

Memo

To: Members of the Board of Trustees

From: Barry Ballard, President

Date: November 17, 2005

Re: Update on Various Issues

Below is a list of significant items, accomplishments and activities about which I think you will be interested. The items are in no particular order.

1. MAJOR ROOF AND HVAC RENOVATION IS NEAR COMPLETION As I reported to you in September, we have had to start on a major renovation project that we had planned to start at a later and more convenient time. The two original buildings that were built in the early 1970s have badly deteriorating roofs that leaked perpetually and were unrepairable. The first building houses four computer labs and classrooms that support the Business Technology programs and it also includes the Board Room. The second building is the original Vo-Tech building that was built on the campus and it houses the Arts, Science and Education (ASE) faculty offices as well as a classroom and the administrative offices for Workforce Education, Area H.S. Career Center, Truck Driving, Apprenticeship and Continuing Education.

The old heating and air-conditioning package units that were mounted on those roofs have now been removed and replaced. The new HVAC equipment are split systems that are installed in the conventional way with the air handling units on the inside and the compressor units on the ground outside. The new units work great and they are a lot more efficient than the old units they replaced so we should save some on utility expenses.

The new pitched-roof structures being installed on the two buildings are about 90 percent complete and the installation of the standing-seam sheet metal roofing and additional insulation is about 80 percent complete on the first building but it has not yet been started on the second.

We are paying for this critical maintenance capital improvement project using funds from a variety of sources. One of our top priorities for state capital improvement funds in the last two biennial appropriations and for General Improvement Fund allocations has been money to replace these roofs. We carried over some of the money from the 2003-05 Biennium and we got some new money for the current 2005-07 Biennium thanks in large part to Representative Michael Burriss and Senator Steve Faris.

2. ELECTION ON THE ARK COLLEGE SAVINGS BOND PROGRAM SET FOR TUESDAY DECEMBER 13, 2005

As has been mentioned previously, OTC is slated to receive \$1.6 million from this \$250 million bond program that requires voter approval. I have made several community service club presentations about the program and the upcoming election and urged people to go and vote to support it. I will continue to make speeches and write articles about it up until election day. I have a draft of a letter to the editor that I plan to send to the Malvern Daily Record and to other newspapers in our service area.

As you may recall, if the voters approve on December 13, the bonds that will be issued will be retired with a stream of general revenue funding amounting to \$24 million per year that the Legislature and voters originally approved in 1988. The voters also approved a new issue in 1998 using this same \$24 million per year (we refer to this stream of funding or stream of bond payments as debt service) to refinance some bonds and issue new ones. The approval from voters for both of these earlier elections were by 80/20 percent.

Governor Huckabee and business leaders have created a political action committee with the name of "Committee to Lead Education and Roads" (CLEAR) to promote the passage of both the highway bond and the higher education bond programs. CLEAR has hired a small temporary staff, created a web site, and hired a public relations firm to develop and place advertisements in the print and electronic media up to election day. The Governor and CLEAR are promoting the programs based on two major themes 1. The benefits to the state for good interstate highways and quality higher education both of which contribute to economic development and 2. The two bond programs will not require any new taxes nor any new debt service.

OTC's share of the campaign cost is \$2,400 which is due now. Each institution's share of the cost is proportional to the amount each institution will get from the bond proceeds and it is approximately .15 percent ($\$1,600,000 \times .0015 = \$2,400$). We are struggling with coming up with the money because IRS guidelines prohibit political expenditures of Non-profits to not more than 5 percent of total expenditures. The foundation will only spend about \$16,000 this year and is in a fund raising mode rather than an expenditure mode. We will probably pay \$800 of it out of the Foundation ($\$16,000 \times .05 = \800.00) send a letter to our major suppliers/vendors asking them for a donation to try to raise the \$1,600 balance.

The Arkansas Higher Education Coordinating Board (AHECB) has approved OTC's planned use of the \$1.6 million funding that includes the following projects:

1. Instructional technology, equipment and furniture for smart classrooms.	\$ 190,000
2. Roof Renovation, metal pitched roof and relocation of roof-mounted HVAC units	135,000
3. Renovation/remodeling of 4-bay metal bldg. Into lab, Classroom & storage for industrial technology	75,000
4. Construction of instructional technology center (smart classrooms, Labs, faculty offices & conference rooms).	<u>1,200,000</u>
Total	\$ 1,600,000

One of the typical questions I am getting these days about these projects relates to item Number 2. from the list above - Roof Renovation. The question is, Do we now need the money for the roofing and HVAC since the project is almost complete? My answer goes like this, Because of the lightening damage that knocked out several of the roof HVAC units on Labor Day weekend and because we finally received most of the needed and long requested General Improvement Funds appropriated by the Legislature last spring thanks to Senator Steve Faris and Representative Mike Burris, we decided to go forward with the project. Furthermore, if the bond issue passes, the Governor will have to call a special legislative session to get the legislature to provide enough appropriation to the Arkansas Department of Higher Education to cover all the planned expenditures at all the institutions statewide. That appropriation bill will allow each institution to move funds around among the projects that the AHECB has approved for this special bond funding. Therefore, if there is under spending on one project there can be over spending on the other projects on the approved list as long as that institutions approved total allocation of bond funds is not exceeded.

3. FOUNDATION MAJOR GIFTS CAMPAIGN We continue to make progress on our major gifts campaign. In the past few weeks we have received a couple of new pledges for the campaign from our financial institutions in Malvern that have agreed to partner with us. Elk Horn Bank and Southern State Bank both generously pledged \$10,000 each over a five year period.

Since we recently changed the total goal of the campaign and as additional lower level pledges and gifts have come in, we felt that it was necessary to adjust the planned giving levels that had previously been set. By creating specific categories/clubs for each level we hope to increase giving at higher levels. The revised "Table of Contributions Necessary to Raise \$1,000,000" is shown below.

Table of Contributions Necessary to Raise \$1 Million

<i>Gift Level</i>	<i>Contribution Per Month</i>	<i>Total Each Contribution</i>	<i>Number of Contributions (based on minimum)</i>	<i>Total All Contributions</i>
Benefactor Society	\$834 – 1,667	\$50,000 - 100,000	4	\$200,000
President's Society	\$418 – 833	\$25,000 – 49,999	8	\$200,000
Patron Society	\$168 – 417	\$10,000 – 24,999	20	\$150,000
Diamond Circle	\$84 – 167	\$5,000 – 9,999	24	\$125,000
Platinum Circle	\$43 – 83	\$2,500 – 4,999	50	\$125,000
Gold Circle	\$18 – 42	\$1,000 – 2,499	50	\$50,000
Silver Circle	\$9 – 17	\$500 – 999	100	\$50,000
Bronze Circle	\$5 – 8	\$250 – 499	200	\$50,000
Friends Circle	\$2 – 4	\$100 – 249	Numerous	\$50,000
				\$1,000,000

Our Development staff recently received training on the new SCT PowerCampus Advancement module. This new information system will allow us to maintain more detailed records as we input donor gifts, pledges, and payments. The system also allows us to produce comprehensive reports whenever necessary.

A summary of pledges and gifts thus far includes:

Scholarship Endowments	55 gifts	\$	89,587
Instructional Technology Center	13 gifts		109,135
Unrestricted	53 gifts		155,665
Title III Matching, scholarship endowments			89,587
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Total		\$	453,974

4. CAREER PATHWAYS (TANF) GRANT PROJECT Our Career Pathways project is going well. We are already serving about 50 students in this program and our grant plan was to only serve about 50 all year. We will have an additional 25 or 30 in the Spring Semester 2006.

There have been many rewards in this program. One of the components of the project is to do some curriculum development work to “segment” some courses into smaller pieces so that their requirements will not seem so daunting and challenging to inexperienced and sometime under-prepared adults. What the curriculum developer or instructor does is to break down a challenging 3 semester credit hour course into three, separate 1 semester credit hour courses which

when combined will equal the 3-hour course. The instructor takes more time, more steps, smaller assignments but more of them, does more hand holding, and provides more individual attention for students who need the extra help. The students end up learning as much as is required in the 3-hour course but it is broken down into much smaller but many more steps. This helps many adult learners to learn the material and to boost their confidence that they can learn college-level material.

Mr. Tony Hunnicutt is now teaching a class of Career Pathways students who are all women and who have never had a college course before. They were very fearful, unsure, and apprehensive about this college-level computer course. Mr. Hunnicutt has had great success with this class and they have finished the first 1-hour (segmented) course with all students making an A or a B grade. We plan to have him at the next Board meeting to tell you first hand about his experiences and successes. His story is very interesting, encouraging and heartwarming.

5. TITLE III INSTITUTIONAL DEVELOPMENT GRANT PROJECT We are also making good progress with our Title III project. Mr. Will Roark, OTC's Learning Specialist, worked with Basic Skills and ASE faculty in the piloting and modification of Developmental Reading/Writing Classroom that was installed for the first time this Fall semester. Dr. Sharon Seals, English Department Chair, reports that even the most technologically fearful instructors are now delighted with the facilities and are excited about the learning processes that are available to their students. Students enjoy the collaborative educational environment and the fact that they get immediate feedback from the software on the reading and writing process.

Will is currently developing two new "Smart" classrooms, A308 and A307. These rooms will include a mounted projector, "smartboard", and electronic lectern (power center). All necessary materials have been ordered and the in-house maintenance will be completed over Christmas break. The classrooms will be operational by the Spring semester.

Will is also working with faculty to meet OTC's year 3 objectives. To this end, Lisa Wood will receive faculty release to design a hybrid Psychology class. A hybrid course is an on-campus class that uses Internet technology to enhance and facilitate student work outside of class. This process takes advantage of the traditional faculty-student relationship in the classroom, but empowers students to learn from each other in collaborative efforts that are done outside of their scheduled class time. In another project, Will is working with Dr. Marvin Schultz to design an online history class that meets year 3 objectives.

Will is also planning for our annual Spring faculty & institutional development seminar, which will be led by Ruth Stiehl on outcomes-based teaching and assessment techniques. This seminar will be foundational to OTC's preparation for future accreditation review. Outcomes-based instruction is viewed nationally as a best

practice that shifts the classroom from a "teacher-focused" to a "learner-focused" experience.

In addition to all this activity, Will presented at the annual AATYC Conference in Hot Springs on the "Integration of Technology into Developmental Reading and Writing Classes," as a report on OTC's recent success in developing the Reading/Writing Classroom. Will plans to present this material again to at least 2 national conferences.

Jason Henry, OTC's Retention Specialist, has been working with Student Affairs and TRIO staff to finalize OTC's comprehensive intake strategy. The strategy is designed to identify "at-risk" students when they apply to OTC so that we can begin to provide services customized to their needs before they begin classes. These students will also be tracked in the first weeks of their first semester to ensure they have every opportunity to succeed academically.

Jason has worked with Student Affairs and TRIO staff to use the College Student Inventory (CSI) with "at risk" students identified in the comprehensive intake strategy. The CSI was developed by Noel-Levitz, a company dedicated to educational retention, and is used nationally to improve college retention rates.

Jason, Ms. Patty Weak, and Mr. Mark Burris presented at the annual AATYC Conference in Hot Springs on "The College Student Inventory: An intervention instrument for student success." Those in attendance were impressed with how OTC is using the CSI and related data and indicated that they intend on replicating our model in their student services.

Mark Burris, Title III Director, worked with several staff campus-wide to develop and present an overview of OTC's retention activities to a visiting team of Arkansas Legislators, including Senator Gilbert Baker, Senator Steve Farris, and Representative Michael Burris. OTC was able to demonstrate over 23 vibrant activities that relate directly to improving student retention. The Legislative team were impressed with OTC's efforts and suggested that we present these programs to the Educational Committee in upcoming legislative sessions.

6. A New College Program to Prepare Registered Nurses in Being Proposed

The College preparing to submit a proposal by November 30, 2006 to the Arkansas State Board of Nursing for a new Associate Degree in Nursing (ADRN) program. We hope to start up the proposed program in 2007. The program we are planning will be a so-called completion program or a fast-track program wherein we admit a Licensed Practical Nurse with work experience plus an additional 30 semester credit hours of academic prerequisite courses completed (A&P 8 SCHs, Microbiology 4 SCHs, English Comp 6 SCHs, College Algebra 3 SCHs, Gen. Psych and Devt. Psych 6 SCHs, and Computer Apps 3 SCHs) then require one additional year of rigorous, advanced nursing course work and clinical work.

The program that we are planning is being designed to accommodate working LPNs. We hope to attract to this proposed new program some of the hundreds of PNs that our program here has produced over the last 30 years. Students will be able to continue working as a practical nurse while doing the course work. Eighty-five percent of our students are non-traditional students who work, have families and are almost 30 years old, on average. All the nursing courses in the proposed program will be offered in the evening hours during the week and all the clinical work will be on weekends.

