

STRATEGIC PLAN
and
INTERNAL PERFORMANCE
INDICATORS



PEARL RIVER
COMMUNITY COLLEGE
2020-2023

STRATEGIC PLAN
and
INTERNAL PERFORMANCE
INDICATORS
2020-2023
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Letter from Dr. Adam Breerwood, President

Welcome to Mississippi's first public two-year institution of higher learning, Pearl River Community College. Since offering its first classes in 1909, our uniquely talented and dedicated faculty and staff have embraced the responsibility of providing life changing opportunities for those we serve. For generations, we have been transforming the lives of students and our surrounding communities by providing a high-quality, affordable education. This unwavering commitment to excellence has propelled Pearl River Community College to become one of the most successful community colleges in the nation. Steeped in tradition, the College has remained focused on providing a culture of academic, social, moral and ethical development of our students. The College's comprehensive approach to education has provided the foundation for students from all walks of life, often resulting in world renowned leaders in a variety of career fields. The success of our graduates has served as a testament to the strength of our College's mission. Pearl River Community College blends our rich traditions with state-of-the-art facilities and timeless curriculums. I am honored to welcome you to our beloved institution and encourage you to embrace our fundamental philosophy during your time on our campus: Pride, Respect, Class and Character.....The Wildcat Way!

- Dr. Adam Breerwood, PRCC President

**History
of
Pearl River Community College**

The citizens of Poplarville, MS were among the first to take advantage of legislation promoting the creation of county agricultural high schools in Mississippi. The city of Poplarville offered \$2,245 along with ninety acres of land under the condition that the new agricultural high school would be located in Poplarville. As a result, on September 8, 1909, Pearl River County Agricultural High School began classes with an initial enrollment of 42 pupils, 19 of which were boarding students.

In 1922, legislation was passed inviting agricultural high schools to add freshman- and sophomore-level classes to existing curricula. On September 28, 1920, the board of trustees authorized the addition of these courses beginning with the 1921-22 school year, bringing forth the evolution from Pearl River County Agricultural High School to Pearl River Junior College, which became the first publicly-funded two-year college in the state.

Throughout its history, the College has evolved to meet the needs of the students and communities it serves. The institution's name changed again in 1988 to become, as it is presently known, Pearl River Community College. The addition of the word "community" within the title was provided to reflect the comprehensive nature of the institution.

Further historically significant changes have occurred on the campuses of PRCC through weather-related events, such as Hurricane Katrina, and most recently, a pandemic, COVID-19. These challenges have caused faculty and staff to reimagine classroom space, teaching styles, and methods of delivery, all while remaining River Strong.

Financial Overview

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Educational Revenues			
Student Fees			
Academic			
Full Time Tuition - A.D.N.	326,700	388,800	62,100
Part Time Tuition - A.D.N.	808,201	709,641	(98,560)
Full Time Tuition - IS	4,990,215	5,366,492	376,277
Part Time Tuition - IS	2,831,448	2,432,811	(398,637)
Full Time Tuition - OS	498,200	430,625	(67,575)
Part Time Tuition - OS	123,840	214,542	90,702
Full Time Fees - OS	290,158	316,962	26,804
Part Time Fees - OS	88,175	154,225	66,050
Lab Fees	296,725	316,976	20,251
Technology Fee	212,672	233,604	20,932
Registration Fee	212,885	233,604	20,719
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Total Academic	10,679,219	10,798,282	119,063
Vocational			
Full Time Tuition - IS	238,875	362,375	123,500
Part Time Tuition - IS	26,180	15,680	(10,500)
Full time Tuition - OS	4,875	4,875	0
Part Time Tuition - OS	2,240	4,340	2,100
Full Time Fees - OS	3,579	3,579	0
Part Time Fees - OS	1,600	1,500	(100)
Program and Course Fees	144,886	212,818	67,932
Technology Fee	6,840	9,680	2,840
Registration Fee	6,810	9,680	2,870
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Total Vocational	435,885	624,527	188,642
Technical			
Full Time Tuition - IS	2,475,198	2,788,962	313,764
Part Time Tuition - IS	674,845	861,840	186,995
Full time Tuition - OS	134,156	211,250	77,094
Part Time Tuition - OS	41,235	61,755	20,520
Full Time Fee - OS	103,413	173,855	70,442
Part Time Fees - OS	70,073	96,358	26,285
Program and Course Fees	501,740	562,442	60,702
Technology Fee	101,075	118,880	17,805
Registration Fee	100,705	118,880	18,175
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Total Technical	4,202,440	4,994,222	791,782

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Other Student Fees			
Transcripts	21,987	33,297	11,310
ACT/GED Testing	15,081	25,774	10,693
ID Card Fees	5,795	5,455	(340)
VCC Fees	311,217	397,665	86,448
Deferment Fees	0	0	0
Total Other Student Fees	354,080	462,191	108,111
Total Student Fees	15,671,624	16,879,222	1,207,598
General Revenues			
County Support			
Forrest	593,000	593,000	0
Hancock	1,013,236	1,013,236	0
Jefferson Davis	137,000	137,000	0
Lamar	500,000	500,000	0
Marion	302,659	302,659	0
Pearl River	760,000	760,000	0
Total County Support	3,305,895	3,305,895	0
State Support			
General			
General Appropriations	9,315,381	10,138,885	823,504
Health Insurance	1,577,390	1,577,390	0
Technology Appropriation	238,832	295,227	56,395
Dropout Recovery Pilot	200,000	281,018	81,018
A.D.N. Funding	167,589	170,391	2,802
One Stop Career Center	300,000	300,000	0
Advanced Tech Center	150,000	150,000	0
EEF	2,820,327	3,107,478	287,151
Other State Revenue			
Vocational Salary Reimbursement	1,984,450	1,984,450	0
Total State Support	16,753,969	18,004,839	1,250,870
Federal Support			
Vocational Program Reimb/Equipment	204,078	265,395	61,317
Vocational Program Reimb/Other Cost	37,000	40,000	3,000
Vocational Program Salary Reimb Other	101,824	97,908	(3,916)

