

**THOMAS  
NELSON**

*becoming*

**VIRGINIA PENINSULA  
COMMUNITY COLLEGE**

**President's Report to the College Board**  
December 2021

## FACULTY AND STAFF UPDATES

- With the announcement of Dr. Kris Rarig's spring 2022 retirement, Dr. Jeannetta Hollins, current Director of Advising, will assume the new role of Interim Vice President of Enrollment Management and Student Success. Dr. Hollins has a 10+ to year professional history of leading higher education enrollment services. Her short tenure at TNCC has already led to significant improvements in Academic Advising, recruitment, and community relations.
- Congratulations to Dr. Jeannetta Hollins, Interim Vice President for Enrollment Management and Student Success, who was selected to participate in the 2022 NASPA Institute for Aspiring Vice Presidents for Student Affairs.
- Dr. Valerie Burge-Hall has been identified to serve as the Interim Director for Advising. Dr. Burge- Hall is a full-time faculty member, advisor for the college's chapter of Phi Beta Kappa Honor Society, and special assistant to the Director of Institutional Research and Effectiveness. She has been essential to the college, particularly in preparation for our 2021 SACSCOC 5<sup>th</sup> Year Reaffirmation.
- Dr. Charles DeSassure resigned his position as Dean of the Science, Technology, Engineering and Mathematics Division as of October 29, 2021. Associate Dean Beth Dickens has been appointed as the Interim Dean for the remainder of AY21-22. The search for Dr. DeSassure's replacement will begin in Winter 2022.
- Mr. John Massey has verbally accepted the offer to serve as the Associate Vice President for Human Resources and Organizational Development. Mr. Massey has a 25+ year professional history in human resources, higher education, and information technology. Mr. Massey holds a Master of Arts degree from Virginia Tech and multiple professional licenses and certifications including Senior Professional in Human Resources (SPHR), Certified Instructor – Leadership and Customer Service-Learning Systems, and Six Sigma yellow and green belt training. His expected start date is mid-January 2022.

## BUDGET AND FUND DEVELOPMENT UPDATES

### Budget Vulnerabilities

- Revenue shortfalls have been a college concern since 2019. Final review of the Fall 2021 tuition revenue has elevated the level of concern.
  - Just over two years ago, tuition revenue for FY19, was approximately \$20.9M. That amount was so dire, the college authorized a Reduction in Force (RIF), eliminated dozens of positions.
  - For FY21, our tuition revenue was approximately \$17.9M - \$3M less than when we conducted a RIF.
  - Evaluation of Fall 2021 tuition for FY22, we anticipate a tuition revenue of \$16.5M - nearly \$4.5M less than FY19.
- Additionally, the VCCS received less Central Appropriation Funds from the State than were expected, therefore, all Colleges are receiving a reduction in State funding for this year (and presumably carrying forward). The TNCC reduction is nearly \$200,000.
- We can cover many expenses for FY21, and a portion of FY22, using Cares Act and American Rescue Plan Funds.
- However, to cover the shortfall and continue a positive fiscal outlook, we need a 17% increase in Tuition Revenue for FY23.
- The President's Cabinet shared this information with TNCC employees on Friday, December 3, 2021, via a virtual town hall meeting.

In addition to increasing new student enrollment, Colleges are awarded funding points based on the progress, retention, completion, and transfer of their students. The next few pages describe some of the long and short-term enrollment strategies being implemented to address tuition and performance funding issues.



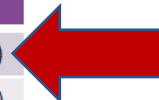
The Peninsula's Community College

## Fall 2021 Enrollment Thermometer Fall-to-Fall Comparison Edition

December 6, 2021

### Applicant Conversion

Term	Applied	Ready2Reg	Registered
<b>December 6, 2021</b>	4,478	4,465	1,926 (43.0%)
<b>Final Fall 2020</b>	4,857	N/A	1,888 (38.9%)
<b>Final Fall 2019</b>	5,010	N/A	2,098 (41.9%)
<b>Final Fall 2018</b>	5,709	N/A	2,226 (39.0%)

