

TIDEWATER COMMUNITY COLLEGE BOARD

MAY 15, 2018

4:00 P.M.

GREEN DISTRICT ADMINISTRATION BUILDING, NORFOLK

TERRI N. THOMPSON, CHAIR
PRESIDING

AGENDA

Social Gathering – (4:00 – 4:30 p.m.)

1. **Welcome and Call Meeting to Order – (4.30 p.m.)**
2. **Presentation of Resolution to Susan M. James – Ms. Terri Thompson, Chair**
3. **Program Highlight – (15 min.)**

“Guided Pathways”

Tom Calogrides, Bill Clement, Joseph Fairchild, Johnna Harrell
Pathway Deans

4. **Adoption of Consent Agenda** (Board Member(s) may make request(s) to move item(s) from the Consent Agenda that requires further discussion later in the meeting). (Board approves motion to adopt the consent agenda).
5. **Approval of Action Item(s) on Consent Agenda** (All item(s) under the Consent Agenda are enacted by one motion). **(Attachment(s)) – (5 min.)**
 - a. Previous Meeting Minutes #301 for March 13, 2018 **(Attached)**
 - b. Proposed 2018-19 Business and Industry Advisory Committees **(Attached)**
 - c. Proposed 2018-19 Local Fund Budgets **(Attached)**
 - d. Resolution Honoring Connie A. Meyer **(Attached)**
 - e. Resolution Honoring Dwight M. Parker **(Attached)**
6. **Curriculum & Student Development Committee Report – Ms. Connie A. Meyer, Chair (10 min.)**
 - a. New AAS Technical Studies: Technical Supervision
 - b. 2017-18 Governance Committee Charges—Academic and Student Affairs **(Attached)**
7. **Finance & Facilities Committee Report – Mr. James (Jay) Lucado, Chair (10 min.)**
 - a. Routine Financial Statements for Month Ending March 31, 2018 **(Attached)**
 - b. Proposed Norfolk Campus Master Plan **(Attached, for action)**

8. **Advocacy Committee Report** – Ms. Linda D. Ridenour, Chair *(10 min.)*
 - a. Committee Update
9. **Discussion & Approval of Action Item(s)** (Removed from Consent Agenda) – *(10 min.)*
10. **President’s Report** – *(15 min.)*
 - a. Results of College Preview Day and Marketing Update (w/Mr. Wynn)
 - b. Update on Major Gifts Campaign
11. **Chair’s Report & Announcements** – *(30 min.)*
 - a. Report on Board Nominating Committee *(Attached, for action)*
 - b. Executive Committee Report—Faculty Senate Discussions *(Attached)*
 - c. Review Section 2.16 of TCCB Policies and Procedures Manual w/By-Laws *(Attached, for discussion)*
 - d. Executive Committee Report *(Attached)*
 - e. Proposed 2018-19 Board Meeting Schedule *(Attached, for action)*
 - f. Joint Board Recognition Reception—June 28th, 4:30 – 5:30 PM, Student Center Norfolk Campus
 - g. Other
12. Adjournment

Understanding Guided Pathways at Tidewater Community College

Guided Pathways is an academic approach that places similar programs and courses together to establish a clear path to program completion, moving beyond access to enrollment to access to completion. To help students complete their degrees – more quickly and with less cost – Guided Pathways encourages students to choose a program and develop an academic plan early in their college career; identify a clear road map of the courses required to complete their degree; and receive the necessary guidance and support to stay on track.

Structured academic programs, an integrated and proactive advising system, and an academic structure aligned with the pathways provide the foundation of the Guided Pathways approach. Clear academic programs and advising help students choose and stay on a path moving them to graduation. EAB Navigate and Progressive Academic Career Experience (P.A.C.E.) support students selecting a program of study early in their academic career and provide opportunities to explore careers and additional educational opportunities within the chosen pathway.

STRUCTURED ACADEMIC PROGRAMS

Structured academic programs provide students with clear course choices, appropriate elective courses and relevant course work to provide a roadmap to a career or transfer institution. Offering structured pathways to a degree reduces the number of unnecessary courses students complete, impacting college costs (out of pocket, financial aid and/or military benefits) and the time needed to complete a degree. The creation of detailed academic plans provide structure and clear outcomes to help student retention and program completion.

Academic programs and disciplines at Tidewater Community College have been divided in to nine pathways.

- Arts and Humanities
- Business
- Computer Science and Information Technology
- Engineering, Science and Mathematics
- Health Professions
- Manufacturing and Transportation
- Maritime and Skilled Trades
- Public and Professional Services
- Social Sciences and Education

A list of programs/disciplines by pathway is included in Appendix A. Pathway descriptions can be found in Appendix B.

Each pathway is home to related programs and courses. Grouping programs together in this way has given faculty the opportunity to identify default curriculum, critical and gateway courses, as well as program milestones. Definitions can be found in Appendix C.

Students who have an interest in a pathway will be advised to complete a general first semester default curriculum that will meet curriculum requirements for many programs offered within a career pathway. This curriculum typically consists of three to five courses (seven to 13 credit hours) and simplifies course

selection for students and minimizes the completion of unnecessary credits if a student chooses to change his/her program or pathway. A one credit college success skills course is included in the default curriculum. In this class, students will participate in various career exploration exercises to satisfy P.A.C.E. goals. As part of the default curriculum, students will also be advised to take a gateway or critical course that introduces them to their chosen program of study early in their academic career to determine if they are likely to succeed and/or find satisfaction in the program.

Faculty members are responsible for all curriculum decisions made for structured academic programs. Work to make these critical decisions began in January 2018 at the Spring Faculty Work Day, with an open invitation to and an expectation that all faculty would participate. Faculty members met in their assigned pathways to begin to identify default curriculum, critical and gateway courses, program milestones, and experiential learning opportunities in support of P.A.C.E. Pathway meetings are ongoing since then to continue structuring academic programs in ways that best meet the needs of our students. While the majority of work for structured programs will conclude May 15, 2018, faculty will be asked to sequence in priority order the courses in all curricula in Fall 2018 so that part-time curricula can begin to be developed.

ACADEMIC RESTRUCTURING

The Faculty Lead Pilot program grew out of TCC administrators and faculty leadership's work in March 2016 in an analysis of class scheduling practices. Inconsistent structure and processes made it difficult to effectively and efficiently implement the procedures in the new Course Scheduling Policy, as the previous academic structure did not support oversight of academic programs offered at more than one location or in more than one delivery method. The pilot included nine Program Lead positions, one college-wide for each program included, that were held by teaching faculty. In addition, 36 Discipline Leads, one per discipline group for each campus, were also created and redefined. These positions were held by faculty. The pilot supported the implementation of collaborative course scheduling practices and facilitated the Guided Pathways implementation.

Aligning the academic and student services structure with the nine academic pathways is necessary to create effective and efficient operations college-wide. Supporting the "one college" belief, academic deans assigned to oversee each pathway allow for the following.

- Clear, cohesive academic programs across the college, not varied campus to campus
- Class scheduling coordination within the pathway to ensure all courses within a pathway are offered and are available to students when they need them, helping students move toward degree completion in a timely manner
- Direct communication with pathway faculty to make pathway related decisions that are in the best interests of our students
- Leadership, guidance and accountability for the programs, disciplines and faculty within the pathway and across the college

Pathway Deans were selected from an internal search that included those individuals serving in the Academic Dean/Interim Academic Dean role. The selection committee, working closely with Human Resources, included provosts, associate vice presidents, the Faculty Senate Chair and the Executive Vice President for Academic and Student Affairs. Faculty and deans participated in the selection process when academic deans were originally hired.

The Pathway Deans Council, consisting of all nine academic deans, faculty leaders, administrators and staff, meets regularly to discuss the implementation of Guided Pathways. This group has identified the need for Department Chairs. Department Chairs will be full-time faculty members, receiving reassigned time, who will provide services related to or supporting specific academic programs or disciplines in a pathway. These individuals will serve as a first point of contact for students and faculty, coordinate faculty academic advising, assist with scheduling and work closely with the Pathway Dean on a variety of academic issues.

ACADEMIC ADVISING

In January 2017, President Baehre-Kolovani created the Advising Task Force, a group of faculty and staff tasked with the creation of an integrated and proactive advising system. This system is designed to move students early on to a path that begins with career exploration and advising for pathway/program selection, and follows through to program completion. The restructured advising system will:

- Meet the vision and support the implementation of P.A.C.E.;
- Guide students towards academic pathways;
- Provide students, through structured academic programs, with advisement based on faculty recommendations

A Faculty Advising Work Group grew out of this task force and included faculty representatives from all nine academic pathways. In addition, any faculty interested in participating were included in the group. Two surveys seeking faculty input on current advising practices, as well as feedback on new faculty advising recommendations, were distributed to all faculty members. Work group members also sought faculty feedback at Pathway meetings. Results from these surveys were used to create and refine the work group's Faculty Advising Recommendations, which were submitted to the Executive Vice President in April 2018. A brief overview of the structure follows.

First time in college students will meet with either a general advisor or a faculty advisor upon application to the college, but prior to course registration. A mandatory advising hold will prompt this initial meeting, providing an opportunity for general and faculty advisors to meet students and discuss career and educational goals supporting P.A.C.E. objectives. General and faculty advisors will guide students to the appropriate pathway and discuss first and second semester course enrollment.

Students will continue to be advised by general or faculty advisors through the registration of 30 credit hours. Beyond 30 credits, all students will be advised by a faculty member within their academic pathway. As experts in their fields, faculty will assist students with course selection, transfer plans and careers. This advising structure will follow the student through to program completion.

Faculty advisors will be supported by general advisors on their campuses who will serve as a point of contact regarding academic planning, and transfer and career questions that may be beyond the faculty members' scope of knowledge. General advisors on each campus will see students in all pathways but will serve as experts in those pathways housed on their campuses.

- Chesapeake – Engineering, Science and Math; Manufacturing and Transportation
- Norfolk – Arts and Humanities
- Portsmouth – Maritime and Skilled Trades; Social Sciences and Education
- Virginia Beach – Business; Computer Science and Information Technology; Health Professions; Public and Professional Services

Faculty and general advisors will utilize EAB Navigate to monitor and track student progress.

EAB NAVIGATE

Integrating technology support systems is critical to the Guided Pathways approach. EAB Navigate will allow faculty and staff to better serve students.

- Automated communications with students via email, text and direct mail can be programmed, allowing students to stay on track with advising reminders and course recommendations.
- Notations in the system will allow any faculty or staff member to work with a student and see what others have discussed with the student.
- Clear academic course information in the system, as developed by faculty for structured programs, will guide students to select the appropriate courses, provide feedback if inappropriate courses are selected, suggest a limited number of elective courses that are program relevant, and track students' progress towards graduation.

PROGRESSIVE ACADEMIC CAREER EXPERIENCE (P.A.C.E.)

P.A.C.E. is TCC's quality enhancement plan (QEP) in support of its re-accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). P.A.C.E. stands for **Progressive Academic & Career Experience**, the goal of which is to ensure that, when TCC students are ready to graduate, they'll be prepared for whatever is next in their lives – whether it's starting a career or transferring to a four-year college or university.

The purpose of P.A.C.E. is to help students achieve career success through self-awareness, academic planning, experiential learning opportunities, and co-curricular experiences. Six strategies have been identified to help students during their academic journey: Career Interest Inventory; Career Advising Meeting I; Practical Exposure to Careers I; Career Advising Meeting II; Practical Exposure to Careers II; and Career Preparation. The structured nature of the Guided Pathways approach supports and complements this purpose.

P.A.C.E. requires several touch points within a student's academic career, the first being within the first 15 credits of a student's enrollment. With Guided Pathways, students will begin to identify academic and career plans prior to their first semester of course registration with a mandatory advising meeting with a general or faculty advisor to discuss career and educational goals. As students transition to faculty advisors within their chosen pathway, they will have exposure to careers as they meet with faculty members who are experts in their fields (Practical Exposure to Careers I, Career Advising Meeting II).

RESOURCES

A variety of resources related to structured academic programs and Guided Pathways have been shared with and made available to faculty, staff and administrators. A list of available resources, with links, is included in Appendix D.

Appendix A – Programs/Disciplines by Pathway

PATHWAY	PROGRAMS/DISCIPLINES
Arts & Humanities	American Sign Language – English Interpretation Communication Studies English/Developmental English ESL Graphic Design Humanities Languages (CHI, FRE, GER, RUS & SPA) Liberal Arts Music Philosophy Religion Studio Arts Theatre Arts
Business	Accounting Acquisition and Procurement Administrative Support Technology Business Business Administration Economics Finance Management Marketing
Computer Science & Information Technology	Information Systems Technology Science (Computer Science)
Engineering, Science & Math	Architecture Building Civil Engineering Technology Computer Aided Drafting and Design Electronics Engineering Industrial Technology Math Mechanical Engineering Technology Science (A.S., Biology, Chemistry, Environmental Science, Geology, Natural Science, Physics) Veterinary Technology
Health Professions	Computed Tomography Diagnostic Medical Sonography Dietetics Emergency Medical Services

PATHWAY	PROGRAMS/DISCIPLINES
	Health Health Information Management Medical Laboratory Technology Nursing Occupational Therapy Assistant Pharmacy Technician Phlebotomy Physical Therapy Assistant Radiography Respiratory Therapy
Manufacturing & Transportation	Auto Body Automotive Technology Diesel Technology Machinery Marine Mechatronics Truck Driving
Maritime & Skilled Trades	Electrical Technology Heating, Ventilation, Air Conditioning, and Refrigeration Maritime Technologies Welding
Public & Professional Services	Criminal Justice Culinary Arts Early Childhood Development Funeral Service Fire Science Technology Horticulture Hospitality Management Interior Design Paralegal Studies Personal Training and Fitness Physical Education and Recreation
Social Sciences & Education	Education General Studies Geography History Human Services Political Science Psychology Sociology Social Sciences

Appendix B - Pathways Descriptions

Arts and Humanities

The Arts and Humanities pathway houses programs and disciplines related to the humanities as well as performing, visual and media arts. These programs encourage creativity and explore world connections through literature, art, music, theater, and language. Students are prepared for employment in areas like art, music, design, and interpreting. Programs in this pathway are also designed for students intending to transfer to a four-year school to pursue a bachelor degree in music, foreign language, and other humanities disciplines.

Business

The Business pathway houses programs and disciplines that teach students organizational and leadership skills allowing them to plan, direct, manage and evaluate businesses and their operations. To help students understand the complexities of business, students are able to explore a variety of areas - from accounting to acquisition, from communication to computers, from data to decision-making. This pathway also includes the AS: Business Administration program which is intended for those students planning to transfer to a four-year institution to pursue a bachelor degree in accounting, business, economics, marketing or finance.

Computer Science and Information Technology

The Computer Science and Information Technology pathway houses programs that provide students with a broad background in the computer technology field. From the basics of computer systems to programming and database theory, the programs in this pathway provide students with the knowledge necessary to sit for industry certification exams. Programs in this pathway have been developed to ease stackability with students being able to move seamlessly from career studies certificate completion to associate degree completion. The AS: Science (Computer Science) degree is for those students who plan to transfer to a four-year institution to pursue additional education in the computer science and information technology field.

Engineering, Science and Mathematics

The Engineering, Science and Mathematics pathway houses programs and disciplines that encourage students' use of research, computer, engineering, and math skills to problem solve and explore the world around them. Students are prepared for careers in engineering; technical, electrical and industrial services; sciences; and veterinary technology. Programs in this pathway are also designed for students intending to transfer to a four-year institution to pursue additional studies in engineering or science related fields.

Health Professions

The Health Professions pathway includes degrees and disciplines that promote health and wellness, as well as the diagnosis and treatment of injuries and diseases. Selective admission programs in this pathway provide students with the classroom and clinical experiences needed to develop the skills and knowledge required to sit for industry certification exams.

Manufacturing and Transportation

The Manufacturing and Transportation pathway is host to programs that prepare students for employment in the electrical and automotive industries. Students receive hands on training in automotive and diesel maintenance and repair, as well as truck driving. Completed courses in this

pathway provide the knowledge and skills necessary for students to sit for automotive and electrical industry certification exams.

Maritime and Skilled Trades

Programs in the Maritime and Skilled Trades pathway prepare students for employment in the manufacturing and construction sectors. Students completing programs in this pathway are equipped with the knowledge and skills to sit for industry certification exams.

Public and Professional Services

The Public and Professional Services pathway houses programs that prepare students for careers in planning, managing, and providing education, legal support, public safety, and services to consumers. Students who enjoy interacting with others and helping people solve problems may be interested in this pathway. Students who like to explore their creativity through the creation of food, landscape or home design will also find programs in this pathway to meet their interests. Some programs in this pathway prepare students with the skills and knowledge necessary to sit for industry certification exams.

Social Sciences and Education

The Social Sciences and Education pathway explores the understanding of people - how humans development, how they understand the world around them, and how individual and family needs can be supported. Transfer degree programs in this pathway prepare students to move on to four-year institutions to pursue degrees in a variety of disciplines including, but not limited to psychology, sociology, history, political science and education.

Appendix C – Guided Pathways Definitions

Career Pathway: A group of related academic majors or programs (degrees and certificates) designed to help students make informed career decisions.

Program Guide: A TCC semester-by-semester certificate or degree program plan that shows course sequence and curriculum requirements aligned with program outcomes and general education competencies. The intent is to provide students a map to follow for program completion, and to be used for advising purposes between students and advisors and students and faculty. Guides often include transfer agreements with four year colleges/universities.

Developmental Education On-ramp: A requirement for students who are not prepared for college-level English and/or mathematics (or the courses that have them as prerequisites) before enrolling in a career pathway, major, or specific courses. On-ramps may vary by career pathway. The intent is to prepare students to be college-ready.

Default Pathway: Courses that students are advised to take during the first semester of study that will meet curriculum requirements for many programs offered within a career pathway. A default pathway typically consists of three to five courses (7 to 13 credit hours) common to most programs within a career pathway. The intent is to simplify course selection for students, to minimize taking credits not applicable should the student change his/her program, and to help students make informed decisions about a program of study.

Gateway Course(s): An introductory course into a particular field of study. The intent of the course is to help students choose a suitable program of study and/or determine if they have selected an appropriate one.

Critical Course(s): A course offered early in a program, highly correlated with success, that students must pass per faculty-defined measures (e.g., grades) to successfully complete their program. The intent is to identify students early on who won't likely succeed in their selected program of study so the college may provide needed intervention and/or help them identify a more suitable program.

Hands-on experience: An experiential learning/practical exposure opportunity, as required in all degree programs, that may include, for example, an internship, clinical, or classroom activities/assignments that strengthen soft skill employability competencies.

Program Milestone: Key intervals of program completion such as 15 credit hours, 30 credit hours, and 45 credit hours and/or milestones such as meeting the requirements of a career studies certificate or the completion of classes as part of a program that prepares students for industry certifications. The intent is to communicate with students routinely along the pathway encouraging and motivating them toward completion.

Touch Points: Specific times when a student needs to hear from a faculty member, advisor, or other key staff member, e.g., attendance issues, exam failure, Kudos, program change as a result of critical course failure, enrolling in a course outside of a program or out of sequence, milestones achieved, financial aid balance, Deans List and President's Honor Roll. The intent is to proactively support students moving forward toward program completion.

Appendix D – Resources

Structured Academic Programs and Restructuring

Resources available on the [College's Sharepoint](#) site

- A New Direction for TCC – Program Pathways (PowerPoint Presentation)
- Completion by Design Pathway Principles
- Discipline Leads Duties and Responsibilities
- North Carolina: A State Policy Profile for Completion by Design
- Pathway Deans Council Meeting Minutes
- Q and A – The Role of the Pathway Dean
- Redesign for Completion by Dr. Rob Johnstone, National Center for Inquiry & Improvement (PowerPoint)
- Understanding the Student Experience - Loss and Momentum Framework

Publications

- [Changing Course – A Guide to Increasing Student Completion in Community Colleges](#) by Thad Nodine, Andrea Venezia and Kathy Bracco
- [Changing Course – A Planning Tool for Increasing Student Completion in Community College](#) by Thad Nodine, Andrea Venezia and Kathy Bracco
- [Redesigning America's Community Colleges: A Clearer Path to Student Success](#) by Thomas R. Bailey, Shanna Smith Jaggars and Davis Jenkins
- [What We Know About Guided Pathways](#) by Community College Research Center

Structured Academic Programs Toolkit

Toolkit (available on the [College's Sharepoint](#) site)

- Guided Pathways Definitions
- TCC Pathway Outlines
- Sample Program Template
- TCC Course and Transfer Equivalents at Top 5 Transfer Institutions
- TCC Math Equivalencies
- Pathway and Program Progress
- Pathway Template I
- Pathway Template II
- Program Template
- 2018 Guided Pathways Objectives and Next Steps

Advising

[Show Me the Way: The Power of Advising in Community Colleges](#), 2018 National Report by the Center for Community College Student Engagement

P.A.C.E

Progressive Academic and Career Experience documents and forms are available on the [College's Sharepoint](#) site.

- P.A.C.E. Executive Summary
- P.A.C.E. Monthly Updates (August 2017 – March 2018)
- Academic and Career Planning Form
- PACE Advisor Intake Form
- Alignment Diagram

- Campus Advisors
- Career Advising
- Timeline
- Organizational Chart
- Steering Committee and Subcommittee Members, Agendas and Minutes

GUIDED PATHWAYS

A straightforward path to completion helping students choose a program early on with a clear road map, and guidance and support to help them stay on track.



TIDEWATER COMMUNITY COLLEGE BOARD

MEETING NO. 302

MARCH 13, 2018

Meeting number three hundred and two of the Tidewater Community College Board was held on Tuesday, March 13, 2018, at the Workforce Solutions Center in Suffolk.

Members Present: Edna V. Baehre-Kolovani Jerome A. Bynum
Lynn B. Clements William W. Crow
Paulette D. Franklin-Jenkins Cynthia S. Free
James N. Lucado Connie A. Meyer
Delceno C. Miles John M. Murray
John D. Padgett Linda D. Ridenour
Terri N. Thompson

Members Absent: None

Others Present: Curtis K. Aasen, Vice President for Information Systems and Institutional Advancement
Marian Anderfuren, Vice President for Institutional Advancement
Jeffrey S. Boyd, Provost of Norfolk Campus
Elizabeth A. Briggs, Faculty
Maureen Cahill, Faculty
Thomas Calogrides, Academic Dean
William Clement, Academic Dean
Daniel T. DeMarte, Executive Vice President for Academic & Student Affairs
Stacey Deputy, Faculty
Paul English, Faculty
Glenn Fox, Faculty
Judy Gill, Chair of College Faculty Senate
Richard Gill, Faculty
Kelly Gillerlain, Interim Dean
Matthew Gorris, Faculty
Latesha D. Johnson, Executive Assistant to the President
Peter Kane, Program Director
Sean Lacroix, Faculty
Donald D. Liburd, Adjunct Instructor
Sarah Elizabeth (Beth) Lunde, Associate Vice President for Human Resources
Tim L. Mallory, Director of Public Safety
Corey L. McCray, Vice President for Workforce Solutions

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Bruce Meyer, TCC Alumni
Phyllis F. Milloy, Vice President for Finance
Gary D. Noah, Faculty
Shannon H. Ponack, Faculty
R. Lynn Rainard, Chair of Administrative Association
Lisa B. Rhine, Provost of Chesapeake Campus
Blair Rhodes, Chair of Administrative Association
David Ring, Faculty
Sylvia Ross, Faculty
Cameron Russell, Faculty
Sarah Stevenson, Faculty
Michael D. Summers, Provost of Virginia Beach Campus
Michael Tarpey, Faculty
Bert Thompson, Interim Director of Facilities Management
Michelle W. Woodhouse, Provost of Portsmouth Campus

1. Welcome and Call to Order

Ms. Thompson, chair, determined the presence of a quorum and called the meeting to order at 4:30 p.m.

Amended Agenda

Ms. Thompson welcomed all guests and asked that they stand and introduce themselves. She shared with the board that she received an email from the Faculty Senate Chair, Ms. Gill, requesting an opportunity to address the College Board regarding concerns of transparency, communication, and declining enrollment. As such, the agenda was amended to include statements by faculty. Ms. Thompson granted 3-5 minutes to each person who wanted to address the board. Ms. Gill read a prepared statement with several recurring themes, which included a lack of proactive planning during a time of decreasing enrollment, exclusion of faculty in academic initiatives having direct implications in student success, and disregard for shared governance and authentic two-way communication, as detailed in the document attached. Mr. Fox and Ms. Briggs commented and expressed concerns as well. Mr. Calogrides, Mr. Noah, and Mr. Clement did not agree with the Faculty Senate's statement. They stated that the current leadership of the Faculty Senate embarrassed them and that their actions were not collegial, also detailed in the documents attached. Ms. Thompson thanked all who attended and those who addressed the board. She acknowledged that the board heard their concerns and comments, whether they were in support of leadership or had concerns. Ms. Thompson requested copies of prepared statements and assured all that she would speak with the board members and follow-up. She closed public comments, welcomed guests the option to stay at the meeting or depart, and then proceeded with the agenda.

Ms. Thompson welcomed new board member, William "Bill" Crow from the City of Chesapeake.

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2. **Program Highlight**

At the invitation of Dr. Baehre-Kolovani, Dr. Boyd updated the board on Initiatives at the Norfolk Campus as the featured program highlight.

Dr. Boyd discussed six Norfolk Campus Initiatives which included 1) Accelerated Degree, 2) Dual Enrollment, 3) Music Program, 4) Career Exploration and Workforce Partnerships, 5) Student Engagement, and 6) Campus Facility Updates. Nationally, 5% of students complete a two-year degree and 18% complete a four-year degree. Why an Accelerated Degree? Tuition cost for an Accelerated Degree at TCC is \$11, 041 with sixty-one credits. The cost is double or more for room & board and tuition at other universities. Fifty percent of the first group of students who participated in Accelerated Degree Cohort I graduated in one year. Cohort II, a five 8-week session program will start in the Fall. The Pathways Model is an integrated, institution-wide approach to student success based on intentionally designed, clear, coherent and structured educational experiences. Simply put, a Pathway provides a student with structured program, completion by design, and a clear choice of courses necessary to complete their degree. Dual Enrollment has increased each year at the Norfolk Campus. TCC currently has Dual Enrollment Partnerships with Norfolk Public Schools, Norfolk Christian Upper School, and the Governor's School for the Arts. TCC is offering Virginia's only Associate of Fine Arts Music Major, now in its second semester. Music discipline enrollments have increased by 93% and approximately \$150,000 in ETF funds were awarded to provide state-of-the-art instructional equipment for students. The Music Program will be moved to the Roper Performing Arts Center by fall of 2018. TCC has great Career Exploration and Workforce Partnerships. The Norfolk Campus is being considered for the site location and candidate pool interviews for the new IKEA store (350 jobs). In addition, the city partnership is positioning the Norfolk Campus to be considered as one of the top locations for employees in Norfolk businesses. Recent events at the Norfolk Campus involved Student Engagement. The former U.S. Ambassador, Dr. Robin Renee Sanders, spoke to students on global leadership and the role of millennials in the new world order. In addition, 200+ Men, Inc. presented scholarship funds for TCC students and purchased copies of the Ambassador's book for students.

Dr. Boyd shared campus facility updates and displayed photos of the counseling suite and library study rooms. He then called on Dr. Kolovani to elaborate on the photo of the new TCC Center for Visual and Culinary Arts. She shared that TCC has searched for an expansion of the Culinary Arts Program since 2011. As such, Mr. Baumgarten and officials from the City of Norfolk searched for spaces to house the Culinary Program. During that same time, our Visual Arts faculty in Portsmouth began to identify some new degree areas. However, they were not able to deliver those in the facility where they are currently located. Therefore, Mr. Baumgarten began to explore facilities in Portsmouth, coupled with the fact that our lease will expire in 2019. None of the facilities in Portsmouth was able to accommodate the growth of the program areas. As a result, this culminated in a meeting with Mr. Doug & Mrs. Patricia Perry who expressed an interest in the arts. They were interested in giving TCC the Glass Wheel Studio, if the college had a need for a presence in downtown Norfolk. Therefore, discussions began with Dr. Kolovani and faculty to collaborate the two programs. The City of Norfolk is donating the site of the current Greyhound Station to TCC. There are 10,000 square feet in the Glass Wheel

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Studio, resulting in a total of 57,000 square feet combined for the Visual and Culinary Arts Center. At the request of another potential donor, TCC has developed a Restaurant Management Certificate Program as a part of the Culinary Program that will be housed in the building as well. The entire building will be funded with private dollars, no state appropriations were requested. The operational costs will be equal to or less than the costs for the building and parking in Portsmouth.

3. Adoption of Consent Agenda

Ms. Thompson inquired if there were requests to remove any item(s) from the consent agenda to the full agenda. Hearing none, she asked for a motion to accept the consent agenda. On a motion by Mr. Padgett, seconded by Mr. Murray, the board approved the consent agenda as presented.

4. Approval of Action Items on Consent Agenda

Referring to Tabs 4a through 4c of the meeting packet, the board approved Meeting Minutes #301 for January 23, 2018, Proposal for a Specialization in Event Planning, and Proposal for a Career Studies Certificate in Event Planning (all attached).

5. Curriculum & Student Development Committee Report – Ms. Connie A. Meyer, Chair

- a. Update on Workforce Credentials Grant. At the invitation of Ms. Meyer, Dr. McCray provided an update on the Workforce Credentials Grant. This grant pays for performance based on students in workforce at the college. Students enroll in a program that yields a credential at the end of the program. They or their supporting organization pay the first third; the second third is paid by the state once the individual completes the program; and finally, once the students earn their credential, the final third is paid by the state. The Workforce Credentials Grant for 2016-17 was \$4 million in year one. Those dollars were used by the end of the first quarter and as a result, \$1 million was borrowed from the 2017-18 year just to get through the first year. The balance of \$7.5 million for year two was depleted by the middle of October. Therefore, an amount of \$15 million was suggested for year three. Two Health Care Programs, Certified Medical Assistant (13 cohorts) and Medical Billing and Coding (12 cohorts), were put in place through the Workforce Credentials Grant. Because of the grant, TCC was able to train three times the number of students under the Pre-Hire Program to work at VSRA, earning Welding and Pipefitter Certifications. The momentum at Workforce is great. However, funding is currently on pause.

6. Finance & Facilities Committee Report – Mr. James (Jay) Lucado, Chair

- a. Routine Financial Statements for Month Ending January 31, 2018. At the invitation of Mr. Lucado and referring to Tab 6a of the meeting packet, Ms. Milloy noted that the budgets reflect activities as expected for January 31, 2018. Local Investments and Contributions for FY17-18 were collected from all cities (Virginia Beach made a payment in February).
- b. Mid-Year Report on 2017-18 State Operating Budget. Ms. Milloy referred to Tab 6b of the meeting packet to review the mid-year adjustments on the 2017-18 State Operating Budget

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attached. She noted that a budget reduction of \$8.5 million is accomplished through layoffs and eliminations of vacant full-time positions at \$2.7 million, a reduction in wage staffing at \$2.1 million, and a reduction in operating costs at \$3.7 million.

- c. Norfolk Campus Master Plan. Mr. Lucado deferred this item to the May board meeting.

7. Advocacy Committee Report – Ms. Linda D. Ridenour, Chair

- a. General Assembly Visit Feedback. Ms. Ridenour thanked her colleagues and members of the President’s Cabinet for planning and executing the trip to the General Assembly. The group planned to visit 17 delegates. However, many of the new delegates were in session, which reduced their visits. Ms. Anderfuren prepared a booklet of information for distribution to each delegate. Ms. Ridenour noted that the trip was successful and that they had the opportunity to converse with some legislatures and to thank them. She suggested that the board invites a veteran, a student, or someone from the Workforce community next year. Ms. Anderfuren shared that Senator Cosgrove signed TCC’s 50th Anniversary Resolution. The senator will present it to Dr. Kolovani at a kick-off event in September.

8. Discussion & Approval of Action Item(s) Removed from the Consent Agenda

- a. Nothing to report.

9. President’s Report

- a. Proposed 2017-18 Emeritus Appointment Resolutions. Directing the board’s attention to Tab 9a of the meeting packet, Dr. Baehre-Kolovani appointed one faculty, one counselor, and one administrative to emeritus status, respectively, and namely:

- Debra K. Benham, Professor of Information Systems Technology
- Robert C. Noyes, Counselor
- James E. Perkinson, Dean of Business, Information Technology and Public Services

The appointments were vetted through the college’s formal policies and procedures governing emeritus status and comes with Dr. Baehre-Kolovani’s strongest endorsement. On a motion by Ms. Ridenour, seconded by Mr. Murray, the board approved the appointments as presented.

- b. Major Gifts Campaign Feasibility Study Update. Dr. Baehre-Kolovani distributed copies of campaign materials. She noted that every initiative is around Workforce Development. Each priority has its own separate material that we give to perspective donors. The Foundation Board decided to identify one board member of the Education Foundation together with a staff member from the foundation or an internal staff member to be the point person in order to form a mini-advisory campaign committee for each priority.

Dr. Kolovani noted that she forwarded the board a follow-up report of the adoption of a communication plan. She had charged the President’s Advisory and Planning Committee (PAPC) last Fall to propose recommendations to increase and strengthen communication

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internally. As a result, President's Listening Sessions will commence on each campus starting in the spring. In addition, the office of Institutional Advancement is working on a plan that uses technology to get information out and keep everyone updated internally.

- c. Spring Enrollment Update (w/Mr. Aasen). Mr. Aasen noted that it was since Spring 2012 that he had to report a decline in enrollment to the College Board. He displayed a chart of the Spring 2018 and Spring 2017 enrollment comparisons noting a -3.2% in headcount (students) and -4.2% in Full-time Equivalent (FTE). TCC's College Transfer Program is down the most at -7.4%. The Career & Tech Program is starting to stabilize; it is only down -1.9%. High School Dual Enrollment continues to grow at +33.5%. Non-Curricular continues to be a weak point at -8.3%. TCC has programs that are up in enrollment; namely, AAS Information Systems Technology at +26%, AS General Studies at +10%, and ASL-English Interpretation at +23%. Mr. Aasen displayed a chart of the Spring 2018 VCCS FTE and Headcount Enrollment noting that TCC ranked #15 and # 11, respectively, in comparison to other institutions. Workforce Solutions Enrollment, FY 2018 Quarters 1& 2, is up +11.1%.

5. Chair's Report & Announcements

- a. Appointment of Board Nominating Committee. Ms. Thompson named Mr. Lucado as Chair, Mr. Bynum, Ms. Jenkins, and Ms. Free to serve on the Nominating Committee. They were charged to nominate officers as board chair and board vice chair for the period of 2018-20. The Committee will reference Section 2.1 of the board's *Policies and Procedures Manual College w/By-Laws* in nominating candidates and to present their report at the May meeting.
- b. Initiation of President's Evaluation Process. The president's evaluation will be conducted per the Evaluation Procedures detailed in *Section 2.16 of the Tidewater Community College Board Policies & Procedures Manual w/By-Laws*.
- c. Ms. Thompson briefly reviewed objectives of the annual presidential evaluation in Section 2.16 of the *Tidewater Community College Board Policies & Procedures Manual w/By-Laws*. Ms. Thompson noted that she would distribute the President's self-evaluation electronically to the full board and receive feedback and input by April 15th. By May 1st, the President and the Executive Committee will meet in closed session to discuss her performance. Subsequent to the Executive Committee meeting, a signed letter will be forwarded to the Chancellor on/before May 12th.

6. Adjournment

Ms. Thompson encouraged participation in the college's Commencement Exercises on Saturday, May 12th, at 2:00 p.m. in the Ted Constant Convocation Center. She also noted that the board's next meeting is May 15th at 4:00 p.m. in the Norfolk Campus Student Center.

There being no further business to come before the board, Ms. Thompson adjourned the meeting at 6:39 p.m.

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Respectfully submitted,

A handwritten signature in cursive script, reading "Edna Baehre-Kolovani", enclosed in a rectangular box.

Edna V. Baehre-Kolovani, Ph.D.
Secretary to the Board

APPROVAL

Terri N. Thompson
Chair

DRAFT

Good afternoon,

My name is Judy Gill and I Faculty Senate Chair. I am also a math professor on Norfolk Campus. I am joined by my colleagues, Stacey Deputy – Chesapeake Senate Chair and Maureen Cahill – Virginia Beach Senate Chair.