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Recovery of Admin Costs	23,904	16,377	(7,527)
Total Federal Support	366,806	419,680	52,874
Private Gifts, Grants and Contracts			
Outside Scholarships	667,811	667,811	0
Investment Income			
Interest Income	33,539	120,931	87,392
Sales & Services of Educational Activities			
Child Care Revenue	27,659	27,640	(19)
Wellness Center Usage Fees	2,060	10,200	8,140
Gate Receipts	17,590	14,464	(3,126)
Season Ticket Sales	2,279	2,645	366
Ad Sales	2,655	0	(2,655)
Program Sales	305	0	(305)
Barbering Revenue	914	1,696	782
Cosmetology Revenue	7,915	13,725	5,810
CD Annuals	25,060	0	(25,060)
Vending	878	0	(878)
Brownstone Ticket Sales	48,487	31,503	(16,984)
Vo-Tech Service Income	11,505	18,015	6,510
Total Sales & Svc of Ed Activities	147,307	119,888	(27,419)
Other Sources			
Traffic Violations	24,855	61,315	36,460
Parking Permits	48,091	50,278	2,187
Other Income	16,594	24,798	8,204
Due from Foundation	22,800	22,800	0
Truckdriving Testing	10,050	22,450	12,400
Brownstone Rental	5,650	18,270	12,620
Transfer from Auxilary (Ellucian Contract)	1,634,138	1,616,141	(17,997)
Cash Short/Over	1,100	1,100	0
Total Other Sources	1,763,278	1,817,152	53,874
Total Educational and General Revenues	<u>38,710,229</u>	<u>41,335,418</u>	<u>2,625,189</u>

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Salaries	18,518,414	19,640,350	1,121,936
Fringe Benefits	5,987,600	6,586,589	598,989
Work Study/Peer Tutors	191,588	201,588	10,000
Postage	38,388	38,888	500
Printing and Reproduction Service	21,294	21,294	0
Repairs and Maintenance	258,441	258,441	0
Service Contracts on Equipment	419,733	419,733	0
Utilities			
Cable Cost	1,200	1,200	0
Telephone	198,108	198,108	0
Electricity	1,221,317	1,221,317	0
Gas	193,259	193,259	0
Water	231,119	231,119	0
Waste Disposal	97,597	97,597	0
Student Testing/Drug Screen/Etc	194,457	194,457	0
Equipment and Other Rentals	400,267	400,267	0
Insurance	1,067,175	1,067,175	0
Professional Fees	2,545,281	2,545,281	0
Medical Services	1,962	1,962	0
Other Contractual Services	16,686	16,686	0
Advertising	72,701	72,701	0
Dues, Subscriptions, and Licenses	348,618	349,118	500
Educational Supplies	279,531	292,781	13,250
Office Supplies	104,557	108,257	3,700
Building and Construction Supplies	173,148	173,898	750

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Janitorial Supplies	81,879	81,879	0
Automotive Supplies	20,390	20,390	0
Landscaping Supplies	13,111	13,111	0
Gas, Oil, and Diesel	69,854	69,854	0
Computer Software	12,048	12,048	0
Other Supplies	212,955	269,168	56,213
Scholarships	3,872,028	4,615,481	743,453
Vehicle Tags, Taxes, Etc.	3,223	3,223	0
Bad Debts (Student Accts Receivable)	530,875	530,875	0
Miscellaneous Expense	43,548	43,548	0
Meal Expense	144,937	146,937	2,000
Uniforms	96,798	98,798	2,000
Medical Supplies	7,456	7,456	0
Minor Equipment	92,159	96,159	4,000
In State Travel	225,842	234,342	8,500
Out of State Travel	134,225	138,225	4,000
Equipment	149,757	154,057	4,300
State Reimb Equip/Travel/Other Cost	241,078	305,395	64,317
Library Books	42,406	42,406	0
Transfers Out	<u>133,219</u>	<u>120,000</u>	<u>(13,219)</u>
Total Expenditures by Object	<u>38,710,229</u>	<u>41,335,418</u>	<u>2,625,189</u>

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Academic Instruction			
Poplarville			
Associate Degree Nursing	1,836,255	1,864,087	27,832
Honors Institute	3,557	3,557	0
Theatre	7,707	8,213	506
Communications	202,864	226,901	24,037
String of Pearls	62,482	77,741	15,259
Art	68,793	68,505	(288)
Band	553,436	694,085	140,649
Chorus	299,643	312,899	13,256
Music	404,930	424,669	19,739
Wellness/Health & Phys Ed	434,117	504,324	70,207
Business	174,279	182,446	8,167
Mathematical Sciences	780,807	831,739	50,932
Sciences	680,906	716,459	35,553
English	493,947	518,627	24,680
Criminal Justice	28,923	30,383	1,460
Foreign Language	71,110	74,696	3,586
Social Sciences	473,203	492,121	18,918
Journalism	3,157	1,377	(1,780)
	<u>6,580,116</u>	<u>7,032,829</u>	<u>452,713</u>
Total Academic Instruction - Poplarville			
Forrest County			
Honors Institute	2,000	2,000	0
Communications	67,035	70,352	3,317
Music	28,671	30,119	1,448
Wellness/Health & Phys Ed	74,165	77,551	3,386
Mathematical Sciences	549,937	533,273	(16,664)
Sciences	340,086	355,000	14,914
English	284,616	298,851	14,235
Criminal Justice	44,884	47,077	2,193
Foreign Language	69,329	61,773	(7,556)
Social Sciences	393,680	413,442	19,762
	<u>1,854,403</u>	<u>1,889,438</u>	<u>35,035</u>
Total Academic Instruction - Forrest County			
Hancock Center			
Mathematical Sciences	140,141	147,175	7,034
Sciences	2,200	2,200	0
English	54,046	56,714	2,668
Social Sciences	126,136	132,594	6,458
	<u>126,136</u>	<u>132,594</u>	<u>6,458</u>

