

The PRESIDENT'S EVALUATION *2017*



*Advancing
Toward Our
Strategic Goals*

DECEMBER 11, 2017

A MESSAGE FROM OUR PRESIDENT



Greetings!

Each year the College's Board of Trustees evaluates the performance and effectiveness of the College President. This year, that evaluation takes place after the President has been on the job for less than ten months.

I have asked the Board that this evaluation be public from a strong belief that the significant, positive progress we can show since February has been accomplished through the efforts of the entire college.

I am proud to serve with an outstanding Board of Trustees, and work with administrators and faculty who understand the need for change and have united behind a common vision. I am equally proud and grateful for a support staff that daily "goes the second mile" in service of our students. We have put the needs and concerns of our students first, and it shows.

It is no wonder students say, time and time again, that COM employees care, and the College feels like family.

Together, we have implemented bold initiatives that will help our students succeed in greater numbers and to a greater degree than ever before. We have laid out a plan to renovate and improve our buildings and learning environment. And we are communicating our opportunities and accomplishments to our stakeholders more aggressively than ever before.

There has never been a better time to work at College of the Mainland! Thank you for letting me be a part of this season of progress.

Sincerely,

A handwritten signature in white ink on a dark blue background. The signature is cursive and appears to read "Warren Nichols".

Dr. Warren Nichols
President

GOAL 1: STUDENTS

Student success is our top priority. College of the Mainland will be the college of choice for our community.

Measurable Outcomes:

- 1.1 College of the Mainland will increase Full-Time Equivalent (FTE) to 4,000 by 2025. (5% growth per year)
- 1.2 College of the Mainland will increase the number of degrees and certificates to 1,300 per year by 2025 (8% growth per year).
- 1.3 The average time to complete a degree will decrease from 5.01 years to 4.0 years by 2025
- 1.4 The average credit per degree will decrease from 101 semester credit hours (SCH) to 70 SCH by 2025.

Progress:

In his first year, the President has provided leadership and focus to improve student success.

Added Sections

At the President's direction that new class sections be added when a section became 90% full, the College added 51 additional sections during the summer terms, resulting in an 11% increase in summer enrollment.

Finish Faster

At the President's direction, the College implemented Finish Faster, a co-requisite program for developmental education that has helped other colleges across the nation achieve greater enrollment and dramatically increase retention rates. College of the Mainland was among the first colleges in Texas to implement a co-requisite program, which is now mandated by the Texas State Legislature for all colleges to implement within two years.

Because Finish Faster began with the fall 2017 semester, results cannot be measured at this time, but there are strong indications that the program is partially responsible for the College's 8.6% enrollment increase over fall 2016, and its highest mark since 2010.

Reduction of Semester Credit Hours

At the President's direction, College of the Mainland is taking steps to help students complete their college degree faster by reducing the number of excessive Semester Credit Hours (SCHs) that students attempt for an associate degree—from an average of 101 to 70 SCHs. Not only does the reduction of SCHs help students



achieve their higher education goals faster, it also keeps students from accumulating excessive student debt.

Strategic Plan for Higher Education

The President is leading the College's effort to implement the strategies imposed by the Strategic Plan for Higher Education in Texas. He has given Trustees a plan to double the number of annual degrees and certificates by 2025, for assuring that 60% of residents in COM's service area ages 25-34 have a postsecondary credential or degree by 2020, and that all COM graduates complete their programs with identified marketable skills.

Increasing FTEs

The President is directing a plan that will increase the College's full-time "equivalency" enrollment to 4,000 by 2025. Full-Time Equivalency (FTE) enrollment now stands at 2,800.

Changing "Default Math"

The President is directing the implementation of a plan that will make College Algebra no longer the default math requisite for most college majors. Allowing students to select a math more appropriate to their major has proven to greatly influence student persistence and success.

Guided Pathways

The President is encouraging College of the Mainland in its implementation of Guided Pathways. This initiative works to accelerate student's path to a degree or certificate. At COM, this means students are guided in workforce training and academics simultaneously, allowing a student to complete their educational goals and enter the workforce faster.