Recently, a motion was passed by the college faculty senate to request an audience with the college board to express some concerns and to appeal for guidance. That motion was passed overwhelmingly, and we are here today as representatives of the Faculty Senate.

I am about to read a prepared statement with several recurring themes. These are lack of proactive planning during a time of decreasing enrollment, exclusion of faculty in academic initiatives having direct implications in student success, and disregard for shared governance and authentic two-way communication.

In the mid 2000s, when the economy stalled and the unemployment rate skyrocketed, attendance at TCC grew dramatically. In fact, enrollment swelled to the point where classroom space became scarce and parking lots overflowed. People in our community, separated from their jobs, came to us to start anew.

We are now on the back end of that cycle. While the US economy has improved dramatically, TCC's rapid growth has given way to outright decline. This is not solely a TCC problem. In fact, since 2010, the VCCS has lost nearly 25,000 students. But by nearly any measure, these losses are being experienced more severely at TCC. Among the ten largest VCCS colleges, no other institution has faced losses as great as those experienced at TCC in either absolute or percentage terms.

According to TCC Factbooks and the website, from 2012 to 2017 enrollments at TCC declined by 31.4% from a high of 23,130 in 11/12 to a low of 15,868 in 16/17. During that same time frame the number of administrators at TCC increased by 50% and the number of full-time faculty decreased by 5%.

To shore up deteriorating budgets that followed enrollment decline, programs have been reduced, unfilled positions have been eliminated, administrators and staff have been laid off. Now, cuts extend to faculty as reductions in force are imminent. TCC's Planning and Assessment Calendars indicate faculty hiring decisions are due each November. With the decline in enrollment, it is unclear how decisions were made to hire faculty between 2015 and 2017 yet several English hires have occurred, with at least one this past year. Now these same people face potential reductions in force.

Furthermore, our current Strategic Plan expires in the next few months. The plan is typically developed collaboratively with all stakeholders including faculty in Fall before the current plan expires. The call to work on the next plan has not yet gone out to faculty.

Adding to these concerns, many faculty are frustrated with the way in which academic initiatives are planned and implemented. Recently, a VCCS mandated policy required the adoption of 'Guided Pathways' – an initiative that will involve a dramatic redesign of the way students move through their degree programs. Pathways are meant to be about clearing a path for students to complete their degrees with the help of clearly laid out programs and intensive advising.

A coincidental initiative was undertaken by TCC to redesign our academic structure and it involves a significant realignment of our college leadership. A strong source of tension within the college comes from the fact that faculty input was not included in the decision to design and adopt this realignment. The deans were interviewed and selected during a summer semester, with no prior notice and no option for general faculty input. Faculty had no opportunity for initial input this major academic restructure, deans' job description nor the selection of deans. We simply had to work with the model designed.

Even more, many faculty are still not clear on the entirety of the new design or that it will effectively address the problems it sets out to solve. Faculty are concerned that the relationships they have built with their superiors, student access to administrative support, and the ease with which students can access services may erode as a result of these changes.

An additional source of frustration is centered on the belief that many faculty senate motions are not fully considered. Faculty senate motions requesting that some initiatives be slowed or be more completely developed before implementation have been discounted. Further, we find that there is little recourse in times where faculty senate motions are not adopted or do not receive responses.

Senate motions show a clear pattern of concern for the logistics of the academic restructure and its impact on student success, as well as faculty involvement in the development/implementation process. While the Faculty Senate chairs were allowed to participate in the meetings of the Pathway Deans Council, our concerns and those of our constituency remained. The decision to implement the restructure in two waves was made in February with just a small group of deans and no faculty input. To date, many questions exist on what implementation means, and what happens during the transition. Faculty concerns about implementation, and its effect on student success, remain.

TCC's website states that 'The collegial governance of TCC is founded on the belief that the internal constituencies of the institution — administration, faculty, classified employees and students — are to be genuinely represented and have a meaningful voice in the decisions affecting the operation, policy development, and strategic planning of the college.' Faculty believe in the idea of shared governance and hope to move forward collaboratively in a way that lives up to this ideal.

If a college is being managed properly, it develops and maintains an institutional wisdom that resides in its shared governance structure. At its best, shared governance leads to a healthy

partnership between the administrative leadership of the college and the academic leadership of the college. Once the administrative leadership stops viewing governance as a source of institutional wisdom and academic leadership, student support declines.

There are members of the TCC faculty who have worked here since the doors opened a half century ago. We clearly like our jobs. We clearly like our students. We are here because we are concerned and we thought you should know. We do not claim to have all of the answers but we are the boots on the ground and we want to be part of the solution.

We hope that our concerns are clear and that you consider providing guidance on how we might best proceed. Thank you for your time and consideration.

Good evening –

- Members of the Board – Thank You
- Press – Also Thank You
- Members of the faculty – I respect your time and appreciate you position, but I have a very different perspective... Allow me an opportunity to share a few thoughts from my perspective:
- Academic restructuring/Pathways – this conversation has been ongoing for over 5 years. In my opinion this has occurred in nearly every aspect of the college including faculty, administrators, exec. Staff members.
 - In 2015 about 50 people, several of you included spent a few days in P-Town working and discussing this very topic.
- Class Scheduling – This has also been a topic of discussion for the last 2-3 years. The college has a policy addressing this issue that is also up for revision.

*o Ms. Judy Gill - Response About No Faculty Involvement in Dennis Search
- Judy was on the Interview Committee
- Concerns About D "New Boss"*

- More efficiency needed.
- Better/more cohesive course sequencing.

- Academic Advising Task Force –
 - Over a year this group has work (approx. 20-25 people)

- In just about every case, someone or ones has put a plan together and on paper.
 - Negative comments on distribution
 - No alternatives provided for consideration.

- Times are tough:
 - New Students Down
 - Completion Rates Down
 - Budget Down
 - Bills/Expenses Up

*- If we don't have it,
we have to make courses...*

- Something has to change – Got to try something new.
 - We can revise as needed.

- I hear that you don't like all the decisions that have been made.
 - Me either, but I feel as my voice and position for comment is welcome and heard – until a decision is made and communicated.
 - *Swiss Governance Does Not Mean Always Listening to Your Suggestion.*

- Anyone can lead when the times are good. But when times are tough...



Gary Noah,

March 13th College Board Meeting

Professor IT Beach Campus since 2001

Faculty Senate 15 years, Chair of the Beach Campus Senate 2 years

Chancellors Faculty Advisory Committee (CFAC) Rep 13 years

10 years ago at CFAC a rep talked about 4 faculty being Riffed. Out of 34 Fulltime faculty at the college. They have had several rifs since. TCC is dealing with just the first.

I have emailed and worked with the president since she was hired as an individual faculty I have always received prompt and thoughtful responses. As a senator I felt we always received appropriate responses for senate issues.

I am embarrassed by the current leadership of the College Senate. The tone and hyperbole is something that has never come from the senate before. It is not collegial. It damages the relationship between faculty and staff.

With 5 or 6 years into decreasing enrollment and decreasing budgets, the senate has not produced one committee or motion to increase enrollment, retention or budget issues, until there was going to be cuts in faculty.

The TCC College senate is reactive not proactive.

Those who worked with the president were attacked and vilified. Former leaders have left the senate.

Last fall the senate voted for an equity study. Equity studies are used to get pay raises. The senate has never requested an equity study before. At a time when the staff is getting a 42% cut they are asking for the study to get a raise? I was dismayed and emailed my thoughts to the beach campus chair when I heard of this. But it was brought to the senate and approved? How? Are they that out of touch or do they just not care?

Faculty salaries are a huge part of the budget. We need to be a part of the budget solutions, there is no way around it.

In the end it will be the President is held accountable for meeting the budget, not the faculty.

If we the faculty want to have a voice we need to start acting like professionals.

TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: May 15, 2018
COMMITTEE: Curriculum and Student Development
AGENDA ITEM: Proposed 2018-19 Business and Industry Advisory Committees

BACKGROUND:

In accordance with Section 5.2.4 of the *VCCS Policy Manual*, Business and Industry Advisory Committees must be consulted in the establishment and review of all career and technical degree and standalone certificate programs. Further, these committees must be appointed by the College President with the approval of the local College Board.

Business and Industry Advisory Committees provide assurance that the curricula in the college's career and technical programs meet the needs of business, industry, labor, the professions, technical trades, and the community they are designed to serve. They also ensure that the graduates of these programs are capable of performing entry-level skills in the career pathways in which they are trained.

The committees serve in an advisory capacity to program faculty and their deans on programmatic design, development, implementation, evaluation, maintenance, and revision. Their membership is drawn largely from employers and employees outside of the field of education. Committee members serve for one year and are eligible for reappointment without limitation on the recommendation of the Program Head, Supervising Dean, Provost, and Executive Vice President for Academic & Student Affairs.

STAFF RECOMMENDATION:

That the College Board approves the 2018-19 Business and Industry Advisory Committees.

STAFF LIAISON:

Daniel T. DeMarte
Executive Vice President for Academic & Student Affairs
DDeMarte@tcc.edu
757-822-1061

TCC BUSINESS AND INDUSTRY ADVISORY COMMITTEES

Proposed 2018-2019 Membership

ACCOUNTING**

Robert Albertson
Virginia Wesleyan College

Royce Burnett*
Old Dominion University

Lyndon Remias
City of Virginia Beach

Theresa Rohm
A Rohm Smith and Company

R. Paul Speece
McPhillips, Roberts & Deans, PLC

ADMINISTRATIVE SUPPORT TECHNOLOGY**

Geraldine Gilliam
The Murray Center

Crystal Jones
Bills R Us

Stephen Jones
Bills R Us

Shatina Simpson
Maryview Emergency Department

Shaina Yowel
Towne Bank Mortgage

AMERICAN SIGN LANGUAGE

Marissa Barone
Independent Contractor

Rebecca Hillegass
Virginia Beach City Public Schools

Erin James
Sorenson Communications

Mary Nunnally
Department of Aging and Rehabilitative
Services

Joshua Pennise (Chair)
Sorenson Communications

Deborah Pfeiffer
Virginia School for the Deaf and Blind

Sabrina Smith
STS Interpreting

Sally Thompson
Hampton Roads Chapter of VAD

Deandra Wood
Hampton City Schools

AUTOMOTIVE

David Aldridge
Priority Toyota

Bob Barton
Barton Ford

Joe Bonney
Starr Motors

Bobby Bowen
POMOCO Chrysler of Newport News

Keith Bradshaw
Hall Chrysler/Jeep/Dodge/Ram

D. Sean Brickell
Hampton Roads Automobile Dealers
Association

Dan Bruner
Hall Acura

Wayne Champigny
Virginia Beach Technical and Career
Education Center

Jay Craig
RK Chevrolet

Laura Darwin
Cavalier Ford Chesapeake Square

* Proposed New Members

** Chair to be selected at first meeting

AUTOMOTIVE – continued

Eric Dauphin
Bridgestone/Firestone

Phil Dawson
Central Atlantic Toyota Distributors

John Deuso
Southern Chrysler/Jeep Greenbrier

C. Tom Ellmer (Chair)
Priority Toyota Greenbrier

Ernie Fornie
GTO Owners Association of Tidewater

Fred Griemsman
Williamsburg Ford

Butch Hora
Tidewater Mopar Club

Pierre Howard
Norfolk Technical Center

Evan Jones
Fiat Chrysler Automobile

Mel Jordan
Greenbrier Dodge

Kim Kelly
Tysinger Motor Company

O. William Kuehrmann
Fiat Chrysler Automobile

Kent Mathews
First Team Honda

Neil McClanan
First Team Toyota

Debbie McHugh
New Horizons

Steve Moore
POMOCO Chrysler/Jeep of Hampton

Bobby Moro
AAA of Tidewater

Jeff Osakowicz
Fiat Chrysler Automobile

Bob Owen
Virginia Auto Dealers Association

Mike Owen
Southern Auto Group

Chris Peterson
Central Atlantic Toyota Distributors

Jeff Peterson
Priority Acura

Fred Phillips
Charles Barker Toyota

David Pickett
Hall Automotive Group

Robert Pippen
Bridgestone/Firestone

Jim Ribero
Haley Ford

Jim Rose
Priority Honda

Paul Saltarelli
Cavalier Ford Lincoln

Greg Shank
Charles Barker Automotive

Steve Spinks
Priority Ford

Mark Stevens
Checkered Flag Honda

Ken Strain
Casey Honda

Jim Todd
Ford Motor Company

* Proposed New Members

** Chair to be selected at first meeting

AUTOMOTIVE – continued

Devin West
Ford Motor Company

Robert West
West Service Center, Inc.

Bryan Wynne
Wynne Ford

CIVIL ENGINEERING TECHNOLOGY

William B. Denison, Jr.
ESC Mid-Atlantic, LLC

Brian Dresen LS
Clark Nexsen

Nester Escobales
Old Dominion University

Christina Jackson*
City of Norfolk

Richard Nettleton
City of Virginia Beach, Public Utilities

David Neubert*
S.B. Ballard Construction

Chad Oxtan (Chair)
City of Virginia Beach

Shawn Schultz*
RH Builders

Kevin Wood*
Pennoni

COLLISION REPAIR

Todd Babb
Beamon and Johnson

Lance Carson
Hall Automotive

Sharon Corey
First Team Collision Center

Julia Grim
Geico

Bill Moison
Southern Collision Repair Center

John Rial
Freedom Automotive

John Shoemaker (Chair)
Bowditch Ford

Jeff Stewart
Tape Inc.

Carmen Stockard
PPG Industries

Roy Taylor
I-CAR

COMPUTER-AIDED DRAFTING AND DESIGN

Edward Abete
General Dynamics Information Technology

Todd Bobak
Sumitomo Drive Technologies

Thad A. Broom
Architects and Designers, PC

Chris Brown
Newport News Shipbuilding

Jason Ewick
CDI Marine

Jean-Claud Guilbaud
Guilbaud Enterprises and Construction

Tony Jones
The Apprentice School

Ronald Kloster
Hampton University

Ronald J. Lauster, Jr.
W. M. Jordan Company, Inc.

* Proposed New Members
** Chair to be selected at first meeting

COMPUTER-AIDED DRAFTING AND DESIGN – continued

Errol F. Plata, Jr.
Hampton Roads Green Building Council

Michael Ross (Chair)
HBA Architecture and Interior Design

Jeenson Sheen
Norfolk State University

Larry Smith
Linx Industries

Johan Stadler
Clark Nexsen

Thomas N. Tortomasi
Virginia Beach City Public Schools

Alok Verma
Old Dominion University

CRIMINAL JUSTICE

Jason Armstrong
Norfolk Police Department

John Bell
Virginia Beach Police Department

Kellie J. Blount
Chesapeake Police Department

Sadie R. Boone
Department of Motor Vehicles

Scott C. Burke
Portsmouth Police Department

James Cervera
Virginia Beach Police Department

Sharon Chamberlin
Norfolk Police Department

Tonya Chapman
Portsmouth Police Department

John Gandy (Chair)
Virginia Beach Police Department

David A. Hackworth
Chesapeake Sheriff's Office

John Meston
Suffolk Police Department

Kimberly Wilson
Portsmouth Police Department

CULINARY ARTS

Omar Boukhriss (Chair)
Omar's Carriage House

William S. Cabell
Distinctive Event Rentals

Matt Green
Sysco Hampton Roads

Ron Haughton
Kate's Catering Service

Johanna Heidler
Gold Key Resorts and Professional Hospitality

Alan Lindauer
Waterside Fish and Produce

John Mannino
Mannino's Italian Bistro

John McLure
Virginia Beach Resort Hotel

Anthony Mower
Westneck Signature Grille

Erika Nestler
Christopher Newport University

Patrick Reed
Virginia Beach Technical and Career Education Center

Rob Reper
Sysco of Hampton Roads

* Proposed New Members

** Chair to be selected at first meeting

CULINARY ARTS – continued

Karen Rickettes
Crest Foodservice Equipment

Lailani Rockholt
Norfolk Health Department

John Spicer
Crest Foodservice Equipment

DIESEL

Jack Bell
Cummins Atlantic

David W. Boyce
Liebherr

Patrick Carroll
TFC Recycling

Ernie Fritz
Virginia Truck Center of Tidewater

Michael Glaeser
Hampton Roads Transit

Thomas Harrington
Naval Facilities Engineering Command

George Hrichak
City of Chesapeake

Mike McColgan (Chair)
City of Chesapeake

Bob Perry
Coastal Equipment

Bill Reinholtz
Carter Machinery Company

Rob Robins
Bay Diesel

EARLY CHILDHOOD DEVELOPMENT

Joetta Camp (Chair)
Virginia Star Quality Improvement Initiative

Kristen Cater
Children's Harbor

April Cook
Parish Day School at Eastern Shore Chapel

Ronnica Edmonds
Mid-Atlantic Navy Child and Youth Programs

Lisa Embry
Virginia Beach Technical and Career Center

Jane E. Glasgow
Minus 9 - 5 Early Childhood Initiative

Courtney Hundley
Portsmouth Public Schools

Kathryn Jessee
Chesapeake RU Ready

Christine John
Eastern Region Infant & Toddler Specialist
Network

Jacqueline Johnson
Norfolk State University

Heather Kitsis
Virginia Quality

Barbara Lito
Virginia Beach Economic Development

B. Malcom Lively
Virginia Wesleyan

Daphne Lovely
Virginia Beach Technical and Career Center

Jamie Pfistner
Norfolk Public Schools

Lauren Small
Hampton Roads Small Business
Development

Priscilla Spencer
Norfolk Technical Center

* Proposed New Members
** Chair to be selected at first meeting

**EARLY CHILDHOOD DEVELOPMENT –
continued**

Virginia Staylor
Norfolk Ready by Five

Sarah Sterzing
Early Childhood Quality Initiative

Kristine Sunday
Old Dominion University

Ipek Taffe
The Planning Council

Kristen Whalen
Parish Day School at Eastern Shore Chapel

Cindy Zerr
Western Branch Academy

ELECTRONICS

John Hackworth
Old Dominion University

Paul McDuffie
CPIS, LLC

Darrell Riddick
Old Point National Bank

Michael Royal
Landstown High School

Richard Seriani
Arinc, LLC

Suzanne Steffensen
Bauer Compressor

Munir Sulaiman
Norfolk State University

Charles Thomas
First Colonial High School

Richard Walker
Thomas Jefferson National Accelerator
Facility

Russell White (Chair)
SUPSHIP, U.S. Navy

George Wood
Dominion Power

EMERGENCY MEDICAL SERVICES**

Michael Barakey
Virginia Beach Fire Department

John Bianco
Virginia Beach EMS

Robert Craft
Newport News Fire Department

Brandon Dommel
Norfolk Fire-Rescue

Robert W. Hundley
Emergency Physicians of Tidewater

John Keyes
Virginia Beach Fire Department

Stewart Martin
Virginia Beach EMS

Jeffrey Meyer
Department of Fire, Rescue and Emergency
Services

Michael B. Player
Peninsulas EMS Council, Inc.

Jay Porter
Tidewater EMS Council, Inc.

Thomas Schawlenberg
City of Chesapeake

Warren Short, Jr.
Office of Emergency Medical Service

Brian Spicer
Suffolk Department of Fire & Rescue

* Proposed New Members

** Chair to be selected at first meeting

FIRE SCIENCE

Robert G. Burton
Norfolk Fire-Rescue

Robert Craft
Newport News Fire Department

Pat Dent
Williamsburg Fire Department

Edmund Elliott (Chair)
Chesapeake Fire Department

Travis Halstead
Virginia Beach Fire Department (Retired)

John Keyes
Virginia Beach Fire Department

Joshua Tomon
Navy Regional Fire Rescue

Levin Turner
Portsmouth Fire Department

FUNERAL SERVICE**

Donna B. Alexander
Metropolitan Funeral Service

K. Carter Bell
Funeral Consultant

Edward Cowell*
Altmeyer Funeral Home

Casey Jones*
Hollomon-Brown Funeral Home

Michael J. Leonard
H.D. Oliver Funeral Apartments

Aubrey Mitchell*
Mitchell Funeral Care and Cremations

Theresa Norrell
LifeNet Health

Robert Oman
Oman Funeral Home

Thomas Roland, Esq.
Roland Vaults, LTD

Leslie Schrembs-Rose
Lions Medical Eye Bank and Research
Center of Eastern Virginia

GRAPHIC DESIGN

Ivanete Blanco*
Old Dominion University

Germaine Clair (Chair)
GC Designs

Savannah Kaylor*
American Institute of Graphic Arts (AIGA)

Janice Pang*
Grow

David Shields*
Old Dominion University

Mary Lee Shumate
M'Lee Designs

HEALTH INFORMATION MANAGEMENT

Mary Ann Clark
Virginia Beach Psychiatric Center

Mary Beth Dunlap
Hampton Roads Specialty Hospital

Christy L. McMurray
Chesapeake Regional Medical Center

Chris Pogue
Sentara Healthcare

Tina Stevens
Norfolk Community Services Board

Susan M. Tarkenton
Sentara Health Systems

Margaret Theodorakis (Vice Chair)
Optima Healthcare

* Proposed New Members

** Chair to be selected at first meeting

**HEALTH INFORMATION MANAGEMENT –
continued**

Leslie Twine (Chair)
GE Healthcare

Christina Upton
Old Dominion University

**HEATING, VENTILATION, AND AIR
CONDITIONING****

Robert Gunderson
Damuth Trane

Thomas Harrington
Naval Facilities Engineering Command

Rick Ilich
Virginia Air Distributors

Matthew Miller
Colonial Webb Contractors

Andy Styron
R.A. Styron Heating & Air Conditioning

Ralph Styron
R.A. Styron Heating & Air Conditioning

Ray Walsh
House Call Company

Stanley Yeskolski
Investigative Inspection Services

HORTICULTURE**

Billy Almond
WPL

Mike Andruczyk
Cooperative Extension – Chesapeake Unit

Theresa Augustin*
Norfolk Botanical Garden

Wes Bray
Lawns and Gardens Plus

Josh Despinis*
EMCOR Government Services

Laurie Fox
Hampton Roads Agricultural Research &
Extension Center

Eric Gunderson*
Southern Branch Nursey, Inc.

Jason Heizer
Bartlett Tree Company

Shereen Hughes*
Wetlands Watch, CBLP

Lisa Lankford-Needy*
Renaissance Academy

Robert Nye*
Basnight land and Lawn

Chad Peevy
Old Dominion University

Sheri White*
White's Nursery and Greenhouses

Laurie Yates
Virginia Beach Vo-Tech

HOSPITALITY MANAGEMENT

William S. Cabell
Distinctive Event Rentals

James C. Corprew
Norfolk State University

Lawrence E. Epplien
Norfolk State University

Duane Gauthier
Commonwealth Lodging

Dave Makarsky
Professional Hospitality Resources

Louie Marcelo-Glenn
Landmark Hotel Group

* Proposed New Members

** Chair to be selected at first meeting

HOSPITALITY MANAGEMENT - continued

Cliff Myers (Chair)
Virginia Beach Convention Center and
Visitors Bureau

Anthony J. Parrow
LTD Hospitality

Cynthia Roseman*
Dreams 2 Reality LLC

Stacey S. Shiflet
Virginia Beach Resort Hotel & Conference
Center

John M. Ulp
Catlee Incorporated / dba McDonalds

Lindsey Usher*
Old Dominion University

Lynne Williams
Virginia Beach City Public Schools

HUMAN SERVICES**

Brian Bean
The Focus Center

Jocquelyn Chapman
City of Chesapeake – Human Services
(Retired)

Kathy Dial
Kin and Kids Consulting

Angela Duke
Sentara Norfolk General Hospital

Brenda Exum
Norfolk State University

Barbara Fletcher
Aid and Information for the Elderly

Earl Ford Jr.
City of Virginia Beach – Human Services

Bridget Freeman
Rehabilitation Services

Denise Gallop
Norfolk Department of Human Services

Roneiko Henderson-Beasley
Self-Actualization Counseling &
Development Services

Sharon Houston
Garden of Hope, Inc.

Oneiceia Howard
City of Norfolk

Carrie Waites
Norfolk State University

Shawn Ware-Avant
Eastern Virginia Medical School (EVMS)

Nathan Woodard
VA Dept. of Behavioral Health and
Development Services

INDUSTRIAL TECHNOLOGY

Lyle Bagley
Bauer Compressors, Inc.

Erika Berry (Chair)
Naval Station Norfolk

William W. Fleming
Network Interfaces Corporation

James P. Healy
Society of Manufacturing Engineers (SME)

Jeff Jaycox
Tabet Manufacturing Company, Inc.

Ronald Jerasa
CRSA, LLC

Sam Richards
STIHL, Incorporated

Lou Ruggeri
Standard Calibrations, Inc.

Joseph M. Sabol
Newport News Shipbuilding

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INDUSTRIAL TECHNOLOGY – continued

K. George Skena
Norfolk Public Schools

Robert Twine
Collins Machine Works

Alok Verma
Old Dominion University

INFORMATION SYSTEMS TECHNOLOGY

Leigh Armistead
Peregrine Technical Solutions

Gayle Burton
Honeywell Technology Solutions, Inc.

R. Mark Crowe
Sentara Healthcare

Shawn Fagan
Marathon Consulting

Linda Garratt
Dollar Tree

Kevin Fairley
City of Virginia Beach

Kimberly Fields
Amerigroup

Kevin Griffin
Griffin Consulting

Rich Hamady (Chair)
GEICO

Annette Harris
City of Portsmouth

Karen Havekost
City of Virginia Beach

Stephen Troy Hollowell
Microsoft Corporation

Scott Howell
Christopher Consultants

Joseph Lee
JLGOV LLC

Kevin McKenzie
Dollar Tree Stores, Incorporated

Joseph Quinn
SAIC

Deborah Rhodes
Sentara Healthcare

Robert Rychlicki
City of Norfolk

Gene Starr
Electronic Systems, Inc.

Clay Wise
Hampton Roads Sanitation District (HRSD)

Ken York
Optima Health Plans, Inc.

INTERIOR DESIGN

Ron Austin
Design First

Frank Brannon
CBN Scenic Design

Sarah Butler
Rodriquez Ripley Maddox & Motley

Garland Hall
Garland Hall Interiors

Teresa L. Harrington (Chair)
Virginia Beach City Public Schools

Dan Hickok
Rodriquez Ripley Maddox & Motley

Matt Keane
AEKB

David Klemt
Klemt and Associates

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INTERIOR DESIGN – continued

Matt Lee
Hanbury, Evans, Wright, Vlattas & Company

Robert D. Pappas
NRHA

Alex Reichardt
Architectural Design and Rendering

Lana Sapozhnikov
LS Designs

Melodi E. Terhune
Clark Nexsen

MANAGEMENT

Laura Baxter
Military Newspaper of VA

Jason Benedict
Touch Stone Business Solutions

Michael Camden
Troy University

Robert Camlin
Associate Builders and Contractors

Cathy Davis
Macy's Lynnhaven

Elizabeth Duncan-Hawker
Red Hawk Strategic Solutions, LLC

Terry Hall Hall
Analytics, LLC

Cecil Jenkins
Cecil Jenkins & Associates, Inc.

Bob Kerr
Kerr Environmental Services Corp.

Sam Manning (Chair)
Management Information Solutions

Bert Ortiz
AVMAC, LLC

Christina Tate
Habitat for SHR

Caroline Taylor
Taylor Made Diagnostics

Troy Thorn
Chesapeake Conference Center

MARINE TECHNOLOGY**

Peter Babilonia
Centerville Marina

Brian Baker
Suntex Marinas

John Cobb
Cobb's Marina

Jason Gray
Tidewater Yacht Marina

Joe Maniscalco
Yamaha Motor Corporation, USA

Jon Nichols
Norfolk Marine

Bill Noell
Bill's Marine Inc.

Wes Ripley
Virginia Dept. of Transportation

Ed Sherman
American Boat & Yacht Council

Dallas Wilson
Cummins Atlantic

MARITIME TECHNOLOGIES**

Jim Bento
Ocean Marine

Amanda Berce
BAE Systems Norfolk Ship Repair

William Goodwin
Norfolk Naval Shipyard

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MARITIME TECHNOLOGIES - continued**

Thomas Harrington
Naval Facilities Engineering Command

Katie Hedges
Oceaneering International, Inc.

Steve Jackson
MARAD

Vukica Jovanovic
Old Dominion University

Ross Leach
AMSEC, LLC

Sarah McCoy
Virginia Port Authority

Regina McLean
Newport News Shipbuilding

Eileen Pietila
Portsmouth Public Schools

Guy St. John
Oceaneering International, Inc.

Kira Wong
Colonna's Shipyard, Inc.

MECHANICAL ENGINEERING TECHNOLOGY**

Cecil Achord
Seaward Marine Services, Inc.

Courtney Addfison
STIHL, Incorporated

Teresa Behr
STIHL, Incorporated

Amanda Berce
BAE Systems Norfolk Ship Repair

Brian Burroughs
Newport News Shipbuilding

Phillip Capehart
Flowserve Corporation

William Goodwin
Norfolk Naval Shipyard

Carl Hebert
City Virginia Beach

Felix Ikner
Valkyrie Enterprises

Ronald Jerasa
CSRA LLC

Doug Kint
Lockheed Martin

John Kropcho
Mid-Atlantic Reg. Maintenance Center

Regina McLean
Newport News Shipbuilding

Alan Morrison
Mid-Atlantic Reg. Maintenance Center

Lee Newton
Bay Diesel & Generator

Maria Rangel
Flowserve Corp

Maria Vejar
Valkyrie Enterprises

Alok Verma
Old Dominion University

Clint Vollono
Colonna's Shipyard, Inc.

MECHATRONICS

Carray Banks
Norfolk State University

Dan Disharoon
Hampton Roads Sanitation District

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MECHATRONICS – continued

Ken Donahue
R.E.W. Corporation

Mark Dorsch
Bauer Compressors

John Dwyer
Bauer Compressors

Les Ferguson
Mitsubishi Chemical

Von Gilbreath
City of Chesapeake

John Girard (Chair)
BASF Corporation

Richard Good
Solar Services, Inc.

Thomas Harrington
Naval Facilities Engineering Command

M. Craig Hill
Portsmouth Public Schools

Steve Hsiung
Old Dominion University

Michael Iacobellis
NJATC

William (Skip) Johnson
STIHL, Inc.

Vukica Jovanovic
Old Dominion University

Linda Kaiser
Hermes Abrasives, Ltd.

Matt Kellam
Dominion Power

Terri Leitner
R.E.W. Corporation

Dacia Marxrieser
Manufacturing & Design Technologies, Inc.

Zach Mazur
Flow Serve Corp., Chesapeake Operation

Ralf Moosman
IMS Gear

Matthew Oliver
Dominion Power

Rick Raike
Hampton Roads Sanitation District

Charles Ritinski
Sumitomo Machinery Corporation of America

James Rivoir
Mitsubishi Kagaku Imaging Corporation

Bob Shanks
Virginia Beach City Public Schools

Bradley Stoker
Target Distribution Center

Munir Sulaiman
Norfolk State University

Mileta M. Tomovic
Old Dominion University

Donnie Ward
Hampton Roads Sanitation District

MEDICAL LABORATORY TECHNOLOGY

Faye Coleman (Chair)
Old Dominion University

Beth Ellington
Riverside Regional Medical Center

Margaret Goodman
Riverside Doctors Hospital

Barbara Kraj
Old Dominion University

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**MEDICAL LABORATORY TECHNOLOGY -
continued**

Jessica Lindhart
Sentara Norfolk General Hospital

Miranda Malone*
LifeNet Health

Gail Maxey
Riverside Regional Medical Center

Linda McClenney
Bon Secours Mary Immaculate Hospital

Sandy Odegaard
DePaul Medical Center

Lynn Onesty
Riverside Regional Medical Center

Deitra Phillips
VA Medical Center

Barbara Shields
Chesapeake Regional Medical Center

Lisa Shook
LabCorp of America

NURSING

Terri Anderson
Our Lady of Perpetual Help

Peggy Braun (Chair)
Sentara Virginia Beach General Hospital

Myra Burton
Norfolk Technical Center

Darren Clark
Sentara Home Care

Linda Grasmick
Children's Hospital of the King's Daughters

Frances Gray
Portsmouth Public Schools

Hannah Harris
Veterans Administration Medical Center

Jennifer Herbert
Chesapeake Regional Medical Center

Lynette Kirkbride
Maryview Medical Center

Patty MacDougall
Riverside Shore Memorial Hospital

Beverly Misuna
Riverside Shore Memorial Hospital

Phyllis Stoneburner
Sentara Obici Hospital

OCCUPATIONAL THERAPY ASSISTANT

Anne Moody Ashe
Bon Secours in Motion Physical Therapy

Steve Brown*
Sentara Neonatal Intensive Care

Lynn Chatfield
Genesis Rehab

Hannah Cooper*
Sentara Life Care

Dacia Layton*
Tidewater Community College

Paula Naudziunas (Chair)
Sentara Therapy Center

Ryan Patterson*
Sentara Acute Care

Ynez Peterson
Virginia DOE Training and Technical
Assistance Center

Jackie Tallon
American Senior Care

Evelyn Zirkle
Southeastern Cooperative Educational
Programs

* Proposed New Members

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PARALEGAL STUDIES

Thomas Ammons
General District Court Judge (Retired)

Nikki Duncan-Talley*
Help and Emergency Response, Inc.

Maria Grise
GEICO Staff Counsel

Valarie Herman
David, Kamp and Frank, LLC

William Joshua Holder
Chesapeake Public Defender's Office

Stephanie Hunter
Crenshaw, Ware & Martin

Jaye Koch
Virginia Beach Office of the
Commonwealth's Attorney

Donald Shenenberger, MD
Virginia Dermatology and Skin Cancer

Elizabeth Summers (Chair)
Sykes, Bourdon, Ahern, & Levy, P.C.

Jean Tancredi
Wahab Law Library

Michele Turner*
DC Wicker, PLLC

PHYSICAL THERAPIST ASSISTANT

Dianna (Tory) L. Bishop
Pivot Physical Therapy

Lori M. Boone
Consultant

Mark S. Casto
Sentara Leigh Hospital

Lisa Koperna
Old Dominion University

Kimberly Kranz (Chair)
Children Hospital of the King Daughters
(CHKD)

Christiana N. Marshall
Envoy of Thornton Hall

Renee Stendel
Sentara Home Care

Alan Wilson
Battlefield Therapy Center

**RADIOGRAPHY/ DIAGNOSTIC MEDICAL
SONOGRAPHY**

Mary Balonek
Sentara Virginia Beach General Hospital

Cathy Boomer
Chesapeake Regional Medical Center

Don Byars
Sentara Norfolk General

Louis Caron
Sentara Virginia Beach General Hospital

Benita D. Carson
Sentara CarePlex Hospital

Suzanne Dickinson
Sentara Virginia Beach General Hospital

Jason Drane
Sentara Norfolk General Hospital

Marcus Foster
Chesapeake Regional Medical Center

Simeon Fuller
Medical X-Ray Staffing Solutions

Elizabeth Jacob
Sentara Bayside Hospital

Laura Kippes
Bon Secours HSO

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**RADIOGRAPHY/ DIAGNOSTIC MEDICAL
SONOGRAPHY – continued**

Paula McPeak
Riverside Regional Medical Center

Mark Nehlen
Chesapeake Regional Medical Center

Christopher Pierson
Sentara Leigh Hospital

Felicia Toreno
Eastern Virginia Medical School

Maggie Trimmer
Sentara Leigh Hospital

Jodi Warren
Sentara Independence AIC

Rita Winfield (Chair)
Sentara Princess Anne Hospital

RESPIRATORY THERAPY

Alisha Arthur
Riverside Regional Medical Center

Felisa Aycud
Sentara CarePlex Hospital

Ann Burdi-Lietz
Naval Medical Center Portsmouth

Heather Chessick
Sentara Princess Anne Hospital

Macie Christian
Riverside Regional Medical Center

Susan Davis
Sentara Norfolk General Hospital

Stephanie Dubaniewicz
Sentara Princess Anne Hospital

Tonya Ford
Sentara CarePlex Hospital

Jeff Hartenburg
Bon Secours Maryview Medical Center

Lorenzo Hinton
Naval Medical Center Portsmouth

Aileen Holgado
Hampton Roads Specialty Hospital

Joanna Hudak (Chair)
Sentara Leigh Hospital

Kathy McCabe
Southampton Memorial Hospital

Shelley Mishoe
Old Dominion University

Rob Owens
Lincare Home Care

Shawn Price
Sentara Norfolk General Hospital

Shirley Rich
Sentara Norfolk General Hospital

Ignacio Ripoll, MD
Sleep Specialists of Tidewater

LaVese Russell
Bon Secours DePaul Medical Center

Betsy Ryland
Sentara Leigh Hospital

Dolly Saunders
Chesapeake Regional Medical Center

Stephen Sibole
Sentara Norfolk General Hospital

Susan Swedish
Sentara Princess Anne Hospital

Jessica Terry
Program Graduate

Courtney Von Tersch
Community Representative

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RESPIRATORY THERAPY – continued

Walter (Lee) Williford
Children's Hospital of the King's Daughters

Millicent Zanders
Laker Taylor Transitional Care Hospital

STUDIO ARTS

Kimberli Gant*
Chrysler Museum

Sam Hughes
Norfolk State University

Solomon Isekeje*
Norfolk State University

Craig McClure
The Virginian Pilot

Ali Rogan
Cristallo Art Center

Robin Rogers*
Chrysler Museum

John Roth
Old Dominion University

Sharon Swift (Chair)
Virginia Wesleyan College

Chuck Thomas
Old Dominion University

TRUCKING**

Otho Babbs
BBC Trucking, Inc.

