COLLEGE BOARD MEETING

***

Wednesday, January 7, 2015
4 PM
W. A. Pace Jr. Board Room
PIEDMONT VIRGINIA COMMUNITY COLLEGE BOARD

Agenda

January 7, 2015
4 p.m.
W. A. Pace Jr. Board Room

Ava Pippin, Presiding

1. Welcome and Call to Order

2. Approval of November 5, 2014 minutes (attachment #1, for action)

3. Public Comment

4. President’s Report
   A. Budget/VCCS/PVCC Updates
   B. College Updates (Dr. Donnelly, Dr. Ross, Mr. Parker, Ms. Haas, Dr. Hamm)

5. Committee Reports (attachment #2, for action)
   A. Curriculum Committee
      1. Approval of Career Studies Certificates
         a) Central Services Technician
         b) Retail Management

6. Audit Reports (attachment #3)
   A. Financial Aid (Dr. Donnelly)
   B. Fixed Assets (Mr. Parker)

7. Program Highlight: Early College Initiative (Dr. Donnelly, Mr. Andrew Renshaw)

8. Approval of Naming of Science Building (attachment #4, for action)

9. Chair’s Report
   A. VCCS Annual Meeting
   B. Next College Board Meeting, Nelson County, March 4, 2015, 4 p.m.
   C. Legislative Visits, January 21 and February 5, 2015
   D. Legislative Reception, February 11, 5:30-7:30 p.m., Richmond

10. Other

11. Information Items (attachment #5)
   A. College Board Calendar
   B. Board Committees List
   C. November-December Media Highlights
PIEDMONT VIRGINIA COMMUNITY COLLEGE BOARD

Board Meeting No. 250

November 5, 2014

Meeting number two hundred fifty of the Piedmont Virginia Community College Board was held Wednesday, November 5, 2014, in the W. A. Pace Jr. Board Room.

Present

Stephen Davis          Sean Michael McCord
Bruce Dotson           Sean Moynihan
Alvin Edwards          Ava Pippin
Frank Gallo            Thomas Proulx
Debbi Goodman          Fred Richardson
Robert Hodous          Joseph Scruggs
Peter Kleeman

Others

Frank Friedman, President
Corinne Faris, Administrative Assistant to the Office of the President
John Donnelly, Vice President for Instruction & Student Services
Sue Haas, Chief Information Officer
Jolene Hamm, Director of Institutional Research, Planning & Institutional Effectiveness
Hee Yun Joo, Student Government Association
Marie Melton, Business Manager
David Moyer, Faculty Senate
Valerie Palomountain, Dean of Workforce Services
Jeannie Perutelli, PASS
James Ross, Vice President for Institutional Advancement & Development
Miriam Rushfinn, Program Manager, Youth & Educational Symposia
Anita Showers, Director of Marketing & Media Relations
Media

Welcome and Call to Order

Ms. Pippin welcomed those present and called the meeting to order at 4 p.m.

Approval of Minutes

The proceedings of the September 10, 2014, meeting were unanimously approved on a motion by Dr. Edwards, seconded by Mr. Proulx.

Public Comment

None
President’s Report

Budget/VCCS/PVCC Updates. Since the last board meeting, another budget cut for higher education was announced: 5% this year and 7% next year, with the 7% reduction being a permanent cut. The original plan was revised and cut the reductions to half of the original amounts; this year it will be a $190,000 cut and next year’s will be a $185,000 cut. This year’s cut has been made with minimal effect on current operations. Next year, a careful review will be necessary of all expenditures to prepare for this permanent change to the budget. There have been no final decisions for cuts next year and the College is not acting until February or March due to the General Assembly session. The VCCS gives each college an amount to cut. The College determines how best to achieve the required reduction.

CATEC is in the process of reviewing their strategic plan to alter their curriculum to ensure theirs and PVCC’s is aligned to show a student’s path of success through the secondary and post-secondary educational programs to better serve the career and technical education in our community. All dealings related to this initiative are positive and moving forward. The next issue is identifying a facility at which this takes place. CATEC was opened in 1972 and there are ADA requirements for updating and developing new programs which require new labs. Would it make more sense to build a new building to serve the high school population by day and adults by night? Taxpayers get more for their money if a new building is built and used for both day and night classes but there could be scheduling issues. This is at a conceptual level at this point and no analysis has been done regarding costs, square footage, or determining usage. This is being discussed in the community at the board level and in the media. The curriculum alignment aspect is going to be a challenge. CATEC would still have its own identity, being a secondary school operation run by secondary staff; PVCC would not be in a position to put money towards construction. We would be in a position to donate land, but there is no promise in that. This will need to be investigated to see what can be put towards any construction. The College is not interested in CATEC having an on-site PVCC location on their campus. We would still need to renovate any CATEC spaces.

