

**RAPPAHANNOCK COMMUNITY COLLEGE**  
**Virginia Community College System**  
**College Board Meeting No. 298**  
**1:00 p.m., Warsaw Campus**  
**Wednesday, September 11, 2019**

**MINUTES**

Members Present: Mrs. Ann Beverly Eubank (Essex)  
Mr. Donald O. Sandridge (Gloucester)  
Ms. Barbara Hudgins (King & Queen)  
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: Mr. Joseph L. McGettigan (King George)

Guest: Mr. Chip Minor, Chair, RCC Foundation Board Giving Campaign

Staff Present: Dr. Shannon L. Kennedy, President  
Dr. Donna Alexander, Vice President of Instruction and Student Development  
Mr. William Doyle, Vice President of Finance and Administrative Services  
Dr. Glenda D. Haynie, Dean of Research, Effectiveness, and Planning  
Mrs. Sarah Pope, Vice President College Advancement

Mrs. Jamie Tucker read the RCC Mission Statement.

**Minutes of Board Meeting No. 297** – Mr. Pennell moved the minutes of meeting No. 297, held on May 22, 2019, be approved as mailed. The motion was seconded by Mr. Walker and unanimously approved with one abstention.

Mrs. Davis remarked deceased board member, Mrs. Judy Allen, would be greatly missed. Mrs. Allen loved RCC and was a true advocate as evidenced when she asked her daughter to send an email to Mrs. Stamper, on the day she passed, stating she was sorry she had not been able to fulfill her term as a board member.

**Communications and Introductions** – Dr. Kennedy announced Mr. McGettigan had communicated he would not be present.

**Special Report** – 50<sup>th</sup> Anniversary. Mr. Chip Minor, EFI (Educational Foundation, Inc.) Board member, gave an update on the current campaign requesting input and assistance from the RCC Board. He distributed EFI items, including a campaign pledge form, and stated the importance for all members of the EFI and Local Board to donate to the Campaign.

Mr. Minor asked the Board for ideas on what they could do in conjunction with the Campaign to promote giving, and asked members to contact himself or Mr. Rob Gates with suggestions.

There will be an event at the Chinn House in December for invited current and potential donors. Mrs. Pope distributed an information sheet showing amounts given to date, remarking the Campaign is still in its quiet phase with a major gifts goal of \$5 million; 80% of which will hopefully be raised by January 2020. Currently, \$1.5 million has been raised. The Campaign is focusing on four main areas Affordability/Scholarships, Student Success/Advising Initiative, Academic Strength/Nursing Professorship, and Fiscal Stability/Unrestricted Gifts.

### **President's Report**

Dr. Kennedy reported Mrs. Stelter and Dr. Perry were excused.

Before Dr. Crowther retired, she submitted a request for a reorganization to the Chancellor. Once Dr. Kennedy was hired, she was given a chance to review the request and give approval. In the reorganization, marketing was moved to College Advancement and Sarah Pope was promoted from a dean to the Vice President of College Advancement. Additionally, the IT Department was moved under the Vice President of Finance and Administrative Services. The College abolished the position of Dean of Technology and Learning Resources, which was vacated in 2018. The remaining two positions under the abolished position are instructional in nature and still report to the Vice President of Instruction and Student Development. Caroline Stelter also wanted to share that we have achieved the Great Colleges to Work For designation for the fifth straight year. Dr. Kennedy thanked the leadership of the College for their work in making RCC a great college.

RCC is set to begin our strategic planning process for the next five-year plan. The College will kick this off at an Administrative Retreat on October 2. The following week, October 8, there will be Convocation for all full-time faculty and staff and everyone will have input on the mission, vision, and values. Dr. Kennedy plans to spend time on this at the November board meeting.

Dr. Kennedy has picked up where Dr. Crowther left off with the Recruit, Retain, and Re-engage Initiative. The College has developed an enrollment management plan with goals and objectives and are involving the campus community. Faculty and staff will have the opportunity to volunteer to participate in a task force to research one of seven initiatives that staff believe will increase enrollment or retention. Dr. Kennedy will share the plan and other information with the Board via email.

One of those seven areas of study is athletics. At a previous meeting, the Board approved \$20,000 in local funds to support intercollegiate baseball. According to the minutes from the Board's finance committee, the funds were approved with the following conditions:

- (1) Solving for administrative oversight of the baseball program.
- (2) Solving for Title IX implications.
- (3) Preparation of a program budget.

Dr. Kennedy did not feel that any of these items had been properly addressed and she put a stop to moving forward this year. However, a task force will prepare a recommendation after extensive research for review.

Dr. Kennedy reported that RCC had a great start to the fall semester and she was able to attend both the dual enrollment and adjunct faculty orientations on both campuses. On August 16, when faculty returned, most of the campus wore RCC attire and dressed comfortably.