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Total Academic Instruction - Hancock Center	322,523	338,683	16,160
Total Academic Instruction	8,757,042	9,260,950	503,908
Career Technical Instruction			
Poplarville			
Director's Office	428,131	889,518	461,387
Automotive Mechanics Technology	131,407	136,162	4,755
Electrical Technology	162,875	170,862	7,987
HVAC & Refrigeration Maintenance	61,106	64,221	3,115
Cosmetology	64,088	66,937	2,849
Barbering	64,752	67,651	2,899
Precision Machining Technology	68,589	70,919	2,330
Welding & Cutting	133,126	138,401	5,275
Practical Nursing	158,119	224,232	66,113
Commercial Truck Driving	77,491	77,882	391
CDL Testing	0	18,758	18,758
Office Systems Technology	192,093	182,934	(9,159)
Film & Video Technology	2,500	57,346	54,846
Marketing & Management Technology	109,110	114,070	4,960
Unmanned Aerial Systems Technology	0	83,761	83,761
Computer Networking Technology	64,973	65,681	708
Utility Lineman Technology	100,052	103,233	3,181
Construction/Heavy Equipment Technology	89,436	92,868	3,432
Early Childhood Education Technology	129,591	135,892	6,301
Early Childhood Tech Lab	45,730	59,648	13,918
Instrumentation Technology	122,690	128,583	5,893
Electronics Technology	129,081	134,310	5,229
Drafting & Design Technology	114,848	120,283	5,435
100% Equip/Travel/Aids Reimb by State	241,078	305,395	64,317
Total Career Technical Instruction Poplarville	2,690,866	3,509,547	818,681
Forrest County			
Director's Office	450,659	495,194	44,535
HVAC & Refrigeration Maintenance	76,936	80,889	3,953
Welding & Cutting	116,137	116,652	515
Office Systems Technology	135,817	142,360	6,543
Electronics Technology	108,963	117,836	8,873
Practical Nursing	308,847	426,522	117,675
Dental Assisting	114,719	114,863	144

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Surgical Technology	140,416	151,799	11,383
Physical Therapist Assistant	277,031	290,889	13,858
Medical Lab Tech	174,370	182,566	8,196
Respiratory Therapy Tech	227,629	238,931	11,302
Dental Hygiene	299,825	311,748	11,923
Occupational Therapy	216,021	226,122	10,101
Medical Radiologic Technology	165,272	179,075	13,803
Utility Lineman Technology	0	55,606	55,606
100% Equip/Travel/Aids Reimb by State	0	0	0
Total Career Technical Instruction Hattiesburg	2,812,642	3,131,052	318,410
Hancock			
Welding & Cutting	63,579	65,992	2,413
Total Career Technical Instruction	5,567,087	6,706,591	1,139,504
Instruction Other			
Adjuncts/Parttime Instructors/Overloads	1,437,080	1,576,094	139,014
Academic Scholarships	1,225,844	1,536,978	311,134
Drug Testing/Fingerprinting/Etc	143,786	193,707	49,921
On-line Instruction	0	157,816	157,816
Adult Education	0	93,842	93,842
Adjuncts/Parttime/Overloads/Scholarships/Fees	2,806,710	3,558,437	751,727
Total Instruction	17,130,839	19,525,978	2,395,139
Instructional Support Library and Learning Lab			
Poplarville	663,169	670,739	7,570
Forrest County	358,684	371,743	13,059
Hancock County	46,989	64,592	17,603
Total Instructional Support Library	1,068,842	1,107,074	38,232
Student Services			
Student Services	131,260	137,967	6,707
Admissions	257,662	269,046	11,384
Financial Aid	445,890	467,535	21,645
Counseling Center - Poplarville	204,856	214,444	9,588
Counseling Center - Hattiesburg	370,063	368,741	(1,322)
ACT/GED Testing Services	43,301	43,631	330

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
QEP - First Year Experience	221,253	228,100	6,847
Student Success Center	364,486	379,312	14,826
Student Publications/Year Disk	15,007	15,007	0
Athletic Director	567,602	581,396	13,794
Athletic Medical Supplies	10,271	10,271	0
Football	644,587	680,409	35,822
Women's Cross Country	0	12,770	12,770
Men's Basketball	245,272	259,395	14,123
Women's Basketball	213,326	251,177	37,851
Men's Baseball	205,223	224,447	19,224
Women's Softball	192,376	204,162	11,786
Rodeo	38,506	43,003	4,497
Men's Soccer	141,250	160,904	19,654
Women's Soccer	152,249	168,453	16,204
Volleyball	0	81,284	81,284
Athletics/Student Services	233,103	187,828	(45,275)
Recruitment	339,831	231,842	(107,989)
Miss PRCC Pageant	950	950	0
Cheerleaders	65,374	71,477	6,103
Graduation	35,529	35,529	0
Homecoming	8,647	8,647	0
School Nurse	59,720	62,529	2,809
Student Life - Poplarville	65,904	68,930	3,026
Student Life - Forrest County	1,250	1,250	0
Student Life - Hancock	525	525	0
Student Government Association	11,300	11,263	(37)
Phi Theta Kappa - Poplarville	6,583	6,583	0
Phi Theta Kappa - Hattiesburg	6,583	6,583	0
Total Student Services	5,299,739	5,495,390	195,651
Institutional Support			
Board of Trustees	24,891	24,891	0
Office of the President	405,416	422,892	17,476
Vice President for Instruction	238,926	267,146	28,220
AEOP	3,800	3,800	0
Performing Arts Center	56,000	56,000	0
Information Technology	2,472,873	2,474,776	1,903
Economic and Community Development	272,253	0	(272,253)
Governmental Relations	0	104,345	104,345
Planning and Research	197,803	155,619	(42,184)
eLearning Office	344,393	373,003	28,610

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Grant Expense	237,738	53,438	(184,300)
Disability Services	11,250	11,250	0
Communications & Marketing	400,314	372,126	(28,188)
Business Office	765,254	724,427	(40,827)
Business Office - Forrest County	27,898	29,158	1,260
Human Resources	0	75,634	75,634
Transfers to Grants and Restricted Funds	120,000	120,000	0
Student Accounts Bad Debts	530,875	530,875	0
General Administration	2,232,239	2,139,863	(92,376)
Foundation and Alumni	216,433	227,367	10,934
Institutional Research	149,542	156,348	6,806
Institutional Effectiveness	57,579	90,549	32,970
Campus Police (Poplarville)	476,188	524,531	48,343
Campus Police (Forrest)	229,215	240,434	11,219
Campus Police (Hancock)	41,268	45,146	3,878
ADA Coordinator	14,945	14,945	0
Drop Out Recovery Program	200,000	281,018	81,018
Director - Hancock County Campus	148,395	153,841	5,446
Woodall Center	364,792	450,042	85,250
Woodall Center - Security	5,000	5,000	0
Total Institutional Support	10,245,280	10,128,464	(116,816)
Operation of Plant			
Poplarville			
Janitorial	751,289	789,154	37,865
Building Maintenance	1,026,288	1,088,141	61,853
Grounds	332,382	330,809	(1,573)
Utilities	1,433,179	1,433,179	0
Vehicle Maintenance	204,644	209,374	4,730
Total Operation of Plant - Poplarville	3,747,782	3,850,657	102,875
Forrest County			
Janitorial	142,172	142,172	0
Building Maintenance	210,364	215,405	5,041
Grounds	72,958	76,227	3,269
Utilities	347,955	347,955	0
Total Operation of Plant - Forrest County	773,449	781,759	8,310
Hancock Center			

