



The Peninsula's Community College

THOMAS NELSON COMMUNITY COLLEGE BOARD MEETING

Wednesday, September 25, 2019
Peninsula Workforce Development Conference Center,
600 Butler Farm Road, Hampton, VA
6:00 p.m.

MINUTES NO. 426

PRESENT:

Ms. Izabela Cieszynski
Dr. Joyce Jarrett
Mr. Mike Kuhns
Ms. Mary Ann Maimone
Mr. John McMillan, Jr.
Mr. Allan Melton

Mr. Augustus Owens
Mr. Jonathan Romero
Dr. Perry Showalter
Ms. Elizabeth Tai
Dr. Vince Warren

ABSENT:

Ms. Mary Bunting
Mr. Scott VanVoorhees
Dr. Donna Woods

STAFF AND GUESTS:

Ms. Elizabeth Axberg (Student Government Association)
Mr. Tony Brown (Information Technology)
Dr. Lynda Byrd-Poller, (Human Resources)
Ms. Cynthia Callaway (Institutional Advancement)
Ms. Erica Charity (Office of the President)
Mr. Steven Carpenter (Finance and Administration)
Dr. John T. Dever (President)
Dr. Susan English (Academic Affairs/Workforce Development)
Dr. Ann Evans (Faculty Senate)
Mr. Steven Felker (Institutional Research and Effectiveness)
Ms. Naima Ford (Institutional Advancement)
Ms. Mary Hanlin (Faculty Senate)
Ms. Latasha Holmes (Classified Support Staff Association)
Ms. Nira Holton (Office of the President)
Ms. Debbie Hudgins (Information Technology)
Mr. Matt Jones (Daily Press)
Mr. Paul Long (Health Professions)
Chief Kelvin Maxwell (Campus Police)
Ms. Melanie McNall (Human Resources)

Ms. Kris Rarig (Student Affairs)
Ms. Julie Lambert (College Support Staff Association)
Dr. Patrick Smith (Faculty Senate)
Dr. Charles Swaim (Mid-Level Managers)
Mr. Paul Tessier (Faculty)
Dr. Patrick Tompkins (Historic Triangle Campus)
Dr. Lauren Williams (Academic Affairs)

I. CALL TO ORDER

Mr. Mike Kuhns, Chair, called the meeting to order at 6:00 p.m.

A. Roll Call

Mr. Mike Kuhns
Ms. Izabela Cieszynski
Dr. Joyce Jarrett
Ms. Mary Ann Maimone
Mr. John McMillan, Jr.
Mr. Allan Melton
Mr. Augustus Owens
Mr. Jonathan Romero
Dr. Perry Showalter
Ms. Elizabeth Tai
Dr. Vince Warren

II. MEETING WITH CHANCELLOR GLENN DUBOIS

Mr. Kuhns introduced Chancellor Glenn Dubois who outlined the process of searching for the next president of Thomas Nelson Community College. Chancellor Dubois stated that we will consider the priorities that Thomas Nelson has to address and find a leader who will help achieve those objectives. There will be a national search to generate a strong pool of candidates. Chancellor Dubois stated that the College Board Chair and two additional College Board members would be included as members on the system-level screening and interview committee. Typically, the system-wide committee interviews 8-10 candidates and then recommends a smaller number as candidates for the second stage of the process, interviews at the campus level.

Dr. Jarrett inquired as to when we could expect a new president to be selected. The Chancellor could not provide a specific date.

Mr. John McMillan, Jr. asked if there were any other college presidential searches open within the VCCS. The Chancellor stated that there are a number strong candidates being considered as finalists for other college presidential positions within the VCCS.

Mr. Allan Melton asked if there was a timeline for announcing an interim president for Thomas Nelson. The Chancellor stated that he will make an announcement in late October or early November.

Mr. Paul Tessier, faculty member, asked if the selection of the interim president would be made solely by the Chancellor or if there would be consultation with the College Board. The Chancellor stated that he will consult with the College Board Chair, but it is his sole responsibility to select a highly capable person to move the institution along.

The Chancellor stated that he will work with the College Board Chair to coordinate the search process, and he appreciates Mr. Kuhns stepping up to assist with the important process.

III. APPROVAL OF MINUTES FOR APRIL 24, 2019

It was first moved (A. Melton) and seconded (J. Jarrett) that the Thomas Nelson Community College Board approve the April 24, 2019, Board minutes [No. 425] as presented.

