



The Peninsula's Community College

THOMAS NELSON COMMUNITY COLLEGE BOARD MEETING

September 26, 2018
College Board Room, Moore Hall
Hampton Campus
6:00 p.m.

AMMENDED MINUTES NO. 422

PRESENT:

Mr. Robert Harper
Dr. Joyce M. Jarrett
Mr. Michael Kuhns
Mr. John W. McMillan, Jr.
Ms. Mary Ann Maimone
Mr. Augustus Owens

Mr. Jonathan Romero
Dr. Perry L. Showalter
Ms. Elizabeth S. Tai
Mr. Scott VanVoorhees
Dr. Vince Warren

ABSENT:

Ms. Mary Bunting
Mr. Allan Melton
Ms. Izabela Cieszynski

STAFF AND GUESTS:

Dr. Lynda Byrd-Poller (Human Resources)
Ms. Cyndie Callaway (Institutional Advancement)
Ms. Erica Charity (Office of the President)
Dr. John T. Dever (President)
Dr. Susan English (Academic Affairs / Workforce Development)
Mr. Steven Felker (Institutional Effectiveness)
Mr. Matt Hedrick (College Support staff Association)
Ms. Nira Holton (Office of the President)
Ms. Debbie Hudgins (Information Technology)
Chief Kelvin Maxwell (Campus Police)
Mr. Charles Nurnberger (Finance and Administration)
Dr. Charles Swaim (Mid-Level Managers)
Dr. Patrick Tompkins (Historic Triangle Campus)
Ms. Terri Thompson (Tidewater Community College Board Chair)

I. CALL TO ORDER

Mr. Robert Harper, Chair, called the meeting to order at 6:00 p.m.

A. Roll Call

By roll call vote in open session, the following members were in attendance:

Mr. Robert Harper
Dr. Joyce M. Jarrett
Mr. Michael Kuhns
Mr. John W. McMillan, Jr.
Ms. Mary Ann Maimone
Mr. Augustus Owens
Mr. Jonathan Romero
Dr. Perry L. Showalter
Ms. Elizabeth S. Tai
Mr. Scott VanVoorhees
Dr. Vince Warren

B. Approval of Minutes for April 25, 2018

It was first moved (M. Maimone) and seconded (J. Jarrett) that the Thomas Nelson Community College Board approve the April 25, 2018, Board minutes [No. 420] as presented.

The motion was approved.

C. Approval of Minutes for June 20, 2018

It was first moved (E. Tai) and seconded (A. Owens) that the Thomas Nelson Community College Board approve the June 20, 2018, Board minutes [No. 421] as presented.

The motion was approved.

II. CHAIR ANNOUNCEMENTS

Chair Harper welcomed everyone to the meeting, including Ms. Terri Thompson, Chair of the Tidewater Community College Board, attending as a guest.

A. Public Comments

There were no public comments.

B. Introduction of newly appointed Board members

Chair Harper welcomed the new members to their first Board meeting:

- Mr. Jonathan Romero, City of Hampton
- Ms. Mary Ann Maimone, James City County

C. Report from the College Board Liaison to the Thomas Nelson Educational Foundation Board of Directors.

Mr. John McMillan, Jr., College Board Liaison to the Thomas Nelson Educational Foundation Board of Directors, attended the June 7th meeting and reported the following:

- The Foundation received a presentation and demonstration by faculty from a variety of disciplines involved with the College's curriculum and programming in Unmanned Aerial Systems or drones;
- The Foundation approved a request from the College to fund up to \$260,000 from its equipment endowment earnings in FY 2019 to support renovations and equipment upgrades for dual enrollment courses in Machining and for the College's Commonwealth Classrooms in Hampton and Williamsburg;
- Development Director, Tracy Ashley, and development consultant, Tricia Hudson, updated the Board on the first year of implementation of the Development Strategic Plan. In FY 18, the Foundation raised \$621,246, increasing donations by 127% from the prior year;
- The FY 19 annual goal is \$953,000, and the Foundation is utilizing the College's 50th anniversary, and other opportunities occurring this year, to stimulate private giving;

Mr. McMillan attended the Thomas Nelson Educational Foundation Board of Directors meeting on September 26, and reported the following:

- The Foundation received a presentation from Thomas Nelson's Office of Student Athletics, including remarks from three student athletes and the Coordinator of Student Athletics, Chad Smith;
- Athena Robbins, CPA and owner of Carmines, Robbins & Company, PLC, auditor for the Foundation, presented the 2018 Consolidated Financial Statements, Report to the Board of Directors, and IRS Form 990, the annual tax return for non-profit organizations, for review and approval by the Board. The approved audit report presented an unqualified opinion, reporting total net assets of \$9,521,393 for the year ending June 30, 2018. This figure represents an increase in Net Assets of \$850,766 during this past fiscal year;