We are planning to schedule the weekend clinical work at four facilities; 1. the Arkansas Health Center Nursing Facility in Saline County, 2. our local Hot Spring County Medical Center hospital here in Malvern, 3. the Easter Seals Children's Rehabilitation Center in Little Rock for pediatric training, and 4. the Saline Memorial Hospital in Benton. The chief executive officers and the directors of nursing at all four of these facilities are thrilled about our plans for this ADN program and we have already received support letters from each of the facilities and written approval to use them for the required clinical training. They were eager to work with us not only because of the critical shortage of nurses but also because we will do the clinical work on WEEKENDS when, as they have told us, there are no conflicts with the clinical training conducted by other institutions.

Even though the officials from these facilities have already stated in writing that it will be no problem with using their facilities for the planned weekend clinicals, it has been suggested that we meet with program directors of the other institutions that also use those same facilities for clinical training to insure that conflicts will be avoided. We plan to have that meeting in just a few days.

We plan to present this proposed new program to you for your consideration at the next Board meeting. If you approve of the program, we will go forth with our proposal to the Arkansas State Board of Nursing and to the Arkansas State Higher Education Coordinating Board both of which have to approve it .

This concludes my report for this period. For your information, future Board meetings are scheduled for 2006 on January 31, March 28, June 6 (NISOD Conference conflicts with May 31st), July 25, September 26, and November 28.

Thanks again for your commitment, many contributions, and support.

Memo

To: Members of the Board of Trustees

From: Barry Ballard, President

Date: September 21, 2005

Re: Update on Various Issues

Below is a list of significant items, accomplishments and activities about which I think you will be interested. The items are in no particular order.

1. MAJOR ROOF AND HVAC RENOVATION NOW UNDERWAY Unexpectedly, we have had to start on a major renovation project that we had planned to start at a later and more convenient time. As you may know, for several years we have had a terrible problem with leaking roofs in two of our older and most used buildings. The first building houses four computer labs and classrooms that support the Business Technology programs and it also includes the Board Room. The second building is the original Vo-Tech building that was built on the campus and it houses the Arts, Science and Education (ASE) faculty offices as well as a classroom and the administrative offices for Workforce Education, Area H.S. Career Center, Truck Driving, Apprenticeship and Continuing Education. Both of these buildings were built in the 1970s and are now 30 to 35 years old and so are their flat roofs.

One of our top priorities for state capital improvement funds in the last two biennial appropriations and for General Improvement Fund allocations has been money to replace these roofs with a new pitched, metal, standing-seem roof that will get the water off the buildings and which should last 40-50 years into the future. We carried over some of the money from the 2003-05 Biennium and we got some new money for the current 2005-07 Biennium thanks in large part to Representative Michael Burris and Senator Steve Faris.

The biggest problem with the roof replacement is removing the old heating and air-conditioning package units that are mounted on those roofs and replacing them with

new split systems that are installed in the conventional way. There are about eight individual units atop the two buildings. The cost of installing the new HVAC units is as high as the new roofs themselves. We began this work in the summer of 2004 when we removed two bad package units off the roof and installed new HVAC systems with the compressor units on the ground just outside B110 and B107. The new units work great and they are a lot more efficient than the old units they replaced.

We originally planned to do the rest of the HVAC modifications this fall during the week of Thanksgiving and then install the new roofs after the end of the fall semester in the second half of December.

The most disruptive part of this work is the HVAC work because a lot of the ceiling has to be temporarily removed to install new air ducts, carpentry work has to be done internally to construct new air plenums, new plumbing and electrical equipment has to be installed, and a crane has to be brought in temporarily to remove the old package units from atop the roofs. There will be periods of time when the rooms (classrooms, labs, and offices) in those areas will have no air conditioning or ventilation as the old units are disconnected and the new units are installed. We are asking the contractor to do as much staging as possible so the workers will be working on one unit at a time to avoid having all the rooms out of air conditioning the whole time.

All of our great plans to do the work near holiday periods to minimize class disruptions have now changed. We had to start the HVAC work on the first building that houses rooms B102-B110 last week. The reason for that is that during the thunderstorm that blew through just before the Labor Day weekend, lightning damaged two of the three remaining package units on the roof of that Building. The Business Technology classrooms and labs in rooms B104 and B105 have been hot because the cool air conditioning has now been lost. These units had to be replaced now, not 12 weeks from now at Thanksgiving as we originally planned. We have taken bids and selected a contractor to do the HVAC work in this building right away. The contractor is Reliable Air of Hot Springs that has done quality work for us in the past.

Our maintenance employees have already begun to remove the roof façade from atop these two older buildings. These roof façades were installed, just for looks, six years ago as part of the new academic learning resource center construction project. They make the older buildings look a little better than they did originally but they created a new problem. The new façade required steel braces that were fastened to the ceiling joists of the old buildings and to get to the ceiling joists the contractor had to make numerous new penetrations through the old roof. Five years later the seals around those penetrations are starting to dry up, break loose and now allow rain water to leak through the roof. These roof façades have to be removed to allow access to and removal of the old HVAC package units and to make room for the new, pitched, metal roofs.

Our architect has completed the architectural and bid specifications for the new roofs. We will take bids on the work the first week of October and then seek your approval

for awarding the bid to the lowest bidder via a mailed ballot. In the meantime, we have asked our faculty and staff to be patient with the dust, dirt, noise, lack of ventilation and uncomfortable air temperatures. The contractors will be asked to complete the work as fast as possible and with the fewest possible disruptions. We have temporarily relocated one class from a Business Technology lab getting the new air-conditioning to the Computer Learning Center and the teacher and students have adapted nicely. That particular lab will probably have a new HVAC system and be back up and running before the Board meeting.

2. ARKANSAS COLLEGE SAVINGS BOND PROGRAM ANNOUNCED

As I mentioned in my last report, OTC is slated to receive \$1.6 million from this program that requires voter approval. On Monday, September 19, 2005 Governor Mike Huckabee called all the college and university presidents along with the Commissioners and the Director of the Arkansas Highway and Transportation Department and representatives of the Arkansas Municipal League (city mayors) and the Arkansas Association of Arkansas Counties (county judges) to the mansion in Little Rock for a meeting followed by a 9:30 a.m. press conference. During the press conference, Governor Huckabee made a formal announcement about this \$250 million higher education bond refinance project and a similar sized highway bond finance program to continue improvements in the state highway system of which the cities will get 15 percent and the counties will receive 15 percent. The Governor included in his announcement that he has called a special election on Tuesday, December 13, 2005 to ask Arkansas voters to approve these two bond programs.

What is similar about the two programs is that a continuing amount of debt service for the two programs was approved several years ago by the Legislature, the initial approval from voters was by 80 percent to 20 percent for both programs, both programs are to refinance, reissue and to extend existing revenue bonds which require voter approval, and the program can be paid for with the existing debt service which will require no new or additional state revenues for debt service and NO NEW TAXES.

The Governor asked both the highway group and the higher education group to work together to plan and finance a media and marketing plan that will be designed to get voters to go vote and approve the two programs on December 13, 2005. OTC's share of this campaign will be about \$2,500 but it is proportional to the amount each institution will get to the total amount. OTC's share is about 1 percent of the total so we will be asked to pay about 1 percent of the campaign cost.

OTC's projects are very consistent with capital projects that were submitted in the spring of 2004 in preparation for the 2005 regular session of the legislature and the updated institutional priority ranking of 2005-2007 capital requests that were submitted earlier this year and which were approved by the Arkansas Higher

Education Coordinating Board on July 29, 2005. OTC's planned use of the funding is for the following projects:

1. Instructional technology, equipment and furniture for smart classrooms.	\$ 190,000
2. Roof Renovation, metal pitched roof and relocation of roof-mounted HVAC units	135,000
3. Renovation/remodeling of 4-bay metal bldg. Into lab, Classroom & storage for industrial technology	75,000
4. Construction of instructional technology center (smart classrooms, Labs, faculty offices & conference rooms).	<u>1,200,000</u>
Total	\$ 1,600,000

As I mentioned in my last report, we are a long way away from actually getting the money and it is not a "for sure" thing. If the voters approve the higher education bond program on December 13, 2005, and most political pundits think the voters will approve it, then the lawyers, public finance specialists, and securities dealers will have to do their work that is estimated to take six to nine months. After the bonds are sold and the money comes in, the ADHE staff will then issue it to the institutions on a project by project basis. It will be mid-2006 before we could begin to receive proceeds from the program. For the instructional technology center, that timing is all right because the architectural and engineering work and the preparation of bid specs will likely take that long anyway.

3. FOUNDATION MAJOR GIFTS CAMPAIGN We are continuously moving in the right direction with our major gifts campaign. We held our football-themed Campaign Kickoff on August 16 in the OTC Great Room and announced the campaign to approximately 100 individuals from the community, board members and staff.

We have met with several individuals including Jeff Davis with Central Arkansas Petroleum and Don Walsh with Southern State Bank regarding lead gifts to the campaign. Both gave us very positive responses and are very excited about becoming a partner with Ouachita Technical College through the campaign. We have also arranged to meet with Ross Whipple in Clark County and Bill Wright with Elk Horn Bank.

We conducted a presentation with the Malvern/Hot Spring County Chamber of Commerce in July and we are on the program for the Malvern Civitan Club next month.

By the time the board meets, we hope to have our Advanced Division chair or co-chairs enlisted. The Advanced Division includes all individuals identified as having the capability to give at the \$25,000 - 50,000 level. Several prospects have been selected by our campaign co-chairs that we feel will do an outstanding

job overseeing that division. Our next step will be to select and enlist vice chairs and team leaders from the community to assist in the solicitation process.

A summary of pledges and gifts thus far includes:

Scholarship Endowments	55 gifts	\$	89,431
Instructional Technology Center	13 gifts		109,135
Unrestricted	50 gifts		135,665
Title III Matching, scholarship endowments			89,431
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Total		\$	423,662

4. \$1.1 MILLION CAREER PATHWAYS (TANF) GRANT PROJECT I reported in July that we finally received this grant of \$550,000 each year for two years. The purpose of the grant is to serve adult students in poverty who are parents of minor children. Persons on TANF cash assistance, former TANF clients, current food stamp recipients, current Medicaid clients, persons qualifying for ARKids state insurance and others who may be at or below 200 percent of poverty, have minor dependent children and live in our five-county service area can be served by this program.

So far, we have been in contact with about 200 people in our service area who have been certified as eligible for the program. Approximately 40 current OTC college students are eligible to receive services. We are inviting about 40 additional persons to get started with their education by starting in the WAGE program at the Workforce Center. All these people are viewed as being very high risk of dropping out of school and remaining in poverty. Program services include financial assistance with books, tuition, child care, and transportation in addition to career counseling, tutorial services, personal and financial counseling, and job placement assistance. These are hard to serve persons who lack educational attainment, family support, and motivation and who also carry a lot of personal baggage which sometimes include addictions, criminal backgrounds, and abusive family members. Our approach will be to engulf these persons in educational and counseling intensive care and engage them in an educational and personal development program suited to their needs, interests and abilities.

We are now almost fully staffed with employees funded by the grant and which include a Career Pathways Administrator (Curtis Craft), a Case Manager who does counseling, recruitment and social work (Billy Francis), a Work Readiness Instructor (Debarah Goens – pending Board approval), and an Accounting Technician (Cynthia Cain). These employees are housed at the One-Stop Workforce Center (Smith Building) and they work under the supervision of Dr. Blake Robertson, VP Adult and Workforce Education.

5. TITLE III INSTITUTIONAL DEVELOPMENT GRANT PROJECT This month we will complete year two of our five-year, \$1.8 million Title III grant project. Our

general goal for this project is to use the funds to improve student learning, student retention and graduation rates by assisting student services to develop intervention strategies to keep at-risk students in school, by using instructional technology to improve student learning and by establishing scholarship endowment funds to help students overcome barriers to college participation.

Will Roark, Title III Learning Specialist, working with OTC faculty Sharon Seals, English Department Chair, and Patty Weak, Basic Skills Instructor have designed and implemented a Reading-Writing Classroom that is state-of-the-art and newly in use this semester. Since almost 50 percent of entering students have to take developmental English and writing, these courses are critical to the success and graduation rate improvements.

This special classroom is designed around principles that govern how Basic Skills students learn. The class size adheres to a 15 to one faculty-student ratio endorsed by The National Council of Teachers of English to improve student retention and to promote one-on-one instructor attention for students. Computers line the outside walls of the room and the instructor's computer screen is projected on to a motorized, drop-down screen. The bistro tables in the center of the room provide a relaxed environment and serve different functions of writing. This high-tech-high-touch environment, enhanced by colorful posters and plants, appeals to visual, auditory, and kinesthetic learning styles.

