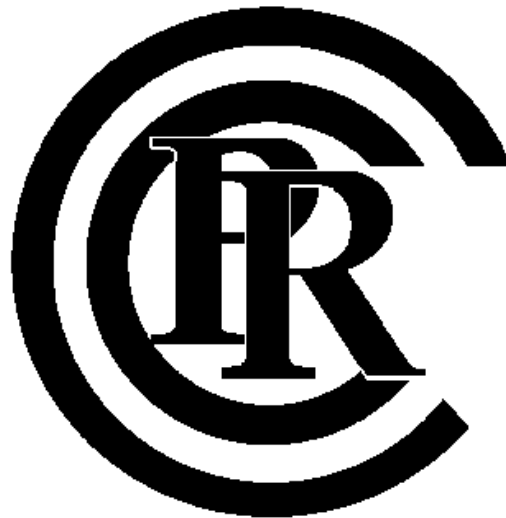


**STRATEGIC PLAN
and
INTERNAL PERFORMANCE INDICATORS**

2012 - 2015



**PEARL RIVER COMMUNITY COLLEGE
POPLARVILLE - HATTIESBURG - WAVELAND
MISSISSIPPI**

**STRATEGIC PLAN
and
INTERNAL PERFORMANCE INDICATORS**

2012 - 2015

TABLE OF CONTENTS

President's Letter

History of Pearl River Community College

Financial Overview

Facilities Plan

Introduction to Planning and Evaluation at Pearl River Community College

Rationale for Strategic Goals

Mission Statement and Strategic Goals

Strategic Goals and Internal Performance Indicators

Internal Performance Indicator Responsibility Chart

**PRESIDENT'S
LETTER**



PEARL RIVER COMMUNITY COLLEGE
MISSISSIPPI'S PIONEER COMMUNITY COLLEGE

TO: PRCC Employees

FROM:  William Lewis
President

DATE: 2012 Spring Semester

RE: Strategic Plan and Internal Performance Indicators

Community colleges across America have received a challenging message from the U.S. Congress and from state legislators. That message requires all institutions of higher education to focus on and to increase the number of graduates and program completions. With this embellished focus on graduation and completion, many states have begun to link state funding to how well students are progressing towards this goal.

Pearl River Community College has embraced this concept and has taken numerous steps to increase its productivity in terms of graduates and program completers. The latest data comparing colleges and their graduation rates indicates that PRCC has earned the number one ranking among Mississippi community colleges. Despite this most significant ranking, it is imperative that our institution continue its efforts to improve our productivity relative to the percentage of students who earn a degree.

The College was fortunate that three years ago we were awarded a federal Strengthening Institutions grant to focus on student retention and advisement. Significant progress is being made in assisting students with the completion of their programs of study because of the availability of this Title III grant.

In addition, for the second year in a row, the College has been recognized as a national first-round finalist for the prestigious Aspen Prize for Community College Excellence. Only 120 colleges in America received the recognition of being named first-round finalists. Pearl River is most pleased to have been recognized for the productivity and employment placement of its students.

From an on-going evaluation and revamping of the College's Developmental Education Program to the initiation of the Honors Institute that challenges the most academically talented students, Pearl River Community College continues its priority institutional focus on the teaching/learning process. As documented in this report, these efforts are helping PRCC students to be prepared to be successful in future pursuits. Whether it be to enter the workplace immediately upon graduation or to continue to pursue additional higher education, our students will be among the most prepared in the country.

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 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 library and classroom building that opened in the Spring of 2006. 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
Budgets
Table of Contents
2012-2013**

Budgets	Page(s)
I. Education and General Funds	
A. Current Unrestricted Funds	
1 Summary Statement of Revenues and Expenditures	1
2 Schedule of Revenues	2 - 4
3 Schedule of Expenditures (Object Form)	5 - 7
4 Schedule of Expenditures (Function Form)	
a. Instructional - Academic	8 & 9
b. Instructional - Career Technical	9 & 10
c. Instructional Support - Library	10
d. Student Services	10 & 11
e. Institutional Support	11 & 12
f. Operation of Plant	12 & 13
B. Auxiliary Funds	
Schedule of Revenues and Expenditures	14 & 15
II. Current Restricted Funds	
A. Statement of Revenues and Expenditures	
Grants Funds	16
III. Plant Funds	
A. Statement of Revenues and Expenditures	
Enlargement and Improvement Fund	17 & 18

Pearl River Community College
Current Unrestricted Funds
Summary Statement of Revenues and Expenditures
For the Years Ended 2011-2012 and 2012-2013

	<u>2011-2012</u>	<u>% To Total</u>	<u>2012-2013</u>	<u>% To Total</u>	<u>Increase (Decrease)</u>
Revenues					
Student Fees	12,464,186	38.44%	13,600,096	40.19%	1,135,910
County Support	3,156,587	9.73%	3,156,587	9.33%	0
State Support	15,513,684	47.84%	16,143,759	47.70%	630,075
Federal Support	592,775	1.83%	418,140	1.24%	(174,635)
Private Gifts, Grants, and Contracts	175,000	0.54%	154,373	0.46%	(20,627)
Investment Income	88,442	0.27%	76,552	0.23%	(11,890)
Sales and Svc of Educ Activities	130,234	0.40%	158,245	0.47%	28,011
Other Sources	304,585	0.94%	134,147	0.40%	(170,438)
Total Revenues	<u>32,425,493</u>	<u>100.00%</u>	<u>33,841,899</u>	<u>100.00%</u>	<u>1,416,406</u>
Expenditures					
Instructional - Academic	8,632,806	26.62%	9,037,738	26.71%	404,932
Instructional - Career Technical	5,772,549	17.80%	5,746,589	16.98%	(25,960)
Instructional - Parttime/Adjuncts	1,345,889	4.15%	1,418,607	4.19%	72,718
Instructional Support - Library	1,139,685	3.51%	1,170,542	3.46%	30,857
Student Services	3,842,591	11.85%	4,055,893	11.98%	213,302
Institutional Support	7,260,980	22.39%	7,907,393	23.37%	646,413
Operation of Plant	4,430,993	13.67%	4,505,137	13.31%	74,144
Total Expenditures	<u>32,425,493</u>	<u>100.00%</u>	<u>33,841,899</u>	<u>100.00%</u>	<u>1,416,406</u>

