COLLEGE BOARD MEETING

***

Wednesday, September 4, 2013
4 PM
W. A. Pace Jr. Board Room
PIEDMONT VIRGINIA COMMUNITY COLLEGE BOARD

Agenda

September 4, 2013
4 p.m.
W. A. Pace Jr. Board Room

Laila Bare
Presiding

1. Welcome and Call to Order

2. Approval of May 1, 2013 and August 6, 2013 minutes (attachment #1, for action)

3. Public Comment

4. Introduction of New Faculty (Dr. Donnelly)

5. Introduction of New Vice President for Institutional Advancement & Development (Dr. Friedman)

6. Presentation of Pins to New Board Members

7. President’s Report
   A. Introduction of College Representatives
   B. Budget/VCCS/PVCC Updates
   C. College Updates (Dr. Donnelly, Dr. Ross, Mr. Samanta, Ms. Melton for Mr. Parker)

8. Academic Activities Audit, Follow-Up Review (Dr. Donnelly, attachment #2)

9. Campus Police Conversion (Ms. Melton for Mr. Parker, for action, attachment #3)

10. Chair’s Report
    A. Nominating Committee: Election of Vice Chair, Educational Foundation Liaisons (for action)
    B. 2012-13 Performance Report (attachment #4)
    C. 2013-14 Committee Assignments (attachment, #5)
    D. Next College Board Meeting, November 6, 2013
    E. VCCS Annual Meeting, November 19-20, 2013, Richmond Marriott

11. Other

12. Information Items (attachment #6)
    A. Board Membership
    B. Terms of Office
    C. College Board Calendar
    D. State Board Membership
    E. Summer Media Highlights
PIEDMONT VIRGINIA COMMUNITY COLLEGE BOARD

Board Meeting No. 241

May 1, 2013

Meeting number two hundred forty-one of the Piedmont Virginia Community College Board was held Wednesday, May 1, 2013, at the Jefferson School City Center, utilizing PVCC and African-American Heritage Center spaces.

Present

Laila Bare  Sean Michael McCord
Stephen Davis  Suzanne Morse  Moomaw
Mary Loose DeViney  Sean Moynihan
Debbi Goodman  Donna Plasket

Absent

Vera Cooke-Merritt  Russell Otis
Leonard Gardner  Ava Pippin
Peter Kleeman

Others

Frank Friedman, President
Tara Atkins-Brady, Director of Institutional Research, Planning & Institutional Effectiveness
Pat Buck, Assistant to the President & Special Projects Coordinator
John Donnelly, Vice President for Instruction & Student Services
Mary Jane King, Director, Institutional Advancement & Development
Shivaji Samanta, Chief Information Officer
Anita Showers, Manager of Marketing & Media Relations

Others at Joint Meeting

PVCC: Debbie Ashby, Valerie Palamountain, Andrew Renshaw
Charlottesville Schools: Rosa Atkins, Superintendent; William Clendaniel, CHS Principal; Adam Hastings, CATEC Director; Gertrude Ivory, Associate Superintendent for Curriculum & Instruction
City Council: Kathy Galvin, Satyendra Huja, Dede Smith
Chris Engel, Economic Development Director
Maurice Jones, City Executive

Welcome and Call to Order

Dr. Bare welcomed those present and called the meeting to order at 3:05 p.m.
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Approval of Minutes

On a motion by Ms. DeViney, seconded by Dr. Plasket, the proceedings of the January 9, 2013, meeting were approved.

Public Comment

None

President’s Report

Dr. Friedman welcomed all to the Jefferson School City Center and the College space in the center. Dr. Donnelly will provide a culinary kitchen tour prior to the joint session. The building is fully operational and all tenants have moved in.

Budget/VCCS/ PVCC Updates. The preliminary estimate of state funding for the coming year shows a small increase over last year, most of which is already earmarked for fringe benefits, the College funded portion of salary increases and a small amount for the budget.

The State Board will establish the tuition increase at its May meeting, likely in the 3.9-4.9% range. If enrollment stays level, an increase of 4% would generate $350,000 in additional revenue, allowing full funding for all initiatives (Jefferson, Greene, culinary instructor, and other faculty positions). The College budget is expected to be completed by mid to late June.

The College is engaged in a widespread discussion on an operational issue that could come before the Board for action. Some colleges have converted security staff to certified police officers (armed, arrest powers). The State Board has encouraged colleges who still have security forces to convert. The four shared governance organizations for faculty, staff and students have been invited to take a position on the issue; two open public hearings were held for the college community to make statements; and emails have been received, all of which will be discussed by President’s Staff to make a determination. Should the decision be made to convert to a police force, approvals will be needed from the College Board, State Board, and the state.

Last week’s awards convocation was a wonderful event, as always, to honor students for their academic and leadership accomplishments. Anastaysia Hvaleva was recognized with a national award from PTK as Virginia’s New Century Scholar. A PVCC student has received this award 6 of the 13 times it has been awarded.

Today is Ms. King’s last Board meeting due to her summer retirement and Dr. Atkins-Brady will be transferring in July to Paul D. Camp Community College as their new vice president of academic and student development. Congratulations were extended to both.

College Updates

Mr. Parker

- A window replacement project for the main building will begin shortly which involves replacing all exterior windows with energy efficient glass.
- The dam on the campus lake will be repaired, funded by the VCCS.
- An active shooter drill is being planned for this summer that will include Albemarle County police and first responders; training exercises are the first step in preparing for the drill.
Mr. Samanta
- Work in the computer labs in the main building has been completed.
- The PVCC mobile app for iPhones becomes available this week and the Android app will be released after this month. Students can check courses, link to Blackboard, directions, campus maps and phone contacts.

Ms. King
- Partnering with a local firm, a new website is under construction which will improve functionality, the search engine and more. Completion is expected at year’s end.
- A new outreach manager has been hired and is now part of Ms. King’s department. Recent outreach activities include a mailing to 40,000 adults in the service region who only have a high school diploma or GED; outreach events in the service region (Zion Crossroads, Nelson County, Guiseppe Center, Jefferson School City Center) with staffing to assist with applications, financial aid, veterans affairs, academic advising, adult career coach and more. A “stop out” event held in April helped students who had stopped attending with plans to move forward with their education. Dr. Friedman noted that we have well organized events recruiting high school students, but for the adult population it is not as structured and market-segmented as needed. The position move from student services to institutional advancement has a better linkage with marketing.
- Dr. Friedman also noted that three candidates will be interviewed for the institutional advancement and development position. The Chancellor approved shifting the position to the vice president level. Three members of the Educational Foundation Board are serving on the search committee along with other college members.