PVCC was approached by Dr. Rosa Atkins, Superintendent of Charlottesville City Schools, to see if the College is interested in becoming the administrative agent for the Adult Learning Center. They are the regional entity for adult education for the six localities, except Buckingham, that PVCC serves. A meeting with the local school superintendents showed that they are overwhelmingly in favor of PVCC becoming the administrative agent to open pathways to adult learners in our locales. If we facilitate that, it would provide major advantages to the College. An audit must be done to see what is currently working and what isn’t.

College Updates

Dr. Donnelly

- Spring registration started October 27.
- Four new advisors have been hired to support the proactive advising model; the search is nearing completion for the coordinator of library services position.
- PVCC’s three submissions for the Chancellor’s Innovation Fund Grants were awarded; the College was number two for the highest funding within the system. The foci of the grants are developmental mathematics, teaching and learning pedagogy and advanced manufacturing.
- PVCC is one of 25 colleges selected to be a participant in the AACC 21st Century Initiative’s Summit on the Redesign of Development Education to be held in February in Washington DC.
At a recent superintendent’s meeting, a program was proposed for the school systems to focus on college readiness that will involve testing all rising 11th graders using the VPT. Those testing as college-ready will be referred to dual enrollment, advanced placement and concurrent enrollment programs. Those not will participate in an intervention in the 11th and 12th grades.

PVCC has been asked to be the programmatic and fiscal agent for adult basic education, including the GED. Discussions have been held with TJACE and the superintendents who are all supportive. We are examining all aspects of the program to determine if it is something we want to do.

International education at PVCC includes a College listing of trips, speakers and events.

Dr. Ross
- Anita Showers will be retiring in March of 2015.
- Ms. Pippin wrote a letter to the College Board members encouraging them to give to the annual campaign and is hoping for 100% Board participation. She noted that credit card payments may be made online.

Ms. Melton for Mr. Parker
- To date, five filtered water bottle filling stations have been installed, with all campus buildings having at least one. It has been a very successful initiative. No analysis on the effect of vending machine sales has been conducted yet.
- The College announced this morning that the UVA Community Credit Union branch will open in January of 2015. PVCC will employ PVCC students to provide all financial services. The credit union will work with the College to help students learn about personal finances.
- Shawn Harrison is now a commissioned law officer with the Commonwealth of Virginia. She is now able to recruit and hire.
- Dr. Friedman announced Ms. Melton’s retirement effective the end of December 2014. She was one of the original of the PVCC staff, serving the College for 42 years. There was a round of applause for her.

Ms. Haas
- Ms. Haas reviewed plans to increase network bandwidth that will take place within the next week or two and will triple the College’s bandwidth by July of 2015. She had been receiving reports of slowness at the beginning of the semester and her team started monitoring daily activity. The VCCS has already increased our bandwidth. Information Technology is looking to the future at cloud-based services to move services off the network, with the VCCS to provide policies and procedures for security. The Chancellor is requiring cloud-based email within the next year. Security prevention is our goal since fixing it afterwards is extremely costly. The VCCS has an insurance policy to cover all costs for all 23 colleges for a security breach. As part of the implementation process, all Social Security numbers will be eliminated from records.
- The technology three-year strategic plan will be complete by the end of the spring semester, with input from many. Development of the plan is committee-based with membership from faculty and administrator ranks.
- PVCC is participating in a pilot program for shared services for an information security officer to enhance compliance.

Dr. Hamm
- Dr. Hamm discussed the significant progress on the SACSCOC 5th year interim report regarding accreditation; the report is due September 2015. The report provides our progress on the Quality
PVCC Board  
Meeting No. 250  
Page Four

Enhancement Project, “Write Here! Write Now!” as well as reporting on 17 comprehensive standards and federal measures. We have begun preparation for the SACSCOC off campus site visits which will occur March 31-April 2, 2015. The Off Campus Site Visit and Report examines 14 SACSCOC comprehensive standards including institutional effectiveness for the site, academic support services, learning and information resources and Library resources.

- Dr. Hamm will welcome her new research analyst, Dr. Bernadette Knight, on November 10. Dr. Knight most recently worked for Virginia Commonwealth University and is an alumna of the University of Alabama.
- The Student Satisfaction Survey is underway with 500 students completing the survey.

