

RAPPAHANNOCK COMMUNITY COLLEGE
Virginia Community College System
College Board Meeting No. 295
1:00 p.m., Glens Campus
Wednesday, January 9, 2019

MINUTES

Members Present: Ms. Ann Beverly Eubank (Essex)
Mr. Donald O. Sandridge (Gloucester)
Mrs. Kathy H. Morrison (King William)
Mr. William H. Pennell, Jr. (Lancaster)
Mr. Michael Beavers (Mathews)
Mr. Matt Walker (Middlesex)
Mrs. Ellen Davis (New Kent)
Mrs. Jamie Tucker (Northumberland)
Mrs. Maxine Ball (Richmond)
Mrs. Victoria G. Roberson (Westmoreland)

Excused: Ms. Barbara Hudgins (King & Queen)

Absent: Mr. Joseph L. McGettigan (King George)

Staff Present: Dr. Elizabeth Hinton Crowther, President
Mr. William Doyle, Vice President of Financial and Administrative Services
Dr. Glenda D. Haynie, Dean of Research, Effectiveness, and Planning
Dr. Jason E. Perry, Vice President of Workforce and Community Development
Mrs. Sarah Pope, Dean of College Advancement
Mrs. Caroline Stelter, Human Resources Director
Mrs. Martha Rest, Administrative Staff Specialist

Mrs. Kathy Morrison read the RCC Mission Statement.

Minutes of Board Meeting No. 294 – The minutes of meeting No. 294, held on November 14, 2018, were unanimously approved as presented.

Communications and Introductions – Dr. Crowther announced Ms. Barbara Hudgins had communicated she would not be present. Mr. Joseph L. McGettigan was absent.

Special Report: VCCS Chancellor Glenn DuBois – Dr. Crowther remarked she was delighted to have three top VCCS (Virginia Community College System) representatives at the meeting: Dr. Glenn DuBois, Chancellor, who would explain the presidential search process. Dr. Christopher Lee, Vice Chancellor, who would be an essential leader of the search process. Ms. Jennifer James, former RCC graduate and Systems Office HR liaison working with Caroline Stelter.

Dr. DuBois remarked that, as he had a house in Deltaville, RCC was his home community college, and he passed by the Glens Campus often. He reminisced on when Dr. Crowther was

hired as president 15 years prior. He began as Chancellor in 2001 and had overseen approximately 30 presidential searches to date. He commented it was clear someone like Dr. Crowther, who had done an excellent job over 15 years, would not be replicated, but someone worthy of the position would be located. The Chancellor outlined the search process, indicating it would begin after the board meeting by engaging the college community in a survey, to include faculty, staff, board, students, and community partners. The results would influence RCC's priorities for the next 5 years and be used to frame a national advertisement for the position. The advertisement would describe the RCC community and what it was like to live there.

Dr. Lee would be the VCCS search lead and Ms. James liaison to the College. The position would be advertised in publications like *The Chronicle of Higher Education*, and search agencies would be contacted to assist in diversifying the candidate pool. A large impressive pool of candidates, usually more than 70, was typically generated for VCCS presidencies. A search committee, including three College Board members, would be formed. A current community college president would chair the search. The search committee would be required to spend approximately 3 days in Richmond to review applications, determine candidates to interview, and then conduct interviews. All processes conducted in Richmond would be paid from the Systems Office budget.

Three to four candidates would be chosen to be researched to be sent on for RCC campus interviews. The State Board for Community Colleges must certify the candidates as finalists. Next, each candidate would visit RCC for 1-2 days to meet College constituents and to have interviews with faculty, staff, administrators, and the Board. This process might include a social gathering to include spouses of the candidates. Arrangements would also be made for daytime activities for spouses who visit. Candidate visits were a good opportunity to involve press, community leaders, and partners. After the last candidate visit, the local board would review input from College constituents. In a closed session, it would determine its preferred candidate and then recommend that candidate, and a second choice, to the Chancellor.

Dr. Lee commented Dr. Haynie would send a survey to the College community and provide responses to the System. Regarding the budget for the interview and hiring process, costs prior to the candidates' visits to RCC would be paid by the VCCS, and the College would pay the campus-based experience. College local funds could pay for expenses of the candidates' significant other.

Board members asked Dr. DuBois: Do you envision merging multiple search processes together since the VCCS is currently looking for seven presidents? Dr. DuBois responded by saying that was not useful because each College was so very distinctive. Some applicants would not be interested in coming to a rural area. The VCCS did encourage candidates to apply for all colleges that interest them. The Chancellor felt there were 7 openings because baby boomers were currently retiring. The VCCS practiced a lot of recruitment efforts, including partnerships with national organizations. The Chancellor may suggest that candidates he is aware of should apply. He said Virginia was perceived as a "go to" state for people in business who wanted to be a chief executive, and it was a great state to be a community college president.

Board members asked to what extent salary offerings came into play. The Chancellor noted that the bigger the college, the higher the salary. Candidates understand the salary offerings for the areas to which they apply. There is a VCCS policy that allows College Foundations to award a supplemental housing stipend to presidents up to \$25,000 a year.