The reading software is called Diascriptive Reading and is actually three different software programs. The evaluation software allows students to take a computer based test, resulting in a reading-level profiles yielding independent instructional and frustration levels. The instructor then directs students into one of the other learning modules geared to their reading-level. Students must achieve an 80% mastery of the material to advance to the next module. When they have mastered all modules, they are reading at the college-level and are ready to enroll in college courses.

The writing software is called Daedalus software and is ideal for moving students into a process-writing approach and forces students to act like writers. The software prompts students for different modes of writing, assisting them to generate ideas through the writing process by asking questions about telling a story or describing a place. OTC's faculty members are appreciative of Title III's positive impact on how they interact with students.

Also, this past summer another classroom was converted to a "smart" classroom that includes a mounted projector, Smartboard, and electronic lectern. A Smartboard is a whiteboard that interacts with a computer and a projector in such a way that instructors are able to use the surface of the whiteboard as a computer screen. Faculty can show a PowerPoint presentation, make notations on the whiteboard as they are discussing it with the class, save their notations to an HTML file, and upload the entire classroom discussion with notations to a web-page. Will Roark reports that this classroom has been used by many instructors this semester and seems to be a

avored room in which to teach when it is available. There will be at least one more smart classroom developed during the third year of OTC's Title III grant project.

Jason Henry, OTC's Title III Retention Specialist, together with Patty Weak inaugurated a retention plan this academic term that is designed to be a comprehensive intake process. Students who are in the Student Success classes (required course for students enrolled in 2 or more Basic Skills courses) complete the College Student Inventory (CSI) and are directed to various campus resources or individuals depending on the results of the inventory. For example, students are required to see a specific counselor three times over a six-week period and to complete prescribed homework activities based on the results of the CSI. These activities are designed as an intervention strategy to keep these at-risk students in school. Jason Henry is tracking student outcomes to see how we can better serve students.

Jason has also partnered with Lisa Wood to administer the Kuder Career Inventory in Psychology and Sociology classes. The "Kuder," as it is often called, is a great tool to assist students with identifying career skills and interests and to develop a career plan based on the results. The Kuder is also used in Student Success classes and students are required to research their career interests and skills.

Christie Roark, Title III Administrative Assistant, and Mark Burris, Title III Director, continue to work with David See and key administrators to implement SCT PowerCAMPUS which is the new web-based student data and business system. Plans are being finalized to be live on the new system by the first week in November. The hardware and software for this new system, largely paid with Title III funds, will end up costing about \$400,000. The business, accounting, payroll, development and student financial aid modules are already in place and functioning well. The greatest difficulty has been in converting the student transcript data from the old system so it can be read and used by the new system.

6. Ouachita Area High School Career Center Computer Program Closing The High School Career Center program entitled Computer Information Systems Engineering Technology will be closed at the end of the current school year. Mrs. Debbie Gullett, the instructor for the program will not have her contract renewed for the 2006-07 school year. The reason the program is being closed is because of perpetually low enrollments. The program currently has a total of 15 students in all three 2-hour periods. It should have about 15 students in each of the three periods or a total of 45 students. The program has been on probation in past years.

Factors that are related to the closing include 1. Kuder career interest surveys of students in 8th through 11th grades in our service area indicate that "information technology" has the very lowest interest among about a dozen career clusters and 2. the direct costs of this program that includes instructor salary, salary costs, and program instructional equipment and consumables totals approximately \$50,000 and indirect costs brings the total program costs up to nearly \$80,000 per year and the

revenue from the small enrollment causes the current program to operated at a loss of about \$65,000 a year.

A new program in Law Enforcement is being considered. We are required to offer six programs in five different occupational clusters in the area high school career center. A replacement program will need to be developed to meet the occupational cluster requirement and a program in law enforcement would do just that as it is in a different cluster entitled "Law Enforcement, Public Safety and Security." Mr. Ruben Kiesler and Dr. Susan Karr are currently conducting a review of the law enforcement area to determine the feasibility of a new program in this area. With the need for security officers by the Arkansas Department of Correction and by the Arkansas Department of Community Correction, occupational demand in this area will likely justify a need for the program. The Kuder career interest of 8th through 11th graders ranks "law enforcement" careers as the highest of all areas. This is probably due to the considerable interest given by the public to television shows focusing on crime dramas and crime scene investigations. The considerable amount of advertising about the availability of good paying prison security positions has helped also. Instructional administrators believe that a program in law enforcement stands a much better chance of having a good enrollment of students sufficient to cover most of its costs – at least 30.

This concludes my report for this period. For your information, future Board meetings are scheduled for November 29, 2005 and in 2006 on January 31, March 28, June 7 (NISOD Conference conflicts with May 30), July 25, September 26, and November 28.

Thanks again for your commitment, many contributions, and support.

Memo

To: Members of the Board of Trustees
From: Barry Ballard, President
Date: July 19, 2005
Re: Update on Various Issues

Below is a list of significant items, accomplishments, and activities about which I think you will be interested. This report is somewhat short due to the amount of time we have been spending on our major gifts campaign. The items are in no particular order.

1. **NEW BOARD APPOINTMENT** Congratulations to Ms. Kristi Norris on her Board reappointment. We received a copy of a notice dated July 5, 2005 to the Arkansas Secretary of State from Governor Mike Huckabee indicating that Ms. Norris has been reappointed to the Ouachita Technical College Board of Trustees for a new seven-year term that expires July 1, 2012. She was originally appointed in 1998 for a seven-year term that ended on July 1, 2005.

We are very pleased to have Ms. Norris on our Board for another term. She is very committed to the growth and development of the College and has been active on the Board in several leadership positions. We greatly appreciate her contributions, her participation in many College events, and her willingness to serve another seven-year term.

2. **FOUNDATION MAJOR GIFTS CAMPAIGN** We continue to make progress on our major gifts campaign. As you know, we have completed our Family Campaign including the Board Division with 100% participation on the Board of Trustees, Foundation Board and Administrative divisions.

We continue to conduct executive awareness sessions frequently, but we are now conducting "Community Awareness" sessions targeting community service groups. We have conducted a presentation with the Malvern Rotary Club last month and we are on the program for the Malvern Lions Club next month. Other presentations are soon to follow.

We now have Campaign Co-Chairs, Ms. Kristi Norris and Mr. Steve Northcutt, and a Campaign Executive Committee composed of these Campaign Co-Chairs and Mr. Floyd Parker, Lead Gifts Chair, Mr. Mark Roberts, Community Awareness Chair, Mr. Paul Helberg, Prospect Listing and Evaluation Chair, Ms. Amber Lindsey, Director of Development, and the College President. This Campaign Executive Committee is planning the big announcement of the campaign to the community.

The entire community will be invited to this special event that is scheduled for 12:00 Noon, Tuesday, August 16, 2005 and will include a football-type "Kick Off" with theme food and beverages consistent with a "Tail Gate Party." There will be special advertising and other press releases leading up to the event. A campus event committee is assisting the Campaign Executive Committee in planning the logistics.

This past two months we have secured several donation commitments that have been gratefully received and deeply appreciated. They include: (1) Summit Bank, Malvern, \$25,000 over five years, (2) Darrel and Huberta Teeter, Rockport, \$60,000 over five years, and (3) MNB Bank, Malvern, \$30,000 over five years. We are working on media/press releases for Teeter's and MNB Bank's commitments and hope to have them out soon.

A summary of pledges and gifts thus far includes:

Scholarship Endowments	54 Gifts	\$ 88,678
Instructional Technology Center	13 Gifts	108,456
Unrestricted	44 Gifts	129,577
Title III Matching, Scholarships/Endowments		88,678
TOTAL		\$ 415,289

3. **\$1.1 MILLION TANF GRANT RECEIVED FROM ADHE** I have mentioned in each Board report since January that we have been in the running for a TANF/Career Pathways grant from the Arkansas Department of Higher Education. On July 5, 2004, we were notified by ADHE that OTC was one of the first five two-year colleges in the state to be approved for a TANF/Career Pathways grant project that will begin right away. The grant amount is for \$550,000 each year for two years. They even include \$40,000 of up-front money to assist us to purchase instructional and office equipment and furniture to get the program underway.

The students that we have to serve in this program are economically and educationally disadvantaged adults with minor dependent children. Persons on TANF cash assistance, former TANF clients, current food stamp recipients, current Medicaid clients, persons qualifying for ARKids state insurance and others who may be at or below 200 percent of poverty, have minor dependent children and live in our five-county service area can be served by this program.

Program services include financial assistance with books, tuition, childcare, and transportation in addition to career counseling, tutorial services, personal and financial counseling, and job placement assistance. These are high-risk and hard to serve persons who lack educational attainment, family support, and motivation and who also carry a lot of personal baggage which sometimes includes addictions, criminal

backgrounds, and abusive family members. Our approach will be to engulf these persons in educational and counseling intensive care and engage them in an educational and personal development program suited to their needs, interests, and abilities.

The grant project will be integrated into and housed at the One-Stop Workforce Center (Smith Building). There will be sufficient resources to rent additional space in that building and to employ the following personnel who will work under the supervision of Dr. Blake Robertson:

Career Pathways Administrator	\$ 40,000	Masters Degree Required
Case Manager (Social Worker)	25,538	Associate or Bachelors
Work Readiness Instructor	36,000	Bachelors or Masters
Accounting Technician	20,800	AAS Business / Accounting

We will have recommendations for your consideration at our July 26, 2005 Board of Trustees meeting for some, if not all, of these positions. You will hear much more about this program in the future.

4. **MUCH PERSONNEL WORK THIS SUMMER** We have spent a lot of time this summer related to personnel work. We devote a considerable amount of time to personnel decisions because they are very important to the future success of the College. Errors are very costly. The following is the list of positions for which we have been involved in advertising, recruiting, reviewing credentials, interviewing, checking references, conducting final interviews, and, for the teaching and professional positions, preparing Board resolutions:

- A. A nursing instructor to replace Ms. Jo Ball who resigned last spring.
- B. A nursing instructor (new position in FY2006 Budget).
- C. The faculty secretary (in FY 2004-05 Budget but filled last Spring).
- D. The TRIO Program secretary (vacated by incumbent taking C above).
- E. A secretary (new position in FY2006 Budget) supporting both Mrs. Linda Johnson and Dr. Roger Coomer.
- F. The nursing department secretary (vacated by incumbent taking E above).
- G. The accounting technician (vacated by the incumbent taking F above).
- H. A science instructor (new position in FY2006 Budget).
- I. An English instructor (new position in FY2006 Budget).
- J. A cosmetology instructor created by Mary Whitehead resignation.
- K. A career pathways administrator (new position in FY2006 ADHE/TANF grant).
- L. A case manager (new position in FY2006 ADHE/TANF grant).
- M. A work readiness instructor (new position in FY2006 ADHE/TANF grant).
- N. An accounting technician (new position in FY2006 ADHE/TANF grant).

5. **TITLE III INSTITUTIONAL DEVELOPMENT GRANT PROJECT** We continue to make very good progress on our Title III grant projects. As you recall, this five-year, \$1.8 million Title III grant project, for which about \$360,000 is received annually through September 2008, seeks to improve student learning, student retention and graduation rates. The grant project, now nearing the end of the second year, plans to assist with student services, instructional technology, and the establishment of a scholarship endowment fund.

In the last few months Mr. Will Roark, OTC's Learning Specialist, funded by the grant, together with Basic Skills and English faculty has completed a Reading and Writing Smart Classroom that will be fully functional for classes beginning this Fall. The room is fully equipped with the latest technology that will enhance learning for the students and support innovative instructional techniques for instructors. It is also furnished with special seating arrangements that permit faculty to engage students in active learning assignments and promote collaborative learning opportunities. An "Open House" is being planned for August to showcase OTC's latest foray into instructional technology.

Not satisfied with this accomplishment alone, Mr. Roark has used additional Title III resources to complete an additional Smart Classroom in time for the Fall semester – three months ahead of schedule. This project will enable OTC to achieve and report Title III benchmarks for the full Fall semester, rather than waiting until the Spring semester. Also, this project will take full advantage of the excitement generated by the Reading and Writing Smart Classroom and should encourage more faculty to adopt instructional technology to enhance student performance. This project will also be showcased during the Fall Semester.

Jason Henry, OTC's Retention Specialist, funded by the grant, has coordinated with several Student Affairs staff to select, train, and supervise Student Ambassadors. These Ambassadors are highly qualified OTC student volunteers who assist new students with getting to know OTC through on campus tours and providing information from a student's perspective. They have been very enthusiastic about their role and new students have been expressing their appreciation.