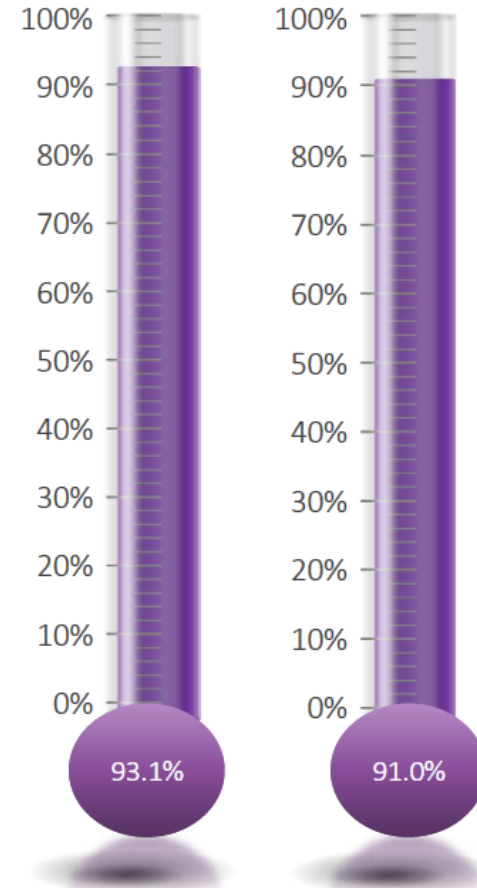


### Total Term Enrollment (Headcount and FTES)

Year	Headcount	FTE
<b>December 6, 2021</b>	5,824	3,271
<b>Final Fall 2020</b>	6,256	3,596
<b>Final Fall 2019</b>	7,314	4,142
<b>Final Fall 2018</b>	7,685	4,403

### Program Enrollment (Headcount)

Program Area	Dec. 6, 2021	Final Fall 2020	Final Fall 2019	Final Fall 2018
ABHS	1,568	1,910	2,576	2,967
PSAHHS	1,570	1,439	1,482	1,369
STEM	1,177	1,248	1,535	1,688
Dual Enrollment	929	1,032	864	966
Early College	217	180	385	223
FastForward	104	105	156	135
Re-employing Virginians	68	N/A	N/A	N/A
G3	871	N/A	N/A	N/A



Fall 2021 as Percent of  
Fall 2020 Total  
HEADCOUNT= 6,256

Fall 2021 as Percent of  
Fall 2020 Total  
FTE =3,596

## ENROLLMENT INITIATIVES

### Fall 2021 New Student Application Conversion

Our new student application conversion rate has increased by 4%. This is notable considering an almost 8% decline in the number of applications received. This increase reflects the multiple new communication strategies and operational efficiencies implemented during the summer and fall 2021 terms.

- Service areas offered student support using every possible channel, including in-person, virtual, phone, text, and email
- Financial Aid, Veteran's Affairs, and Student Accounting Service revised web content and student online forms
- Call Center staff attempted to resolve student inquiries without transferring to other departments
- Proactive efforts used to obtain crucial documents or data (i.e., High School completion, missing or incorrect SSNs, and FAFSA in suspense)
- Academic Advising reduced student response time from 24-hours to two-hours.
- Students were no longer told that *immediate tuition payments were required after the tuition due date*. Instead, students were given the exact date-and time when course cancellations would occur
- Enhanced staff training, eliminated unnecessary administrative functions
- Improved the Financial Aid Course Audit process (FACA) and use of Cares Act funding as an economic stimulus

These types of efficiencies are essential. Once we have effective enrollment processes in place, a customer relationship management (CRM) tool will have significant impact on new student application conversion rates. I believe we are ready to implement use of a CRM.

### Enrollment Strategies for Spring 2022 and Beyond

#### Long Term Enrollment and Retention Strategies Include:

- Creation of recruitment teams with representatives from the academic and workforce areas of the college
- Reestablish the Enrollment and Recruitment Committee, led by Dr. Hollins
- Implementation of the new marketing plan created with Consociate Media
  - Highlight career options based on the degree of choice
  - Create targeting groups-based marketing based on demographic and educational aspirations
  - Increase the variety of platforms and methods used to reach targeted audiences
- Reestablish a physical presence in all local high schools
- Reconnect with Guidance Counselors at public and private high schools
- Connect with Home School Coordinators and other Community Based Organizations (HRCAP, Boys & Girls Club, YMCS, etc.)
- Use data analytics and student feedback to create an optimal course schedule
- An "Action Group" made up of Associate Deans, Faculty and Administrators has begun to review the class scheduling process. The goal is to map the process, develop annual timelines, define, and assign responsibilities, and create a system of checks and balances that can capitalize on Ad Astra scheduler technology as well as adopt a university philosophical approach to class scheduling at the college
- Additionally, the "Action Group" plans to provide training for department / program chairs on best practices for scheduling that will result in standardized expectation and more effective procedures

### Immediate Enrollment Strategies

- To help our students and the public/community secure 2022-2023 funding for their education and increase FAFSA application completion, the Financial Aid Department is offering a *Super Saturday FAFSA Filing* event on both campuses in late January. Director, Marc Vernon in collaboration with Dr. Kris Rarig, will collaborate with local high schools to identify several other FAFSA completion workshop opportunities during the Spring term
- Dr. Hollins required Advisors to respond to student requests within 2 hours vs. 24 hours
- Dr. Hollins has recruited additional staff to conduct advising for spring '22 registration
- Deans are identifying faculty to participate in advising for spring '22 registration
- Dr. Rarig continues outreach to former students, encouraging them to re-enroll
- VP Callaway will promote the \$143K is still available scholarship funds available for spring 2022 distribution.
- Dr. Rarig will conduct outreach to former Dual Enrollment students who have not enrolled in any college program and encourage them to enroll with us for spring through the Finish What You Started program
- Dr. Rarig will sponsor high school counselor breakfast in January 2022
- Drs. Rarig and Hollins will collaborate with local Guidance Counselors to identify Fall '21 grads who are not headed to College/University and offer virtual info-session for those students
- VP Callaway's marketing team will implement hyper targeted marketing and launching an employee and student sourced social media campaign
- VP Carpenter will provide relief for eligible students with Fall 2021 debt, allowing them to register for spring 2022
- VP Carpenter's Student Accounts team delayed Spring '22 Tuition Payment date from December 2 to December 17. Conducting proactive outreach to with students in jeopardy of losing their classes due to non-payment

