

COLLEGE BOARD AGENDA

Meeting Date: Monday, December 10, 2018

Time: 5:30 p.m.

Place: Wyatt Board Room

Members: Sheila Baynes
Frank Grogan
John Mead

Barbara Brown
Ricky Hutcherson
Telly Tucker

Chris Eastwood
Matt Leonard
Carlyle Wimbish

I. OPENING – Chris Eastwood, Chair

- A. Call to Order
- B. Roll Call
- C. Public Comment

II. WORK SESSION TO IDENTIFY TOP PRIORITIES FOR NEW COLLEGE PRESIDENT:

- Attachment 1:** President's Job Description from VCCS Policy Manual
Attachment 2: President's Current Goals

III. EXECUTIVE SESSION

ATTACHMENT 1

Information Item:

President's Job Description

From VCCS Policy Manual

determined by the Chancellor and the Local College Board.

- d. The Chancellor and the Presidential Screening Committee shall meet to identify a number of candidates to be invited for state-level interviews.
- e. Candidates chosen for state-level interviews shall be screened by the Chancellor, the Chancellor's Cabinet, the Presidential Screening Committee, and any member of the State Board desiring to participate for the purpose of selecting finalists to be presented to the State Board for certification. The Chancellor or the Chancellor's designee shall carry out a reference and background check on all finalists.
- f. The names of the finalists shall be presented to an ad hoc committee on Presidential Certification of the State Board for review and certification. Any candidate certified by the committee shall be eligible to be chosen for the presidency.
- g. The Chancellor shall notify the local college board, and the certified candidates, of the action of the State Board, and shall work with the college to schedule local college interviews.
- h. Local college interviews shall be under the direction of the local college board and shall involve representatives of the faculty, administration, staff and students, in addition to local college board members. The college interviews shall be comprehensive and will usually require the presence of a candidate for two days.

The purpose of the college interviews shall be to exchange ideas and evaluate the candidates' strengths and weaknesses in terms of the needs of the college. The qualifications of each candidate shall be presented by those involved in the interview process to the local college board. This assessment shall be as detailed as necessary, but shall not involve the ranking of candidates.
- i. Upon completion of the college interview process, the Chair of the College Board shall notify the Chancellor and a meeting shall be convened to discuss the selection of a president. The findings of the local college board and State level interviews shall be reviewed during this meeting. The Chancellor shall select a candidate from among those interviewed. The Chancellor shall then negotiate with the candidate regarding salary, effective date of employment and any other considerations specified during the meeting with the local college board and shall make the appointment if satisfactory arrangements can be made. If satisfactory arrangements cannot be made with the candidate, then any alternative course of action determined by the Chancellor shall be followed, including negotiation with other candidates or, reopening the selection process.
- j. The Chancellor shall notify the State Board of the final action.
- k. A news release on the appointment of a president shall be coordinated by the Chancellor's Office for release simultaneously by the Chancellor's Office and the local college board.
- l. The Chancellor shall provide materials regarding the operation of the college and the System and shall orient the new president to the duties and responsibilities of the presidency

2. Responsibilities of the President

The President is responsible to the Chancellor of the Virginia Community College System for organizing and operating the community college in accordance with the policies, procedures, and regulations of the State Board for Community Colleges, and the Virginia Community College System. Specific responsibilities of the President are:

- a. providing principle-centered leadership and supervision for the community college including:
 - i. occupational/technical education, college transfer education, general education, and developmental education;
 - ii. continuing education, workforce education, and community services;
 - iii. student access and student services, including counseling programs, student admissions and records, financial aid, disability services, and student activities;
 - iv. budget planning and fiscal management;
 - v. management and development of all campus sites and facilities, and technology
 - vi. recruitment, selection, and professional development of the college's human resources, and
 - vii. serving as secretary to the Local College Board.
- b. assuming responsibility for student enrollment growth relative to the growth of the college's service area;
- c. developing effective regional and community relations with other organizations and individuals for the benefit of the college and community;
- d. providing leadership for institutional resource development including serving as institutional liaison to the foundation and active involvement in fundraising, grants, gifts, and other resources;
- e. serving as legislative advocate for the college and the Virginia Community College System;