Larry Battle
Consolidated Logistics, CLC

Patrick E. Carroll
TFC Recycling

Howard Davis
NDV Nash Finch, Inc.

Danny Glover
GTL Transport Company

Tina Harvey
Capital Concrete, Inc.

Edward O'Callaghan
Century Express, Inc.

Dan Osbourne
Commercial Ready Mix Products

Mark Sawyer
Sovereign Freight Inc.

VETERINARY ASSISTANT

Layne B. Brett, DVM
Courthouse Veterinary Clinic

Heather Brookshire
Animal Vision Center of VA

Bryan Brown
MWI Veterinary Supply

Geoff Campbell
Edinburgh Animal Hospital

Adam Henderson
Banfield Pet Hospital

Kate Henderson
Banfield Pet Hospital

Herbert Maissenbacher
Veterinary Heart Care

Emily Peck (Chair)
Virginia Beach SPCA

Danielle Russ
Center of Veterinary Expertise

L. Allison Rye
Bay Beach Veterinary Hospital

WELDING**

Ronnie Allen
International Longshoremen Association

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WELDING – continued

Jenord Alston
Jefferson Lab

Luther Bundy
Norfolk Naval Shipyard

Brian Burroughs
Huntington Ingalls Newport News
Shipbuilding

Michael Conroy
ARCET Welding Equipment and Supplies

Troi Croswell
Tecnico Corporation

William C. Goodwin
Norfolk Naval Shipyard

Stephanie J. Irvine
Miller Electric Manufacturing Company

James Jones
Virginia Beach Technical and Career
Education Center

Michael Kerr
Virginia Pipe Trades Association

Scott McLeod
Oceaneering International, Inc.

Charles L. Spear
Chesapeake Machine Works, Inc.

Andre' H. Sullivan
Norfolk Technical Center

John Williamson
AMSEC, LLC

* Proposed New Members

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TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: May 15, 2018
COMMITTEE: Finance & Facilities Committee
AGENDA ITEM: Proposed 2018-19 Local Fund Budgets

BACKGROUND:

The Commonwealth of Virginia operates on a July 1st fiscal year.

The college's Local Fund Budgets consists of four parts—the Student Activities Budget, which draws its revenue predominantly from the Student Activity Fee; the Institutional Auxiliary Budget, which draws its revenue from the Institutional Auxiliary Fee and solely supports transportation/parking-related expenditures; the Student Center Budget, which draws its revenue predominantly from the Auxiliary Capital Fee; and the Auxiliary Services Budget, which draws its revenue predominantly from Commissions and includes Municipal Support.

The board acts on these budgets annually at its May meeting.

STAFF RECOMMENDATION:

That the College Board approve the FY2018-19 Local Fund Budgets as presented.

STAFF LIAISON:

Phyllis F. Milloy
Vice President for Finance
PMilloy@tcc.edu
757-822-1064

**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT ACTIVITIES BUDGET
FY2019**

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
Projected Fund Balance		\$ 1,104,426	\$ 942,119	
I. Revenues				
A. Student Activity Fee	\$ 1,104,354	\$ 1,093,191	\$ 1,060,106	\$ (44,248)
B. ID Card Replacements	20,000	16,000	16,000	(4,000)
C. Miscellaneous Revenue	5,000		5,000	
Total Revenues	\$ 1,129,354	\$ 1,109,191	\$ 1,081,106	\$ (48,248)
Total Resources (Revenue & Fund Bal.)				
		\$ 2,213,617	\$ 2,023,225	
II. Expenditures				
A. Chesapeake Campus				
1. Student Government Association	\$ 3,180	\$ 3,180	\$ 2,005	\$ (1,175)
2. Programming	40,070	40,070	25,265	(14,805)
3. Student Organizations	11,449	11,449	9,698	(1,751)
4. Recreational Sports	1,272	1,272	803	(469)
5. Operating Expenses	1,272	1,272	803	(469)
6. Contingency Fund	6,360	6,360	4,011	(2,349)
Subtotal--Chesapeake Campus	\$ 63,603	\$ 63,603	\$ 42,585	\$ (21,018)
B. Norfolk Campus				
1. Student Government Association	\$ 3,300	\$ 3,300	\$ 3,000	\$ (300)
2. Programming	48,564	48,564	29,000	(19,564)
3. Student Organizations	3,000	3,000	4,480	1,480
4. Recreational Sports	5,000	5,000	4,000	(1,000)
5. Operating Expenses	2,000	2,000	1,000	(1,000)
6. Contingency Fund	1,200	1,200	1,000	(200)
Subtotal--Norfolk Campus	\$ 63,064	\$ 63,064	\$ 42,480	\$ (20,584)
C. Portsmouth Campus				
1. Student Government Association	\$ 3,000	\$ 3,000	\$ 3,000	
2. Programming	57,021	57,021	41,000	(16,021)
3. Student Organizations	3,500	3,500	4,480	980
4. Recreational Sports	500	500		(500)
5. Operating Expenses	2,100	2,100		(2,100)
6. Contingency Fund	2,109	2,109	1,000	(1,109)
Subtotal--Portsmouth Campus	\$ 68,230	\$ 68,230	\$ 49,480	\$ (18,750)
D. Virginia Beach Campus				
1. Student Government Association	\$ 3,500	\$ 3,200	\$ 3,500	
2. Programming	72,199	68,000	37,079	(35,120)
3. Student Organizations	18,000	18,000	22,960	4,960
4. Recreational Sports				
5. Operating Expenses				
6. Contingency Fund				
Subtotal--Virginia Beach Campus	\$ 93,699	\$ 89,200	\$ 63,539	\$ (30,160)
E. Student Activities--College-wide				
1. Visual Arts Center	\$ 4,000	\$ 4,000	\$ 3,175	\$ (825)
2. Women's Center	5,000	5,000	4,175	(825)
3. Student Federation Council	5,000	5,000	4,175	(825)
4. College-wide Clubs & Committees	15,000	15,000		(15,000)
5. Intercultural Learning	20,000	20,000	16,600	(3,400)
Subtotal--Student Activities--College-wide	\$ 49,000	\$ 49,000	\$ 28,125	\$ (20,875)
F. Learning Assistance Fund				
1. Chesapeake	\$ 38,104	\$ 38,000	\$ 24,030	\$ (14,074)
2. Norfolk	28,852	28,852	19,234	(9,618)
3. Portsmouth	32,007	32,007	18,000	(14,007)
4. Virginia Beach	107,641	87,000	60,000	(47,641)
Subtotal--Learning Assistance Fund	\$ 206,604	\$ 185,859	\$ 121,264	\$ (85,340)

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
G. Provosts' Contingency Fund				
1. Chesapeake	\$ 11,368	\$ 11,368	\$ 7,130	\$ (4,238)
2. Norfolk	12,841	12,841	6,000	(6,841)
3. Portsmouth	10,176	10,176	5,815	(4,361)
4. Virginia Beach	10,000	4,300	5,000	(5,000)
Subtotal--Provosts' Contingency Fund	\$ 44,385	\$ 38,685	\$ 23,945	\$ (20,440)
H. Deans' Contingency Fund				
1. Chesapeake	\$ 7,289	\$ 7,289	\$ 4,550	\$ (2,739)
2. Norfolk	8,949	8,949	10,580	1,631
3. Portsmouth	6,111	6,111	5,000	(1,111)
4. Virginia Beach	15,000	12,000	10,000	(5,000)
Subtotal--Deans' Contingency Fund	\$ 37,349	\$ 34,349	\$ 30,130	\$ (7,219)
I. Student Activities Identification System				
1. Equipment, Software, and Supplies	\$ 47,000	\$ 47,000	\$ 47,000	
Subtotal--Student Activities Identification System	\$ 47,000	\$ 47,000	\$ 47,000	
Total Expenditures	\$ 672,934	\$ 638,990	\$ 448,548	\$ (224,386)
III. Transfers				
A. Transfer to Student Center Budget	\$ 632,508	\$ 632,508	\$ 632,508	
Subtotal--Transfers	\$ 632,508	\$ 632,508	\$ 632,508	
Projected Fund Balance 6/30/2019		\$ 942,119	\$ 942,169	

AVP-DF 3/22/18

**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT ACTIVITIES BUDGET
Narrative Justification
FY2019**

I. REVENUES

The revenues for the Student Activities Budget are based on a projection of 14,435 annualized FTES.

- A. Student Activity Fee** – A fee of \$2.55 per credit hour, up to a maximum of 15 credits, is assessed to all students, except those under special arrangement contracts.
- B. ID Card Replacements** – A fee of \$10 is charged for replacement student ID cards. TCC requires all students to carry their TCC ID card while on campus.
- C. Miscellaneous Revenue** – Revenue collected from various events sponsored by students.

II. EXPENDITURES

The funding allocated to each campus is based on an 80/20 formula in which 20% of the funds are distributed evenly among the campuses, and the remaining 80% is distributed as follows: Virginia Beach – 40%, Chesapeake – 20%, Norfolk – 20%, and Portsmouth – 20%. This formula is applied to all categories of expenditures except Student Activities – College-wide (E) and Student Activities Identification System (I).

A-D. Campus-based Student Activities

The campus-based student life office provides holistic programming to include, but not limited to, student government association and campus-based student organizations, engagement, volunteerism, leadership development, publications, recreation, and cultural inclusion that has been approved by student life or appropriate college authorities. Student life professionals are required to use funds to support the needs of the campus student population to promote the future development and vision of student life. The operating expense budget for each campus office is to pay for office supplies, travel, and other miscellaneous expenses.

- 1. **Student Government Association** – Funding is used for stipends, apparel, programming support, recruitment and retention, office supplies, campus-wide initiatives, and additional support as deemed appropriate and approved by the Director/Co-Director of the Student Center.
- 2. **Programming** – Funding is provided for planned student life programming which includes, but is not limited to, social and cultural events, engagement, enrichment, volunteerism, leadership development, speakers, presenters, entertainment, marketing, promotional materials, event support, and apparel.

3. Student Organizations – Funding is used for leadership development, organization support, conferences, training, speakers, enrichment, honor societies, campus initiatives, community outreach, engagement, honorariums, and recognitions.
4. Recreational Sports – Funds are used for equipment, recreational upkeep, recreational programming, technology, vendors, training, and other needed items to support recreational sports.
5. Operating Expenses – Funding is used for office supplies, publications, equipment, equipment upkeep, technology, travel, training, certification, and other miscellaneous expenses.
6. Contingency Fund – Funding is provided to fund special initiatives that may emerge during the 2018-19 fiscal year.

E. Student Activities – College-wide

1. Visual Arts Center – Funds are provided for special art shows, honoraria, publication of student art work magazine “340 High Street,” refreshments for openings, and other college-wide activities of the Visual Arts Center. The Portsmouth Campus manages this budget.
2. Women’s Center – Funds support college-wide events focused on women’s issues. Such topics include health, parenting, career planning for women, leadership skills, domestic violence, self-esteem, Women’s History Month events, etc.
3. Student Federation Council – Provides funds for supporting the activities and development of the college-wide Student Federation Council. The Coordinator of Student Leadership Development and Community Engagement and campus student life coordinators approve these expenditures. The Chesapeake Campus manages this budget.
4. College-wide Clubs & Committees – This funding has moved to the campuses in accordance with the approved funding formula.
5. Intercultural Learning – Provides funds to support intercultural activities across all campuses (e.g. Hispanic Heritage Month and Black History Month). The Director of Intercultural Learning/Women’s Center manages this budget.

F. Learning Assistance Fund – Provides salaries for administrative support, tutors, and supplemental instructors to assist students experiencing academic difficulties and operating funds for tutoring centers on each campus.

G. Provosts’ Contingency Fund – Provides the provosts with funding to support specific campus student activities. Such activities include lecture series, speakers, and special events for current or prospective students, and public information related to such events.

- H. **Deans' Contingency Fund** – Provides funding for the campus Deans of Student Services to support student success activities. These include welcoming receptions for various student groups, student and staff recognitions, professional development, travel and other related expenses, campus improvements, meetings with students, staff and student workshops and retreats, and various student retention efforts.
 - I. **Student Activities Identification System** – These funds are used for supplies and the CBORD software maintenance agreement for the college-wide student identification system.
- III. **Transfers** – Funds are transferred to the Student Center budget to cover the costs of campus Student Life and Student ID personnel.

**TIDEWATER COMMUNITY COLLEGE
PROPOSED INSTITUTIONAL AUXILIARY BUDGET
FY2019**

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
Projected Fund Balance		\$ 11,246,373	\$ 11,647,570	
I. Revenues				
A. Institutional Fee	\$ 3,127,644	\$ 3,098,049	\$ 3,034,814	\$ (92,830)
B. Student Parking Sales	110,000	110,000	106,220	(3,780)
C. Student HRT Pass Sales	133,850	107,000	109,000	(24,850)
Total Revenues	\$ 3,371,494	\$ 3,315,049	\$ 3,250,034	\$ (121,460)
Total Resources (Revenue & Fund Bal.)				
		\$ 14,561,422	\$ 14,897,604	
II. Expenditures				
A. Chesapeake Campus Parking Garage - Debt Service	\$ 1,644,100	\$ 1,644,100	\$ 1,643,475	\$ (625)
B. Chesapeake Campus Parking Lot - Debt Service	334,250	334,250	332,500	(1,750)
C. Chesapeake Campus Parking Garage - Operating Expenses				
1. Personnel	70,074	52,000	47,380	(22,694)
2. Utilities	50,000	12,250	14,000	(36,000)
3. Security	103,302	103,302	103,302	
4. General Maintenance	48,500	46,000	45,000	(3,500)
D. College-wide Parking Lot Improvements	250,000	250,000	250,000	
E. Hampton Roads Transit (HRT) Passes	268,500	256,475	232,000	(36,500)
F. Student Parking	132,675	132,675	128,100	(4,575)
G. Visual Arts Center Parking Lease	82,800	82,800	82,800	
Total Expenditures	\$ 2,984,201	\$ 2,913,852	\$ 2,878,557	\$ (105,644)
Projected Fund Balance				
		\$ 11,647,570	\$ 12,019,047	

**TIDEWATER COMMUNITY COLLEGE
PROPOSED INSTITUTIONAL AUXILIARY BUDGET
Narrative Justification
FY2019**

I. REVENUES

The revenues for the Institutional Auxiliary Budget are based on a projection of 14,435 annualized FTES.

- A. Institutional Fee** – A fee of \$7.30 per credit hour, up to a maximum of 15 credits, is assessed to all students, except those under special arrangement contracts.
- B. Student Parking Sales** – Revenue from the sale of City of Norfolk parking garage spaces to students on the Norfolk Campus. Student cost is at a reduced rate because the institutional fee subsidizes total cost.
- C. Student HRT Pass Sales** – Revenue from the sale of HRT passes to students at all campuses. These passes are sold to students at a reduced rate because the institutional fee subsidizes total cost.

II. EXPENDITURES

- A. Chesapeake Campus Parking Garage – Debt Service** – Funds for the debt service for the Chesapeake Campus Parking Garage. This reflects the sixth year of a 20-year annual debt service payment.
- B. Chesapeake Campus Parking Lot – Debt Service** – Funds for the debt service for the Chesapeake Campus parking lot. This reflects the ninth year of a 15-year annual debt service payment.
- C. Chesapeake Campus Parking Garage – Operating Expenses** – Funds for general maintenance, preventative maintenance, repair, sweeping, custodial, and the utilities associated with the Chesapeake Campus garage. Provides security staffing Monday through Friday and related security equipment and supervision expenses.
- D. College-wide Parking Lot Improvements** – Funds to provide parking lot and roadway improvements on three campuses with such facilities.
- E. Hampton Roads Transit (HRT) Passes** – Cost to purchase the GoPass365 from HRT to provide transportation services to students at a discounted rate, including light rail, bus, and ferry.
- F. Student Parking** – Cost of parking for students in City of Norfolk Parking Garage.
- G. Visual Arts Center Parking Lease** – Parking lease for Visual Arts Center students.

**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT CENTER BUDGET
FY2019**

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
Projected Fund Balance		\$ 20,461,188	\$ 18,177,425	
I. Revenues				
A. Auxiliary Capital Fee	\$ 8,228,520	\$ 8,145,346	\$ 8,076,703	\$ (151,817)
B. Transfer-In from Student Activities Budget	632,508	632,508	632,508	
C. Food Service Commission		62,556	59,000	59,000
D. Miscellaneous Revenue	85,000	65,000	79,500	(5,500)
E. Facility Use Fee	12,000	1,000	1,000	(11,000)
Total Revenues	\$ 8,958,028	\$ 8,906,410	\$ 8,848,711	\$ (109,317)
Total Resources (Revenue & Fund Balance)				
		\$ 29,367,598	\$ 27,026,136	
II. Expenditures				
A. Bond Debt Service				
1. Student Center - Norfolk Campus	\$ 1,114,188	\$ 1,114,188	\$ 1,115,888	\$ 1,700
2. Student Center - Chesapeake Campus	1,165,853	1,165,853	1,166,478	625
3. Student Center - Portsmouth Campus	1,084,386	1,084,386	1,091,639	7,253
4. Student Center - Virginia Beach Campus	1,660,921	1,660,921	1,661,113	192
Subtotal--Bond Debt Service	\$ 5,025,348	\$ 5,025,348	\$ 5,035,118	\$ 9,770
B. Norfolk Student Center				
1. General Operations				
a. Personnel	\$ 495,604	\$ 495,604	\$ 454,964	\$ (40,640)
b. Operating Expenses	61,355	61,355	56,719	(4,636)
Subtotal--General Operations	\$ 556,959	\$ 556,959	\$ 511,683	\$ (45,276)
2. Facility Operations				
a. Personnel	\$ 220,420	\$ 210,251		\$ (220,420)
b. Utilities	97,000	107,913	105,127	8,127
c. Security	108,203	107,250	108,203	
d. Custodial				
1. Personnel			117,005	117,005
2. Expenditures	30,000	15,165	16,000	(14,000)
e. General Maintenance				
1. Personnel			69,180	69,180
2. Expenditures	90,000	89,152	80,000	(10,000)
f. Insurance	5,492	5,436	7,696	2,204
g. Network & Telecommunications	78,459	78,459	70,613	(7,846)
Subtotal--Facility Operations	\$ 629,574	\$ 613,626	\$ 573,824	\$ (55,750)
3. Food Services				
a. Equipment Mtce. & Replacement	\$ 12,980	\$ 17,980	\$ 17,980	\$ 5,000
Subtotal--Food Services	\$ 12,980	\$ 17,980	\$ 17,980	\$ 5,000
Subtotal--Norfolk Student Center	\$ 1,199,513	\$ 1,188,565	\$ 1,103,487	\$ (96,026)
C. Chesapeake Student Center				
1. General Operations				
a. Personnel	\$ 474,427	\$ 474,427	\$ 435,524	\$ (38,903)
b. Operating Expenses	104,434	104,434	98,991	(5,443)
Subtotal--General Operations	\$ 578,861	\$ 578,861	\$ 534,515	\$ (44,346)

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
2. Facility Operations				
a. Personnel	\$ 230,300	\$ 173,263		\$ (230,300)
b. Utilities	102,000	103,085	106,818	4,818
c. Security	86,120	85,400	86,120	
1. Access Control	152,000	152,000		(152,000)
d. Custodial				
1. Personnel			122,675	122,675
2. Expenditures	30,000	14,982	16,000	(14,000)
e. General Maintenance				
1. Personnel			66,869	66,869
2. Expenditures	90,000	68,396	80,000	(10,000)
f. Insurance	6,029	5,868	8,449	2,420
g. Network & Telecommunications	68,396	68,396	61,556	(6,840)
Subtotal--Facility Operations	\$ 764,845	\$ 671,390	\$ 548,487	\$ (216,358)
3. Food Services				
a. Equipment Mtce. & Replacement	\$ 8,000	\$ 9,740	\$ 14,740	\$ 6,740
Subtotal--Food Services	\$ 8,000	\$ 9,740	\$ 14,740	\$ 6,740
Subtotal--Chesapeake Student Center	\$ 1,351,706	\$ 1,259,991	\$ 1,097,742	\$ (253,964)
D. Portsmouth Student Center				
1. General Operations				
a. Personnel	\$ 491,025	\$ 491,025	\$ 450,761	\$ (40,264)
b. Operating Expenses	59,413	59,413	54,472	(4,941)
Subtotal--General Operations	\$ 550,438	\$ 550,438	\$ 505,233	\$ (45,205)
2. Facility Operations				
a. Personnel	\$ 228,660	\$ 179,473		\$ (228,660)
b. Utilities	120,000	118,148	119,000	(1,000)
c. Security	154,246	152,650	154,246	
d. Custodial				
1. Personnel			119,509	119,509
2. Expenditures	30,000	12,353	16,000	(14,000)
e. General Maintenance				
1. Personnel			72,001	72,001
2. Expenditures	90,000	74,064	80,000	(10,000)
f. Insurance	5,906	5,748	8,276	2,370
g. Network & Telecommunications	81,626	81,626	73,463	(8,163)
Subtotal--Facility Operations	\$ 710,438	\$ 624,062	\$ 642,495	\$ (67,943)
3. Food Services				
a. Equipment Mtce. & Replacement	\$ 12,980	\$ 16,000	\$ 21,000	\$ 8,020
Subtotal--Food Services	\$ 12,980	\$ 16,000	\$ 21,000	\$ 8,020
Subtotal--Portsmouth Student Center	\$ 1,273,856	\$ 1,190,500	\$ 1,168,728	\$ (105,128)
E. Virginia Beach Student Center				
1. General Operations				
a. Personnel	\$ 644,753	\$ 592,000	\$ 591,883	\$ (52,870)
b. Operating Expenses	67,969	62,000	61,172	(6,797)
Subtotal--General Operations	\$ 712,722	\$ 654,000	\$ 653,055	\$ (59,667)

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
2. Facility Operations				
a. Personnel	\$ 334,750	\$ 322,907		\$ (334,750)
b. Utilities	162,000	158,650	160,000	(2,000)
c. Security	87,202	86,700	87,202	
d. Custodial				
1. Personnel			191,270	191,270
2. Expenditures	50,000	19,544	20,000	(30,000)
e. General Maintenance				
1. Personnel			109,764	109,764
2. Expenditures	140,000	169,681	160,000	20,000
f. Insurance	8,865	8,628	12,423	3,558
g. Network & Telecommunications	84,659	84,659	76,193	(8,466)
Subtotal--Facility Operations	\$ 867,476	\$ 850,769	\$ 816,852	\$ (50,624)
3. Food Services				
a. Equipment Mtce. & Replacement	\$ 12,900	\$ 21,000	\$ 21,000	\$ 8,100
Subtotal--Food Services	\$ 12,900	\$ 21,000	\$ 21,000	\$ 8,100
Subtotal--Virginia Beach Student Center	\$ 1,593,098	\$ 1,525,769	\$ 1,490,907	\$ (102,191)
Total Expenditures	\$ 10,443,521	\$ 10,190,173	\$ 9,895,982	\$ (547,539)
III. Capital Maintenance Reserve	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
Projected Fund Balance		\$ 18,177,425	\$ 16,130,154	

AVP-DF 3/22/18

Capital Maintenance Reserve Fund	
FY14-FY18	\$ 6,500,000

**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT CENTER BUDGET
Narrative Justification
FY2019**

I. REVENUES

The revenues for the Student Center Budget are based on a projection of 14,435 annualized FTEs.

- A. Auxiliary Capital Fee** – A fee is assessed to all students up to a maximum of 15 credit hours. The fee is \$19.00 per credit hour for Summer Semester 2018 and increases to \$19.50 per credit hour for Fall Semester 2018.
- B. Transfer-In from Student Activities Budget** – This transfer reflects the funding of positions from the Student Activities budget.
- C. Food Service Commission** – Estimated commissions from the college’s food service contract with Elite.
- D. Miscellaneous Revenue** – Revenue generated from rental of student center facilities and other activities at the student centers. The General Operations Operating Expenses for each campus have been increased based on the estimated miscellaneous revenue for the respective campuses.
- E. Facility Use Fee** – Revenue generated from employee use of the fitness centers at the Student Centers. The college charges a fee of up to \$105 annually.

II. EXPENDITURES

- A. Bond Debt Service** – Principal and interest payments due on VCBA Pooled Bonds used to finance the student centers.
- B-E. Norfolk, Chesapeake, Portsmouth, & Virginia Beach Student Centers** –
 - 1. General Operations**
 - a. Personnel** – Staffing costs for Norfolk, Chesapeake, Portsmouth, and Virginia Beach Student Centers, including costs for Student Life personnel and student identification personnel.
 - b. Operating Expenses** – Funding for general operating expenses such as office supplies, travel, professional development, equipment repairs, etc.

2. **Facility Operations**

- a. **Personnel** – Staffing costs for the facilities maintenance and custodial areas have been moved to d.1 and e.1 for each campus.
 - b. **Utilities** – Utilities services for the student centers. Utilities include electrical, natural gas, water, and sewer.
 - c. **Security** – Unarmed security services for the student centers. The services are provided under the college’s security contract. Additional coverage is provided for special events, and officers assigned elsewhere on campus are available to respond to situations, if necessary.
 - d. **Custodial** – Personnel costs, consumable materials for housecleaning, and trash and garbage disposal services for the student centers.
 - e. **General Maintenance** – Personnel costs, consumable materials, and contract services to maintain the student centers’ mechanical, electrical, and other building systems.
 - f. **Insurance** – Estimated cost of insurance for the student centers. The increase is due to the inclusion of general liability insurance for the student centers that was not previously budgeted.
 - g. **Network & Telecommunications** – Estimated cost of ongoing network and telecommunications support for the student centers.
3. **Food Services** – Cost of maintenance, repair, and replacement of food service equipment.

III. **Capital Maintenance Reserve** – Funds approximating 2% of the cost of the student center buildings will be transferred to a maintenance reserve account to fund future costs.

**TIDEWATER COMMUNITY COLLEGE
PROPOSED AUXILIARY SERVICES BUDGET
FY2019**

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
Projected Fund Balance		\$ 8,866,857	\$ 9,377,149	
I. Revenues				
A. Bookstore	\$ 1,450,000	\$ 1,265,862	\$ 1,050,665	\$ (399,335)
B. Vending				
1. Exclusive Beverage Contract	71,000	80,148	73,425	2,425
2. Vending - CRH	44,385	39,493	34,184	(10,201)
C. Food Service - Joint-Use Library		10,516	9,987	9,987
D. Municipal Support	24,000	24,000	24,000	
E. Interest Earnings	300,000	411,000	600,000	300,000
F. Miscellaneous Revenue	10,000	10,000	10,000	
Total Revenues	\$ 1,899,385	\$ 1,841,019	\$ 1,802,261	\$ (97,124)
Total Resources (Revenue & Fund Bal.)				
		\$ 10,707,876	\$ 11,179,410	
II. Expenditures				
A. Operating Expenses				
1. Banking Costs	\$ 6,000	\$ 6,000	\$ 6,000	
2. Miscellaneous Expenses	1,000	2,150	1,000	
3. Joint-Use Library Food Service Equipment			2,150	2,150
Subtotal - Operating Expenses	\$ 7,000	\$ 8,150	\$ 9,150	\$ 2,150
B. Faculty/Staff Parking	\$ 406,000	\$ 413,688	\$ 420,580	\$ 14,580
C. College Community Events	\$ 15,000	\$ 15,000	\$ 15,000	
D. Financial Aid Adjustments	\$ 14,000	\$ 10,000	\$ 14,000	
E. Auxiliary Service Operations				
1. Personnel	\$ 267,366	\$ 236,000	\$ 236,900	\$ (30,466)
2. General Operating Costs	15,000	10,000	10,000	(5,000)
3. Equipment/Software/Installation	43,500	35,000	35,000	(8,500)
4. StormCard Marketing	20,000	20,000	20,000	
5. Child Care Subsidy	150,000	150,000	100,000	(50,000)
6. Consultant Fees	50,000	50,000		(50,000)
Subtotal - Auxiliary Service Operations	\$ 545,866	\$ 501,000	\$ 401,900	\$ (143,966)
F. Community Support				
1. College Board	\$ 2,500	\$ 500	\$ 2,500	
2. President	27,000	15,000	15,000	(12,000)
3. Vice Presidents and Directors				
a. Exec. Vice President for Academic & Student Affairs & Chief Academic Officer	6,000	6,000	6,000	
b. Vice President for Finance	6,000	6,000	6,000	
c. Vice President for Information Systems/ Director of Institutional Effectiveness	6,000	5,000	6,000	
d. Vice President for Institutional Advancement	6,000	4,000	6,000	
e. Vice President for Workforce Services	6,000	5,000	6,000	
f. Executive Director of TCC Real Estate Foundation/ Chief Operating Officer for Facilities & Public Safety	6,000	5,000	6,000	
g. Director of Institutional Effectiveness	6,000	500		(6,000)
4. Campus Provosts				
a. Chesapeake	6,000	4,000	6,000	
b. Norfolk	6,000	4,000	6,000	
c. Portsmouth	6,000	4,000	6,000	
d. Virginia Beach	12,000	7,000	12,000	
5. Community Outreach	27,000	20,000	27,000	
6. Contingencies	3,500	1,000	3,500	
Subtotal - Community Support	\$ 132,000	\$ 87,000	\$ 114,000	\$ (18,000)

	Budget 2018	Anticipated 2018	Proposed 2019	Variance
G. Deans' Discretionary Aid Fund				
1. Chesapeake	\$ 5,000	\$ 5,000	\$ 5,000	
2. Norfolk	5,000	5,000	5,000	
3. Portsmouth	5,000	5,000	5,000	
4. Virginia Beach	10,000	10,000	10,000	
Subtotal - Deans' Discretionary Aid Fund	\$ 25,000	\$ 25,000	\$ 25,000	
Subtotal- Expenditures	\$ 1,144,866	1,059,838	\$ 999,630	\$ (145,236)
III. Student Financial Assistance				
A. TCC Scholarships & Awards				
1. Art Scholarships	\$ 15,000	\$ 8,000	\$ 15,000	
2. Student Study Abroad Scholarships	15,500		15,500	
3. Culinary Match Program	3,000	750	3,000	
4. Martin Luther King Scholarship	5,364		5,621	257
5. Military Scholarships	26,820	12,134	28,103	1,283
6. ROTC Scholarships	13,014		13,489	475
7. High School Scholarships				
a. Chesapeake	75,096	65,196	78,687	3,591
1. LaVonne P. Ellis Scholarship	10,728	2,355	11,241	513
b. Norfolk	53,640	38,213	56,205	2,565
1. John T. Kavanaugh Scholarship	10,728	6,520	11,241	513
c. Portsmouth	21,456	11,685	22,482	1,026
1. Lee B. Armistead Scholarship	10,728	5,433	11,241	513
d. Suffolk (Northern)	10,728	7,788	11,241	513
e. Virginia Beach	96,552	96,552	101,169	4,617
1. Stanley Waranch Scholarship	10,728	4,890	11,241	513
2. Dorcas T. Helfant-Browning Scholarship	10,728	6,664	11,241	513
3. Thomas H. Wilson Scholarship	10,728	4,709	11,241	513
Subtotal - TCC Scholarships & Awards	\$ 400,538	\$ 270,889	\$ 417,942	\$ 17,404
Total Expenditures & Student Financial Assistance	\$ 1,545,404	\$ 1,330,727	\$ 1,417,572	\$ (127,832)
Projected Fund Balance		\$ 9,377,149	\$ 9,761,838	

**TIDEWATER COMMUNITY COLLEGE
PROPOSED AUXILIARY SERVICES BUDGET
Narrative Justification
FY2019**

I. REVENUES

- A. **Bookstore** – Anticipated sales commissions from the Barnes & Noble bookstores operated at MacArthur Mall and the Virginia Beach Campus.
- B. **Vending** – Commissions from vending sales at all four campuses and the District Office. The college has an exclusive beverage contract with Coke and a food vending contract with CRH Catering. Also includes funds for sponsorship/marketing.
- C. **Food Service – Joint-Use Library** – The college currently has a food service contract with Elite, which is operational at the Joint-Use Library in Virginia Beach.
- D. **Municipal Support** – Contributions from the cities of Chesapeake, Norfolk, Virginia Beach, and Portsmouth.
- E. **Interest Earnings** – Investment earnings are calculated on a \$40 million average investment at 1.5%.
- F. **Miscellaneous Revenue** – Miscellaneous income from expired StormCard plans and other miscellaneous receipts.

II. EXPENDITURES

- A. **Operating Expenses** – Cost of bank fees, check stock, credit card fees, miscellaneous service fees, etc.
- B. **Faculty/Staff Parking** – Cost of faculty/staff parking in Norfolk including parking for adjunct faculty and visitors. The cost of Harbor Heights parking was erroneously omitted from the FY18 budget resulting in the increase for FY19.
- C. **College Community Events** – Funds to sponsor events to enhance the spirit of community among the college's faculty and staff.
- D. **Financial Aid Adjustments** – Funding for financial aid adjustments resulting from administrative errors or similar circumstances.
- E. **Auxiliary Service Operations**
 - 1. **Personnel** – Salaries and benefits for the college's Auxiliary Services personnel. The decrease is due to the elimination of the wage position that is budgeted for FY18.
 - 2. **General Operating Costs** – Funds for training, office supplies, travel, and other miscellaneous expenses for the Auxiliary Services personnel.

3. Equipment/Software/Installation – Funds to support the college’s StormCard system. Funds are included for equipment, software, and installation of data lines.
4. StormCard Marketing – The college receives funds each year for promotional use as part of the Coke contract.
5. Child Care Subsidy – Estimated operational subsidy to continue offering child care at each of the campuses.
6. Consultant Fees – This line item is not budgeted for FY19.

F. Community Support

1. College Board – Funds for expenses of the Board meetings and other Board related expenses.
- 2., 3., & 4. President, Vice Presidents, Campus Provosts, & Directors – Discretionary funds for hosting college-wide and/or required regional meetings for various administrators and ad hoc committees; luncheon and dinner meetings with various city and business officials; purchase of refreshments for meetings hosted at TCC; special events honoring employees; memberships in local and regional organizations to promote the college; and purchase of flowers for sympathy or congratulations.
5. Community Outreach – Cost of attending functions sponsored by various civic organizations, sponsorships, and other community outreach activities.
6. Contingencies – Unanticipated obligations of the Board.

G. Deans’ Discretionary Aid Fund – Funds to assist students with emergency financial needs to enable them to attend classes at Tidewater Community College. The need must relate to the student’s cost of attendance at the college.

III. STUDENT FINANCIAL ASSISTANCE

A. TCC Scholarships & Awards

1. Art Scholarships – Awards to students with outstanding portfolios for study in fine arts, graphic design, or photography at TCC’s Visual Arts Center. Fifteen \$1,000 scholarships are available.
2. Student Study Abroad Scholarships – Awards to foreign language students on a competitive basis.
3. Culinary Match Program – Matching funds for Culinary Scholarships donated to the college.
4. Martin Luther King Scholarship – An award to a student who exemplifies the values of Dr. Martin Luther King. Recognition is given at the college’s annual Dr. Martin Luther King Dinner.
5. Military Scholarships – Awards to dependents of servicepersons from each branch of the military.