Dr. Donnelly
- The culinary arts degree has been approved by SCHEV and will be submitted for approval to SACS-COC as a substantive change. The faculty member, currently at JSRCC, has been hired and will schedule program information sessions in June.
- Faculty hires include seven new faculty and two replacement hires.
- HB1184 required all high schools to partner with a community college to develop pathways to complete a general education associate degree while in high school. Agreements for all of the service region high schools have been developed and submitted for approval to the VCCS.
- The faculty evaluation plan is under revision by a faculty committee to meet new VCCS requirements.
- On a recommendation of the Student Government Association, the Guiseppe Center will have full placement and academic testing services available on site.
- As part of the faculty exchange program, visitors from Buenos Aires spent two weeks with us; Jorge Grajales-Diaz will travel to Buenos Aires in June.
- Colum Leeky, Professor of History, received a Fulbright Fellowship to study in Russia this fall.
- PVCC will graduate 19 students from the Fluvanna Correctional Center for Women at a morning ceremony at the center the day of PVCC’s commencement.

Dr. Atkins-Brady
- Spring enrollment is down 2.5% from 2012, with a headcount of 5,225. Other than NVCC, the other community colleges show an average decrease of 4.5%. Enrollment looks strong for summer and fall but it is still early in the process.
As requested at the previous meeting, Dr. Atkins-Brady provided additional information about transfer students. Using the National Student Clearinghouse to track subsequent enrollment at four-year institutions, analysis reveals that each year, on average, more than 600 of PVCC’s graduates, curricular non-graduates, non-degree transfer students, and non-curricular students enroll in a four-year institution within one year of leaving PVCC. In 2010-11 they enrolled in 137 different institutions, with over 100 at UVA. More than 500 former dual enrolled students enroll at four-year institutions after graduating from high school, likely transferring their PVCC credits.

Curriculum Advisory Committee Appointments

Dr. Donnelly presented the new and renewed appointments to the advisory committees. On a motion by Mr. Davis, seconded by Dr. Moonaw, the Board approved the appointments.

Committee Reports

Finance and Building: Ms. DeViney reported for the committee, recommending approval of the local funds budget. Dr. Friedman noted that Fluvanna County has fully committed to their local funds portion of the budget and thanked Mr. Gardner for his advocacy with the Board of Supervisors. Student club requests are vetted by the Student Services Committee and recommended to President’s Staff.

A request for an increase of $.50 per credit hour (effective fall 2013 through 2015-16) for the student activity fee was made to provide escrow funding to support construction of a new student success and learning resource center. The proposed increase raises the fee from $1.40 to 1.90 per credit hour. The increase over the three-year period will generate $232,300. The Student Government Association and the College Senate unanimously support the increase. We are in line with the other community colleges while some colleges have higher fees. Only approval for 2013-14 is requested at this time; approvals will be requested for each of the subsequent two years. On a motion by Mr. Moynihan the committee recommendations were unanimously approved.

Curriculum Committee: Reporting on behalf of the committee, Mr. Moynihan recommended the approval of the proposed Career Studies Certificate-Certified Nursing Assistant. This certificate provides didactic and clinical instruction that prepares students to successfully pass the state nurse aide certification exam and to gain essential knowledge, skills and abilities that will lead to further education opportunities including the Licensed Practical Nursing Program. The Board of Nursing currently requires that nurse aide programs contain a minimum of 120 clock hours of instruction. Of this, a minimum of 40 hours must be in an approved clinical setting. HCT 101+102 satisfy this requirement. Students in this program will be eligible for financial aid. This certificate can serve as an entry point on the health career ladder. The recommended proposal was unanimously approved.

Chair’s Report

Next College Board Meeting. The next meeting of the College Board is scheduled for 4 p.m. on September 4 at the College.

Commencement. May 10 at 6 p.m. at JPJ Arena preceded by the 1 p.m. nursing pinning ceremony. Board members are asked to arrive by 5:30.
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*Summer Retreat.* The Board will be polled to find a suitable time for the majority. With Dr. Atkins-Brady’s departure, the focus of the retreat will likely be modified.

**Other**

Dates for the high school award ceremonies will be sent to Board members who are welcome to present PVCC scholarships. It provides a nice opportunity for the Board to be involved at the high school level.

A memorial service for Walter Levering, former Board member is scheduled for Friday. Mr. Levering has been a great friend to the College and because of his love for PVCC his family has requested memorial donations be made to PVCC.

Mr. Gardner thanked the Board and Dr. Friedman for flowers received for his recent surgery and reported that he is doing well.

**Information Items**

The following items were provided for information: College Board Calendar and January-April Media Highlights.

**Board Member Presentations**

Departing board members Donna Plasket (Albemarle) and Mary Loose DeViney and Suzanne Morse Moonaw (Charlottesville) were presented with gifts of appreciation and thanks for their devoted service to the College and their constituents.

**Executive Session to Discuss Personnel Matter**

Ms. Goodman moved that the PVCC Board convene in closed session in accordance with Section 2.2-3711(A) (1) of the Code of Virginia to discuss a personnel matter.

Roll call vote in the affirmative to convene in closed session:

Laila Bare  
Stephen Davis  
Mary Loose DeViney  
Debbi Goodman  
Sean Michael McCord  
Suzanne Morse Moonaw  
Sean Moynihan  
Donna Plasket

Upon conclusion of the closed session, a roll call vote certifying that to the best of each member’s knowledge 1) only public business matters lawfully exempted from open meeting requirements under the Freedom of Information Act and 2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body.
Each member present certified by saying “I so certify.”
Laila Bare
Stephen Davis
Mary Loose DeViney
Debbi Goodman
Schaal Michael McCord
Suzanne Morse Moomaw
Sean Moynihan
Donna Plasket

Dr. Morse moved that the PVCC Board approve the VCCS Policy change regarding local foundation benefits and allowances. The motion passed and Dr. Bare will discuss specifics relating to the benefits and allowances with Bryan Wright, president of the Educational Foundation Board.