By roll call vote in open session, the following members approved the motion.

Mr. Michael Kuhns, Ms. Izabela Cieszynski, Dr. Joyce Jarrett, Ms. Mary Ann Maimone, Mr. John McMillan Jr., Mr. Allan Melton, Mr. Augustus Owens, Mr. Jonathan Romero, Dr. Perry Showalter, Ms. Elizabeth Tai, and Dr. Vince Warren

IV. CHAIR ANNOUNCEMENTS

A. Public Comments

There were no public comments.

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

Mr. Michael Kuhns attended the Educational Foundation meeting on June 13, 2019, on behalf of Mr. John McMillan, Jr., College Board Liaison to the Thomas Nelson Educational Foundation. He reported the following:

- Dr. Patrick Tompkins, Provost for the Historic Triangle, provided an overview of the current programs and initiatives operating on the HT Campus and highlighted upcoming activities in celebration of the 10th anniversary of the opening of the HT Campus.
- The Foundation approved its FY 2020 Operating Budget and funding to support the third year of the Development Strategic Plan.
- The Foundation also approved a request by the College to fund equipment purchases for College programs and services up to \$300,000 for FY 2020 from the Foundation's equipment endowment earnings.
- Ms. Callaway, Executive Director, updated the Foundation on the status of a donation of approximately 10 acres of unimproved land adjacent to the Hampton Campus. She also reviewed the legal status of the Virginia

Supreme Court's granting of a hearing in the Transparent GMU v. GMU Foundation matter.

Dr. Vince Warren attended the Educational Foundation meeting on September 12, 2019, on behalf of Mr. John McMillan, Jr. He reported the following:

- Mr. Steven Carpenter was introduced to the Foundation as the College's new Vice President for Finance and Administration who serves as the Foundation's Treasurer according to the organization's bylaws.
- Ms. Athena Robbins, partner with the accounting firm Carmines and Robbins, presented the Foundation's 2019 annual audited financial statements, report to the board, and IRS Form 990. Ms. Robbins noted that the audit opinion was unqualified, with no material weaknesses, no audit adjustments, or recommendations to the Board.
- Finance Committee Chair David Burris acknowledged that the Foundation had surpassed the \$10 million mark in net assets and liabilities as of 2019.
- Ms. Tracy Ashley, Director of Development, was joined by Ms. Tamika Bybee, the College's Financial Aid Director, in presenting information on the Foundation's "Bridge the Gap" Campaign to retain students who otherwise do not have sufficient resources to fully enroll at Thomas Nelson. The "gap" is the amount needed AFTER all financial aid, scholarships, and personal funds have been exhausted to pay tuition and fees and complete enrollment. The Foundation launched the campaign in May 2019, and to date has assisted 24 students, preserving 257 credit hours at a cost of \$14,784.
- The Foundation received a strategic plan update indicating the following total funds raised for years 1 – 3 of the plan: Year 1 (2017-2018) - \$621,246; Year 2 (2018-2019) - \$500,008; Year 3 (2019-2020 as of September 9, 2019) - \$114,775.
- Foundation directors engaged in productive dialogue concerning opportunities for local business and industry to support and sponsor education and training programs at the College related to their workforce needs.
- Ms. Callaway reported that the environmental assessment on the proposed donated property came back with no recognized concerns and that the deed was being signed by the owners for transfer of the property to the Foundation. She also informed the Board that the Virginia Supreme Court heard oral arguments in the Transparent GMU case on September 11, 2019. There is no timeframe indicated for a decision.
- Two new Foundation directors were approved for appointment to the Board: Mr. Danny Bridges, Principal/Vice President, McGill Associates, P.A., a new civil and environmental engineering firm in Newport News; and Mr. Robert

"Bob" Harper, local photographer, former College Board member, and immediate past Chair.

- The next meeting of the Educational Foundation is scheduled for Thursday, December 12, 2019, beginning at 8:30 a.m. at the Historic Triangle Campus.

C. Announcement of New Representative for the City of Hampton, Dr. Donna Woods

Mr. Kuhns announced that Dr. Donna Woods had been appointed as a new representative to the College Board by the City of Hampton. She is a consultant with Ford Next Generation Learning and recently retired as Executive Director of School Leadership with Hampton City Schools.

D. College Board Meeting Dates for Calendar Year 2020

The determination of proposed College Board meeting dates for Calendar Year 2020 was deferred. Mr. Kuhns stated that the need for additional meetings may be announced before the next scheduled meeting, December 11, 2019.

