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LEE COLLEGE



BIENNIAL REPORT  
1994-1996

## Lee College ranks among the country's best in Exxon Grant Programs

The Exxon Education Foundation matching gift program gave \$12.6 million this year to 927 colleges and universities.

For the second consecutive year, the foundation's contribution is the nation's largest corporate matching gift in support of higher education.

Since the foundation began its program in 1962, it has made matching gift grants of more than \$160 million to some 1,000 institutions.

The foundation has one of the few programs that matches gifts from employees, retirees and surviving spouses on a 3-to-1-basis.

### The top 10

LSU	\$594,000
Rice	\$521,000
Texas A&M	\$511,000
UT(Austin)	\$425,000
Cornell	\$270,000
<b>Lee College</b>	<b>\$191,000</b>
Harvard	\$156,000
U of Houston	\$154,000
Princeton	\$145,000
MIT	\$144,000



Lee College President accepts 6th highest Exxon annuitant donation made to colleges across the U. S.

## *Mission*

The primary purpose of Lee College is to provide quality instruction for its students. Through a variety of programs and services, Lee College prepares students for success in higher education or employment. Lee College also provides a broad-based program of extension courses, adult education, continuing education, and community service.

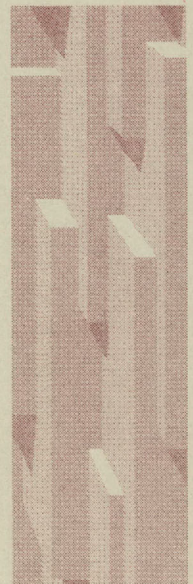
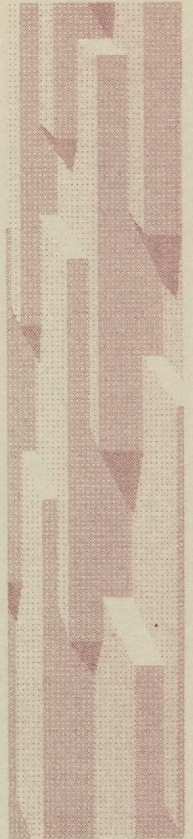
Government Publications  
Texas State Documents

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Depository  
Dallas Public Library

## *Philosophy*

Lee College is committed to the personal and cultural growth of students and to the enrichment of the community. Through instruction at a competitive price, Lee College seeks to create an atmosphere in which students may develop their career potential, leadership qualities, intellects, talents and skills. Likewise, Lee College provides an environment in which its students, faculty, staff, and administrators can participate in college governance. The college is committed to offering competitive salaries and benefits along with a wide range of professional development activities for faculty and staff.



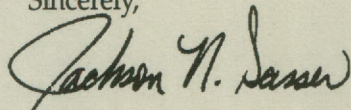
# Message from the President

It is instructive and enjoyable to pause every other year and reflect on the challenges met and commit again to address the unmet challenges. The last two years at Lee College have been times of extended service to students and our community. We are fortunate to live in a region of Texas that supports higher education both through the contribution of local taxes and private contributions. Herein are the results of that support.

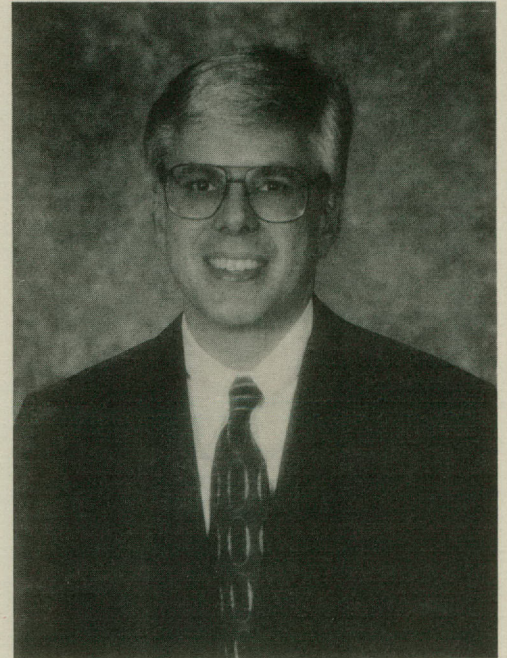
You will find state and national recognition of our students and staff. I would be remiss if I did not acknowledge these exceptional accomplishments but more derelict if I did not make the following fact known: in a good, comprehensive community college like Lee College, students enroll who do not have the educational preparation required for college-level work. At Lee College with our open admissions policy, these students enter along with students who have been in college-preparatory classes. The under-prepared students must make a quantum commitment to work in order to maintain the pace in class, but also extend to an academic distance once thought unimaginable. This is the genius of a good community college. Commensurate with this student commitment must be a faculty and staff who also make an uncommon commitment to assisting these students who want to learn. We consider students' entry and academic preparation and celebrate the distance traveled forward by each. It is difficult to quantify these accomplishments, but please realize that some of these may be more inspiring than those that receive state and national recognition.