6. ROTC Scholarships – Awards to TCC students participating in the college's ROTC program through Old Dominion University and Norfolk State University.
7. High School Scholarships – Awards to an outstanding high school senior in each of the public high schools in the cities of Chesapeake, Norfolk, Portsmouth, Northern Suffolk, and Virginia Beach. Additional scholarships are included for the Advanced Technology Center in Virginia Beach, and the Norfolk and Chesapeake Technology Centers. The awards are for tuition and fees for the first and second years of attendance at TCC.

The Stanley Waranch Scholarship will be awarded annually to a Virginia Beach high school graduate of the Advanced Technology Center. The Local College Board named the scholarship in honor of Mr. Waranch on June 26, 2003 for his dedication and exemplary service to Tidewater Community College and those it serves.

The John T. Kavanaugh Scholarship will be awarded annually to a Norfolk high school graduate who has participated in the Navy Junior Reserve Officer Training Corps program. The Local College Board named the scholarship in honor of Mr. Kavanaugh on June 25, 2009 for his dedication and exemplary service to Tidewater Community College and those it serves.

The Dorcas T. Helfant-Browning Scholarship will be awarded annually to a Virginia Beach high school graduate. The Local College Board named the scholarship in honor of Ms. Helfant-Browning on June 25, 2009 for her dedication and exemplary service to Tidewater Community College and those it serves.

The LaVonne P. Ellis Scholarship will be awarded annually to a Chesapeake high school graduate. The Local College Board named the scholarship in honor of Ms. Ellis on June 26, 2012 for her dedication and exemplary service to Tidewater Community College and those it serves.

The Thomas H. Wilson Scholarship will be awarded annually to a Virginia Beach high school graduate. The Local College Board named the scholarship in honor of Mr. Wilson on September 10, 2013 for his dedication and exemplary service to Tidewater Community College and those it serves.

The Lee B. Armistead Scholarship will be awarded annually to a Portsmouth high school graduate. The Local College Board named the scholarship in honor of Dr. Armistead on May 10, 2016 for his dedication and exemplary service to Tidewater Community College and those it serves.



Resolution

Whereas, Connie A. Meyer was appointed by the Virginia Beach City Council as a member of the Tidewater Community College Board in August 2010 and was subsequently reappointed to the Board in July 2014; and,

Whereas, Connie A. Meyer served ably and diligently as a member of the Advocacy Committee from 2010 to 2016, and as Chair of that same committee from 2011 to 2014; and,

Whereas, Connie A. Meyer served ably and diligently as a member of the Curriculum and Student Development Committee from 2016 to 2018, and as Chair of that same committee from 2017 to 2018; and,

Whereas, Connie A. Meyer demonstrated outstanding devotion to all her duties as College Board member, including regular attendance at College Commencements, Joint Board Dinners, Dedications, Groundbreakings, Chancellor's Retreats, State Board Annual Meetings, Virginia Community College System Legislative Receptions, and Scholarship Programs; and,

Whereas, Connie A. Meyer has helped elevate the profile of Tidewater Community College with her appointment, from July 2017 to January 2021, by the Speaker of the Virginia House of Delegates to the Commonwealth of Virginia Task Force to Commemorate the Centennial Anniversary of Women's Right to Vote:

Now, Therefore, Be It Resolved that the Tidewater Community College Board and College President, on behalf of the faculty, staff, and students, recognize the outstanding contributions, dedication, and exemplary service of Connie A. Meyer to the mission of Tidewater Community College and those it serves; and

Be It Further Resolved that a copy of this resolution be given to Connie A. Meyer with our warmest wishes on this the 28th day of June, 2018, and that the resolution be recorded in the meeting minutes of the Tidewater Community College Board.

/s/

Terri N. Thompson
Chair, College Board

/s/

Edna V. Baehre-Kolovani, Ph.D.
President



Resolution

Whereas, Dwight M. Parker was appointed by the Chesapeake City Council as a member of the Tidewater Community College Board in June 2012 and was subsequently reappointed to the Board in July 2016; and,

Whereas, Dwight M. Parker served ably and diligently as a member of the Advocacy Committee from 2012 to 2016; and,

Whereas, Dwight M. Parker served ably and diligently as both member and chair of the Curriculum and Student Development Committee from 2016 to 2017; and,

Whereas, Dwight M. Parker showed devotion to all his duties as a College Board member, including consistent attendance at College Commencements, Joint-Board Dinners, Dedications, Groundbreakings, State Board Annual Meetings, Virginia Community College System Legislative Receptions, and Scholarship Programs; and,

Whereas, Dwight M. Parker was re-called to serve on the Chesapeake City Council in November of 2017, having served on that same body for fourteen years previously, ending in 2010:

Now, Therefore, Be It Resolved that the Tidewater Community College Board and College President, on behalf of the faculty, staff, and students, recognize the outstanding contributions, dedication, and exemplary service of Dwight M. Parker to the mission of Tidewater Community College and those it serves; and

Be It Further Resolved that a copy of this resolution be given to Dwight M. Parker with our warmest wishes on this the 28th day of June, 2018, and that the resolution be recorded in the meeting minutes of the Tidewater Community College Board.

/s/

Terri N. Thompson
Chair, College Board

/s/

Edna V. Baehre-Kolovani, Ph.D.
President

2017-18 Academic Affairs Governance Committee Charges

(Developed in consultation with the committees)

Expectations of Committee Chairs

1. Review and recommend committee charges to the EVP.
2. Seek faculty input college-wide for recommendations on charges that will impact teaching and learning. Share recommendations with the EVP. Communicate decisions made by the EVP to faculty college-wide in response to recommendations made by the committee.
3. Establish meeting dates, times, locations, and draft charges before the end of the spring semester in preparation for the new academic year.

Committee Charges

Curriculum Committee

(Chair: Mary Gable; ASA Liaison: Kellie Sorey)

- Review and recommend any revisions to policies, procedures, plans, or other relevant documents that are germane to the purpose of the Curriculum Committee; assist in drafting new policy and procedures, if needed.
- Recommend curriculum development training for faculty (full-time and adjunct) and new members to the Curriculum Committee.
- Develop and implement a simplified process for reviewing curriculum changes needed to implement Guided Pathways (e.g., hands-on experience, full-time to part-time curricula, etc.).

Instruction Committee

(Chair: Joshua Howell; ASA Liaison: Steve Litherland)

- Review and recommend any revisions to policies, procedures, plans, or other relevant documents that are germane to the purpose of the Instruction Committee, e.g., course outlines and course syllabus templates, the General Education Assessment Plan, Policy 2015 Academic Standards; assist in drafting new policy and procedures, if needed.
- Collaborate with New Faculty Academies (full time and adjunct) to provide professional development content specific to general education assessment and instructional resources.
- Facilitate rubric revisions for assessment of scientific reasoning and written communication general education competencies.
- Document a process and timeline for official course outline review and make recommendations for its inclusion in appropriate policy, procedure, or other relevant document.
- Determine the committee's role in advancing Guided Pathways.

Global and Intercultural Learning Committee

(Chair: Bill Conner; ASA Liaisons: Jeanne Natali and Paul Lasakow)

- Review and recommend any revisions to bylaws and any necessary revisions to policies, procedures, plans, or other relevant documents that are germane to the purpose of the Global and Intercultural Learning Committee. Assist drafting new policy and procedures, if needed.
- In collaboration with the Intercultural Learning Center, develop an institutional self-assessment process designed to assess the current state of diversity and inclusion efforts at the college.
- Advise the Intercultural Learning Center on the development of signature intercultural programs, designed to build and sustain a more inclusive environment at the college. (Examples include an international film festival, food festival, and academic themed day trips.)
- Engage a working group of faculty to continue collaboration with Intercultural Learning and the Grants and Sponsored Programs office to prepare and submit a Fulbright Group Projects Abroad application.
- Work with the Intercultural Learning Center to develop the Potlatch professional development initiative.
- Determine the committee's role in advancing Guided Pathways.

Online Learning Committee

(Chair: Matthew Watts; ASA Liaison: John Morea)

- Review and recommend any revisions to policies, procedures, plans, and/or other relevant documents that are germane to the purpose of the Online Learning Committee; assist in drafting new policy and procedures, if needed.
 - Review the results of the online course review and recommend a plan of action based on the results. Review and recommend the TCC Standards for Quality Online Teaching.
 - Review and recommend any revisions to the TCC Blackboard Template.
 - Work with Learning Technologies to develop a comprehensive online student identity verification initiative which may include proctoring. In collaboration with the Instruction Committee, recommend revisions to the TCC official course syllabi to include proctoring and student identity verification procedures for online courses.
 - Review and recommend any revisions to the online student orientation in Blackboard.
- Increase faculty awareness and access of any changes with the above policies, procedures, and plans.
- Determine the committee's role in advancing Guided Pathways.

Classroom Teaching and Learning Technology Committee

(Chair: Ané Pearman; ASA Liaison: John Morea)

- Review and recommend any revisions to policies, procedures, plans, and/or other relevant documents that are germane to the purpose of the Classroom Teaching and Learning Technology Committee; assist in drafting new policy and procedures, if needed.
- Produce a report that provides the pros and cons of using an LMS lecture capture solution such as Blackboard Collaborate Ultra rather than Panopto for lecture capture.
- In coordination with the Learning Technologies Department review and recommend components to redesign the classroom MPS (Media Presentation System) in order to reduce costs and maintain quality of service.

- Increase faculty awareness of campus Distance Learning Classrooms.
- Collaborate with Learning Technologies Department to conduct a college-wide MPS study that quantifies equipment usage.
- Produce a shared governance resource that promotes access to information, collaboration, and communication amongst stakeholders.
- Determine the committee's role in advancing Guided Pathways.

Faculty Professional Development Committee

(Chair: Thomas Geary; ASA Liaison: Fred Stemple)

- Review the Faculty Professional Development (FPD) program, practices and procedures and participate in MY and EOY FPD Unit reports, recommendations, and revisions.
- Plan the following professional development events: 2017 Faculty Development Day, 2018 January college briefing, and the 2018 Learning Institute.
- Research the use of certifications and badging for TCC faculty professional development participation or completion.
- The Faculty Professional Development Subcommittee will participate in the redesign of the New Faculty Academy and build of the Adjunct Faculty Academy.
- Develop professional development sessions to prepare for and support Dean's Class Observation Evaluations.
- Determine the committee's role in advancing Guided Pathways.

Faculty Promotions Committee

(Chair: Kia Hardy; ASA Liaison: Daniel DeMarte)

- Review and recommend any revisions to policies, procedures, plans, or other relevant documents that are germane to the purpose of the Faculty Promotions Committee; assist in drafting new policy and procedures, if needed.
- Develop and propose a purpose statement and bylaws for the committee as a standing governance committee.
- Submit recommendation to the EVP those faculty members who should be awarded a 3-year or 5-year appointment effective for the 2018-19 academic year by March 3, 2018.
- Submit recommendation to the EVP those full-time faculty members who have applied for a promotion in rank effective for the 2018-19 academic year by March 3, 2018.
- Develop and recommend to the EVP the criteria that shall be used by the committee in making recommendations for promotion in rank; TCC criteria that is beyond the basic criteria provided in VCCS Policy.
- Elect new committee members who will serve a two-year term replacing those faculty rotating off the committee.
- Review and recommend suggestions for any changes to the Faculty Promotions Committee dates for the college's *Working Calendar*.
- Determine the committee's role in advancing Guided Pathways.

General Education Committee

(Chair: David Kiracofe; ASA Liaison: Jennifer Ferguson)

- Review and recommend any revisions to policies, procedures, plans, or other relevant documents that are germane to the purpose of the General Education Task Force; assist in drafting new policy and procedures, if needed.
- Implement general education course selection procedures.
- As part of advancing Guided Pathways, redefine general education through determining competencies and align them with the general education requirements required by VCCS.
- Develop and implement criteria and a review process to narrow the list of general education choices (e.g., 5 to 7 courses in Humanities, Social Sciences, etc.) to recommended courses as part of Guided Pathways, without unnecessarily removing the general education course selection.

Student Success Committee

(Chair: Emily Hartman; ASA Liaisons: Christine Damrose-Mahlmann)

- Propose strategies for educating students about policies and procedural changes related to Guided Pathways, including VIP-PASS, P.A.C.E., etc.
- Propose changes to first-time student orientation, include accessible options for online and distance students, to align with Guided Pathways
- Review and recommend any revisions to policies, procedures, plans, or other relevant documents germane to the purpose of the Student Success Committee; assist drafting new policy and procedures
- In collaboration with the Intercultural Learning Center, develop an institutional self-assessment process designed to assess the current state of diversity and inclusion efforts at the college.

OER Advisory Group

(Chair: Diane Ryan and Steve Litherland)

- Review and recommend any revisions to policies, procedures, plans, or other relevant documents that are germane to the purpose of the OER Advisory Group; assist in drafting new policy and procedures, if needed.
- Ensure OER course attributes are operationalized in the class schedule college-wide.
- Draft a 3-year strategic plan for OER for TCC and include: the number of classes offered, objectives for increasing course offerings, a data analysis plan, and recommendations for developing new OER programs.
- Determine the advisory group's role in advancing Guided Pathways.

EVP/finalized 10-16-17

TIDEWATER COMMUNITY COLLEGE BOARD
AGENDA ITEM

MEETING: May 15, 2018

COMMITTEE: Finance & Facilities Committee

AGENDA ITEM: Routine Financial Statements for Month Ending March 31, 2018

BACKGROUND:

The routine Local Fund Financial Statements for the month ending March 31, 2018 are presented for review.

STAFF RECOMMENDATION:

None. This item is for information only.

STAFF LIAISON:

Phyllis F. Milloy
Vice President for Finance
PMilloy@tcc.edu
757-822-1064

TIDEWATER COMMUNITY COLLEGE
STUDENT ACTIVITIES BUDGET
July 1, 2017 - March 31, 2018

	Budget 2018	Revenues/ Expenditures	Encumbrances	Variance	% Realized
Fund Balance 7/1/17		\$ 1,104,426			
I. Revenues					
A. Student Activity Fee	\$ 1,104,354	\$ 1,079,266		\$ 25,088	98%
B. ID Card Replacements	20,000	12,830		7,170	64%
C. Miscellaneous Revenue	5,000			5,000	0%
Total Revenues	\$ 1,129,354	\$ 1,092,096		\$ 37,258	97%
Total Resources (Revenue & Fund Bal.)		\$ 2,196,522			
II. Expenditures					
A. Chesapeake Campus					
1. Student Government Association	\$ 3,180	\$ 150		\$ 3,030	5%
2. Programming	40,070	31,320	7,191	1,559	96%
3. Student Organizations	11,449	8,154	970	2,325	80%
4. Recreational Sports	1,272	520		752	41%
5. Operating Expenses	1,272	733		539	58%
6. Contingency Fund	6,360	5,160	38	1,162	82%
Subtotal--Chesapeake Campus	\$ 63,603	\$ 46,037	\$ 8,199	\$ 9,367	85%
B. Norfolk Campus					
1. Student Government Association	\$ 3,300	\$ 1,495		\$ 1,805	45%
2. Programming	48,564	36,942	5,172	6,450	87%
3. Student Organizations	3,000	2,820		180	94%
4. Recreational Sports	5,000	2,033	477	2,490	50%
5. Operating Expenses	2,000		103	1,897	5%
6. Contingency Fund	1,200			1,200	0%
Subtotal--Norfolk Campus	\$ 63,064	\$ 43,290	\$ 5,752	\$ 14,022	78%
C. Portsmouth Campus					
1. Student Government Association	\$ 3,000	\$ 549	\$ 1,109	\$ 1,342	55%
2. Programming	57,021	18,889	20,284	17,848	69%
3. Student Organizations	3,500	500		3,000	14%
4. Recreational Sports	500			500	0%
5. Operating Expenses	2,100	293		1,807	14%
6. Contingency Fund	2,109	480		1,629	23%
Subtotal--Portsmouth Campus	\$ 68,230	\$ 20,711	\$ 21,393	\$ 26,126	62%
D. Virginia Beach Campus					
1. Student Government Association	\$ 3,500	\$ 1,135	\$ 611	\$ 1,754	50%
2. Programming	72,199	8,054	305	63,840	12%
3. Student Organizations	18,000	500		17,500	3%
Subtotal--Virginia Beach Campus	\$ 93,699	\$ 9,689	\$ 916	\$ 83,094	11%
E. Student Activities--College-wide					
1. Visual Arts Center	\$ 4,000	\$ 2,454	\$ 601	\$ 945	76%
2. Women's Center	5,000	2,404		2,596	48%
3. Student Federation Council	5,000	4,746		254	95%
4. College-wide Clubs & Committees	15,000	7,800	1,857	5,343	64%
5. Intercultural Learning	20,000	12,367	5,388	2,245	89%
Subtotal--Student Activities--College-wide	\$ 49,000	\$ 29,771	\$ 7,846	\$ 11,383	77%
F. Learning Assistance Fund					
1. Chesapeake	\$ 38,104	\$ 24,470		\$ 13,634	64%
2. Norfolk	28,852	15,347		13,505	53%
3. Portsmouth	32,007	22,811		9,196	71%
4. Virginia Beach	107,641	36,746		70,895	34%
Subtotal--Learning Assistance Fund	\$ 206,604	\$ 99,374	\$ -	\$ 107,230	48%

	Budget 2018	Revenues/ Expenditures	Encumbrances	Variance	% Realized
G. Provosts' Contingency Fund					
1. Chesapeake	\$ 11,368	\$ 5,513	\$ 388	\$ 5,467	52%
2. Norfolk	12,841	2,000		10,841	16%
3. Portsmouth	10,176	3,349	280	6,547	36%
4. Virginia Beach	10,000	500		9,500	5%
Subtotal--Provosts' Contingency Fund	\$ 44,385	\$ 11,362	\$ 668	\$ 32,355	27%
H. Deans' Contingency Fund					
1. Chesapeake	\$ 7,289	\$ 4,218	\$ 1,365	\$ 1,706	77%
2. Norfolk	8,949			8,949	0%
3. Portsmouth	6,111	2,670	1,177	2,264	63%
4. Virginia Beach	15,000	4,050	45	10,905	27%
Subtotal--Deans' Contingency Fund	\$ 37,349	\$ 10,938	\$ 2,587	\$ 23,824	36%
I. Student Activities Identification System					
Equipment, Software, and Supplies	\$ 47,000	\$ 9,405	\$ 1,727	\$ 35,868	24%
Subtotal--Student Activities Identification System	\$ 47,000	\$ 9,405	\$ 1,727	\$ 35,868	24%
Total Expenditures	\$ 672,934	\$ 280,577	\$ 49,088	\$ 343,269	49%
III. Transfers					
A. Transfer to Student Center Budget					
	\$ 632,508	\$ 474,381		\$ 158,127	75%
Subtotal--Transfers	\$ 632,508	\$ 474,381	\$ -	\$ 158,127	75%
Fund Balance 3/31/18		\$ 1,441,564			

Approved by the Local College Board on May 11, 2017

AVP-DF 4/20/18

TIDEWATER COMMUNITY COLLEGE
STUDENT ACTIVITIES BUDGET
Narrative Justification
FY2018

I. REVENUES

The revenues for the Student Activities Budget are based on a projection of 15,038 annualized FTES.

- A. **Student Activity Fee** – A fee of \$2.55 per credit hour, up to a maximum of 15 credits, is assessed to all students, except those under special arrangement contracts.
- B. **ID Card Replacements** – A fee of \$10 is charged for replacement student ID cards. TCC requires all students to carry their TCC ID card while on campus.
- C. **Miscellaneous Revenue** – Revenue collected from various events sponsored by students.

II. EXPENDITURES

The funding allocated to each campus is based on an 80/20 formula in which 20% of the funds are distributed evenly among the campuses, and the remaining 80% is distributed as follows: Virginia Beach – 40%, Chesapeake – 20%, Norfolk – 20%, and Portsmouth – 20%. This formula is applied to all categories of expenditures except Student Activities – College-wide (E) and Student Activities Identification System (I).

A-D. Campus-based Student Activities

The campus-based student life office provides holistic programming to include, but not limited to, student government association and campus-based student organizations, engagement, volunteerism, leadership development, publications, recreation, and cultural inclusion that has been approved by student life or appropriate college authorities. Student life professionals are required to use funds to support the needs of the campus student population to promote the future development and vision of student life. The operating expense budget for each campus office is to pay for office supplies, travel, and other miscellaneous expenses. For all budget lines at each of the campuses, adjustments were made to reflect an overall budget reduction of 10% for the fiscal year. This aligns the budget with revenue projections.

- 1. **Student Government Association** – Funding is used for stipends, apparel, programming support, recruitment and retention, office supplies, campus-wide initiatives, and additional support as deemed appropriate and approved by the Director/Co-Director of the Student Center.
- 2. **Programming** – Funding is provided for planned student life programming which includes, but is not limited to, social and cultural events, engagement, enrichment,

- volunteerism, leadership development, speakers, presenters, entertainment, marketing, promotional materials, event support, and apparel.
3. Student Organizations – Funding is used for leadership development, organization support, conferences, training, speakers, enrichment, honor societies, campus initiatives, community outreach, engagement, honorariums, and recognitions.
 4. Recreational Sports – Funds are used for equipment, recreational upkeep, recreational programming, technology, vendors, training, and other needed items to support recreational sports.
 5. Operating Expenses – Funding is used for office supplies, publications, equipment, equipment upkeep, technology, travel, training, certification, and other miscellaneous expenses.
 6. Contingency Fund – Funding is provided to fund special initiatives that may emerge during the 2017-18 fiscal year.

E. Student Activities – College-wide

1. Visual Arts Center – Funds are provided for special art shows, honoraria, publication of student art work magazine “340 High Street,” refreshments for openings, and other college-wide activities of the Visual Arts Center. This budget is managed by the Portsmouth Campus.
2. Women’s Center – Funds support college-wide events focused on women’s issues. Such topics include health, parenting, career planning for women, leadership skills, domestic violence, self-esteem, Women’s History Month events, etc. This budget is managed by the Norfolk Campus.
3. Student Federation Council – Provides funds for supporting the activities and development of the college-wide Student Federation Council. Expenditures are approved by the Coordinator of Student Leadership Development and Community Engagement and campus student life coordinators. This budget is managed by the Chesapeake Campus.
4. College-wide Clubs & Committees – Funding is provided to support the endeavors of college-wide clubs and committees. Funding requests of this nature are reviewed for approval by the Student Federation and the Coordinator of Student Leadership Development and Community Engagement. This budget is managed by the Virginia Beach Campus.
5. Intercultural Learning – Provides funds to support intercultural activities across all campuses (e.g. Hispanic Heritage Month and Black History Month). A reduction in college-wide intercultural activities still allows for event support but keeps the

programming within budget goals. This budget is managed by the Virginia Beach Campus.

- F. Learning Assistance Fund** – Provides salaries for administrative support, tutors, and supplemental instructors to assist students experiencing academic difficulties and operating funds for tutoring centers on each campus. Funds can be reduced due to hiring lag and use of services by students. To stay within anticipated revenue projections, this budget is reduced by 5% at each campus before adding 3% for projected salary increases.
 - G. Provosts' Contingency Fund** – Provides the provosts with funding to support specific campus student activities. Such activities include lecture series, speakers, and special events for current or prospective students, and public information related to such events.
 - H. Deans' Contingency Fund** – Provides funding for the campus Deans of Student Services to support student success activities. These include welcoming receptions for various student groups, student and staff recognitions, professional development, travel and other related expenses, campus improvements, meetings with students, staff and student workshops and retreats, and various student retention efforts.
 - I. Student Activities Identification System** – These funds are used for supplies and a maintenance agreement for the college-wide student identification system. Funding is also provided for the cost of CBORD software maintenance.
- III. Transfers** – Funds are being transferred to the Student Center budget to cover the costs of campus Student Life and Student ID personnel. An increase of 3% is included to cover projected salary increases.

**TIDEWATER COMMUNITY COLLEGE
INSTITUTIONAL AUXILIARY BUDGET
July 1, 2017 - March 31, 2018**

	Budget 2018	Revenues/ Expenditures	Encumbrances	Variance	% Realized
Fund Balance 7/1/2017		\$ 11,246,373			
I. Revenues					
A. Institutional Fee	\$ 3,127,644	\$ 3,003,181		\$ 124,463	96%
B. Student Parking Sales	110,000	45,757		64,243	42%
C. Student HRT Pass Sales	133,850	93,872		39,978	70%
Total Revenues	\$ 3,371,494	\$ 3,142,810		\$ 228,684	93%
Total Resources (Revenue & Fund Bal.)					
		\$ 14,389,183			
II. Expenditures					
A. Chesapeake Campus Parking Garage - Debt Service	\$ 1,644,100	\$ 1,643,526		\$ 574	100%
B. Chesapeake Campus Parking Lot - Debt Service	334,250	328,645		5,605	98%
C. Chesapeake Parking Garage Operating Expenses					
1. Personnel	70,074	34,876		35,198	50%
2. Utilities	50,000	8,942		41,058	18%
3. Security	103,302	55,309	47,993		100%
4. General Maintenance	48,500	27,842	20,658		100%
D. College-wide Parking Lot Improvements	250,000	23,103	2,061	224,836	10%
E. Hampton Roads Transit (HRT) Passes	268,500	254,725		13,775	95%
F. Student Parking	132,675	73,631	31,445	27,599	79%
G. Visual Arts Center Parking Lease	82,800	38,160	38,160	6,480	92%
Total Expenditures	\$ 2,984,201	\$ 2,488,759	\$ 140,317	\$ 355,125	88%
Fund Balance 3/31/18					
		\$ 11,900,424			

Approved by the Local College Board on May 11, 2017

AVP-DF 4/20/18

**TIDEWATER COMMUNITY COLLEGE
INSTITUTIONAL AUXILIARY BUDGET
Narrative Justification
FY2018**

I. REVENUES

The revenues for the Institutional Auxiliary Budget are based on a projection of 15,038 annual FTEs.

- A. **Institutional Fee** – A fee assessed to all students up to a maximum of 15 credit hours. The fee is \$6.80 per credit hour for Summer Session 2017 and increases to \$7.30 per credit hour for Fall Semester 2017.
- B. **Student Parking Sales** – Revenue from the sale of City of Norfolk parking garage spaces to students on the Norfolk Campus. Student cost is at a reduced rate because the institutional fee subsidizes total cost.
- C. **Student HRT Pass Sales** – Revenue from the sale of HRT passes to students at all campuses. These passes are sold to students at a reduced rate because the institutional fee subsidizes total cost.

II. EXPENDITURES

- A. **Chesapeake Campus Parking Garage – Debt Service** – Funds for the debt service for the Chesapeake Campus Parking Garage. This reflects the fifth year of a 20-year annual debt service payment.
- B. **Chesapeake Campus Parking Lot – Debt Service** – Funds for the debt service for the Chesapeake Campus parking lot. This reflects the eighth year of a 15-year annual debt service payment.
- C. **Chesapeake Parking Garage Operating Expenses** – Funds for general maintenance, preventative maintenance, repair, sweeping, custodial, and the utilities associated with the garage. Provides security staffing Monday through Friday and related security equipment and supervision expenses. The budget includes a 3% projected salary increase.
- D. **College-wide Parking Lot Improvements** – Funds to provide parking lot and roadway improvements on three campuses with such facilities.
- E. **Hampton Roads Transit (HRT) Passes** – Cost to purchase the GoPass365 from HRT to provide transportation services to students at a discounted rate, including light rail, bus, and ferry.
- F. **Student Parking** – Cost of parking for students in City of Norfolk Parking Garage.
- G. **Visual Arts Center Parking Lease** – Parking lease for Visual Arts Center students.

**TIDEWATER COMMUNITY COLLEGE
STUDENT CENTER BUDGET
July 1, 2017 - March 31, 2018**

	Budget 2018	Revenues/ Expenditures	Encumbrances	Variance	% Realized
Fund Balance 7/1/17		\$ 20,461,188			
I. Revenues					
A. Auxiliary Capital Fee	\$ 8,228,520	\$ 7,913,825		\$ 314,695	96%
B. Transfer-In from Student Activities Budget	632,508	474,381		158,127	75%
C. Food Service Commission		41,852		(41,852)	
D. Miscellaneous Revenue	65,000	43,646		21,354	67%
E. Facility Use Fee	12,000	1,080		10,920	9%
Total Revenues	\$ 8,938,028	\$ 8,474,784	\$ -	\$ 463,244	95%
Total Resources (Revenue & Fund Balance)					
		\$ 28,935,972			
II. Expenditures					
A. Bond Debt Service					
1. Student Center - Norfolk Campus	\$ 1,114,188	\$ 1,113,893		\$ 295	100%
2. Student Center - Chesapeake Campus	1,165,853	1,138,461		27,392	98%
3. Student Center - Portsmouth Campus	1,084,386	1,095,960		(11,574)	101%
4. Student Center - Virginia Beach Campus	1,660,921	1,622,509		38,412	98%
Subtotal--Bond Debt Service	\$ 5,025,348	\$ 4,970,823	\$ -	\$ 54,525	99%
B. Norfolk Student Center					
1. General Operations					
a. Personnel	\$ 495,604	\$ 324,300		\$ 171,304	65%
b. Operating Expenses	61,355	29,158	4,554	27,643	55%
Subtotal--General Operations	\$ 556,959	\$ 353,458	\$ 4,554	\$ 198,947	64%
2. Facility Operations					
a. Personnel	\$ 220,420	\$ 153,695		\$ 66,725	70%
b. Utilities	97,000	75,683		21,317	78%
c. Security	108,203	69,114	38,890	199	100%
d. Custodial	30,000	13,692	2,989	13,319	56%
e. General Maintenance	90,000	46,518	28,637	14,845	84%
f. Insurance	5,492	5,346		146	97%
g. Network & Telecommunications	78,459	58,844		19,615	75%
Subtotal--Facility Operations	\$ 629,574	\$ 422,892	\$ 70,516	\$ 136,166	78%
3. Food Services					
a. Equipment Mtce. & Replacement	\$ 12,980	\$ 14,045	\$ 8,669	\$ (9,734)	175%
Subtotal--Food Services	\$ 12,980	\$ 14,045	\$ 8,669	\$ (9,734)	175%
Subtotal--Norfolk Student Center	\$ 1,199,513	\$ 790,395	\$ 83,739	\$ 325,379	73%
C. Chesapeake Student Center					
1. General Operations					
a. Personnel	\$ 474,427	\$ 377,375		\$ 97,052	80%
b. Operating Expenses	104,434	22,936	19,269	62,229	40%
Subtotal--General Operations	\$ 578,861	\$ 400,311	\$ 19,269	\$ 159,281	72%
2. Facility Operations					
a. Personnel	\$ 230,300	\$ 146,156		\$ 84,144	63%
b. Utilities	102,000	88,651		13,349	87%
c. Security	86,120	40,173	17,839	28,108	67%
1. Access Control	152,000	22,761	10,107	119,132	22%
d. Custodial	30,000	10,203	4,991	14,806	51%
e. General Maintenance	90,000	35,425	44,017	10,558	88%
f. Insurance	6,029	5,868		161	97%
g. Network & Telecommunications	68,396	51,297		17,099	75%
Subtotal--Facility Operations	\$ 764,845	\$ 400,534	\$ 76,954	\$ 287,357	62%

	Budget 2018	Revenues/ Expenditures	Encumbrances	Variance	% Realized
3. Food Services					
a. Equipment Mtce. & Replacement	\$ 8,000	\$ 8,988	\$ 4,564	\$ (5,552)	169%
Subtotal--Food Services	\$ 8,000	\$ 8,988	\$ 4,564	\$ (5,552)	169%
Subtotal--Chesapeake Student Center	\$ 1,351,706	\$ 809,833	\$ 100,787	\$ 441,086	67%
D. Portsmouth Student Center					
1. General Operations					
a. Personnel	\$ 491,025	\$ 329,884		\$ 161,141	67%
b. Operating Expenses	59,413	15,258	7,715	36,440	39%
Subtotal--General Operations	\$ 550,438	\$ 345,142	\$ 7,715	\$ 197,581	64%
2. Facility Operations					
a. Personnel	\$ 228,660	\$ 139,864		\$ 88,796	61%
b. Utilities	120,000	80,248		39,752	67%
c. Security	154,246	103,883	49,990	373	100%
d. Custodial	30,000	6,770	10,541	12,689	58%
e. General Maintenance	90,000	27,884	24,519	37,597	58%
f. Insurance	5,906	5,748		158	97%
g. Network & Telecommunications	81,626	61,220		20,406	75%
Subtotal--Facility Operations	\$ 710,438	\$ 425,617	\$ 85,050	\$ 199,771	72%
3. Food Services					
a. Equipment Mtce. & Replacement	\$ 12,980	\$ 11,728	\$ 10,883	\$ (9,631)	174%
Subtotal--Food Services	\$ 12,980	\$ 11,728	\$ 10,883	\$ (9,631)	174%
Subtotal--Portsmouth Student Center	\$ 1,273,856	\$ 782,487	\$ 103,648	\$ 387,721	70%
E. Virginia Beach Student Center					
1. General Operations					
a. Personnel	\$ 644,753	\$ 398,679		\$ 246,074	62%
b. Operating Expenses	67,969	26,851	5,905	35,213	48%
Subtotal--General Operations	\$ 712,722	\$ 425,530	\$ 5,905	\$ 281,287	61%
2. Facility Operations					
a. Personnel	\$ 334,750	\$ 210,904		\$ 123,846	63%
b. Utilities	162,000	27,684		134,316	17%
c. Security	87,202	54,928	31,373	901	99%
d. Custodial	50,000	17,233	12,533	20,234	60%
e. General Maintenance	140,000	27,457	63,825	48,718	65%
f. Insurance	8,865	8,628		237	97%
g. Network & Telecommunications	84,659	63,494		21,165	75%
Subtotal--Facility Operations	\$ 867,476	\$ 410,328	\$ 107,731	\$ 349,417	60%
3. Food Services					
a. Equipment Mtce. & Replacement	\$ 12,900	\$ 20,486	\$ 8,391	\$ (15,977)	224%
Subtotal--Food Services	\$ 12,900	\$ 20,486	\$ 8,391	\$ (15,977)	224%
Subtotal--Virginia Beach Student Center	\$ 1,593,098	\$ 856,344	\$ 122,027	\$ 614,727	61%
Total Expenditures	\$ 10,443,521	\$ 8,209,882	\$ 410,201	\$ 1,823,438	83%
III. Capital Maintenance Reserve	\$ 1,000,000	\$ 1,000,000		\$ -	100%
Fund Balance 3/31/18		\$ 19,726,090			

Approved by the Local College Board on May 11, 2017

AVP-DF 4/20/18

Capital Maintenance Reserve Fund	
FY14-FY17	\$ 5,500,000

**TIDEWATER COMMUNITY COLLEGE
STUDENT CENTER BUDGET
Narrative Justification
FY2018**

I. REVENUES

The revenues for the Student Center Budget are based on a projection of 15,038 annualized FTEs.

- A. **Auxiliary Capital Fee** – A fee of \$19 per credit hour is assessed to all students up to a maximum of 15 credit hours.
- B. **Transfer-In from Student Activities Budget** – This transfer reflects the funding of positions from the Student Activities budget and includes an increase of 3% for projected salary increases.
- C. **Food Service Commission** – The college is currently negotiating a new food service contract with the expectation of receiving a commission on sales.
- D. **Miscellaneous Revenue** – Revenue generated from rental of student center facilities and other activities at the student centers. The General Operations Operating Expenses for each campus have been increased based on the estimated miscellaneous revenue for the respective campuses.
- E. **Facility Use Fee** – The college will charge a fee of up to \$105 annually for employee use of the fitness centers at the Student Centers.

II. EXPENDITURES

- A. **Bond Debt Service** – Principal and interest payments due on VCBA Pooled Bonds used to finance the student centers.
- B-E. **Norfolk, Chesapeake, Portsmouth, & Virginia Beach Student Centers** –
 - 1. **General Operations**
 - a. **Personnel** – Staffing costs for Norfolk, Portsmouth, Chesapeake, and Virginia Beach Student Centers, including costs for Student Life personnel and student identification personnel. These budgets have been adjusted to reflect reduced revenue projections and a projected 3% salary increase.
 - b. **Operating Expenses** – Funding for general operating expenses such as office supplies, travel, professional development, equipment repairs, etc. These budgets have been decreased to reflect reduced revenue projections.