E. ADDED ITEM: Presidential Search Committee

Mr. Kuhns announced that the following College Board Members will serve on the Presidential Search Committee at the system level.

- Mr. Michael Kuhns
- Ms. Mary Bunting
- Dr. Vince Warren

V. FINANCE AND MUNICIPAL LIAISON COMMITTEE

On behalf of the Finance and Municipal Liaison Committee, Chair Melton provided the following committee report and recommendations:

A. Approval of April 24, 2019, Minutes

The Committee moved that the Thomas Nelson Community College Board approve the Finance and Municipal Liaison Committee meeting minutes from April 24, 2019, as presented.

By roll call vote in open session, the following members approved the motion.

Mr. Michael Kuhns, Ms. Izabela Cieszynski, Dr. Joyce Jarrett, Ms. Mary Ann Maimone, Mr. John McMillan Jr., Mr. Allan Melton, Mr. Augustus Owens, Mr. Jonathan Romero, Dr. Perry Showalter, Ms. Elizabeth Tai, and Dr. Vince Warren

B. Accept for Informational Purposes the Draft FY 2019 Year-end Local Funds Financial Statement

The Committee moved that the College Board recognize for informational purposes that an audit of Local Funds has been requested.

By roll call vote in open session, the following members approved the motion.

Mr. Michael Kuhns, Ms. Izabela Cieszynski, Dr. Joyce Jarrett, Ms. Mary Ann Maimone, Mr. John McMillan Jr., Mr. Allan Melton, Mr. Augustus Owens, Mr. Jonathan Romero, Dr. Perry Showalter, Ms. Elizabeth Tai, and Dr. Vince Warren

C. Report on FY 2020 College Budget Overview

Mr. Melton stated that Vice President Steve Carpenter presented the committee with a report on the FY 2020 college budget for informational purposes.

D. Report on the Diggs-Harrison-Moore Halls Replacement Building Project

Mr. Melton stated that Mr. Mark Kramer provided the following updates on the Diggs-Harrison-Moore Halls Replacement Building Project.

- May 2019: The Art and Architectural Review Board (AARB) reviewed and approved the design schematics.
- May 2019: The State Board for Community Colleges approved the design schematics.
- Winter 2019 – Spring 2020: The Virginia General Assembly will approve both the detailed design and construction funding.
- Fall 2020: A contractor for the project will be selected by the VCCS.
- Winter 2020: Official ground breaking for the replacement building.
- Late 2022: Project is expected to be complete.
- Spring 2023: First classes to start in the new building.

E. Report on the Hampton Campus Digital Sign Project

Mr. Melton stated that the committee received an update from Mr. Mark Kramer on the Hampton Campus Digital Sign Project. Mr. Kramer reported that the LED panels have been constructed and are currently being stored in a shop just off Aberdeen Drive in Hampton. The shop drawings for the aluminum panels have been approved and are currently being built by a third party in Northern Virginia. The project is scheduled to be completed by the middle of November and operational by Thanksgiving.

VI. CURRICULUM, INSTRUCTION, AND STUDENT SERVICES COMMITTEE

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

A. Review of Meeting Minutes from April 24, 2019

The Committee moved that the Thomas Nelson Community College Board approve the Curriculum, Instruction, and Student Services Committee meeting minutes from April 24, 2019, as presented.

By roll call vote in open session, the following members approved the motion.

Mr. Michael Kuhns, Ms. Izabela Cieszynski, Dr. Joyce Jarrett, Ms. Mary Ann Maimone, Mr. John McMillan Jr., Mr. Allan Melton, Mr. Augustus Owens, Mr. Jonathan Romero, Dr. Perry Showalter, Ms. Elizabeth Tai, and Dr. Vince Warren

B. Program addition: Healthcare Technician (Nurse Aide) Career Studies Certificate (CSC)

Dr. Jarrett reported that the Committee recommended deferring action on this curriculum proposal and the other four proposals until members have a better understanding about the financial condition of the College and more specific information about the projected costs and revenue for each proposed program. Dr. Jarrett also stated that the Committee understands that some programs could be time-sensitive and asked that the Board meet prior to the next regularly scheduled meeting date of December 11, 2019, in order to address these matters.

Mr. Kuhns said that he would work to schedule a called meeting prior to the Chancellor's Retreat, October 15-17, 2019.

This item was deferred.