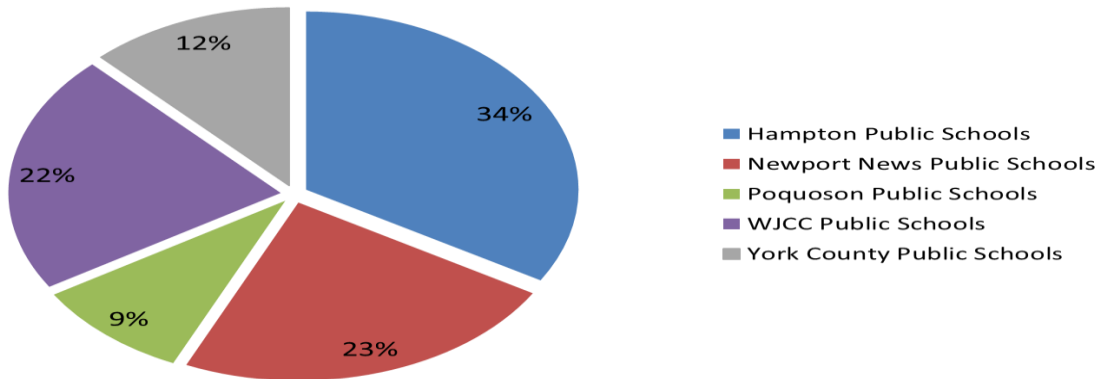
### Finish Line Program – Pilot Enrollment Initiative

- The Finish Line Program was piloted in Summer 2021. The goal was simple; invite departed students back to complete their degree or certificate.
- We conducted outreach to 2002 students who had departed the college in the last three years before receiving a credential.
- During Fall 2021, 102 former students returned. (3.4% yield, 1040 credits, 69.3 FTEs) at one point in the semester. As of December:
  - 90 (88%) of those students are earning 1215 credits equating to 81 FTEs
  - 60 (67%) of those students have registered for spring 2022 in 402 credits equating to 26.8 FTEs
  - Ongoing outreach is in place for all Finish Line students to increase retention
- The Finish Line Program continues for the Spring 2022 term. The 2<sup>nd</sup> cohort includes 3031 students who have departed. As of December 1, 89 students (2.9% yield) have registered for the Spring 2022 term in 1106 credits equating to 73.7 FTEs

## Dual Enrollment

### DE Students by School Division

Academic Year 2020-2021, Public High Schools Only

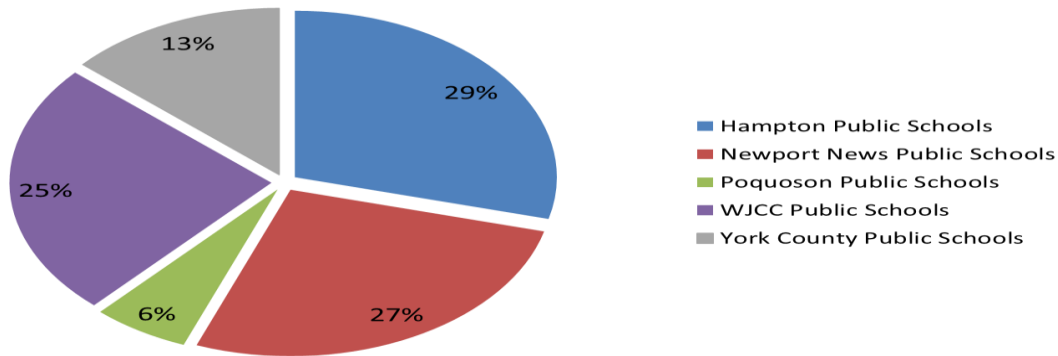


Sources: VCCS Student and Class Files, Academic Year 2020-2021

3

### DE Students by School Division

Academic Year 2019-2020, Public High Schools Only



Sources: VCCS Student and Class Files, Academic Year 2019-2020

3

- The number of dual enrollment students has dropped slightly. Newport News Public School NNPS dual enrollment has declined slightly (-9%) over the last five years, while the number through HCS has increased considerably (+47%) over that period.
- In a meeting with Superintendent Parker, it was shared that NNPS lost a significant number of students during the pandemic. Most students opted to attend online, home school, or private school.
- TNCC Cabinet members met with the Newport News Public Schools Vice President for Academic Affairs to discuss ways to increase Dual Enrollment Course Offerings.
- We are tracking the percentage of all dual enrollment seniors from 2020-2021 that have not enrolled in a college or university this fall (Fall 2021). Those students will be contacted and offered an opportunity to return to the College and informed about the Finish What you Started Scholarship.