Mr. Henry has also worked with Student Affairs staff to develop a transcript auditing process with a pilot group of first-time, full-time entering students from Fall semesters 2002 through 2004. This program is designed to ensure that students understand their academic goals and are pursuing them in a manner that promotes retention.

In a related project, Mr. Henry has worked with Student Affairs staff and OTC faculty to develop educational and career plans for students to complete in the Fall semester. Students enrolled in Student Success and Lisa Wood's Sociology and Psychology classes will take the Kuder Skills Inventory Assessment, and the Kuder Career Interest with Person Match Assessment. Next, they will complete their educational and career plans. These plans allow them to explore the areas in which they have high skill levels and high levels of interests. Then students explore possible majors and institutions locally and statewide that have majors in these areas. Students will receive a copy of an OTC degree plan that will help them understand the requirements to complete their associate degree. A copy of the educational/career plan will be on file with each student's Academic Advisor.

Mr. Henry has also developed a new "recruit-back" letter campaign – the first of its kind at OTC. First-time, full-time students from fall 2002 who have completed 30 or more semester credit hours and have a cumulative GPA of 2.0 or greater and have not re-enrolled were mailed letters reminding them of registration, financial aid availability, and the start date of fall classes. First-time, full-time students from fall 2003 and 2004 who have a 2.0 or higher GPA and have not re-enrolled for fall 2005 were also mailed letters.

Ms. Christie Roark, Title III Administrative Assistant and Mr. Mark Burris, Title III Director and Activity I Director, have been busy assisting Student Affairs and Information Technology staff with the many details in implementing SCT PowerCAMPUS as our new student information

system. Unforeseen and unavoidable delays in the past two months prevent OTC from "going live" with the system until Spring registration begins in November of this year.

Staff at SCT and at OTC both agree that the delays have been a "blessing in disguise," enabling us to ensure that students, faculty, and staff will begin the new system with a positive experience once the implementation is completed. By delaying implementation until November 2005, OTC will be able to provide students with training on the new online registration process and to provide faculty and staff training in the capabilities of the new system prior to advising students for Spring semester 2006.

When implemented, SCT PowerCAMPUS and SCT's web portal, IQ.Web, will give OTC's students a higher level of service and connection to OTC faculty and staff than they've ever had before. These connections will encourage student retention by making more of OTC's student services available online and by building on the already solid relationships they have with OTC's faculty and staff.

6. OTC COULD GET \$1.6 MILLION FROM COLLEGE SAVINGS BONDS During the regular legislative session this past spring Act 1282 of 2005 from Governor Huckabee's legislative initiative authorized the Arkansas Higher Education Coordinating Board (AHECB) in consultation with the Arkansas Development Finance Authority to refer to state voters a request for the authority to issue up to \$250 million in college savings bonds for the improvement of technology and facilities in higher education. Approximately \$100 million of the issue is to be used to refund/recall existing bonds. The remaining \$150 million is to be allocated to the public institutions of higher education.

Subsequently, Governor Huckabee, in a letter to the members of the AHECB, requested that the bond proceeds be divided by distributing \$50 million, or 33.3 percent of the bond proceeds, among the state two-year colleges, \$10 million be allocated to the development of the e-Corridor Internet connection to all universities to support research, with the balance, \$90 million, to be allocated to the universities and their entities.

The AHECB plans to follow these executive guidelines and the staff of the Arkansas Department of Higher Education, ADHE, which staffs the AHECB, has developed a formula distribution model to allocate the funds among the institutions. Institutional capital requests that were submitted in the Spring of 2004 and refined in May 2005 total more \$651 million – more than four times the amount that might be available for distribution.

The AHECB will consider the ADHE recommendations and make a final decision on the distribution at its upcoming meeting scheduled for July 28 and 29, 2005. The ADHE recommendations are based on a number of factors that include: (1) The Facilities Condition Index, (2) The institutions building space per FTE student enrollment (those institutions with the least building space per FTE student have the greater need for the bond money), and (3) The institutions use of debt service capacity (those institutions which have the most debt will need the most bond money). Also, for the two-year colleges, the recommended distribution of funds is based on an economy of scale concept with \$2,100 for the first 500 adjusted FTE enrollment, up to the amount requested, was recommended, and the next amount recommended was based on \$1,700 for the next 1,000 adjusted FTE enrollment, with the remaining funds distributed equally among the schools with more than 1,500 FTE students.

The amount recommended for OTC is \$1,600,000. This amount is enough to cover the cost of: (1) The new, pitched metal roofs over the older flat roof structures of the original vo-tech buildings, (2) The instructional technology center, and (3) The remodeling of the last four-bay space into an electronics laboratory and a small classroom as we had submitted in our request. The amounts being recommended for the other institutions is shown in the attached chart.

We are a long way away from actually getting the money and it is not a "for sure" thing. First the AHECB will have to make its decision on how the funds would be distributed. Then the Governor will have to call for a vote of the people because under the Arkansas Constitution, general revenue cannot be pledged for debt service unless the voters approve it in advance. Many think the Governor will call for a vote on the issue to correspond with an upcoming general election so the State will not be out the cost of a special election and because it has a better chance of being successful during a general election. The colleges and universities will pool resources to mount a state-wide media campaign to support the proposition. This same issue was approved by the voters by a big 80-percent margin in the late 1980's. The campaign this time will first address the need for the higher education facilities and how the money will be used and will secondly address the fact that this issue will not require any new debt service or new taxes but will utilize existing and previously approved debt service. Most political pundits think the voters will again approve the issue. If the voters approve it then the lawyers, public finance specialists, and securities dealers will have to do their work that is estimated to take six to nine months. After the bonds are sold and the money comes in, the ADHE staff will then issue it to the institutions.

While there is no certainty that it will happen, there is a good possibility that it will and, if so, it could be one to two years before the money would be distributed to us.

7. PRESIDENTS LEAVE RECORDS I have enclosed a copy of my leave records for calendar 2005. The record is accurate for the first half of the year through June 30, 2005 and it shows the amount of sick, holiday, and vacation time that I have earned, used, and accrued (balance). Since state law and Board policy allow the maximum carryover from one calendar year to the next to be a maximum of 240 hours for vacation leave time and 960 hours for sick leave time (use it or lose it is the rule), I may need to take some days of vacation before December 31 or lose it.

I have intentionally not taken as much leave as I have earned because of my belief that it is smart and prudent for employees to avoid taking off work very much until the leave time has built up some in the event of some family emergency or serious illness. All employees are provided these reports to help them plan and to verify the accuracy of the numbers.

As you recall, the Legislative Audit in 2001 revealed that my predecessor, Dr. Ken Martin, did not follow state law and Board policy on his personal leave record keeping and leave use. From my first day of employment on April 29, 2001, all of my leave records have been maintained in the office of Ms. Vickie Boyett, Payroll Officer, as is customary for all OTC employees, and I file all the leave requests and reporting forms as all other employees are required to do.

This concludes my report. I look forward to seeing you at our next Board meeting on Tuesday, July 26, 2005 at 5:00 p.m. in the Board Room. A light dinner snack and beverages will be ready for you at 4:30 p.m.

For your information, future Board meetings are scheduled for September 27, and November 29, 2005.

Thanks again for your commitment, many contributions, and support.

Attachments

MEMO

To: Members of the Board of Trustees
From: Barry Ballard, President
Date: May 25, 2005
Re: Update on Various Issues

Below is a list of significant items, accomplishments and activities about which I think you will be interested. The items are in no particular order.

1. OTC 2005-06 Budget: Next Tuesday evening at 5:00 p.m. the Board of Trustees will meet as a "Committee of the Whole" to consider next years budget. Mr. Lea, Vice Chair of the Board will chair the meeting. Dr. Coomer will be there to present our budget proposal to you, to provide background information, and to answer your questions. As you may recall, I will be participating in the May 29-June 1, 2005, two-year college conference in Austin, Texas sponsored by the University of Texas. But, I will be at the regular Board meeting at 5:00 p.m. on Tuesday, June 7, 2005 at which time you will approve the budget.

The following is a brief discussion of several budget components and considerations we made as it was built.

A. Revenue: Estimating revenue is partly art and partly science. The amounts of tax money from various sources is precise because DFA tells us the exact amount to budget based on the State's revenue forecasts and our legislative appropriation. Next year that amount is \$3,606,140 which is up about \$340,000. This is our first real increase since 1999-2000 resulting in the first budget I have prepared where we did not have to layoff personnel.

Add to that the amount we will collect in cash from tuition and fees. Here is where we have to start making assumptions and we do so in a conservative manner assuming no growth. We are asking you to approve a 3.2 percent increase in tuition from \$49.00 per credit hour to \$51/cr. hr. or plus \$2.00/cr. hr. with no change in fees. We make this request for two reasons. First, we have had about a 3 percent cost of living (inflation) rate. And, second, based on the ADHE funding formula, the \$3.6 million state funding

represents approximately 85 percent of our need. The \$2.00 tuition increase will produce an additional \$48,000 for a total tuition and fee income of \$1,618,000.

Everything else in the revenue side is made up of specific grant fund amounts (restricted funds), cash from bookstore sales (same revenue as last year), a little interest income, and the biggest unknown with serious consequences – the high school career center at \$700,000. This is a big increase over the \$566,452 that was budgeted in the current year. Two years ago we got burned here and overestimated revenue by almost \$100,000. This year we are estimating revenue assuming we will have about 90 percent of the students we had this year that was just completed. This will give the college \$170,000 revenue in excess of expenditures. If the numbers are better it is easy to increase, but they are very hard to decrease if we are short because 80+ percent of the costs are personnel expenses that we commit to early.

In summary, the revenue looks like this:

Tuition and Fees w/a \$2 Increase	\$ 1,618,000
State Funding	3,606,140
Grants, Bookstore, H.S. Career Ctr & etc.	<u>3,781,630</u>
Total Revenue	\$ 9,005,770

B. Expenditures: On the expenditure side we built the budget using the following priorities which we recommend to you:

1. Mandated expenses that includes primarily a 20 percent increase in medical insurance premiums - \$480 per year for every employee. This increased premium costs a total of almost \$50,000 per year.
2. Faculty salary increases amounting to \$2,500 each for every regular, full-time faculty member with two exceptions. First we had a few faculty who would still be making below \$30,000 per year, even with the increase so we recommend raising them up to the \$30,000 level and set that as the minimum level. **Justification:** The additional money going to the state's public school districts has resulted in significant salary schedule increases for teachers in our service area. The average starting salary for a public school teacher with a Bachelor's degree, certification, and no experience is now about \$29,500. We are starting to loose personnel to local school districts because of this. All of our teachers are required to either have a Master's degree or work experience, therefore, it is virtually impossible to hire good faculty at our previous entry level of \$25,000. This priority results in approximately 20 faculty positions getting increases that cost a total of \$50,798. By funding this increase we should be able to (1) Continue filling vacant positions with a competitive teaching salary of \$30,000 or more, depending on credentials and experience, (2) Keep our current excellent, committed, and experienced faculty, and (3) Experience low turnover with the current faculty and staff.

The second exception is for the four teachers in our Adult Education/Even Start grant who only got a 1.5 percent increase because the State cut our grant a little and we do not have enough money to do more.