Adjournment

The meeting was adjourned. Immediately following, the joint meeting, a dialogue with City of Charlottesville leaders, was held in the African-American Heritage Center, Jefferson School City Center.

Joint Meeting & Dialogue with Charlottesville Leaders

Highlighted points of discussion included:

- Gap of math proficiency upon high school completion: math faculty could be involved with Charlottesville faculty; assessment testing needs alignment between the college and the schools
- How does the college decide what classes are offered? Factors include historical success, advisement by the curriculum advisory committees, extensive reviews of offering to ensure needs of the community are met; their input on courses or topics are welcome
- Education sessions for school personnel on the variety of college offerings, especially health related fields; we work closely with CATEC on moving their LPN students to other programs; several of the health programs have highly competitive selective admission with limited enrollment due to facilities, clinical sites and faculty; students should start career planning at the middle school level to identify required coursework
- Uniform acceptance of dual enrollment credit: Transfer agreements are negotiated by institution, not statewide and PVCC dual enrollment courses are accepted. Sometimes the course transfers for credit, but not necessarily into a specific program of study. Our relationship with UVA regarding our transfer of credits/students sets the tone.
- Adult education: difficult to create career pathways for that population but not eligible for federal financial aid; institutionalized pathways helps with motivation to move forward but input for the pathways and what jobs exist in the community determine what is successful. We are trying to create short term programs that are eligible for aid—the Certified Nursing Assistant program is one and other fields are being explored, i.e. retail. Getting information to the population is an issue—perhaps having a greater presence of the PWN in the city, a downtown satellite perhaps in the Jefferson City Center.
- Career pathways in food service/culinary: CATEC (entry level) to PVCC (a higher level)
- Career pathways for a single mom who needs a GED? PVCC can help with courses once the required math level has been achieved.
- Trades are becoming more technical so students need to be able to perform exemplary in math.
Entrepreneurship: The viticulture/enology program has provided the basis for many winery start-ups by these students.

Retail: need to look at the career pathways for our service region; are seeing companies like Whole Foods hiring with bachelor's degrees but want to train them.

Workforce Services offers summer programs for children that can make learning fun and experimental which helps them become more engaged in education, many focusing on STEM fields. Program awareness is achieved via Computer4Kids, Boys and Girls Club, and the Big Brother/Big Sister program.

Dr. Friedman asked how PVCC can be more involved in partnering with City Council on their discussions of poverty and the un- and under-employed, perhaps by structuring partnerships in addressing these issues.

The College will review the conversations and comments to see how they can be utilized, and Dr. Friedman encouraged continued conversations over dinner. He thanked them for participating in the meeting and the wonderful dialogue.

Respectfully submitted,

[Signature]

Frank Friedman
President and Secretary to the Board

APPROVAL

Laila B. Bare
Chair
PIEDMONT VIRGINIA COMMUNITY COLLEGE BOARD

Board Meeting No. 242

August 6, 2013

Meeting number two hundred forty-two of the Piedmont Virginia Community College Board was held Tuesday, August 6, 2013, in the V. Earl Dickinson Building.

Present

College Board Members: Laila Bare, Stephen Davis, Alvin Edwards, Leonard Gardner, Debbi Goodman, Robert Hodous, Peter Kleeman, Sean McCord, Sean Moynihan, Ava Pippin

Absent: Vera Cooke-Merritt, Bruce Dotson, Russell Otis

Others: Frank Friedman, Pat Buck, John Donnelly, Steve Parker, James Ross, Shivaji Samanta

Welcome and Call to Order

Dr. Bare welcomed those present and called the meeting to order at 3:15 p.m.

Introductions

All attendees, including the recently appointed Board members, introduced themselves. Alvin Edwards and Robert Hodous, City of Charlottesville, are each serving their first four-year term, as is Bruce Dotson, representing Albemarle County. Dr. Ross also was introduced and welcomed.

Board Business

Appointment of nominating committee: Ms. Goodman, Ms. Cook-Merritt and Mr. Gardner have been appointed to serve on the nominating committee for a new vice chair. Ms. Goodman has tendered her resignation as vice chair due to personal reasons. The election will take place at the September meeting.

Review of 2011 Strategic Plan Accomplishments

Dr. Friedman provided the context for the strategic plan. For the last 15 years the College has produced three-year plans. Dr. Donnelly will provide a review of the accomplishments of the second year of the 2011-14 plan. As we enter the third year of the plan, we begin to develop the next three-year plan. Our strategic plan is an action plan, not a shelf document, looking at what we are going to do that moves the College forward—not just a continuation of the old but identifying new initiatives. The budget is tied into the plan and the Planning and Budgeting Committee recommends what resources are needed to achieve the plan, linking the resource to the plan action. The committee’s members are representatives from the ranks of faculty, staff and administrators, and has been spearheaded by Dr. Atkins-Brady, director of institutional research, planning and institutional effectiveness. Dr. Brady recently became vice president for instruction and student services at Paul D. Camp Community College. Four candidates will be interviewed for the position this month. Input for the strategic plan is gathered from the Board as well as
from other stakeholders in the College and the community and used by the Planning and Budgeting Committee to prepare a new plan. The Board typically reviews the plan at its May meeting but that timeline may be adjusted depending on when get hire.

Dr. Donnelly provided highlights of the Strategic Plan’s Year Two Progress Report for 2012-13:

The off-campus site in Greene County was opened almost a year ago and is seeing enrollment growth; the center has been well received by the community.

The off-campus site in the Jefferson School City Center was opened in time for the spring semester. The Culinary Arts associate degree program has received state approvals, and with the hire of a full-time culinary arts instructor the inaugural class of students are being enrolled; to date, about 40 students. A plan for course offerings of core courses at both sites will be developed.

The developmental education redesign of reading, writing & mathematics has been completed. Success measures for mathematics will be evaluated.

