

**THOMAS  
NELSON**

*becoming*

**VIRGINIA PENINSULA  
COMMUNITY COLLEGE**



**President's Report to the College Board**

April 2022

## Introduction

### April is National Community College Month.

The primary goals of Community College Month are to improve awareness of the economic, academic, and equity advantages of attending community colleges, and to reverse longtime stigmas mistakenly associated with public two-year colleges. Public community colleges are a uniquely American model of education that was designed to guarantee access to an affordable, high-quality higher education for all, serving a demographically and socioeconomically diverse population. Community colleges also serve as an onramp to all other higher-level degrees. Community colleges guarantee open admissions for all students. They offer flexibility and supports for adult students who must work to support their families. Without community colleges, many American students would not be able to access higher education at all. In short, community colleges were created to serve the needs of their communities.

### The First Quarter of 2022

The first quarter of 2022 was filled with new challenges and opportunities for the college.

- January ushered in the new Omicron variant of COVID-19, which generated new health scares as the college was ready to return 50% of its classes to in-person meetings.
- By early February, mandatory vaccination reporting was eliminated and in March the Chancellor rescinded the system-wide mask mandate.
- Faculty, staff, and student struggles with food and transportation insecurities were further exacerbated as the price of groceries and gasoline increased dramatically.
- As we implement strategies to increase our enrollment and retention, we are grappling with the impact weekly retirements and resignations have on our student and community service levels.

Our faculty and staff have rallied around each other - providing our students, partners, and each other with the support needed to successfully complete the academic year. Most importantly, recent political criticism regarding the efficacy of Virginia's community colleges has not detracted or distracted us from fulfilling our mission and accomplishing our strategic goals.

### Masking on Campus

- The mask mandate was rescinded on March 14, without fanfare. Offices and classrooms are open across all campuses and off-site locations.
- Our faculty, staff, and students remain respectful of each other's mask preferences, and we are congregating safely and returning to in-person activities.
- Virtual meetings, events, and class options remain available for those who desire them.
- The pandemic created new desires and expectations regarding remote work and class instruction. We continue exploring ideal combinations of telework and remote and high-flex course instruction. Our primary goal is to identify multiple options that allow us to remain responsive to student needs and competitive among fellow employers.

### The Great Resignation

The college has lost approximately one staff person per week since returning to campus in January 2022. Conversely, it takes an average of 2-3 months to hire or rehire a new team member – assuming the candidate is identified during the first search. Female staff, who are primary care providers, continue to struggle with access to and the affordability of quality childcare. This has a direct impact on faculty/staff retention. This loss of talented, experienced staff diminishes what the college can deliver, requires us to incur the costs of hiring temporary staff, dedicated current staff time to train replacements, and, perhaps most importantly, places a significant burden on the remaining staff to do more with resources that were already limited. **While challenging, the departures provide a significant opportunity.** Each college division has been exploring a reorganization that reflects an ideal business model, that is both lean and nimble. We are evaluating the organization based on the critical skills needed to be effective and innovative. The outcome of this organizational evaluation will allow us to make informed decisions regarding which positions must be refilled

or repurposed. The President's Cabinet is working collaboratively on the reorganization, with Deans and College Constituency Group Leaders. With consultation from the VCCS, we anticipate a new College organization to take effect by Spring 2023.

### Attacks on Virginia's Community Colleges

Recent judgments regarding the efficacy of community colleges took center stage during this quarter's political theater. Declining enrollment is a sensational talking point. However, as higher education institutions across the country struggle with enrollment decline, the focus on headcount alone is myopic at best. Community college enrollment has declined across the United States –since 2010. Additionally, the National Student Clearinghouse reports that at least one million students have not enrolled in college since fall 2020. While most institutions experienced severe declines two years in a row, this enrollment crisis hit low-income, minoritized student populations the hardest - the populations that community colleges serve.