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Educational Revenues			
Student Fees			
Academic			
Full Time Tuition - IS	4,238,233	5,017,310	779,077
Part Time Tuition - IS	2,162,774	2,162,774	0
Full Time Tuition - OS	169,588	177,250	7,662
Part Time Tuition - OS	39,329	36,724	(2,605)
Full Time Fees - OS	216,579	211,624	(4,955)
Part Time Fees - OS	72,761	40,127	(32,634)
Lab Fees	1,030,708	1,036,992	6,284
Technology Fee	181,575	193,925	12,350
Registration Fee	181,575	193,925	12,350
	<u>8,293,122</u>	<u>9,070,651</u>	<u>777,529</u>
Total Academic			
Vocational			
Full Time Tuition - IS	502,802	530,950	28,148
Part Time Tuition - IS	7,500	41,400	33,900
Full time Tuition - OS	8,250	8,500	250
Part Time Tuition - OS	1,800	1,200	(600)
Full Time Fees - OS	8,692	10,191	1,499
Part Time Fees - OS	1,800	1,200	(600)
Program and Course Fees	170,997	166,070	(4,927)
Technology Fee	12,425	20,425	8,000
Registration Fee	12,425	20,425	8,000
Other Fees - Nursing Assistant Program	33,000	53,000	20,000
	<u>759,691</u>	<u>853,361</u>	<u>93,670</u>
Total Vocational			
Technical			
Full Time Tuition - IS	1,877,499	2,122,000	244,501
Part Time Tuition - IS	466,082	466,082	0
Full time Tuition - OS	48,000	57,000	9,000
Part Time Tuition - OS	7,930	8,200	270
Full Time Fee - OS	57,552	71,343	13,791
Part Time Fees - OS	9,978	8,499	(1,479)
Program and Course Fees	460,052	508,459	48,407
Technology Fee	61,200	66,591	5,391
Registration Fee	61,200	66,591	5,391
	<u>3,049,493</u>	<u>3,374,765</u>	<u>325,272</u>
Total Technical			

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Other Student Fees			
Orientation	146,100	0	(146,100)
Transcripts	11,981	38,775	26,794
ACT/GED Testing	22,833	48,167	25,334
ID Card Fees	11,078	17,402	6,324
VCC Fees	109,133	156,400	47,267
Deferment Fees	60,755	40,575	(20,180)
	<hr/>	<hr/>	<hr/>
Total Other Student Fees	361,880	301,319	(60,561)
Total Student Fees	12,464,186	13,600,096	1,135,910
General Revenues			
County Support			
Forrest	557,687	557,687	0
Hancock	1,032,000	1,032,000	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
	<hr/>	<hr/>	<hr/>
Total County Support	3,156,587	3,156,587	0
State Support			
General			
General Appropriations	8,917,396	9,247,142	329,746
Health Insurance	1,564,500	1,485,536	(78,964)
Technology Appropriation	200,689	179,113	(21,576)
Rural Health Corp Appropriation	74,907	75,742	835
Dropout Recovery Pilot	100,000	100,000	0
A.D.N. Funding	104,379	96,923	(7,456)
One Stop Career Center	300,000	300,000	0
Advanced Tech Center	150,000	150,000	0
EEF	2,320,669	2,497,328	176,659
Other State Revenue			
Vocational Salary Reimbursement	1,781,144	2,011,975	230,831
	<hr/>	<hr/>	<hr/>
Total State Support	15,513,684	16,143,759	630,075
Federal Support			
Vocational Program Reimbursement	561,775	318,403	(243,372)
Vocational Program Salary Reimb Other	0	91,078	91,078

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Recovery of Admin Costs	31,000	8,659	(22,341)
Total Federal Support	592,775	418,140	(174,635)
Private Gifts, Grants and Contracts			
Outside Scholarships	175,000	154,373	(20,627)
Investment Income			
Interest Income	88,442	76,552	(11,890)
Sales & Services of Educational Activities			
Child Care Revenue	27,900	36,000	8,100
Wellness Center Usage Fees	10,970	13,740	2,770
Gate Receipts	34,258	29,620	(4,638)
Season Ticket Sales	4,680	5,224	544
Ad Sales	2,715	1,250	(1,465)
Program Sales	1,360	835	(525)
Barbering Revenue	165	1,936	1,771
Cosmetology Revenue	4,415	13,789	9,374
CD Annuals	25,203	23,502	(1,701)
Vending	7,748	11,564	3,816
Vo-Tech Service Income	10,820	20,785	9,965
Total Sales & Svc of Ed Activities	130,234	158,245	28,011
Other Sources			
Library Fines	820	1,174	354
Traffic Violations	31,476	48,593	17,117
Parking Permits	33,809	54,608	20,799
Other Income	2,755	3,833	1,078
Due from Foundation	22,929	21,239	(1,690)
Miscellaneous Income	4,600	3,600	(1,000)
Transfers In - Auxillary	100,000	0	(100,000)
Reserves	107,096	0	(107,096)
Cash Short/Over	1,100	1,100	0
Total Other Sources	304,585	134,147	(170,438)
Total Educational and General Revenues	32,425,493	33,841,899	1,416,406

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Salaries	17,888,622	18,447,732	559,110
Fringe Benefits	5,139,389	5,598,097	458,708
Work Study Salaries	125,000	125,000	0
Postage	43,573	43,573	0
Printing and Reproduction Service	32,071	32,071	0
Repairs and Maintenance	219,474	219,474	0
Service Contracts on Equipment	329,981	329,981	0
Utilities			
Cable Cost	1,200	1,200	0
Telephone	173,831	173,831	0
Electricity	1,128,225	1,132,225	4,000
Gas	225,756	225,756	0
Water	164,853	164,853	0
Waste Disposal	49,177	49,177	0
Student Testing Fees	0	62,150	62,150
Equipment and Other Rentals	328,513	366,013	37,500
Insurance	967,175	967,175	0
Professional Fees	493,478	527,978	34,500
Medical Services	15,666	15,666	0
Other Contractual Services	42,102	46,582	4,480
Advertising	82,755	82,755	0
Legal and Membership Dues	252,653	340,653	88,000
Educational Supplies	285,732	304,599	18,867
Office Supplies	127,188	127,188	0