The student success initiative, started two years ago, included implementation of supplemental learning assistance and peer mentoring. The supplemental learning assistance component will need continued review and perhaps modification; the peer mentoring initiative has been a great success. A third component of the student success initiative is a focus on evening students. A state grant was received which has helped in the development of outreach, a communication plan, a web page component and videos.

Writing across the curriculum, the focus of the Quality Enhancement Plan, has manifested itself in the requirement of a writing intensive course for each degree program to meet graduation requirements. This initiative begins fall semester.

The number of non-traditional students served has increased. The College graduated 19 inmates of the Fluvanna Correctional Center for Women.

Dual enrollment has expanded with a specific focus on HB1184 which required all high schools to partner with a community college to develop pathways to complete a general education associate degree while in high school. Agreements for all of the service region high schools have been developed and implementation has commenced.

About 40 percent of the faculty have implemented lecture capture technology, called the “flipped classroom.” Classroom time is allocated for collaborative work and active learning while lectures are recorded and viewed by the students prior to class meetings.

New academic programs have been created in Diagnostic Medical Sonography, Radiography and the LPN program, all of which have capacity enrollment and/or waiting lists. Still in consultation and development are other health science programs, as well as business programs in entrepreneurship, retail and cyber security.
The new faculty evaluation plan is the result of another VCCS reengineering effort. It focuses on the first three years of professional development. The plan has many components including more frequent evaluation in the first three years. An adjunct evaluation plan will be developed in the future. Dr. Friedman elaborated, noting that the College has put together one of the better, more rigorous plans of the 23 community colleges. Faculty meet with their dean and develop individual goals for the year upon which they are evaluated and it includes classroom teaching evaluations by students. The first few years are probationary, giving colleges greater leeway to release someone if needed. The new system is holistic and has two ratings (meets/not meets goals) vs. a numerical rating. For the first time a merit pay component was included in the policy providing a monetary award for those in the top tier and involves a faculty committee review of a submitted portfolio.

**Review of Community Leadership Survey Results**

Dr. Friedman stated that the community leadership survey is an important component of developing the strategic plan. A large group of community leaders are surveyed for a rating on a number of domains. Our results are extraordinary and are what we want to see; it is a platform on which to build confidence and support, often resulting in partnerships. Meeting the training needs of local employers did not receive as high a score. It is not clear if it is indeed an issue or if evaluators don't know how to rate it; regardless it will need further review on how to utilize the feedback.

**Small Group Activities**

Members broke into groups for a SWOT analysis, brainstorming on ideas and initiatives for the future and identifying opportunities/weaknesses of the College. Members were asked to address the following questions; the feedback will be provided to the Planning and Budgeting Committee. 1) What are PVCC’s strengths on which we should build in our next strategic plan? 2) What are PVCC’s weaknesses or areas in need of improvement that we should address in our next strategic plan? 3) What external opportunities or threats should be considered as we develop our next strategic plan? These can be local, regional, state, national or international opportunities or threats. The groups also were asked to identify the actions/initiatives/priorities, based on the SWOTS, that should be a part of the 2014-17 strategic plan.

**Small Group Reports and Discussion**

Group 1 Action Plan Report (Goodman, Gardner, Edwards, Pippin, Friedman)
- Mentoring of adjuncts and full-time faculty (inconsistency in quality)
- Social media to promote programs
- Program--hospitality
- Program--cyber security
- Theater/sound/lighting classes
- Awareness through churches
- Awareness via open houses on campus by locale
- Student center (need to address student space
- Expand technology for instruction (continue)
- Hiring and training of advisors and adjuncts (inconsistency in quality)
- Promote advantages of dual enrollment (compared to AP) (private schools especially)
- Showcase positives (constant campaigning)
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- Clubs/activities and student experience opportunities (things that build community)

Group 2 Action Plan Report (McCord, Bare, Davis, Donnelly, Ross)
- Strengths: quality of instruction. Perception/reality is perceived as high but if want to continue that perception the College must live up to the standards
- In highly engaged and educated community
- Weaknesses: don’t want to see as grade 13, but when students get here they realize it’s not
- Weakness/strength: Lack of market segmentation. People come for many reasons--job paths, some for step in academic prep (transfer), no matter what goals are there are many reasons for coming; reflect in how communicate with those segments/students.
- Opportunities: continue and present as opportunity--communicate value and quality of PVCC, a stepping stone to higher education and jobs. Dr. Friedman commented on the number of Board members who are alumni or whose children have attended and it could be a powerful message and marketing opportunity.
- Want to emphasize value/affordability but not a cheap education
- Need to emphasize success stories at PVCC or other community colleges
- More engagement with small businesses, many new businesses coming into the area. Reach out to smaller employers to find out what they need and the same for non-profits
- Focus on guaranteed admission process--“I’m a university student attending PVCC”
- Expansion into Louisa & Nelson, using Greene Center as model
- Increase donor base to secure financing
- High need areas--classes offered inside disadvantaged communities
- Threats
  a. budgetary pressure
  b. increased tuition
  c. barriers/perception of barriers to entry (i.e. registration process!)

Group 3 Action Plan Report (Kleeman, Moynihan, Hodous, Parker, Samanta)
- Exchange/guest lecturer programs w/ UVA; (participating more in educational community)
- Leveraging culinary arts program into hospitality, more of an umbrella, connections with four-year institutions that have a hospitality program, develop feed-in programs
- Entrepreneurship, intellectual property, legal aspects--elements to rebundle, cluster new information to make new outcomes
- Biotechnology--links between information technology, radiography -- a larger element which can be sub elements
- Information technology, medical elements--expand or tailor
- Redefining what communities we’re in aside from political subdivisions--international, other special communities--and project outward to those (partnering with other community colleges, etc.)
- Emerging interest groups within the service area--senior/retirement population
- Security: threat and opportunity--changing federal role in the community, defense analysis community--will need to react to changing demand/training. Threat--quick security clearance. Dr. Friedman indicated there is a possibility that DIA and NGIC will expand in Charlottesville, perhaps consolidating intelligence operations.
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Additional thoughts/ideas:

- Broadband issues: Has it improved since last year? Some progress has been made in southern Albemarle.
- Large scale on-line classes (MOOCS): Are we impacted by these course providers? Probably not at this point, but it is a threat that should be monitored. We look at online learning differently in that our classes are not as large, they provide access for those with access barriers, we offer quality over quantity and don’t want to dilute interaction with an instructor. We are not in it for the money, a philosophical difference from many MOOCS. Is that a message we need to get out? There may be some elements that could be beneficial when utilized with faculty who provide engagement.
- Some things from the strategic plan have not been accomplished and the committee will look at what to focus on.
- Events like free movie night and arts events are great family events, giving people the opportunity to vision themselves at PVCC.
- Focus on success stories, i.e. the home schooled student from Buckingham who emancipated himself and succeeded at PVCC.