Dr. Kennedy reported she has met with hospital administrators, several county administrators, and attended the New Kent Board of Supervisors meeting last week. She also had the opportunity to meet with about half of the Board members in a one-on-one setting. She attended several EFI committee meetings and will attend the EFI Board meeting next Friday. RCC hosted the Governor and Chancellor DuBois for a workforce listening session. Thanks to Kathy Morrison and Jamie Tucker for attending. There was an outstanding turnout and rich conversation.

Dr. Jason E. Perry, vice president of workforce development, was excused. Dr. Kennedy reported the Go Virginia grant project is going well in Montross. Machining is almost ready to launch and more interested students were needed. A refrigeration course will begin in Kilmarnock in October.

Ms. Caroline Stelter, human resources director, was excused.

Mr. William Doyle, Jr., vice president of finance and administrative services, reported dual enrollment is a financial necessity and strategically critical for RCC's growth.

Regarding campus safety and security, over the past year the College has invested in a variety of lighting systems, updated surveillance systems, cameras, call boxes, and installed locks in two classrooms that can now be locked from the inside. Also, uniformed security now have a presence on campuses during all operating hours.

The parking lots at the Glens Campus have been repaved and resealed for half the originally budgeted amount.

The College is in process of having Bay Transit bus stops installed at the Warsaw and Glens campuses.

Mr. Doyle met with the Kilmarnock Center landlord and arranged for completion of functional improvements to allow more Workforce programs at the Center. The lease is extended for four years at the current rate.

The New Kent site waived rent for the 5<sup>th</sup> year of RCC's 5 year lease. New Kent is forgoing \$65,000 a year.

The Chinn House renovation is largely complete and will be in use by the end of September.

The Warsaw tennis court project is moving forward. There were two bids over \$400,000 to completely redo the courts and approximately \$200,000 to make improvements only. Rappahannock High School, the Town of Warsaw, and RCC will partner.

Dr. Glenda D. Haynie, dean of research, effectiveness, and planning, reported on RCC Service Region Facts, and 2018-2019 Enrollment/Graduation Facts. She highlighted headcount, the number of students enrolled in classes, is down 6%. FTE, every 30 credits = 1 FTE, is down 7%. RCC is mostly a part-time college with 84% of the students attending part-time, which includes dual enrollment.

Ms. Sarah Pope, vice president of college advancement, reported January 9, 2020 is the official 50<sup>th</sup> Anniversary of the College. There will be a celebration at the Chesapeake Inn in Urbanna, where the first local board met, for current and past local board members and the Foundation board. A plaque will be unveiled commemorating the first meeting.

There will be an open house/homecoming on January 11, 2020 at the Glenns Campus, and many other events through the year.

There currently is an exhibit of photos from each of RCC's decades in the main hallways of the Glenns and Warsaw campuses.

The Foundation completed an annual audit at the end of 2018. They currently have \$11.6 million in assets, have given \$550,000 in scholarships, and provided \$347,000 in program support to the College. Unrestricted funds help with program support.

The Scholarship Reception will be held October 23 at 6:00 p.m. at Essex High School. The Board was invited.

The Preakness Party made a net total of approximately \$88,000 which is the second best to date. The 2020 event will take place in Northumberland County at the Cowarts House.

Dr. Donna Alexander, vice president of instruction and student development reported an English faculty member has been replaced and a new one added, and a new nursing position was added. Dr. Miles McCrimmon has been hired as the new dean of Dual Enrollment and Community Outreach.

Enrollment is down about 8% but might rise a little as students can still enroll in the upcoming eight-week session.

Dual Enrollment is doing well but Gloucester lost an English and a math instructor. High schools offering dual enrollment have to have the qualified teachers for the courses they offer.

Mr. Beavers complimented Dr. Matt Brent on a program he developed about the interrelationship of government agencies and how they do, or do not, work together, and the legal aspects.

### **Committee Reports**

Curriculum and Programs Committee – Mr. Donald Sandridge reported the Committee has no current business and did not meet.

Finance and Facilities Committee – Mrs. Kathy Morrison, chair, reported the Committee met with a quorum.

Mrs. Morrison reviewed the Local Funds Budget as of June 30, 2019 and the Local Funds County Budget Requests & Receipts as of August 31, 2019 for information only. Mr. Doyle commented there is nothing extraordinary on either update and the College is under budget in various operating categories. The service region counties all paid their requested amounts the last fiscal year.

The Committee recommended the following transfers which Mr. Doyle reported were typical actions each year:

Transfer \$6,942.23 from site development to site reserve.

Transfer \$10,068.27 from site reserve to agency other (Student ID One Card).

No second is required and the recommendation passed unanimously.

