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.
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,

[Signature]

Frank Friedman
President and Secretary to the Board

APPROVAL

[Signature]

Laila B. Bare
Chair