- Dr. Dever reported to the Board on a number of items, including the College's enrollment status. He highlighted the role the Foundation plays in providing much needed private resources to sustain and grow College programs and services in the current enrollment environment;
- The 10th Annual Car Show, supporting the Automotive Technology program, was held in August. This year's show was the College's second largest show with 178 entries;
- Dr. Dever also shared that a significant number of new scholarships, made possible by new gifts from Newport News Shipbuilding and created by the Foundation, have been awarded to 153 recipients for fall semester, totaling \$105,960. This figure is more than the total number and amount of scholarships awarded for the 2017-18 year. The majority of the new scholarships awarded require recipients to attend full-time, which adds to the FTEs earned by the College for these students.

D. 2019 College Board Meeting Dates

Dr. Dever requested that the date of the upcoming December meeting be changed to December 12, 2018, because of several conflicts with the originally scheduled date of December 5. There were no objections.

The proposed College Board meeting dates for calendar year 2019 were distributed:

- Wednesday, February 27, 2019 (Hampton Campus)
- Wednesday, April 24, 2019 (Historic Triangle Campus)
- Thursday, May 9, 2019 (Commencement)
- Wednesday, June 19, 2019 (Annual Dinner)
- Wednesday, September 25, 2019 (Hampton Campus)
- Wednesday, December 11, 2019 (Hampton, Campus)

There were no objections.

III. FINANCE AND MUNICIPAL LIAISON COMMITTEE

On behalf of the Finance and Municipal Liaison Committee, Mr. Scott VanVorhees presented the following committee report and recommendations:

A. Approval of April 25, 2018 Minutes

The Committee moved that the Thomas Nelson Community College Board approve the Finance and Municipal Liaison Committee meeting minutes from April 25, 2018, as presented.

The motion was approved.

- B. Review and Accept for File Purposes the Virginia Community College System Report on Audit for the Year Ended June 30, 2017.

The Committee moved that the Thomas Nelson Community College Board review and accept for file purposes the Virginia Community College System Report on Audit for the Year Ended June 30, 2017, as presented.

The motion was approved.

- C. Accept for File Purposes the FY 2019 College Budget Overview

Mr. Nurnberger provided details of the 2019 College Budget Overview. The College's FY 2019 budget is \$42,766,714, a decrease of \$2,766,714 from FY18. The budget is funded from two primary funding sources (State appropriation of \$18.1 million and tuition and fees of \$23.1 million) and other revenue of \$1.5 million. We have planned for 4,899 FTES to support this budget, a reduction of 5% from FY 2018. No salary increases are planned in this current year. Depending on the Commonwealth's financial situation at the end of this budget year, funding for increases may materialize next summer. For this fiscal year, 16% of our state appropriation (just under \$2.6 million) is determined by performance metrics consisting of student success, retention, and completion. We are striving to meet our collective goal and have implemented strategies with a desire to out-perform many of our sister colleges to grow our funding. By FY 2020 performance budgeting will constitute 20% of the state appropriation. We have restored educational aid for employees pursuant to our College guidelines and are providing greater opportunities for professional development with the goal of attracting and retaining staff and faculty in light of a very competitive job market. Unfortunately, to finalize this budget, we have had to hold vacant a variety of positions, impacting faculty and staff; we seek to avoid reductions in force, although it remains an option if needed. Several technical adjustments have been made concerning military exceptions with our formula as a result of legislative changes, adjusted dual enrollment participation from service area high schools, and finalized additional cost mandates from the VCCS for IT and Shared Services. In summary, we continue to review, update, and improve operational efforts across the College.

The Committee moved that the Thomas Nelson Community College Board accept for file purposes the FY 2019 General Funds Budget Overview, as presented.

The motion was approved.

- D. Accept for Informational Purposes the Draft FY 2018 Year-end Local Funds Financial Statement.

The Committee moved that the Thomas Nelson Community College Board accept for informational purposes the FY 2018 Year-end Local Funds Financial Statement, as presented.

The motion was approved.

- E. Accept for Information Purposes the Project Initiation of the Replacement Building for Diggs/Moore/Harrison, Project #18341.