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Building and Construction Supplies	197,848	197,848	0
Janitorial Supplies	80,542	80,542	0
Automotive Supplies	16,650	16,650	0
Landscaping Supplies	20,679	20,679	0
Gas, Oil, and Deisel	93,141	103,141	10,000
Computer Software	26,524	26,524	0
Other Supplies	158,790	158,790	0
Printing and Binding Supplies	2,865	2,865	0
Principal & Interest on Debt	3,176	3,176	0
Scholarships	1,832,300	1,953,143	120,843
Vehicle Tags, Taxes, Etc.	2,270	2,270	0
Bad Debts (Student Accts Receivable)	173,783	433,403	259,620
Miscellaneous Expense	37,401	37,401	0
Meal Expense	102,890	102,890	0
Uniforms	87,975	87,975	0
Medical Supplies	8,880	8,880	0
Minor Equipment	134,580	134,580	0
In State Travel	258,240	260,240	2,000
Out of State Travel	87,378	87,378	0
Equipment	214,327	214,327	0
State 100% Reimburseable Equipment	561,775	318,403	(243,372)

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Library Books	87,065	87,065	0
Transfers Out	<u>120,000</u>	<u>120,000</u>	<u>0</u>
Total Expenditures by Object	<u>32,425,493</u>	<u>33,841,899</u>	<u>1,416,406</u>

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Academic Instruction			
Poplarville			
QEP	216,926	222,449	5,523
Theatre	6,838	6,838	0
Communications	187,920	193,827	5,907
String of Pearls	47,857	47,857	0
Art	84,255	86,418	2,163
Band	391,879	395,366	3,487
Chorus	194,601	196,678	2,077
Music	401,119	430,926	29,807
Wellness Center	496,272	511,195	14,923
Associate Degree Nursing	2,002,788	2,072,620	69,832
Business	150,963	155,503	4,540
Mathematical Sciences	784,060	894,627	110,567
Sciences	778,638	708,847	(69,791)
English	546,342	564,193	17,851
Reading	113,446	117,250	3,804
Criminal Justice	57,124	59,026	1,902
Foreign Language	64,651	66,720	2,069
Social Sciences	469,009	449,097	(19,912)
Journalism	3,005	3,005	0
	<u>6,997,693</u>	<u>7,182,442</u>	<u>184,749</u>
Total Academic Instruction - Poplarville			
Forrest County			
QEP	75,831	78,139	2,308
Communications	92,261	98,935	6,674
Health and Physical Education	2,420	2,420	0
Mathematical Sciences	334,590	363,699	29,109
Sciences	228,779	328,864	100,085
English	209,180	215,970	6,790
Reading	49,726	51,325	1,599
Criminal Justice	57,001	58,894	1,893
Foreign Language	57,296	59,279	1,983
Social Sciences	286,135	295,614	9,479
	<u>1,393,219</u>	<u>1,553,139</u>	<u>159,920</u>
Total Academic Instruction - Forrest County			
Hancock Center			
Mathematical Sciences	94,917	98,109	3,192
Science	2,200	2,200	0
English	94,427	57,435	(36,992)

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Social Sciences	50,350	144,413	94,063
Total Academic Instruction - Hancock Center	241,894	302,157	60,263
Total Academic Instruction	8,632,806	9,037,738	404,932
Career Technical Instruction			
Poplarville			
Director's Office	257,921	261,675	3,754
Automotive Mechanics Technology	115,884	120,706	4,822
Electrical Technology	142,683	152,809	10,126
Construction Management Technology	53,310	59,840	6,530
Block, Brick, & Stone Masonry	60,142	67,454	7,312
HVAC & Refrigeration Maintenance	98,530	102,451	3,921
Cosmetology	57,651	59,293	1,642
Barbering	62,936	64,774	1,838
Precision Machining Technology	73,522	94,904	21,382
Welding & Cutting	120,248	128,911	8,663
Practical Nursing	144,646	149,117	4,471
Commercial Truck Driving	176,438	181,121	4,683
Web Development Technology	49,888	54,373	4,485
Business Office Systems Technology	250,187	191,495	(58,692)
Computer Technology	78,178	80,268	2,090
Marketing & Management Technology	116,753	120,281	3,528
Computer Networking Technology	51,463	57,298	5,835
Utility Lineman Technology	129,143	140,514	11,371
Construction/Heavy Equipment Technology	77,105	86,813	9,708
Early Childhood Education Technology	115,113	118,755	3,642
Early Childhood Tech Lab	61,150	62,715	1,565
Instrumentation Technology	91,461	96,714	5,253
Electronics Technology	111,327	118,280	6,953
Drafting & Design Technology	119,609	123,325	3,716
100% Equipment Reimbursed by State	561,775	318,403	(243,372)
Total Career Technical Instruction Poplarville	3,177,063	3,012,289	(164,774)
Forrest County			
Director's Office	407,906	419,257	11,351
HVAC & Refrigeration Maintenance	69,182	71,174	1,992
Welding & Cutting	64,036	65,635	1,599
Practical Nursing	220,655	227,364	6,709
Business Office Systems Technology	115,854	119,427	3,573

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Computer Servicing Technology	34,949	35,884	935
Electronics Technology	46,621	47,988	1,367
Allied Health Programs			
Dental Assisting	128,259	132,235	3,976
Surgical Technology	131,623	134,708	3,085
Nursing Assistant	62,905	73,400	10,495
Nursing Aide Competency Testing	3,553	3,553	0
Physical Therapist Assistant	261,948	274,592	12,644
Medical Lab Tech	154,209	158,635	4,426
Respiratory Therapy Tech	207,513	214,076	6,563
Dental Hygiene	298,249	298,017	(232)
Occupational Therapy	198,277	203,167	4,890
Medical Radiologic Technology	189,747	195,704	5,957
Total Career Technical Instruction Hattiesburg	2,595,486	2,674,816	79,330
Hancock			
Welding & Cutting	0	59,484	59,484
Total Career Technical Instruction	5,772,549	5,746,589	(85,444)
Adjuncts/Parttime/Overloads	1,345,889	1,418,607	72,718
Total Instruction	15,751,244	16,202,934	392,206
Instructional Support Library and Learning Lab			
Poplarville	756,277	776,395	20,118
Forrest County	336,548	345,066	8,518
Hancock County	46,860	49,081	2,221
Total Instructional Support Library	1,139,685	1,170,542	30,857
Student Services			
Vice President of Student Affairs	177,959	183,488	5,529
Admissions	274,299	286,628	12,329
Financial Aid	383,724	395,537	11,813
Retention and Adult Services	115,022	118,631	3,609
Counseling Center - Poplarville	454,636	476,780	22,144
Counseling Center - Hattiesburg	438,974	451,108	12,134
ACT/GED Testing Service - Poplarville	35,151	35,151	0
ACT/GED Testing Service - Hattiesburg	0	5,000	5,000
Student Publications/Year Disk	15,007	15,007	0

