indicator Responsibility Chart (2015-2016)

Goal	Indicator	Persons Responsible for Indicators		
8 Dr. Scott Alsobrooks Vice President for Workforce & Economic Development	1	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development		
	2	Ms. Terri Clark Director of Adult Education Services		
	3	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development		
	4	Ms. Terri Clark Director of Adult Education Services		
	5	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development		
	6	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development		

## Internal Performance Indicator Responsibility Chart (2015-2016)

	7	Dr. Scott Alsobrooks Vice President for Workforce & Economic Development		
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