The Board members asked what other factors the Chancellor might be looking for. The Chancellor stated the top RCC priorities identified by the College community would guide what skills the committee would seek in a candidate. RCC had an extraordinary relationship with the community, one of the best in the System, and a candidate would be sought who had a desire to continue and grow the relationships.

The Board asked if there would be an advantage to hiring someone from Virginia. Dr. DuBois stated about 60% were hired from outside of Virginia. He said it was nice to bring in some different vision but either could be useful. Where they were from was secondary to whether they had the qualifications. All candidates would be qualified, RCC just needed to find the best fit. A vision needed to be created so candidates could see themselves here. VCCS Human Resources would prescreen candidates to make sure there were no obvious problems, and the Chancellor also reserved the right to add candidates to the interview pool. One must have an earned doctorate to be considered but would not necessarily need to have community college experience.

Dr. DuBois stated this would be the most important project the local board participated in for the College. If done correctly, the search becomes an exciting event that brings people together.

The Board asked what the confidentiality requirement regarding candidates would be. Dr. DuBois replied candidates would not be discussed outside of committee until the final 3-4 candidates are chosen to visit the College and certified by the State Board for Community Colleges. It would be extremely important for all members of the board to participate in the on-campus visits of all candidates.

Mrs. Davis thanked the VCCS guests for attending the meeting and leading the Board through the details of the search process. She remarked the Board had quite a task ahead of it and she appreciated Mrs. Ball and Mr. Pennell agreeing to participate. The goal would not be to replace Dr. Crowther, but to find someone to come in and continue what she had done and to build on it. It was exciting that those around table would be selecting the next president. The three Local Board members on the Richmond committee would share any appropriate information with the rest of the Local Board along the way.

President's Report

Dr. Crowther reviewed the College calendar at the bottom of the meeting agenda.

Dr. Crowther commented the College was running about even with enrollment this year and was trying to get students back in, and gain additional students. Classes would begin Monday, January 14 and RCC would continue to engage with potential new students.

January 10 was RCC's 49th anniversary. Dr. Crowther noted it was extraordinary to imagine the lives enhanced, opportunities presented, and people employed over the years because the College existed in this community. She commented she was proud of the College and its employees and thanked the Board for its role in RCC's success. She noted this was a great time for the College as it was starting to celebrate its 50th anniversary and soon to engage with a new exciting president. She believed the College was in a great position to enjoy this transition having begun a major fundraising campaign for the anniversary, and enjoying the benefits of strong staff, leadership, and programs. She hoped the Board would enjoy it and be very engaged because it would be an important two years ahead.

Dr. Alexander had another surgery and was doing well. She was expected to return to work in February. Dr. Brooks was acting academic vice president and performing several jobs and Dr. Crowther thanked her for continuing to do exceptional things for RCC.

Dr. Marty Brooks, acting vice president of instruction and student development, reported scholarship awards had been given to 11 students who were in the teacher education program. The Anthem Scholars program for high school students was continuing with evening classes offered for students to complete their associate degree. The program was for primarily health and science and had given \$23,000 to 40 students. Culinary student numbers had doubled since the new lab opened, and there was full enrollment in the culinary baking and pastry programs. Student Services had been busy with fairs and high school visits, hoping to recruit more students.

Ms. Caroline Stelter, human resources director, reported that before the end of the week Board members would receive an email from her about Commonwealth of Virginia Conflict of Interest statements that would be due by February 1. If members had completed paperwork for another organization or employment, they were asked to let Ms. Stelter know, as they were only required to complete the paperwork one time per year.

Mr. William Doyle, Jr., vice president of financial and administrative services, reported campus safety and security efforts to enhance campus security with additional call boxes at Glenss that were more efficient. The business office had submitted budget packages to all counties in the service region and it was anticipated county presentations would begin in early February.

Board members were invited to attend their county Board of Supervisors meetings and Mr. Doyle would let them know when each was scheduled. A great benefit this year was to have the biannual RCC Educational Foundation report to share. The finance department was also working on updating the operating budget request process. Regarding the Glenss Campus entrance project: the project had been completed, but RCC did not gain all changes it had asked for. The Chinn House renovation project was open for bids with all due in by January 22. It was hoped construction would start the beginning of March. Mr. Doyle was encouraged by support VCCS had provided.

Dr. Jason E. Perry, vice president of workforce development, reported the welding program at the new Westmoreland County Training Center, funded with a Go Virginia grant and other

agencies, was full, as well as the program at the Glenns Campus. A Saturday class would be added as well as a second welding session in Montross. The Board was invited to visit the Montross location. A new machining class would begin in Fall 2019. A new \$85,000 computer-milling machine had been ordered and was in process of being shipped to the Montross site.

It was known the State funding to support students earning credentials would come and go. RCC's Workforce quickly began looking for private funding. DuPont provided funds to assist with CDL and welding training and would most likely give additional appropriations in years to come.