- f. leading an institutional effectiveness program for the purpose of continuous improvement;
- g. representing the college at appropriate local, state, and national events;
- h. maintaining an active program of professional development;
- i. serving as a member of the VCCS Advisory Council of Presidents to study, analyze, and recommend policies and procedures to the Chancellor in the areas of budget and finance, human resources, technology, and academic and student affairs, public and governmental affairs, workforce development, and serving as a member of the VCCS Advisory Council of Presidents to study, analyze, and recommend policies and procedures to the Chancellor in the areas of budget and finance, human resources, technology, and academic and student affairs, public and governmental affairs, workforce development, and
- j. supporting the work of the Virginia Community College System by actively participating in events and initiatives as requested by the Chancellor.

3. Procedures for Dismissal of a President

- a. Either the Chancellor or the State Board may initiate action for the dismissal of a president. The State Board shall inform the college board prior to the dismissal of the president. (See Section 3, 3.15.3)

l. Personnel

All personnel of the community colleges are State employees and shall be required to work in areas for which they are qualified; shall be employed in compliance with the policies, procedures, and regulations established by the State Board and/or the Commonwealth of Virginia.

m. The Godwin Society

The Godwin Society is an association established by the State Board for Community Colleges comprised of all former members of the State Board to encourage their continued association with the Virginia Community College System. The association is named after the late Governor Mills E. Godwin, who signed legislation creating the Virginia Community College System in 1966.

1. Membership

State Board members automatically become members of The Godwin Society at the conclusion of their terms on the State Board.

2. Purpose

The Godwin Society shall give counsel to the State Board upon request and may assist, as directed by the State Board, in supporting Virginia's community colleges by participating in special events and promotional activities and by communicating with local business and civic leaders in their communities to further the goals and objectives of the Virginia Community College System.

3. Meetings

The Godwin Society may meet at least once a year at the invitation of the State Board.

2.10 Fiscal Policy and Procedures

Through monies provided by the General Assembly and other sources, the State Board shall be responsible for the basic financial support of community colleges in Virginia in accordance with the following provisions.

A. Buildings and Equipment

The State Board shall provide the buildings and equipment for all community colleges exclusive of that specified in Section "B" below.

B. Site

The political subdivision(s) sponsoring and being served by the community college shall provide sufficient land, both for the initial establishment of the college and for future expansion, acceptable to the State Board including all improvements thereon (i.e., roads, parking lots, exterior lighting, all utilities to point of connection to buildings, et cetera).

C. Salaries

The State Board shall provide the funds for the salaries of all authorized personnel in the community colleges.

D. Operating Funds

The State Board shall provide the funds for all basic operating expenses of the community colleges.

E. Local Contributions

Political subdivisions, community agencies, and interested citizens shall be permitted, subject to prior approval and in compliance with the policies, procedures, and regulations of the State Board, to make financial contributions in addition to the basic costs provided for by the state for capital outlay and program operation of the community colleges.

ATTACHMENT 2

Information Item:

President's Current Goals

Complete 2021: Danville Community College (AY2017-AY2018)

CONNECTION OBJECTIVE

SYSTEM:

Increase VCCS fall admissions applications for credit programs to 120,000 in AY 2019.

Increase enrollment in the Workforce Credentials Grant by 20% over FY2017.

College Objective:

- Increase DCC fall admissions applications for credit programs by 5% (2320 applications)
- Increase enrollment in the Workforce Credentials Grant by 20%

College Strategies to Achieve Objective:

1. Increase enrollment in dual enrollment programs by 5% through implementation of targeted curriculum pathways for high school sophomores. In addition, 70% of juniors and seniors enrolled in dual programs will be enrolled in a curriculum pathways. (VPAA, AVPWF, MKT)
 - a. VPAA will provide content on curriculum pathways to MKT by end of September. MKT will design branded print materials showing curriculum pathways by end of October for use by Career Coaches. (Yes, I had Marketing Brochures to be completed by end of October.)
 - b. Career Coaches goals of working with students Career Coaches will develop strategies supporting the goals. (Dean of Student Services, VP of Academics, and President)
 - c. Develop Scholarships for students in dual enrollment to incentivize enrollment at DCC. (VP of Development)
2. Targeted communications will be mailed to potential students and parents so that all 10-12th grade high school students will receive a letter or brochure based on approved outreach campaign schedule. (VPAA, Coordinator of Admission & Enrollment, VPIA, MKT)
3. Career coaches will host general interest sessions at each partner school and coordinate a campus visit for each partner high school. (Dean of Student Services, VP of Academics, and President)
4. Redesigned homepage, student services pages, admissions, financial aid, and program pages with additional modes for tracking number of hits will be developed during 2017-2018 in time for Fall 2018 registration (April 1). (MKT)
5. Expand digital marketing initiatives through social media and digital media to market both traditional and new credentials program. (MKT)
 - a. WCG-eligible programs (non-credit) to be scheduled by Workforce division and schedule shared with Marketing dept. (Fall semester due by 8/15, Spring due by 12/1)
 - b. Once scheduled, Marketing will create targeted social media and digital media campaigns to promote WCG enrollment, in coordination with and using messaging/website developed by VCCS.
6. Host one large open house event on campus and participate in 3-4 community events to recruit non-traditional students, collect information on interested parties, and market programs toward this group. The target enrollment from these events will be 30 students specifically from these events.

7. The college foundation started its next major gift campaign titled "Pathways to Regional Success." It is focused early success, student success, and lifelong success which will provide new funding for scholarships and success initiatives for the college. (VPIA)
8. Market FAFSA application beginning October 1st for each term with a target of 5% increase in applications for Financial Aid. Career coaches will set up parent assistant nights to assist seniors complete FAFSA. (MKT, Dean of Student Affairs/VPASA)
9. Applicants will receive a welcome letter within the first week after application and bi-weekly follow up with a combination of phone calls, letters, and emails to facilitate the enrollment process. (Cathy so VPASA)

ENTRY OBJECTIVE

SYSTEM:

Increase percentage of first-time-in-college (FTIC) credit students who earned 12 college credits with GPA of 2.0 or higher in their first year from 51% to 55%.

Increase the percentage of students who complete workforce credentials, such as industry certifications and credit career studies certificates (CSCs), then return for additional education from 33% to 35%.

College Objective: Increase percentage of FTIC students who earn 12 college credits with GPA of 2.0 or higher in first year from 57 to 59%.

Increase the percentage of students who complete workforce credentials and return for additional education from 41 to 43%.

College Strategies to Achieve Objective:

1. Student Success coaches will provide intrusive support to 300 students in their first year of study. (VPA)
2. Students participating in the Success program and enrolled in first level college English and Math (including developmental) will participate in supplemental instruction. Students will be able to opt out with a **B or better** average in the course. (VPA)
3. Navigate will be used to monitor students who are at-risk of failing. Success Coaches, instructors, and advisors will coordinate interventions for students identified at-risk. (VPAA, AVPWF)
4. Develop early intervention plan with students who are risk of failing and monitor progress. (VPAA, AVPWF)
5. 100% of student support services will switch to navigate to coordinate services. 70% of students identified at risk within the first four weeks will be followed up by tutoring/student success coach. (VPAA)
6. Advisors will plan for student success by develop Personalized Education Plans with students by the end of their first year and monitor student progress toward goals. (VPAA, AVPWF)

PROGRESSION OBJECTIVES

SYSTEM: Increase overall VCCS Fall-to-Spring Retention to 74% systemwide.

College Objective: Increase Fall-to-Spring Retention from 77 to 80%

SYSTEM: Increase overall VCCS Fall-to-Fall Retention to 65% systemwide.