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Athletic Director	204,173	205,936	1,763
Athletic Medical Supplies	10,271	10,271	0
Football	494,128	499,158	5,030
Men's Basketball	176,875	178,418	1,543
Women's Basketball	131,110	132,834	1,724
Men's Baseball	161,602	163,362	1,760
Women's Softball	134,222	136,236	2,014
Men's Soccer	77,524	78,291	767
Women's Soccer	88,682	89,449	767
Athletics/Student Services	149,634	178,252	28,618
Recruitment	133,296	188,676	55,380
Parade of Beauties	950	950	0
Cheerleaders	38,285	38,392	107
Homecoming	8,647	8,647	0
School Nurse	53,368	54,987	1,619
Student Activities/Intramurals	66,186	67,004	818
Student Council	6,700	6,700	0
Honors Institute	1,000	39,834	38,834
Phi Theta Kappa - Poplarville	5,583	5,583	0
Phi Theta Kappa - Hattiesburg	5,583	5,583	0
	<u>3,842,591</u>	<u>4,055,893</u>	<u>213,302</u>
Total Student Services			
Institutional Support			
Board of Trustees	21,891	21,891	0
Office of the President	354,559	364,975	10,416
Vice President for Instruction	733,044	738,661	5,617
AEOP	3,800	3,800	0
Information Technology	1,034,953	1,051,332	16,379
Planning and Research	182,322	192,659	10,337
eLearning Office	253,609	259,502	5,893
Grant Expense	97,919	97,919	0
Title III	35,399	115,771	80,372
Disability Services	11,250	11,250	0
Public Relations and Printing	408,966	401,569	(7,397)
Business Office	575,686	592,256	16,570
Business Office - Forrest County	27,059	27,863	804
Transfers to Grants and Restricted Funds	120,000	120,000	0
Student Accounts Bad Debts	173,783	433,403	259,620
General Administration	1,571,650	1,713,428	141,778
Economic and Community Development	0	276,404	276,404
Foundation Office	206,028	204,977	(1,051)

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Institutional Research	113,404	116,849	3,445
Campus Police (Poplarville)	398,286	408,837	10,551
Campus Police (Hattiesburg)	169,197	172,449	3,252
Campus Police (Hancock)	34,403	35,701	1,298
ADA Coordinator	82,537	84,864	2,327
Drop Out Recovery Program	100,000	100,000	0
Director - Hancock County Campus	124,570	127,990	3,420
Advanced Technology Center	421,665	228,043	(193,622)
ATC - Security	5,000	5,000	0
Total Institutional Support	7,260,980	7,907,393	646,413
Operation of Plant			
Poplarville			
Janitorial	672,297	668,026	(4,271)
Building Maintenance	920,333	930,455	10,122
Grounds	298,002	306,272	8,270
Utilities	1,331,126	1,331,126	0
Vehicle Maintenance	191,763	199,530	7,767
Total Operation of Plant - Poplarville	3,413,521	3,435,409	21,888
Forrest County			
Janitorial	169,992	173,902	3,910
Building Maintenance	169,125	172,448	3,323
Grounds	35,693	35,693	0
Utilities	289,185	289,185	0
Total Operation of Plant - Forrest County	663,995	671,228	7,233
Advanced Technology Center			
Janitorial	55,322	56,865	1,543
Building Maintenance	11,759	11,759	0
Grounds	13,641	13,641	0
Utilities	114,595	114,595	0
Total Operation of Plant - Advanced Tech Ctr	195,317	196,860	1,543
Hancock Center			
Janitorial	15,380	17,360	1,980
Building Maintenance	111,000	148,500	37,500
Utilities	31,780	35,780	4,000

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Total Operation of Plant - Hancock Center	<u>158,160</u>	<u>201,640</u>	<u>43,480</u>
Total Operation of Plant	<u>4,430,993</u>	<u>4,505,137</u>	<u>74,144</u>
Total Unrestricted Current Fund Expenditures	<u>32,425,493</u>	<u>33,841,899</u>	<u>1,356,922</u>

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Revenues			
Food Service			
Meal Tickets	1,200,000	1,281,300	81,300
Other Income	18,684	42,771	24,087
Total Food Service	1,218,684	1,324,071	105,387
Residential Facilities			
Room Rentals	1,353,300	1,449,842	96,542
Other Income	36,500	25,785	(10,715)
Total Residential Facilities	1,389,800	1,475,627	85,827
Bookstore (Pearl River and Forrest County)			
Book Sales	3,200,000	2,678,603	(521,397)
Merchandise Sales	780,000	800,056	20,056
Non-Taxable Sales	8,667	9,887	1,220
Interest Income	28,000	0	(28,000)
Other Income	14,000	37,011	23,011
Total Bookstore	4,030,667	3,525,557	(505,110)
Total Auxiliary Revenues	6,639,151	6,325,255	(313,896)
Expenditures			
Food Service			
Contract Cost	1,185,032	1,220,583	35,551
Equipment Rental	600	600	0
Repairs	12,000	12,000	0
Other Supplies	6,000	6,000	0
Total Food Service	1,203,632	1,239,183	35,551
Residential Facilities			
Salaries	130,959	129,498	(1,461)
Staff Benefits	60,119	67,157	7,038
Maintenance Supplies	15,000	15,131	131
Scholarships	45,000	48,000	3,000
Utilities (Cable)	72,204	96,204	24,000
Repairs	50,000	150,000	100,000