GOAL 2: STAFF, FACULTY, ADMINISTRATION

Create an environment that retains and attracts administrators, faculty, and staff committed to serving our students

Measurable Outcomes:

- 2.1 Ensure that employee compensation and benefits are and remain competitive with peer Texas community colleges and the surrounding Houston business community by 2018.
- 2.2 Support of employee continuing education and professional development in order to achieve and maintain a high-performing, highly engaged workforce. By 2020, 75% of employees will participate in 40 hours of professional development per year. (Use Gallup 12 to measure employee engagement)
- 2.3 Increase community wide engagement among administrators, faculty, staff and trustees. Metric: participation rates in local chambers, Lions clubs, campus event attendance, and committee assignments
- 2.4 Deliver workshops, seminars, and course work promoting effective teaching, learning and assessment practices. Metric: satisfaction rating of participants
- 2.5 Create a collaborative environment for faculty and staff that promotes thoughtful discussion on the pedagogical aspects of teaching and learning by 2019

Progress:

The President is taking bold steps to help the College build a culture of trust and an environment that attracts and retains outstanding employees, as evidenced by these recent initiatives:

Multi-Year Contracts

At the President's direction, the College is offering multi-year contracts to new full-time faculty.

Expanded Cabinet Membership

At the President's direction, the President's Cabinet now includes the current chairman or president of the Faculty Senate, Professional and Classified Staff councils. Also added is the College's Director of Marketing and Public Affairs. The participation of these key individuals provides the Cabinet with new perspectives, helps the Cabinet become even more transparent in its discussions, and aids in cooperation and internal and external communication.



Compensation Study

In October, the Board of Trustees awarded a contract to F&H Solutions Group to begin a professional compensation study. The study is scheduled for completion in 2018, with implementation to follow immediately. Implementing a new salary structure will help the College compete for and retain outstanding talent.

Community Engagement

Since arriving in February 2017, the President has been proactive in building relationships and partnerships with area leaders in all sectors.

The President initiated, attended, or presented at 80 off-campus events since his arrival in February 2017. Here is a partial list:

- Texas City-LaMarque Rotary
- Dr. Vicki Mims, Dickinson ISD Superintendent
- Dr. Cynthia Lusignolo, Texas City ISD Superintendent
- Dr. Leigh Wall, Sante Fe ISD Superintendent
- Sante Fe Mayor Jeff Tambrella
- La Marque Mayor Bobby Hocking
- Chief Burby, Texas City Police
- Julie Masters, Dickinson Mayor
- Dr. Bix Rathburn
- Dickinson Rotary
- Carl Joiner, Kemah Mayor
- ISD Administrators Breakfast
- Scott Linington, Director, League City Economic Development
- Pat Hallisey, League City Mayor
- Steve Patterson, League City Chamber President

The President is now a member of these community and professional organization boards and committees:

- League City Chamber Board of Directors
- Texas City-La Marque Chamber Board of Directors
- Bay Area Houston Economic Partnership

Professional Development

The President has encouraged employees to attend and present at professional development conferences in their areas of expertise, and many are accepting the challenge.

The President will speak at the American Association of Community College's National Conference in Dallas next April.



Presidential Leadership

The President demonstrated his leadership style and abilities before, during and after the arrival of Hurricane Harvey. He conducted daily conference calls with the COM leadership team to discuss matters concerning facilities, repairs, academic scheduling, financial, employee needs, and other important issues. He encouraged open and honest feedback; he led varying opinions to a consensus. This “spirit of collaboration and cooperation” was positively received by College personnel on the phone call. Conversations were nonjudgmental in nature; decisions were made transparently. Consequently, the College avoided much confusion and delay in its recovery; made decisions that put the interests of students, employees and community foremost; and built a stronger sense of ownership and pride among employees.

