



The Peninsula's Community College

Thomas Nelson Community College Board

Thursday, October 3, 2019
Hampton III, Room 717
6:00 p.m.

MINUTES NO. 427

PRESENT:

Ms. Mary Bunting
Ms. Izabela Cieszynski
Dr. Joyce Jarrett
Mr. Michael Kuhns
Ms. Mary Ann Maimone
Mr. John McMillan, Jr.

Mr. Allan Melton
Dr. Perry Showalter
Ms. Elizabeth Tai
Mr. Scott VanVoorhees
Dr. Vince Warren
Dr. Donna Woods

ABSENT:

Mr. Augustus Owens
Mr. Jonathan Romero

STAFF AND GUESTS:

Ms. Elizabeth Axberg (Student Government Association)
Dr. Ursula Bock (Mid-Level Managers)
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. Jean Frank (Faculty Senate)
Ms. Mary Hanlin (Faculty Senate)
Ms. Latasha Holmes (Classified Support Staff Association)
Ms. Debbie Hudgins (Information Technology)
Mr. Matt Jones (Daily Press)
Mr. Paul Long (Health Professions)
Ms. Kris Rarig (Student Affairs)
Dr. Patrick Tompkins (Historic Triangle Campus)
Sgt. Hattie Turner (Campus Police)

I. CALL TO ORDER

Chair Michael Kuhns 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. Michael Kuhns
Ms. Mary Bunting
Ms. Izabela Cieszynski
Dr. Joyce Jarrett
Ms. Mary Ann Maimone
Mr. John McMillan, Jr.
Mr. Allan Melton
Dr. Perry Showalter
Ms. Elizabeth Tai
Mr. Scott VanVoorhees
Dr. Vince Warren
Dr. Donna Woods

II. CHAIR ANNOUNCEMENTS

A. Public Comments

There were no public comments.

B. Committee Assignments and Board Organization

Ms. Kuhns thanked Board members for participating in the committee interest email. He reviewed the listing of College Board Committees and their membership for 2019-2020. The Financial and Municipal Committee has been replaced with two new committees: Finance/Audit Committee and Facilities Committee. These changes, along with expanded membership for the Executive Committee, will require updates to the College Board Policy Manual.

C. Review of What Every Board Member Absolutely *has* to Know about FOIA

Ms. Callaway provided an overview of "What Every Board Member Absolutely *has* to Know about FOIA" (January 2019), Appendix B of the Thomas Nelson College Board Policy Manual. Ms. Callaway is the designated FOIA Officer for Thomas Nelson Community College and is registered with the Virginia FOIA Council. The Virginia Freedom of Information Act governs many aspects of the operation of public bodies and agencies, and has wide application to the conduct of public board members, even when they are not at meetings.

Whenever Board members have concerns, questions, or uncertainties about the Virginia Freedom of Information Act or its application, they should

contact the designated FOIA Officer, Ms. Callaway, or Ms. Greer D. Saunders, System Counsel and Senior Assistant Attorney General.

III. CURRICULUM, INSTRUCTION, AND STUDENT SERVICES COMMITTEE

A. Career and Technical Education Advisory Boards

Dr. English provided an overview of the Career and Technical Education Advisory Committee Handbook. The intended audience of the handbook is Advisory Board members. This handbook will be used college-wide so that expectations across all advisory boards are consistent.

Dr. English stated that we want to use our partners, their time, and their expertise wisely. She informed the College Board of the Advisory Committee Summit, which is part of the G3 grant initiative. The summit will occur on Monday, October 21, 2019, in the Dr. Mary T. Christian Auditorium, Templin Hall, at 5:30 p.m. This will be an evening to bring partners together to recognize how each Advisory Board is part of a larger group with participants from all over the Peninsula.

Dr. Jarrett stated that she has recommendations of people from her municipality who might be a good fit for Advisory Boards. Dr. English suggested that board members provide her with the name(s), contact information, and the program or industry of expertise in which the proposed members have an interest.

Ms. Maimone asked what kind of geographic diversity exists on the Advisory Boards and suggested including representatives from the range of localities. Dr. English stated that we purposefully have diversity across the industries and agreed it is a good idea to add geographical diversity as another factor in constituting the boards.