Enrollment Profile

- Dr. Hamm briefly reviewed the fall 2014 credit enrollment profile. She reminded the Board that this is an early look at fall enrollment and final numbers will not be available until the close of the semester. The data is based on 5,562 students enrolled for credit at PVCC as of October 27, 2014. When compared with last fall’s headcount we are nearly equivalent to last year and are experiencing an increase in FTE of 1.6% over last year. This increase in FTE can be attributed in part to the advising changes that Dr. Donnelly discussed at the September Board meeting. Currently, PVCC is 58% female and 42% male; 71% of our students are Caucasian, 15% African American, 5% Asian, 5% Hispanic, 2% Native American and 2% remain unspecified. Currently, 68.1% of our student body is age 24 or younger with 1,387 being under the age of 18 and nearly 1,800 students in the 18-21 age range. Dr. Hamm will provide further breakdown of demographics as requested. About 95% of the 1,387 students less than age 18 are high school dual enrollments. Service region enrollment has remained relatively stable when compared to last year. The data listed in the service region enrollment table is self-reported by the students.
- The Course Delivery Table shows that 42% of our students are taking courses at our off campus locations. This is a 3% increase when compared with the previous year.
- The Developmental Table shows that 10.6% of our students are taking at least one developmental course which is up from 7% over last fall.
- The locality increase includes satellite PVCC location students.
- Why has Albemarle enrollment decreased? One possible explanation is that after taking dual enrollment courses, those students move to a four-year institution, but we don’t really know; additional research is necessary to help answer that question.
- The types of courses that are most popular at PVCC’s satellite campuses are mostly core classes for general education and The Jefferson School’s culinary arts courses, since that is its home. Just over 39% of the student body is enrolled in transfer programs, 25.8% in CTE programs, and 25.7% is high school enrollment.
- There are 1,484 dual-enrolled students in the local high schools, up from 1,323 students last fall. Our dual enrollment FTE is 493.7 this fall which is up from 462 FTE fall 2013.

Strategic Plan 2015

Dr. Hamm reviewed the Strategic Plan for subsequent College Board approval and thanked the Board for their input. The proposed Strategic Plan has four institutional priorities: Enabling Student Success; Access to
PVCC Board
Meeting No. 250
Page Five

Education; Resources to Support College’s Mission, Vision, and Values; and Economic and Workforce Development. Regarding the enabling student success priority, PVCC plans to improve student success by enhancing the advising process to ensure a structured intake system and have the students meet with advisors at targeted points to ensure successful completion. We will provide incentives for full-time student enrollment to encourage completion and student success. We will implement the SAILS at-risk intervention system and align job placement services with national best practices with the conversion of the career services office to a job placement office. Regarding the Access to Education priority, PVCC plans to increase enrollment and retention of underserved and nontraditional populations by partnering with local school systems and private schools to create a defined program in high school where students are tested for college readiness and create opportunity for students who are not college ready to become college ready by high school graduation. We will increase access to a high-quality education for everyone by developing educational programs that cultivate mid-level skills that lead to middle- to high-paying jobs. Some of these programs are Pharmacy Technician, Advanced Manufacturing, and Central Sterile Processing. Regarding the resources to support the College’s mission, vision, and values priority, we will ensure high-quality facilities by incorporating best practices for campus safety and security in the conversion to Public Safety and Campus Police. We will also implement a web-based faculty profile including faculty’s basic information. PVCC will ensure adequate financial resources by increasing philanthropic gifts to increase opportunity. PVCC will ensure a current and reliable information technology infrastructure through the development of a three-year technology plan. We will also automate and outsource business process and student support services as appropriate. Regarding the Economic and workforce development priority, PVCC will utilize our resources to further develop the community through conducting a feasibility study for the construction of a joint use CATEC-PVCC career and technology building on PVCC campus and integrate curriculum between CATEC and PVCC. To develop agreements, partnerships, and outreach programs that will strengthen relationships with the community and constituents, PVCC will establish an effective and ongoing planned giving program and develop an active alumni association with chapters in each locality of PVCC’s service region.

The Board took action on the matter of approving the Strategic Plan. On a motion by Mr. Moynihan to approve the plan, the Board unanimously did so.

Program Highlight: KidsCollege@PVCC

Dean Palamountain and Ms. Rushfinn presented to the Board the new KidsCollege@PVCC brand logo and a recap of the summer’s program. They also provided tee shirts for all Board Members. Their focus is on supporting school districts with field trips within the community localities. The students completed the Career Readiness Certificate. Workforce Services is now offering three spring break academies. They are now moving out to the community via portable classes for locality access and expanding partnerships by expanding into our community, including the City of Promise and Piedmont Housing Alliance. The program expanded to 8 weeks from mid-June to mid-August with 56 academies this year with morning and afternoon sessions and will increase the time by fifteen minutes next year and include clubs to add more time for those students who need to stay due to varying parent pick up times. They had an average of 80 kids per week. Many faculty members are getting involved during the summer. Board members are invited to come every Friday to see the completed student projects. All enrolled students get an ID number and they’re college students for life. Due to capacity restrictions, they are expanding to the Dickinson Building. Dean Palamountain reviewed items provided in folders. Workforce Services is looking at their Rotary partnership to expand their reaches.
Outreach efforts will help with distance issues and providing the program to other localities. Dr. Friedman is willing and hoping to expand to other localities, but the localities need to decide to become involved. Workforce Services tries to fulfill urmet needs within the community; schools can ask us for what they need and we will try to accommodate them and enrich those inaccessible to get them to college. Workforce Services found the richest with academic camps.

JAUNT buses are not used to bring more kids to PVCC due to the age of the children which restricts transportation to/from PVCC without adult supervision. They are utilized for chaperoned field trips only.