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Meal Expense	5,800	8,061	2,261
Debt Reserve	141,884	100,000	(41,884)
Bond Obligation	702,634	703,933	1,299
Total Residential Facilities	1,223,600	1,317,984	94,384
Bookstore (Pearl River and Forrest County)			
Salaries	241,411	244,639	3,228
Fringe Benefits	81,996	91,124	9,128
Book Purchases	2,866,606	2,341,620	(524,986)
Merchandise Purchases	650,000	650,000	0
Postage and Freight	5,000	5,000	0
Repairs	2,000	2,000	0
Service Contracts	500	1,500	1,000
Utilities	1,500	1,500	0
Other Contractual Services (Janitorial)	1,000	1,000	0
Office Supplies	30,000	30,000	0
Miscellaneous	0	200	200
Minor Equipment	3,000	3,000	0
Rentals Bldg & Equip	22,800	22,800	0
Travel	5,000	5,000	0
Meal Expense	500	500	0
Sales Tax	50,000	50,000	0
Transfer to Unrestricted Current Funds	100,000	0	(100,000)
Total Bookstore	4,061,313	3,449,883	(611,430)
Total Auxiliary Expenditures	6,488,545	6,007,050	(481,495)
Excess Revenues Over/(Under) Expenditures	150,606	318,205	167,599

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

	<u>Proposed FY 2012</u>	<u>Proposed FY 2013</u>	<u>Increase (Decrease)</u>
Revenues			
Federal			
Student Support Services - Federal	323,340	323,340	0
Adult Basic Education	415,110	416,410	1,300
WIA/Dislocated Worker Grant	70,720	42,831	(27,889)
WIA/WIN Job Center	66,078	123,276	57,198
Title III	399,924	399,330	(594)
State			
SBCJC Projects	589,559	586,121	(3,438)
NASA Space Grant	5,000	5,000	0
Total Revenues	1,869,731	1,896,308	26,577
Expenditures			
Salaries	878,773	878,773	0
Fringe Benefits	166,967	166,967	0
Contractual	93,486	120,063	26,577
Materials & Supplies	280,460	280,460	0
Scholarships	9,348	9,348	0
Equipment	336,551	336,551	0
Travel	104,146	104,146	0
Total Expenditures	1,869,731	1,896,308	26,577
Excess Revenues Over Expenditures	<u>0</u>	<u>0</u>	<u>0</u>

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

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Revenues			
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	455,206	821,526	366,320
Interest Income	5,000	2,000	(3,000)
	<u>2,046,632</u>	<u>2,409,952</u>	<u>363,320</u>
Total Revenues			
Expenditures			
Transfer Out - Career Tech Bond Project	288,297	288,297	0
Transfer Out - Lamar County Debt	215,000	215,000	0
Instructional Technology Improvements	125,000	100,000	(25,000)
Vehicles	50,000	60,000	10,000
Maintenance Equipment	50,000	60,000	10,000
QEP Funds (FCC Learning Lab 2013)	30,000	30,000	0
Furniture & Special Projects	180,000	180,000	0
I.T. Equipment	80,000	25,000	(55,000)
Security Cameras	30,000	50,000	20,000
Band Equipment	25,000	20,000	(5,000)
Public Relations - Printing Equipment	10,000	0	(10,000)
Cafeteria Equipment	30,000	0	(30,000)
SCDL Payback	48,560	97,120	48,560
Moody Hall Courtyard	40,000	0	(40,000)
Painting Projects	80,000	14,535	(65,465)
Imaging System	100,000	0	(100,000)
Paving Projects	400,000	500,000	100,000
Visual Arts Building	125,000	80,000	(45,000)
Signage & Lighting	50,000	40,000	(10,000)
FCC Entrance Gates	50,000	0	(50,000)
Baseball Fencing	39,775	0	(39,775)
Coliseum	0	100,000	100,000
FCC Career Education Center	0	15,000	15,000

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

	<u>2011-2012</u>	<u>2012-2013</u>	<u>Increase (Decrease)</u>
Library Computer Lab	0	135,000	135,000
Baseball/Softball Fencing	0	50,000	50,000
White Hall 2nd Floor	0	350,000	350,000
Total Expenditures	<u>2,046,632</u>	<u>2,409,952</u>	<u>363,320</u>
Excess Revenues Over Expenditures	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

FACILITIES PLAN

PEARL RIVER COMMUNITY COLLEGE

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

JANUARY 10, 2012

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Tuesday, January 10, 2012, in the Conference Room in the Administration Building. The following committee members were in attendance:

Mr. Sonny Knight
Mr. Frank Ladner
Mr. Dale Purvis
Mr. Tony Waits
Mr. Craig Robbins
Mr. Roger Knight, Dean of Business Services
Dr. Adam Breerwood, Dean of Student Services
Mr. Craig Tynes, Director of Buildings and Grounds
Dr. William Lewis, President

The following committee members were not in attendance:

Mr. H.R. Nobles

Dr. Lewis opened the meeting by welcoming new committee and board member, Craig Robbins. Dr. Lewis informed the members of the following:

PROPERTY INTEREST/BRELAND HOUSE

- This house sits just east of our transportation building
- Craig Tynes has been contacted by Mrs. Breland with interest in talking about this property
- Not sure at this point if it will be a gift or a purchase for the college
- Mrs. Breland will be contacting Craig with more information to set up meeting

BSU PROPERTY/FORREST COUNTY CAMPUS

- The BSU chapter has grown tremendously and is in need of their own building
- Janet Thornton has helped to set up a meeting between Pete Johnson and Dr. Lewis
- Pete Johnson owns land that connects to the campus
- This would be ideal not only for the BSU but also for the college to purchase for additional parking

MARION HALL

- All reports on the structure of this building were negative
- All students in this dorm are being moved to Huff Hall and Pearl River Hall
- Would be very costly to make this dorm suitable for students to live in
- All board members were in favor for getting cost figures on demolition

Dr. Lewis asked Craig Tynes to give updates on the following projects:

PERFORMING ARTS (BROWNSTONE)

- This project is on schedule

PARKING LOT/COLISEUM

- Light pole pedestals have been installed

MOODY HALL LANDSCAPING PROJECT

- The weather conditions have hindered this project somewhat

BASEBALL FENCE

- This project is almost complete

COLISEUM

- Bid opening on this project is set for January 17th, 2012 at 2:00 PM

VISUAL ARTS PROJECT

- This project is moving right along
- Along with this project we are working on getting power lines on campus underground

Meeting was adjourned at 11:45 AM

William Lewis, President

PEARL RIVER COMMUNITY COLLEGE

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

FEBRUARY 14, 2012

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 10:30 a.m. on Tuesday, February 14, 2012, 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. Tony Waits
Mr. Roger Knight, Dean of Business Services
Dr. Adam Breerwood, Dean of Student Services
Mr. Craig Tynes, Director of Buildings and Grounds
Dr. William Lewis, President