## FACILITIES AND INFRASTRUCTURE UPDATES

- State Board for Community Colleges approved the establishment of an off-campus site located at 521 Butler Farm Road. Templin Hall, on the Hampton Campus of Virginia Peninsula Community College (previously Thomas Nelson Community College), housed the Mary T. Christian Auditorium, nine classrooms, nearly 30 offices and multiple storage spaces. On April 6, 2021, the roof of the Auditorium collapsed. The roof failure left the auditorium destroyed and the remainder of Templin Hall unusable and off limits to staff and students. Due to safety, code and utility issues, the remaining standing portion of Templin Hall will remain off limits and unusable until the auditorium is rebuilt. As such, it is necessary to obtain temporary space substantially like the lost facility. The College has identified 44,651 square feet of vacant office building space immediately adjacent to the Hampton Campus for lease. The proposed lease is for 40 months at a total value of \$1,768,104, or \$11.88 per square foot over the life of the lease. The new facility is being named, "Hampton IV". The lease for Hampton IV was signed in November. Employees are expected to move in during spring or summer of 2022.
- The IT One Campus project (Fiber Optic cable between the Hampton Campus, HT Campus and the VCCS Data Center) was completed. The cable provides 16,000 times the performance previously had and will save \$20,000 per year in duplicate costs over the old system. This project will serve a model for all other colleges in the VCCS System.
- The APA (Auditor of Public Accounts) audit was conducted for the year prior to our current staff being in place (FY20). Several findings were identified; however, we have provided corrective action for the findings and have made tremendous improvements in processes under our new administration. This will be an agenda item under the Finance Committee Section.

## STRATEGIC INITIATIVES

### Southeast Newport News Taskforce

We are gathering information to help re-establish our presence at the Southeast Center (SEC) located in An Achievable Dream middle and high school. Currently accessing and reviewing historical data related to courses offered and enrollment information as well as economic overview data from Southeast Newport News (zip codes 23605 and 23607).

- In Academic Year 2020-2021, the college served 169 students from the 23607-zip code. Those 169 students represent 1.75% of the overall student body of the college. The zip code's population of 24,519 individuals, on the other hand, represents 5.06% of the overall service region population, meaning that this community is considerably underserved in terms of attendance at the college
- During Fall 2021, two classes are being offered at the Southeast Center with 16 students are enrolled
- In Spring 2022, eight courses are being offered along with a new Emergency Medical Technician course
- Dean Paul Long and Associate Dean Keisha Samuels have been essential in our efforts to increase a presence in Southeast Newport News. We currently have 58 students enrolled in 176 credits, generating 12 FTEs
- Associate Dean Keisha Samuels is taking the lead on further promoting registration in these courses which begin January 10, 2022

### Future Planning

- We are exploring the option of providing a TNCC Shuttle from the SEC to the Trades Training Center at the Hampton Goodwill Facility. This will remove a transportation barrier identified by many of our partners.
- We are planning a community conversation in Spring 2022, sharing our ideas with interested community members, and soliciting feedback from those with a vested interest in Southeast Newport News
- Thus far, we have conducted several outreach initiatives with:
  - 11/3 Judi Overby, Pervis Blake, Chrystal Harris, & Elizabeth Aultice: Achievable Dream Administrators
  - 11/9 Karen Wilds & Lynne Carruth: Marshal-Ridley CNI Leaders
  - 11/13 Sandra Cherry, NN Vice Mayor

- 11/16 LaMonte Williams, Alumni and CNI Citizen's Advisor Committee
- 11/18 Tiffany Boyle, Alumni and Newport News Commissioner of the Revenue
- 12/1 Quincy White: Four Oaks Day Center
- 12/3 Terri Francis: Neighborhood Revitalization Coordinator

We will continue expanding outreach to local churches, community-based organizations, and Board members representing Newport News.

### Funding Request: \$1M to Support the Coastal Virginia STEM Learning Ecosystem Hub

The City of Newport News in partnership with Virginia Peninsula Community College (VPCC) partnered to request that the General Assembly provide \$500,000 in each year of the biennium to support the Coastal Virginia STEM Learning Ecosystem Hub. A STEM Ecosystem encompasses schools, after-school and summer programs, science centers, museums and businesses that together constitute a rich array of learning opportunities. Designed pathways in the STEM Ecosystem harness the unique contributions of these settings to deliver STEM learning for all to become engaged, knowledgeable, and skilled in STEM disciplines. The COVA STEM Hub is a regional learning ecosystem for the 17 municipalities in the Hampton Roads region. The Hub is anchored by the Brooks Crossing Innovation and Opportunity Center, currently a collaborative effort by the City of Newport News, Old Dominion University, and Newport News Shipbuilding to address the needs of a historically underserved community. The funding requested will be used to expand the partnerships to include VPCC and to address costs associated with program enhancements and expansion including personnel cost, curriculum development, industry-related equipment, computers, software and training simulators for the STEM Digital Innovation and Fabrication Lab (BCiLab) and the Opportunity Center. The BCiLab's location in the Southeast community removes traditional barriers that limit minority and underserved communities from accessing such state-of-the-art facilities. Additionally, the BCiLab's membership in the National Fab Lab Foundation network allows visitors to be instantly connected to a global network of innovators, and provides a unique collaboration in learning, education, and workforce development. The funds may also be used to leverage private investment from targeted donors.