### Why is headcount a myopic assessment of community college efficacy?

**Funding:** Community Colleges cannot do more with less. Last year the Washington-based think tank Education Reform Now found that Virginia “provides 68% more in state funding to public four-year colleges than it does to two-year community colleges per full-time equivalent student” – **even though those two-year schools have less “institutional wealth” (i.e., endowments) and serve students from distinctly less affluent backgrounds.** The same report also found that Virginia ranked 44th in the nation “in state funding for two-year colleges per full-time equivalent student.” State funding won't solely increase enrollment and retention. However, that funding would enhance our marketability by supporting modernized and renovated buildings, facilities, state-of-the-art technology, high-quality advertising, and modernized student engagement options.

**Our Adult Student Population and Life Choices:** The average age of a traditional academic student in the Virginia community college system is 26. The average age of those in workforce development programs is 36. Many of our potential students simply cannot afford to go back to school, even if they truly need to. Free tuition programs help with college affordability. However, our adult potential student population is also managing rent and childcare, food insecurities, utility payments, and reliable transportation issues. This is further exacerbated if the current or potential student is employed in a low-wage job.

Recent labor shortages in our region have made it possible for our potential students to earn significant signing bonuses and salaries of \$15-\$20 per hour for entry-level jobs that require no college education. Signing bonuses and \$20 per hour jobs may not provide economic mobility, however, our potential students may delay their education and training goals in lieu of attractive short-term alternatives.

**The Birth Dearth:** The number of births in the United States peaked in 1990 at 4,179,000, declining to 3,882,000 in 1997. New births didn't top the 1990 high until 2006 and 2007. At the turn of the 21st century, college enrollment leaders and employers became aware of the Nation's “birth dearth” and the anticipated impacts it would have on higher education and the workforce. Thus, colleges should have and must continue to recruit diverse populations since traditional-age high school students that higher education institutions typically relied on, were simply not born.

### “Never let a good crisis go to waste.”

After serving for 25 years at public, private, and for-profit community colleges and universities, I am deftly aware that no other institutions of higher education serve the population we serve and achieve the results we do with the limited funding available. **There is plenty our colleges can and will do to increase enrollment, retention, and new student application conversion rates.** Our new leader for Enrollment Management, along with the college cabinet, and Faculty Senate are:

- Leading an audit of the Admission and Registrar areas to identify opportunities for automation and elimination of practices that delay new student enrollment,

- Increasing grassroots recruitment strategies that include a return to community-based organizations, military bases, and our high school buildings,
- Implementing the new VCCS student onboarding model,
- Hiring interns from local colleges to assist with social media marketing,
- Scheduling courses in a manner that is responsive to student and employer needs,
- Providing proactive outreach to at-risk students before they opt out of enrollment,
- Providing support and training for faculty whose programs are fledgling,
- Cross-training staff to provide holistic enrollment generalist support to each student at each campus, and
- Using these challenges as an opportunity to reorganize the college in a manner that leverages the skills of our employees to meet the critical needs of the college and our community.

## Faculty and Staff Updates

### Dr. Porter Brannon

Hampton City's local school Board submitted Dr. Brannon's name to the Virginia School Boards Association in recognition of her local school board work and support for the public school students in our community. This is an incredible honor and evidence of the powerful partnerships we seek to expand upon as we fulfill our mission to *change lives and transform communities*.

### Dr. Valerie Burge-Hall

Congratulations to our chapter of Phi Theta Kappa. Under the incredible leadership of Dr. Valerie Burge-Hall, our chapter of Phi Theta Kappa has been recognized as a 5-Star chapter. We have received this honor two years in a row. Additionally, our student Anastasia Whitley, is **one of 20 college students from across the nation** named to the prestigious All-USA Academic Team. More than 2,200 students were nominated for this award. Ms. Whitley will receive a \$5,000 scholarship. Team members were selected for their outstanding intellectual achievement, leadership, community, and campus engagement. Anastasia Whitley will be recognized during the American Association of Community Colleges' (AACC) convention in May. In addition to the scholarship funds, recipients will be presented with commemorative medallions, and their college presidents will receive commemorative obelisks. This year's Phi Theta Kappa awards include:

- Distinguished Advisor Award - Valerie Burge-Hall – Thomas Nelson
- Hallmark Awards - Distinguished Chapter Officer Team, Third Place
- Distinguished College Project - Third Place – “Promoting Mental Wellness”
- Distinguished Theme Award - Natural and Constructed Environments, First Place
- Continued Excellence Chapter – 1 of 8 Chapters recognized.