Ms. Cieszynski asked if there was a vetting process that participants go through. Dr. English stated that the program chair and faculty review the talents and expertise of potential members.

Mr. Kuhns stated that in addition to making recommendations from our localities and building connections for Advisory Board membership, we can make recommendations to our localities about potential College Board members.

Dr. English stated that the goal for completing the handbook is October 21.

B. Overview of College Finances

Mr. Carpenter provided an overview of College finances by reviewing prior year actuals, as well as current and next year projections. In 2019 we had a deficit which resulted in a loan of \$1.7 million. We want to take care of the problem this year. We are seeking ways to increase

revenue, but these strategies are a work in progress and will take time. If we do not do anything, each year the deficit will increase.

Mr. McMillan asked why the \$250,000 loan repayment was in FY 2021 even though we paid it in FY 2020. Mr. Carpenter stated that the total outstanding loan amount was approximately \$583,000.

Mr. Carpenter stated that he would not have taken this position if he was not confident in the staff and their ability as a college to work through our current financial challenges. Dr. Warren expressed his appreciation of Mr. Carpenter's ability and stated that it is important having someone with confidence to move the College forward.

Ms. Cieszynski asked about actual steps taken to reduce the budget. Mr. Carpenter stated that the OTPS (Other Than Personnel Services) portion is already thin. The bulk of the reduction will need to come from reductions in personnel costs. The specific positions for possible elimination are still being considered. Also, many vacant positions are not being filled.

Ms. Cieszynski asked if Thomas Nelson has looked into joint contract services. Dr. Dever stated that the VCCS Shared Services Center was established several years ago for items such as procurement and accounts payable. The functions that were done by 23 colleges separately are now done by the Shared Services Center with the goal of greater efficiency and cost savings.

Dr. Showalter asked if Thomas Nelson provides assistance to Paul D. Camp Community College. Dr. Dever stated that the agreement with Paul D. Camp for handling financial services was arranged by the System Office and preceded the establishment of the Shared Services Center. The agreement is expected to end by the end of the current fiscal year.

Mr. McMillan asked when an audit would be done. Mr. Carpenter stated that the VCCS Audit & Consulting Team will conduct an audit of our Local Funds budget in November.

Dr. Jarrett asked when individual units would know the status of their budgets and whether a presentation of the academic budget will be provided to the board. Mr. Carpenter stated that once the System approves our plan for balancing this year's budget, we can move forward to have a well-set budget for the remainder of this year as well as a strong plan for next year.

Mr. McMillan wanted to know if the plan is so restricted that the addition of programs would be impossible to start in January or February. Mr. Kuhns explained that the purpose of this overview of college finances was so that all Board members could understand the College finances before making decisions on the program additions and asked that this question be addressed as we move into the next section of the agenda.

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

Dr. Jarrett asked Dr. English to describe what Academic Affairs has done to try to have a leaner, more effective unit in light of the current financial situation. Dr. English stated that two years ago the institution, along with Mr. Felker in Institutional Research and Effectiveness, started preparing comprehensive snapshots of program health. These snapshots helped us analyze data points, to include labor market demand, median salary, completion rate, and other information, in order to better understand the current health and potential for each program. Program chairs and administration use these snapshots, along with other information, to consider which programs are not productive and might need adjustments.

Other metrics are the State Council of Higher Education for Virginia (SCHEV) funding ratio and expectations of the number of graduates and size of classes for various disciplines and programs.

Dr. Jarrett stated that it is difficult to approve programs without knowing if they can be afforded. Dr. English stated that the programs we are considering require equipment, but we already have the equipment which is not being fully used. This is about us doing our best to use the resources we have and grow enrollment with minimal cost. We would still have to have adequate enrollment per class in order to run the class.

Dr. English stated that we have students lined up for our dual enrollment programs because we have been working with our high school partners and they are promoting dual enrollment opportunities. We already have a CNA (Certified Nursing Assistant) program for non-credit, so offering it for credit will allow students to use it towards an LPN (Licensed Practical Nursing) program.

