

**Cabinet Meeting Summary**  
**Grand Strand Campus – Building 500 Conference Room**  
**Meeting Dated March 21st, 2018**

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**Cabinet Attendees:**

Dr. Marilyn Fore – President  
Mr. Harold Hawley, VP - Finance and Administration  
Mr. Greg Mitchell, VP - Continuing Education & Workforce Development  
Dr. Jennifer Wilbanks, VP - Chief Academic Officer  
Mr. John Dove, VP - Information Technology  
Dr. Melissa Batten, VP - Student Affairs  
Mrs. Lori Heafner, AVP - Institutional Planning, Research, and Grants  
Mrs. Jacquelyn Snyder, AVP – Human Resources  
Mrs. Lari Roper, Assistant Marketing Director

**Guests:**

No guests.

**Meeting Summary:**

1. President Fore presented a request and justification to fill the vacant Capital Project Manager position with a temporary resource. Given the position was a replacement, there would be no budgetary impact. The request was unanimously approved.
  
2. Cabinet members held a robust conversation regarding student success, and specifically addressed retention initiatives. In particular, the discussion focused on the lack of information regarding understanding “specific reasons” why students fail to return. Mr. Hawley mentioned that research has shown that identifying those reasons was essential to the success of any retention initiative and suggested engaging personnel to assist with calling students to more fully understand their reasons for not returning. The team agreed that identifying the “root causes” of student attrition was essential for success. Cabinet discussed various means of staffing the proposed project and agreed that using available internal resources may be the most cost effective approach. The proposal would be shared with President Fore for her consideration. If approved, the Cabinet hoped to have feedback to share with Mr. Holland when he meets with the College on May 10<sup>th</sup>. Mr. Holland, an expert in improving retention, will be meeting with the faculty from 8:30-11:30 am on the morning of May 10<sup>th</sup>, and with the Cabinet and Deans from 1:00-3:00 pm also on May 10<sup>th</sup>.

Mr. Dove noted that he had investigated the requirements and costs necessary for upgrading Banner to better capture the reasons for student withdrawals. He indicated that it would take up to one year before the Banner system was capable of providing this level of functionality. For this reason, the team agreed

that conducting “focus group” studies would be of great benefit. Cabinet members fully recognized and embraced improving student success as a key priority for the foreseeable future.

3. Cabinet members discussed the proposed agenda for the Area Commission meeting scheduled on April 3<sup>rd</sup>, at 7:00 pm, at the Conway Campus. The team suggested certain additions and changes to the proposed agenda and will be sharing those with President Fore for her consideration.
4. Mrs. Heafner provided an update on her efforts to re-engineer and improve the College’s strategic plan. She thanked Mr. Hawley for his research and support on the project and requested that all members thoroughly read and analyze the proposed new plan and provide feedback at their next meeting. The improvements are focused on consolidating institutional goals and outcomes, reducing redundancy, developing progress indicators, and streamlining the document to enhance its use and awareness. President Fore stressed that the strategic plan, once approved by Cabinet, be embraced by each member and communicated throughout their respective divisions. Cabinet members discussed the proposed new strategic plan and the overall format and structure of the materials provided, and each member offered comments for consideration. As a whole, the team endorsed simplifying the strategic goals to “Quality, Growth, and Stewardship.” Mrs. Heafner agreed to assimilate Cabinet’s feedback and present a final document for their review in the coming weeks. Once the Cabinet approves the new plan, it will be presented to President Fore for her approval and to the College’s Area Commission for their input and acceptance. Mr. Hawley suggested that after the plan is approved by the Area Commission, each Cabinet member hold meetings with their team to explain the new strategic plan and its various components to ensure institution-wide acceptance. Cabinet members thanked Mrs. Heafner for her work and looked forward to future updates.
5. Mrs. Heafner presented a request and justification to purchase a Plasma Table upgrade for the Welding program with a cost of \$5,129. She mentioned that \$5,000 of the proposed cost will be funded by the Dominion Grant, with the remaining balance of \$129 being deducted from the departmental budget. The request was unanimously approved.
6. Dr. Wilbanks presented a request and justification for equipment for the Dental program in the amount of \$34,555 that will be funded by proceeds from the Perkins Grant. Specific items include “Ipads” for the operatory environments, sterilization equipment, and cameras and sensors to be used in the instructional process. In large part, the equipment requests were to replicate the technology being used by local dental offices. The request was unanimously approved.
7. Dr. Wilbanks presented a request and justification for equipment for the Engineering program in the amount of \$3,877. The request was for a surveying station and will be funded by the Perkins Grant. The request was unanimously approved.
8. Dr. Batten provided an update on the summer enrollment activity, and noted that the “day-to-day enrollment levels were 8.87% ahead of prior year. She also mentioned that promotional efforts were underway that focused solely on the summer session. Mr. Hawley mentioned that his team, and Dr.

Wilbanks and the faculty, had also been actively promoting the “Year-Round Pell” funding that was available to qualified students. Cabinet thanked Dr. Batten for her report and everyone for their efforts in the summer enrollment initiative.

9. Mr. Dove provided Cabinet members with a comprehensive update on the various Information Technology (IT) initiatives that he and his team were managing. Mr. Dove mentioned the ever-increasing list of IT projects and the difficulty in acquiring skilled IT resources that had prior experience in higher education. To that end, he and Mrs. Snyder were expanding their search efforts to industry specific trade journals and other IT specific resources. The team discussed various methods and strategies for improving salary competitiveness, and finding qualified resources. Mr. Dove agreed to keep Cabinet apprised of his work and any future resource needs.
10. Mr. Dove also sought Cabinet’s approval to continue with the network migration and upgrading project, and noted that some outages (for testing purposes) may be experienced over the coming weeks. Cabinet recommended continuing the project but requested that Mr. Dove inform the College of any planned outages during the project.
11. Mrs. Snyder provided an update on the planned “First Year Experience” that is scheduled later in the week, and an update on the recent “Threat Assessment Training” that was provided on Friday, March 16<sup>th</sup>. She mentioned that due to the success of the Threat Assessment Training, an additional session is being offered on May 14<sup>th</sup>. Mrs. Snyder thanked Dr. Batten and Mr. Hawley for their part in the safety/security training and for being available for the “question and answer” segment. Mrs. Snyder discussed the recent success of the Page UP System and noted that MUSC also uses that technology. Mrs. Snyder and her team continue to work with IT and other resources to further develop and refine the software to their specific needs.
12. Dr. Batten shared that the new Contact Center with Blackboard Inc., “went live” on March 20, and that the call representatives had received 161 calls as of 3:00 pm that day. Mr. Dove echoed the success of the project and highlighted that Blackboard had considerable technology that could be utilized to better engage and serve students.
13. Cabinet approved 10-12 hours for a temporary resource to support the QEP initiative.
14. Mr. Hawley mentioned several safety and security initiatives that his team and the IT staff were working on, primarily including implementation of public announcement systems both internal and external to buildings. He mentioned that his team was also exploring the viability of installing locks on interior doors. He agreed to keep Cabinet apprised on the status of these projects.
15. Cabinet approved the purchase of a laptop computer for the Human Resources staff in the amount of \$1,600 to support team members when they visit other campuses.
16. The Cabinet meeting was concluded. Given the spring break schedule, there is no meeting on March 28<sup>th</sup>. The next Cabinet meeting is scheduled for Wednesday, April 4<sup>th</sup> at 9:00. Details regarding the next meeting will be provided over the coming week.

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