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Janitorial	26,780	26,780	0
Building Maintenance	146,980	146,980	0
Utilities	<u>38,631</u>	<u>38,631</u>	<u>0</u>
Total Operation of Plant - Hancock Center	212,391	212,391	0
Woodall Center			
Janitorial	68,051	69,849	1,798
Building Maintenance	21,440	21,440	0
Utilities	<u>142,416</u>	<u>142,416</u>	<u>0</u>
Total Operation of Plant - Woodall Center	<u>231,907</u>	<u>233,705</u>	<u>1,798</u>
Total Operation of Plant	<u>4,965,529</u>	<u>5,078,512</u>	<u>112,983</u>
Total Unrestricted Current Fund Expenditures	<u><u>38,710,229</u></u>	<u><u>41,335,418</u></u>	<u><u>2,625,189</u></u>

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Revenues			
Food Service			
Meal Tickets	1,541,000	1,605,003	64,003
Other Income	32,315	28,452	(3,863)
Total Food Service	1,573,315	1,633,455	60,140
Residential Facilities			
Room Rentals	1,735,000	2,024,901	289,901
Other Income	0	0	0
Total Residential Facilities	1,735,000	2,024,901	289,901
Bookstore (Pearl River and Forrest County)			
eBook Sales	2,364,657	2,420,980	56,323
Book Sales	534,309	512,261	(22,048)
Merchandise Sales	892,900	931,580	38,680
Non-Taxable Sales	58,817	0	(58,817)
Other Income	0	0	0
Total Bookstore	3,850,683	3,864,821	14,138
Total Auxiliary Revenues	7,158,998	7,523,177	364,179
Expenditures			
Food Service			
Contract Cost	1,392,800	1,247,503	(145,297)
Equipment Rental	1,000	1,000	0
Repairs	18,000	25,000	7,000
Other Supplies	8,500	6,000	(2,500)
Total Food Service	1,420,300	1,279,503	(140,797)
Residential Facilities			
Salaries	123,688	133,834	10,146
Staff Benefits	67,467	69,845	2,378
Maintenance Supplies	12,000	12,000	0
Scholarships	72,000	62,000	(10,000)
Utilities (Cable)	182,249	144,790	(37,459)
Repairs	40,000	7,253	(32,747)

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Meal Expense	7,000	7,000	0
Other Maintenance	0	0	0
Bond Obligation	<u>613,994</u>	<u>1,232,946</u>	<u>618,952</u>
Total Residential Facilities	1,118,398	1,669,668	551,270
Bookstore (Pearl River and Forrest County)			
Salaries	287,770	297,062	9,292
Fringe Benefits	111,020	117,913	6,893
eBook Purchases	850,000	1,708,951	858,951
Book Purchases	200,000	200,000	0
Merchandise Purchases	1,300,000	535,939	(764,061)
Postage and Freight	25,000	20,000	(5,000)
Service Contracts	18,000	21,000	3,000
Office Supplies	12,000	7,000	(5,000)
Rentals Bldg & Equip	7,500	3,000	(4,500)
Travel	5,000	1,000	(4,000)
Meal Expense	2,000	1,000	(1,000)
Sales Tax	<u>45,000</u>	<u>45,000</u>	<u>0</u>
Total Bookstore	2,863,290	2,957,865	94,575
Transfer to UCF (Ellucian Contract)	1,634,138	1,616,141	(17,997)
Total Auxiliary Expenditures	<u>7,036,126</u>	<u>7,523,177</u>	<u>487,051</u>
Excess Revenues Over/(Under) Expenditures	<u><u>122,872</u></u>	<u><u>0</u></u>	<u><u>(122,872)</u></u>

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

	<u>Proposed FY 2019</u>	<u>Proposed FY 2020</u>	<u>Increase (Decrease)</u>
Revenues			
Federal			
Student Support Services - Federal	330,783	313,316	(17,467)
Adult Education	561,771	746,939	185,168
WIA/Dislocated Worker Grant	518,502	312,810	(205,692)
MAP	75,000	0	(75,000)
Early Childhood Academy	359,000	367,558	8,558
State			
MCCB Projects	1,210,999	1,200,891	(10,108)
NASA Space Grant	7,500	7,500	0
MSVCC	21,000	21,000	0
CTE Challenge	214,840	0	(214,840)
Other			
PSDEHS Childcare	154,800	158,400	3,600
Families 1st	0	208,895	208,895
WAVES	0	27,349	27,349
Total Revenues	3,454,195	3,364,658	(89,537)
Expenditures			
Salaries	1,700,401	1,488,243	(212,158)
Fringe Benefits	472,871	427,742	(45,129)
Contractual	667,175	1,027,683	360,508
Materials & Supplies	254,378	201,156	(53,222)
Scholarships	0	40,889	40,889
Equipment	274,750	116,895	(157,855)
Travel	84,620	62,050	(22,570)
Total Expenditures	3,454,195	3,364,658	(89,537)
Excess Revenues Over Expenditures	0	0	0