Chair's Report

VCCS Annual Meeting: The VCCS Annual Meeting takes place at the Richmond Marriott November 18-19, beginning with registration at 2 p.m. and concluding after lunch on the 19th. Board members registered to attend are Alvin Edwards, Peter Kleeman, Ava Pippin (second day) and Fred Richardson. Registration through the President's Office is through November 6. Board members are welcome to carpool from Lot 1; please let Pat know the make and model of the vehicle and place your board member dashboard placard on your dashboard.

Next College Board Meeting. The next meeting of the College Board is scheduled for 4 p.m. on January 7 at the College.

Legislative Visits. Board members are welcome to participate in the legislative visits which are scheduled for January 21 and February 5. A contingency of student leaders and political science students will participate in the visits. Dr. Friedman encouraged the Board to attend. Departure is at 7 a.m. with a full schedule ending in the gallery. A nice lunch with the students wraps up the trip with a return to the campus around 4 p.m.

Legislative Reception. The reception is scheduled from 5:30-7:30 p.m. in Richmond. Additional details will be forthcoming from the VCCS.

Other

Mr. Moynihan wished safe travels to all faculty, staff and administration during the holidays.

Information Items

The following informational items were provided: Board Committee List and September-October Media Highlights.
Executive Session

Mr. Moynihan moved that the Piedmont Virginia Community College Board convene in closed session, in accordance with Section 2.2-3711(A) (8) of the Code of Virginia, to discuss matters relating to gifts, bequests and fundraising activities. Mr. Hodous seconded the motion.

All of the present Board Members convened in a closed Executive Session. Dr. Dotson left the Board meeting before the Executive Session began.

Upon conclusion of the closed session, a roll call vote certifying that to the best of each member’s knowledge (i) only public business matters lawfully exempted from open meeting requirements under the Freedom of Information Act and (ii) 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 Board member present certified by saying “I so certify.”

Stephen Davis           Sean Michael McCord
Alvin Edwards           Sean Moynihan
Frank Gallo             Ava Pippin
Debbi Goodman           Thomas Proulx
Robert Hodous           Fred Richardson
Peter Kleeman           Joseph Scruggs

After the conclusion of the executive session, Mr. Moynihan moved that the resolution, captured below, be accepted; it was seconded by Dr. Edwards. The motion unanimously carried.

Resolution regarding the Kluge-Moses Science Building:

Whereas, the Kluge-Moses Foundation pledged $1.2 million in 2005 to PVCC to support science and health programs and laboratories, and

Whereas, in honor of this pledge, the PVCC Board named a building the Kluge-Moses Science Building, and

Whereas, due to unforeseen circumstances the Kluge-Moses Foundation terminated payments on the pledge in 2009 after $600,000 and

Whereas, the gift agreement clearly states that, “the naming is contingent upon fulfillment of the full $1.2 million pledge.”

Therefore, the PVCC Board directs the following:

1. The name of the building be changed to the Science Building at a date not later than the start of fall semester 2015.

2. The President of PVCC is directed to honor the very generous $600,000 gift from the Kluge-Moses Foundation by naming an aspect of PVCC such as a room or a program or an academic department in their honor.
3. The President is directed to seek another gift of $1 million or more and recommend to this Board the naming of the Science Building in honor of the donor.

Adjournment

The meeting was adjourned at 6:35 p.m.

Respectfully submitted,

Frank Friedman
President and Secretary to the Board

APPROVAL

Ava A. Pippin
Chair
Memorandum

To: Curriculum and Instruction Committee
From: Linda Starks, Program Director; Kathy Hudson, Dean
CC: John Donnelly, VPISS
Date: October 16, 2014
Re: New Career Studies Certificate: Central Services Technician

The Division of Health and Life Sciences has received a request from UVA Health System and Martha Jefferson Hospital to develop a curriculum to prepare employees to work in the field of central sterile processing. In support of this request, UVA and Martha Jefferson Hospital have committed to funding a full-time faculty member for three years.

Purpose: Provide individuals trained to perform central sterile processing duties in local health care facilities. Students learn vital infection control techniques to keep hospitals and other medical facilities safe and free from the spread of diseases. Central service technicians perform and participate in decontamination, cleaning, assembling, packaging, scanning, sterilization, storage and distribution of reusable surgical instrumentation and equipment.

Rationale: Currently health care facilities are providing on-the-job training to prepare individuals to function safely as central sterile processing technicians. This process can take up to nine months to complete.

Current projections by EMSI, VEC and U.S. Department of Labor, Bureau of Labor Statistics project a 17% growth in this job market in the next 10 years. Coupled with this information both UVA Health System and Martha Jefferson Hospital are projecting larger needs due to retirements in their aging workforce.

EMSI, VEC and U.S. Department of Labor, Bureau of Labor Statistics report hourly wages at between $11 and $17 per hour in the PVCC service region.