Mr. Nurnberger stated that the design of the replacement building has been a work in progress for the past 5-6 years. Over 30 submissions were submitted. This past summer a contract was finalized with RRMM as the architect of record to provide detailed programming/planning, design and oversight for the construction of the new replacement building for Diggs, Moore and Harrison Halls. The project kicked off on September 7 and efforts are well underway. Meetings on campus are planned for October 3-5 with stakeholders. There are 30 people participating in these meetings. Currently surveys are underway with a return date of Friday, September 28. It is a collective goal that we are in design by early January 2019 to keep the project on schedule. Mr. Nurnberger encouraged Board members to review the 12-page packet from the September 7th kick-off meeting for greater details.

RRMM will be present at our December 12th Board meeting to update all present.

Mr. Nurnberger thanked the Board for their participation by talking with our area General Assembly members to encourage funding over the years.

The Committee moved that the Thomas Nelson Community College Board accept for informational purposes the Project Initiation of the Replacement Building for Diggs/Moore/Harrison, Project #18341, as presented.

The motion was approved.

IV. CURRICULUM, INSTRUCTION, AND STUDENT SERVICES COMMITTEE

On behalf of the Curriculum, Instruction, And Student Services Committee, Chair Owens presented the following committee report and recommendations:

- A. Approval of Meeting Minutes from April 25, 2018

The Committee moved that the Thomas Nelson Community College Board approve, with the inclusion of Dr. Joyce Jarrett in the meeting attendee list, the Curriculum, Instruction, and Student Services Committee meeting minutes from April 25, 2018.

The motion was approved.

Corrected minutes will be provided at the December 12, 2018, College Board Meeting.

- B. Approval of Meeting Minutes from June 20, 2018

The Committee moved that the Thomas Nelson Community College Board approve, with the inclusion of Dr. Joyce Jarrett in the meeting attendee list, the Curriculum, Instruction, and Student Services Committee meeting minutes from June 20, 2018.

The motion was approved.

Corrected minutes will be provided at the December 12, 2018, College Board Meeting.

C. Updates on college-wide efforts:

a. Enrollment: Select Committee on Enrollment

This item was deferred for consideration

b. Academic Scheduling: Platinum Analytics

Dr. English shared with the committee an overview of Ad Astra's Platinum Analytics, a system that provides business intelligence for academic units for the creation of student-friendly and efficient course schedules.

c. Program Progress: Updates on New Programs and Career Studies Certificates (CSCs)

This item was deferred for consideration

V. PRESIDENT'S REPORT

In association with various Cabinet members and staff, President Dever provided reports and updates on the following items:

A. Introduction of Dr. Patrick Tompkins, Provost, Historic Triangle Campus

Dr. Dever introduced Dr. Patrick Tompkins, Provost, Historic Triangle Campus.

B. Enrollment Report

Steven Felker, Director of Institutional Research and Effectiveness, shared with the Board the current status of enrollment at the College. He reviewed enrollment trends for the period from 2007-2008 (pre-recession) to 2011-2012 (peak recession) to 2017-2018 (present), noting the significant increases in enrollment during the recession and the considerable declines since. Overall, enrollment in terms of full-time equivalent students (FTES) has declined 28.7% since 2011-2012.

Mr. Felker also provided updates on final enrollment numbers for Summer 2018 and preliminary enrollment numbers for Fall 2018. FTES enrollment for Summer 2018 ended 5.9% higher than in Summer 2017. FTES enrollment for Fall 2018 is currently 7.5% below the comparable point in Fall 2017 registration, but is expected to be closer to 6.0-6.5% below once all dual enrollment registrations have been entered.

C. 2018 – 2019 Annual Plan

Steven Felker, Director of Institutional Research and Effectiveness, presented to the Board the College's revised approach to strategic and annual planning, which will take full effect for the next strategic plan in 2020. The revised approach calls for a reduction in scope to better concentrate efforts on the most significant areas of opportunity, a process through which indicators of goal achievement are defined at the start of the plan and tracked throughout, and an annual process of setting strategies and objectives to best advance the College toward its goals. Mr. Felker also shared that these principles, where possible, are being applied to the College's annual planning efforts for the remaining two years of the Focus 2020 strategic plan. The presentation ended with an overview of the indicators that had been selected for each of the three goals of Focus 2020 and the objectives that the College has committed to for 2018-2019 to advance in those areas.

Mr. Romero acknowledged that we have doubled the amount of private financial investment but the overall target amount seems unattainable. Who sets the benchmarks? Ms. Callaway stated that two years ago the Thomas Nelson Educational Foundation employed a consultant to assist with the creation of a three-year Development Strategic Plan to significantly increase its fund raising capacity. The fund raising goals for dollars and donors, which appear in the 2018-19 College Annual Plan, were included in that strategic development plan approved by the Foundation. The projected increase in donors for 2020 represents an estimated increase of 40% and reflects the strategy of cultivating alumni giving. Institutional data show that nearly 30,000 students have graduated from Thomas Nelson since the college opened in 1968 and 75% of graduates remain on the Peninsula.