3. Classified staff salary increases that are mandated by law in the State Classified employee pay plan. These increases are approximately 3 percent but the State set a minimum increase of \$600 per year, therefore, lower paid employees earning \$20,000 or less will receive a slightly higher percentage increase. These increases have a total cost of \$ 21,358 going to 29 positions paid from state funding or cash revenue in addition to similar increases in individual classified positions paid from grant funds.
4. Salary increases for administrative staff amounting to 3 percent. The total cost for these increases are \$12,940 from state funding and cash revenue to 7 administrators. Other managers of grant-funded projects are also recommended to receive 3 percent increases except in Adult Education where we had a cut. Adult Education and Workforce Education administrative costs were reduced in the new budget since Dr. Robertson will be paid half from each of the two operations, therefore, we have one administrator there where before we had two. Additionally, he stays at his current salary which was just approved two months ago.
5. We are recommending a 2 percent increase in the employer (ER) contribution for the participants in our Alternate Retirement Plan (ARP) from the current rate of 10 percent of salary to 12 percent of salary. Our regular full-time employees may choose to participate in the Arkansas Teacher's Retirement System (ATRS) or in the ARP which falls under Federal IRC 403(B) and is administered just like a 401(K) plan that are typically found in the private sector. All participants of either plan are required to make an employee (EE) pre-tax contribution of 6 percent. For several years, the mandated ER contribution for those in the ATRS plan has been 14 percent or 40 percent more than for the ARP plan. State law changed in the last legislative session and now permits colleges and universities to make an ER contribution up to that level required of the ATRS if the College Board deems that there is enough money to do so. This increase is recommended because of the belief that the state should fund the retirement benefit of college faculty and staff as well as it funds the retirement benefit of public school teachers and administrators. It is a fairness and equity issue. Unfortunately, we do not have enough money to raise it 4 percent to the 14 percent ATRS level; that would cost almost \$100,000. Rather, we are recommending a 2 percent increase that costs approximately \$50,000. Maybe we can raise it again in future years so that participants in both plans will eventually get the same benefit.
6. Additional personnel are recommended in this budget. Although almost every department and division requested additional personnel, we believe that there is a need for several high-priority additions. Four additional full-time faculty positions are recommended and they include: First, a nursing instructor for the practical nursing program that completes the cadre required for the program expansion that was approved two years ago and that enables the program to accommodate approximately 100 students in three cohorts and admitting students every semester; Second, a biology/anatomy & physiology (science) instructor because of a high demand in science, a need to teach more science pre-requisites for the nursing program, and because we are currently teaching about 15 sections of science (biology, chemistry, physics, geology, earth science and environmental science) each term and we have only 1 full-time science teacher and no capability to teach A&P or nutrition for nursing; Third, an English instructor because we typically schedule the

current two full-time teachers with 5 sections each of English then we schedule an additional 15 to 18 sections of English with adjunct faculty, i.e., we teach enough English to fully load 5 full-time teachers each term and still use some adjuncts; and Fourth, a health information technology instructor to teach medical transcription courses because we currently have 40 students majoring in this program and because the adjunct instructor who taught these courses for many years on a part-time basis has resigned to home school her children on a full-time basis.

We are also recommending that we employ one full-time secretary who will be shared with and work approximately half time each for the Vice Presidents of Student Affairs and Finance and Administration. This additional secretarial position is recommended because neither of these administrators currently have secretarial support and because 5 years ago the North Central accreditation team recommended that the college work toward acquiring more clerical and secretarial support positions. This past year we increased the number of secretarial support positions for the faculty from one to two positions and they are supervised by Vice President Karr who also uses them some. Finally, the college is required to pick up 25 percent of the salary of the Title III secretary this year and this person will begin to support Vice President Prince in the work of planning, assessment and reporting. The salary and benefits for these 5 new full-time positions (4 faculty and 1 secretary) are estimated to be \$200,000

7. Last year in our FY 2004-05 budget we planned to return at least \$200,000 to the college fund balance which had been depleted in each of the three previous years from what was once about \$1 million to a low of about \$570,000. The National Association of College and University Business Officers (NACUBO) standards for fund balances and/or other contingencies are 4 to 6 months of monthly payroll and since our payroll is approximately \$250,000 a month, our fund balance goal is the \$1 million level. Therefore, we want this budget to have a contingency of at least \$200,000 so we can continue to make progress toward regaining the NACUBO standard.

The total estimated revenue increase in this budget is about \$600,000 including the proposed tuition increase. The cost of the 7 budget priorities mentioned above is approximately \$600,000. We have been able to effect economies in many small amounts here and there where we can. Eliminating the Hot Spring County-funded position for which the college had to pay the cost of benefits, saving money by paying lower salaries for replacements when personnel leave (nursing and library), reducing adjunct salary budget levels in divisions when full-time faculty are added, and cutting administrative costs in Workforce Education in half are examples of the many things we have done to balance the budget.

2. The Report from Legislative Audit: You should have received the OTC audit report for the FY 2003-04 fiscal year that ended June 30 last year. We had a good report with no audit exceptions. The report did note that we did not have enough employees in our business office to separate financial duties sufficient to achieve the ideal amount of control. Ideally a finance office has different persons to collect cash, prepare cash receipts, make out deposit reports, make the actual cash deposits, and reconcile (balance) the account records to minimize the possibility that an employee could misuse resources or steal funds. All small government organizations have this same control challenge and they get this same comment

from Legislative Auditors and get this same note in their annual audit reports. The Legislative Joint Auditing Committee, that is composed of legislators, sees this comment frequently and seem to think little of it. There was one sensitive issue that did come up in our audit, however.

During the audit exit interview, the State Legislative Auditor had an audit comment item relating to an employee, Mr. Marty Martin. During the conduct of the audit, the auditors randomly pull several personnel files to run various tests to insure adherence with State policies and regulations. Mr. Martin's file was one of the files they pulled and one of the tests they run includes an interview with the employee's supervisor. That led to questions and our answers led to other questions, etc.

As you may know, sometime in the late 1990s Dr. Ken Martin, then the president of OTC, offered to Hot Spring County and to the Industrial Development Corporation of Hot Spring County (IDC) to have Mr. Martin as an employee of OTC and to pay his benefits providing the HSC and/or the IDC through the Perla Project account would pay all of his salary. Marty Martin had previously been on the payroll of the University of Arkansas in some kind of "industrial outreach" position.

Apparently Dr. Martin felt that Mr. Martin could contribute to the OTC Workforce Training operation. The only position that was available was a program coordinator, grade 20 position. Therefore, Mr. Martin has been on the OTC payroll for 6 or 7 years as a program coordinator.

The auditor's comment was that we must document the contributions of this employee to determine the value to the State and thus be able to insure that it is commensurate with the costs to the State (OTC). They also want us to verify that Mr. Martin's work for OTC is consistent with the duties and responsibilities of the particular position he occupies. The auditors indicated verbally that an audit comment could become a notation in our audit report or even an "audit exception" if college officials ignore suspicious operating situations.

Before Bob Washington retired last month, I asked him to provide me with any records or documentation over the last two years on Mr. Martin's contributions and value to OTC. He had no such records or documentation but did say that Mr. Martin did help some to coordinate one short-term welding training course related to the DLM expansion last year. The auditors know that the costs of Mr. Martin's benefits are about \$12,000 per year.

Because of the auditor's comment, our inability to document Mr. Martin's contributions or value to the college, and the budget challenges we face, I decided it was time to terminate our relationship with Mr. Martin. I then wrote a letter to County Judge Bill Scrimshire to inform him, regretfully, that the College will have to terminate our employment of Mr. Martin effective June 30, 2005. I then called and arranged for a meeting with Mr. Scrimshire in his Court House office to personally deliver the letter and explain our situation. We had a very cordial meeting on Thursday, May 19, 2005. This gave Mr. Scrimshire about a six-week notice before Mr. Martin would have to transition to some other employment such as to the County's payroll. If he went on the County payroll, his salary could be paid from the Perla Project (Hot Spring County-owned industrial park revenue) account just as it is now, except that the costs of his benefits would also have to be covered by the County or the Perla Project.

I sent copies of this letter to members of the OTC Board of Trustees, the IDC Board, and to Marty Martin. I had mentioned this audit comment to Mr. Martin more than a month ago; therefore, the letter was not a surprise to him. When I met with Judge Scrimshire in his office last week he said that he had heard from several sources that Mr. Martin was planning to go into an agriculture business and leave the IDC manager position before July 1, 2005, anyway.

I have attached a copy of the Legislative Joint Auditing Committee letter notifying us that our report had been filed (and reviewed) by the Committee at its May 12, 2005 meeting. If there had been any problem with the audit report we would have been summoned to the State Capitol for that Committee meeting.

3. Capital Projects for Higher Education Revenue Bond Program: In my March report I indicated that the Legislature had approved legislation that would permit a new \$150 million higher education capital bond program. That legislation was passed and Governor Huckabee signed it into law. The next step is for the Higher Education Coordinating Board to approve the capital projects requested by the institutions. After that the voters in a statewide election must approve the program. The Legislature approved the initial \$24 million per year in debt service back in 1988 and the voters approved the first \$150 million program at that time by a strong majority. The Arkansas Constitution requires that the state electorate must approve any state debt when general revenues are pledged for repayment.

We will promote the program to the voters by communicating why the capital projects are needed by the local colleges and universities to serve the higher education needs of their respective communities. The program will require no new debt service and no new taxes. We believe the voters will approve the new program if we promote it properly.

A few weeks ago, the Department of Higher Education (ADHE) asked us to review and update our capital requests that was previously prepared and submitted in early 2004 in preparation for the legislative appropriations request. This new request is in preparation for the new capital bond program. We submitted the following:

1. Smart Classrooms	Instructional Technology	\$ 400,000
2. Pitched Roof Renovations – Renovation/Remodeling		298,000
3. Applied Science Renovation/Remodeling for Lab & Classroom		156,880
4. Instructional Technology Center, New Bldg. Construction		<u>1,358,235</u>
Total All Projects		\$ 2,213,115

The ADHE staff had previously seen and favorably reviewed these requests. The two renovation/remodeling projects and the new building project had received a priority recommendation from both the staff and the State Board. The new revenue bond legislation mentioned technology investments as a state priority need so we separated the smart classroom technology from the building project and listed it as a top priority. We heard informally that the statewide total for all 2-year college requests was consistent with the distribution being considered by the State Board and that there was a possibility that OTC's request might be fully funded. That would be great news if it happened to come about.

4. OTC Remains A Finalist For A TANF Grant: I mentioned this in my last two Board reports. It looks even more promising now. OTC is one of five 2-year colleges that were invited to submit a Career Pathways plan and a budget. Our budget proposal totaled \$585,000 for the first year. As you may recall, we have been working with the Arkansas Department of Higher Education (ADHE) on a Career Pathways grant that will allow us to greatly expand our Adult Education and WAGE programs at the Workforce Center, as a minimum, and possibly help get additional economically disadvantaged adults into college at OTC. The State TANF (Transitional Assistance for Needy Families) Board has the Federal money given to them by the U.S. Department of Health and Human Services.

The target clients or prospective students are adults who receive TANF cash assistance (up to two years only now), Medicaid, Food Stamps, former TANF clients and others that are below 250% of poverty.

ADHE has staffed up for this program and they are reviewing our proposal that we submitted on the due date last Friday, May 20, 2005. The proposals and agreements will be reviewed and approved at some level early next month and cash could begin to flow to us to start the program in July.

At our Board meeting on June 7, 2005, we will make a presentation to you on our Career Path proposal and plans so you will know more about this program that can help us train, educate and find employment for many more economically disadvantaged adults in our community. A copy of the OTC grant proposal is included in the agenda packet.

5. Major Gifts Campaign: We continue to make progress on the major gifts campaign. We are in the middle of the "Lead Gifts" portion of the campaign and we are just beginning the "Community Awareness" cycle that will continue for several months and involve many in the community. The amount of funds that we have raised via cash or pledges has now grown to near \$250,000 and we have over \$200,000 cash already in the bank. Additionally, we will be able to draw down another \$30,000 to \$40,000 of our Title III endowment matching before the end of September. We know of several other organizations and individuals that are considering significant contributions and their decisions are expected soon. We consider that this campaign is already a success and we are just getting started in the community.

6. To Affiliate or not to Affiliate with a University: There has been a bit of a squabble on the part of key community leaders in Hot Springs in regard to the question of whether the National Park Community College should affiliate with a university or a university system. Some in the community believe that it is in the best interests of both the college and the community to affiliate with the University of Arkansas System. This faction believes that they should do exactly what WestArk Community College in Ft. Smith did four years ago – affiliate with the U.A. System and become a 4-year university. There have been letters to the editors and advertisements in the local newspaper on both sides of the issue.

The leadership, administration and Board of Trustees of the College believe that it is in the best interests of the College and the community to remain an unaffiliated, independent, community college. To that end the Board of Trustees adopted a resolution and officially stated that they believed that affiliation was not in the best interests of the College or the community. The Board wanted the resolution communicated to everyone in the community. I have attached a copy of the Board resolution and the transmittal letter they used to send it

out. It is signed by both the Board Chairman and the President. They also took out a big display ad in the newspaper and put the resolution in the ad.

I completely agree with the decision of that Board. I do not believe that there is any benefit in affiliation. The chancellors of the U.A. System 2-year colleges tell me that they get no help from all the UA lobbyists, that it is hard to get attention and consideration from the UA board, and that they are told not to even come to board meetings unless they have been approved for an agenda item. I have also seen their chancellors pressured to stop communicating with legislators and business leaders because top officials believe that if a 2-year college gets some favor with legislation or appropriations then it would detract from what the universities could get. Finally, I personally saw UA lobbyists deliberately work on issues that they knew would hurt 2-year colleges in three instances during the last legislative session. I felt that you should know what is going on with the Hot Springs community college and how I felt about it.