Proposal: This new two-semester career studies certificate will prepare individuals to work as central service technicians. Although there is currently no national program accreditation process, the International Association of Healthcare Central Service Material Management (IAHCSMM) provides a “core curriculum” for central services technician. Graduates of this program will be eligible to take the national IAHCSMM Certification Exam. Currently, local employers are using this certification for preferential hiring. We plan to admit 10 students per cohort/year.
CENTRAL SERVICES TECHNICIAN
Career Studies Certificate

Purpose: Provide individuals trained to perform central sterile processing duties in local health care facilities.

Occupational Objective: Students learn vital infection control techniques to keep hospitals and other medical facilities safe and free from the spread of diseases. Central service technicians perform and participate in decontamination, cleaning, assembling, packaging, scanning, sterilization, storage and distribution of reusable surgical instrumentation and equipment.

Admission Requirement: Admission to the College. Completion of MTE 1-3 or qualified placement test score and placement into ENF 2 or qualified placement test score for this program. Additional information can be found on the program’s website or in the Admission and Advising Center or in the Health and Life Sciences Division office. You can find additional information about the Central Services Technician Career Studies Certificate in the “Central Services Technician Program Information” booklet, which can be found on the program’s web page at this link: http://www.pvcc.edu/sites/www.pvcc.edu/files/media/hls_central_services_technician_program_information.pdf

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<thead>
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<th>Core Courses</th>
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<td><strong>Summer</strong></td>
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<tr>
<td>SDV 101¹</td>
<td>Orientation</td>
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<tr>
<td>HLT 141</td>
<td>Medical Terminology</td>
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<tr>
<td>SUR 130</td>
<td>Introduction to Central Services</td>
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<td>SUR 135</td>
<td>Introduction to Infection Control</td>
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<td>SUR 190</td>
<td>Coordinated Internship</td>
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<td><strong>Fall</strong></td>
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<tr>
<td>ITE 100²</td>
<td>Information Literacy</td>
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<tr>
<td>SUR 230</td>
<td>Clinical Applications</td>
</tr>
<tr>
<td>SUR 235</td>
<td>Fundamentals of Central Services</td>
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Total Minimum Credits: 21

¹ May substitute SDV 100.
² May substitute ITE 119 or ITE 120.
TO: Curriculum & Instruction Committee  
FROM: Adam Hastings, Dean  
CC: John Donnelly, VPISS  
DATE: August 5, 2014  
RE: New Career Studies Certificate: Retail Management

Within the PVCC service region in 2012, 405,343 workers were employed in the retail industry, the fourth-largest industry by employment. In the Charlottesville MSA alone, 117 unique job postings were created in August of 2014. Recent retail growth (e.g., Shops at Stonefield,Gender Mountain, and Fresh Market) coupled with anticipated openings of Costco (2015; Anticipated employee need: 200) and Wegmans (2016; Anticipated employee need: 550) will further drive demand for qualified employees.

Purpose

The PVCC Career Studies Certificate in Retail Management will prepare successful program graduates for employment within the service region. Successful graduates will be able to directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties. Graduates from this program who successfully complete the National Retail Federation (NRF) Certification exam in Retail Management will demonstrate that they have the knowledge and skills necessary in the primary discipline of retail management and are prepared to pursue related careers.

Rationale

The current Associate of Applied Science degree in Management, while applicable to the retail industry, is not specific to the retail industry. Moreover, employment as a First Line Supervisor of retail workers typically requires only a high school diploma with additional non-degree training. A Career Studies Certificate in Retail Management will grant ready access to employment within the service region.

EMSI, the Virginia Employment Commission, and the Bureau of Labor Statistics project occupational growth of 4.2% by 2022 with an average annual salary of $39,644 ($19.08/hr) within the service region. The Virginia Employment Commission projects 0.1% growth in the retail industry by 2022.

Proposal

This two-semester Career Studies Certificate will prepare individuals to work as First Line Supervisors of Retail Workers. This Career Studies Certificate is designed to meet employment demands articulated by regional employers. As part of this program, students will complete industry-recognized certifications for individual courses or groups of courses (e.g. NRF Retail Management).
Retail Management
Career Studies Certificate

Purpose: Provide individuals trained to perform Retail Management in retail firms throughout the service region.

Occupational Objective: Successful graduates will be able to directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.

Admission Requirement: Admission to the College, Completion of MTE 1-3 or qualified placement test score and placement into ENF 2 or qualified placement test score for this program. Additional information can be found on the program’s website or in the Admission and Advising Center or in the Business, Mathematics, and Technologies Division office.

You can find additional information about the Retail Management Career Studies Certificate on the program’s web page at this link: link

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<thead>
<tr>
<th>Core Courses</th>
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<td><strong>Fall</strong></td>
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Total Minimum Credits: 24
Courses New to PVCC

**BUS 236 - Communication in Management**

Introduces the functions of communication in management with emphasis on gathering, organizing, and transmitting facts and ideas. Teaches the basic techniques of effective oral and written communication. Lecture 3 hours per week.