A similar style pervades the President’s Cabinet, as well. The President conducts focused but open discussion about a variety of issues, values input from all participants, guides decisions to a consensus, and laces discussion with “lessons from experience.” Cabinet meetings include “teachable moments” where members can learn and grow from the insights of a successful and knowledgeable community college President.

GOAL 3: FACILITIES

Provide a safe, aesthetic environment conducive to learning, while addressing the workforce needs of local business and industry. Improve and expand existing facilities to enhance the learning environment. Develop next generation learning environments using the 2015 master facility plan as the foundation. The college will bring next generation learning to campus.

Measurable Outcomes:

- 3.1 By 2027 75% of the first two phases of the master facilities plan will be completed.
- 3.2 Secure passage of Bond Referendum by November 2018
- 3.3. Establish an exemplary teaching-learning environment that best serves our faculty and students as evidenced by completion rates, surveys, course evaluations, and other data.
- 3.4. Maintain a secure, accessible and welcoming environment as evidenced by student and staff satisfaction surveys
- 3.5 Establish a campus facility in North Galveston County to address needs of expanding population by 2025.

Alternative recommendation:

- 3.3. Establish a contemporary teaching-learning environment that best serves our faculty and students as evidenced by completion rates, surveys, course evaluations, and other data.

Progress:

Learning Center-League City East

With the Board's approval, the College opened a second learning center in League City to accommodate a growing dual credit enrollment. The COM Learning Center-League City East opened during the fall in the Odyssey Center at 102 E. Walker St. with 6,000 sq.ft. of instructional space.

COM is mandated by the Texas Legislature to serve the higher education needs of residents in Friendswood, League City and Kemah—as well as its taxing district of Dickinson, Hitchcock, LaMarque, Texas City and Sante Fe.

Costs at the League City Center are covered by student tuition. Students outside the COM taxing district, but inside its service area, pay a higher tuition rate.

Maintenance Tax Bond

With the Board's approval, the College sold \$16 million in



maintenance tax bonds to begin renovating a list of campus buildings, using the College's 2015 master plan as the "blueprint." The sale of the bonds is a first step toward improving the learning environment of College of the Mainland, which begins in earnest during the spring.

Comprehensive Marketing and Communications

The President is moving on a variety of important fronts to help elevate the reputation of the College and position it for success in a bond referendum which could come as early as November 2018.

Public Affairs

With the Board's approval, the President filled the position of Director of Marketing and Public Affairs, which had been vacant for four years. The President has begun proactively meeting with key media leaders across the region. Already he has met with the editorial leadership of the Galveston Daily News, and the interview was featured on the front page of the newspaper. Other such one-on-one meetings are expected soon with the Houston Chronicle, Houston Business Journal, and other major media publications.

The President will be featured in a column to appear in the 2018 AACC Conference Edition of Community College Week.

Communications

At the President's direction, the College now publishes a newsletter, *Torch*, three times annually. *Torch* carries important information about COM into 108,000 homes and apartments in its service area. This newsletter is helping provide positive information about the quality, mission, and achievements of COM, reminding both taxpayers and service area residents about the College's many benefits and opportunities. English and Spanish versions of *Torch* can be found online at www.com.edu/torch.

Advertising

With the Board's approval, the College recently secured the services of The Lee Group, a Houston-based advertising agency, to help elevate the College and help it compete effectively across the region and nation. The first advertising campaign is now underway—a \$23,000 social media campaign which is drawing traffic to the College website and generating new student applicants.



The College also launched new commercials in area cinema. These commercials reinforce the social media campaign during a “blockbuster” holiday movie season.

The College can expect a greatly enhanced advertising campaign between April and August. The media presence will remain strong through November 2018, should the College conduct a bond election at that time.

Publications

The College is building its brand among high school students and other audiences, as well. Plans are underway to mail several quality publications (a recruitment magazine, viewbook, etc.) into the homes of high school juniors and seniors this spring. Informative publications—such as a pocket folder, a senior citizen newsletter, and an e-newsletter to key decision makers—are also in the planning stages and will launch this spring. A customized workforce magazine, *Career Focus*, will mail into 30,000 homes in January.



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