7. Association of Community College Trustees (ACCT) Conferences: The ACCT has announced two upcoming national conferences in which you may want to participate. The 2005 ACCT Congress is scheduled for September 7-10, in Seattle, Washington at the Convention Center. The 2006 ACCT Congress is scheduled for October 11-14 at the Orlando Florida Marriott. The conferences are great continuing education and learning opportunities for community college leaders especially trustees, for whom the conferences are planned, and also administrators. I would like to attend these conferences once in awhile and I hope you do as well. This year we are doing much better financially and are still on track to add back to our fund balance. Since we are in better shape, financially, we can well afford such a professional development opportunity for our Trustees. ACCT's TRUSTEE Quarterly and the web site, www.acct.org, are good sources for additional information on the conferences.

Please consider these opportunities and let me know if you would like us to plan conference participation for you. Since we will pay all your transportation, food, lodging and registration expenses, you might want to consider making a little working vacation out of the conference by inviting your spouse along on the trip. If your spouse came along, you would have to pay for transportation and food costs of your spouse, but the College would pay for all your travel, food, lodging and conference costs. We hope you can join us on one or both of these upcoming conferences.

End of Report: This concludes my report. Dr. Roger Coomer will be with you on Tuesday, May 31, 2005 at 5:00 p.m. for a Finance Committee Meeting on our proposed 2005-06 Budget. As you may recall, I will be participating in the May 29-June 1, 2005, two-year college conference in Austin, Texas sponsored by the University of Texas. I look forward to seeing you at the regular Board meeting on Tuesday, June 7, 2005 at 5:00 p.m. in the Board Room. A light dinner snack and beverages will be ready for you at 4:45 p.m. on each of these two Board meetings.

For your information, future Board meetings are scheduled for July 26, September 27, and November 29, 2005. Thanks again for your commitment, many contributions, and support.

MEMO

To: Members of the Board of Trustees
From: Barry Ballard, President
Date: March 23, 2005
Re: Update on Various Issues

Below is a list of significant items, accomplishments and activities about which I think you will be interested. The items are in no particular order.

1. Legislative Update: The 85th Arkansas Legislature is extremely active with almost 3,000 bills having been introduced and under consideration. There are numerous bills that affect higher education and several of them are significant. They include:

- A. **SB1137 by Senator Baker** is a Governor's bill to extend a State capital revenue bond program from the original 1989 law. The State Legislature authorized about \$24 million per year in debt service from general revenue and the citizens approved in a 1989 general election the issuance of bonds that resulted in \$150 million in proceeds for renovation and construction. This new law will authorize the extension of that debt service and permit the issuance of some new bonds and the re-issuance of others already paid off resulting in an additional \$150 million in proceeds. If the program is approved in a statewide election, OTC will receive \$1 to \$1.5 million for technology, renovation or new construction. The money would be available in late 2006 or early 2007. We will have to promote this to our local voters based on the needed capital improvements at OTC and based on the program requiring NO NEW TAXES and NO NEW DEBT SERVICE - only an extension of the current debt service.
- B. **SB291 by Joint Budget Committee** is the OTC appropriation for the 2005-07 Biennium. This bill is virtually identical to the appropriation for the 2003-05 Biennium but with a 2.7 percent annual pay increase built in for regular positions. No additional appropriation is provided. The Legislative leadership tells us that the institutional appropriation bills will be amended later with some growth built in. Since an appropriation is only "an authority to spend," but not funding, other legislation is required. The, yet to be drafted and extremely political, Revenue Stabilization Act, initially a bill, will provide the general revenue funding for this and all other appropriations.
- C. **SB1083 by Senator Bisbee** is the Two-Year College Funding Formula and is the basis for which the State Higher Education Coordinating Board makes its funding request. The OTC state funding (all sources) for the current year is \$3,214,708. State Board and Executive funding recommendations are \$3,506,452 (+\$291,744) for FY2005-06 and \$3,796,543 (+\$290,091 more) for FY2006-07. The Revenue Stabilization Act will put +/-85 percent of it in the "A" category, +/-12 percent of it in the "B" category and +/-3 percent in "C," then DFA will instruct us to budget certain amounts in these categories depending on the amount and confidence level of the revenue forecast. The Governor and the State Board has urged higher education officials to ask legislators to fully fund the recommendations because they are highly justifiable and because there was enough new revenue in the Governor's Balanced

Budget recommendations to fully fund them with no new taxes. Of the total higher education request of an additional \$55 million each year of the Biennium, the part recommended for the two-year colleges amounts to about a \$10 million increase each year.

- D. **SB573 by Senator Faris** and **HB2076 by Rep. Burris** are identical \$100,000 appropriation bills to OTC for various improvements including air conditioners and roofing to be paid out of the General Improvement Fund. We will be lucky to get \$25,000 total funding from them. The General Improvement Fund, about \$250 million this year, is made up from State funds that have been unspent or unobligated from the previous year. In the spring of 2003, no legislator dreamed that state revenues for 2003-05 would significantly exceed the revenue forecast. In fact, Governor Huckabee was heavily criticized for recommending budgets that included a built in 8 percent increase. Actual revenues have exceeded the Governor's 8 percent growth forecast. The Governor gets half of it for various programs (to pay the salaries of National Guardsmen that might have to be called out to work a disaster, the relief and cleanup from disasters such as tornadoes, floods, and ice storms, economic development, and for other authorized projects) and legislators get the other half for projects in their districts, e.g., OTC capital needs and capital needs of any local project they think is worthy and will get them reelection votes. It is pure pork-barrel politics. So, the money is doled out to many small sympathetic local community need projects such as city sidewalks, city parks, tennis courts, county fair grounds, rodeo arenas, 4-H Clubs, Senior Centers, Volunteer Fire Departments, and etc. ad nauseum. I think this state money should be restricted to state projects as this is just about the only source of funds the College and state agencies (County Health Department for example) has for major critical maintenance and modification, but, legislators will never give up this voter favoritism money that Senator Nick Wilson engineered for them in the mid-1990s. Prior to that time, the Governor got to allocate it all and the higher education institutions got a lot of it then; 30-50 percent every year. Now the higher education institutions are lucky if they get 10-15 percent of it once in awhile.
- E. **SB532 (now Act 1045) by Senator Hill**, who has the highest seniority in the Senate, appropriates funds from the General Improvement Fund (see the discussion in D above) to each of the institutions of higher education, including OTC in Section 23 on page 6, for critical maintenance, equipment, and library resources. OTC and the other mid to small size colleges each received an appropriation of \$125,000. This bill has already passed both houses and been signed into law as Act 1045 by Governor Huckabee. The many General Improvement Fund appropriations bills and acts mentioned here and in D above from all legislators will easily total \$1 billion. There will be an actual funding bill for all these hundreds of appropriation bills/acts developed by some arbitrary set of rules that legislators negotiate among themselves based on legislative seniority, e.g., the Senate President Pro Tem and the House Speaker will each get 10-15 percent for statewide projects, Committee Chairs will each get +/-3 percent, other senators will each get about 1 percent and other representatives will each get about .33 percent of the pie.
- F. **HB2437 by Representative Abernathy** seeks to amend the law (Act 102 of 2004 Special Session) that requires all high school to offer Advance Placement (AP) courses beginning in 2005-06 with 1 AP course, then 2 AP courses in 2006-07, 3 AP courses in 2007-08 and 4 AP courses the year after. The current law will cause the enrollment in concurrent credit courses (CCCs) offered by 2-year colleges across the state to diminish by at least half, in my estimation. The high schools will start with AP English because this is the easiest one for which to find AP certified teachers. Coincidentally, English Composition courses are the most popular CCCs statewide. Therefore, English Composition course enrollment will be cut drastically this Fall. Of

the 400 students OTC has in CCCs, at least 150 are in English and they will be lost. The reason for this is that in the small and medium size high schools in our service area, school administrators and counselors will force their bright juniors and seniors into the AP English course so they will have enough Public School Fund formula (FTE) funding to pay for the newly required course. I estimate that CCC course enrollments statewide will drop about 2000 this first year UNLESS some version of this bill gets passed. HB2437 seeks to allow school districts the option of providing AP courses or CCCs to meet the requirements of the law. This bill is extremely important to us as we seek to keep our CCC enrollments that we have worked hard to develop the last 5 years. If this bill does not get passed, we will lose most of our high school CCC enrollment within the 4-year implementation schedule for the AP courses.

2. The Arkansas Claims Commission Granted Ronnie Thompson's \$10,000 Back Pay Claim. As you may remember, you approved a pay increase for Mr. Thompson's last November, 2004 to correct an error in which he earned a pay increase in 1991 but did not receive it even though he asked Dr. Martin for it.

Back in 1991 when the school was converted to a college, the general education faculty were given an incentive to complete Master Degree course work which was required for accreditation. They were to receive \$1,500 for completing half of it and another \$1,500 for completing the degree. Several faculty did the work and were given the pay increases. Mr. Thompson apparently got the first \$1,500 for completing half of it but when he presented his transcript showing the completed Master's Degree to Dr. Martin in 1993 and requested the pay adjustment, Dr. Martin erroneously approved a \$3,000 pay adjustment instead of the correct \$1,500 amount. After Mr. Thompson got his first paycheck that included double the amount he was expecting, he called Dr. Martin about it and Dr. Martin got mad and implied that Mr. Thompson was trying to make trouble. The next paycheck Mr. Thompson got was reduced back to the original amount and it was never adjusted thereafter. When Mr. Thompson asked Dr. Martin about it after a second paycheck was received without the final raise, Dr. Martin implied again that Mr. Thompson was only a troublemaker, that he would get the pay he deserved, and if he said anything about it to the Board, he would get fired.

Dr. Coomer and Ms. Rhonda Smith, Personnel Officer, researched the payroll and personnel records back to the earlier time when he completed his Master's Degree, and determined, with the file records, that he never got the raise to which he was entitled. Upon our recommendation, you approved the pay raise at the November 30, 2004 Board meeting. A few days after Mr. Thompson was notified that he was to begin receiving the pay increase, he requested more than \$20,000 in back pay which he had missed out on since 1993.

After consulting with Asst. Attorney General Don Barnes and with Mr. Thompson, it was agreed that if Mr. Thompson would lower his back-pay request to \$10,000, we would not fight it with the Claims Commission. Only the Claims Commission, a branch of the Arkansas Legislature, can authorize the College to use current appropriations to correct such an error made in earlier years. Mr. Barnes and I both felt that Mr. Thompson should suffer some consequences for his own inaction because he could have notified me three years earlier and because, if we had been in the private sector, the statute of limitations would have long since run out.

Mr. Thompson filed his claim with the Claims Commission in January and Mr. Barnes filed our answer admitting the error in February and the Commission has now approved the \$10,000 award and directed us to pay it out of current year operating funds appropriations). We are in the process of paying it now.

3. An Expansion of the High School MedProEd Program is Being Recommended: The expansion of the MedProEd (Medical Professions Education) high school program for the 2005-2006 school year from a one-teacher to a two-teacher program is being recommended for several reasons. We are estimating that there will be 25 returning students for MedProEd II in the fall term based on a recent survey of the current students, plus 50 new students are also expected to enroll in the fall term.

The main reason for recommending the expanded program is to maintain quality. We did have the option of rotating the classes without the expansion; however, this would mean that every other year we would be placing new students into work internships before they had a chance to cover the basics. These students would not have had introduction to medical professions, anatomy and physiology, or medical terminology. Placing students in the work internships without having these basics could severely damage the reputation of the program, the students, the school and the College.

Another consideration was cost. A cost analysis also supports an expansion. Here was what was considered:

- A. Current students polled indicated that we would have 25-27 returning students. We had over 50 new students this year, and we do not see any reason why this would not be the same next year.
- B. These two classes combined would total 75 students. Three students make an FTE (full-time equivalency). With 75 students at the current funding level, the annual revenue for the classes would be \$176,960.
- C. Using this estimated income, the following expenses were subtracted:

Current budgeted costs (one-teacher program)	\$48,372
Cost for new instructor (+matching/benefits).....	44,000
Cost of equipment to start the 2nd class.....	36,000
<u>Lab Assistant (required this year but not needed next year)</u>	<u>(7,200)</u>
Total.....	\$121,172

- D. This gives the College approximately \$56,000 in income over costs for the first year. The equipment cost of approximately \$36,000 would be a one-time investment, raising future income over costs to approximately \$92,000.

4. OTC Is A Finalist For A TANF Grant: I mentioned this to you in January. It looks even more promising now. We have been invited to a training seminar in Little Rock on April 4th and 5th for an orientation and planning meeting on Career Pathways. As you may recall, we have been working with the Arkansas Department of Higher Education (ADHE) on a Career Pathways grant that will allow us to greatly expand our Adult Education and WAGE programs at the Workforce Center, as a minimum, and possibly help get additional economically disadvantaged adults into college at OTC. The State TANF (Transitional Assistance for Needy Families) Board has the Federal money given to them by the U.S. Department of Health and Human Services. The money, \$500,000 each year of an initial 2-year period, will flow first to ADHE, the prime contractor, then to 2-year college subcontractors that have applied and have the capabilities. We have applied and have the capabilities – a functioning workforce center, and adult education program, certified WAGE instructors, and a built in relationship with a 2-year college that trains for demand occupations.