### Professor Marian Clifton

The VCCS selected Professor Marian Clifton to receive the 2022 George B. Vaughan Leadership Award for Outstanding Adjunct Faculty. Vaughan Award recipients are chosen through a competitive selection process overseen by a panel of outstanding educators assembled from across the VCCS by the Assistant Vice Chancellor, Student Success, and Professional Development. The panel will select adjunct faculty members who they determine best embody the excellence in leadership, teaching, and dedication to student success. Candidates should demonstrate consistently superior teaching and a commitment to providing students with instruction of the highest quality; adapt readily to student needs, interests, and problems; provide outstanding support for the

growth and development of individual students; and demonstrate the use of relevant, contemporary information from their discipline in their teaching.

#### **Mark Kramer, Manager of Facilities, Planning & Capital Outlay**

On April 1, 2022, Mark Kramer who served as the Manager of Facilities, Planning & Capital Outlay in the Plant Services department tendered his resignation/retirement from TNCC. The College is grateful for Mr. Kramer's 13½ years of dedicated service to the College and wishes him all the best in his future personal and career pursuits.

#### **Kris Rarig, Vice President of Student Affairs**

On March 25, 2022, Dr. Kris Rarig who served as Vice President of Student Affairs, retired from TNCC. The College is grateful for Dr. Rarig's contributions to the college and her commitment to student success. The College and wishes Kris all the best in her future personal and professional pursuits.

#### **Alicia Riley, Special Events Manager**

In March 2022, Alicia Riley who served the college as the Special Events Manager, departed Thomas Nelson to pursue an opportunity to work with the William and Mary law school. The College is grateful for Ms. Riley's 15 years of dedicated service to the College and wishes her all the best in her future career endeavors.

#### **Keisha Samuels, Interim Dean of Community Partnerships and Student Success**

Professor Keisha Samuels has agreed to take the lead in our next efforts for the Southeast Newport News Initiative. Professor Samuels has been teaching Health and Human Services curriculum through the Southeast Center for Higher Education for several years and is very invested in the community. She assumes her new role as Interim Dean for Community Partnerships and Student Success immediately and will oversee our efforts to increase our presence by developing programs for implementation offered at the Center as well as serving as the lead connector for the Center for Early Childhood Education (CECE). This interim role is in place from February 2022 through May 2023. At that time, we will re-evaluate the needs and funds available for Southeast Newport News Initiatives.

#### **Lonnie Schaffer, Interim VP of Academic Affairs**

Dr. Lonnie Schaffer left retirement in August 2021 to serve in a temporary part-time position as the Interim Vice President of Academic Affairs. The goals set for these past nine months included the development of a plan for accelerated program review, recommended re-organization of the academic affairs division, and recommended adjustments in the course scheduling process. While many of these priorities are underway, the day-to-day issues and personnel matters that the VP position is required to address took much of Dr. Schaffer's time. As we near the end of the temporary position (ending April 29, 2022) we have a greater understanding of the qualities and skills needed for the new Vice President. We also have a better grasp on the systems-based and foundational issues that need to be addressed in the years to come. We are grateful to Dr. Schaffer for her assistance and hard work throughout her full tenure at the College.

#### **Doris Shadouh, Interim Director of Communications, Marketing and Public Relation,**

Ms. Doris Shadouh, Digital Communications and Marketing Manager, has been named Interim Director of Communications, Marketing and Public Relation, beginning in March 2022. In this role, she is leading the Communications and Marketing Team in implementing the strategic marketing plan developed in partnership with Consociate Media and the rebranding initiative associated with the College's name change. A presentation by Ms. Shadouh on these initiatives and the return on investment to date from the FY 2022 local funds for marketing is scheduled for the April 20, Local College Board meeting.