This proposal ultimately seeks to increase awareness, quality, and quantity of the programs delivered through the Center. With this \$1M investment, metrics could include the number of programs enhanced and/or developed, the number of new partnerships established, the number of student participants engaged with the program, student success metrics after participation (harder to track), etc. VPCC's role would be that of a training provider and education partner. If serving as the fiscal agent, VPCC would also play a facilitating role to help ensure project success.

### Progress on Thrive 2024 Strategic Plan

The College has completed design and branding work for the Thrive 2024 strategic plan and has published the plan to the website at [www.tncc.edu/about/strategic-plan](http://www.tncc.edu/about/strategic-plan). Additional information on the College's planning processes and upcoming work can be found at [www.tncc.edu/research/college-planning](http://www.tncc.edu/research/college-planning). Most recently, each major unit of the College completed work on their own Year One Action Plans in support of Thrive 2024. These action plans speak to the specific steps that the College's units will be taking in support of Thrive 2024 during the 2021-2022 academic year and assign deadlines and responsible parties to each action step. Work is currently underway on these action steps, and updates will be provided throughout the remainder of the academic year.

### Name Change Initiative

- Dr. Brannon has been elected to lead the VCCS steering committee comprised of the five colleges undergoing a name change. In collaboration with the other colleges, Ada Badgley is coordinating the steps Thomas Nelson's will implement as part of the name change process.
- The five VCCS colleges are led by a consulting firm, KPMG. KPMG along with members of the system office are helping colleges develop a road map for successful transition to our new names.



- Steven Felker has submitted the required documents needed to notify our accreditors (SACSCOC) of this substantive change.
- We are creating a temporary logo to use while college is in transition.
- A Name Change Implementation team will be established in January to execute the steps necessary to complete the process.

### Website Redesign

Institutional Advancement has begun a full website redesign project. Currently, the team is conducting an assessment and audit of the website based on user experience and content. We will also take a comprehensive look at our social media platforms and experience. The team would like to identify and train creators around the campus from each department to update, correct and add new content to pages. The goal is to complete this project by June 2022.

### Diversity, Equity and Inclusion Training and Resources for Thomas Nelson Leadership

**Leadership Team Development has begun. Goals for participants are listed below:**

- Expose college leaders to new ideas, language, and concepts
- Increase leaders' competence and confidence in DEI matters
- Generate critical thinking and introspection
- Inspire action within the working units to examine and update policy, procedures, and business practices using a DEI lens
- Produce a plan for education and training based on D, E, & I principles for campus wide implementation

### College Leaders DEI Training Schedule

Nov. 9	ALICE Population Presentation; Ms. Laura Clark, VCCS Staff
Nov. 16	Microaggressions & invalidations Presentation; Dr. Samantha Saghera, TNCC Staff
Nov. 30	Unconscious Bias Presentation; Paula Bazemore, Virginia Center for Inclusive Communities (VCIC)
Dec. 7	Cycle of Prejudice Presentation; Paula Bazemore, VCIC
Dec. 14	Intersectionality; Paula Bazemore, VCIC
Jan. 11	LGBTQ+ Presentation; Emma Yackso, VCIC
Jan. 18	Difficult Conversations; Paula Bazemore, VCIC
Feb. 1	Cultural Competence; Dr. Valerie Burge-Hall, TNCC Faculty

### Inclusive Excellence Inventory Tool

Using the Inclusive Excellence Framework, we will create an inventory tool for each division / department leader to review with their area. The goal is to determine areas of strength and areas of improvement. Within the unit related to the Inclusive Excellence Model. Once departments have completed this inventory, they will be able to schedule consultations with the staff from Virginia Center for Inclusive Communities.