Accomplishments are far more important in a community college if they are not just celebrated, but are viewed as building blocks for improved instruction and new services to students. I joined the talented faculty and staff at Lee College in committing to this expectation. We are not satisfied but are challenged rather to reach even higher levels of service.

Sincerely,

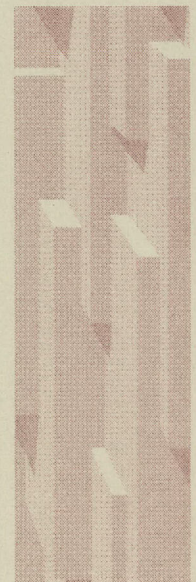
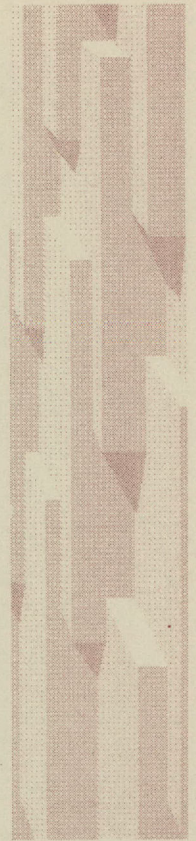


Jackson N. Sasser



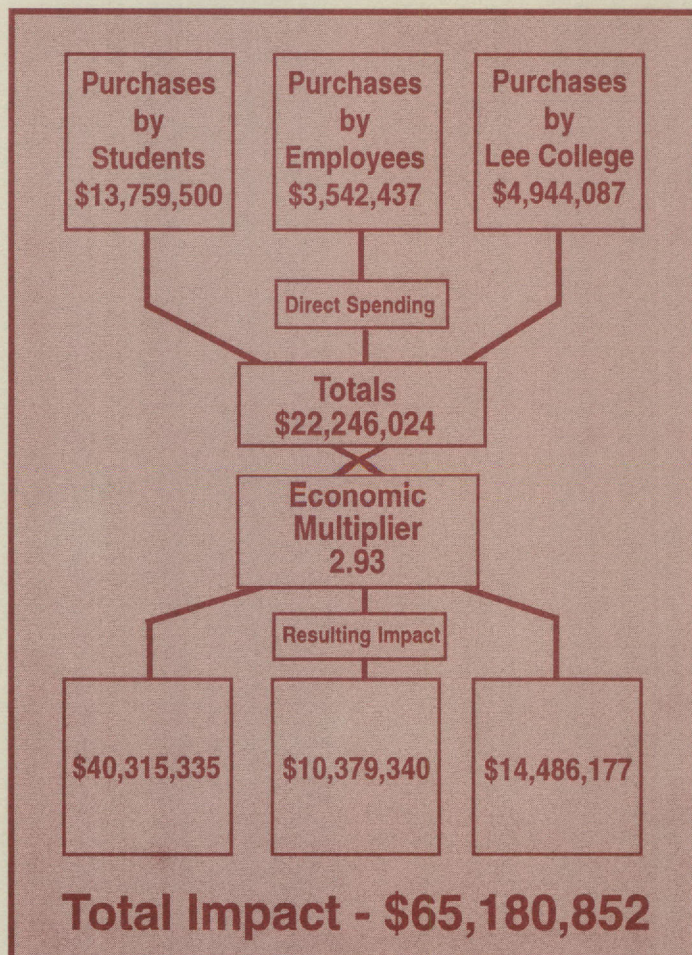
Lee College taught  
**4,540,136**

hours of  
quality instruction  
during the  
1994-96 Biennial



# Economic Impact

Lee College annually pumps \$65,180,852 into the area's economy.



Direct spending in the College District sets in motion a series of multiple economic activities, creating a ripple effect. The G. J. Ryan Economic Impact model has been used to estimate that this direct spending produces a resulting impact of \$65.2 million annually.

Lee College's programs attract students from a wide geographical area including Anahuac, Crosby, Dayton, Hardin, Huffman, Liberty and Mont Belvieu. Those students residing outside the area pay out-of-district tuition and spend money in the local economy.

# Economic Impact

In addition to the ripple effect of direct expenditures by students, staff, and College, there is an indirect economic impact of job creation resulting from the business volume generated.