C. Program addition: Practical Nursing (LPN) Certificate

This item was deferred.

D. Program addition: Practical Nursing to Professional Nursing Bridge (Transition) Career Studies Certificate (CSC)

This item was deferred.

E. Program addition: Dental Assisting (Dental Assistant I) Certificate

This item was deferred.

F. Program addition: Structural Firefighting Career Studies Certificate (CSC)

This item was deferred.

G. Membership Approvals: Career and Technical Education (CTE) Advisory Boards

The Committee moved that the Thomas Nelson College Board approve the Career and Technical Education (CTE) Advisory Board memberships as presented, with

provisions that the College Board be provided with the handbook for advisory committees and afforded the opportunity to further review the memberships and provide possible recommendations to add to the lists.

Mr. Kuhns stated that addressing the provisions will be an agenda item for the pending called meeting.

By roll call vote in open session, the following members approved the motion.

Mr. Michael Kuhns, Ms. Izabela Cieszynski, Dr. Joyce Jarrett, Ms. Mary Ann Maimone, Mr. John McMillan Jr., Mr. Allan Melton, Mr. Augustus Owens, Mr. Jonathan Romero, Dr. Perry Showalter, Ms. Elizabeth Tai, and Dr. Vince Warren

VII. PRESIDENT'S REPORT

A. Introduction of Mr. Steven Carpenter, Vice President of Finance & Administration

Dr. Dever introduced Mr. Steven Carpenter, Vice President of Finance & Administration, and shared information about his background.

Dr. Dever also announced that Dr. Patrick Tompkins will be leaving Thomas Nelson Community College the end of October. Dr. Tompkins has been the Provost of the Historic Triangle Campus for the past year, and prior to that he served five years as the Dean of Communications, Humanities, and Social Sciences. Dr. Tompkins has accepted the position of Vice President of Academic, Student, & Workforce Programs at Eastern Shore Community College.

B. Enrollment Report

Ms. Rarig provided the Enrollment Report and stated that we ended Summer 2019 with headcount down 10.8% and FTES down 8%. Enrollment for Fall 2019 headcount is currently down 7.7% and FTES down 7.7%.

Ms. Rarig stated that the College is currently directing particular efforts to retention. The College created an Information Services Center in January to handle incoming calls, with the thought that they would also conduct outgoing calls when staff were sufficiently trained. The staff began outbound calls to new students this semester. The responses had been mostly positive, until last week when we started to hear increased concerns about needs for tutoring and other resources. We are trying to make a connection with the students and make sure they know how to get assistance. Our goal is to keep every student enrolled and supported in completing classes successfully.

Ms. Rarig stated that York County Public Schools are launching their Early College Program this year. Students began taking school-based courses with us this fall and will enroll full time on campus in the spring, which will mean full tuition and fees being paid.

C. Results of the Great Colleges To Work For Employee Engagement Survey

Dr. Dever provided background on the Great Colleges To Work For Employee Engagement Survey that was administered by Modern Think. Dr. Dever stated that we have a team working to provide leadership in response to the results. Mr. Steven Felker, Director Institutional Research & Effectiveness, helped compile information and summarized the findings; and Dr. Lynda Byrd-Poller, Director of Human Resources, helped to devise strategies to address the issues raised by faculty and staff.

Dr. Byrd-Poller stated that the survey focuses on organizational culture and employer engagement at the college. We want to increase engagement and improve organizational climate.

Mr. Felker explained who received the surveys. Dr. Jarrett asked how we selected the 25% adjunct faculty. Mr. Felker stated that Modern Think (the vendor that developed and administers the survey) selected participants through a random sampling method.

Mr. Felker and Dr. Byrd-Poller shared the results of the 2019 administration of the survey and highlighted comparisons to the prior administration in 2016.

Dr. Byrd-Poller stated that we have not made the strides we wanted to but not because of lack of trying or lack of listening. We have begun to tear down silos. The work of changing culture is a long, arduous process and something we are committed to.

Mr. McMillan stated that after the last administration of the survey, we decided to charge the constituency groups with developing ways to help address the problems. He asked whether this is still happening. Dr. Byrd-Poller replied that we are continuing to work with the constituency groups and trying to refine the strategies.

Mr. Romero stated that based on the survey feedback, there is lack of communication and a sense of in-action is an issue. Mr. Romero also questioned the timeline and asked if there was a short term solution to the problem. Dr. Byrd-Poller stated that there are things we can do short term. One thing that we need to do better is show how we have addressed concerns. During department and Cabinet meetings as well as in staff and faculty forums, we could make it clear that we have heard faculty and staff comments and explain how we have responded to them. We can do a better job of showing how we are addressing their concerns.