The meeting adjourned to continued conversation at a reception and dinner.

Respectfully submitted,

Frank Friedman
President and Secretary to the Board

APPROVAL

Laila B. Bare
Chair
MEMORANDUM

TO: Audit Committee, State Board for Community Colleges
    Dr. Glenn DuBois, Chancellor

FROM: Helen Vanderland, CPA
      Director of Internal Audit

DATE: July 2, 2013

SUBJECT: Academic Activities Follow-Up Review

Reason for Review

In accordance with the Internal Audit Department 2012-2013 Audit Plan as approved by the State Board for Community Colleges, a follow-up review was conducted on the audit recommendations and managements’ responses in the Academic Activities Audit Report, dated April 10, 2012, that was presented to the Audit Committee of the State Board for Community Colleges. The purpose of the review was to determine if college management implemented appropriate corrective actions to address the recommendations and responses contained in the audit report.

The follow-up review included conferring with appropriate college personnel regarding implementation of their corrective actions and evaluating managements’ responses to the Academic Activities Audit Report.

The original audit involved eight community colleges and resulted in seven reported audit findings. Presented below are the results of the follow-up review, which was conducted by the Internal Audit Department during March and April 2013.

Results of Work Performed

Of the eight audit findings from the April 10, 2012 Academic Activities Audit, all management responses had been implemented as of April 22, 2013.

The following table summarizes the original issues reported and the status of those issues at the affected college:
<table>
<thead>
<tr>
<th>Audit Report Issue</th>
<th>Applicable Colleges</th>
<th>Status at 04/15/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriately Determine Teaching Overloads and Limits for Pay</td>
<td>Northern Virginia Community College</td>
<td>Completed</td>
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<td></td>
<td>Patrick Henry Community College</td>
<td>Completed</td>
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<td></td>
<td>Piedmont Virginia Community College</td>
<td>Completed</td>
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<td></td>
<td>Virginia Western Community College</td>
<td>Completed</td>
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<tr>
<td>Fully Document Faculty Workloads and Accurately Calculate Workload Credits</td>
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<td>Completed</td>
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<td></td>
<td>Virginia Western Community College</td>
<td>Completed</td>
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<tr>
<td>Determine the Correct Rate of Pay and Limit the Teaching Credits for 12-month</td>
<td>Blue Ridge Community College</td>
<td>Completed</td>
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<td>Administrative and Professional Faculty Who Teach Classes for Extra Pay</td>
<td>Danville Community College</td>
<td>Completed</td>
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<td></td>
<td>Patrick Henry Community College</td>
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<td></td>
<td>Virginia Western Community College</td>
<td>Completed</td>
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<tr>
<td>Properly Assign, Approve, and Document Released Time</td>
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<td>Completed</td>
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<td></td>
<td>Northern Virginia Community College</td>
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<td>Southwest Virginia Community College</td>
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<td></td>
<td>Virginia Highlands Community College</td>
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<tr>
<td>Revise College Overload Policy to Comply with VCCS Policy Requirement</td>
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<td>Disburse Overload Pay at the Appropriate Time Periods</td>
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<td>Completed</td>
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<tr>
<td>Document Modified Work Schedules for Administrative and Professional Faculty Who</td>
<td>Virginia Highlands Community College</td>
<td>Completed</td>
</tr>
<tr>
<td>Teach Classes for Extra Pay</td>
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</tbody>
</table>

**Conclusion**

As a result of this review, the Internal Audit Department determined college management implemented actions to improve the internal controls associated with these findings.

The Internal Audit Department would like to thank the colleges involved for their assistance in the performance of this review. Please let me know if you have questions.

c: Dr. Susan Wood
Dr. John Downey
Dr. Carlyle Ramsey
Dr. Robert Templin
Dr. Angeline Godwin

Dr. Frank Freidman
Dr. Mark Estepp
Dr. Ron Proffitt
Dr. Robert Sandel
TITLE: CONVERSION OF SECURITY DEPARTMENT TO POLICE DEPARTMENT

BACKGROUND:

As you may be aware, the large majority of college campuses have sworn police officers and the trend continues to escalate. In the VCCS, currently 12 of the 23 campuses have police departments, with others colleges now taking steps to establish these departments on their campuses.

As highlighted in the overview included in your package, there are a number of benefits which would be realized from conversion to a police department. Among these are,

- Better qualified and highly trained commissioned officers vs. security personnel
- Promotes a greater sense of safety and security on campus
- Facilitates more effective collaborative/communication opportunities with local law enforcement agencies
- Provides the college with greater flexibility and a wider range of options in developing and implementing campus safety programs

In April, 2013, a formal recommendation for a hybrid model (combination police officers/security officers) was made by four organizations, the SGA, College and Faculty Senates, and PASS (Professional Association for Support Staff). This was followed by 2 public hearings held on campus that offered the entire PVCC community the opportunity to provide feedback and ask questions regarding this issue.

In an effort to address the growing safety and security needs of our community, we feel that the creation of a police department is a positive step in this direction and ask for College Board approval of this proposal. Should the proposal be approved, the next step would be to submit this to the Charcellor and VCCS Board for consideration.

STAFF RECOMMENDATION:

The staff recommends College Board approval to convert our security department to a police department (a hybrid model will be used, including a combination police officers/security officers). If approved, this proposal will be forwarded to the Chancellor and VCCS Board for its approval.