## Lee College Employment Impact

Direct Full-Time College Employment	328
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Indirect Full-Time Jobs Created	292
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Total Full-Time Employment Impact	620
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## LC Return on Taxpayer Investment 1996

### Taxpayer Support:

Local Tax Receipts	\$ 8,092,858
State Tax Receipts	\$ 9,180,707
Total Taxpayer Investments	\$ 17,273,565

Total Economic Impact	\$65,180,852
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Return on Taxpayer Investment	\$3.78
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Discretionary spending by the College, its employees and students raise state and local tax receipts.

For every dollar spent by taxpayers in support of Lee College, \$3.78 was returned to the local economy.

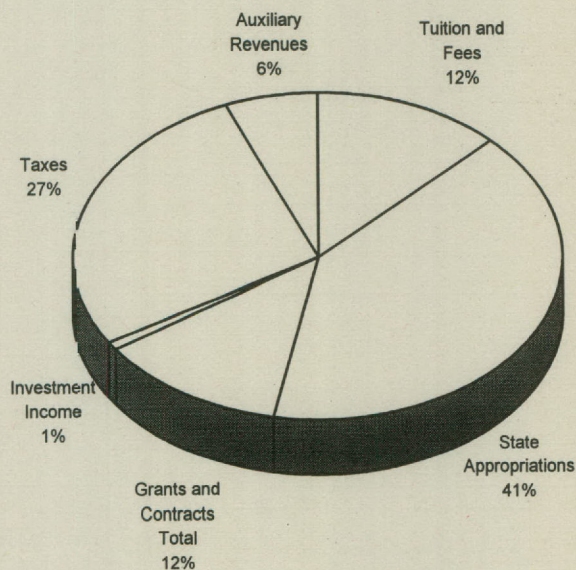
# Financial Summary Fiscal Year 1994-95

Revenues	1995
Tuition and Fees	\$ 3,429,776
State Appropriations	11,229,599
Grants and Contracts	
Federal	3,089,613
State	43,810
Private	274,493
<b>Grants and Contracts Total</b>	<b>\$ 3,407,916</b>
Investment Income	231,575
Other Sources	130,195
Taxes	7,591,970
Auxiliary Revenues	1,725,577
Transfers	0
<b>Total Current Revenues</b>	<b>\$ 27,746,608</b>

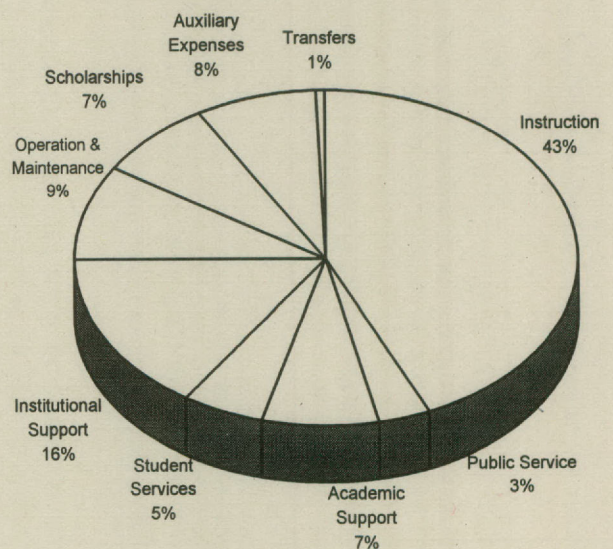
Expenditures	1995
Instruction	12,177,193
Public Service	935,379
Academic Support	2,063,385
Student Services	1,457,195
Institution Support	4,393,563
Operation and Maintenance	2,612,257
Scholarships	2,078,212
Auxiliary Expenses	2,164,956
Transfers	161,355
<b>Total Current Expenditures and Transfers</b>	<b>\$ 28,043,495</b>

Increase (Decrease) in Fund Balance (\$ 296,887)