The following committee members were not in attendance:

Mr. Dale Purvis
Mr. Craig Robbins

Dr. Lewis opened the meeting by welcoming all members and asking Craig Tynes to give the following updates:

PERFORMING ARTS (BROWNSTONE)

- This project is on schedule and will be pouring concrete in 2 weeks

VISUAL ARTS PROJECT

- This project is on schedule

PARKING LOT/COLISEUM

- The weather conditions have hindered this project somewhat

MOODY HALL LANDSCAPING PROJECT

- All sidewalks are complete

NEW MEN'S HONOR DORM

- There have been A/C control issues with this new dorm
- Contractors are working to get this resolved

MARION HALL

- Demolition quote from Holiday Construction was \$417,000
- Frank Ladner is sending another company out to site for a 2nd quote
- The dry unit on this dorm can be salvaged for resell and applied to demolition cost

Dr. Lewis gave updates on the following:

COLISEUM

- There were 14 contractors to place bids on this project
- Rod Cook Construction was the lowest bidder and came in at \$1 Million over budget
- Craig Tynes and Lewis Griffin will try to take some things off of the plans in order to reduce the cost
- Bids are good until March 14th

FORREST COUNTY CAMPUS

- Red light at the entrance of campus has been approved by the city
- Anticipated completion of this project is late December 2012

BSU PROPERTY/FORRST COUNTY CAMPUS

- Dr. Lewis and Pete Johnson met to discuss interest in land for BSU to purchase and for additional parking for the College
- Mr. Johnson would like to see 2 versions of a master plan utilizing this property
- Larry Albert of Albert & Associates can do a master plan including future vision of this property for \$8000
- Sonny Knight made a motion to proceed with master plan and Frank Ladner second that motion with all committee members in agreement

Dr. Lewis asked all members to consider these future projects:

SCIENCE BUILDING

- This building is in need of a separate building that would house the lab school

CAFETERIA

- Expand and renovate kitchen
- New equipment needed for kitchen
- Renovate serving line

MARION HALL

- Use of this land when dorm has been taken down

HANCOCK CAMPUS

- Need lab incorporated to campus building

Meeting was adjourned at 12:00 PM

William Lewis, President

PEARL RIVER COMMUNITY COLLEGE

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

MARCH 12, 2012

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Tuesday, March 12, 2012, 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. Tony Waits
Mr. Roger Knight, Dean of Business Services
Dr. Adam Breerwood, Dean of Student Services
Mr. Craig Tynes, Director of Buildings and Grounds
Dr. William Lewis, President

The following committee members were not in attendance:

Mr. Dale Purvis
Mr. Craig Robbins

Dr. Lewis opened the meeting by welcoming all members and asking Craig Tynes to give the following updates:

MOODY HALL (LANDSCAPE PROJECT)

- Plans for this Landscape (courtyard) project were drawn out to be centered with the Moody Hall building
- Once concrete seat walls were poured it was determined that they were off center by 7-8 inches
- These measurements and directions were given to the contractor by the architect
- The State Bureau inspector looked at this and shut further completion down
- The architect has requested a new set of plans from the contractor to continue and complete this project as is
- Plans must be approved by the College and the State Bureau inspector

COLISEUM

- Meeting with MEMA and FEMA confirmed they are standing firm on the finally amount that they are giving the college, which still leaves 1 million short
- Roger is confident that he can make the numbers work

Dr. Lewis gave updates on the following:

NEW MEN'S DORM

- Receiving 1 million from MEMA
- Plans have been sent to MEMA for final approval

Meeting adjourned at 1:45 AM

William Lewis, President

PEARL RIVER COMMUNITY COLLEGE

BUILDINGS AND GROUNDS COMMITTEE MEETING MINUTES

JUNE 12, 2012

The Pearl River Community College Buildings and Grounds Committee held its regular monthly meeting at 11:00 a.m. on Tuesday, June 12, 2012, in the Conference Room in the Administration building. The following committee members were in attendance:

Mr. Sonny Knight
Mr. Frank Ladner
Mr. H. R. Nobles
Mr. Tony Waits
Mr. Roger Knight, Dean of Business Services
Dr. Adam Breerwood, Dean of Student Services
Mr. Craig Tynes, Director of Buildings and Grounds
Dr. William Lewis, President

The following committee members were not in attendance:

Mr. Dale Purvis
Mr. Craig Robbins

Dr. Lewis welcomed all members and updated them on the following:

NEW MEN'S DORM

- The bids on this dorm were \$800k over budget
- Will change from 3 story to 2 story to try and cut cost
- Other changes in configuration will be made to help reduce cost
- Once these changes are made it will be resubmitted for approval by FEMA
- Once approved by FEMA it will go out again for bid

BSU PROPERTY/FORREST COUNTY CAMPUS

- Larry Albert of Albert and Associates has completed the master plan for this campus
- Dr. Lewis has scheduled a meeting with Pete Johnson to present him with the master plan for the proposed land that he owns adjacent to the college

Craig Tynes gave updates on the following projects:

PERFORMING ARTS CENTER

- This project is caught up from weather delays and is back on schedule

COLISEUM

- Dirt work is complete
- Footers will be installed within next 2 weeks

VISUAL ARTS BUILDING

- Exterior of this building is complete and interior renovation will begin

CAREER TECH BUILDING/FORREST COUNTY CAMPUS

- Project is going well

MOODY HALL

- Bureau instructed contractors to return to site
- Contractors were presented with a new drawing of this project
- Contractors wanted all liquidated damages to be removed, this was denied
- They pled their case to the Bureau, we are waiting for the outcome

MARION HALL

- Asbestos is present and abatement needs to be done on this building

WATER TANK

- Repainting of water tank is complete and the water tested fine

Meeting was adjourned at 11:50 A.M.