### Additional Resources

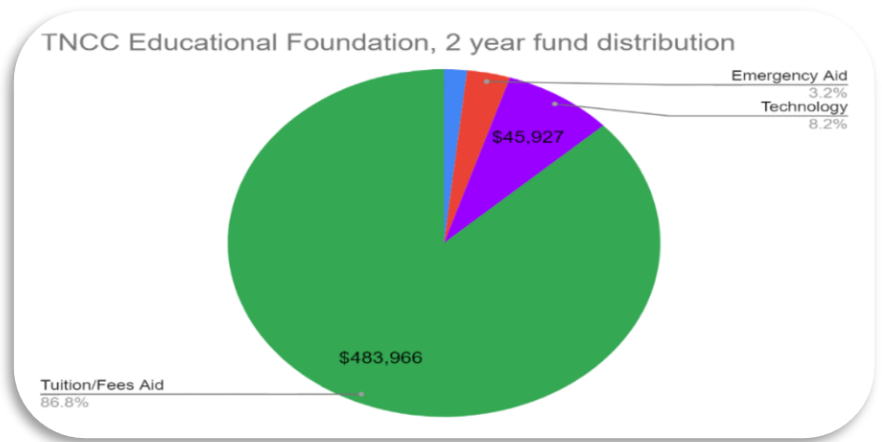
We will make additional resources available for division / department leaders to engage with their teams on these topics. These resources will range from books and articles which could be used in small group discussion to online and in person training opportunities. We know that each employee and student is at a different readiness level to engage in these trainings and opportunities, however, we are determined to meet our stakeholders where they are and help them to develop the skills and knowledge needed to thrive in a diverse community.

## TNCC EDUCATIONAL FOUNDATION

### Student Support

Over the last two years, the Thomas Nelson Educational Foundation has provided student support totaling \$557,426. That support has supported:

- 440 students with tuition and fees totally \$483,966
- Technology to support online learning totally \$45,927. Technology tools included: laptops, hotspots, webcams, and graphing calculators
- 50+ students with Emergency Aid totaling \$18,000
- The Food Pantry totaling \$9,533 for foods and a refrigerator



I am excited to share that the BayPort Foundation will announce the addition of two new scholarships to benefit the students at Thomas Nelson Community College.

- \$2,000 one-time scholarship awarded annually to a student attending the Thomas Nelson Community College Early Childhood Development program
- \$2,000 one-time scholarship awarded annually to a Thomas Nelson Community College graduate pursuing a baccalaureate degree at a four-year college or university

### Fundraising

The 2021-22 fund development goal is \$626,000. A total of \$22,887 was raised in November 2021, and all gifts total \$56,507 as of December 1, 2021. The Development Director continues to follow-up on leads; reconnecting with former donors, introducing the President to current donors, and cultivating new friendships.

#### Funding has been secured from:

- VuBay (private grantmaking foundation based in Hampton, VA)
- Mr. Jay Brown (individual scholarship donor from Williamsburg, VA)
- Virginia Natural Gas (local energy company with charitable giving grants available)

#### New campaigns include:

- "TNCC Day of Giving" on Tuesday, November 30, 2021, which yielded \$1950
- Amazon Smile Donations
- A 1% of salary contribution for faculty and staff. Three new employees have signed up.

#### Cultivating Potential New Donors Including:

- Fairlead: A certified Veteran Owned Small Business. Fairlead designs and manufactures machinery control systems and provides comprehensive ship repair and preservation services in the Hampton Roads area.
- Mr. Dudley Harris, Executive VP of Special Project at Bay Electric and appointed to the Governors Apprenticeship Council. Bay Electric Co, Inc. is a Minority Business Enterprise (MBE) and a Small, Woman and Minority Owned (SWaM) certified contractor specializes in electrical and general contracting as well as security-technology solutions and services.
- Mr. Whitney Saunders, President and CEO of The Blocker Foundation whose mission is to inspire, empower and support the Hampton Roads community to provide all in our community: wholesome nourishment, safe shelter, educational opportunity, economic opportunity, and a healthy environment in which all may thrive.

## ACADEMIC PROGRAM UPDATES

### FAA's Aviation Workforce Development Grant Program for Aircraft Pilots

In collaboration with the Virginia Space Grant Consortium (VSGC), our proposal to the FAA's Aviation Workforce Development Grant Program for Aircraft Pilots has been funded. The proposal was deemed outstanding in a very competitive selection process. In this 18-month project with an anticipated January 1, 2022, start date, our Virginia Pilot Pathways Program will prepare high school students and teachers to serve the growing future demand for pilots in the United States aviation industry. Project components include:

- Developing and offering an online private pilot ground school (PPGS) course taught by Barry King of Blue Ridge Community College for four dual enrollment college credits through Thomas Nelson Community College for 100 high school students over two semesters with tuition covered by the grant.
- For the unmanned aircraft systems (UAS, or drones) pilot workforce, VSGC will work with VDOE to develop employer-aligned curriculum and teaching resources, develop, and disseminate student recruitment materials, and train high school teachers who serve underrepresented and underserved students. Twenty teachers will obtain their FAA Part 107 Remote Pilot Certificate (RPC) and will receive hands-on training to prepare the future UAS pilot workforce. The project will provide teachers with classroom-ready resources and drones to teach the new Introduction to UAS course developed by the Virginia Department of Education's (VDOE) Department of Career and Technical Education (CTE).

Project collaborators include VDOE, Blue Ridge Community College (BRCC), Averett University, Thomas Nelson/Virginia Peninsula Community College (VPCC), Virginia Tech (VT), Virginia Department of Aviation (VDOA), several Part 171 private flight schools, higher education faculty consultants, high school master teachers, and business/industry personnel representing Virginia's aviation and UAS employment sectors. This FAA-funded project will allow us to make significant strides in building the aviation and UAS workforce pipeline in the Commonwealth. We look forward to working with all of you on this exciting project.