**Current Fund Revenues 1995**



**Current Fund Expenditures 1995**





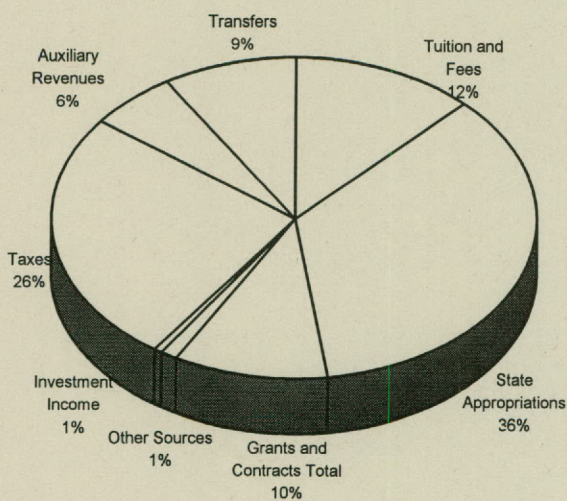
# Financial Summary Fiscal Year 1995-96

<b>Revenues</b>	<b>1996</b>
Tuition and Fees	\$ 3,896,095
State Appropriations	11,264,359
Grants and Contracts	
Federal	2,925,139
State	27,299
Private	309,259
<b>Grants and Contracts Total</b>	<b>\$ 3,261,697</b>
Investment Income	315,877
Other Sources	166,451
Taxes	8,092,858
Auxiliary Revenues	1,889,087
Transfers	2,788,651
<b>Total Current Revenues</b>	<b>\$31,675,075</b>

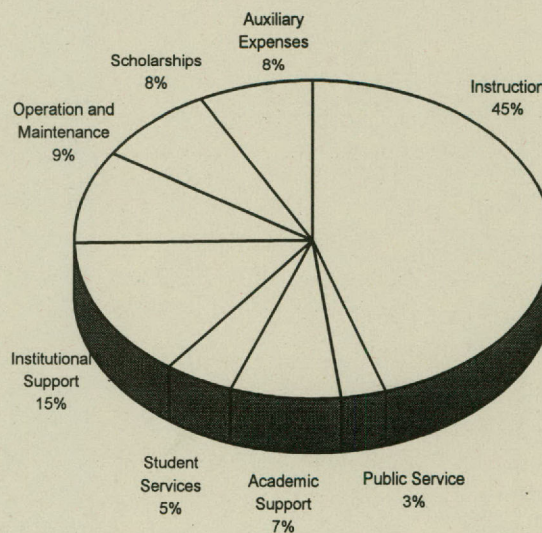
<b>Expenditures</b>	<b>1996</b>
Instruction	12,913,377
Public Service	870,645
Academic Support	2,153,767
Student Services	1,386,016
Institution Support	4,165,979
Operation and Maintenance	2,687,604
Scholarships	2,295,448
Auxiliary Expenses	2,256,953
Transfers	0
<b>Total Current Expenditures and Transfers</b>	<b>\$28,729,789</b>

**Increase (Decrease) in Fund Balance** **\$ 2,945,286**

**Current Fund Revenues 1996**



**Current Fund Expenditures 1996**



# Goal 1

*We will identify, develop, and implement measures of academic excellence and institutional effectiveness, and evaluate the progress of the institution's achievement of its goals and strategic objectives.*

## *Outside agencies judged us . . .*

- The Southern Association of Colleges and Schools reaffirmed our accreditation with no follow up at its December 1995 meeting
- The Texas Higher Education Coordinating Board awarded five exemplary ratings, eight near exemplary ratings and one commendation to various Applied Sciences and Community Services programs
- The Joint Review Commission recommended that our Emergency Medical Technology program receive accreditation, only the 7th in Texas
- State and federal auditors conducted annual audits of our student records and financial aid operations, giving no exceptions and providing accolades to our personnel

## *Institutional Effectiveness encourages quality products . . .*

- One hundred percent of our Associate Degree nursing students passed Texas State Nursing Board exams in 1995
- Honors Day 1995 and 1996 showcased more than 150 successful students
- Our Board of Regents held its biennial workshop and produced Lee College Vision: Year 2000
- Institutional Effectiveness Committee produced 1995 and 1996 Institutional Effectiveness Report Cards
- Title III Grant provided computers for faculty advisors and multimedia projects to improve student retention
- Licensed Vocational Nursing students improved their passing rate on state exams from 74 percent in 1994 to 91 percent in 1995 and 94% in 1996



*Proud LVN graduates*

*Our research shows that we retained 14 percent more of our students than the state average for community colleges. They make us proud . . .*