3 credits

**MKT 110 - Principles of Selling**

Presents a fundamental, skills-based approach to selling and relationship building. Emphasizes learning effective interpersonal communication skills in all areas of the sales process through skill-building activities. Examines entry-level sales careers in retailing, wholesaling, services and industrial selling. Lecture 3 hours per week.

3 credits

**MKT 215 - Sales and Marketing Management**

Emphasizes the relationship of professional sales skills and marketing management techniques. Demonstrates the use of the Internet to enhance marketing. Studies legal and ethical considerations. Lecture 3 hours per week.

3 credits

**MKT 216 - Retail Organization and Management**

Examines the organization of the retail establishment to accomplish its goals in an effective and efficient manner. Includes study of site location, internal layout, store operations, and security. Examines the retailing mix, the buying or procurement process, pricing, and selling. Studies retail advertising, promotion, and publicity as a coordinated effort to increase store traffic. Lecture 3 hours per week.

3 credits

**MKT 260 - Customer Service Management**

Examines the role of customer service in achieving a firm's long-term goals; discusses the basic principles of effective customer service; explores the tasks and responsibilities of a customer service manager. Includes such topics as purpose of customer service; establishment of customer service goals and policies; recruitment, selection and training of customer service employees; motivation techniques; empowering employees for better decision making; and evaluation of customer service employees and program. Lecture 3 hours per week.

3 credits
FINANCIAL AID POST AWARD PROCESS AUDIT

November 13, 2014

Internal Audit Department
EXECUTIVE SUMMARY

The Financial Aid Post Award Process Audit was performed to determine whether colleges are adequately administering the post award process, college departments are coordinating effectively to administer post award processes, and whether Financial Aid departments’ policies are current and comply with regulations. The audit covered the process used for awarding Pell Grants and Direct Loans. The period under review was from July 1, 2013 through June 30, 2014 for the following colleges:

- Central Virginia Community College (CVCC)
- Danville Community College (DCC)
- Eastern Shore Community College (ESCC)
- J. Sargeant Reynolds Community College (JSRCC)
- Piedmont Virginia Community College (PVCC)
- Southwest Virginia Community College (SWCC)
- Tidewater Community College (TCC)

The Financial Aid support function at the System Office (SO) was also reviewed.

1. Based on the results of our audit, some colleges should improve the control environment related to financial aid post award processes. Although most colleges have an adequate control environment, control weaknesses and opportunities for improvement were observed in the following areas: Administering the financial aid post award process accurately and consistently
2. Holding disbursements for late-starting classes
3. Billing students for aid refunded to the Department of Education
4. Performing and documenting reconciliations
5. Increasing instructor accountability in submitting attendance rosters

Specific audit findings and recommendations are described in the Issues section of this report. Specific recommendations have been discussed with respective members of the colleges and System Office management. In some cases, corrective action has already been implemented.

The following table shows the issues applicable for each entity.

<table>
<thead>
<tr>
<th>Issues</th>
<th>CVCC</th>
<th>DCC</th>
<th>ESCC</th>
<th>JSRCC</th>
<th>PVCC</th>
<th>SWCC</th>
<th>TCC</th>
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<td>Administering financial aid post award process accurately and consistently</td>
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<tr>
<td>Billing students for aid refunded to the Department of Education</td>
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<tr>
<td>Performing and documenting reconciliations</td>
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<td>✔</td>
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<tr>
<td>Increasing instructor accountability in submitting attendance rosters</td>
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Financial Aid Post Award Process 2 Internal Audit Department
OVERVIEW

Background
Financial aid is offered to qualified students within the Virginia Community College System (VCCS) to assist in educational expenses. Financial aid comes in the form of grants, loans and scholarships. From data in the Student Information System (SIS), over 108,500 students were awarded financial aid totaling approximately $532 million in aid year 2014. Throughout the VCCS, financial aid is administered at each college through the institution’s Financial Aid department. The System Office provides support to the colleges through the VCCS Director of Financial Aid.

Internal Audit performed the audit at the request of System Office management. VCCS colleges received multiple financial aid findings in the Auditor of Public Accounts’ Statewide Single Audit report over the last five years, and concerns were expressed about potential efficiency and training gaps. Internal Audit developed the audit to assess the management of the post award process.

The post award process covers the authorization and disbursement activities after a student has been awarded aid. For purposes of the audit, this process concludes at the time the aid was posted to the student’s account. Activities include packaging, re-packaging, reconciling, coordinating with various departments, disbursing, and Return to Title IV (R2T4). Auditors reviewed regulations and policies and procedures, observed and discussed processes with college and System Office management, and performed on-site fieldwork at the seven colleges tested.

Purpose, Scope and Objectives
The Financial Aid Post Award Process Audit was performed to determine whether colleges have been appropriately and adequately administering the post award process, and whether system and manual internal controls have been used effectively. The audit covered the process used for awarding Pell grants and Direct Loans, as those item types make up the majority of the awards.