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 Institutional Research Specialist, 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 2011 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 2011-2012 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 six new Internal Performance Indicators were approved for evaluation purposes in 2012-2013. 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

STRENGTHS									
	POP - A (22)	POP - VT (20)	FCC - VT (15)	PS (9)	SS (10)	AC (16)			
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			
OPPORTUNITIES									
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

WEAKNESSES	POP – A (22)	POP – VT (20)	FCC – VT (15)	PS (9)	SS (10)	AC (16)
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

2003

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS

THREATS	POP - A (22)	POP - VT (20)	FCC - VT (15)	PS (9)	SS (10)	AC (16)
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 successful 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.
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, augment community services, and make college services available via the Internet.
6. To improve communication among campus personnel and community members regarding the College goals, objectives, 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

2012-2013

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 successful 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.
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, augment community services, and make College services available via the Internet.
6. To improve communication among campus personnel and community members regarding the College goals, objectives, 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 successful 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, Certificates of Proficiency, 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. *(This indicator previously stated: Instructors in all academic, technical and career education programs will be evaluated yearly by students, self-evaluations, and by supervisors. Results will be used to improve instruction.)*

NOTE:

- *This Internal Performance Indicator is to be achieved in accordance with the Pearl River Community College Evaluation Process as revised on December 10, 2008, which reflects the following:*
 1. *Faculty, staff, and administrators who have been employed at Pearl River Community College for fewer than six years will be evaluated annually.*
 2. *Faculty, staff, and administrators who have been employed at Pearl River Community College for six or more years will be evaluated at least every three years.*

Internal Performance Indicator 2

At least 80% of Pearl River Community College 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

Six months after graduation, 79% of students who completed career and technical programs will be positively 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 70% or better. *(This indicator previously read: The College will have an aggregate institutional passing rate of 80% for programs requiring licensure and certification examinations and each program will reflect a passing rate of 70% 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 insignificantly different from the cumulative grade point average of students at public universities in Mississippi who have transferred from all Mississippi public community colleges.

(This indicator previously read: The cumulative grade point average of students at public universities in Mississippi who have transferred from Pearl River Community College will be higher than 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, and or a certificates will increase each year.

Internal Performance Indicator 8

The achievement of Student Learning Outcomes will be assessed each year within specified courses in the areas of Oral Communication, Computer Literacy, Humanities, Mathematics, Natural Sciences, Social Sciences, Written Communication, and Wellness.

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.

Sixty-five percent (65%) of students who earn a grade of C or better in Intermediate Reading will pass a course in the social sciences or humanities within one calendar 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. *(This indicator previously stated: Students participating in an annual campus climate survey will indicate 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. *(This indicator previously stated: The Pearl River Community College Learning Resource Center will meet 80% of Association of College & Research Libraries (ACRL) guidelines by June 2005.)*

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. *(This indicator previously stated: At least 70% of students participating in an annual campus climate survey will indicate they are satisfied with the personal attention given 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). *(This indicator previously stated: The library budget at Pearl River Community College will increase by at least a tenth of a percentage point each year until the nationally accepted standard of 6% of the education/general budget total has been reached.)*

Internal Performance Indicator 5

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.

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

Distance learning classes provided through the Mississippi Virtual Community College will increase by 10% for each one of the next two years (2010-2011, 2011-2012). *(This indicator previously stated: Distance learning courses provided through the Mississippi Virtual Community College will increase by 10% for each one of the next two years (2008-2009, 2009-2010).)*

Internal Performance Indicator 2

All high schools in the Pearl River Community College district will be informed of policies regarding dual enrollment opportunities. *(This indicator replaces one that previously stated: At least eighty percent (80%) of academic and technical courses carrying three or more hours will be taught using a combination of whole group lecture, small group work, and individual work within the class setting.)*

Internal Performance Indicator 3

Throughout the implementation of the Quality Enhancement Plan, mathematics classrooms will be enhanced through the increased use of instructional technology replacing outdated equipment as needed.

Internal Performance Indicator 4

During the course of a fiscal year, a total of 15 weekend classes will be offered by Pearl River Community College throughout the six-county district. *(This indicator previously stated: During the course of a fiscal year, a total of 15 weekend courses will be offered by Pearl River Community College throughout the six-county district.)*

Internal Performance Indicator 5

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 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. (*This indicator previously stated: One hundred percent (100%) of faculty will be qualified according to accreditation guidelines.*)

Internal Performance Indicator 4

At least 80% of faculty and professional staff will participate in annual faculty/staff professional development sessions.

Internal Performance Indicator 5

At least 80% of faculty and professional staff will participate in professional development activities annually in addition to faculty orientation sessions.

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.

Goal 5: To provide 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.

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. *(This indicator previously stated: The Master Facilities Plan will be reviewed annually by the Buildings & Grounds Committee of the Board of Trustees and will be implemented based on priorities established by the committee and as financial resources become available.)*

Internal Performance Indicator 3

Improvements will be made in telecommunications, Internet services, website services, and key service areas. *(This indicator previously stated: Improvements will be made in telecommunications, Internet services, and web services.)*

Internal Performance Indicator 4

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

Internal Performance Indicator 5

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

Internal Performance Indicator 6

A comprehensive technology strategic plan will be operational (written, approved, implemented, and funded) by Fall 2011. *(This indicator previously stated: A comprehensive technology strategic plan will be operational (written, approved, implemented, and funded) by Fall 2010).*

Internal Performance Indicator 7

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 a weekly report and a computerized calendar.

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 will hold annual meetings in each county in the Pearl River Community College district.

Internal Performance Indicator 7

The College will sponsor a minimum of 12 special events (*including, but not limited to Fine Arts, Humanities, and Wellness*) annually, which will provide quality educational activities and information 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, retention, and transition 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

Summer school enrollment will increase by 5% each summer. *(This indicator previously stated that summer school enrollment would increase by 20% each summer. However, in 2006 the Planning and Effectiveness Committee determined that a 5% increase would be a more realistic goal.)*

Internal Performance Indicator 5

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

Internal Performance Indicator 6

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

Internal Performance Indicator 7

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. *(This indicator previously stated: At least 80% of those students who have earned less than sixteen semester hours of credit and are enrolled in at least twelve hours of academic course work after six weeks of any fall semester will be enrolled at the end of registration for the next fall semester.)*

Internal Performance Indicator 8

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. *(This indicator previously stated: Commitment Statement: The Pearl River Community College Workforce Development Center 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. *(This indicator previously read: 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 will include high impact projects that will be measured by the Mississippi State University's National Strategic Planning and Analysis Research Center (nSparc).)*

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. *(This indicator previously read: Each of Pearl River Community College's six counties will be served by at least one Adult Education Center.)*

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. *(This indicator previously read: At least 8000 persons will be trained in the Workforce Development Center's training projects with businesses, industries, educational and public service customers annually.)*