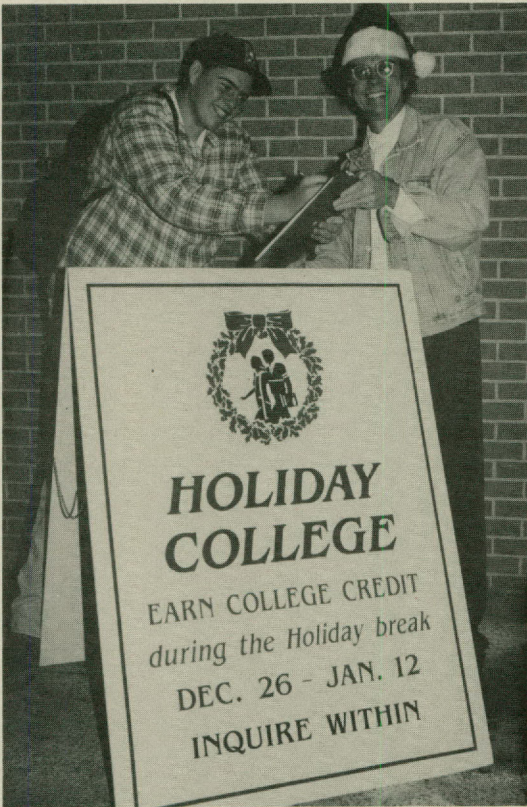
- Jose Santos won first place in pipefitting at the Annual Associated Builders and Contractors Craft Olympics
- Toney Cutright, former college basketball player, tried out for the Houston Rockets
- The LC Forensics team placed 19th in the national ranking and is recognized as fastest growing program in the United States
- Jill Doberstein won the Phi Theta Kappa Hall of Fame for Outstanding Members Award
- Tennis team placed 7th in the nation in 1995 and 8th in 1996
- Three students won solo awards at the Hill Country Jazz Festival
- New Lee College Players won highest honors from Southeast Texas region theater competition
- Lee College Cheerleaders performed with the Derrick Dolls at the Astrodome
- Air conditioning students captured top 5 places in a troubleshooting contest

## Goal 2

*We will continue to review and revitalize existing curricula, academic programs, and course offerings while meeting the challenges of TASP and providing for life-long learning and avocational interest.*

### *Life-long learning in the spotlight . . .*

- Wellness Center so well-received that expansion became necessary. . .an Exxon annuitant pledged funds to expand
- Intramural program expanded and competed in regional and national competition
- *Gulf Breeze*, a publication featuring student literary creations from Gulf Coast Consortium colleges, edited and coordinated by our faculty



*Another innovative Lee College program to meet our community needs*

### *Distance education, a vital part of curriculum . . .*

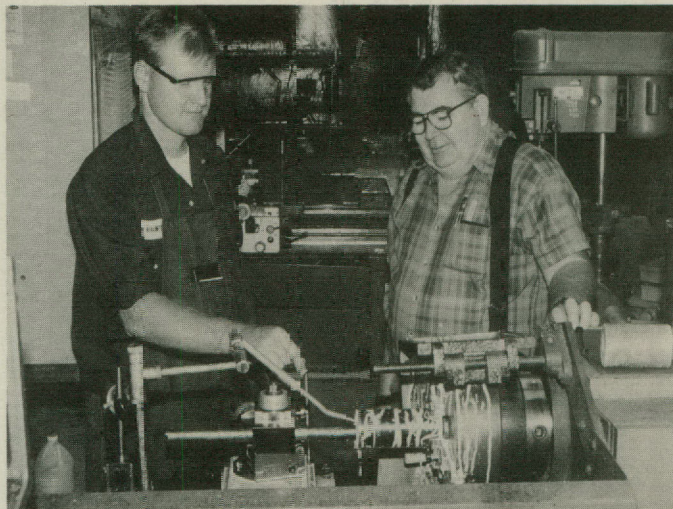
- Academic Studies Dean chaired state committee on distance education opportunities and technology
- Holiday College served 103 students in 1995 and 102 in 1994
- We became partner with the University of Houston in distance education
- Mall classes increased in number as more students were served

### *Our research shows . . .*

- Course completion rate reached all-time high of 77 percent in 1995
- Our developmental students succeeded at greater rates than the state average
- TASP pass rates in writing and math were higher than the state average
- We awarded 1,079 degrees in 1994

## Goal 3

*We will expand the college's commitment to current and new occupational/technical programs, expand training partnerships with business and industry, and provide opportunities for workers to upgrade skills in their field in order to support economic development in the community.*



*Brown & Root employee trains in machine shop class with instructor, Bob Malone*

### *We focus on partnerships . . .*

- Created a new position, Director of Workforce Training & Economic Development, and appointed first director
- Appointed new coordinator of the Small Business Development Center
- Industrial credit students increased from 699 in 1995 to 927 in 1996
- Non-credit industrial students increased from 95 in 1995 to 350 in 1996
- Lee College Honors students produced award-winning publication, *From Humble Beginnings . . .* in honor of the seventy-fifth birthday of the Baytown Exxon Refinery
- Worked with local industry on a national model project to build a process distillation unit simulator
- Had five new tech prep programs approved by the Texas Higher Education Coordinating Board
- Signed up Kopple Steel for the new Smart Jobs program
- Approved Exxon's request for Foreign Trade Zone status