Personnel and Public Relations Committee – Mr. Michael Beavers, chair, reported the Committee met with a quorum and discussed changing the date of the November Board meeting. Dr. Kennedy will be attending The American Association of Community Colleges annual Commission meeting on November 13 and unable to attend the Board meeting if held that day. The Committee recommended moving the meet to November 12. No second is required and the recommendation passed unanimously.

Goals for the President for 2019-2020 – The Board reviewed the President's Goals/Institutional Priorities as emailed (below). Mr. Walker moved to adopt the Goals for the President for 2019-2020, seconded by Mrs. Jamie Tucker, and unanimously passed.

### **Rappahannock Community College Institutional Priorities for 2019-2020**

#### 1. Enrollment Stabilization

##### a. Enrollment Management

- What are your college's enrollment management goals?  
RCC has adopted an Enrollment Management Plan called "Recruit, Retain, and Re-Engage." The Plan's overarching goal is to develop and support a sustainable integrated system that maximizes student access and success, maintains fiscal stability, and allows the college to anticipate scheduling needs.

The first goal in the plan addresses enrollment. It is as follows:

Provide access to high quality educational experiences by recruiting and enrolling more students.

The following are selected objectives related to goal one:

**1. Increase RCC Fall admissions applications by 5% in Fall 2020 over Fall 2018.**

Baseline Data: Fall 2017, 1433 to Fall 2018, 1502 an increase of 5% (69)

**2. Increase RCC application to enrollment yield to 52% in Fall 2020.**

Baseline Data: Fall 2017, 46% (665); Fall 2018 48% (721)

**3. Increase institutional scholarships awarded to 500 in 2020-21.**

Baseline Data: 2016-17, 408; 2017-18 476 (up 17%); 2018-19, 488 (up 2.5 %)

**4. Increase student headcount and FTE by 2% in 2020-21 over 2018-19**

Baseline Data: HC 2016-17, 2071; 2017-18 2035 (down 2%); 2018-19 1965 (down 3%)

FTE 2016-17, 990; 2017-18 987 (down 0.3 %); 2018-19 972 (down 2%)

**5. Increase full-time student headcount and FTE by 2% in 2020-21 over 2018-19**

Baseline Data: HC 2016-17, 647; 2017-18 673 (up 4%); 2018-19 650 (down 3%)

FTE 2016-17, 646; 2017-18 659 (up 2%); 2018-19 640 (down 3%)

- 6. Increase RCC enrollment penetration rate in Service Region Counties to 40% in 2020-21. Working definition is to increase the RCC percentage of service region students enrolled in Virginia colleges.**

Baseline Data: 2016-17, 40% ; 2017-18 39% ; 2018-19 38%

- 7. Increase enrollment of Workforce students in credit programs by 15% (to 28) in 2020-21**

Baseline data: 2016-17—(27); 2017-18—(23); 2018-19—(24)

- 8. Increase enrollment of students in Workforce programs by 20% (to 145) in 2020-21**

Baseline data: 2016-17—(32); 2017-18—(63); 2018-19—(121)

The following initiatives will be researched and implemented in 2019-2020 to increase enrollment:

- Credit for Prior Learning
- Home School Dual Enrollment Academy
- Diesel Technology expansion
- Summer melt strategies

b. Retention

- What are your college's goals for improving fall-to-spring and fall-to-fall retention?

The second goal in the Enrollment Management plan is related to retention: Increase RCC completion numbers and rates by **retaining** more students until program graduation.

- 1. Increase Fall to Spring retention rate for full-time degree students to 86% (Fall 19 cohort)**

Baseline Data: Fall 15 cohort, 84%; Fall 16 cohort, 80%; Fall 17 cohort, 83%

- 2. Increase Fall to Spring retention rate for part-time degree students to 71% (Fall 19 cohort)**

Baseline Data: Fall 15 cohort, 60%; Fall 16 cohort, 67%; Fall 17 cohort, 69%

- 3. Increase Fall to Fall retention rate for full-time degree students to 67% (Fall 19 cohort)**

Baseline Data: Fall 15 cohort, 59%; Fall 16 cohort, 56%; Fall 17 cohort, 63%

- 4. Increase Fall to Fall retention rate for part-time degree students to 40% (Fall 19 cohort)**

Baseline Data: Fall 15 cohort, 43%; Fall 16 cohort, 47%; Fall 17 cohort, 32%

The following initiatives will be researched and implemented in 2019-2020 to improve retention:

- Professional Advising and Coaching
- Home School Dual Enrollment Academy
- Online Course Quality Improvement
- Summer melt strategies

c. Progress and Completion

- What are your college's goals for increasing completion of workforce credentials, certificates, and degrees?