2. **Facility Operations**

- a. **Personnel** – Staffing costs for the facilities maintenance and custodial areas. The budget includes 3% for projected salary increases.
 - b. **Utilities** – Utilities services for the student centers. Utilities include electrical, natural gas, water, and sewer.
 - c. **Security** – Unarmed security services for the student centers. The services are provided under the college’s security contract. Additional coverage is provided for special events, and officers assigned elsewhere on campus are available to respond to situations, if necessary.
 - d. **Custodial** – Consumable materials for housecleaning and trash and garbage disposal services for the student centers.
 - e. **General Maintenance** – Consumable materials and contract services to maintain the student centers’ mechanical, electrical, and other building systems.
 - f. **Insurance** – Estimated cost of insurance for the student centers.
 - g. **Network & Telecommunications** – Estimated cost of ongoing network and telecommunications support for the student centers.
3. **Food Services** – Cost of maintenance, repair, and replacement of food service equipment.

III. Capital Maintenance Reserve – Funds approximating 2% of the cost of the student center buildings will be transferred to a maintenance reserve account to fund future costs.

TIDEWATER COMMUNITY COLLEGE
AUXILIARY SERVICES BUDGET
July 1, 2017 - March 31, 2018

	Budget 2018	Revenues/ Expenditures	Encumbrances	Variance	% Realized
Fund Balance 7/1/2017		\$ 8,866,857			
I. Revenues					
A. Bookstore	\$ 1,450,000	\$ 1,060,169		\$ 389,831	73%
B. Vending					
1. Exclusive Beverage Contract	71,000	51,373		19,627	72%
2. Vending - CRH	44,385	24,499		19,886	55%
C. Food Service - Joint-Use Library					
D. Municipal Support	24,000	24,000			100%
E. Interest Earnings	300,000	270,085		29,915	90%
F. Miscellaneous Revenue	10,000	10,760		(760)	108%
Total Revenues	\$ 1,899,385	\$ 1,440,886	\$ -	\$ 458,499	76%
Total Resources (Revenue & Fund Bal.)					
		\$ 10,307,743			
II. Expenditures					
A. Operating Expenses					
1. Banking Costs	\$ 6,000	\$ 3,227	\$ 3,143	\$ (370)	106%
2. Miscellaneous Expenses	1,000	1,532	476	(1,008)	201%
Subtotal - Operating Expenses	\$ 7,000	\$ 4,759	\$ 3,619	\$ (1,378)	120%
B. Faculty/Staff Parking	\$ 406,000	\$ 293,449	\$ 113,301	\$ (750)	100%
C. College Community Events	\$ 15,000	\$ 1,647	\$ 173	\$ 13,180	12%
D. Financial Aid Adjustments	\$ 14,000	\$ (18,027)		\$ 32,027	-129%
E. Auxiliary Service Operations					
1. Personnel	\$ 267,366	\$ 191,715		\$ 75,651	72%
2. General Operating Costs	15,000	4,451		10,549	30%
3. Equipment/Software/Installation	43,500	448	215	42,837	2%
4. StormCard Marketing	20,000	2,200		17,800	11%
5. Child Care Subsidy	150,000	105,595		44,405	70%
6. Consultant Fees	50,000			50,000	0%
Subtotal - Auxiliary Service Operations	\$ 545,866	\$ 304,409	\$ 215	\$ 241,242	56%
F. Community Support					
1. College Board	\$ 2,500			\$ 2,500	0%
2. President	27,000	6,854	847	19,299	29%
3. Vice Presidents and Directors					
a. Exec. Vice President for Academic & Student Affairs & Chief Academic Officer	6,000	4,261		1,739	71%
b. Vice President for Finance	6,000	4,173		1,827	70%
c. Vice President for Information Systems	6,000	2,794		3,206	47%
d. Vice President for Institutional Advancement & Executive Director of TCC Educational Foundation	6,000	59	117	5,824	3%
e. Vice President for Workforce Services	6,000	2,772		3,228	46%
f. Executive Director of TCC Real Estate Foundation/ Chief Operating Officer for Facilities & Public Safety	6,000	2,301	221	3,478	42%
g. Director of Institutional Effectiveness	6,000	96		5,904	2%
4. Campus Provosts					
a. Chesapeake	6,000	2,520	290	3,190	47%
b. Norfolk	6,000	349		5,651	6%
c. Portsmouth	6,000	2,687	172	3,141	48%
d. Virginia Beach	12,000	4,029	294	7,677	36%
5. Community Outreach	27,000	13,568		13,432	50%
6. Contingencies	3,500			3,500	0%
Subtotal - Community Support	\$ 132,000	\$ 46,463	\$ 1,941	\$ 83,596	37%

	Budget 2018	Revenues/ Expenditures	Encumbrances	Variance	% Realized
G. Deans' Discretionary Aid Fund					
1. Chesapeake	\$ 5,000	\$ 3,164	\$ 156	\$ 1,680	66%
2. Norfolk	5,000	(499)	2,975	2,524	50%
3. Portsmouth	5,000	2,060	1,911	1,029	79%
4. Virginia Beach	10,000	(466)		10,466	-5%
Subtotal - Deans' Discretionary Aid Fund	\$ 25,000	\$ 4,259	\$ 5,042	\$ 15,699	37%
Subtotal- Expenditures					
	\$ 1,144,866	\$ 636,959	\$ 124,291	\$ 383,616	66%
III. Student Financial Assistance					
A. TCC Scholarships & Awards					
1. Art Scholarships	\$ 15,000	\$ 9,000		\$ 6,000	60%
2. Student Study Abroad Scholarships	15,500			15,500	0%
3. Culinary Match Program	3,000	750		2,250	25%
4. Martin Luther King Scholarship	5,364			5,364	0%
5. Military Scholarships	26,820	12,134		14,686	45%
6. ROTC Scholarships	13,014			13,014	0%
7. High School Scholarships					
a. Chesapeake	75,096	67,434		7,662	90%
1. LaVonne P. Ellis Scholarship	10,728			10,728	0%
b. Norfolk	53,640	44,732		8,908	83%
1. John T. Kavanaugh Scholarship	10,728			10,728	0%
c. Portsmouth	21,456	17,118		4,338	80%
1. Lee B. Armistead Scholarship	10,728			10,728	0%
d. Suffolk (Northern)	10,728	7,787		2,941	73%
e. Virginia Beach	96,552	96,552			100%
1. Stanley Waranch Scholarship	10,728			10,728	0%
2. Dorcas T. Helfant-Browning Scholarship	10,728	10,728			100%
3. Thomas H. Wilson Scholarship	10,728	5,534		5,194	52%
Subtotal - TCC Scholarships & Awards	\$ 400,538	\$ 271,769	\$ -	\$ 128,769	68%
Total Expenditures & Student Financial Assistance					
	\$ 1,545,404	\$ 908,728	\$ 124,291	\$ 512,385	67%
Fund Balance 3/31/18					
		\$ 9,399,015			

TIDEWATER COMMUNITY COLLEGE
AUXILIARY SERVICES BUDGET
Narrative Justification
FY2018

I. REVENUES

- A. **Bookstore** – Anticipated sales commissions from the Barnes & Noble bookstores operated at MacArthur Mall and the Virginia Beach Campus.
- B. **Vending** – Commissions from vending sales at all four campuses and the District Office. The college has an exclusive beverage contract with Coke and a food vending contract with CRH Catering. Also includes funds for sponsorship/marketing.
- C. **Food Service – Joint-Use Library** – The college has a new food service contract with Elite Management Group which is operational at the Joint-Use Library in Virginia Beach.
- D. **Municipal Support** – Contributions from the cities of Chesapeake, Norfolk, Virginia Beach, and Portsmouth.
- E. **Interest Earnings** – Earnings on investments.
- F. **Miscellaneous Revenue** – Miscellaneous income from expired StormCard plans and other miscellaneous receipts.

II. EXPENDITURES

- A. **Operating Expenses** – Cost of bank fees, check stock, credit card fees, miscellaneous service fees, etc.
- B. **Faculty/Staff Parking** – Cost of faculty/staff parking in Norfolk including parking for adjunct faculty and visitors.
- C. **College Community Events** – Funds to sponsor events to enhance the spirit of community among the college's faculty and staff.
- D. **Financial Aid Adjustments** – Funding for financial aid adjustments resulting from administrative errors or similar circumstances.
- E. **Auxiliary Service Operations**
 - 1. **Personnel** – Salaries and benefits for the college's Auxiliary Services personnel. The request includes the elimination of one full-time position in exchange for a wage position, and a projected 3% salary increase
 - 2. **General Operating Costs** – Funds for training, office supplies, travel, and other miscellaneous expenses for the Auxiliary Services personnel.

3. Equipment/Software/Installation – Funds to support the college’s StormCard system. Funds are included for equipment, software, and installation of data lines.
4. StormCard Marketing – The college receives funds each year for promotional use as part of the Coke contract.
5. Child Care Subsidy – Estimated operational subsidy to continue offering child care at each of the campuses.
6. Consultant Fees – The college plans to integrate the Student Information System portion of the financial aid application at the Barnes & Noble registers. The budget is for consultant fees for this project.

F. Community Support

1. College Board – Funds for expenses of the Board meetings and other Board related expenses.
- 2., 3., & 4. President, Vice Presidents, Campus Provosts, & Directors – Discretionary funds for hosting college-wide and/or required regional meetings for various administrators and ad hoc committees; luncheon and dinner meetings with various city and business officials; purchase of refreshments for meetings hosted at TCC; special events honoring employees; memberships in local and regional organizations to promote the college; and purchase of flowers for sympathy or congratulations.
5. Community Outreach – Cost of attending functions sponsored by various civic organizations, sponsorships, and other community outreach activities.
6. Contingencies – Unanticipated obligations of the Board.

G. Deans’ Discretionary Aid Fund – Funds to assist students with emergency financial needs to enable them to attend classes at Tidewater Community College. The need must relate to the student’s cost of attendance at the college.

III. STUDENT FINANCIAL ASSISTANCE

A. TCC Scholarships & Awards

1. Art Scholarships – Awards to students with outstanding portfolios for study in fine arts, graphic design, or photography at TCC’s Visual Arts Center. Fifteen \$1,000 scholarships are available.
2. Student Study Abroad Scholarships – Awards to foreign language students on a competitive basis.
3. Culinary Match Program – Matching funds for Culinary Scholarships donated to the college.
4. Martin Luther King Scholarship – An award to a student who exemplifies the values of Dr. Martin Luther King. Recognition is given at the college’s annual Dr. Martin Luther King Dinner.

5. Military Scholarships – Awards to dependents of servicepersons from each branch of the military.
6. ROTC Scholarships – Awards to TCC students participating in the college's ROTC program through Old Dominion University and Norfolk State University.
7. High School Scholarships – Awards to an outstanding high school senior in each of the public high schools in the cities of Chesapeake, Norfolk, Portsmouth, Northern Suffolk, and Virginia Beach. Additional scholarships are included for the Advanced Technology Center in Virginia Beach, and the Norfolk and Chesapeake Technology Centers. The awards are for tuition and fees for the first and second years of attendance at TCC.

The Stanley Waranch Scholarship will be awarded annually to a Virginia Beach high school graduate of the Advanced Technology Center. The Local College Board named the scholarship in honor of Mr. Waranch on June 26, 2003 for his dedication and exemplary service to Tidewater Community College and those it serves.

The John T. Kavanaugh Scholarship will be awarded annually to a Norfolk high school graduate who has participated in the Navy Junior Reserve Officer Training Corps program. The Local College Board named the scholarship in honor of Mr. Kavanaugh on June 25, 2009 for his dedication and exemplary service to Tidewater Community College and those it serves.

The Dorcas T. Helfant-Browning Scholarship will be awarded annually to a Virginia Beach high school graduate. The Local College Board named the scholarship in honor of Ms. Helfant-Browning on June 25, 2009 for her dedication and exemplary service to Tidewater Community College and those it serves.

The LaVonne P. Ellis Scholarship will be awarded annually to a Chesapeake high school graduate. The Local College Board named the scholarship in honor of Ms. Ellis on June 26, 2012 for her dedication and exemplary service to Tidewater Community College and those it serves.

The Thomas H. Wilson Scholarship will be awarded annually to a Virginia Beach high school graduate. The Local College Board named the scholarship in honor of Mr. Wilson on September 10, 2013 for his dedication and exemplary service to Tidewater Community College and those it serves.

The Lee B. Armistead Scholarship will be awarded annually to a Portsmouth high school graduate. The Local College Board named the scholarship in honor of Dr. Armistead on May 10, 2016 for his dedication and exemplary service to Tidewater Community College and those it serves.

**TIDEWATER COMMUNITY COLLEGE
LOCAL INVESTMENTS
2013 - 2018**

LOCALITIES	FY2018	FY2017	FY2016	FY2015	FY2014	FY2013
PORTSMOUTH:						
LOCAL BOARD (Operating)	6,000	6,000	5,400	6,000		
TOTAL-PORTSMOUTH	\$ 6,000	\$ 6,000	\$ 5,400	\$ 6,000	\$ -	\$ -
VIRGINIA BEACH:						
JOINT-USE LIBRARY ¹						550,000
LOCAL BOARD (Operating)	6,000	5,100	5,100	5,100	5,100	5,100
TOTAL-VIRGINIA BEACH	\$ 6,000	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 555,100
CHESAPEAKE:						
TECHNOLOGY	60,500	60,500	60,500	60,500	60,500	60,500
LOCAL BOARD (Operating)	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL-CHESAPEAKE	\$ 66,500	\$ 66,500	\$ 66,500	\$ 66,500	\$ 66,500	\$ 66,500
NORFOLK:						
LOCAL BOARD (Operating)	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL-NORFOLK	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
TOTAL	\$ 84,500	\$ 83,600	\$ 83,000	\$ 83,600	\$ 77,600	\$ 627,600

AVP-DF 4/20/18

Notes:

¹ City of Virginia Beach's share of design, site development, and construction costs of the Joint-Use Library. Does not include the City's share of the cost of furniture and equipment (\$1.2 million).

**TIDEWATER COMMUNITY COLLEGE
LOCAL CONTRIBUTIONS
AS OF MARCH 31, 2018**

LOCALITIES	PLEGGED	RECEIVED	BALANCE
PORTSMOUTH:			
LOCAL BOARD (Operating)	6,000	6,000	
TOTAL-PORTSMOUTH	\$ 6,000	\$ 6,000	
VIRGINIA BEACH:			
LOCAL BOARD (Operating)	6,000	6,000	
TOTAL-VIRGINIA BEACH	\$ 6,000	\$ 6,000	
CHESAPEAKE:			
TECHNOLOGY	60,500	60,500	
LOCAL BOARD (Operating)	6,000	6,000	
TOTAL-CHESAPEAKE	\$ 66,500	\$ 66,500	
NORFOLK:			
LOCAL BOARD (Operating)	6,000	6,000	
TOTAL-NORFOLK	\$ 6,000	\$ 6,000	
TOTAL	\$ 84,500	\$ 84,500	\$ -

**TIDEWATER COMMUNITY COLLEGE
INVESTMENTS
2017-18 STATEMENT OF EARNINGS**

	BALANCE INVESTED	AVERAGE YIELD All Investments	INTEREST 2017-2018
07/31/17	\$ 39,985,487	0.85%	\$ 28,166
08/31/17	\$ 40,012,603	0.77%	\$ 25,589
09/30/17	\$ 40,461,167	0.78%	\$ 26,381
10/31/17	\$ 42,924,158	1.22%	\$ 43,541
11/30/17	\$ 42,922,864	0.81%	\$ 28,799
12/31/17	\$ 43,256,603	0.98%	\$ 35,220
01/31/18	\$ 41,979,167	1.30%	\$ 45,375
02/28/18	\$ 43,622,364	0.75%	\$ 27,206
03/31/18	\$ 46,517,191	0.86%	\$ 33,525
04/30/18			
05/31/18			
06/30/18			
TOTAL			\$ 293,802

Note 1

AVP-DF 4/20/18

Detail:

Investment Category	Average Yield	Balance
Towne Bank - Repurchase Agreements	1.35%	\$ 9,034,500
Towne Bank - Raymond James	0.75%	\$ 36,559,180
Commonwealth - LGIP	1.65%	\$ 923,511
Total		\$ 46,517,191

Note 2

Note 1 - The investment earnings are reported based on statements received from the financial institution and may vary from the college's financial records due to timing differences that result from when the statements are actually received.

Note 2 - Actual interest rates on Raymond James CDs range from 0.7% to 1.6%, and payment frequency varies from monthly to annually.



2019

NORFOLK CAMPUS
MASTER PLAN



TIDEWATER COMMUNITY COLLEGE
From here, go anywhere.™



TCC District Building



Lab in Andrews Building



Student Center

ACKNOWLEDGEMENTS

This document is the result of cooperation and assistance from the dedicated people at Tidewater Community College. The consultant extends special thanks to the following individuals:

Tidewater Community College

Dr. Edna Baehre-Kolovani, President

Dr. Daniel DeMarte, Vice President for Academic and Student Affairs

Dr. Jeffrey Boyd, Provost

Kerry Ragno, Dean, Languages, Mathematics and Sciences

Johnna Harrell, Dean, Business, Social Sciences and Public Services

Emanuel Chestnut, Dean, Student Services

Matthew Baumgarten, COO for Facilities and Public Safety

Bert Thompson, Director of Facilities Maintenance

Cassandra Small, Special Projects Coordinator, Provost's Office

Hanbury

Robert Reis, AIA, LEED AP

William Hopkins, AIA

Scott Miller, LEED AP

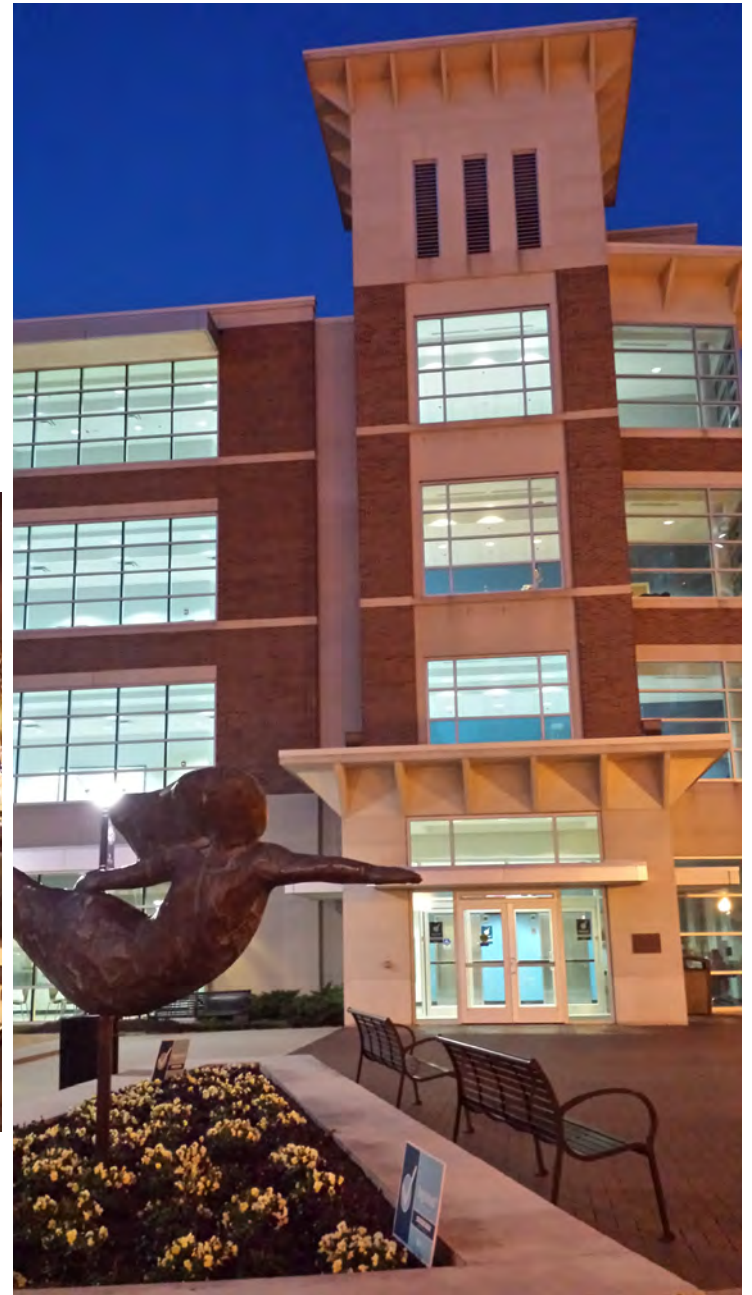
Yvonne Thibodeau

Reid Sabin, ASLA

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Roper Building



Andrews Building

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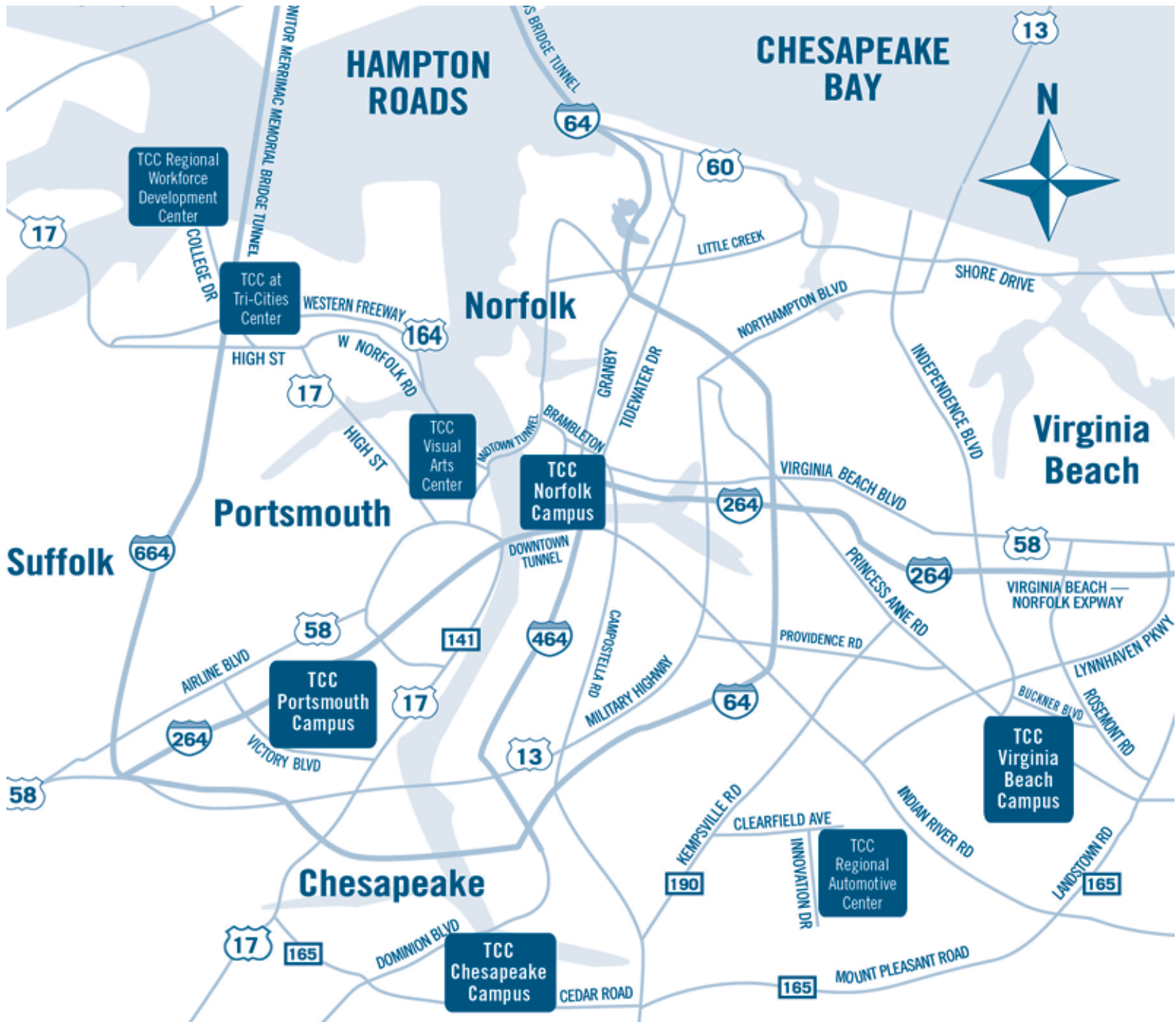




INTRODUCTION

“Tidewater Community College provides collegiate education and training to adults of all ages and backgrounds, helping them achieve their individual goals and contribute as citizens and workers to the vitality of an increasingly global community.”

from the Tidewater Community College
Mission Statement



PURPOSE

This master plan for Tidewater Community College's Norfolk Campus creates a roadmap for growth into the foreseeable future. The Commonwealth of Virginia Department of Education requires that institutions within its system periodically update their campus master plans within a 10-year cycle; this plan fulfills those requirements. The plan recommendations inform TCC's 6-year capital outlay plan. It addresses current issues and opportunities unique to the Norfolk Campus while aligning with the TCC strategic plan.

THE COLLEGE

Founded in 1968 as a part of the Virginia Community College system, Tidewater Community College (TCC) is the largest provider of higher education and Workforce Solutions services in Hampton Roads, enrolling nearly 37,428 students annually—the second largest undergraduate student body in the Commonwealth of Virginia. It is the 11th largest public two-year community college in the entire nation. During the 2015-16 academic year, 40 percent of South Hampton Roads residents who enrolled in higher education did so at TCC.

TCC has 12 nationally accredited programs. Among two-year institutions in the U.S., it is the 16th largest associate degree producer. More than half of TCC graduates receive associate degrees allowing them to transfer to four-year institutions; of those, two-thirds continue their education at four-year schools.

TCC serves South Hampton Roads with campuses in Chesapeake, Norfolk, Portsmouth, and Virginia Beach; a regional *Visual Arts Center* in Olde Towne Portsmouth; the *Jeanne and George Roper Performing Arts Center* in the downtown Norfolk theater district; a regional *Advanced Technology Center* and *Regional Health Professions Center* on its Virginia Beach Campus; the *Regional Automotive Center* in Chesapeake; the *Regional Workforce Solutions Center* in Suffolk; and the *Center for Military and Veterans Education* on the Virginia Beach Campus.

INTRODUCTION

STRATEGIC PLAN

The Tidewater Community College **Strategic Plan 2013-2018: One College, One Voice, One Future** was implemented by Dr. Edna V. Baehre-Kolovani, TCC's fifth president. The following is a list of goals, ideas, and observations shared with the consultant by Tidewater Community College constituents that reflect the strategic planning efforts of the College. These ideas were commonly expressed as areas of particular interest by College administration, faculty, and staff. These factors have the potential of impacting the analysis of campus facilities and the development of the Master Plan. These factors and observations stem directly from the strategic plan's goals:

GOAL 1 STUDENT SUCCESS: ADVANCEMENT TO SUCCESSFUL GOAL ACHIEVEMENT

Strategic priorities for Tidewater Community College are to strength enrollment management, growth enrollment, and increase student success.

GOAL 2 INNOVATION THROUGH COLLABORATION: ONE COLLEGE-ONE VOICE

The One College-One Voice goal will transform the College from many competing campus interests into one institution that promotes collaboration and consensus.

GOAL 3 INTERNAL AND EXTERNAL RESOURCE DEVELOPMENT

The College will maintain facilities that create a dynamic teaching and learning environment. The College will serve the community, partnering with business and industry to serve the needs of students and the region through education, training, and workforce development.

COMMITMENTS THAT INFORM THE MISSION:

- Open access to high-quality, affordable education to prepare students for transfer to a four-year baccalaureate institution, as well as for entry or advancement in the workforce.
- Cultural diversity as a critically important strength for students to meet the changing needs of a pluralistic, democratic society.
- Lifelong learning to heighten the awareness of students to multiple paths for achievement while helping them pursue the choices most conducive to their individual needs.
- Partnerships and proactive responsiveness to develop cutting-edge programs that meet the changing needs of students and industry, while contributing to the economic, civic, and cultural vitality of the region, the Commonwealth, the nation, and the international community.
- A comprehensive range of programs and services recognized for excellence by leaders of business, industry, and government, and by educators in K-12 education and four-year colleges and universities.



Culinary Arts Students

THE NORFOLK CAMPUS

The Norfolk Campus opened in January of 1997 as a part of the City of Norfolk's redevelopment effort. It is strategically located in the cultural, business, and theater district of the City of Norfolk. With an urban presence, the campus addresses key elements of the college mission – access, lifelong learning, partnership building, economic development, and the overarching tenet of student success.

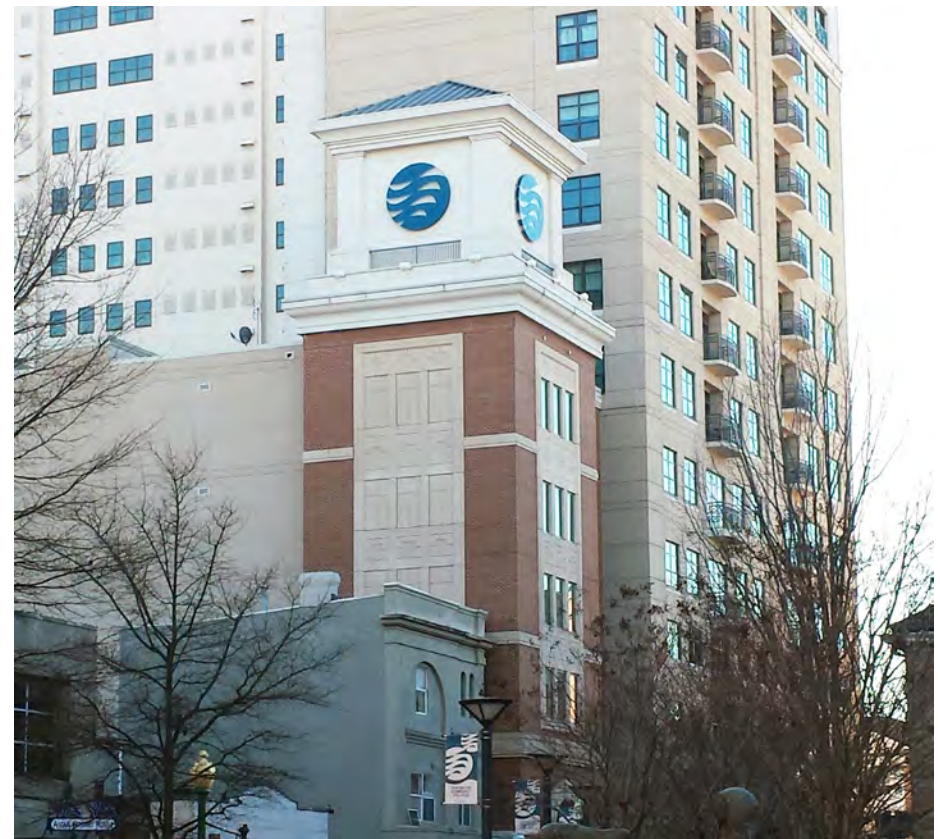
The central location within in the city is an asset to both the college and the city. The campus is composed of five buildings imbedded in the heart of downtown along historic Granby Street, invigorating this part of town. TCC buildings are a combination of repurposed historic buildings and new structures recently built on vacant parcels. The MacArthur Center, an adjacent suburban-styled mall houses the campus bookstore. Multi-modal access to campus and urban amenities provide a unique experience relative to other TCC campuses.

The Norfolk Campus has two Academic Divisions: Languages, Mathematics and Sciences and Business, Social Sciences and Public Services. There are departments and programs in the following disciplines:

- Administration of Justice
- Biology
- Business
- Chemistry
- Culinary Arts
- Dance
- English
- History
- Human Services
- Information Systems Technology
- Foreign Languages
- Mathematics
- Psychology/Early Childhood Education
- Speech

Currently programs and offices are dispersed among the five campus buildings. In keeping with the **One College...One Voice** philosophy, the Norfolk Campus will focus on and promote its unique programs. Specifically, the Campus will expand enrollment and visibility of the Culinary Arts Program and the Fine Arts Programs.

TCC's District Offices are located on College Place just west of Granby Street adjacent to the Norfolk Campus.



TCC District Office Building



Norfolk aerial photography showing TCC Norfolk Campus location and five minute walking radius

PLANNING PROCESS

At the direction of TCC Norfolk Campus leadership, the planning team led an open and inclusive process that included administrators for both TCC and the Virginia Community College System (VCCS), students, faculty and staff. A cross-section of the campus community was engaged and provided valuable insight into TCC issues and opportunities. Six interactive workshops were held on the Norfolk Campus beginning in May 2014 and concluded in September 2015 with a presentation to the Tidewater Community College Board.

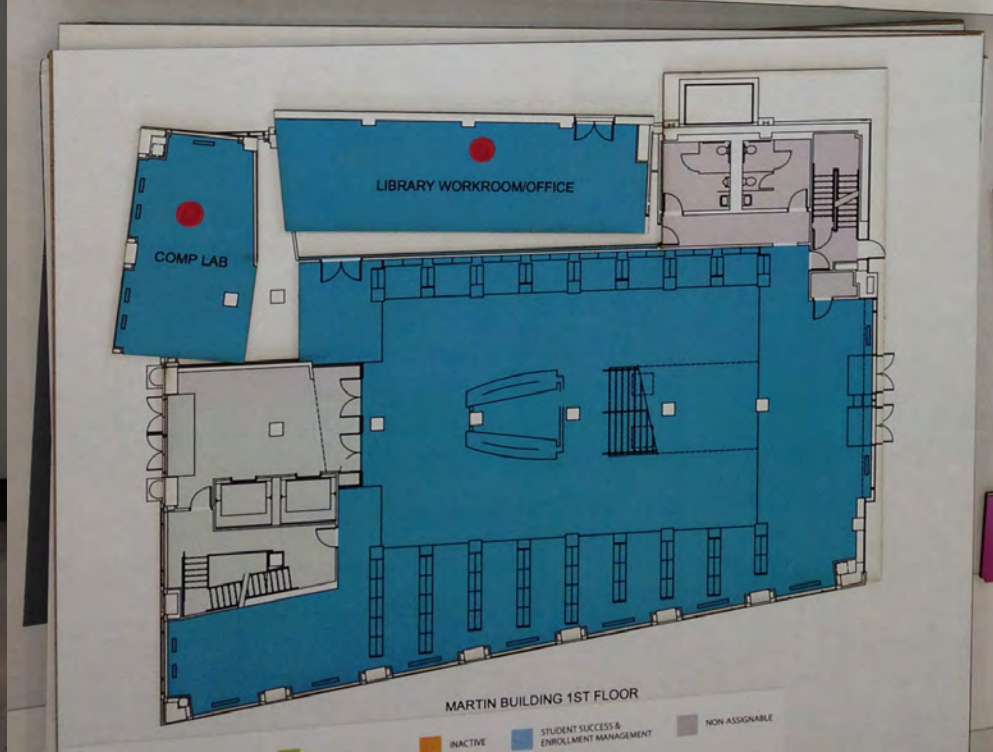
The process began with the Discovery phase which utilized a variety of information gathering methods including one-on-one interviews, open forums and campus tours. In parallel, the planning team analyzed existing campus conditions regarding the urban context, building floor plans and previous studies. A Space Needs Assessment was undertaken based on the State Council for Higher Education in Virginia (SCHEV) guidelines.

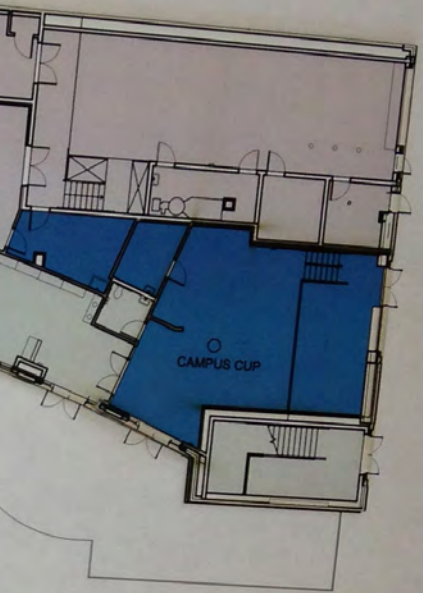
TCC constituents voiced opinions and shared ideas relative to general needs and specific strategies to realize institutional goals. Workshops facilitated discussions surrounding emerging analysis of data gathered and best practices for operational success.