**INTERNAL
PERFORMANCE
INDICATOR
RESPONSIBILITY
CHART**

Internal Performance Indicator Responsibility Chart (2012-2013)

Goal	Indicator	Persons Responsible for Indicators		
1 Dr. Scott Alsobrooks Vice President for Economic & Community 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 Economic & Community Development	
	2	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Dr. Scott Alsobrooks Vice President for Economic & Community Development	
	3	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Dr. Scott Alsobrooks Vice President for Economic & Community Development	
	4	Dr. Scott Alsobrooks Vice President for Economic & Community Development	Dr. Cecil Burt Vice President for Forrest County Operations Ms. Gwen Smith Director of Career & Technical Programs	Dr. Ann Moore Director of Counseling, Advisement, and Placement Dr. Joe Wesley Career and Technical Counselor
	5	Dr. Scott Alsobrooks Vice President for Economic & Community Development	Dr. Cecil Burt Vice President for Forrest County Operations Ms. Gwen Smith Director of Career & Technical Programs	Dr. Ann Moore Director of Counseling, Advisement, and Placement Dr. Joe Wesley Career and Technical Counselor
	6	Dr. Martha Lou Smith Vice President for General Education & Technology Services		

Internal Performance Indicator Responsibility Chart (2012-2013)

	7	<p>Dr. Martha Lou Smith Vice President for General Education & Technology Services</p> <p>Dr. Scott Alsobrooks Vice President for Economic & Community Development</p>	<p>Dr. Cecil Burt Vice President for Forrest County Operations</p> <p>Ms. Gwen Smith Director of Career & Technical Programs</p>	<p>Ms. Brenda Wells Director of Institutional Research</p>
	8	<p>Dr. Martha Lou Smith Vice President for General Education & Technology Services</p>	<p>Dr. Jennifer Seal Director of Institutional Effectiveness</p>	
	9	<p>Dr. Martha Lou Smith Vice President for General Education & Technology Services</p>		

Internal Performance Indicator Responsibility Chart (2012-2013)

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

Internal Performance Indicator Responsibility Chart (2012-2013)

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		
	3	Dr. Jennifer Seal Director of Institutional Effectiveness		
	4	Dr. Martha Lou Smith Vice President for General Education & Technology Services		
	5	Dr. Martha Lou Smith Vice President for General Education & Technology Services Dr. Scott Alsobrooks Vice President for Economic & Community Development	Dr. Adam Breenwood Vice President for Poplarville Campus & Hancock Center Dr. Cecil Burt Vice President for Forrest County Operations	Ms. Tonia Moody Admissions Specialists and ADA/Civil Rights Coordinator Mr. Raymunda Barnes Dean of Hancock Center

Internal Performance Indicator Responsibility Chart (2012-2013)

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 Economic & Community Development
	3	Dr. Adam Breerwood Vice President for Poplarville Campus & Hancock Center Dr. Cecil Burt Vice President for Forrest County Operations	Dr. Martha Lou Smith Vice President for General Education & Technology Services Dr. Scott Alsobrooks Vice President for Economic & Community Development
	4	Dr. Becky Askew Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research
	5	Dr. Becky Askew Vice President for Planning & Institutional Research	Ms. Brenda Wells Director of Institutional Research
	6	Dr. Becky Askew 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 (2012-2013)

Goal	Indicator	Persons Responsible for Indicators		
5 Dr. William Lewis President	1	Ms. Brenda Wells Director of Institutional Research	Dr. Adam Breenwood Vice President for Poplarville Campus & Hancock Center Dr. Cecil Burt Vice President for Forrest County Operations	Mr. Raymunda Barnes Dean of Hancock Center
	2	Dr. William Lewis President		
	3	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Mr. Steve Howard Chief Technology Officer	
	4	Dr. Jennifer Seal Director of Institutional Effectiveness	Mr. Roger Knight Vice President for Business & Administrative Services	
	5	Mr. Ernie Lovell Director, Development Foundation/Alumni Affairs		
	6	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Mr. Steve Howard Chief Technology Officer	
	7	Ms. Tara Rouse Department Chair of Health, Physical Education, and Recreation and Director of the Wellness Center		

Internal Performance Indicator Responsibility Chart (2012-2013)

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

Internal Performance Indicator Responsibility Chart (2012-2013)

	7	<p>Dr. Becky Askew Vice President for Planning & Institutional Research</p> <p>Ms. Brenda Wells Director of Institutional Research</p>	Department Chairs	
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Internal Performance Indicator Responsibility Chart (2012-2013)

Goal	Indicator	Persons Responsible for Indicators		
7 Mr. Dow Ford	1	Ms. Casey Rawls Director of Recruitment and Orientation	Ms. Tonia Moody Admissions Specialists and ADA/Civil Rights Coordinator	
	2	Mr. Dow Ford Vice President for Enrollment Management	Ms. Tonia Moody Admissions Specialists and ADA/Civil Rights Coordinator	
	3	Mr. Dow Ford Vice President for Enrollment Management	Ms. Casey Rawls Director of Recruitment and Orientation	
	4	Ms. Casey Rawls Director of Recruitment and Orientation		
	5	Dr. Scott Alsobrooks Vice President for Economic & Community Development		
	6	Dr. Ann Moore Director of Counseling, Advisement, and Placement	Dr. Cecil Burt Vice President for Forrest County Operations	Dr. Joe Wesley Career and Technical Counselor
	7	Ms. Tonia Moody Admissions Specialists and ADA/Civil Rights Coordinator	Ms. Tonia Moody Admissions Specialists and ADA/Civil Rights Coordinator	Ms. Tonia Moody Admissions Specialists and ADA/Civil Rights Coordinator

Internal Performance Indicator Responsibility Chart (2012-2013)

	8	Dr. Martha Lou Smith Vice President for General Education & Technology Services	Mr. Dow Ford Vice President for Enrollment Management	
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Internal Performance Indicator Responsibility Chart (2012-2013)

Goal	Indicator	Persons Responsible for Indicators		
8 Mr. Scott Alsobrooks Director of Workforce Development Center	1	Dr. Scott Alsobrooks Vice President for Economic & Community Development		
	2	Mr. Barry Upton Director of Adult Education Services		
	3	Dr. Scott Alsobrooks Vice President for Economic & Community Development		