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

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

	<u>2018-2019</u>	<u>2019-2020</u>	<u>Increase (Decrease)</u>
Revenues			
County Tax Support			
Forrest	436,000	436,000	0
Jefferson Davis	35,000	35,000	0
Lamar	500,000	500,000	0
Marion	69,000	69,000	0
Pearl River	800,000	800,000	0
Total Revenues	1,840,000	1,840,000	0
Expenditures			
Transfer Out - Career Tech Bond Project	294,000	294,000	0
Transfer Out - Lamar County Debt	212,000	212,000	0
Transfer Out - FCC Project	100,000	100,000	0
Furniture & Special Projects	193,203	193,203	0
Water Tower Maintenance	14,535	14,535	0
Instructional Technology	100,000	91,500	(8,500)
Vehicles	65,000	50,000	(15,000)
FCC Courtyard MDOT Match	40,158	0	(40,158)
Painting Projects	65,000	40,000	(25,000)
Campus Video System	40,000	40,000	0
Ground Storage Water Tank	3,234	3,234	0
Maintenance Equipment	30,000	30,000	0
IT Projects	350,000	250,000	(100,000)
MSDWF&P RTF Grant Match	32,870	0	(32,870)
Baseball Infield Turf	300,000	0	(300,000)
Football Turf	0	349,000	349,000
Office of Student Success - HVAC	0	9,000	9,000
FCC LPN Computers	0	10,500	10,500
Recruitment Cadence System	0	6,500	6,500
Admissions Office - Fireproof Cabinets	0	5,000	5,000
FAC Band Renovation of Storage Room	0	20,000	20,000
Marketing & Communications Equipment	0	2,500	2,500
FCC Maintenance Equipment	0	10,000	10,000
Recruitment Material & Equipment	0	6,000	6,000
Office of eLearning Renovations	0	3,028	3,028
FCC MDOT Courtyard Match	0	75,000	75,000
Elevator Maintenance & Repair Contract	0	25,000	25,000
Total Expenditures	1,840,000	1,840,000	0
Excess Revenues Over Expenditures	0	0	0

Facilities Plan

PEARL RIVER COMMUNITY COLLEGE

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

August 14, 2018

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Tuesday August 14, 2018, in the Great Hall conference room in Crosby Hall. The following committee members were in attendance:

Mr. Sonny Knight
Mr. Frank Ladner
Mr. H. R. Nobles
Mr. Dale Purvis
Mr. Tony Waits
Mr. Donny Williamson
Mr. Roger Knight, Dean of Business Services
Mr. Craig Tynes, Director of Building and grounds
Dr. Adam Breerwood, President

Dr. Breerwood welcomed all members and gave updates on the following:

FCC BUILDING #3

1. This renovation is underway and will be complete in 2 weeks. Spring opening
2. FC board of supervisor installed the college with police lights and paved our parking lot along with helping to create new entrance to get to this parking lot
3. Multi-Purpose- these renovations have started
4. Courtyard- this project came in well of the bid amount- Shea McNeese will speak to Tom King at the bureau in reference to needing 120K

POPLARVILLE CAMPUS

1. New Under Armor renovation at the bookstore is complete. Early sales are doing great
2. Baseball project underway- 7 days left to lay turf down
3. Soccer- we are a good bit away from completion
4. West Cafeteria project- just starting this project
5. Financial aid renovation went very well. it all looks great
6. Wildcat Welcome Center (PR Building) move went great
7. Band Field- fencing going up
8. Science Building:
 - a. New building would offer 4 labs and additional office space
 - b. Current building will need a lot of electrical work during this renovation/annex
 - c. 5.3 million for new Lab Building
 - d. Ready to bid October-November or after first of the year

Meeting adjourned 11:30 am

Adam Breerwood, President

PEARL RIVER COMMUNITY COLLEGE

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

August 14, 2018

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Dr. Adam Breerwood, President

Dr. Breerwood welcomed all members and gave updates on the following:

FCC BUILDING #3

5. This renovation is underway and will be complete in 2 weeks. Spring opening
6. FC board of supervisor installed the college with police lights and paved our parking lot along with helping to create new entrance to get to this parking lot
7. Multi-Purpose- these renovations have started
8. Courtyard- this project came in well of the bid amount- Shea McNeese will speak to Tom King at the bureau in reference to needing 120K

POPLARVILLE CAMPUS

9. New Under Armor renovation at the bookstore is complete. Early sales are doing great
10. Baseball project underway- 7 days left to lay turf down
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 - a. New building would offer 4 labs and additional office space
 - b. Current building will need a lot of electrical work during this renovation/annex
 - c. 5.3 million for new Lab Building
 - d. Ready to bid October-November or after first of the year

Meeting adjourned 11:30 am

Adam Breerwood, President

PEARL RIVER COMMUNITY COLLEGE

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

February 12, 2019

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Tuesday February 12, 2019, in the Great Hall conference room in Crosby Hall. The following committee members were in attendance:

Mr. Sonny Knight
Mr. Frank Ladner
Mr. H. R. Nobles
Mr. Dale Purvis
Mr. Tony Waits
Mr. Donny Williamson
Mr. Roger Knight, Dean of Business Services
Mr. Craig Tynes, Director of Building and grounds
Dr. Adam Breerwood, President

Dr. Breerwood welcomed all members and gave updates on the following:

SCIENCE BUILDING

1. Bid opening held last week
2. 7.5 million-dollar bond money
3. New base bid – 5.3 million
4. Alternates to bid:
 - a. Mechanical
 - b. Renovate classrooms
 - c. New lights and ceilings
 - d. New paint
 - e. New doors and hardware
 - f. Total: 6.7 million
5. Existing labs will become classrooms
6. Storage space becomes offices
7. Starks Construction got all 5 alternates at 6.13 million
8. Will have to go in stages on this Reno
9. Will have to extend contract from 12 months to 15 months

NEW DORMS

1. Ready to bid end of March or end of April
2. Will be using our money not the Bureau's money
3. Great campus life feature
4. We will lose football practice field with the build of these 2 dorms
5. Plans to install turf on the football field in order to use it for many functions and football can practice on this as well.
6. Football field turf:
 - a. This is a single source item/ GEO Surfaces
 - b. Total is 690k
 - c. We pay 300K now and pay out of E&I. Then raise the rest of the balance due
 - d. GEO Surfaces offering LED lights for 150K
 - e. We could use these at Soccer

Frank Lander made a motion to continue forward with this, Dale Purvis 2nd the motion will all members in favor.

Tony Waites made motion to continue forward with Stark Construction on Science Reno/annex, Frank Lander 2nd the motion with all members in favor.