*Partnerships among community leaders, President Sasser & Reggie Brewer of Baytown State Bank*

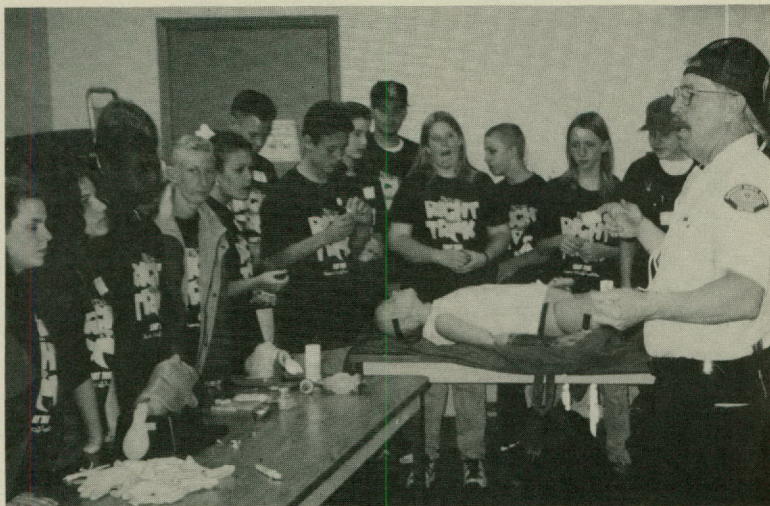
### *Our research shows . . .*

- Industrial Electricity program has 100 percent of its 35 graduates employed in their field
- Welding program has 100 percent of its 63 graduates employed in the field
- The largest number of graduates were in the Associate Degree Nursing and Office Administration each with over 100 graduates per year

# Goal 4

*We will improve recruitment, retention, and achievement of all students; particularly physically and economically disadvantaged students, and high risk students.*

- *Start Trek* brought 600 eighth graders from Huffman and Crosby to our campus to get a taste of college life
- Contributions of our Black and Hispanic Educational Access Committees were recognized by a commendation from the Southern Association of Colleges and Schools visiting team
- Texas Higher Education Coordinating Board recognized our commitment to open access in the summer of 1995
- Deaf Awareness Day for area high school students with hearing loss became an annual event
- *Anyone Can Go To College ...With a Little Planning* seminars continued to help parents & their children plan ahead for college life
- Regents Scholarships recognized valedictorians and salutatorians in our service area
- Eight honors students presented papers at the National Conference on Undergraduate Research in Asheville, North Carolina



*Start Trek brings 600 8th graders to campus*

*Increased enrollment every semester produced by Lee College working together . . . good teaching, a balanced schedule, an expanded curriculum, good counseling, good articulation, good public relations, and a professional environment contributed to increased enrollment every semester*

## *Our research shows . . .*

- Goals for enrollment of women, Hispanics, Asian Pacific and American Indian students were being met by matching or exceeding area high school graduation rates
- Of the 17 services where the Gulf Coast Consortium measured student satisfaction, our students met or exceeded the consortium average in 14
- Job placement services and financial aid services ranked very high for usage and satisfaction in comparison with other Gulf Coast community colleges
- Our students rated us higher on 76 percent of the items measured in the college environment than the average for Gulf Coast community colleges
- More than 80 percent of our students would choose to attend Lee College if they were to start college over
- A higher percentage of our black and Hispanic students were retained than at the average community college

## Goal 5

*We will review and expand opportunities for collaboration, cooperation, and articulation with high schools and colleges.*



*1995 Barber's Hill Regent Scholar recipients. Award by the Lee College Board of Regents each year to scholars from area high schools.*

### *Partnerships work . . .*

- Goose Creek schools, the city of Baytown, and Lee College worked together on the Wetlands Recreation and Education Center
- The Bay Area Education Recruitment and Retention (BAER) program continued to provide a route to teaching careers because of a Goose Creek school district, Lee College and the University of Houston at Clear Lake partnership
- Partnerships with area high school counselors increased high school students' enrollment
- The number of tech prep agreements grew to 13
- We had 70 articulation agreements with area high schools



*1995 Black Educators of the Year awarded by the LC Black Educational Access Committee*

### *Our research shows . . .*

- Enrollment in our adult high school grew to 291 for these two years and the pass rate averaged 79 percent.
- Percentage of high school graduates attending Lee College grew from 15.5 percent in 1991-92 to 24.8 percent in 1994-95