1. **Increase graduates in all programs by 3% in 2019-20 over 2018-19**  
Baseline Data: 2016-17 603; 2017-18 620 (3% increase); 2018-19 638 (3% increase)
2. **Increase iPEDS graduation rate for 150% Full-time/First-time degree students to 40% (Fall 16 cohort)**  
Baseline Data: Fall 2012 cohort 28%; Fall 2013 cohort 32%; Fall 2014 cohort 36% (comparison group was 25%)
3. **Increase industry-recognized credentials to 800 in FY20.**  
Baseline Data: FY16 346; FY17 445; FY18 707 (as of 6/26/29)
4. **Increase workforce credentials earned by 20% (to 155) in 2020-21**  
Baseline data: 2016-17—(38); 2017-18—(70); 2018-19—(129)

RCC applied for slightly increased Fast Forward funds to help with advisor/administrative work required for this program. We feel this is needed to help gain students, but our funding for 2019-20 was decreased. Nonetheless, RCC will continue to add qualified credentialing programs and increase numbers through new facilities in Westmoreland and New Kent. RCC expects to meet the Chancellor's goals stated for increased awards.

- What are your college's goals for increasing completion of AA/AS prior to transfer?  
RCC intends for the RRR initiative to help with degree completion before transfer, because of the intense relationship with advisors and improved communication between departments. RCC intends to increase awards before transfer by 3% (from 206 awards in 2018-2019 to 212 in 2019-20).
- What are your college's goals for increasing retention and completion of underserved populations (first generation, minority, low-income, and adult students)?  
RCC is not fully serving the post-secondary population. Some counties have as high as a 55% non-college-going rate post high school. RCC's penetration rate has decreased in some of those counties. The RRR plan is geared towards bringing in more of that audience, which includes a high percentage of this population, assigning them intensive advising, and mentoring them towards completion. RCC intends to increase its penetration rate to 40%.

## 2. Administrative Strength

### a. Sustainability

- What efforts will your college undertake to enhance its financial sustainability?  
RCC has already implemented an advising model that is more intrusive and the College has three success coaches. This model will be further enhanced this year and retention should improve. RCC has also received local funding as well as VCCS funding to expand the career

coach program. Increased enrollment should result from having more career coaches in area high schools.

b. Fundraising/Resource Development

- What are your college's fundraising goals for the upcoming year? For what purposes?

The College will continue its annual giving drive, but is in the silent phase of a 50<sup>th</sup> Anniversary Campaign supporting four goals: Student Success to endow the Advising Specialist position; an endowed nursing faculty position for program expansion; general scholarship funds; and unrestricted funds. We have \$1.5 million in gifts and pledges, and more in process. The Foundation has over \$11.6 million in assets.

- What are your college's other resource development goals?

RCC is partnering with New Kent and four other counties to build a new Diesel Mechanic training facility, which has received assistance from the Chancellor. RCC is active in writing and partnering on grants to support workforce training.

c. Shared Services

- How will your college contribute to the goal of achieving efficiencies through shared services?

RCC struggles with the results of this arrangement. RCC will continue to work to understand processes and participate. It will share its expertise and time to make things better. At present, it is discouraging that employees' time on task is expanded and the model shows no sign of becoming fiscally advantageous to the College.

3. Leadership and Innovation

a. Innovation

- What will your college do to support the strategic direction(s) of VCCS during the upcoming year? (i.e., direct enrollment pilot, talent pipeline development, innovative partnerships)

RCC will continue to be an early adopter, lend the expertise of its employees, and participate in trainings.

b. Community and Civic Engagement

- How are you providing leadership in your community? How will this change in the next two years?

RCC is proud of its role in the community as a convener and facilitator of economic development activity, a partner on grant projects, and a community talent developer through programs such as Lead River Counties and the RCC Educational Consortium for all the school systems.

c. New Program Development

- Where do you see opportunities for new certificate, degree, and FastForward programs to meet workforce and transfer needs in your community?

RCC sees opportunities for more short-term training opportunities that will provide credentials and pathways to credit level programs. This

pattern would serve the underserved populations that RCC must seek to serve more.

d. Diversity

- What are your long-term plans for diversifying faculty, staff, and administrative leadership at your college?

RCC is deliberate in its search processes and has made great progress in diversifying its workforce, particularly faculty and staff. Several minority employees have been mentored and have been receiving RCC tuition assistance to earn advanced degrees. Of these, two have recently been promoted internally. The College has a vision for growing some internal employees so that they may be strong candidates for future administrative positions at RCC. RCC is also looking forward to implementing the Search Advocates program.

4. Other Goals (Optional)

1. RCC is enhancing campus safety and security this year; and
2. The College is expanding its use of technology to improve efficiencies.

**Other Business** – There is no other business.

**Adjournment** – The meeting is adjourned at 2:29 p.m.

Respectfully submitted,

Approved:

Shannon L. Kennedy, Secretary

Ellen Davis, Chair