

September 2, 2018

Mr. Jimmie Moore, Chairman
East Mississippi Community College

Dear Chairman Moore,

The opportunity afforded me by the East Mississippi Community College Board of Trustees to return and serve our beloved college has been a privilege that few retirees ever experience. Thank each of you for the opportunity. At my first EMCC Board meeting, I set as my initial goals; to deliver a budget for FY 19, to develop a plan to curb the loss of revenue at the Lion Hill's Center, to simplify the college's organizational chart, and to increase enrollment.

The FY 2019 Budget was completed on schedule. The budget was based on a 2% decrease in enrollment compared to last year's audited student headcount number. The budget is sound and if current enrollment numbers remain steady, there could be an excess of 2% based on this year's total budget projection. Key factors in the budget outcome will be based on student retention from now until the fall headcount cutoff date and the number of new students enrolled in classes until then.

Lion Hills Center currently does not generate enough revenue to meet expenses. The reasons why this Center costs more than it earns is because of the way it currently operates and because of costs charged to the Center that should be charged elsewhere. The current operational model for the Center is based on providing food service, golf and other amenities to the public. The teaching/training programs housed at the Center generally operate independently from the public business side. A plan is underway to move everything associated with the LH's Center to a teaching/training purpose. Two new innovative programs are scheduled to open in the fall of 2019. The teaching/training programs offered at LH's will increase to four, and enrollment will increase as well. An implementation plan is currently underway and will reduce the number of paid employees presently working at LH's. Some of the displaced LH's employees will be reassigned to other locations, while others will not.

As LH's moves to an instructional based Center, operating costs will be more inline with other training sites or centers. Less staff will be required and each instructional program will generate state funded headcount revenue in addition to student tuition and fees. Other revenue may be generated based on the instructional value of food service provided to area civic organizations, special events and golf. City and county taxes are also expected to be eliminated once the LH's Center becomes a dedicated training operation. There are also opportunities to partner with Mississippi University for Women. The LH's Center is a valuable asset to EMCC as well as the surrounding area.

Each of you should now have a copy of the EMCC organizational chart that I think is most practical and efficient for our college as we currently operate. There is now a Vice President for the Scooba Campus and also one for the Golden Triangle Campus. Each

campus Vice President is the go to person for day to day activities at their respective campus and will work in unison to coordinate districtwide college operations as needed. Other changes have either simplified the chain of command and in some cases specific areas of supervision were reassigned based on individual manager expertise. Each campus should now operate more efficiently, as each campus is unique in many ways. While each campus is unique, one being primarily residential and the other commuter based, standard operating procedures and all reporting must and will be as one. Regardless of location, whatever is delivered through EMCC, it is delivered as East Mississippi Community College.

EMCC enrollment for fall 2018 is on track to equal or slightly exceed the fall 2017 audited enrollment number. Our current fall 2018 enrollment stands at 4,118, while the fall 2017 enrollment audited number was 3,988. Our fall 2018 enrollment will fluctuate until the 2018 fall audit date arrives. Our final fall enrollment number will be determined by how well we retain students in each of our classes or programs and the number of new students that we enroll before the audit date arrives.

Now that I have given the status of four majors tasks that I identified to address when I returned as interim President, I move to my purpose in writing this letter. In light of the information provided above, I feel that the time is right for me to terminate my service to EMCC. My decision is based on a perceived lack of confidence and trust in my ability to provide competent leadership for our College at this time. My perceptions are based on the way internal and external matters important to EMCC are approached and handled by some of our Board members. Also, some faculty members apparently fear that EMCC is returning to the way things were before Dr. Heubner was named President. If pay raises of approximately 40% over ten years, the addition of new facilities and renovations, and becoming recognized internationally for excellence in many areas are not desirable, I am at a loss for words.

The closing date for hiring your next president is soon. I am confident that the College will operate fine under the current organization chart until the new president is hired. Mickey Stokes and Paul Miller are seasoned professionals who love EMCC and will give their all to see everything is done properly. Certainly, I will provide assistance to them if needed.

I appreciate very much the opportunity you have afforded me to return to EMCC and work with many fine people. East Mississippi Community College is poised to either move forward and continue to do great things or not. In spite of differences where they may lie, I love and respect each of you as I do this College, and wish only good as you move forward.

Sincerely,

Rick Young