Concepts were then developed that synthesized stakeholder input, data driven analysis and relevant precedents into planning scenarios at both the urban and building scale. The collaborative effort between the TCC Norfolk Campus Steering Committee and planning team developed a preferred option for optimizing program efficiencies and adjacencies, while energizing the urban campus experience.

Goals for program growth were developed to address identified space needs as well as priority projects. Accessibility issues were identified through a campus tour and recommendations developed based on constituent input. Stormwater runoff issues associated with evolving code regulations were also addressed with mitigation recommendations.

Proposals to enhance the TCC campus identity in the city were also generated in coordination with the recently published Tidewater Community College Wayfinding Master Plan.





CHAPTER 1

ANALYSIS

On-site workshops were productive in generating stakeholder feedback regarding issues and opportunities on the existing campus. The planning team conducted interviews with key campus leaders and held broader forums to gain insight from the larger campus community. At the same time, the utilization of current academic spaces as well as current and future space needs were analyzed based on strategic initiatives and SCHEV guidelines.

Analysis of the physical campus within the urban context and relative to the institutional mission was also undertaken. Building tours provided a first-hand experience of the functional aspects of campus operations, bringing deeper understanding of current needs and future opportunities. These needs and aspirations synthesized into essential program elements became drivers of the physical planning concepts.



Culinary Arts

ANALYSIS: UTILIZATION AND SPACE NEEDS ANALYSIS EXECUTIVE SUMMARY*

1.0 EXECUTIVE SUMMARY

The Tidewater Community College Norfolk Campus initiated a Master Plan Update to reflect the changes in the College's enrollment and enrollment projections. As part of the Master Plan Update, Hanbury assessed the facilities needs by providing this Utilization and Space Needs Analysis.

1.1 PROCESS

When embarking on the space needs analysis, Hanbury requested current and projected data on enrollment, courses, and staffing. The campus provided current enrollment numbers and projections, the Fall 2017 course file, and a file of the faculty and staff.

1.2 ANALYSIS AND PROJECTIONS

- The 2017-18 student headcount used for this analysis is 11,020 students. The 2017-18 full-time equivalent (FTE) student enrollment used is 2,710 FTE.
- The enrollment projection used for this analysis is to reach an enrollment of 11,982 students in the 2026-2027 academic year. The projected student FTE is 2,946. This represents 9 percent growth in enrollment.
- It should be noted that this analysis has been performed at a master plan level in assignable square feet. This analysis has not been performed at a program level providing analysis of number and types of rooms. The space needs analysis findings should be viewed as tools and information for decision making and planning and not as entitlements to space for individual divisions or programs.
- All space in this analysis is projected in assignable square feet (ASF) which is defined as the usable space contained within classrooms, laboratories, offices, etc. It does not include circulation and building service space, nor does it include the thickness of walls or structural components like building columns.

1.3 KEY FINDINGS

The consultant used the data and information provided to document the utilization of classrooms and class laboratories and to analyze the space needed on campus at the current time and at a projected enrollment level for the future.

1.3.1 Classroom and Class Laboratory Utilization

Classrooms and class laboratories were studied to show the level of utilization. The factors illustrated in the utilization study included the average hours per week of scheduled instruction, the percentage of student stations filled when the rooms are scheduled, and the average square feet allocated to the student stations in the rooms.

Classroom Utilization

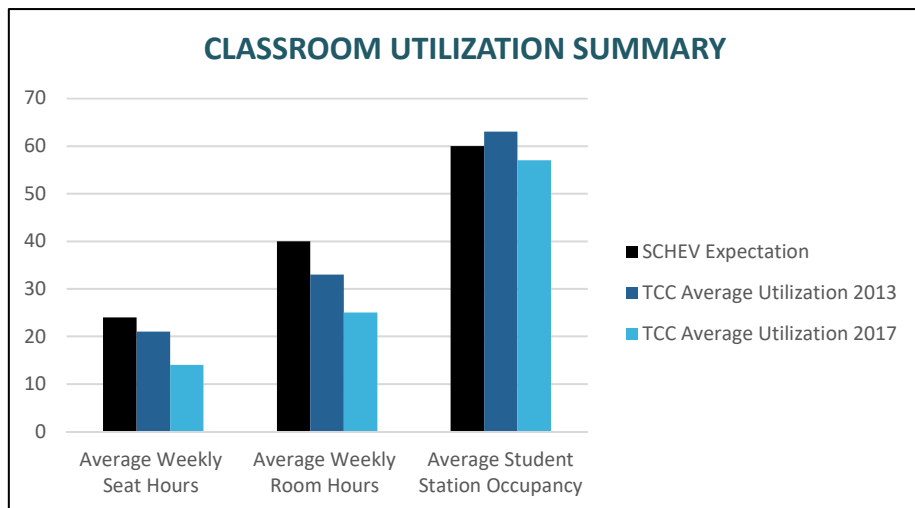
In the Fall 2017, the 41 classrooms analyzed on the Norfolk Campus averaged 25 hours of scheduled use per week, with 57 percent of the student stations filled when classrooms were in use. The classrooms average 19 assignable square feet (ASF) per student station. The classrooms averaged 14 weekly seat hours of use. The productivity level expected from SCHEV for weekly room hours is 40 hours per week of scheduled use with 60 percent of the student stations filled. The SCHEV expectation for average seat hours is 24 hours per week.

SCHEV does not have an expectation for the average student station size. It was not unusual 10 or 15 years ago for the average assignable square feet per station to be 18 ASF per station. With modern student-focused and project-based learning the average ASF per seat has been steadily increasing. The expected average is now 22 to 25 ASF per student station.

* Note: see *Appendix: Norfolk Campus Utilization and Space Needs Analysis* for the complete report.

CLASSROOM UTILIZATION SUMMARY

	SCHEV Expectation	TCC Average Utilization 2013	TCC Average Utilization 2017
Average Weekly Seat Hours	24	21	14
Average Weekly Room Hours	40	33	25
Average Student Station Occupancy	60%	63%	57%
Average Space per Student Station		19	19
Number of Classrooms		39	41



The average room hours per week of scheduled use for the Fall term 2017 at TCC is below the range that the consultant would expect to see, as are the classroom student station occupancy, and the weekly seat hours. These measures are also below the expected SCHEV productivity levels. The space per student station average is in the expected range for traditional lecture classes, but is low for more active teaching and learning modalities.

When the utilization findings were summarized by building, the classrooms located in Roper showed the highest average hours per week of scheduled use. The classrooms in Roper averaged 29 hours per week of scheduled utilization. At the low end of utilization findings are the classrooms in Walker, which were scheduled an average of 22 hours per week.

Classroom utilization findings compiled by classroom capacity showed the classrooms in the group with 35 to 36 student stations averaged 29 weekly room hours of use, as did the capacity group with 39 or more student stations. The classrooms that have fewer than 24 student stations averaged the lowest weekly room hours (WRH) of use at 19 hours per week.

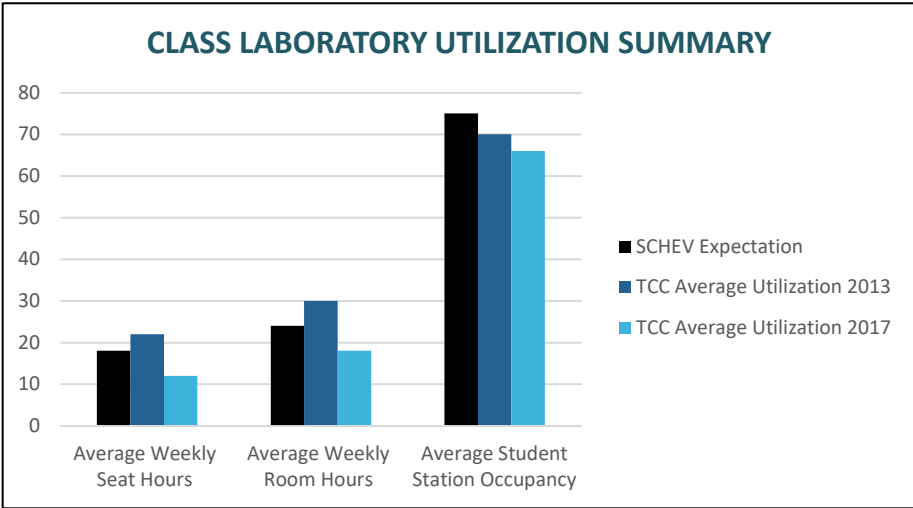
Review of use by day and time of day showed the classrooms on campus were most heavily used on Monday and Wednesday mornings. The greatest overall percentage of classrooms in use was on Mondays at 9:30 am and 11:00 am. Peak hours of classroom use are between 9:30 am and 2:30 pm Monday through Thursday.

Class Laboratory Utilization

The 12 class laboratories analyzed averaged 18 weekly room hours of use. When laboratories were in use, the student station occupancy averaged 66 percent.

CLASS LABORATORY UTILIZATION SUMMARY

	SCHEV Expectation	TCC Average Utilization 2013	TCC Average Utilization 2017
Average Weekly Seat Hours	18	22	12
Average Weekly Room Hours	24	30	18
Average Student Station Occupancy	75%	70%	68%
Average Space per Student Station		42	42
Number of Classrooms		17	12



The average of 18 weekly room hours of utilization is within the range that the consultant would expect to see. The SCHEV expected productivity level is 24 weekly room hours of scheduled use in class laboratories. The average class laboratory student station occupancy of 66 percent is below the expected SCHEV level of 75 percent occupancy. The 12 average weekly seat hours is below the SCHEV expectation of 18 weekly seat hours.



Student Center

1.3.2 Space Needs Analysis

The space needs analysis assists in determining the magnitude of space needed for the current level of campus enrollment and activity. The analysis also includes a projection of space needs for the future planning horizon. To calculate the space needs, the consultant applied the space guidelines outlined in the State Council of Higher Education for Virginia (SCHEV) “Higher Education Fixed Assets Guidelines for Educational and General Programs, July 2001”. These guidelines were adapted and augmented as appropriate during the analysis. For categories where SCHEV does not have guidelines, the consultant applied commonly used standards.

The space needs analysis calculated the space requirements looking at the findings both for the whole campus and at a division level for each of the major academic and administrative

divisions. Results of the campus-wide space needs analysis using data from the Fall 2017, with an enrollment of 11,020 students indicate that the campus currently has sufficient space.

Looking in more depth, at the current time the Assembly & Exhibit and Office categories also show a need for additional space.

Using projections into the future, the shows a need for some additional space. The analysis shows a need for around 7,000 ASF when enrollment reaches 11,982 students. The largest future needs are in the Office and Assembly & Exhibit space categories.

SPACE NEEDS ANALYSIS

Campuswide Space Analysis by Space Category

Space Use Category	2017				Future Horizon			
	Student Headcount = 11,020	Student FTE = 2,710			Student Headcount = 11,982	Student FTE = 2,946		
	Current ASF	Calculated Space Requirement	ASF Difference	Percent Difference	Future Built ASF	Calculated Future Space Requirement	ASF Difference	Percent Difference
Classrooms and Service	25,167	17,625	7,542	30%	25,167	19,220	5,947	24%
Class Laboratories and Service	21,341	17,850	3,491	16%	21,341	19,260	2,081	10%
Open Laboratories and Service	9,428	8,130	1,298	14%	9,428	8,840	588	6%
Office and Service	29,152	32,580	(3,428)	(12%)	29,152	34,702	(5,550)	(19%)
Study/Library	13,994	13,500	494	4%	13,994	15,500	(1,506)	(11%)
PE/Recreation/Athletics	4,559	5,500	(941)	(21%)	4,559	6,000	(1,441)	(32%)
Special Use	783	800	(17)	(2%)	783	1,050	(267)	(34%)
Assembly & Exhibit	14,916	21,000	(6,084)	(41%)	14,916	21,000	(6,084)	(41%)
Student Center	26,210	21,680	4,530	17%	26,210	23,570	2,640	10%
General Use	1,783	2,710	(927)	(52%)	1,783	2,950	(1,167)	(65%)
Support	653	2,960	(2,307)	(353%)	653	2,960	(2,307)	(353%)
TOTAL	147,986	144,335	3,651	2%	147,986	155,052	(7,066)	(5%)
TCC District	6,996				6,996			
TOTAL	154,982				154,982			

ANALYSIS: EXECUTIVE SUMMARY

Space occupied by TCC District rather than Campus functions have been shown at the bottom of the space needs analysis tables. The TCC District space has not been calculated in the overall space needs analysis.

In addition to showing the campus-wide findings by space category, the space needs analysis was summarized at the division level for each of the major academic and administrative divisions.

The major division currently showing the greatest need for space is Administrative Services followed by Languages, Mathematics and Sciences. These two divisions continue to have the greatest need in the future.

The summary of space needs for each of the divisions shows a space total without classroom space. The space guidelines generated by the courses are applied to courses in the division that offers the course, while the space may be summarized under a different academic division. Even when classes are held in classrooms assigned to the individual divisions or departments, the courses do not necessarily match the classroom space assigned to the division. Therefore, for a master plan analysis, classroom space is best viewed on a campus-wide basis rather than at the division level. This is particularly true of campuses that have centrally scheduled classrooms or are moving toward centralized scheduling and shared classrooms in order to gain higher utilization levels.

SPACE NEEDS ANALYSIS

Campuswide Space Analysis by Academic and Administrative Division

Space Use Category	2017				Future Horizon			
	Student Headcount = 11,020	Student FTE = 2,710	Student Headcount = 11,982	Student FTE = 2,946	Student Headcount = 11,982	Student FTE = 2,946	Student Headcount = 11,982	Student FTE = 2,946
	Current ASF	Calculated Space Requirement	ASF Difference	Percent Difference	Future Built ASF	Calculated Future Space Requirement	ASF Difference	Percent Difference
Classrooms and Service	25,167	17,625	7,542	30%	25,167	19,220	5,947	24%
Business, Social Sciences and Public Services	11,621	9,335	2,286	20%	11,621	10,193	1,428	12%
Languages, Mathematics and Sciences	27,807	34,605	(6,798)	(24%)	27,807	37,418	(9,611)	(35%)
Administrative Services	18,286	26,805	(8,519)	(47%)	18,286	26,947	(8,661)	(47%)
Student Learning and Academic Services	19,115	16,885	2,230	12%	19,115	19,162	(47)	(0%)
Student Success and Enrollment Management	41,522	37,860	3,662	9%	41,522	40,886	636	2%
Provost	4,468	1,220	3,248	73%	4,468	1,226	3,242	73%
TOTAL	147,986	144,335	3,651	2%	147,986	155,052	(7,066)	(5%)
TCC District	6,996				6,996			
TOTAL	154,982				154,982			



Norfolk aerial photograph showing TCC Norfolk Campus location and surrounding neighborhoods

TCC Norfolk Campuses urban location is unique relative to the other TCC campuses; there is real synergy between the urban amenities available to the college and the energy that the campus community brings to the city. The campus buildings are embedded in the Granby Street corridor, Norfolk's main street, which is important for the economic development of the city and important for TCC identity. Theaters, restaurants, shops and other commercial services intermingle with the campus along Granby Street and provide a host of goods and services to the college community, while TCC provides community services and public access to the library. MacArthur Mall is also immediately adjacent to campus and houses the TCC bookstore within a Barnes and Noble retail store. The TCC campus reinvigorates the city's core by repurposing historic buildings for academic uses. The campus quad is carved out of the city fabric and creates a civic space for city and campus.

Multi-modal access to campus by car, bus and light rail is available and convenient. Parking is nearby in two large structures as well as on-street. Pedestrian access to the downtown location for classes after work is also convenient.

The Freemason Neighborhood is adjacent to and connected with downtown. The area is a mix of restored historic housing and industrial properties that served Norfolk's working waterfront. Residential and student populations in this area have contributed to the successful revitalization of Granby Street. TCC's Martin Building (a former department store now serving as the library) is the eastern terminus to College Place and helps create a direct connection between the residential neighborhood and downtown.

There are several constraints that confront a campus in a dense urban environment. The primary constraint is the ability for campus expansion in a planned, orderly manner. Building acquisitions for state agencies such as TCC are procured through a city purchase and lease agreement with the college. Therefore buildings that may afford optimal growth opportunities may not be available or may be too costly to acquire from a private party. Campus growth often relies on fortuitous circumstances that may necessitate a measure of compromise. For that reason the efficient location of programs is sometimes made more difficult due to limitations on the size of urban building sites, of existing building footprints and overall building square footage.

The nature of an urban setting without a clear campus boundary and comprehensive signage has led to identity issues for the campus. It is sometimes difficult to identify TCC buildings due to the reuse of existing buildings that were built for other purposes, in a variety of styles. The intermingling of campus and non-campus buildings and lack of ability to define campus boundaries through unique open space, landscape and streetscape applications also contribute to the identity issue.

Overall the campus' urban location benefits both city and college through synergistic resources and partnerships. This location provides many opportunities for strategic partnership with local businesses, the city and other organizations. Planning for TCC Norfolk Campus must leverage the best aspects of this unique location to create a functional and dynamic place for sharing knowledge and learning new skills.



Roper Building



Flooding in downtown Norfolk, 1930s

ANALYSIS: FLOOD ZONE

The City of Norfolk grew to prominence as a port city along the Elizabeth River, adjacent to the mouth of the Chesapeake Bay and Atlantic Ocean. The city's advantageous geographic location also presents challenges as it is in a low-lying tidal area with a long history of flooding. In the late 1960s, the Army Corps of Engineers constructed a downtown flood wall and flood gates, and pump stations to protect the downtown.

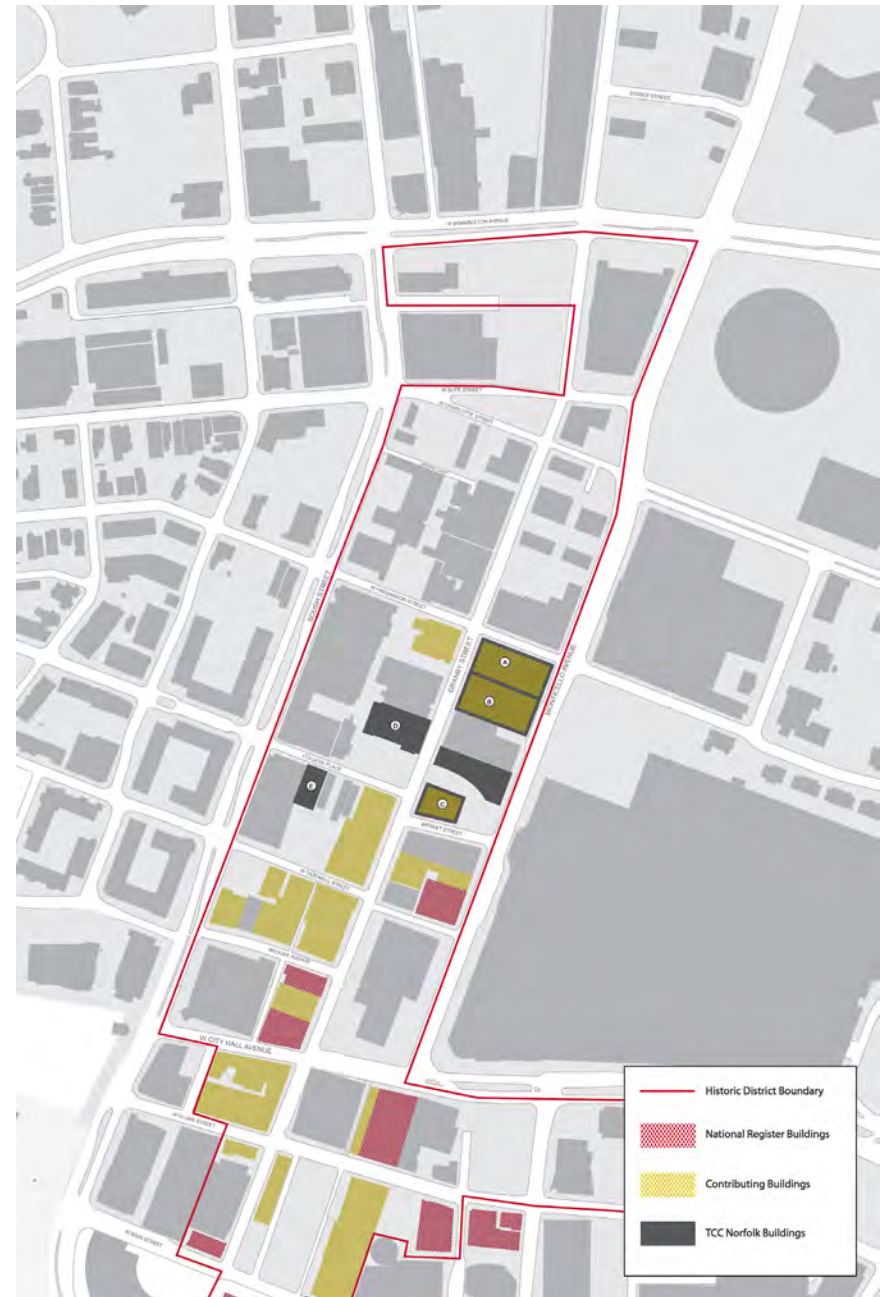
Granby Street and the TCC campus are protected from the worst flooding scenarios by the floodwall. The Andrews Building and TCC Quad are just out of the traditional 100-year flood zone as well. Though partially protected, the city is dealing with current and future flooding issues due to rising sea levels and sinking land on which the city was built.



Downtown Norfolk Flood Zone Plan



Monticello Avenue, 1930s



Downtown Norfolk Historic District and Buildings Plan

ANALYSIS: HISTORIC CONTEXT

The TCC Norfolk Campus lies within the Downtown Historic Overlay District (HOD). The Downtown Norfolk Historic District is a national historic district listed on the *National Register of Historic Places* in 1987 and expanded in 2001. It encompasses 97 contributing buildings and is centered on the Granby Street corridor south of Brambleton Avenue in the central business district of Norfolk.

Granby Street traditionally was the premiere shopping and entertainment district in the Hampton Roads region and numerous department stores, fine hotels and theaters once lined its sidewalks. The mostly commercial buildings on the register represent Norfolk's prosperity of the 1890s through the 1930s.

Through years of evolution, the vibrant downtown commercial hub now combines commercial offices, restaurants and retail locations, cultural offerings, educational opportunities, diverse neighborhoods in a blend of old and new architecture.

The TCC Norfolk Campus buildings embody the old and new character of downtown Norfolk. The campus has three "contributing" buildings on the historic register: Roper Building (formerly Lowes Theater), Walker Building (formerly Woolworth's Department Store), and Martin Building (formerly Smith & Welton Department Store). The campus' two other buildings, Andrews Science Building and Student Center are 21st century structures designed

to complement the urban context. All front Granby Street and reinforce its importance as Norfolk's primary commercial street. The TCC quad is fronted by the Andrews Building and sits on the former location of the Norfolk College for Young Ladies at the northwest corner of Granby Street and College Place (from which the street gets its name). The 19th century building was demolished after a devastating fire in the 1980s.

Norfolk has five locally zoned historic districts. In order to maintain the character of these districts all exterior alterations, new construction and often demolition, must be approved through the design review process and property owners must obtain a Certificate of Appropriateness (COA). The applications for COA's are reviewed bimonthly by the Architectural Review Board¹ and the Planning Commission². These bodies issue COA's based on Design Guidelines, which were established for each district.



Contributing historic structures adjacent to TCC Norfolk Campus

Sources:

¹ <http://www.norfolk.gov/index.aspx?NID=1028>

² http://en.wikipedia.org/wiki/Downtown_Norfolk,_Virginia



Privately owned property adjacent to the TCC Norfolk Campus



Plan showing possible expansion opportunities for TCC Norfolk Campus

ANALYSIS: OWNERSHIP AND OCCUPANCY



City-owned property adjacent to the TCC Norfolk Campus

TCC Norfolk Campus growth is highly conditioned to an awareness of opportunities providing available real estate to be acquired. When identifying potential new facilities, a strategy for seeking opportunities within a five minute walking radius of the existing core will ensure a compact and walkable campus. Special circumstances or exceptional properties may provide compelling reasons for divergence from this general principle, but should be the exception, not the rule.

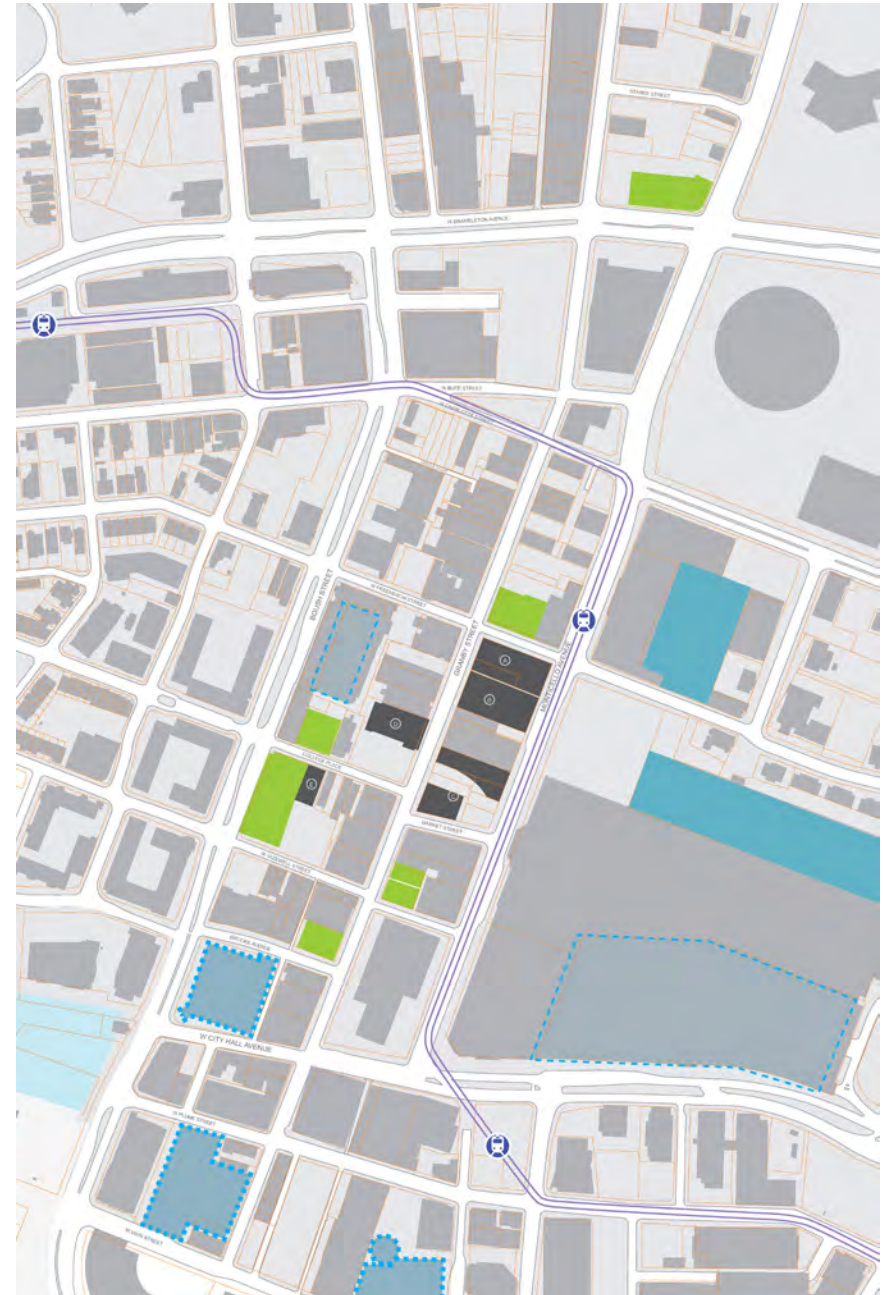
The diagram on the left delineates buildings within a five minute walk of the campus quad that are either city-owned properties or are currently unoccupied.

ANALYSIS: ACCESS AND PARKING

Norfolk's light rail system, The Tide runs along Monticello Avenue which serves as the eastern campus boundary. A stop just north of Freemason Street is adjacent to the Walker Building.

The blue shapes on the map to the right indicate the location of structured parking that is used by TCC students, faculty and staff. It is conveniently located adjacent to MacArthur Mall. On-street parking is also available on most city streets.

The campus is walkable from urban residential areas that exist mostly to the north and west. It is also walkable from the commercial office and legal centers to the south and east.

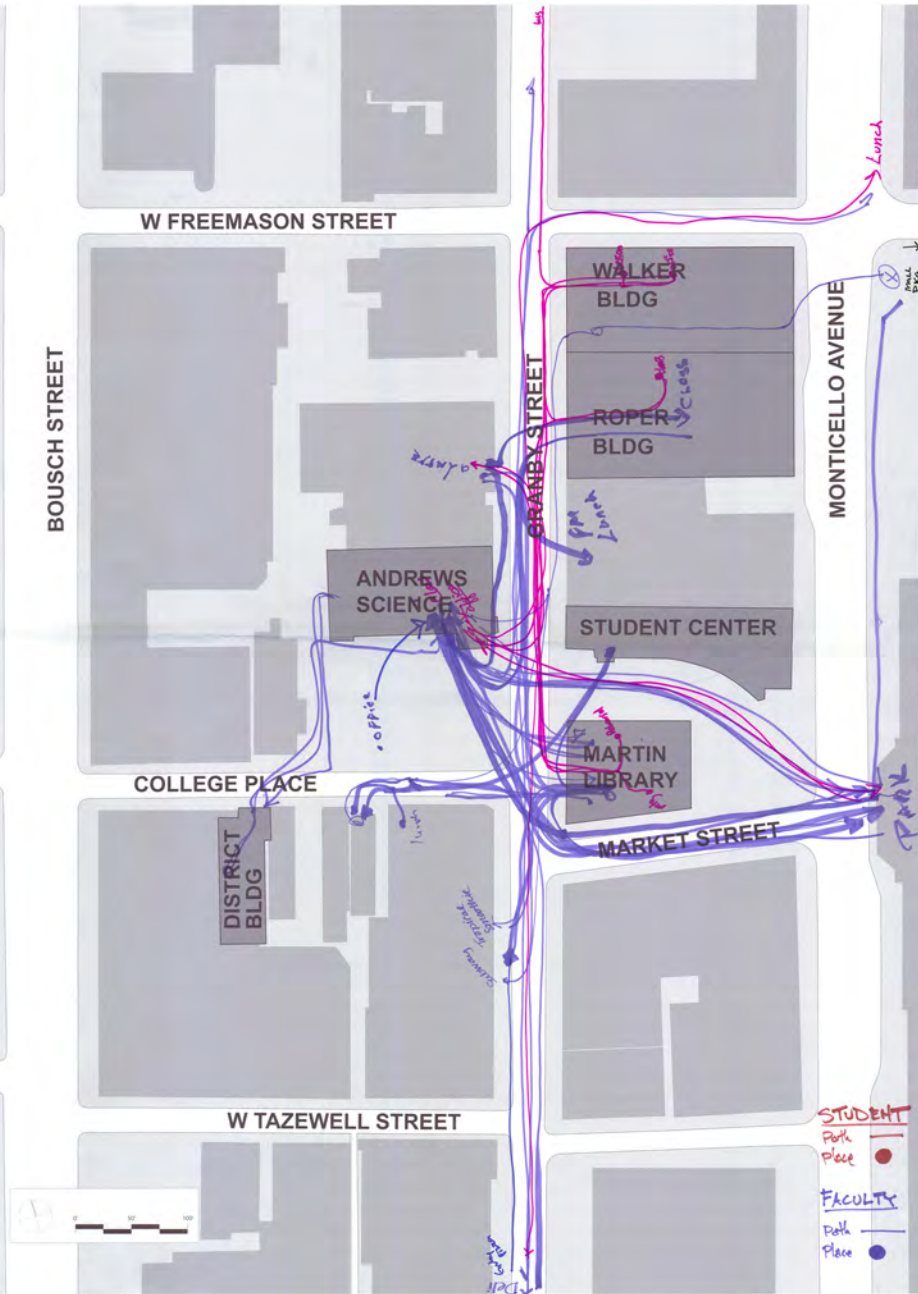


Downtown Norfolk Public Parking Plan



Roper Building, East Entrance

ANALYSIS: PEDESTRIAN FLOW



Pedestrian Circulation Plan

The graphic illustrates movement patterns of faculty and staff throughout the course of their day at the TCC Norfolk Campus. The parking facility at MacArthur Mall generates pedestrian flow from the mall entry on Monticello Avenue westward along Market Street and adjacent to the Student Center to Granby Street. Granby Street is the primary pedestrian route to get from TCC building to building.

The campus quad south of the Andrews Building is not only the symbolic heart of campus, but is also the heart of most activity between the Andrews and Martin Buildings and the Student Center.

The compact city grid is easy to navigate and local amenities are well used by the campus community.



Student Center

ANALYSIS: PUBLIC AND PRIVATE SPACE

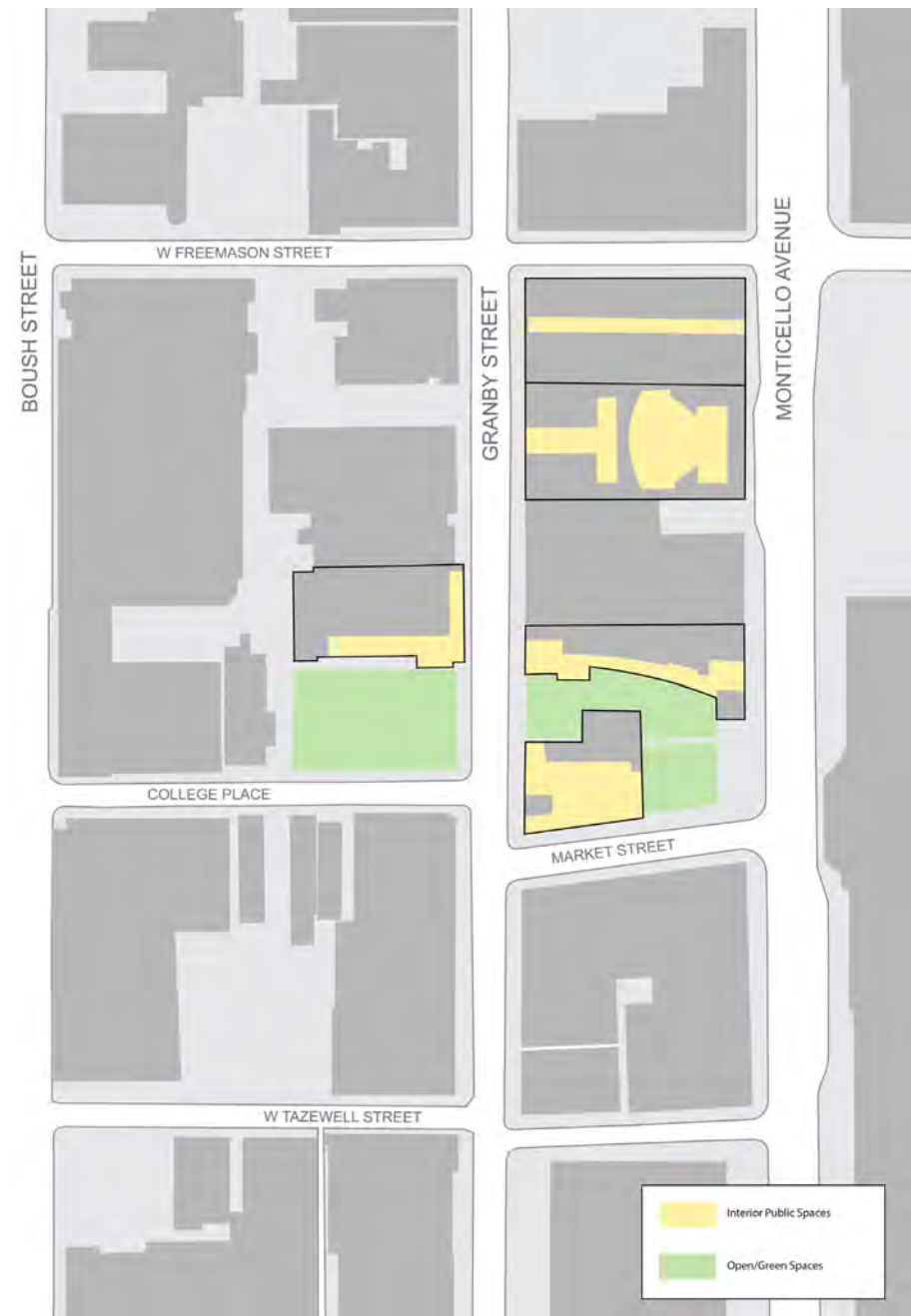
Given the campus' location in a shared urban environment and the vertical nature of most TCC buildings, the arrangement of public, semi-private and private space is an important concept for planning purposes.