Mr. McMillan asked what we risk losing if we are not in the proposed timeframe of approval. Dr. Woods stated that this is a good example of how we have to align grades K-12 with post-secondary educational programs. We are telling students in grades K-12 that this is their pathway and if it's not there, many students will not continue onto higher education.

Mr. Kuhns asked what the participation would be from Hampton. Mr. Long stated that New Horizons Regional Education Center already has Structural Firefighting and Emergency Medical Technician programs with 24 students per class, so we can expect similar enrollment for the Structural Firefighting CSC in Williamsburg. This is not a duplication of services because we are bringing college credit into the program.

Mr. Kuhns asked if there has been an analysis to learn what our competitors are doing, or a marketing analysis, or labor and demand information. Dr. English distributed copies of the Occupation Reports for each proposed program addition. These reports consist of employment distribution by zip codes, industry distribution, wages, anticipated job growth, educational

requirements, other institutions providing training in this field, as well as other information.

Dr. Jarret stated that she is comfortable with approving the two dual enrollment programs—Healthcare Technician (Nurse Aide) Career Studies Certificate and Structural Firefighting Career Studies Certificate—because they are low risk regarding cost. The other programs are good, but Dr. Jarrett would like to see the plans for balancing the budget before moving forward.

Mr. Melton stated that in the past, we have approved programs that were not as effective as the ones presented. Ms. Bunting stated that this process would have been easier if the board could see in writing the explanations about projected revenue and costs.

Ms. Maimone stated that having this information will empower board members to be better advocates for the college when answering questions from localities, such as why Thomas Nelson is adding programs at this time given the College's financial status.

Ms. Bunting stated that these are programs that would appear to grow our revenue and it would be terrible to have to wait a year to begin this process. Ms. Bunting asked when the deadline is to have the Board meet and not miss deadlines for the programs to begin. Dr. English stated that two weeks would allow enough time for her to get the data to Board members so that they can have a week to review and analyze the information.

Dr. Dever clarified that the Board is asking for a budgetary summary with an analysis that shows the projected revenue and cost for all five additional programs. Dr. English stated that her goal is to provide Board members with this information in time for a second special called meeting in October. This would allow sufficient time to pursue specialized accreditation for the programs requiring this.

It was moved (J. McMillan) and seconded (S. VanVoorhees) to approve the addition of the Healthcare Technician (Nurse Aide) Career Studies Certificate, as presented.

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

Mr. Michael Kuhns, Ms. Mary Bunting, Ms. Izabela Cieszynski,
Dr. Joyce Jarrett, Ms. Mary Ann Maimone, Mr. John McMillan, Jr., Mr. Allan Melton, Dr. Perry Showalter, Ms. Elizabeth Tai, Mr. Scott VanVoorhees,
Dr. Vince Warren, Dr. Donna Woods

D. Program addition: Practical Nursing (LPN) Certificate

Deferred until further review

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

Deferred until further review

- F. Program addition: Dental Assisting (Dental Assistant I) Certificate

Deferred until further review

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

It was moved (J. McMillan) and seconded (A. Melton) to approve the addition of the Structural Firefighting Career Studies Certificate, as presented.

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

Mr. Michael Kuhns, Ms. Mary Bunting, Ms. Izabela Cieszynski, Dr. Joyce Jarrett, Ms. Mary Ann Maimone, Mr. John McMillan, Jr., Mr. Allan Melton, Dr. Perry Showalter, Ms. Elizabeth Tai, Mr. Scott VanVoorhees, Dr. Vince Warren, Dr. Donna Woods

IV. UNFINISHED BUSINESS

There was no unfinished business.

V. NEW BUSINESS

There was no new business.

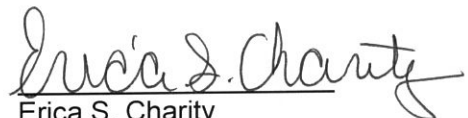
VI. ADJOURNMENT

The meeting adjourned at 8:27 p.m.

Respectfully submitted:



John T. Dever, President
Secretary to the Board



Erica S. Charity
College Board Recorder