### College is now Member of the General Education Mobile (GEM) program of the Community College of the Air Force

The Community College of the Air Force (CCAF) has approved our membership in the General Education Mobile (GEM) Program. This makes us a preferred provider of the general ed classes needed by airmen to complete their associate degrees through CCAF. The CCAF is the world's largest community college. The Air Force launched the GEM program to accelerate graduation timelines, after discovering it was taking airmen an average of eight years to complete the degree, with the general ed classes representing the biggest hurdle. All Air Force personnel are automatically enrolled upon entry into the service. By joining GEM, we are better positioned to compete for the 100,000+ general education course enrollments funded by the Air Force each year. At any given time, roughly 50,000 airmen are actively pursuing their associate degrees through CCAF. Earning a CCAF degree is considered essential for enlisted promotion in the Air Force; roughly 95% of all senior non-commissioned officers have their CCAF degree.

Thomas Nelson has been educating airmen in southeastern Virginia for more than 50 years. GEM membership will allow us to serve them on a truly global basis. We first targeted the GEM program more than five years ago, but at that time, we faced a significant barrier: VCCS schools did not offer a tuition discount to military students outside the Commonwealth. When the system implemented the "Military Rate Out-of-State Domicile rate (\$183.70 per credit hour), that opened the door to serving USAF personnel around the world, since the cost per class is well within the tuition assistance limit (\$750 per course). Airmen receive \$4500 a year in tuition assistance benefits, so they can easily complete the five general ed classes without having to come out of pocket for tuition.

Given the Air Force's long-standing emphasis on education for its members, we believe the GEM program will generate more military enrollments and strengthen our relationship with the US Air Force.

## Accelerated Program Review Process for Spring 2022

From academic year 2015-16 to academic year 2020-21, the number of students served by the College has declined by 31%. Yet, the number of academic programs increased by 38%. These shifts have resulted in strains on the College in terms of its ability to offer all required courses and still maintain the higher-class sizes that are needed for financial health. In response, the College is carefully reviewing all programs to identify those that are underperforming in terms of enrollments and graduates. Those programs, once identified, will be brought to the Curriculum Committee and other stakeholder groups for consideration. Some will likely be recommended for discontinuance, while others will proceed through a comprehensive program review process in Spring 2022 to identify action plans for growing their enrollments and enhancing program health. The goal is to better focus the College's program offerings on those areas with clear relevance to the community and demand from students.

## Partnership with Newport News Shipyard

Academic and Student Affairs met with representatives of the Newport News Shipyard Night School regarding future course offerings for their employees. The memorandum of understanding that was in place between the College and NNSB has been dissolved as the parameters have not been upheld. Moving forward, the College has agreed to hold several seats in selected courses for shipyard students. The classes will be held at TNCC and will be night classes only. The shipyard expressed a strong preference for face-to-face courses. Student Affairs/Enrollment services will work with the shipyard staff to get the students admitted and registered. For any seats held that are not filled as the start of the semester nears, the College will release those seats for open registration. The students will meet their own financial obligations. The shipyard will assist with any payment issues resulting from students who do not pay tuition. Shipyard students, as with all students, will be made aware of campus resources, such as tutoring, that are available to them.

## Results from SACSCOC Fifth-Year Interim Report Review

The College expects to hear back from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in December 2021 regarding the outcome of its Fifth-Year Interim Report submission. The results will be shared with the College Board once they are received. Dr. Brannon and Mr. Felker will be attending the 2021 SACSCOC Annual Meeting from December 3-7 and will use information from the meeting to be ready for any follow-up reporting from the Fifth-Year Review and to begin preparing for the College's next reaffirmation review. While the College's next reaffirmation will not be until 2026, most of the work to prepare for reaffirmation will need to occur in the 2022-2023 and 2023-2024 academic years.

## WORKFORCE DEVELOPMENT UPDATES

- Dean Franz Albertini has re-connected with Mr. Steven Lynch, Senior Business Development Manager, the City of Hampton. The two are working together to provide training to Hampton citizens effected by the COVID-19 pandemic. The intended outcome is to provide Manufacturing and Trades training in Plumbing, Electrician, and Facilities Maintenance that will lead to guaranteed employment with the City of Hampton. The city is finalizing details and TNCC Workforce Development is ready to deliver.
- Dean Albertini is currently discussing the possibility of starting an "Early Career" Program in welding at Heritage High School for spring 2022. Graduating seniors typically have a small number of classes to compete in their spring semester. Students who are interested in this pilot program will have those classes scheduled in such a way that they can be transported to the PWDC to participate in either the morning or afternoon program. Heritage High School has set a target of 10 students to enroll and will also provide transportation to and from the welding lab. While we are still in the planning phase, the prospect is very promising, and we hope to create a solid and sustainable initiative.