The target clients or prospective students are adults who receive TANF cash assistance (up to two years only now), Medicaid, Food Stamps, former TANF clients and others that are below 250% of poverty.

The TANF Board considered the ADHE proposal on January 26, 2004. That Board was so impressed with the ADHE proposal that it gave them approval for two years instead of the one year that was requested. It was approved in February and the ADHE staff has been busy getting Miscellaneous Federal Grant (MFG) appropriations and staff positions approved through the legislature and the Governor's office. They will begin staffing up and will probably approve and begin funding the first colleges between May and July. We have been told that OTC is among the three or four colleges that are viewed as the most organized and equipped to start this program.

6. Major Gifts Campaign: We continue to make progress on the major gifts campaign. The following is a list of the more significant accomplishments that have or are in the process of being achieved in the Campaign during the last few months:

- A. The Campaign Selection and Enlistment Committee met and selected and enlisted Ms. Kristi Norris and Mr. Steve Northcutt as co-chairs of the Changing Lives...Building Futures Campaign.
- B. Photos of Ms. Norris and Mr. Northcutt have been taken and they are being used in the development of campaign publicity.
- C. Campaign material is being developed and the first large quantities have been received from our printer. The case for support PowerPoint presentation was converted to VHS tape format so that it can be easily shown on television in most homes and businesses.
- D. We have significantly stepped up our Leadership Awareness activities. Twelve hosts/hostesses have been recruited and they have conducted six different Leadership Awareness (LA) sessions so far. For the LA sessions that have been conducted to date, we have prepared and sent invitations to 79 individuals in the community and 30 of them attended one of the sessions. The volunteer Hosts/hostesses included Gary and Muriel Burroughs, Cuba McCreary, Randy Stuckey, Ronny Orr, Lance Howell, Rick Dial, Floyd Parker, Joe Keith, Dorothy Wilson, Dee Edie, and Mary Ann Griggs.

In addition to these sessions hosted by volunteers, we also began hosting our own LA sessions in the form of the President's 12 @ 12 (the OTC President invites twelve community leaders to a LA session at 12 Noon which includes a light lunch snack and a presentation of the Campaign Case for Support and a discussion of the College and its future with Q and A following). We have conducted one such session thus far with 4 in attendance, and three more have been scheduled.

There is a significant amount of Campaign committee activity taking place or planned. This activity includes:

- A. The Lead Gifts Committee that will meet Tuesday, March 29, at noon, during which committee members will receive lead gift proposals, recommended solicitors for lead gift prospects and campaign packets for soliciting purposes.
- B. The campaign co-chairs will be selecting and enlisting chairs for the Community Awareness Committee and the Prospect Listing and Evaluation Committee. The chairs for these committees will then select and enlist 4-5 committee members for their prospective committee.
- C. The Community Awareness Committee will coordinate an organized plan and schedule to present the College's Case for Support to various civic and service organizations and others.
- D. The Prospect Listing and Evaluation Committee will assist the Campaign Office in developing preliminary lists of prospects and suggesting a target figure for each prospect in the soliciting divisions;
- E. The following is a list of scheduled Campaign activities in the near future:

1. Lead Gifts Committee – March 29, Noon
2. LA session - Mitchell and Bonnie Burris, March 31, Noon.
3. President's 12@12 – April 1, April 8, and April 15.
4. Campaign Executive Committee – April 21, 10:00 a.m.
5. Foundation Board Meeting – April 22, at 12 Noon

In an effort to plan effective grant applications, Ms. Amber Lindsey and I met with Mr. Mark Karnes, President, Ross Foundation in Arkadelphia to discuss grant opportunities and RF Board priorities. We got several tips that we believe will help us prepare a successful proposal.

7. Closing the Early Childhood Education Program Being Planned: For several years we have been nursing along our Associate of Arts Degree program in Early Childhood Education. It suffers from chronic low student enrollment. The program was started in the late 1990's because of requests from Child Day Care Center operators and from CADC and other Head Start program operators primarily based on new State licensure requirements and growth in the industry. Initially, the enrollment in the program was pretty good but it never had quite enough to hire one or more full-time instructors. At one time it had about two dozen student majors but most of them were part-time students taking only one or two courses and most of them worked full time. We tried day classes, evening classes and Saturday classes to build the enrollment. In the last few years it seemed that only the Saturday classes would make. In the last several semesters, there were only 5 or 6 students even in the Saturday classes. Recently we were informed by both of our adjunct instructors that they would no longer be available to teach on Saturdays after the current Spring Semester; one was moving to a distant community and the other decided that she was not willing to continue into her third year of giving up every Saturday and sacrificing family activities.

We recently contacted the day care center operators and the local Head Start director and learned that there is not a lot of interest in a full degree program. Their representatives requested that we continue to offer the non-credit, certification short courses periodically to meet the needs created by employee turnover. We can and will plan to do this through our Continuing Education Program.

Therefore, we plan to finish out the few current students still in the program and offer the remaining courses they need for graduation. This will be completed by this time next year. No additional new students will be allowed to enroll as a major in this degree program. It takes about 25–30 full-time, first-year students and 12-15 full-time, second-year students to justify the continued employment of a full-time teacher for the major subject specialty courses. The enrollment numbers never got big enough to sustain the program.

8. New Telephone System Being Installed: We are happy to announce that we are finishing the installation of a new, all digital telephone system. Most of the installation will be completed this week during Spring break primarily on March 23-25. When our faculty return from the break on Monday, March 28, 2005, there will be new telephones on everyone's desks. This new system will be almost identical to the new phone system that we installed in the Malvern "One Stop" Workforce Center where the OTC Adult Education programs and ESD now operate.

We are making this change not because we need to get a better, new system with a lot of additional features. We are getting a new, better system because it is going to save us a lot of money over what we are currently paying. The technology has improved and the costs have come down since we installed our current system.

The new system is based on what is called voice over IP (Internet Provider). There will be conference speakerphones in the Board Room and in the Library and Student Affairs

conference rooms. There will be a student phone mounted on the wall in the hallway just outside Student Affairs/Business Office that will have free in-state long distance service. Each desk phone will have two lines (min), a speakerphone, an address book with a browser that users can program, caller ID (identification), voice mail and access to 23 outside channels lines. We now only have 8 outside lines. Employees will be offered several training sessions on how to use the new phones.

Our long distance costs will be cut in half to 4 cents per minute from the current 8 cents per minute. There will be no charges for in-state long distance. In-state 1-800 line costs will be reduced to about 1/3 of current costs because we will pay only \$180 per month for a flat rate fee and currently we pay on a per call+minute charge and these run \$500 to \$800 per month depending on the call volume. We will maintain our 8 wired lines for local calls but, now, since we are buying everything through the state at a huge volume discount, the charges per line are \$23 per month and currently we pay a local commercial rate of \$47 per line per month.

The quality of the all-digital service is so good that CISCO, the manufacturer of the new telephone equipment, has to induce a low level white noise in the lines so that users will know that they are still on the line with their party, otherwise, it is so quiet between conversation pauses that users think they have been disconnected.

We get some very good indirect benefits, too. Instead of the current 8 lines we have for phone line access, we will have 23 lines. This I already mentioned. But, the new T-1 line that we had to add to support the new phones and the T-1 line we already had for our Internet connections both go through a new digital switch that runs at a much higher speed - 1,000 mb/sec (1 gb/sec) versus the current 100 mb/sec. This will potentially speed up all Internet connections. We say potentially because some of our other servers and switches are set up for the current, slower speed. In other words, it will sort of be like driving in a NASCAR race with the restrictor plates in place - the drivers know their cars could run faster. Also, the second T-1 line has a lot more capacity than the new phone system will likely use, so, the additional capacity can be used for Internet access, therefore, we get more broadband out of the deal.

Our own IT department is coordinating the installation of this great, new, less expensive system. Tommy Davies and David See are the principal technicians on this job and are our designated telephone gurus.

9. Program Planning for New Associate Degree in Nursing (ADN) Program: Last year, six rural 2-year colleges formed a consortium to work together, share expenses and offer a non-traditional program to admit working Licensed Practical Nurses into a one-year Registered Nurse completion program. The consortium and program was approved by the State Board of Nursing and the State Higher Education Coordinating Board late last year and each of the six colleges started 10 students each in the current Spring Semester that started this past January. We are now seeking to be admitted to that consortium and to plan the start of such an ADN program here on our campus in the Fall Semester, 2006 – a year and a half from now.

The program is non-traditional in several ways. First, all the students in the program are to be working LPNs. Second, the classroom instruction will be scheduled on Tuesday and Thursday evenings from 4:00 until 8:00 p.m. and the clinical rotations will be scheduled on Saturdays and Sundays every other week thus permitting the students to keep their current nursing jobs. Third, admission to the program requires the previous completion of almost one full academic year of general education and science including such courses as English composition, college algebra, microbiology, nutrition, and anatomy and physiology with a lab. Fourth, the classroom instruction is shared among the colleges using compressed video technology that is broadcast during each of the two class days each week.

With the exception of the compressed video equipment, some library holdings, and a minor amount of medical equipment, we already have the equipment, facilities and staff to support such a program. Sharon Turley, Nursing Chair, will complete her Master's Degree in Nursing (MSN) before fall. The proposed new nursing program requires a program director holding an earned MSN. We already have a program secretary in place; this, too, is required. While every square foot of the new Allied Health Building is already used fully, we have sufficient space in that building because the instruction will be delivered during the evening hours when it is not used very much. If we only admit 10 students, only one instructor will be needed. However, we could admit 15 to 20 students, with state approval, which would require one fulltime instructor and a part-time clinical instructor.

We feel that we should consider the start of such an ADN program because it addresses a critical occupational shortage that has significant public health consequences in our community and throughout the state. We have hospitals and clinics begging us to start such a program and are willing to provide the needed clinical rotations. And, we have a big inventory of successful working LPNs who graduated from OTC, begging us to create such an educational opportunity in this community, and represent a supply of potential students. Any thoughts or suggestions that you have about such a program will be gladly received and considered as we begin to make plans to start one up in August 2006.

10. National Congress for the Association of Community College Trustees (ACCT) are Scheduled: The ACCT has announced two upcoming national conferences in which you may want to participate. The 2005 ACCT Congress is scheduled for September 7-10, in Seattle Washington at the Convention Center. The 2006 ACCT Congress is scheduled for October 11-14 at the Orlando Florida Marriott. The conferences are great continuing education and learning opportunities for community college leaders especially trustees, for whom the conferences are planned, and also administrators. I would like to attend these conferences once in awhile and I hope you do as well. This year we are doing much better than last from a financial perspective as we are still on track to add back to our fund balance instead of depleting it somewhat as we had to do in both FY 2002-03 and FY2003-04. Additionally, funding increases look very promising for the next two years as well. Since we are in better shape, financially, we can well afford such a professional development opportunity for our Trustees. ACCT's TRUSTEE Quarterly and the web site, www.acct.org, are good sources for additional information on the conferences.

Please consider these opportunities and let me know if you would like us to plan conference participation for you. Since we will pay all your transportation, food, lodging and registration expenses, you might want to consider making a little working vacation out of the conference by inviting your spouse along on the trip. If your spouse came along, you would have to pay for his or her airfare, food costs, incidentals plus any personal shopping and entertainment expenses. We hope you can join us on one or both of these upcoming conferences.

End of Report: This concludes my report. I look forward to seeing you at our next Board meeting on Tuesday, March 29, 2005 at 5:00 p.m. in the Board Room. A light dinner snack and beverages will be ready for you at 4:45 p.m.

For your information, future Board meetings are scheduled for May 31, July 26, September 27, and November 29, 2005. Because I want to participate in the May 29-June 1, 2005, two-year college conference in Austin, Texas sponsored by the University of Texas, I am requesting that the Board reschedule the Tuesday, May 31 meeting to exactly one week later on Tuesday, June 7, 2005. Next Tuesday afternoon during the Board meeting I will request that you take official action to change the date on this meeting.

Thanks again for your commitment, many contributions, and support.

Memo

To: Members of the Board of Trustees
From: Barry Ballard, President
Date: January 18, 2005
Re: Update on Various Issues

Below is a list of significant items, accomplishments and activities about which I think you will be interested. This report is somewhat short due to the amount of time we have been spending on our major gifts campaign. The items are in no particular order.