Mr. Harper asked if the yield rate of high school graduates was students *right* out of high school? Mr. Felker clarified that it was, and that any new high school graduates who enroll at Thomas Nelson within the academic year following their high school graduation are included under the yield rate metric.

Mr. Romero asked about the reason for the decline in the percent of high school students graduating from high school and entering Thomas Nelson Community College. Mr. Felker stated that we are not certain as to why there has been a decline. With an improved economy, there are currently more options available to high school graduates, and this could be contributing to the decline. The College hopes to conduct additional research to determine where regional high school graduates are going post-graduation.

Dr. Jarrett asked why there is not currently any data when looking at Programs with Transfer Pathways. Mr. Felker stated that the College does have articulation agreements for many of its programs, but that this indicator and the College's efforts around transfer are focused on the guided pathways concept of setting the entire roadmap from the start of the student's program at Thomas Nelson to completion of the baccalaureate degree.

Ms. Maimone asked how the College identifies which credentials to review as part of the Complete 2021 plan to triple VCCS credentials. Mr. Felker stated that they have to be portable, industry recognized, and based on VCCS review process criteria. He also added that, on the Thomas Nelson side, it is about identifying industry certifications and licensures that align to College curricula and, where possible, finding ways to embed preparation and testing for those credentials into the coursework.

Dr. Dever stated that this report is the result of the Cabinet having thoughtful and productive meetings to establish indicators and objectives they plan to pursue in the coming year.

Mr. Kuhns asked whether anyone thought that changes in tax law would affect the target amount for private financial investments. Ms. Callaway stated that she did not think so. She also stated that donors appear to be mission driven and not dollar / deduction driven.

Dr. Dever stated that we would be glad to answer any additional questions about the Annual Plan after further review by Board members.

D. Updated College Board Policy Manual

Dr. Dever stated that staff initially started to revise the College Board Policy Manual to include the new policy on participation from locations not open to the public, which was approved by the Board at its April meeting. Staff began noticing more changes needed to be made to keep the Policy Manual consistent with updated VCCS policies and with current college practices. Board members were provided with the draft (9/24/2018) revision to the Policy Manual along with a list of the revisions. Dr. Dever asked Board members to review the manual and contact his office with questions or suggested revisions prior to the next meeting in December. At that meeting, the Board will be asked to approve the revised Policy Manual in accord with Policy 9.1.

E. Upcoming Events

Ms. Callaway, Vice President for Institutional Advancement, reviewed a list of major college events scheduled for the next several months.

VI. UNFINISHED BUSINESS

There was no unfinished business.

VII. NEW BUSINESS

A. Election of College Board Chair and Vice-Chair for 2018 – 2019

The officers of the Thomas Nelson College Board are elected annually, by simple majority vote at the regular meeting of the Board in September. The terms of office shall be for one year, beginning October 1.

The nominating committee for the 2018-2019 College Board Officers was composed of Dr. Joyce Jarrett, Mr. Allan Melton, and Mr. Augustus Owens (Chair).

Chair Harper relinquished control of the meeting to President Dever, Board Secretary, who opened the floor for nominations for College Board Chair and Vice Chair.

On behalf of the Thomas Nelson College Board Nominating Committee, Mr. Owens nominated Mr. Robert Harper for College Board Chair. There were no other nominations. Mr. Harper was elected College Board Chair by acclamation.

On behalf of the Thomas Nelson College Board Nominating Committee, Mr. Owens nominated Mr. Michael Kuhns for College Board Vice Chair. There were no other nominations. Mr. Michael Kuhns was elected College Board Vice Chair by acclamation.

Dr. Dever congratulated Mr. Harper and Mr. Kuhns on their election as the Board Chair and Vice Chair, respectively, for 2018-2019.

Dr. Dever and Mr. Owens thanked the Nominating Committee for their services.

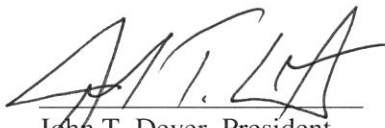
Dr. Dever returned control of the meeting to current Board Chair Harper.

VIII. ADJOURNMENT

It was first moved (E. Tai) and seconded (S. VanVorhees) that the meeting adjourn at 7:50 p.m.

The motion was approved.

Respectfully submitted:


John T. Dever, President
Secretary to the Board


Erica S. Charity
College Board Recorder