The period under review was from July 1, 2013 through June 30, 2014 for the following colleges:

- Central Virginia Community College (CVCC)
- Danville Community College (DCC)
- Eastern Shore Community College (ESCC)
- J. Sargeant Reynolds Community College (JSRCC)
- Piedmont Virginia Community College (PVCC)
- Southwest Virginia Community College (SWCC)
- Tidewater Community College (TCC)

The Financial Aid support function at the System Office (SO) was also reviewed.
The primary objectives of the audit were to determine whether the colleges:

A. appropriately and adequately utilize PeopleSoft and System Office resources to administer the financial aid post award process,
B. effectively coordinate financial aid post award activities between Financial Aid, the Business Office, and Admissions and Records, and
C. ensure currency on financial aid regulations and that information is appropriately disseminated.

Our examination was conducted in accordance with the *Standards for the Professional Practice of Internal Auditing* promulgated by the Institute of Internal Auditors. Tests of the records and other audit procedures were performed as considered necessary.
January 7, 2015

To: PVCC College Board Members

From: Steve Parker  
Vice President, Financial and Administrative Services

Re: VCCS Fixed Asset Internal Audit

On November 13, 2014, the VCCS Internal Audit Department issued a fixed asset audit report with findings based upon a review of processes and procedures for seven community colleges and the system office. The audit was performed to determine whether these colleges and the system office adequately track fixed assets, safeguard assets, accurately and completely enter information in the Asset Management System (AM), and use AM efficiently and effectively. The period under review for PVCC was July 1, 2012 through June 30, 2013.

Based upon the results of their audit, the internal audit department found that most of the colleges should improve the control environment related to fixed assets. Control weaknesses and opportunities for improvement were observed in the following areas:

1. Strengthen inventory and tracking controls, policies and procedures
2. Improve access controls and segregation of duties

The findings and management action plan for PVCC are provided below. Both action plans are under way and will be completed by January 31, 2015. The college is committed to implementing policies, procedures, and controls that ensure adequate safeguarding and tracking of its assets and is appreciative of the VCCS Internal Audit Department’s assistance in reviewing and recommending improvements to more effectively accomplish this.
VCCS FIXED ASSET AUDIT SUMMARY  
PIEDMONT VIRGINIA COMMUNITY COLLEGE  
Audit Date: November 13, 2014

Issue 1: Strengthen Inventory and Tracking Controls, Policies and Procedures

The audit of PVCC inventory and tracking procedures revealed the following:

- No process is in place to track movement of IT equipment when moved from the computer lab to a permanent location.
- No reconciliation is performed between ending inventory and assets recorded in AM.
- No supervisory review of inventory discrepancies is performed before changes are made to AM.

Management Action Plan

- PVCC has updated policies and procedures for Fixed Asset Management.
- A new Equipment Move Form was developed and must be completed when equipment is moved from one location to the other.
- IT is committed to notify the Fixed Asset Coordinator in a timely manner of moves and changes of IT equipment.
- When the physical inventory is performed, divisions will be required to complete a new form indicating discrepancies in the inventory and AM.
  - The Fixed Asset Coordinator will reconcile the discrepancies and the Business Manager will approve adjustments to be made in AM.
- A physical inventory will be conducted in November and December.

Responsible Party: Business Manager  
Target Completion Date: January 31, 2015

Issue 2: Improve Access Controls and Segregation of Duties

The audit of PVCC access controls and segregation of duties revealed the following:

- The College did not remove a separated employee’s access to AIS AM in a timely manner.
  - Although an e-mail requesting termination was sent, the separated employee’s access was not removed until the Account Termination Form was received six weeks later.
• One individual (Fixed Asset Coordinator) performs inventory for the Business Office and has access to enter, update and remove all fixed assets.
  • Having one employee responsible for accounting and asset custody functions increases the risk of errors and allows the possibility of a single person to both make and conceal inappropriate transactions.
• When access is not removed in a timely manner, the College is at risk for possible fraudulent transactions and unauthorized access to data. The VCCS uses enterprise systems to manage student and financial data for all the colleges; therefore, if a breach occurs at one college, it can affect data for every college in the VCCS and the System Office.
• Segregation of duties is a critical internal control that helps reduce the risk of erroneous and inappropriate actions. The following functions should be separated among employees:
  • approval
  • accounting/reconciling
  • asset custody
Lack of proper segregation of duties may result in increased errors and present challenges in the detection of fraud.

Management Action Plan

• The HR department will maintain a current list of terminated employees which will be reviewed by the IT department to ensure that no terminated employee has access to systems.
• An internal committee has been established to review offboarding procedures for the departure of employees from PVCC.
• All checklists, procedures, timelines, and controls for removal of access to systems will be reviewed and updated to ensure compliance with VCCS IT Security Standard 8.3.
• The Business Manager approves all transactions entered in AIS.
• A business office staff member other than the Fixed Asset Coordinator will perform the physical inventory of assets assigned to the Administrative Services area.
• Updated fixed assets procedures include a form that must be completed and approved by the Business Manager prior to assets being removed from AIS.