RESOURCE PERSONS:

Steve Parker  
Vice President for Finance and Administrative Services  
434-961-5207

Marie Melton  
Business Manager  
434-961-5209
Campus Police Conversion

Overview:

Campus security issues have received increased attention since the “Crime Awareness and Campus Security Act of 1990” was passed, and since the 2007 Virginia Tech tragedy. In the wake of Virginia Tech, the National Association of Attorneys General (NAAG) issued a report, which concluded that:

“The issue of school and campus safety is one of enormous importance to the nation as a whole and to each and every community within it. . . . Each tragic event refocuses attention on the need to bolster the ability of our educational institutions to prevent and respond to these horrific occurrences. The issues are not new. Instead, they are once again brought to the forefront of our collective consciousness as we attempt to learn and adapt to threats both from within and without.”

On June 13, 2007, the Secretary of the Department of Health and Human Services, Secretary of the Department of Education, and United States Attorney General submitted their Report to the President on Issues Raised by the Virginia Tech Tragedy (“President’s Report”). In its “Common Themes and Observations” section, the report stated that:

“. . . universal, ‘one-size-fits-all’ solutions are unlikely to be helpful. Rather, appropriate responses to the issues must be tailored to a wide range of circumstances, depending, for example, on whether the context is a college or university, elementary or secondary school, whether the area is rural or urban, whether the setting is a single building, an expansive campus, or integrated in a city setting, or whether the threat being addressed is from a person who is familiar to the setting, or is a stranger to it.”

This observation was echoed in August 2007 by the Wisconsin Governor’s Task Force on Campus Safety, which also found that:

“Given the complexity of violent behavior and the diversity of settings, structures, cultures, and students among campuses, there is no simple one-size-fits-all solution for violence in higher education settings. Officials at each institution must design a program that meets their particular circumstances and needs.”

The President’s Report further observed that “Campus police are often the first responders to campus violence, and may have the initial interactions with students or others whose behavior may indicate a potential for violence.” But despite that: some campus law enforcement officials indicated they were understaffed or lack resources for training, which may leave them less than ideally prepared for crisis incidents on campus; and some campus law enforcement officials indicated that students, campus officials, and external law enforcement counterparts do not view campus police forces as full law enforcement officers. To ameliorate those problems, the President’s Report recommended, inter alia, that schools:
“Ensure the actual and perceived effectiveness of campus law enforcement through enhanced professionalism of campus police forces and joint training with federal, state, and local law enforcement.”

A similar report was completed in 2006 by the Virginia State Crime Commission pursuant to a 2004 House Joint Resolution (HJR-122) Requesting a Campus Crime Study be conducted.

FREQUENTLY ASKED QUESTIONS (FAQs)

1. **What is the difference between sworn and non-sworn officers?**

   Sworn officers have full arrest powers granted by a state or local government. Non-sworn officers do not have the ability to arrest, and serve in the capacity of a security officer.

2. **What types of functions do campus law enforcement officers perform?**

   Campus law enforcement agencies perform functions related to special events security, dispatching calls for services, traffic enforcement, property crime investigation, building lockup, parking enforcement, and violent crime investigation. Functions performed by a majority of agencies serving the smallest campuses, as well as some larger campuses, include parking administration, vehicle registration, key control, and crime/fire prevention education.

3. **How many college campuses have sworn police officers?**

   According to a recent U. S. Department of Justice survey of Campus Law Enforcement Agencies, 74% of colleges and universities with 2,500 or more students use sworn campus police officers.

4. **Do other community colleges similar in size within Virginia have campus police departments?**

   - Yes, the establishment of college police departments is becoming prevalent throughout the VCCS.
   - Currently, 12 of the 23 colleges in the VCCS have police departments. Three additional community colleges have already inquired about establishing a police department.

5. **Has input/feedback been solicited from students, faculty, and staff regarding the conversion of our security department to a police department?**

   Yes, in April, 2013, a formal recommendation for a hybrid model (combination police officers/security officers) was made by four organizations, the SGA, College and Faculty Senates, and PASS (Professional Association for Support Staff). This was followed by 2 public hearings held on campus that offered the entire PVCC community the opportunity to provide feedback and ask questions regarding this issue.
6. Why does Piedmont Virginia Community College seek authority to create its own police department?

- Piedmont Virginia Community College seeks to embrace a campus law enforcement model that is culturally aligned and sensitive to the unique needs of the college community. This connection is gained through the implementation of a community-oriented and trust-based policing model that is an indisputable derivative of the campus environment. As the college continues to grow, safety and security services will need to be assessed to meet the needs of the college community.

- Piedmont Virginia Community College also seeks to ensure that law enforcement services are accountable to the campus community and its leadership. This accountability makes certain that the police agency’s mission, priorities and values are consistently aligned with the expectations of the college. Maintaining its own campus police department re-affirms the institutions recognition of and commitment to this delicate balance.

7. Will all campus security officers (CSOs) be converted into police officers?

- Piedmont Virginia Community College’s Department of Safety & Security (DSS) would implement a hybrid model having both police and campus security officers to perform law enforcement and security functions.

- Selection of college police officers will be based on state law enforcement standards as established by the Virginia Department of Criminal Justice Services Law Enforcement Training Standards (DCJS). Candidates who fail to meet these standards will not be selected to become certified college police officers.

8. What type of training would our college police officers receive?

- College police officers would receive the same training and meet the same standards as fully certified police officers in the Commonwealth of Virginia. Officers would be required to obtain basic law enforcement certification from DCJS upon successful completion of a Basic Police Academy and Field Training.

- Ongoing training would be conducted as required by DCJS to maintain certification.

- Culturally-aligned training specific to Piedmont Virginia Community College would be provided to college police officers (e.g., community-oriented policing and problem-solving, Clery Act and other campus crime reporting obligations, crisis intervention skills, Threat Assessment Team (TAT), emergency medical first responder training, FERPA, etc.).

9. How many college police officers are needed for this transition?

This transition will be done through multiple phases over a period of time. There are some budgetary restraints that may affect this. Staffing levels have yet to be determined; however, the long-term goal is to maintain a police officer presence during its core hours.
(primarily 8 a.m. to 10 p.m.), to be augmented by security staff such that 24/7 coverage is provided.

10. Will PVCC Police Officers be armed?

Yes, this will be within compliance of state law requirements for police officers.