Under the Power Up (providing opportunity through work education and resources that up end poverty) for TANF (Temporary Assistance for Needy Families) program under social services, RCC had enrolled 24 students with 18 completing Workforce courses and 1 receiving credits.

There were two buckets of Workforce Investment funding. Under Youth, there were thirteen students completing and 12 taking academics for credit. Under Adult and Dislocated Worker, 32 clients had been added since July 1 by RCC. The previous contractor had turned over 62 clients, but RCC would double that number of people served.

In the last year, Workforce added programs including machining, Quickbooks, Real Estate Investing, Pharmacy Tech, and a medication aid course at Kilmarnock, and were discussing the launch of a hospitality tourism program to couple with culinary courses.

Dr. Glenda D. Haynie, dean of research, effectiveness, and planning, reported RCC had begun its 10-year reaffirmation of accreditation in December 2017 and the process was almost complete. The report from the September on-site visit had been received and the College only had to respond to one recommendation mainly because RCC had not yet received results from a financial aid audit that had been conducted at the time of the visit. The response was due the end of February. The College was also required to develop a Quality Enhancement Plan involving an improvement at the College and Dr. Haynie was currently working on the plan. A tremendous amount of data was being collected regarding RCC being more intentional about instituting technology in classrooms. The College did not assume all students knew all the new technology coming in and were assessing and teaching what information was needed. The final plan for QEP would need to be submitted before finding out in June, 2019 if RCC would be reaccredited. Dr. Haynie had sent out a fall survey to students and would provide a report to the board in a future meeting.

Ms. Sarah Pope, dean of college advancement, reported the scholarship application was available on-line, with a February 15, 2019 application deadline. Each student application would be matched to over 100 different available scholarships. All were encouraged to let any possible RCC students know of the scholarships. There were many students who did not pay anything to attend RCC because of Pell grants, financial grants, and scholarships. The Foundation was in process of raising money for the Annual Fund and it was asking for 100% participation from both the Local and Foundation boards.

Planning had begun for RCC's 50th anniversary that would involve many activities throughout the coming year and officially occur January 9, 2020.

The Foundation produced a Biannual Report for the College and each Board member was given a copy. The report was designed to capture the personality of RCC and highlighted engaging stories of 12 students, one from each county in the service region. Also highlighted were the philanthropy award winners for past 2 years. There was an introduction to RCC's upcoming 50th anniversary to get the community thinking about it. There would be a 50th fundraising campaign for the major strategic priorities. The Campaign would not be for building (brick and mortar), but would be for building people, skills, and competencies. There would be a project on affordability, a student success endowed fund, and an unrestricted project. The nursing program enrolled a maximum number of students and more instructors were needed to accommodate students. Thus, an endowed professorship was included in the campaign to honor Catherine Courtney. A brochure was created for the Catherine Courtney Fund, which is a \$2 million initiative to cover the salary cost of a nursing professor.

The EFI Board wished to recognize and honor Dr. Crowther, as she would leave RCC a wonderful institution with a great reputation in the community. The Board were renaming the student success fund to the Dr. Elizabeth Crowther Student Success Fund. There was a goal to raise funds before Dr. Crowther's 2019 retirement. Dr. Crowther remarked she was pleased the fund would be named after her. The importance of the fund was to assist in recruiting, retaining and reengaging students. The Foundation had been supporting the initiative by paying the salary of a counselor to help guide the College toward new high intensity advising protocols. This fund would help support it such activity going forward.

Mrs. Davis encouraged all members to go on-line to the Virginia Living Magazine website and vote for Preakness Party as the best fundraising event.

Dr. Crowther commented the new president would have a lot to learn from the Executive Staff regarding entrepreneurship and partnerships with other agencies, as they do it so well.

Committee Reports

Curriculum and Programs Committee – Mr. Don Sandridge reported in the absence of Mr. McGettingan, chair.

The committee recommended approval of credit changes to Heating, Ventilation, and Air Conditioning Career Studies Certificate to be implemented in spring 2019. No second was needed, the recommendation was approved unanimously. Detailed copies of all curriculum changes are kept in the office of the vice president of instruction and student development.

Finance and Facilities Committee – Mrs. Kathy Morrison, chair, reviewed the local funds budget as of 12/31/2018 and the FY 2019 county budget requests and receipts for information only.

The Committee recommended moving \$5,000 from the reserve fund to the student emergency fund to increase its balance to \$10,000. The fund assists students with situational financial aid. The recommendation required no second and passed unanimously.

Personnel and Public Relations Committee – Mrs. Maxine Ball, chair, reported the committee had not met.

VCCS Legislative Reception – The Legislative Reception had not been held the past two years, but would be held again Wednesday, February 6 at the Jefferson Hotel in Richmond. The community college system invites legislators to visit and talk with constituents about important issues. Dr. Crowther asked any interested Board members to let Mrs. Stamper know if they wished to attend so she could register them.

Other Business – There was no other business.

Adjournment – The meeting was adjourned at 2:37 p.m.

Respectfully submitted,

Approved:

Elizabeth Hinton Crowther, Secretary

Ellen Davis, Acting Chair