Responsible Party: Business Manager; Chief Information Officer
Target Completion Date: December 31, 2014
BOARD RESOLUTION

Whereas, the Piedmont Virginia Community College Educational Foundation Board of Directors at its November 6, 2014 meeting passed a resolution which recommended that the PVCC Board name the Science Building the Theodore and Patt Hart Keats Science Building; and

Whereas, Dr. Patt Keats has pledged a significant gift to the PVCC Educational Foundation to support the PVCC radiologic technology program with funds for faculty salaries, equipment, supplies and scholarships for second-year students; and

Whereas, Dr. Keats' significant gift meets the Educational Foundation’s guidelines for amounts required for being considered for naming buildings after donors;

Therefore, it is recommended that the PVCC Board approve naming the Science Building, from this date forward, the Theodore and Patt Hart Keats Science Building.

December 16, 2014
# PVCC BOARD CALENDAR
## 2014-15

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
<th>Community Relations</th>
<th>Finance &amp; Building</th>
<th>Curriculum</th>
</tr>
</thead>
<tbody>
<tr>
<td>JUL</td>
<td>15</td>
<td>Board Summer Retreat 3-7 pm Dickinson Stage</td>
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<td></td>
<td>16-17</td>
<td>SBCC Meeting*</td>
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<tr>
<td>SEPT</td>
<td>10**</td>
<td>Board Meeting 4 pm Pace Board Room</td>
<td></td>
<td>award process</td>
<td>begins</td>
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<td></td>
<td>17-18</td>
<td>SBCC Meeting*</td>
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<tr>
<td>NOV</td>
<td>5</td>
<td>Board Meeting 4 pm Pace Board Room</td>
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<td>budget review</td>
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<td></td>
<td>18-19</td>
<td>VCCS Annual Meeting</td>
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<td></td>
<td>19-20</td>
<td>SBCC Meeting*</td>
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<tr>
<td>DEC</td>
<td>8</td>
<td>Buckingham Co. BOS Annual Update 7 pm</td>
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<td></td>
<td>15</td>
<td>Louisa Co. BOS Annual Update 6 pm</td>
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<td></td>
<td>19</td>
<td>UVA Legislative Forum 12 pm, UVA Small Special Collections Library</td>
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<td>JAN</td>
<td>7</td>
<td>Board Meeting 4 pm Pace Board Room</td>
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<td></td>
<td>21</td>
<td>PVCC Visit to General Assembly</td>
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<td></td>
<td>27</td>
<td>Greene Co. BOS Annual Update 7:30 pm</td>
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<td>28-29</td>
<td>SBCC Meeting*</td>
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<td>FEB</td>
<td>4</td>
<td>Albemarle Co. BOS Annual Update 1 pm</td>
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<td>5</td>
<td>PVCC Visit to General Assembly</td>
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<td></td>
<td>10</td>
<td>Nelson Co. BOS Annual Update 2 pm</td>
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<td>TENTATIVE</td>
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<td></td>
<td>11</td>
<td>VCCS Legislative Reception, Richmond, 5:30-7:30 pm</td>
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<td>18</td>
<td>Fluvanna Co. BOS Annual Update 7 pm</td>
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<td>MAR</td>
<td>4</td>
<td>Board Meeting Nelson County TIME TBA</td>
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<td>vote on board award recipients</td>
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<td>18-19</td>
<td>SBCC*</td>
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<td>TBA</td>
<td>BOS/City Council Annual Updates</td>
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<td>APR</td>
<td>16</td>
<td>Academic &amp; Leadership Awards Convocation 4 pm, Dickinson Theater</td>
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<tr>
<td>MAY</td>
<td>6</td>
<td>Board Meeting 4 pm Pace Board Room</td>
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<td>approve local funds budgets</td>
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<td></td>
<td>14 (Thursday)</td>
<td>Commencement 6 pm JPJ Arena (Pinning at 1 al JPJ)</td>
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<td></td>
<td>approve curriculum Advisory Committees</td>
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<td>20-21</td>
<td>SBCC Meeting*</td>
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*State Board for Community Colleges meetings: for information only  
** Second Wednesday
PVCC BOARD
2014-15 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)
Stephen Davis
Sean McCord
Joseph Scruggs
Ava Pippin (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.

Chair to be elected by committee
Bruce Dotson
Frank Gallo
Debbi Goodman
Fred Richardson
Ava Pippin (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.

Sean Moynihan (Chair)
Alvin Edwards
Robert Hodous
Thomas Proulx
Ava Pippin (ex officio)
Frank Friedman (ex officio)
Steve Parker (Staff Liaison)

PVCC Educational Foundation Liaison: Stephen Davis

Real Estate Foundation Liaison: Robert Hodous