Meeting adjourned 11:56 am

Adam Breerwood, President

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES
September 10, 2019

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Tuesday September 10, 2019, 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. Tony Waits
Mr. Mike Waits
Mr. Donny Williamson
Mr. Roger Knight, Dean of Business Services
Mr. Craig Tynes, Director of Building and grounds
Dr. Adam Breerwood, President

Dr. Breerwood welcomed all members and gave updates on the following:

FORREST COUNTY CENTER

- Courtyard: this project was 100K over budget, going to need to advertise for this again. Could be a long process with MDOT. Simplified drawings could bring cost down. MDOT has approved plan but we will have to send out another bid
- Bookstore: going to relocate, this will open up grill area into Courtyard. Along with an Honors Institute Hub for Student activity. Will be using money allocated by Forrest County Supervisors.

POPLARVILLE CAMPUS

- Men's dorms are moving along great
- Science Building project is going very well, will renovate old Science building in the fall.

MOODY HOUSE

- This project should be done by the end of the month
- the neighbor to this house has expressed interest in selling her house to the college
- Dr. Breerwood to get more information concerning this for next meeting

Meeting adjourned 11:45 am

Dr. Adam Breerwood

PEARL RIVER COMMUNITY COLLEGE
BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES
December 11, 2019

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Wednesday December 11, 2019, 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. Tony Waits
Mr. Mike Waits
Mr. Donny Williamson
Mr. Roger Knight, Dean of Business Services
Mr. Craig Tynes, Director of Building and grounds
Dr. Adam Breerwood, President

Dr. Breerwood welcomed all members and gave updates on the following:

AEROSPACE CENTER

- Ground breaking ceremony with the Governor coming down for this
- Need to get the funding allocated to us with a ton of paperwork ahead of us
- 2 buildings to go up with lease agreement on land
 - Start construction on hanger with a few classrooms located inside
 - Start huge Multi-Purpose center
- 12/12/19 A meeting will be held at Port and Harbor Commission and our planning committee to explain what they will do on our end
- This will need to be under construction by March 2021
- Must have money on hand before we can put it out to bid

SANDIFER HOUSE

- We have been approved to purchase this house for \$287,000.00 with Alumni Foundation to move over there and putting \$100,00.00 towards this purchase

MOODY HOUSE

- This renovation is complete

SCIENCE BUILDING

- This project is going very well

NEW MEN'S DORMS

- This project is moving along well with completion date near January 2021

FORREST HALL

- A/C project is complete

CAFETERIA

- Valley is renovating cafeteria to open it up and add more seating area
- Valley will fund a large portion for us

Dr. Breerwood asked the committee to consider naming the Food Market/Clothes Closet after Carol Williams. Tony Waits made a motion with Sonny Knight making 2nd motion with all members in favor of doing this.

Dr. Breerwood asked committee members to consider naming Presidents Conference Room after Marilyn Dillard. Mike Waits made a motion with Dale Purvis 2nd the motion and all committee members were in favor.

Meeting adjourned at 12:00 pm

Dr. Adam Breerwood

**Overview
of
Planning and Evaluation
at
Pearl River Community College**

Overview of 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.

Needs Assessment Form

PEARL RIVER COMMUNITY COLLEGE NEEDS ASSESSMENT

INSTRUCTIONS: This form should be completed when requesting changes in existing budget and/or in existing personnel needs and returned to your supervisor with your budget sheet. Refer to your Institutional Effectiveness Assessment Chart (Use of Results Column) and to the projections indicated in the Strategic Plan and Internal Performance Indicators to assist in your justification. Each identified need should then be prioritized.

Description field should be very specific of the item being prioritized.

Please use one of the following abbreviations for the Funding Source field for each need:

I Institutional	CT Career/Technical (Ex. Reimbursements in Departments such as Allied Health, Business Technology)
F Federal	GC Grants/Contracts (Ex. Workforce Education, Student Support Services, Foundations, etc.)

Please use one of the following abbreviations for the Category field:

EQ Equipment	TR Travel
FA Facility	IT Information Technology Equipment and Software Items
MS Materials and Supplies	ED Educational Materials, Supplies, and Literature
PE Personnel Needs	

Justification field should explain the reason of need for the item as related to the PRCC Mission Statement and Strategic Goals. (See Policy and Procedure Manual for Goal numbers.)

(ex. Description: Video Data Projectors and Notebook Computers; Justification: Instructional technology in classrooms is presently inadequate. This equipment is needed for classroom presentations; Goal Number(s): 1, 5)

Division/Department: _____ Prepared by: _____ Date: _____

PRIORITY RANK	DESCRIPTION	COST	FUNDING SOURCE	CATEGORY	JUSTIFICATION and GOAL NUMBER(S)

Should the

Institutional Effectiveness Planning and Evaluation

Calendar

be included here as well?

**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.

In the fall of 2019, administrators at Pearl River Community College (PRCC) were given an opportunity to participate in an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) facing the College.

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 Planning and Effectiveness Committee and the Administrative

Council. Both the Planning and Effectiveness Committee and the Administrative Council approved the current Mission Statement and Strategic Goals. Approval was received from the Policy and Procedure Committee and the President before final approval was received from the Board of Trustees in June 2020.

Specifically, PRCC personnel indicated in the SWOT Analysis that student success is one of the strengths of the College and should be included in the goals to continue to place emphasis on strong enrollment and retention efforts. A concern with bureaucracy regarding external funding was viewed as both a weakness and a threat; therefore, it was determined that alternate funding sources as well as alternate class delivery methods should continually be researched and implemented when possible.

Although the faculty and staff were seen as strengths of the College, the potential loss of faculty was found to be a threat. Corporate talent pirating from neighboring institutions of higher education was considered an ongoing hazard. With this in mind, a goal was included to ensure employment of qualified faculty and staff who would be compensated well and given the opportunity for professional development. Also included were internal performance indicators stating that faculty salaries will remain among the top one-third of community colleges in Mississippi, and faculty and staff salaries will increase a minimum of 3% annually.

A need to increase public knowledge of our services and successes was identified, so a goal to provide adequate communication among campus personnel and community members regarding the College goals, outcomes, and activities was included. Increased publicity was one method intended for encouraging county supervisors to increase millage allotted for PRCC. Additionally, an internal performance indicator was included to promote communication across departments and campuses through digital and print formats.