11. How much would this transition cost?

- Estimated transition cost and operating expenses increases to the current Safety & Security budget are as follows:
  
  - In FY14, the projected fiscal impact will be an additional net cost (over current security department funding levels) of approximately $40,000. This will include a combination of hiring a new police chief in the first half of calendar year 2014 and purchasing weapons, uniforms, training, and the one-time first year cost of the VPIN terminal (provides access to criminal and DMV records).
  
  - In FY15, assuming full implementation, the projected fiscal impact would range (depending on the mix of police officers/security officers) from an additional net cost for PVCC of $6,000 - $9,000 for operating expenses and $56,000 - $60,000 in salary request for upgrading staffing to include police personnel. This assumes the total number of full-time personnel (3) will not change from current levels but that staffing would either comprise one full-time chief, one full-time police officer, and one full-time security officer supplemented by part-time security or one police chief and two full-time police officers supplemented by part-time security.

12. Would PVCC Police Officers have off-campus law enforcement authority?

- Pursuant to Code of Virginia 23-234; A campus police officer appointed as provided in § 23-233 or appointed and activated pursuant to § 23-233.1 may exercise the powers and duties conferred by law upon police officers of cities, towns, or counties, and shall be so deemed, including but not limited to the provisions of Chapters 5 (§ 19.2-52 et seq.), 7 (§ 19.2-71 et seq.), and 23 (§ 19.2-387 et seq.) of Title 19.2, (i) upon any property owned or controlled by the relevant public or private institution of higher education, or, upon request, any property owned or controlled by another public or private institution of higher education and upon the streets, sidewalks, and highways, immediately adjacent thereto, (ii) pursuant to a mutual aid agreement provided for in § 15.2-1727 between the governing board of a public or private institution and such other institution of higher education, public or private, in the Commonwealth or adjacent political subdivisions, (iii) in close pursuit of a person as provided in § 19.2-77, and (iv) upon approval by the appropriate circuit court of a petition by the local governing body for concurrent jurisdiction in designated areas with the police officers of the county, city, or town in which the institution, its satellite campuses, or other properties are located. The local governing body may petition the circuit court pursuant only to a request by the local law-enforcement
agency for concurrent jurisdiction.

- College police officers would be guided by department policy and mutual-aid agreements as to their involvement in off-campus enforcement actions.

- The Piedmont Virginia Community College Police Department will have jurisdiction at campuses and off-site locations in the City of Charlottesville and Greene County. Incidents occurring off PVCC property will be referred to the local law enforcement jurisdiction. However, the PVCC Police Department will provide assistance if requested.

13. How would PVCC’s Police Department work with the local jurisdictions?

- PVCC Police Department policies, Memoranda of Understandings (MOUs), and Mutual Aid Agreements would be developed and adopted as needed to support a collaborative and cooperative trust-based relationship. As a state institution of higher learning, the department would continue to rely on the Virginia State Police for mutual assistance when needed.

- Clear expectations of each agency would be established and fostered. Ongoing dialogue and relationship-building will be reinforced. We will also hold joint emergency response training exercises with our local and state jurisdictions to foster excellent collaboration and ensure compliance with state emergency management guidelines for colleges and universities.

14. What are other benefits of having a college police department?

- A dedicated, culturally aligned college police department is best positioned to meet the institution’s needs through true community-based policing.

- Research shows that properly trained and equipped college police officers can quickly respond to emergencies due to their familiarity with campus buildings and issues.

- More discretion is allowed to perform enforcement activities (cite and release, lodge, warn, etc.) as officers will be encouraged to use the student judicial conduct system when practical.

- The college will possess greater flexibility and have a wider range of options in developing and implementing campus safety programs.

- The college police department strives to attract, hire and retain the most qualified employees best suited for a campus environment.
  - Research shows that campus police officers, as compared to their municipal counterparts, possess higher levels of specialized community relations skills:
    - Analysis and problem-solving (58% vs. 37%)
    - Cultural diversity (57% vs. 16%)
    - Mediation and conflict management (42% vs. 11%)
- College employed police officers, by their nature, are more likely to develop meaningful long-term collaborative relationships with members of campus community.

- In cultivating trust-based community relationships, college police departments promote a general sense of safety on campus, which aids in the recruitment and retention of faculty and students.

- Employing a college police agency model creates a single point of contact for policing and security on campus, which reduces or eliminates inefficiencies, misunderstandings and interdepartmental miscommunication.

- Status as a college police department places the agency in a leadership role in coordinating law enforcement resources and response to campus incidents, which include national-level and sometimes controversial events.

- A U.S. Department of Justice Bureau of Justice (BJJ) survey showed that during the 2004-05 school year, more than 80% of agencies serving public and private campuses met regularly with other law enforcement agencies (88%) and with on- and off-campus groups and organizations—such as student housing groups (86%), faculty/staff organizations (84%), and student organizations (83%)—to discuss crime and safety-related problems on campus.

- In response to recommendations made by the 2006 HJR campus crime report and 2007 Virginia Review Panel Report, the General Assembly passed legislation (VA Code Sec 23-9.2:10) requiring public colleges and universities to establish Violence Prevention Committees and Threat Assessment Teams that includes law enforcement representation. Having a police department will assist us with maintaining compliance.

In addition to the 2007 tragedy at Virginia Tech, in 2009 the Virginia Community College System experienced an active shooter incident at Northern Virginia Community College’s Woodbridge Campus. The NVCC Police Officer on duty provided an immediate response to the situation and with the assistance from the local police was able to quickly apprehend the shooter without any casualties.

**Customer Service Based Community Oriented Policing and Crime Prevention**

The PVCC Police Department will embrace a customer service based community oriented policing model that will support the overall mission of the college. The positive daily law enforcement interaction with the college community creates a bond and a level of trust that contribute to a comfortable level with officers that may not be common with outside law enforcement agencies. Having a college police force also ensures that law enforcement services are accountable to the campus community and its leadership. This accountability makes certain
that the police agency's mission, priorities and values are consistently aligned with the expectations of the college. Creating our own police department re-affirms the institution’s recognition of and commitment to this delicate balance.