College Objective: Increase Fall-to-Fall retention rate from 50% to 55%

College Strategies to Achieve Objective:

1. Provide financial aid workshops to enrolled students and follow up on students who have not renewed through the spring semester to decrease financial aid as a barrier for returning. (VPAA)
2. 100% of advisors will use navigate to schedule advising appointments and complete advising reports on their students. (VPAA, AVPWF)
3. Marketing will use a diverse multimedia outreach strategy to connect with current students, remind them of important deadlines, inform them about campus resources/services and events, and share success stories. (MKT)
 - a. Marketing will seek out successful students to highlight in Student Spotlights, to be shared in posters/wall installations around campus, advertising, social media, and campus TV screens.
 - b. Marketing will distribute and track readership of My Emma e-news blast to current and past students at least once per month.
 - c. Marketing will continue to build social media audience size and engagement level among current students and stakeholders.
4. Implement a personalized contact plan to provide students with information, and support through contact by an institutional agent. 40% of students who are referred at risk will use student support services through the Goal Center, tutoring, and Success Coaches. (VPAA, VPWF)
5. Provide 2 professional development activities for faculty that augment their understanding of changing student demographics. (VPAA)
6. Review all master course schedules for inefficiencies and timeliness of curriculum delivery in management team meetings. (All)
7. Evaluate campus departments, procedures, and policies and make changes based on best practices. (All)
8. Student success coaches will work with 300 first year students who are identified at-risk to provide case management and support to improve success/retention. (VPAA)

COMPLETION OBJECTIVES

SYSTEM: Increase the overall annual VCCS Graduates in associate's degrees, certificates and career studies certificates by 12,000 over FY2017.

College Objective: Increase the overall annual DCC graduates in associates degrees, certificates, and career studies to 1000. (5% increase per year)

College Strategies to Achieve Objective:

1. Implement a student Personal Education Plan model to increase on-time graduation by 10%. (All)
2. Market the career possibilities of career and technical degree programs using student success stories. (MKT)
3. Expand, promote, and create an advising model for stackable credential model for degree completion with a goal of 50 students earning a CSC in their first year of a two year stackable degree program. (AVPWF)
4. Expand competency-based education program by one additional direct assessment program by fall 2018. (VPAA, AVPWF)
5. Develop 12 new scholarships for students. (VPIA)
6. Evaluate/determine additional industry credentials to provide within degree programs. Then, develop and market the programs. (AVPWF, MKT)

SYSTEM: Establish a baseline from which to measure wage increases stemming from credential attainment.

College Objective: conduct study of graduates over the last five years to measure impact of industry credentials in their professional career.

College Strategies to Achieve Objective:

1. Conduct survey of graduates in Fall 2017. (AVPWF, IR)
2. Follow up with focus groups of regional employers. (AVPWF, IR)
3. Develop a report to be submitted to the system office. (AVPWF, IR)

AFFORDABILITY AND SUSTAINABILITY OBJECTIVES

SYSTEM: Develop and implement VFCCE plan for transformational change with the goal of hastening economic and social mobility through education for under-employed and lower income residents of the Commonwealth of Virginia.

College Objective: Develop schedule of short term career training options where 2 options are available each month with pathway toward long term training options.

Secure funding for high-skilled workforce with focus on IT and advanced manufacturing

College Strategies to Achieve Objective:

1. Schedule of short term training options will be available for fall by 8/15 and Spring by 12/1. (AVPWF, Dean A&S)
2. Market the availability and employment options of these trainings. (MKT)
3. Target enrollment for each option of 10-15 students. (All)

4. Submit application for GoVirginia funding in collaboration with Southside and Patrick Henry to build a pipeline for industrial maintenance. (IR, VPIA)
5. Submit two additional grants to build infrastructure to meet changing needs for automation in manufacturing. (IR, VPIA)

SYSTEM: Continue to implement efficiencies in college and system office operations through shared services to reduce cost increases.

College Objectives:

1: Evaluate to following three areas and develop a plan to improve customer service with 2-3 new strategies: grants, human subject research, and student services.

College Strategies to Achieve Objective:

1. Evaluate and adjust student services delivery based on satisfaction and impact research. (VPAA)
2. Evaluate inefficiencies and misconceptions about programs, services, and support across campus stakeholders. (All)
3. Implement new institutional process for approving all new requests for external funding and monitoring all active projects. (VPIA)
4. Develop a process for approving all requests for human-subjects research for both faculty scholarship and external data requests. (IR)

2: Work with VCCS to implement Shared Services Initiatives.

5. Implement/support/expand the combined procurement program, Financial Aid Call Center, TCC Financial Aid Service, and Business Office shared services initiative. (VPF)