With the new facility in Hancock County nearing fruition, the opportunity for more Aerospace Academy classes presents itself along with the potential for additional partnerships with various businesses and industries. Therefore, a goal was included 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, online classes, and dual enrollment was determined necessary.

Alongside the SWOT Analysis, during the spring of 2019 and the fall of 2020, administrative, instructional, and educational support services were also evaluated by the utilization of the Noel-Levitz Student Satisfaction Survey and internal Employee Satisfaction and Campus Climate Surveys. The combined use of these surveys revealed areas of perceived strengths and weaknesses. It was revealed that a significant majority of the students were satisfied with services offered by the College; however, a focus group was organized in order to review the results and make recommendations directed toward improving the quality of services offered by the College.

SWOT Analysis

October 30, 2019

Ms. Joy Saucier, Facilitator

Strengths

Performance

(Numbers)

Growth

Enrollment

Financial Stability

Retention

Facilities

(University Feel)

First Impressions

Instructional Equipment

Aid in Recruitment

Provide Sense of Community

Relationships

Industries

Other Institutional Entities

Government Officials (Federal, State, and Local)

Community Connection (Community Outreach and Support)

Strong Connections Aid in Recruitment and Funding

Strengths

(Continued)

Culture

PRCC President

Data Driven

Open Mindset

Servant Mindset

Student Focused

Student Success is Priority

Appreciation for PRCC History

Vision for Future

Priority Given to Performance & Retention

Departments

Orientation

Advising

Student Success/Instructional Support

eLearning

Housing

Fine Arts

Diversity in Offerings

People

Faculty/Staff

Positive Student Experiences

Strong Recruitment

Marketing

Aids in Recruitment

Aids in Relationships

Student Success

Academic Transfer Success

High Employment Rates

Student Organizations

Student Leadership

Scholarship Opportunities

Financial Aid Opportunities

Weaknesses

Communication

Silos Create Lack of Efficiency

Telling our Story
(Negative Perception of Community
Colleges in Certain Areas)

Improved Methods of Communication

Faculty/Staff

Adaptability/Resistance to Change

More Instructional Time Needed

Loss of Quality Instructors to Attrition

Inability to Afford Qualified Instructors (CTE)

Financial Concerns

Bureaucracy (Limits Funding)

Earmarked Funds

Cash-flow/Timing Issues

Hinders Effective Planning

Facilities

Maintenance of Facilities

Space is Affected by Growth

Parking

Changing Needs

Mental Health Services

Timely Responses to Changes

Community Needs

Opportunities

Expand Allied Health and CTE Programs

Increase manufacturing programs at Forrest County Center

Additional classes through the Aerospace Academy at Hancock Center

Innovative teaching methodologies

Innovative use of existing spaces

Growth into non-traditional spaces (Existing Warehouses/Storefronts)

Increased online opportunities (CTE)

Expansion of partnerships with Workforce

Increase in external funding through grants

Increased public outreach

Improved partnering with IHLs (Encourage acceptance of more credits.)

Strengthen relationships with District K-12 Schools, particularly high schools

As faculty is lost through attrition, hire innovative, flexible people.

Increase extracurricular activities such as golf and archery.

Further invest in communications and marketing to better tell our story.

Lead the way in establishing parameters for Dual Enrollment.

Encourage supervisors to increase millage.

Encourage current students to advocate for education through voting.

Everyone is a recruiter!

Threats

Funding

No Control over External Resources

State Reduction in FTE

Carl Perkins Allocated to MDE

Dual Enrollment

(Students leave our institution more quickly.)

(Timing) Causes planning inefficiency with Industry partners.

External Relationships

Self Interest (Clouds decision making.)

MCCB

Recruiting

Out of District Recruiting

Birth Table Decline

Non-Accredited Institutions

Talent Acquisition

Corporate Pirating

Small Qualified Faculty Pool

Student Expectations

Inability to Keep Pace Technologically

Mental Health and Other Special Needs Increase with Enrollment

Recruiting, retention, and institution reputation must keep pace with student culture.

**Strategic Goals
and
Internal Performance Indicators**

2020-2021 Mission Statement and Strategic Goals

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

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 online 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.

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, 80.1% 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

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.

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.

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.

Internal Performance Indicator 7

Budget support for the expansion of the Quality Enhancement Plan (QEP) will continue each fiscal year at a minimum of 90% of the initial QEP budget amount.

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

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.

Internal Performance Indicator 1

Faculty salaries will remain among the top one-third of community colleges in Mississippi.

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.

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.

Internal Performance Indicator 6

At least 70% of students participating in the first-year seminar will indicate campus resources were beneficial to their success.

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

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.

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 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 three 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.

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 quarter 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

Goal	Indicator	Persons Responsible for Indicators		
<p>1</p> <p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p>	1	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p>
	2	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p>
	3	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p>
	4	<p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p>	<p>Ms. Rachel Harris Counselor</p> <p>Ms. Michelle Wilson-Stokes Dean of Student Services and Special Populations Coordinator for Forrest County Center</p>
	5	<p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p>	<p>Ms. Rachel Harris Counselor</p> <p>Ms. Michelle Wilson-Stokes</p>

				Dean of Student Services and Special Populations Coordinator for Forrest County Center
	6	Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction		
	7	Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction	Dr. Jana Causey Vice President for Forrest County Operations Dr. Edward Pinero Dean of Career and Technical Education Programs Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center	Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness
	8	Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction	Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness	
	9	Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction		
	10	Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction		

Goal	Indicator	Persons Responsible for Indicators		
<p>2</p> <p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	1	<p>Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p> <p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p> <p>Ms. Michelle Wilson- Stokes Dean of Student Services and Special Populations Coordinator for Forrest County Center</p> <p>Ms. Maghan James Assistant Vice President of Student Services</p>
	2	<p>Ms. Tracy Smith Director of College Libraries</p>		
	3	<p>Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p> <p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p> <p>Maghan James Assistant Vice President of Student Services</p> <p>Ms. Michelle Wilson- Stokes Dean of Student Services and Special Populations Coordinator for Forrest County Center</p>
	4	<p>Mr. Roger Knight Vice President for College Operations</p>		
	5	<p>Ms. Tracy Smith Director of College Libraries</p>	<p>Ms. Karen Bond Director of Dual Enrollment</p> <p>Robin Shows Learning Resource Center Coordinator (FCC)</p>	