1. **Employee Hiring Decisions:** During the last few Board meetings there has been some discussion among Board members about personnel actions and hiring decisions. At one point I was asked why we bring all personnel decisions to the Board for approval since many of them are simply replacements for positions the Board has already approved and they are paid with funds that are in the Annual Budget which has also been previously approved. I answered the question by stating that we did it to defer political pressure that sometimes arises in such decisions. After that Board meeting I thought more about the issue and realized that we also brought these decisions to the Board because we thought that the Board wanted to be involved in such decisions. We can understand that using Board time to consider such items could be viewed as relatively unimportant. In the business world, the involvement of corporate board agenda time for personnel decisions relating to other than the officers and members of the executive management team is almost unheard of.

After considering this further, I recently reviewed the powers and duties of the Board of Trustees in the OTC By-Laws. In Section IV.C. of the By-Laws, it indicates that the powers and duties of the Board shall be, among other things, to appoint, upon nomination of the President, members of the administrative and teaching staffs. This Section IV.C. ends with the Arkansas Code citation that is the source of authority for this power and duty. The "administrative staff" is interpreted to be the five vice

presidents and the "teaching staff." Teaching staff is interpreted to be full-time faculty that carry full loads and teach on a nine-month or longer contract. Part-time or adjunct faculty would not be included nor would all other non-exempt employees and classified staff.

I believe that since we use a search committee for all but maintenance and custodial positions that the political pressure that I sometimes get can be handled. These committees screen applicants, select the top candidates for interviews, and conduct one or two interviews for every position. Then I conduct the final interview and make the conditional offer of employment. The conditions have been: (1) criminal background check, (2) drug screen, (3) check references and recent employers with the permission of the candidate, and (4) approval by the Board of Trustees.

Therefore, in the interest of expediting hiring decisions and involving you only for positions that require approval of the Board, according to the By-Laws, I will, from this time forward, make final hiring decisions for all but the administrative and teaching staff unless you request otherwise.

2. **OTC's Accreditation Expanded:** Ouachita Technical College's accreditation has now been expanded to include distance delivery of online associate degrees. Students now have the opportunity to earn an Associate of Arts in General Education and/or the Associate of Applied Science in Criminal Justice via the Internet.

As you recall, Ouachita Technical College began offering online courses during the spring 1998 semester. Since that time, Internet course enrollment has increased 1,117 percent. There are over 500 course enrollments this term.

These two degree programs were developed because of the growing demand for distance education courses and a recognized need for educational options. The current college-going generation demands convenience and flexibility and the institutions that can find a way to provide that and maintain standards and quality will continue to experience growth. This represents the fastest growing area of the College.

Implementation of online degrees has led to expanded support services that benefit on-campus students as well. Internet access to library resources, bookstore functions, registration, and other services has provided increased opportunities for the utilization of college resources by all students.

"If it weren't for online courses, I would not be able to continue my education and work full time. I love being able to do everything from making my schedule, paying tuition, ordering books, and checking my grades without leaving home," stated OTC student Amanda Barnes of Fordyce, Arkansas. Since most of our students work, the convenience of doing the coursework at night and on weekends whenever time is available makes this method of delivering instruction very attractive.

Program approval started on campus with the approval of the Faculty Council, the President, and the Board of Trustees last spring. After a three-step evaluation process and subsequent approval by the Arkansas Higher Education Coordinating Board, the final authorization to offer the online-degree programs was granted by The Higher Learning Commission Board of Trustees on December 14, 2004. Ouachita Technical College is accredited by The Higher Learning Commission of the North Central Association. (This organization can be accessed on the Internet at www.ncahigherlearningcommission.org or at Tel: 312-263-0456.)

3. Another Internet Instruction Success Story: Young Mrs. Dana Brownfield began working at OTC in 2000 as a clerical worker and is presently employed as the Faculty Secretary. She had earlier enrolled in OTC in August 1997 and graduated with honors in December 2002 with two degrees: An Associate of Arts and an Associate of Applied Science in Accounting. Dana then enrolled in Franklin University's online program in January 2003, graduating Magna Cum Laude with her Bachelor of Science in Business Administration on December 31, 2004. While working full-time at OTC and managing a home for her husband and eight-year old son, Dana still managed to maintain a 3.85 G.P.A. at Franklin University.

Dana states that working at OTC has been a very rewarding experience for her and that she appreciates all of the help she received from the faculty and staff. Dana especially enjoys helping to motivate students who are now struggling as she once did. Dana plans to continue her education by pursuing a Master's degree in Higher Education. She plans to use her skills and credentials to help others as a teacher or in instructional administration.

Before Dana came to OTC she had been a student at Henderson State University. She choose Franklin University as the place to pursue her Bachelor's degree because her faculty advisors there were able to accept and give her credit for every one of her OTC and HSU courses. Even though the tuition and fees at Franklin U. totaled just over \$225 per credit hour, she knows that she saved money getting her degree there because she would have had to take so many more courses at any Arkansas university because they would give her much less favorable consideration on the coursework she had already completed. She knows that she also saved money by not having to pay for gas and maintenance on a vehicle that would have been required if she had taken the traditional courses on a university campus. She says that she also liked Franklin's 6-week course format that permitted her to focus on just one course at a time, but have the opportunity to complete three different courses within about the same time as a typical semester.

I have enclosed Dana's resume for your information. We are all very proud of her because of her personal accomplishments and because she is the first student to complete a bachelor's degree by doing the coursework over the Internet completely here in Malvern via a program sponsored by OTC.

4. **Working Hours For Summer 2005:** As you may recall, last summer we worked 10-hour days from Monday through Thursday then closed the campus on Fridays. We did this primarily to save money on our utilities. As a secondary benefit, we realized after the fact that all but very few employees loved having 3-day weekends. We have evaluated that experience and decided that we will not do it again this coming summer.

While we did save a little money, it was a very small amount, and there were two other disadvantages that we experienced. The first disadvantage was that science and certain applied science courses with extensive laboratory components had to be crammed into two-day schedules. Courses that would normally run 5 to 9 hours on Monday, Wednesday and Friday had to be run on Tuesday-Thursday or Monday-Friday schedules. One of our instructors taught 10 straight hours each class day. This is not good for the instructor or the students.

The second disadvantage was that our actual productivity in almost all areas dropped and it was awkward serving the number of students in registration that needed to be served. The students would not show up until after 8:30 or 9:00 a.m. and pretty much stop coming after 4:00 p.m. Then many would show up on Fridays and find a locked door. I personally worked some Fridays and saw this happen a number of times and it was reported to have happened on most other Fridays by another employee we had on duty on Fridays to handle mail, parcel deliveries and building security. The working schedule did not lend itself to good customer service.

Next summer we have decided to keep open all offices from 8:00 a.m. until 5:00 p.m. every business day. However, for the summer season only (Monday, May 9, through Friday, August 12, 2005), we are going to allow supervisors to schedule employees using a liberal flex-time policy as long as the employees get in their 40 hours per week and offices have a minimum staff presence and can fully function. That may mean that some employees in a work group get to work 4 10-hour days and have Mondays or Fridays off or others may work 4 9-hour days and get off at noon on Fridays, for example among many others.

5. **OTC Is A Finalist For A TANF Grant:** We have been working with the Arkansas Department of Higher Education (ADHE) and the Arkansas Association of Two-Year Colleges (AATYC) on a Career Pathways grant that will allow us to greatly expand our Adult Education and WAGE programs at the Workforce Center, and possibly help us to get additional economically disadvantaged adults into college at OTC. The funding could be as much as \$500,000 per year and come to us from ADHE, the State TANF (Transitional Assistance for Needy Families) Board and from the U.S. Department of Health and Human Services.

The target clients or prospective students are adults who receive TANF cash assistance (up to two years only now), Medicaid, Food Stamps, former TANF clients and others that are below 200% of poverty.

The money can be used to advertise and market the program and to hire a student recruiter; pay for tuition and services such as child care and travel; and hire WAGE instructors, an adult education counselor, college instructors, a secretary/bookkeeper, and a program coordinator among others. The WAGE, adult education and job training components must all be integrated and allow students to flow in and out of the program alternating work and education/training using a Career Pathways model. In this model, eligible students would flow into the program until a planned exit point had been reached, such as when they receive the GED, then go to work for a while. Later they would come back into the program for WAGE instruction, then go back to work at a better job. Still later they would come back into the program as an OTC college student and be in some occupational or technical program then, upon completion, go back to work. The cycle would continue until the student had gone as far as they were able. For some it would be in that first full-time job with benefits that paid more than minimum wage. For others it would mean a college certificate of completion (C.N.A. or Truck Driving for example), a technical certificate or an associate degree.

The ADHE proposal will be considered by the TANF Board on January 26, 2005. If it is approved, the ADHE staff will allow us to finalize our plans, budget, and proposal. ADHE will probably approve and begin funding the first colleges between March and July. We have been told that OTC is among the three or four colleges that are viewed as the most organized and equipped to start this program. That favorable view is made because we already have in place certified WAGE/Adult Education teachers and because the WAGE/Adult Education program is a part of a functional and efficient one-stop workforce center that includes ESD job placement resources. Southeast Arkansas College (SEARK) at Pine Bluff has been running a Career Pathways demonstration program for a year with a grant from the National Governor's Association. SEARK is viewed as the college most ready to receive a TANF grant because they are already serving these clients successfully using the Career Pathways model.

6. **Major Gifts Campaign:** We continue to make progress on the major gifts campaign. Amber Lindsey and Willie Childers are working together well and productively. They recently completed an 8-minute PowerPoint presentation on the case for support. Mr. Kinney Black agreed to chair the Leadership Awareness project late last year and last Friday, we conducted a Leadership Awareness Orientation for more than a dozen community leaders who had agreed to be our partners and host receptions and similar events for numerous other leaders in the community who will be invited to also learn about the College, its needs and the goals of the campaign.

We also appointed and conducted a meeting of the Selection and Enlistment Committee, which has the responsibility to enlist a campaign chair and to evaluate the prospects for lead gifts. We have made a proposal to the individuals suggested for the campaign chair position and they are considering it (counting the costs). We hope to finalize that critical position within a week.

To date we have received \$104,484 in cash gifts and pledges plus \$27,678 in Title III scholarship endowment matching for a total of about \$132,000. A copy of the January 2005 financial summary is attached.

7. Title III Grant Project: We continue to make very good progress on our Title III grant projects. As you recall, this five-year, \$1.8-million Title III grant project that started in October 2003 will be received annually in payments of about \$365,000 until September 2008. The goals of the grant are to improve student learning, student retention and graduation rates. The grant project plans to assist with student services, instructional technology and the establishment of a scholarship endowment fund.

Mark Burris, Title III Director and Activity I Director, has been working with Information Technology and Business Office staff implementing SCT PowerCAMPUS, OTC's new student information system. The student information system, when completely installed, will positively impact OTC's recruitment and retention of students. Payroll and accounting components are now "live" and are functioning well. Student Records will be the next component to be implemented. The implementation process is scheduled to be completed by July 2005. As Title III Director, Mark provided guidance to all Title III staff in completing the Title III Annual Progress Report (APR), which was submitted two weeks before deadline. Christie Roark, Title III Administrative Assistant, completed the APR for OTC's first Title III grant year.

Jason Henry, Retention Specialist, expanded his knowledge of OTC's retention issues by assisting with student advising and registration for the Spring 2005 semester. Together with Linda Johnson, VP of Student Affairs and Registrar, Jason is revising OTC's Early Alert process and forms to increase student retention and to improve communication with faculty. He has also been working with faculty and staff in preparation for a retention consultation with Tim Culver, a retention expert with Noel-Levitz. Part of this preparation involved reconvening OTC's Recruitment and Retention Committee, which Jason co-chairs with Patty Weak, one of OTC's Basic Skills faculty. Finally, Jason is collaborating with OTC's College Linkages Coordinator to provide students with an opportunity to complete the Kuder test, a career interest inventory, during the admissions and/or registration process.

Will Roark, Learning Specialist, has been working with faculty in finalizing plans to develop an Integrated Computerized Writing Classroom. Daedalis, the writing software that will be used, has been purchased and faculty training has begun. Three English faculty will receive faculty release time in order to learn the software and adapt it to OTC's needs. He will be conducting "Lunch-Time Training" sessions with faculty campus-wide in a variety of computer and instructional technology topics. He is also planning a major faculty development workshop for April featuring Dr. Neil Fleming, an internationally acclaimed expert on Learning Styles. Dr. Fleming developed the VARK Learning Style assessment instrument and will be training OTC faculty on its usage.

This concludes my report. I look forward to seeing you at our next Board meeting on Tuesday, January 25, 2005 at 5:00 p.m. in the Board Room. A light dinner snack and beverages will be ready for you at 4:30 p.m.

For your information, future Board meetings are scheduled for March 29, May 31, July 26, September 27, and November 29, 2005.

Thanks again for your commitment, many contributions, and support.

Attachments