Dr. Vince Warren stated that the wording on the slide does not explain what the college is doing. Additional wording needs to be added. Dr. Byrd-Poller stated that she will make revisions to the slides.

Dr. Dever stated that he is thankful for Dr. Byrd-Poller's and Mr. Felker's comprehensive report. He stated that changes in the culture of the college will require long-term strategies and sustained efforts on the part of many.

D. Thomas Nelson 2019-2020 Annual Plan

Mr. Felker reviewed the Thomas Nelson 2019-2020 Annual Plan. For the final two years of the *Focus 2020* strategic plan, Thomas Nelson has established a set of key performance indicators that will be tracked on an annual basis and utilized to determine the extent to which each of its three strategic goals are being met as well as the single Virginia Community College System (VCCS) strategic goal of tripling credentials.

Mr. Felker reviewed each goal and objective. The College, as part of its annual planning efforts, has determined that these objectives are critical to improving performance on the key performance indicators and realizing the strategic goals of the institution. This year is the final year with *Focus 2020*, which means we need to start moving on developing our new strategic plan.

E. New Strategic Planning Process

Mr. Felker provided an overview of the new strategic planning process and stated that we hope to make the strategic planning process more inclusive. The College hosted a week of strategic planning work sessions on September 16-20, 2019. Those sessions supported the ultimate goal for this fall semester of comprehensively assessing the College in terms of its strengths, weaknesses, opportunities, and threats.

Initial strategic planning work will require the College to look both internally at our own programs and practices and externally at how our region and the higher education landscape are changing. By the end of the fall semester, we will have come together as a College community to complete this work and to summarize our findings and resulting recommendations in a way that can be shared with our next president and form the basis for our next strategic plan.

Mr. Felker stated that we want the new president to be involved in the new plan and we will focus this effort on where we are and where we want to be. Mr. McMillan asked if we will delay finalizing the plan until we get a new president even though we do not know how long it will be before we get one. Mr. Felker stated that we will have to have some conversations about how this will work and how we will need to adjust the process to accommodate an extended presidential transition.

F. Upcoming Events

Ms. Callaway reviewed the upcoming events and highlighted the following:

- Visual and Performing Arts Reception, Historic Triangle Campus, Friday, September 27, 2019, 5:30 – 7:30 p.m.
- Day of Destruction, Langley Speedway, Saturday, October 19, 2019, 10:00 a.m. – 2:00 p.m. (The College has 18 sky box tickets for employees and for College Board and Educational Foundation members on first-come, first-served distribution.)

VIII. UNFINISHED BUSINESS

There was no unfinished business.

IX. NEW BUSINESS

A. Election of College Board Chair and Vice-Chair for 2019 – 2020

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 2019-2020 College Board Officers was composed of Ms. Mary Bunting (Chair), Dr. Joyce Jarrett, and Dr. Vince Warren.

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

Acting on behalf of the Thomas Nelson College Board Nominating Committee, Dr. Dever nominated Mr. Michael Kuhns for College Board Chair. There were no other nominations. It was moved and seconded that nominations be closed. Mr. Kuhns was elected by acclamation as College Board Chair.

On behalf of the Thomas Nelson College Board Nominating Committee, Dr. Dever nominated Dr. Vince Warren for College Board Vice Chair. There were no other nominations. It was moved and seconded that nominations be closed. Dr. Warren was elected by acclamation as College Board Vice Chair.

Dr. Dever and Board members congratulated Mr. Kuhns and Dr. Warren on their election.

Dr. Dever thanked the Nominating Committee for their service.

Dr. Dever returned control of the meeting to current Interim Board Chair Kuhns. Mr. Kuhns announced that one of the responsibilities of the Board Chair is to appoint the membership of the College Board Committees. Board members were asked to contact him with their preference for committee assignments. He will then notify Board members of their committee assignments within the coming weeks.


Mr. Kuhns stated that there will be some policy and organizational changes that will require revisions in the College Board Policy Manual.

Mr. Kuhns thanked Dr. Tompkins for his service to the College.

X. **ADJOURNMENT**

The meeting adjourned at 7:57 p.m.

Respectfully submitted:



John T. Dever, President
Secretary to the Board



Erica S. Charity
College Board Recorder