	6	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Mr. Roger Knight Vice President for College Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p> <p>Ms. Tonia Seal Director of Admissions and Records and ADA/Civil Rights Coordinator</p> <p>Ms. Michelle Wilson-Stokes Dean of Student Services and Special Populations Coordinator for Forrest County Center</p>
	7	<p>Mr. Roger Knight Vice President for College Operations</p>	<p>Dr. Amy Townsend Associate Vice President for Student Success/QEP</p>	

Goal	Indicator	Persons Responsible for Indicators		
<p>3</p> <p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>1</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Ms. Michelle Mitchell Director of e-Learning</p>	
	<p>2</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p>	<p>Ms. Karen Bond Director of Dual Enrollment</p>	
	<p>3</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>		
	<p>4</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Mr. Roger Knight Vice President for College Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p> <p>Ms. Tonia Seal Director of Admissions and Records and ADA/Civil Rights Coordinator</p> <p>Ms. Michelle Wilson- Stokes Dean of Student Services and Special Populations Coordinator for Forrest County Center</p>

Goal	Indicator	Persons Responsible for Indicators		
<p>4</p> <p>Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness</p>	1	<p>Mr. Roger Knight Vice President for College Operations</p>		
	2	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p>
	3	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p>
	4	<p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness</p>	
	5	<p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness</p>	

	6	Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center	Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness	
	7	Mr. Roger Knight Vice President for College Operations		
	8	Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction	Ms. Michele Mitchell Director of eLearning	

Goal	Indicator	Persons Responsible for Indicators		
<p>5</p> <p>Dr. Adam Breerwood President</p>	<p>1</p>	<p>Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p> <p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Ms. Maghan James Assistant Vice President of Student Services</p> <p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p>
	<p>2</p>	<p>Dr. Adam Breerwood President</p>		
	<p>3</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Mr. Matt Logan Chief Information Officer</p>	
	<p>4</p>	<p>Mr. Ernest "Ernie" L. Lovell, Jr. Executive Director of Development Foundation/Alumni Association</p>		
	<p>5</p>	<p>Dr. Tara Rouse Director of the Wellness Center</p>		
	<p>6</p>	<p>Dr. Amy Townsend Associate Vice President for Student Success/QEP</p>		

Goal	Indicator	Persons Responsible for Indicators		
<p>6</p> <p>Dr. Adam Breerwood President</p>	<p>1</p>	<p>Mr. Roger Knight Vice President for College Operations</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Ms. Delana Harris Director of Communications and Marketing</p>
	<p>2</p>	<p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness</p>	
	<p>3</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p> <p>Dr. Jana Causey Vice President for Forrest County Operations</p>	
	<p>4</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p> <p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute</p>	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p> <p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p>	<p>Department Chairs</p>

	4 Cont.	Poplarville/Vice President of Hancock Center		
	5	Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center	Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness	
	6	Mr. Ernest "Ernie" L. Lovell, Jr of Development Foundation/Alumni Association		
	7	Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center Ms. Melanie Davis Director of Institutional Research/ Institutional Effectiveness	Dr. Edward Pinero Dean of Career and Technical Education Programs Dr. Jana Causey Vice President for Forrest County Operations	Department Chairs

Goal	Indicator	Persons Responsible for Indicators		
<p>7</p> <p>Ms. Tonia Seal Director of Admissions and Records and ADA/Civil Rights Coordinator</p>	1	<p>Ms. Delana Harris Director of Communications and Marketing</p>		
	2	<p>Ms. Tonia Seal Director of Admissions and Records and ADA/Civil Rights Coordinator</p>	<p>Dr. Amy Townsend Associate Vice President for Student Success/QEP</p>	
	3	<p>Ms. Tonia Seal Director of Admissions and Records and ADA/Civil Rights Coordinator</p>	<p>Dr. Amy Townsend Associate Vice President for Student Success/QEP</p>	
	4	<p>Ms. Delana Harris Director of Communications and Marketing</p>		
	5	<p>Dr. Edward Pinero Dean of Career and Technical Education Programs</p>	<p>Dr. Jana Causey Vice President for Forrest County Operations</p> <p>Dr. Jennifer Seal Vice Presidents for Planning and Institutional Research/Dean of Honors Institute Poplarville/Vice President of Hancock Center</p>	<p>Ms. Rachel Harris Counselor</p> <p>Ms. Michelle Wilson-Stokes Dean of Student Services and Special Populations Coordinator for Forrest County Center</p> <p>Mr. Raymunda Barnes Assistant Vice President for Hancock Center</p>
	6	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Ms. Tonia Seal Director of Admissions and Records and ADA/Civil Rights Coordinator</p>	
	7	<p>Dr. Martha Lou Smith Vice President for Poplarville Campus and Instruction</p>	<p>Ms. Tonia Seal Director of Admissions and Records and ADA/Civil Rights Coordinator</p>	

Goal	Indicator	Persons Responsible for Indicators		
<p>8</p> <p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>	1		<p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>	<p>Rebecca Brown Coordinator of Community and Economic Development</p> <p>Cheryl Frierson Workforce Project Manager/Compliance Coordinator</p>
	2		<p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>	<p>Ruby Smith Assistant Director of Adult Education (District Wide)</p>
	3		<p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>	<p>Rebecca Brown Coordinator of Community and Economic Development</p>
	4		<p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>	<p>Chris Maul Adult Education Coordinator</p> <p>Ruby Smith Assistant Director of Adult Education (District Wide)</p>
	5		<p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>	<p>Rebecca Brown Coordinator of Community and Economic Development</p> <p>Cheryl Frierson Workforce Project Manager/Compliance Coordinator</p> <p>Troy Teadt GIS Training Manager</p>
	6		<p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>	<p>Rebecca Brown Coordinator of Community and Economic Development</p> <p>Cheryl Frierson Workforce Project Manager/Compliance Coordinator</p> <p>Troy Teadt GIS Training Manager</p>
	7	<p>Ms. Rebecca Brown Dean of Workforce and Community Development</p>		<p>Sonya Hunt Dislocated Worker/ITA Coordinator</p> <p>Delores Butler Adult Education/WIN Center (Hattiesburg)</p>