Featured TCC programs, outreach services and gathering spaces are important ground floor public spaces that should reflect the community-based nature of the college. Ground floor uses of TCC buildings are critical to engage in the civic nature of city streets. These public spaces and building lobbies are vital opportunities to create a consistent identity for the campus in the city.

Semi-private uses on upper floors are TCC academic functions that are open to all enrolled students, but not necessarily open to the general public. They are generally larger footprint rooms with the capacity to accommodate fairly large numbers of students and therefore require adequate circulation.

Private uses on upper levels are offices and smaller study areas. Fewer people will be accessing these levels and the scale of spaces reflects the individual or small group.

Vertical circulation (elevators and stairs) to service upper levels requires adequate capacity and visible security at the ground level. Functional use of buildings from a user and service perspective is more complex with vertically oriented buildings. Safety is of paramount importance with adequate means of egress and limited access to upper floors.



Public Space Plan

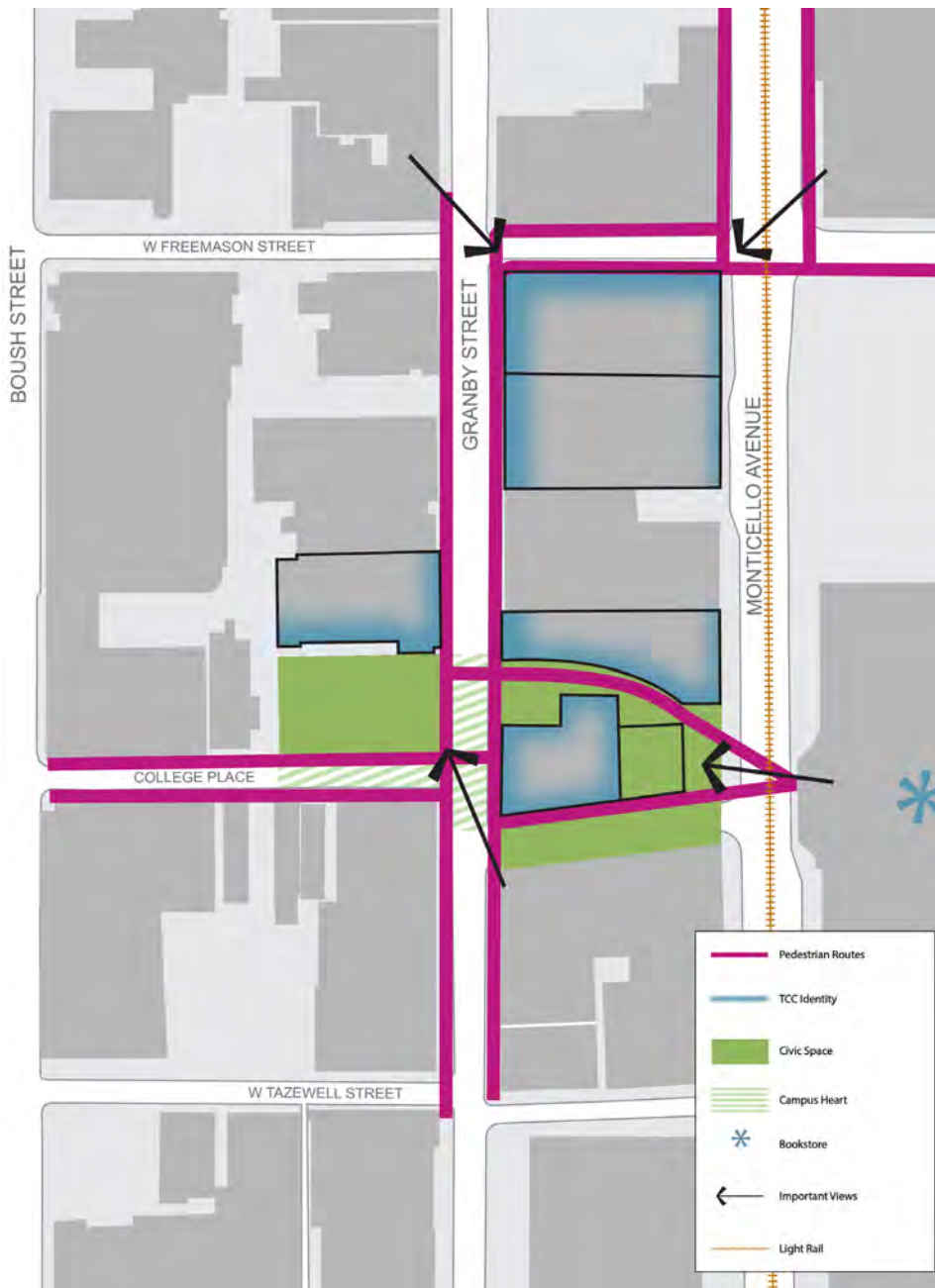


Martin Building



Student Center Plaza

ANALYSIS: SUMMARY OF ANALYSIS AND URBAN CONCEPTS



Site Analysis Plan

IDENTITY, OPEN SPACE AND PEDESTRIAN CONNECTIONS

- Strongly defining the pedestrian crossing between the Campus Quad and Student Center Plaza to highlight the presence of TCC Norfolk Campus.
- Activate the street frontage of Walker and Roper Buildings not only to strengthen TCC Norfolk Campus identity, but to contribute to the life of the city by enlivening the pedestrian experience.

CORE CAMPUS

- Connect the Campus Quad and Student Center Plaza across Granby Street. Reinforce this area as the heart of the TCC Norfolk Campus.
- Enhance design of these spaces to accommodate events while retaining pedestrian scale for everyday use.
- Campus core should exude TCC identity.
- Seek future opportunity to extend the civic space of campus by closing Market Street to automobile traffic and connect MacArthur Center with Granby Street and Campus Quad via a pedestrian plaza.

GRANBY STREET

- Create a consistently recognizable identity along Granby Street from Market Street north to Freeman Street. Reinforce the Granby Street pedestrian corridor as the primary campus connector.
- Utilize public spaces at ground floor of TCC buildings for featured TCC programs, outreach services and gathering spaces.
 - The Roper Building, in particular, could engage Granby Street by showcasing its functions in the two spaces that front the street in the form of flexible dance and music rehearsal rooms, as well as reception spaces for the theater.

OTHER STREETS

- College Place, Freeman Street and Market Street are important approaches to campus and should be considered.
- Create a TCC identity along Monticello Avenue.



Andrews Building

ANALYSIS: INDIVIDUAL BUILDING NEEDS ANDREWS BUILDING

PRIORITY ITEMS

- Move central receiving to Green Administration Building
- Significant crowding occurs in Andrews 100 Corridor during registration/enrollment. Insufficient space for queuing at service windows, cashier. Space is further compromised by self-service computers, which need to remain
- More science labs are needed. Science course offerings are limited by lab space and ventilation in Andrews
- All First Floor departments are undersized
- Science lab furniture not supportive of collaborative learning

OTHER ITEMS

- VA Offices, including intake, should be co-located with Student Services.
- Math, History and Criminal Justice have office space in Andrews, due to space limits in other buildings
- English, Math, Foreign Languages and History use classroom space in Andrews
- Business Office and Student Services need to be co-located. Student Services space needs to be contiguous to function
- Security needs established position to monitor east and west entrances, with desk, phone, computer and monitor
- 1132, 1133 Storage and staging is impeded by need to provide access to electrical and pump rooms
- 1133 Receiving - Chemical waste storage tank requires periodic draining and maintenance, creating significant odor problems
- Lack of service elevator complicates delivery of supplies to upper floors. Materials, including cadavers must be moved in public elevators
- Cadaver storage needs to be modernized.
- Benches at Second Floor common area are used by students between classes, but not well-suited for studying
- 1204, 1304 are too small for effective science classrooms
- Faculty offices lack view to student areas, daylighting and views
- 1311 Andrews equipped as science technology room but used as general study
- Science class sizes are 30+, rather than SCHEV standard of 18
- Second Floor classrooms were originally designed based on denser classroom standards.



Walker Building

ANALYSIS: INDIVIDUAL BUILDING NEEDS WALKER BUILDING

PRIORITY ITEMS

- Culinary Program has exceeded available space. Needs:
 - separate kitchen for Jobs Skills Training Program to expand
 - classroom near kitchens
 - turn culinary labs into classrooms, similar to other culinary programs
 - larger dining space to comfortably accommodate 48 with improved service circulation
 - consolidated requisition, receiving, storage
 - the ideal solution will be to relocate the Culinary Program to a new facility
 - the TCC Real Estate Foundation, in conjunction with the City of Norfolk, is working to find City-owned land/space in close proximity to the campus to create a new expanded culinary school
- Jobs Skills Training Program space needs:
 - large classroom space for 40
 - larger clinical lab space equipped to meet state requirements
 - lab to support Childhood Development
 - private counseling office
 - additional classroom space (current classrooms have columns that obstruct view)

OTHER ITEMS

- Culinary located on Second Floor presents maintenance issues with regard to cleaning and maintaining grease traps below
- Human Services needs office space and seminar space for up to 80
- Facilities Management should be consolidated into a single suite of office and support space
- Walker has only one public elevator and no service elevator. Culinary supplies must go through the public elevator. No redundancy in case of mechanical failure
- Math classrooms are small with poor visibility. 3124 has screen placed above marker board, maximizing visibility and writing space
- 3133 - access to building's transformer, electrical and pump rooms is through this classroom
- 3306 - Music Room lacks acoustic treatment
- Walker has had odor issues related to city infrastructure
- Culinary facilities could serve as test kitchen/ incubator
- Chiller/Boiler Plant load calculations and upgrades are needed to align with the program intentions
- Desire to add a kitchen for baking and pastry instruction
- Desire space for Cyber-Security program
- Need for additional Elevator



Historic View of the Walker Building as Woolworth's



Roper Building

ANALYSIS: INDIVIDUAL BUILDING NEEDS ROPER BUILDING

PRIORITY ITEMS

- Third Floor classrooms and corridor have acoustics problems:
 - inadequate soundproofing between classrooms
 - noise from lobby carries up stairwells to Third Floor
 - noise and vibration from music and physical education rooms carries to auditorium and Third Floor classrooms

OTHER ITEMS

- 4101, 4102 Computer Lab and Testing Center could be relocated and the spaces retasked for performing / fine arts functions. Potential locations could be in the proposed Andrews Addition or on the 5th floor of the Martin Building
- Back of house cannot be accessed from within the building without passing through auditorium
- It has been suggested to convert the Third Floor classrooms to theater classrooms and sponsor the East Coast Summer Theater Program
- 4234 - Lighting washes out projection screens
- Third Floor classroom furniture does not support group learning activities
- Roper could be key component in establishing a Norfolk Theater District
- Roper currently has 160 event days / year and is increasing. One-third internal TCC use; two-thirds external rental use
- Replace elevators



Historic View of Roper Fine Arts Building as Loew's Theater



Student Center Building and Plaza

ANALYSIS: INDIVIDUAL BUILDING NEEDS STUDENT CENTER

PRIORITY ITEMS

- Large group / event multipurpose space is needed for up to 200 banquet capacity
- Study rooms needed. Several have been lost due to office conversions

OTHER ITEMS

- Capacity to support multiple simultaneous events needed
- TV lounge, conference room, computer lab have been converted to offices
- Student retention programs on Third Floor need to remain co-located, but could move elsewhere
- 5519 - shared office for supervisor and staff.
- Second floor balcony could be enclosed and available for daily use
- 5506 - Building has no service elevator, so catering staff must use public elevator during events
- 5105 Student Center Café - congestion at café entrance due to layout. Possibly replace wall between café and corridor with flexible partition to allow space to adapt to traffic
- 5310 Student Activities - space is inflexible and inefficient for larger group presentations
- 5400 Gaming - should be relocated away from fitness center and bathroom corridor
- 5410 Multipurpose Gym - noise and vibration carry to floors above and below. Floor material prevent some uses
- 5400 The Zone - electric baseboard heaters restrict already limited space
- Student Center patio could be redesigned to better support seating, circulation, events



Martin Building

ANALYSIS: INDIVIDUAL BUILDING NEEDS MARTIN BUILDING

PRIORITY ITEMS

- The library needs relocation of service spaces including:
 - Librarian's office moved from Second Floor to near circulation desk
 - Writing lab moved to Fifth Floor to be with tutoring spaces



Historic View of Martin Building as Department Store

OTHER ITEMS

- The library lacks space to grow collections
- Library mezzanine is not easily accessible, handicapped patrons must rely on staff to escort them up and down in the elevator
- Library has acoustics problems
- OIS (Office of Information Systems) and IRT's (Installation and Repair Technicians) lack sufficient office, storage, and work space. Does not need to be near server room
- Library materials must come through building front door
- 2101 - Computer workstations - location at street level windows is distracting for computer users
- Library needs more electrical outlets to support student electronics
- Structural steel interferes with RFID tag sensors at library gate
- 2102 Library Workroom combines office, support space, and break room, and is crowded
- TCC provides library cards to "community patrons," the largest contingent of these associated with the Norfolk Campus library
- Martin lacks service elevator
- Former work spaces are being converted to tutoring / testing



Through multiple interviews, forums, workshops and tours, campus leadership and constituents voiced issues and opportunities associated with the Norfolk Campus. TCC's strategic initiatives, aspirations, physical context as well as the Space Needs Assessment generated a priority list of drivers that inform the physical planning.

These drivers are directly addressed in the strategies proposed for campus reorganization and growth in the next chapter.

Consolidate/Expand Student Services
Expand and Feature Culinary Arts Program in a New Location
Dedicate Roper to Fine Arts
Need for more Science Labs
Improve Library Space
Need for more Assembly Space
Enhance the TCC identity within the City of Norfolk





CHAPTER 2

PLAN RECOMMENDATIONS



Artist's Rendering of Andrew's Building and Addition

As the college grows to serve the needs of its students and community, it will also play an even more important role in the life of the City of Norfolk. With a more complete array of programs and events, more community members will take advantage of its resources. The opportunity exists to leverage signature programs, the urban environment, and to build on current successes, in order to provide a vitally relevant institution that improves lives in the community.

The Campus Master Plan recommendations derive from the synthesis of three drivers:

1 GOALS
Tidewater Community College
Strategic Plan 2013-2018: One College, One
Voice, One Future

The plan will enhance student success by creating better efficiencies for student services and programs, and increasing student life outlets on campus. A major focus of the plan aligns with the One College-One Voice goal to highlight the unique programs on the Norfolk Campus; specifically Culinary Arts and Fine Arts. Internal resource development is achieved by realigning and expanding teaching and learning environments. The opportunity for collaboration with external entities is enhanced through accessible outreach services, more public spaces and amenities, and greater TCC identity within downtown.

Implementation of the master plan primarily involves reorganization of existing program space within existing TCC buildings to better locate complimentary programs and services. Strategic alignment, more efficient use of space and the opportunity to share resources results. Moderate new growth is accommodated on property currently controlled by the college.

2 PROGRAM ELEMENTS
Derived from the Analysis phase as
described in Chapter 1.

Program elements derived from the Analysis phase as described in Chapter 1. These elements are the specific spaces that the master plan sites with strategic outcomes in mind. On-campus workshops, interviews and space needs combine to form this program which will directly advance the goals of the strategic plan.

Future growth is dependent upon future construction on, or acquisition of, property not currently controlled by the college. New construction or acquisition will be necessary to fulfill strategic goals that are embodied in the program elements. As no particular opportunity is pending, multiple potential scenarios are indicated. Strategies to better connect and create identity for the campus will need to be flexible in order to accommodate fortuitous opportunities for expansion.

3 PHYSICAL CAMPUS
The physical campus context as
described in Chapter 1.

The urban environment of the TCC campus creates unique opportunities and constraints for growth. The plan promotes the campus and urban experience by enhancing streetscapes and open spaces. It further connects TCC to city life while activating and energizing the campus.

- ① Andrews Building Renovation and Expansion –25,000 gross square feet of new space
 - a. Ground Floor
 - Consolidates student services into one location for convenience and clarity in the administrative process
 - Enables shared resources, efficiencies and information sharing for administrators
 - Expands public queuing and waiting areas
 - Expands space for “One Stop Shop” and Admissions
 - Creates a larger central receiving area for the college
 - Includes a service elevator suitable for science lab needs
 - b. Upper Floors
 - Addition expands science lab or classroom capacity with up to nine new rooms (three per floor)
 - Enhances service access to all science labs
- ② Expand Culinary Arts
 - Builds on the strengths of one of TCC Norfolk Campus premiere programs.
 - Creates opportunity for greater community interface and external partnerships through restaurant and market concept
 - The College is in discussions with the City of Norfolk to relocate the Culinary Arts Program to a new state-of-the-art facility located in the vicinity of the Norfolk Campus. The facility will be developed and owned by the TCC Real Estate Foundation.
- ③ Dedicate Roper solely for Fine Arts
 - Relocates computer lab and tutoring services and replaces with flexible studio, rehearsal and gathering spaces to the Martin Building
 - Relocates upper level general classroom use to Andrews addition and replaces with performing arts practice spaces
 - Creates showcase for performing arts in a prominent storefront location within Roper, enhancing outreach and interface opportunities
- ④ Walker Building Enhancements
 - a. Ground Floor, Second Floor
 - Relocation of Veterans Affairs offices and some academic space to provide space for Cybersecurity Programming
 - b. Third and Fourth Floors
 - Provide space general office and classroom uses
- ⑤ Martin Building opportunities
 - Relocate the counseling center to the 5th floor
 - Relocate the Testing Center and open computer lab to the 5th floor from Roper
- ⑥ Identify future expansion opportunities
 - Evaluate leasing or acquisition of additional space to accommodate academic functions housed in Martin Building swing space, and future academic, assembly, or other space needs.





View North to Andrews Addition



View West to Andrews Addition from Student Center Plaza



Plan showing public interior spaces and streetfront branding opportunities

GROUND FLOOR STREET FRONT SPACE

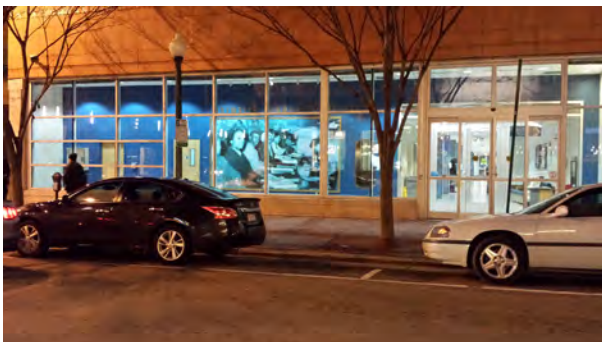
The plan recommends placing public space for the TCC community, community outreach, and spaces that highlight unique TCC Norfolk Campus programs at the ground floor street front of TCC buildings. Locating spaces open to TCC students and, with some control, the larger community along the street front has multiple benefits.

Connection to the community will be enhanced by more access to TCC programs. Featuring signature programs along the street will strengthen TCC's identity in downtown Norfolk. With a mix of academic and social attributes, these spaces will create opportunities for students to expand their learning experience.

The Roper and Walker Buildings will transform office and computer lab space into vibrant and flexible multi-use spaces that showcase TCC programs. Expanded ground floor space

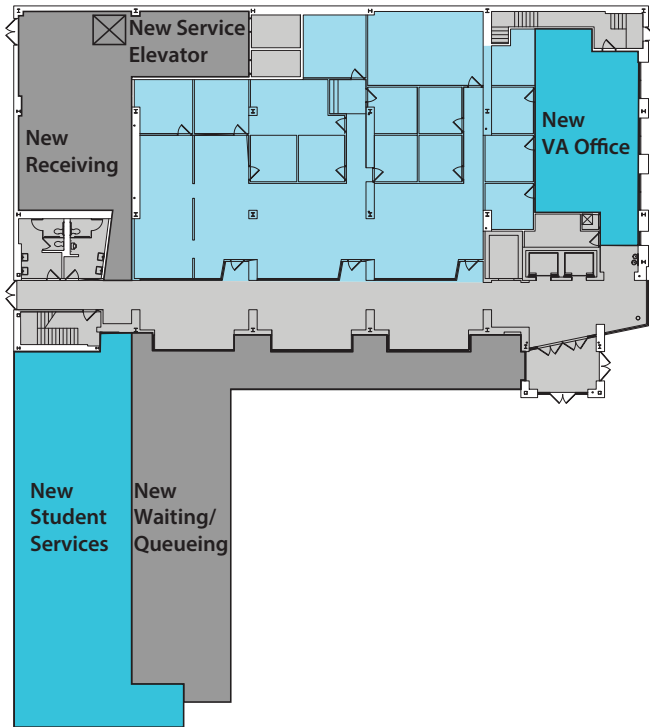
at the Andrews Building will create a functional and consolidated student services location. The Martin Building first floor and mezzanine will serve as academic swing space until the acquisition or lease of new space. The Student Center will continue to have an active ground floor with access to campus food outlets.

The diagram on the left illustrates those areas of the ground floor (in yellow) of TCC buildings that should showcase programs and activities that positively reflect the mission of the College.



GROUND FLOOR

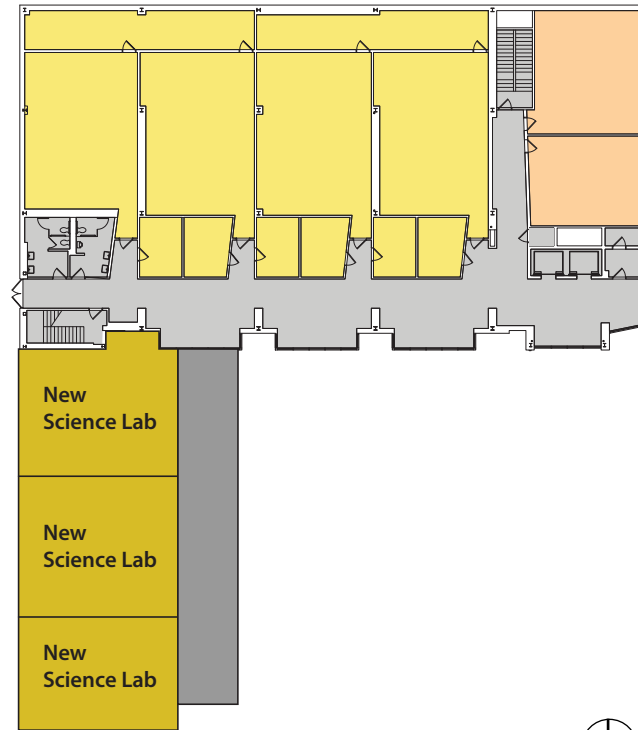
- Consolidates student services into one location for convenience and clarity in the administrative process
- Enables shared resources, efficiencies and information sharing for administrators
- Expands public queuing and waiting areas
- Expands space for “One Stop Shop” and Admissions
- Creates a larger central receiving area for the college
- Includes a service elevator suitable for science lab needs



Ground Floor

UPPER FLOORS

- Addition expands science lab or classroom capacity with up to nine new rooms (three per floor)
- Enhances service access to all science labs



Typical Upper Floor












RECOMMENDATIONS: ANDREWS BUILDING












Andrews Building

Proposed New Use

-  Academic
-  Fine Arts
-  Student Service
-  Science
-  Student Center
-  Administrative
-  Library
-  Culinary
-  Support/Service

Existing Use (Unchanged)

-  Academic
-  Fine Arts
-  Student Service
-  Science
-  Student Center
-  Administrative
-  Library
-  Culinary
-  Support/Service

RELOCATE CULINARY ARTS PROGRAM

- The College is in discussions with the City of Norfolk to relocate the Culinary Arts Program to a new state-of-the-art facility located in the vicinity of the Norfolk Campus.

GROUND FLOOR

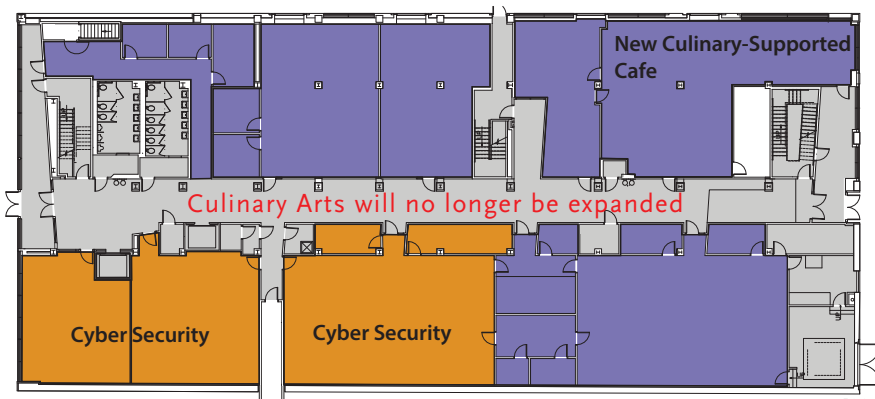
- Repurpose former Office of Veteran's Affairs (relocated to Andrews Building) and adjacent classroom for use by CyberSecurity.

THIRD AND FOURTH FLOORS

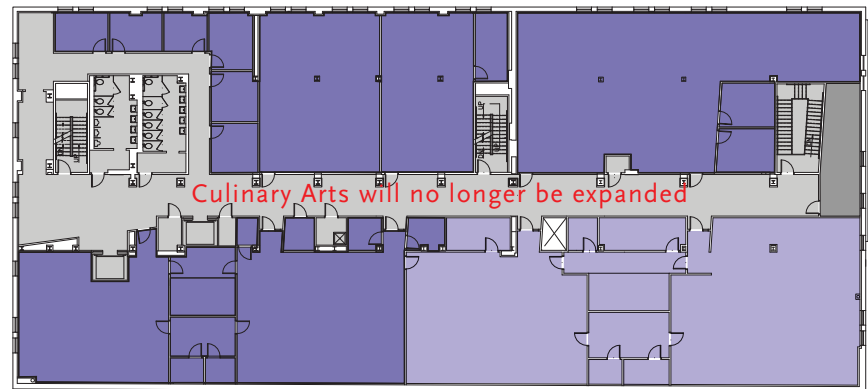
- Provide space for general office and classroom use



Walker Building



Ground Floor



Second Floor

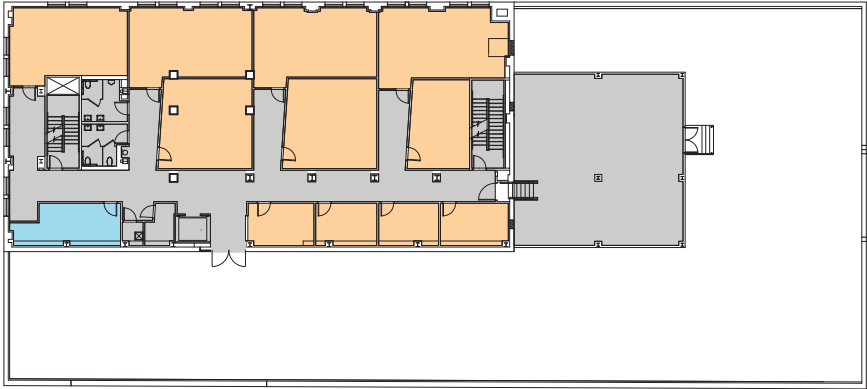
RECOMMENDATIONS: WALKER BUILDING

Proposed
New Use

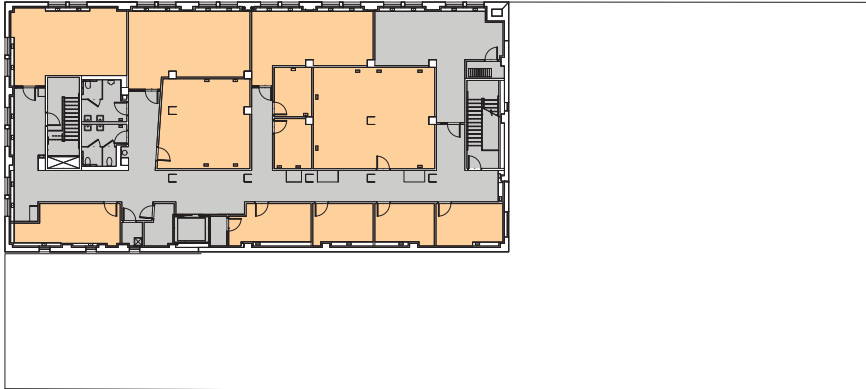
- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service

Existing Use
(Unchanged)

- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service



Third Floor



Fourth Floor



DEDICATE ROPER SOLELY FOR FINE ARTS

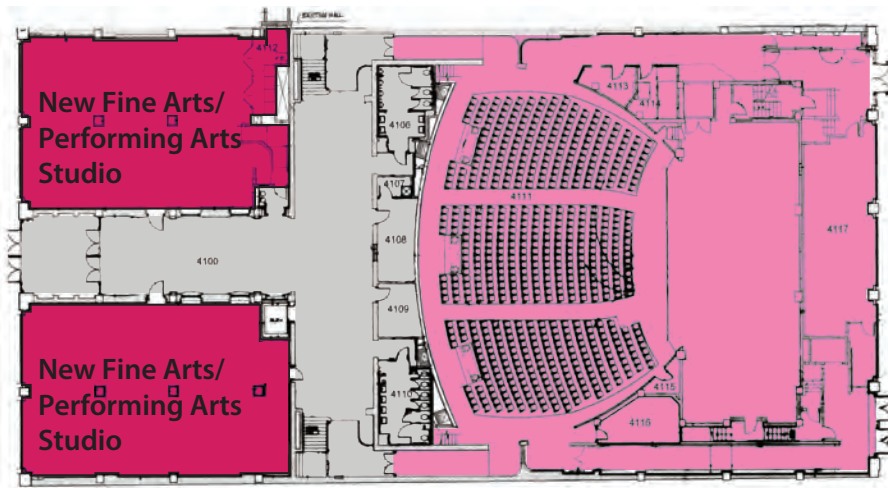
- Relocates computer lab and tutoring services and replaces with flexible studio, rehearsal and gathering spaces
- Relocates upper floor general classroom use to Andrews addition and replaces with performing arts practice spaces
- Creates opportunity to showcase one of TCC's premier programs in a prominent storefront location within Roper
- Creates opportunity for greater community interface and external partnerships through arts and gathering spaces

Proposed New Use

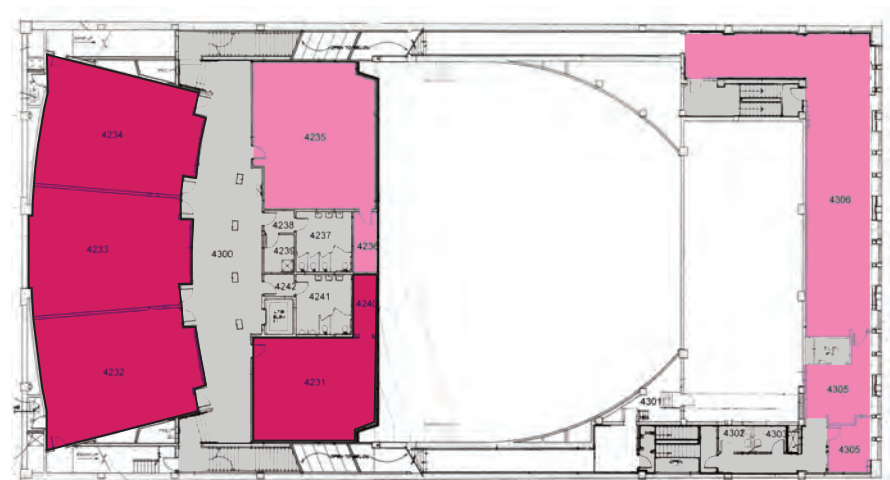
- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service

Existing Use (Unchanged)

- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service



Ground Floor



Second Floor

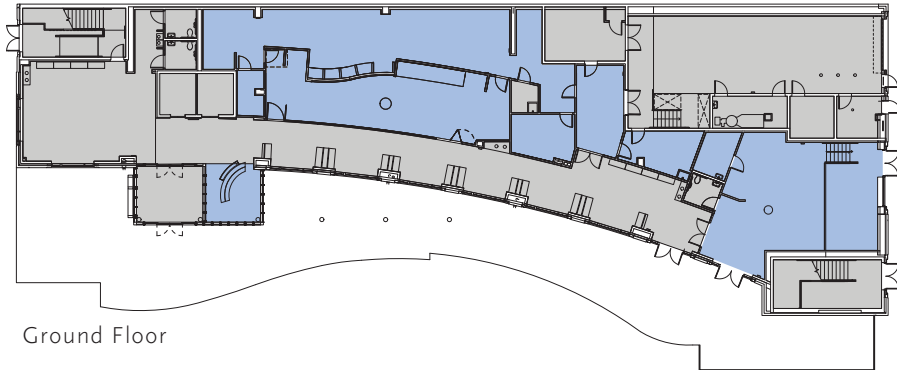




Roper Building

CONSOLIDATE STUDENT SERVICES AND ADMINISTRATIVE OFFICES

- Repurpose former TRIO office (relocated to Andrews Building) for study rooms or other suitable use.



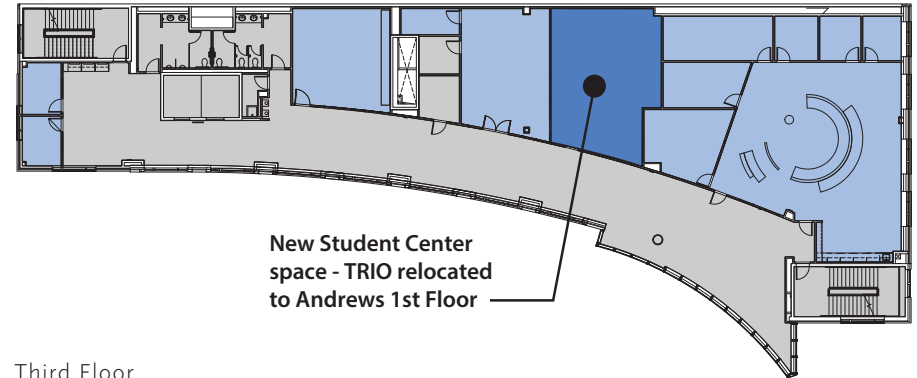
Ground Floor



Student Center Building



Second Floor



New Student Center space - TRIO relocated to Andrews 1st Floor

Third Floor

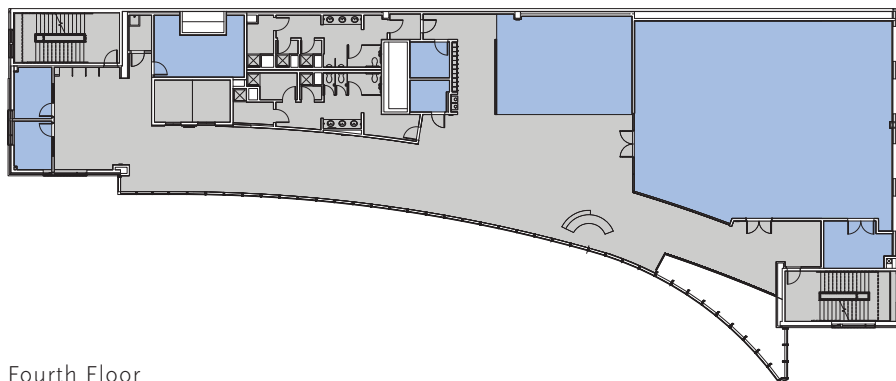
RECOMMENDATIONS: STUDENT CENTER

Proposed New Use

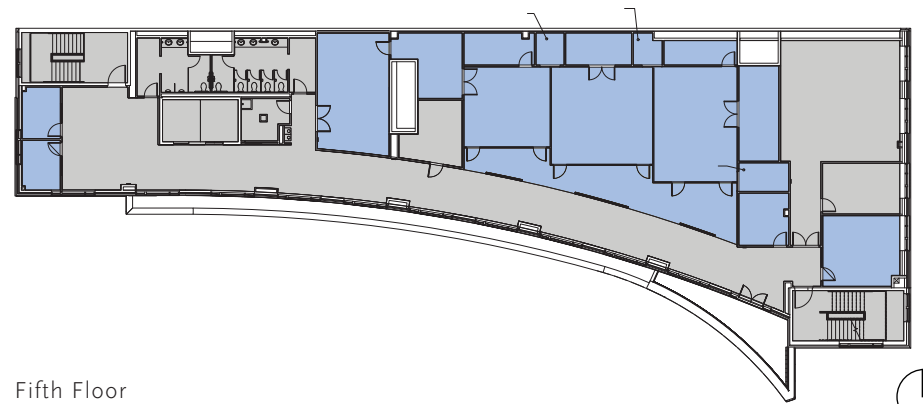
- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service

Existing Use (Unchanged)

- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service



Fourth Floor



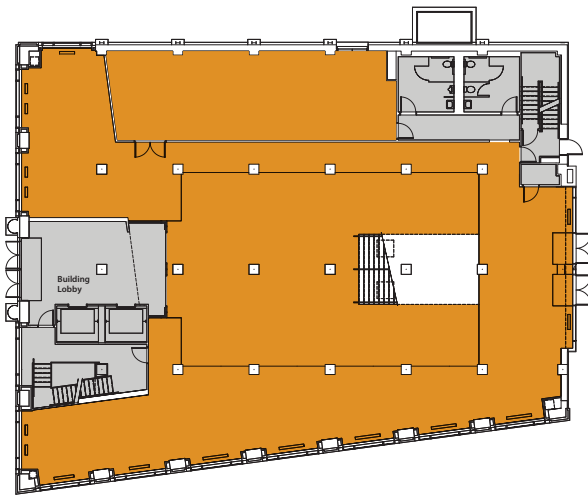
Fifth Floor

NEAR TERM: SPACE ALTERATIONS IN MARTIN BUILDING

- Inactive fifth floor space, and administrative sixth floor space are repurposed to support Testing Center, Counseling Center and open computer lab uses.