# Goal 6

*We will maintain our commitment to educational excellence through intensive efforts to recruit and retain an outstanding faculty and staff.*

## *Faculty, staff and administration committed to professional development...*

- Division chairs and other instructional leaders attended two leadership seminars
- Regents, administration, and faculty members presented program on the Lee College planning process at ACCT regional conference
- Administration and faculty member showcased Lee College's shared governance at NISOD conference
- Five members of the faculty and administration approved for the Southern Association of Colleges and Schools (SACS) visiting teams
- College president qualified as Visiting Team Chair for SACS
- Seven members of faculty and administration served on Coordinating Board Site Visiting teams
- Two counselors presented a program on early intervention advising at a regional conference, one at a national conference
- College president attended Harvard University's Institute for Education Management
- College provided computer training classes for new computer software packages for full-time employees
- Seventeen college faculty honored for their publications



*The library honors LC faculty & staff whose works were published in this biennium*

## *Across campus, individuals recognized . . .*

- H. L. Bushart and Charles Shafer were notified that their books would be published—two of the first non-textbook authors on the faculty
- 1995 NISOD Excellence in Teaching awards presented to John Curtis and Harry Hoge from the Huntsville Center and Jerry Hamby and Joyce Jacobs from Baytown campus; 1996 awards went to Michael Gary and Larry Young from Huntsville and Lynn Lamkin and Ron Ummel from Baytown
- Carolyn Lightfoot elected president of the University of Houston-Clear Lake Alumni Association
- Non-Traditional Students Association honored Ron Ummel, Judy Etzel and Elizabeth Lewis as outstanding teachers between 1994 and 1996
- Tom O'Kuma elected president-elect by the National Science Foundation—the first community college teacher so honored
- Judy Etzel secured a grant to form a LC Nursing Alumni Association

# Goal 7

*We will support community service through a variety of activities.*

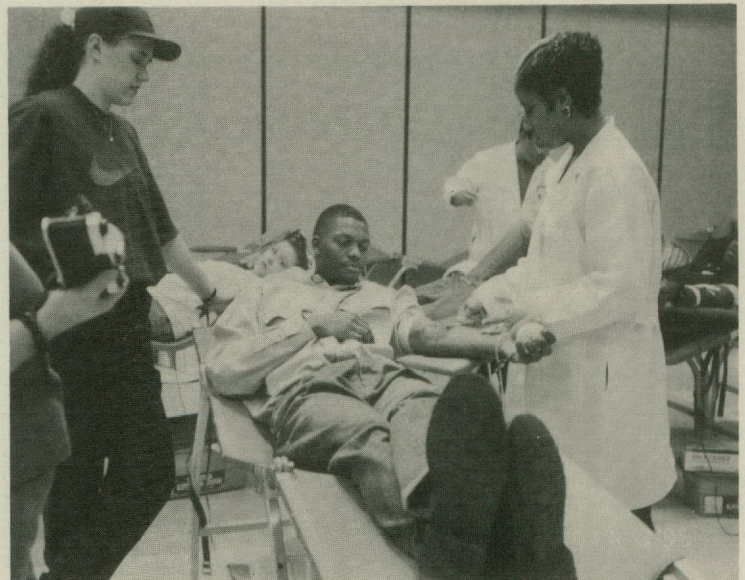
- Lyceum program on "War in the 20th Century" attracted community and college audiences
- College hosted League of Women Voters community forum on accomplishments of the past year and forecast for the next year
- The 1995 & 1996 Martin Luther King Day annual celebration featured plays by a local author
- Annual blood drives exceeded goals
- Employees and students gathered food, clothing and money for flood victims in 1994
- Goose Creek ISD, the Baytown City Council, and the college formed the Baytown Environmental Partnership



*Lee College Hispanic Educational Access Committee hosts area Hispanic high school seniors and their families at Fiesta de Graduación*

*The college budget supports, in part or completely, the following community support activities:*

- Black Educational Access Committee
- Hispanic Educational Access Committee
- Speakers Bureau
- Several plays every semester, open to the public
- Community Chorus
- Senior Citizens Activities
- Baytown Symphony Orchestra
- Small Business Development Center
- Intercollegiate athletic competition in four sports
- Lyceum programs for college and community
- Baytown Community Band
- Adult Learning Center
- Chinquapin School



*The Lee College Student Congress annual Community Blood Drive, combined with the first-ever Community-Wide Health Fair, organized by LC Allied Health students, resulted in record-breaking donations and attendance*



# Goal 8

*We will provide a cost-effective utilization of human, physical, and fiscal resources.*