## COLLEGE/COMMUNITY ENGAGEMENT & GOVERNMENT RELATIONS

### Delegate Shelly Simonds

During the Newport News Military Recognition Breakfast, Delegate Shelly Simonds approached the Thomas Nelson table inquiring about TNCC's ability to utilize welding instructors from Newport News Shipbuilding to increase our graduate production. Gary Pounder, Assistant Director, Veterans Recruiting, Retention and Advising, shared information about our Skillbridge welding training program for transitioning service members. In response, Delegate Simonds has invited us to brief the Career and Technical Education Caucus about Skillsbridge during the upcoming Virginia House Session in February 2022.

**Meeting with Tiffany Boyle** who is a Thomas Nelson Community College Alumnae and Secretary of the Revenue for Newport News. We discussed our interest in the Southeast Newport News community, opportunities for her staff to provide professional mentorships and leadership development for TNCC students, and potential collaborations with the Virginia Peninsula Chamber of Commerce.

### VCCS Legislative Priority

The VCCS has focused on expanding nurse education and training to respond to the Commonwealth's overwhelming need for nurses and healthcare professionals. TNCC is one of six colleges, identified by the VCCS, with the potential to expand nurse education over the next few years. I have been asked to contact local senators and delegates, advocating for the financial support needed to expand our facilities and offer competitive wages to nurse educators.

### Transparent Communication with College Employees - 2022 Monthly Town Hall Meetings

College employees have cited transparency and communication as two areas where college administration needed improvement. Toward accomplishing that goal, each area of the College is asked to provide area updates with our campus community, with specific focus on matters that propose significant opportunities or challenges. The 2022 Town Hall scheduled is as follows:

- **January 20 @ 2 p.m. (3<sup>rd</sup> Thursday):** Enrollment Management (60 min)
- **January 20 @ 2 p.m. (3<sup>rd</sup> Thursday):** Institutional Research and Effectiveness (30 min)
- **February 11 @ 2 p.m. (2<sup>nd</sup> Friday):** Institutional Advancement (60 min) & Facilities & Finance (30 min)
- **March 18 @ 1 p.m. (3<sup>rd</sup> Friday):** Workforce Development (60 min) & Great Ideas Update (30 min)
- **April 14 @ 3 p.m. (2<sup>nd</sup> Thursday):** Human Resources
- **August 18 @ 10 a.m. (3<sup>rd</sup> Thursday):** Academic Affairs
- **September 15 @ 3 p.m. (3<sup>rd</sup> Thursday):** Student Affairs
- **October 7 @ 2 p.m. (Friday):** 2022 State of the College Address & Employee Awards
- **November 3 @ 1 p.m. (Thursday):** Institutional Effectiveness (45 min) & Facilities and Finance (45 min)

### College Committee Updates

- The college is reviewing all current standing committees and renewing their leadership and membership. These committees should be opportunities to share ideas as well as generate and take action that improves the college community.
- The Bias Response Team is a new committee that will conduct investigations into incidents that are presented because of the Racism and Discrimination Policy.
- Cultural and Social Affairs Committee is newly restructured and combines the Cultural Affairs and Social Affairs committees. The purpose is to increase awareness of and appreciation for the diverse populations found throughout the college community and to improve the campus climate through employee events and activities.
- Communications and Marketing Committee is a newly proposed standing committee. The purpose is to provide a mechanism for college-wide input and engagement in the development and implementation of strategic communications and marketing plans to assist in reaching target enrollment markets and raising brand awareness.

### Past Community Events

- Day of Destruction, Langley Speedway, Saturday, October 24
- State of the College and Employee Awards Ceremony, November 5
- Veterans Day, livestreamed celebration from Hampton campus, November 11
- Workforce Development Community Reception, November 11
- Volksmarch, Saturday, November 13
- Friends and Family Gator Basketball season opener, Warwick High School court dedication, November 13
- Employee Appreciation Holiday Drive Thru, November 19

### President's External Commitments – Red text represents new commitment since October 2021 report

- Aspen Rural College Excellence Advisory Group, Member
- Aspen Taskforce Transfer Mission for Virginia, Member
- CIVIC Leadership Class of 2021-22, Participant
- Council of Presidents for Virginia Public Colleges and Universities, Member
- Danville Community College Presidential Search, Co-Chair
- Greater Peninsula NOW, Member
- Greater Williamsburg Chamber of Commerce, **Executive Committee Member**
- Hampton Roads Workforce Council, Board of Directors
- Newport News Education Foundation, Board Member
- VCCS Chancellors' Strategic Plan: Opportunity 2027, Co-lead
- VCCS Human Resources Committee, Chair
- **VCCS Name Change Steering Committee, Chair**
- Virginia Peninsula Chamber of Commerce, Member
- **Virginia–North Carolina Louis Stokes Alliance for Minority Participation (VA–NC Alliance)**
- WJCC Schools Foundation Board of Directors, Member

Respectfully submitted,



---

Dr. Towuanna Porter Brannon