LONG TERM: SPACE ALTERATIONS IN MARTIN BUILDING

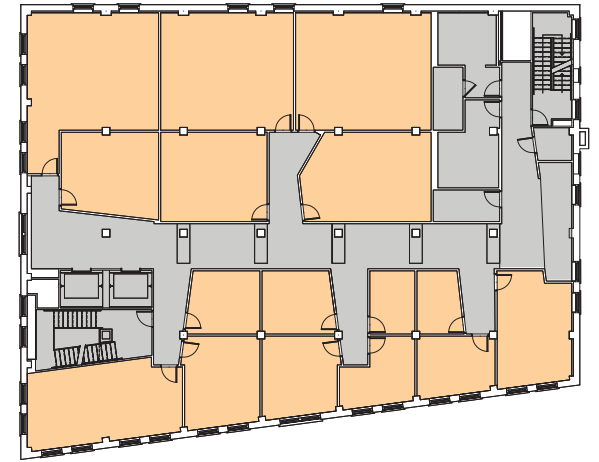
- Creates multi-use space for events associated with garden on east side of building
- Upper levels remain academic, support and office space



Ground Floor



Second Floor



Third Floor

RECOMMENDATIONS: MARTIN BUILDING

Proposed New Use

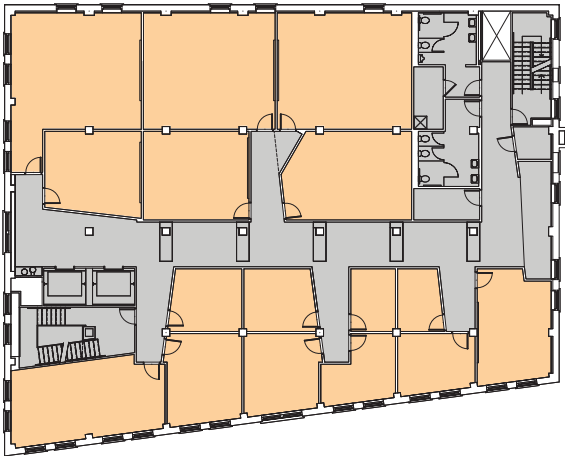
Existing Use (Unchanged)

- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service

- Academic
- Fine Arts
- Student Service
- Science
- Student Center
- Administrative
- Library
- Culinary
- Support/Service



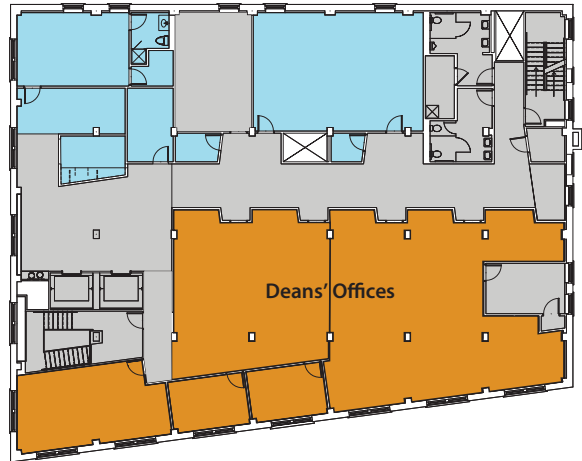
Martin Building



Fourth Floor



Fifth Floor



Sixth Floor







CHAPTER 3

TCC NORFOLK INFRASTRUCTURE



Norfolk aerial photography showing TCC Norfolk Campus location and five minute walking radius

SITE EXISTING CONDITIONS - CAMPUS CONTEXT

The Tidewater Community College (TCC) Norfolk Campus is located in downtown Norfolk in a densely urbanized area. The Campus is composed of five buildings, they are:

1. Andrews Science Building
2. Martin Building
3. Stanley Walker Technology Building
4. Roper Performing Arts Center
5. Student Center

The remaining campus areas are paved surface parking; walkways; and two landscaped plaza areas with a variety of native ornamental trees and shrubs.

Topography

The TCC Norfolk Campus is situated in the relatively flat coastal plain areas lying south of the Chesapeake Bay. Elevations on the Campus range from 8 to 12 feet on NAVD88.

Soils Information

According to the NRCS Soil Survey maps, the area is considered as urban land. The land cover consists mostly of impervious areas such as roads, buildings, parking lots, and walkways. The soils will not generally be very receptive to infiltration practices for stormwater management.

Floodplain Information

The Campus is located within floodplain, or Flood Hazard Areas, as shown on the National Flood Insurance Program Flood Insurance Rate Map for the City of Norfolk, Virginia Community Panel Number 5101040056H, effective date February, 2017. The Campus lies within Zone X, indicating an “Area of 0.2 percent annual chance flood; areas of the one percent annual flood chance flood with average depth of less than 1 foot or with drainage areas less than 1 square miles; and areas protected by levees from the one percent annual flood chance.”

Watershed Information

The TCC Norfolk Campus drains via a closed storm sewer system to the Elizabeth River, which is part of the larger Chesapeake Bay watershed.

ACCESSIBILITY

The campus master plan follows guidelines set forth by the VCCS Policy Manual, Section 10 - Physical Facilities, which states:

“All construction, alterations, or renovations of community college facilities must meet applicable Federal and State codes and standards, and follow, where required, the guidelines and procedures established by the State Council for Higher Education (SCHEV), the Department of Planning and Budget (DPB), the Department of General Services (DGS), and other regulatory authorities as applicable.”

“All capital projects shall be designed and constructed in accordance with applicable Virginia Construction Code (VCC) standards and the applicable accessibility code.”



Existing Condition -
Material Transitions, Surface Gradient Continuity, Wayfinding, Path Delineation

LAND DEVELOPMENT IMPACT

If a project disturbs more than 2,500 square feet TCC will be required to obtain a City of Norfolk Land Disturbing Permit. If the project disturbs more than one acre TCC will also be required to obtain a Virginia Department of Environmental Quality (DEQ) - Virginia Stormwater Management Program (VSMP) - General Construction Permit (GCP) and develop a Stormwater Pollution Prevention Plan (SWPPP).

If a project disturbs more than 2,500 square feet, a Stormwater Management Plan must be developed in accordance with either the (DEQ) or the City of Norfolk stormwater regulations. There are two development scenarios to consider:

- If the property for the project is acquired by TCC/VCCS, a stormwater management plan must be developed in accordance with DEQ’s Runoff Reduction Method and Energy Balance Equation. This applies to new development and re-development (renovation) projects. The Runoff Reduction Method and Energy Balance Equation are used to calculate the sites’ water quality and quantity, respectively.
- If the property is only being leased by TCC, and therefore no land disturbance is occurring, a stormwater management plan will not be required.

Table 1 summarizes the permitting requirements for regulated land disturbing activities.

Land Disturbance (X)	City of Norfolk Land Disturbing Permit	Virginia DEQ Construction General Permit (GCP)	Stormwater Management Plan
X < 2,500 sf	no	no	no
2,500 sf ≤ X ≤ 1 acre	yes	no	yes
X ≥ 1acre	yes	yes	yes

Table 1: Permitting Requirements for Regulated Land Disturbing Activities

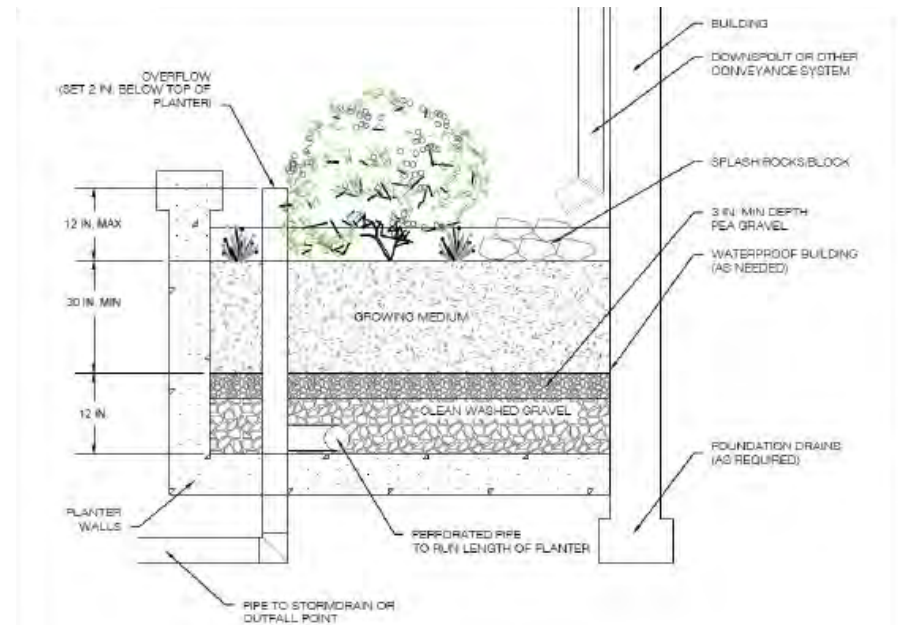
STORMWATER NARRATIVE

The TCC Norfolk Campus is located in a densely urbanized area with limited open space available to achieve stormwater quality and quantity goals. However, there are still several Best Management Practices (BMPs) that can be employed to meet stormwater goals for urbanized areas, such as an urban biofilters, green roofs, permeable pavements, or water quality inlets.

The aforementioned BMPs shall be designed in accordance with The Virginia BMP Clearing House specifications and use the Virginia Stormwater Management Handbook for an overall guidance in stormwater management. Descriptions of the BMPs are listed below.

Urban Biofilters

Urban Biofilters are planting areas that essentially have the same function as a regular bio-retention filter with the exception that they are adapted to fit in tight spaces. Stormwater runoff is stored and treated by filtering through a filter bed, which is typically served by an underdrain. The urban biofilter structures can be expanded tree pits, curb extensions, or foundation planters. These are intended to be used for small drainage areas such as pedestrian plazas and walkways within a larger urban development. Urban biofilters enhance the quality of stormwater runoff, as well as providing landscaping amenities.



Typical Bio-retention Basin



Urban Biofilter



Urban Biofilter

Green Roofs

Green Roofs, also known as vegetated roofs, are alternative roof surfaces that typically consist of waterproofing and drainage materials and an engineering growing media that is designed to support plant growth. Stormwater is captured and temporarily stored in the growing media before it discharges to the storm drain system. A portion of the captured stormwater evaporates or is taken up by plants, which helps reduce peak runoff rates and

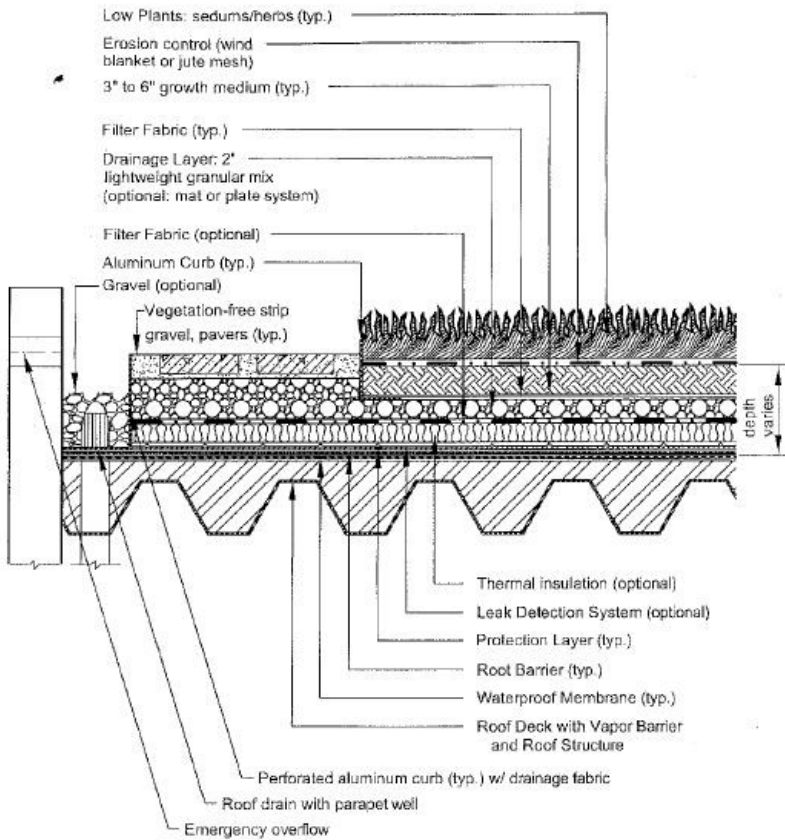
pollutant loads on development sites. There are two types of green roofs, intensive and extensive, which are defined by their depths and planting material. Intensive green roofs depth ranges from 6" to 4' thick with a wide variety of planting options, where extensive green roofs have a shallower depth and plant selection is limited.



Extensive Green Roof



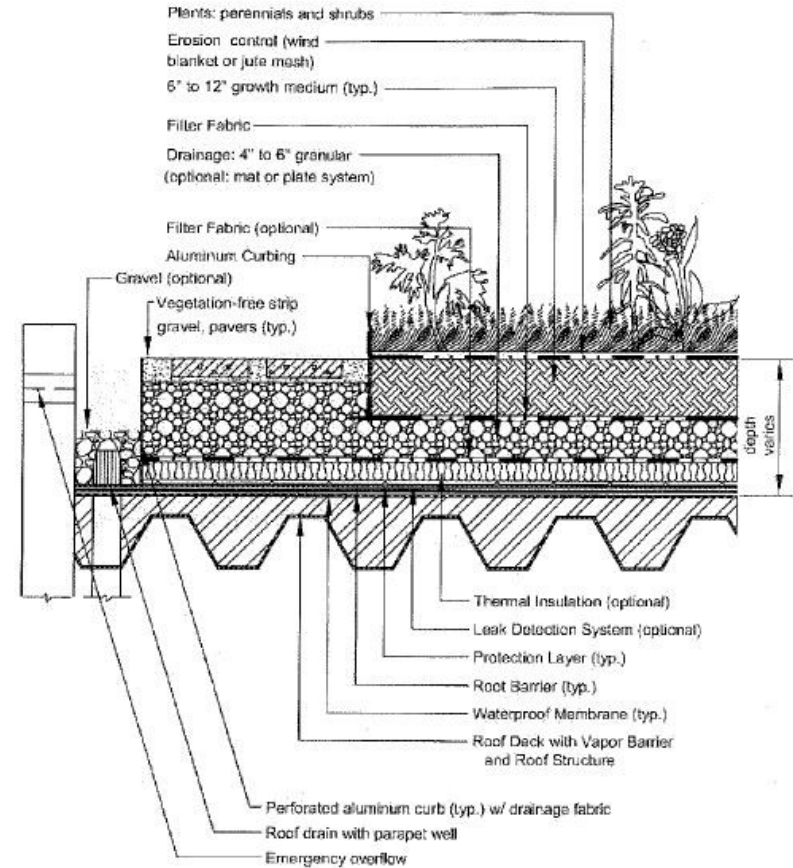
Intensive Green Roof



CROSS SECTION VIEW (NTS)

Figure 5.2. Typical Section – Extensive Vegetated Roof
(Source: Northern VA Regional Commission)

Green Roof (Extensive)



CROSS SECTION (NTS)

Figure 5.3. Typical Section – Intensive Vegetated Roof
(Source: Northern VA Regional Commission)

Green Roof (Intensive)

Permeable Pavements

Permeable Pavements rest on the surface of pervious stone bases underlain by filter fabric. They allow stormwater to infiltrate but also provide storage in the stone void spaces. Therefore, permeable pavement decreases peak runoff rates compared to traditional pavement. In areas where soils have low permeability rate, an underdrain will be necessary.

Water Quality Inlets

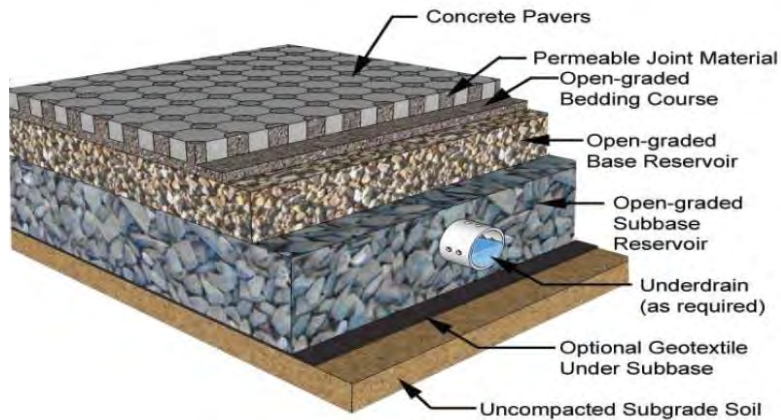
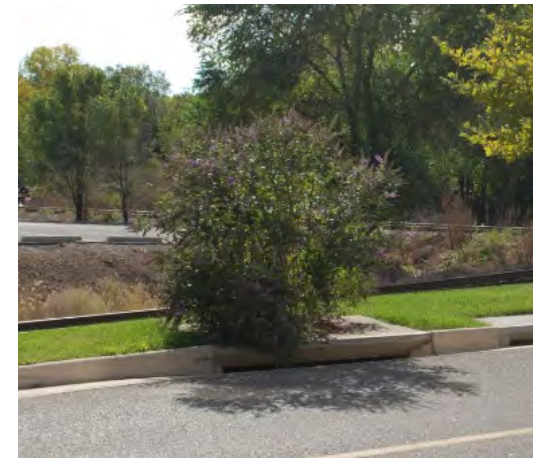
Water Quality Inlets are manufactured structures with mini bioretention cells installed beneath trees. These structures are placed in line with a storm drain system and can fit into most landscape schemes. Stormwater runoff is collected through inlets and treated by filtering through the filter media within the structure before it is released to the storm drain system. Partial runoff reduction rates can be achieved through these structures as well.



Typical Permeable Pavement Section



Water Quality Inlets



Permeable Pavers Typical Detail (Source: Smith, 2009)

NUTRIENT CREDIT TRADING

The TCC Norfolk Campus is located in a densely urbanized area where both public and private utilities are readily available. Municipal owned public utilities such as water, sanitary sewer and storm sewer are present around Campus in all adjacent public roadways and are anticipated to have sufficient capacity for the proposed development. Franchise, or private, utilities (including natural gas, telecommunications and electric) are all present in the vicinity as well, and should be accessible for service to the proposed buildings.

NUTRIENT CREDIT TRADING

In order to reduce the amount of phosphorus from the watershed entering the receiving Chesapeake Bay, the General Assembly is taking a more extensive approach in nutrient trading. Effective as of July 1, 2014, TCC has to option to purchase nutrient credits to offset the phosphorus loading from campus developments. There are several benefits in using nutrient credits, most notably there are no perpetual operation and maintenance costs to consider. Permits allowing nutrient credits are issued by Virginia Stormwater Management Program authorities (VSMP) based on the following benchmarks, where:

- Less than five (5) acres will be disturbed, or
- There is less than ten (10) pounds of phosphorus removal requirement, or
- 75% of the required phosphorus is captured on site (the remaining 25% may be obtained offsite)

For developments capturing less than 75% of the required phosphorus on site, nutrient credits can be obtained at the discretion of the VSMP authority given that:

- Alternative site designs have been considered that may better accommodate phosphorus removal,
- Appropriate on-site Best Management Practices (BMPs) have been considered in alternative site designs, and
- Full compliance with nutrient compliance requirements cannot be practically met on site.

TCC is located within the James River Watershed. The current approximate rate of phosphorus trading for this watershed is \$20,000 per pound phosphorus. This is a one-time fee.

SEA LEVEL RISE

Sea level rise is defined as the effect of thermal expansion (as ocean water warms, it expands), land based ice melting, and movement of water in the ocean causing the tidal elevations to increase. Additionally, sea level rise is affected by the sinking, or subsidence, of continental landmass. Subsidence is primarily caused by the lowering of the groundwater table due to water use.

While data is still being processed and refined, the risk of flooding due to sea level rise in low lying areas of Hampton Roads is increasing. Specifically, the City of Norfolk and TCC is anticipated to see significant sea level rise induced flooding due to its adjacency to tidal waters of the Chesapeake Bay.

The Virginia Institute of Marine Science is studying sea level rise and predicts an approximate 1.5' increase in the base flood elevation over the next 50 years. It is anticipated that unless major federal, state and/or municipal projects are undertaken to reduce the impact of sea level rising, the impact to coastal areas such as the City of Norfolk and TCC will continue to worsen.

TCC Norfolk Campus Sea Level Rise Development Considerations

- Continue to support local, regional and federal comprehensive planning efforts now to mitigate impacts over the next 25-50 years.
- Identify low lying areas prone to flooding both currently and with projected flood increases due to sea level rise and subsidence.
- Future design guidelines for the Norfolk campus must address plans and structures that will be adaptable to varying scenarios of flood impacts in the future.
- Long term developments (i.e. Major Buildings, Infrastructure, etc.) should be sited outside of the projected 2050 flood plain area to the greatest extent possible and should include appropriate mitigations for future intrusion of the flood plain. These mitigation measures should include raising finish floor elevations, developing buildings over ground floor parking structures, raising bulkheads where feasible, and using some recreational areas as flood confinement areas.

TIDEWATER COMMUNITY COLLEGE BOARD

NOMINATING COMMITTEE REPORT

APRIL 18, 2018

The Nominating Committee of the Tidewater Community College Board met on April 18, 2018, in the Green District Administration Building in Norfolk.

Members Present:

Jerome A. Bynum

Cynthia S. Free

Paulette D. Franklin-Jenkins (phone)

James N. Lucado (Chair)

Members Absent:

Others Present:

Latesha D. Johnson, Executive Assistant to the President

1. **Welcome and Call to Order**

Mr. Lucado, chair, determined the presence of a quorum and called the meeting to order at 5:30 p.m.

2. **Nomination of Officers**

Mr. Lucado reviewed the recent history of College Board vice chairs, noting that the board's *Policies and Procedures Manual w/ByLaws* stipulates that "...the Nominating Committee shall be sensitive to locality representation and board rotation...." in its deliberations to nominate a College Board Chair and Vice Chair for 2018-20.

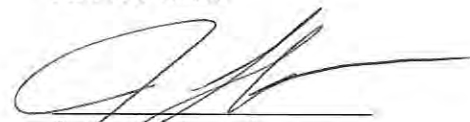
After some discussion, on a motion by Paulette Franklin-Jenkins, seconded by Jerome Bynum the committee voted unanimously to nominate Paulette Franklin-Jenkins as board vice chair for a two-year term beginning July 1, 2018.

On a motion by Jerome Bynum, seconded by Paulette Franklin-Jenkins, the committee voted unanimously to nominate John Murray as board chair for a one-year term beginning July 1, 2018.

3. **Adjournment**

There being no further business to come before the committee, Mr. Lucado adjourned the meeting at 6:05 p.m.

APPROVAL:



James N. Lucado
Chair

TIDEWATER COMMUNITY COLLEGE BOARD

MEETING OF THE EXECUTIVE COMMITTEE

APRIL 4, 2018

The Executive Committee of the Tidewater Community College Board met on April 4, 2018, in the Green District Administration Building located at 121 College Place in Norfolk.

Members Present:

Connie A. Meyer	John M. Murray
James (Jay) N. Lucado	Linda D. Ridenour
Terri N. Thompson	

Members Absent:

Others Present:

Edna V. Baehre-Kolovani, President & Secretary to the Board

1. **Welcome and Call to Order**

Ms. Thompson, chair, determined the presence of a quorum and called the meeting to order at 4:00 p.m., thanking the members for attending.

2. **Review/Discuss Faculty Senate Statements from March 13, 2018 College Board Meeting**

At the March College Board Meeting, Chairwoman Thompson provided the Faculty Senate an opportunity to address the board regarding concerns of transparency, communication, and declining enrollment. She acknowledged that the board heard their concerns and assured the board would meet to discuss appropriate next steps. As a result, Ms. Thompson scheduled an Executive Committee meeting to discuss statements provided by the Faculty Senate. To have a better understanding of the Faculty Senate's role in Shared Governance, Ms. Thompson provided the committee with a brief overview.

After review of the Faculty Senate comments, all committee members agreed the faculty senate's concerns focused on three areas – (1) lack of proactive planning during a time of decreasing enrollment, (2) exclusion of faculty in academic initiatives having direct implications in student success and (3) disregard for shared governance and authentic two-way conversation.

The Executive Committee asked Dr. Kolovani what steps had been taken since the March 13th College Board meeting to address the Faculty Senate concerns. She stated that she had charged the President's Advisory Planning Committee (PAPC) with recommendations on how to improve communications across the constituency and governance groups. As a result, she initiated Listening Sessions (a private meeting with her, the campus specific Provost and Senate Representative, and 6-9 faculty persons) to identify their concerns and to determine appropriate topics for the upcoming Town Hall meetings. Topics that emerged from the Listening Sessions included Budget Status, Enrollment, New Recruitment Plan, Implementation of the Guided Pathways, Strategic Planning Process, and Shared Governance. Dr. Kolovani stated she that would address all topics through the President's Cabinet, Shared Governance Committees, or through one of the Taskforce and include them on the Town Hall Meeting Agenda.

It was noted that the Faculty Senate expressed concerns but also asked for guidance from the Board. The Executive Committee agreed that board members should not provide direct guidance to the Faculty Senate.

The committee members discussed proper next steps and agreed the TCC board has an obligation to inform the State Board of this matter. Committee members discussed the purpose of the college board is to act in an advisory capacity to the State Board. It was also noted that the College Board serves as a channel of communication to the State Board. After a lengthy discussion, the committee made a unanimous decision to follow protocol and advise the State Board of this matter.

On a motion by Mr. Murray, seconded by Ms. Meyer, the Executive Committee voted to apprise the State Board. Chairwoman Thompson will draft a letter and forward it to the committee for review by April 16, 2018.

The committee members agreed the Board will work with Dr. Kolovani to ensure the concerns of the faculty senate are addressed. Dr. Kolovani will address the concerns as advised by VCCS leadership. There was a difference of opinion whether the Board should address the Faculty Senate directly since the Board was directly approached by the faculty senate. Ultimately, the committee members decided that Dr. Kolovani will advise she is working with the board to address concerns.

Mr. Lucado referenced the concerns regarding Guided Pathways. He asked Dr. Kolovani if she had a plan of action to work with the Faculty Senate to address that concern. Dr. Kolovani shared steps taken, which included the initiation of Wave 1 Pathways. Mr. Lucado asked if the board could receive an update on Guided Pathways and how the Faculty Senate will be involved. Dr. Kolovani agreed to a brief presentation at the May College Board Meeting. In the interim, she will forward information to the board to explain the concept of Guided Pathways.

3. **Adjournment**

There being no further business to come before the Executive Committee, Ms. Thompson adjourned the meeting at 6:15 p.m.

Respectfully submitted,



Latesha D. Johnson

Executive Assistant to the President & Board Liaison

APPROVAL:



Terri N. Thompson
Chair

2.16 Presidential Evaluation Procedure [VCCS *Policy Manual*, Section 3.15.2]

2.16.1 Purpose

The purpose of presidential evaluation is the improvement of performance, both individual and institutional.

Improvement of performance is a continuing process, a concept consistent with the premise that education, or learning, should be lifelong. It is consistent, too, with the reality that communities and people change over time, giving rise to new and different conditions and needs to which the community college should be responsive.

2.16.2 Objectives

The objectives of annual presidential evaluations are:

- a. to provide the president with a formal statement on the adequacy of the president's performance based on predetermined measures;
- b. to provide the college board and the chancellor with an appropriate mechanism for setting and monitoring progress toward attaining specified goals/objectives; and
- c. to identify serious problems that may require special attention.

2.16.3 Conditions

The Virginia Community Colleges are accountable to the State Board for compliance with System and State policy and for judicious management of resources.

The individual college is responsible to its college board for assuring that its mission, and its programs and activities, are based on and consistent with local needs, interests, and aspirations.

The position of president, defined by the State Board, includes reporting relationships to the college board and to the chancellor.

The role of president, defined in large measure by the interaction and interrelationships between the individual president and the communities and constituencies comprising the individual college, is situationally determined.

The president is singularly qualified and located to judge the performance of the institution and to be judged by same.

2.16.4 Evaluation Plan

The president shall be evaluated annually. The evaluation shall include, as part of its basis, an independent assessment of the president's accomplishments conducted by the college board. The final evaluation letter shall list each goal/objective followed by a narrative statement detailing the degree of accomplishment. The chancellor conducts an independent assessment.

a. College Board's Evaluation

The evaluation of the president by the college board shall be conducted by the executive committee working in conjunction with the president. The evaluation letter shall be reviewed by the president and shall be signed by the board chair and by the president and submitted to the chancellor no later than the May meeting of the college board.

b. Predetermined Goals/Objectives

At the board's August work session the college board and president shall establish goals/objectives to be used in the board's evaluation of the president for the ensuing evaluation period, with the goals provided by the chancellor as the primary basis for said evaluation.

c. Evaluation Process

The evaluation process shall be as follows:

- i. At the August work session of the college board, the president and the full board shall have a discussion of the goals/objectives and adopt them officially.
- ii. By March 15, the president shall submit a self-evaluation to the college board chair.
- iii. By April 15, the chair shall distribute the self-evaluation electronically to the full college board and receive feedback and input on the president's performance via electronic reply.

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- iv. By May 1, the president and the executive committee of the college board shall have a discussion in closed session regarding the president's performance.
- v. No later than the May meeting of the college board, the board shall have completed its evaluation of the president and submitted the appropriately signed evaluation letter to the chancellor.

TIDEWATER COMMUNITY COLLEGE BOARD

MEETING OF THE EXECUTIVE COMMITTEE

APRIL 26, 2018

The Executive Committee of the Tidewater Community College Board met on April 26, 2018, in the Green District Administration Building located at 121 College Place in Norfolk.

Members Present:

James (Jay) N. Lucado
John M. Murray
Terri N. Thompson

Connie A. Meyer
Linda D. Ridenour

Members Absent:

Others Present:

Edna V. Baehre-Kolovani, President & Secretary to the Board
Dr. Christopher Lee, Associate Vice Chancellor
Latesha D. Johnson, Executive Assistant to the President & Board Liaison

1. Welcome and Call to Order

Ms. Thompson, chair, determined the presence of a quorum and called the meeting to order at 4:00 p.m., thanking the members for attending. She introduced Dr. Christopher Lee, Associate Vice Chancellor of Human Resource Services, and thanked him for attending.

2. Discuss the President's Self-Evaluation

Chairwoman Thompson briefly reviewed the purpose and objectives of the annual presidential evaluation in Section 2.16 of the *Tidewater Community College Board Policies & Procedures Manual w/By-Laws*.

The Executive Committee had received Dr. Baehre-Kolovani's 2018 Mid-Year Report and Self-Evaluation. Prior to going in closed session, Ms. Thompson provided Dr. Baehre-Kolovani an opportunity to summarize her performance and address questions from the committee regarding her self-evaluation. After some discussion, Dr. Baehre-Kolovani summarized her self-assessment. She noted the -1.7% change in baseline for Fall 2017. However, she stated that the metrics were relatively good, percentage wise, in comparison with the 23 VCCS colleges. She noted positive indicators around the workforce initiatives. TCC had the highest number of workforce credentials awarded (1,807) for FY2017, although the comparison data from VCCS is incomplete. Dr. Baehre-Kolovani shared that TCC launched its Major Gifts Campaign in Fall 2017 and has achieved 20% of its goal as of April 2018. She acknowledged the financial impact of the enrollment decline, the performance based funding model, the need to deal with significant budget reductions each year, and the reductions in force. Dr. Baehre-Kolovani acknowledged her communication with the board needed to improve. In conclusion, she updated the committee on the use of the Presidential Housing Supplement.

3. Closed Session

After review of the summarized self-assessment with the president, and, in accordance with section 2.2-2711 (a) of the code of Virginia, the Executive Committee and Dr. Lee moved to meet in closed session to review in detail the College Board's assessment of the president's performance, the 10

TCC Goals for Academic Year 2018-19 as they relate to the Chancellor's Goals Supporting *Complete 2021*, and the proposed continuation of the Presidential Housing Supplement for 2018. Dr. Baehre-Kolovani and Ms. Johnson were excused from the meeting. A few hours later, Dr. Baehre-Kolovani was invited to join the committee. Ms. Johnson did not return to the meeting at that time.

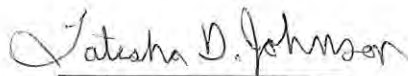
4. **Open Session.** Later, the Executive Committee concluded its closed session and reconvened the open session—Drs. Baehre-Kolovani and Lee remained in the meeting. Ms. Johnson returned to the meeting. A roll call vote was taken and all committee members were present certifying that to the best of each member's knowledge (I) only public business matters lawfully exempted from open 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 Committee.

Chairwoman Thompson stated the board discussed and acted on a personnel matter while in closed session. The action and details were discussed with Dr. Baehre-Kolovani in closed session. On a motion by Mr. Murray, seconded by Ms. Ridenour, the Executive Committee, with Dr. Lee in attendance, moved to affirm the results of the personnel evaluation discussed in closed session. Chairwoman Thompson will provide a final evaluation letter to the Chancellor on the College Board's behalf.

In addition, the board voted to take action on the Presidential Housing Supplement for fiscal year 2018. On a motion by Ms. Ridenour, seconded by Ms. Meyer, the Executive Committee, with Dr. Lee in attendance, moved to affirm the decision made in closed session.

5. **Adjournment**
There being no further business to come before the Executive Committee, Ms. Thompson adjourned the meeting at 7:40 p.m.

Respectfully submitted,



Latesha D. Johnson
Executive Assistant to the President & Board Liaison

APPROVAL:



Terri N. Thompson
Chair

TIDEWATER COMMUNITY COLLEGE BOARD

Proposed 2018-19 MEETING SCHEDULE

Thursday	August 9, 2018	Student Center Virginia Beach Campus (Work Session)
Tuesday	September 11, 2018	Green District Administration Building Norfolk
Tuesday	November 13, 2018	Student Center Portsmouth Campus
Tuesday	January 15, 2019	Student Center Chesapeake Campus
Tuesday	March 12, 2019	Regional Health Professions Center Virginia Beach Campus
Tuesday	May 14, 2019	TCC Regional Workforce Solutions Center, Suffolk
Thursday	August 8, 2019	Student Center Norfolk Campus (Work Session)

Notes

1. All regular meetings of the board commence at 4:00 p.m. on the second Tuesday of the month, unless otherwise noted, and typically conclude by 6:00 p.m.
2. The August meeting is framed as the board's annual planning session.