*We found funds from outside sources to supplement regular state & local funds . . .*

- Fundraising efforts topped the million dollar mark in February 1995
- Title III grant from federal government added \$1.25 million over five years
- Other federal grants for two years: \$156,359 from FIPSE and \$211,000 from Leeway
- Benefactors left 2,500 shares of Halliburton stock for student scholarships
- Lee College recognized at the top of the Exxon Education Foundation's list for community colleges with a check for \$191,000
- Because of leadership from area legislators and college officials, inmate funding for education was rescued for another two years
- Hispanic & Black Access Committees secured underwriters for costs of events and raised funds for minority scholarships
- 160 scholarships provided through the Lee College Foundation



*Triumphant partners of the successful Million Dollar Campaign for student scholarships. Pictured are Presidents of Friends of LC and LC Foundation with Mary Brown of Lee College*

*The planning process is connected to the budget . . .*

- Board of Regents adopts college mission and goals
- College community use goals to make budget requests for new spending
- Planning committee prioritizes requests and recommends to college president
- President adopts, rejects, or modifies requests according to money available, honoring priorities
- President presents balanced budget to Board each June

*We take cost-effectiveness seriously . . .*

- Financial Services developed an innovative fleet rotation plan to ensure safety and cost effectiveness
- New grants writer position emphasized the importance of outside funding
- Cost containment measures by Title III Committee ensured that fewer dollars from the federal government would not result in fewer services and equipment for college community
- Expansion of mall facilities provided a cost effective alternative to campus construction

# Goal 9

*We will maintain a safe and inviting physical environment.*

- Sexual Harassment Policy re-written by committee and approved by Board of Regents
- Directional signs in front of Rundell Hall helped new students and visitors find their ways
- New landscaping alleviated foundation problems and added interest to the front of our campus
- With Student Congress matching funds, we installed at least one electric door opener in each major student building to improve handicapped accessibility
- Gazebo declared a smoking area to move smokers away from enclosed patio
- The Cindy McNeill Court and Million Dollar Walk created a beautiful entrance to Moler Hall, the primary student services building

## *Building upgrades improve appearance and safety . . .*

- Social Science classrooms
- Renovation of TV10, TV3, TV5, TV6, TV7, TV8, and TV9
- Renovation of Rundell and Bonner Hall classrooms and laboratories
- Installation of air handlers in the natatorium
- Rundell Hall roof
- Computer network upgrade
- Science Building emergency purge system
- Shop area in McNulty-Haddick complex
- Rundell Hall Business Office area renovated



*Installation of electric door openers makes Lee College accessible to everyone*

## *Our research shows . . .*

- For the fifth year in a row, our security incidents were well below national, state, and regional averages
- Safety inspection completion rates rose from 42 percent in 1994-95 to 95 percent in 1995-96
- Preventive maintenance reduced emergencies from 12 percent in 1991-92 to 9 percent in 1995-96

# Human Assets

*Lee College employees continue to shine . . .*

- ◆ Regents Moore-Fontenot and Coburn joined President Sasser in a presentation on presidential evaluation at the annual ACCT conference
- ◆ Mary Brown, Director of Resource Development, spoke to UH/CL Alumni regarding fundraising
- ◆ Counselors, Kirstin Taylor and Dana Woods presented a program on Early Intervention Advising at the National Academic Counseling and Development Association, South Central Conference; Dana Woods presented again at the National Conference on Student Retention in Orlando
- ◆ Two students in the Lee College Honors Program presented papers at the Great Plains Honors Conference in Stillwater, Oklahoma in 1995
- ◆ The Public Information Office won 3 district & 8 national awards in 1995 and six district awards in 1996 for publications & marketing
- ◆ President Sasser was elected to serve as a director on the Executive Board of the Southern Association of Community, Junior and Technical Colleges
- ◆ Mike Hertter, Richard Young, and Joe Sanders, members of the American Legion, helped with the Vietnam Memorial when it was displayed in LaPorte
- ◆ The October 1995 issue of The Community College Week published an article listing Lee College as one of the leading community colleges in the country
- ◆ President Sasser was elected president-elect of Association of Texas Colleges & Universities (ATCU) in 1995
- ◆ Regent Coburn, President Sasser, Judy Etzel and Ann Hendon presented a session on the college planning process at regional ACCT meeting in Phoenix, Arizona
- ◆ Donna Zuniga appointed head of Coordinating Board Task-Force on Prison Education
- ◆ Dr. Tom Sanders, Dean of Student Development and Institutional Planning, shared a \$5,000 prize with Institutional Research Directors at San Jacinto College and Galveston College