*Survey and Research results obtained from U. S. Department of Justice Bureau of Justice. BJS survey among 4-year institutions, 606 of 750 agencies responded to the full survey, for a response rate of 81%. Among 2-year institutions, 143 of 163 agencies responded to the full survey, for a response rate of 88%. Campus crime statistics were compiled using data from the BJS survey, the FBI's Uniform Crime Reports, and the U.S. Department of Education's Campus Security Statistics.
Piedmont Virginia Community College Board
Performance Report: 2012-13

Leadership:

- Be effective liaisons between the leaders in appointing jurisdictions and the College.
  - Board members arranged meetings with President Friedman and members of their respective local governing boards and/or school systems.
- When possible, participate with students, faculty and staff in the life of the college through events, social activities, and instructional offerings.
  - Board members attended a number of events at the College including spring recognition and Dickinson events; the Board Chair provided welcoming remarks to convocations; two members participated in the Semester at Sea program.
- Use these opportunities to introduce the College to colleagues and acquaintances who may not be familiar with its breadth of benefits to the community.
  - Board members took advantage of comp tickets for Dickinson events.
- Demonstrate commitment of total college leadership by 100% participation in the Educational Foundation annual fund.
  - 9 of 13 Board members participated in the 2012-13 Annual Fund (unrestricted)
  - 10 of 13 Board members gave to the PVCC Educational Foundation in 2012-13 (unrestricted and restricted)
- Participate in the development and subsequent support of the VCCS legislative priorities.
  - Board members participated in the visits to the General Assembly along with students to deliver the PVCC message.

Stewardship:

- Diligently and actively participate in all matters that properly come before the Board and its committees.
  - Carried out throughout the year.
- Monitor the College’s achievement of the Strategic Plan initiatives and participate in the strategic planning process.
  - Board members received updates.
- Convene at least one joint board meeting off campus on a rotational schedule with local boards of the College’s service area.
  - The Board met with representatives of Charlottesville at the May meeting.
- Actively participate in the SACS reaffirmation process as required or appropriate.
  - Not applicable for 2012-13.
Initiative:

- Work with the President or designee in seeking new off-campus class and/or workforce development offerings.
  - Board members have been advocates for the Greene County site, the Jefferson School and workforce offerings throughout the service region.
- Honor and recognize excellence in faculty, staff, and students. (e.g.: College Board Award for Service.)
  - Kate Cudé was presented with the College Board Service Award at the spring Academic and Leadership Awards Convocation.
- Assist as appropriate in seizing timely new opportunities. (e.g.: the acquisition and use of the former Visitor Center, introduction of potential benefactors or collaborations that may benefit our communities.)
  - Board members provided numerous ideas and “leads” to President Friedman.

Opportunity * Access * Excellence
PVCC BOARD
2013-14 COMMITTEE ASSIGNMENTS

Community Relations Committee: The Community Relations Committee shall consider matters external to the college which may influence the ability of the college to fulfill its mission. The Community Relations Committee shall consist of the following subcommittees, each of which shall have a chair: Business and Industry Relations, High School Relations, Legislative Relations, University of Virginia Relations

Peter Kleeman (Chair)
Ava Pippin
Stephen Davis
Sean McCord
Laila Bare (ex officio)
Frank Friedman (ex officio)
James Ross (Staff Liaison)

Curriculum Committee: The Curriculum Committee shall consider matters pertaining to the college's instructional programs.

Leonard Gardner (Chair)
Vera Cooke-Merritt
Bruce Dotson
Debbi Goodman
Laila Bare (ex officio)
Frank Friedman (ex officio)
John Donnelly (Staff Liaison)

Finance and Building Committee: The Finance and Building Committee shall consider matters pertaining to the local funds budget, the state M & O budget, and capital outlay (building) projects.

Russell Otis (Chair)
Alvin Edwards
Robert Hodous
Sean Moynihan
Laila Bare (ex officio)
Frank Friedman (ex officio)
Steve Parker (Staff Liaison)

PVCC Educational Foundation Liaison: VACANT

Real Estate Foundation Liaison: VACANT

PVCCB
8/29/13
REGION 18
PIEDMONT VIRGINIA COMMUNITY COLLEGE
2013-14 BOARD MEMBERS

Albemarle County

Dr. A. Bruce Dotson
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avery@firstva.com

Nelson County

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286 Riverfield Farm Lane
Faber, VA 22936
434-263-5527 Home
434-325-8531 Business
434-325-1464 FAX
rotiswpoa@cs.com
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* Ineligible for reappointment; served two four-year terms.
** Eligible for reappointment at end of first four-year term.
*** Filled unexpired term; eligible for appointment to first or reappointment to second four-year term.
# PVCC BOARD CALENDAR
## 2013-14

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<th>Event Description</th>
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<td>AUG</td>
<td>6</td>
<td>Board Summer Retreat 3-7 pm Dickinson Stage</td>
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<td>SEPT</td>
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<td>Board Meeting 4 pm Pace Board Room</td>
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<td>18-19</td>
<td>SBCC Meeting*</td>
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<td>TBA</td>
<td>BOS/CITY COUNCIL ANNUAL UPDATE</td>
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<td>6</td>
<td>Board Meeting 4 pm Pace Board Room</td>
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<td>19-20</td>
<td>VCCS Annual Meeting, Richmond Marriott</td>
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<td>SBCC Meeting*</td>
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<td>BOS/CITY COUNCIL ANNUAL UPDATE</td>
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<td>UVA Legislative Forum, 12-1 pm, Rotunda Done Room</td>
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<td>JAN</td>
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<td>BOS/CITY COUNCIL ANNUAL UPDATE</td>
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<td>8**</td>
<td>Board Meeting 4 pm Pace Board Room</td>
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<td>22-23</td>
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<td>19-20</td>
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<td>Academic &amp; Leadership Awards Convocation 4 pm, Dickinson Theater</td>
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<td>MAY</td>
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<td>Board Meeting 4 pm Pace Board Room</td>
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<td>15 (Thursday)</td>
<td>Commencement 6 pm JPJ Arena (Pinning at 1 at JPJ)</td>
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*State Board for Community Colleges meetings: for information only  
** Second Wednesday
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