#### **STEM Dean Search**

The search for a Dean of Science, Technology, Engineering, and Mathematics is underway. The initial posting yielded twenty-seven (27) applicants. The Committee, made up of 2 faculty members, 1 academic advisor, a

search advocate, and a community partner from New Horizons Regional Education Center was chaired by the Director of Strategic Initiatives. Fifteen candidates participated in initial interviews and four finalists will be interviewed from April 15-18. The search looks very promising, and we hope to have a new Dean of STEM on campus as of July 1, 2022.

### VPAA Search

The search for a Vice President of Academic Affairs (VPAA) is underway. As the chief academic officer of the college, it is imperative that we identify the best leader to take on this crucial role. The initial candidate pool yielded 36 applicants. The Committee is chaired by the AVP of Human Resources and includes two faculty members, an academic affairs administrative assistant, a search advocate, and a community partner from New Horizons Regional Education Center. The committee is currently finalizing their review of candidates to determine individuals that will be selected for initial screenings tentatively scheduled for mid-April. Upon completion of candidate screening interviews, finalists will be identified and invited for on-campus interviews with the goal of welcoming a new VPAA to the college in the summer of 2022.

### Employee Turnover

During the first quarter of 2022 the college experienced an initial staff turnover of 23 employees as a result of retirements (6), resignations (15), and employee passing (2). However, two employees who tendered their resignations, elected to return to the college resulting in a net total turnover of 20 employees:

	Name	Position	Division	Effective Date	Reason
1	Sumbry-Caldwell, Shakeesta	HR Analyst II	Human Resources	1/14/2022	Resigned
2	Keeling, Natalie	HR Analyst I	Human Resources	1/21/2022	Resigned <sup>1</sup>
3	Hemenway, Jerry	ESS III	Workforce Development	2/1/2022	Resigned
4	Moore, Petrina	Info Technology Specialist III	Financial Affairs	2/5/2022	Death
5	Rogers, Katja	Financial Aid Advisor	Financial Affairs	2/22/2022	Resigned
6	Dotson, Sharon	Trainer Instructor I (Math Emporium)	Academic Affairs	2/22/2022	Death
7	Torone, Steven	Trades Technician III	Financial Affairs	2/24/2022	Resigned
8	Charland, Carmen	Education Support Specialist II	Student Affairs	3/1/2022	Resigned
9	America, Latasha	HR Analyst II (temp)	Human Resources	3/1/2022	Resigned
10	Riley, Alicia	PR & Marketing Specialist III	Institutional Advancement	3/9/2022	Resigned
11	Hanlin, Maryelaine	Librarian	Academic Affairs	3/23/2022	Resigned
12	Holliday, Benjamin	Law Enforcement Officer I	Financial Affairs	3/24/2022	Resigned
13	Hedrick, Matt	Library Specialist I	Academic Affairs	3/24/2022	Resigned
14	Rarig, Kris	VPSA	Student Affairs	3/25/2022	Retired
15	Wright, Tamera	Education Support Specialist II	Student Affairs	3/31/2022	Resigned
16	Lindley, Suzanne	Education Coordinator I (Career Coach)	Student Affairs	4/1/2022	Resigned
17	Kramer, Mark	Engineer	Financial Affairs	4/14/2022	Resigned
18	Adrian, Elisa	Dentist I	Academic Affairs	4/28/2022	Resigned

19	Schaffer, Lonnie	Interim VPAA	Academic Affairs	4/29/2022	Resigned
20	Hathaway, Janice	Arts Faculty	Academic Affairs	6/1/2022	Retirement
21	Guthrie, Sandra	Store & Warehouse Specialist III	Financial Affairs	6/1/2022	Retirement
22	Spruill, Glen	Law Enforcement Officer I	Financial Affairs	6/1/2022	Retirement
23	Pounder, Gary	Asst. Director Veterans Recruiting	Student Affairs	7/1/2022	Retirement

Comparing these results with prior years (3-year trend), combined employee turnover across all three categories during the first quarter of 2022 remains flat overall. However, when evaluating specific categories of turnover, the college has experienced a twenty-five percent increase in resignations compared the combined three-year trend in this category, and a sixty-seven percent increase year-over-year (2021 vs 2022).

Q1	Retirements	Resignations	Terminations
2022	6	15	0
2021	5	9	3
2020	3	11	4

As the college continues to evaluate and identify opportunities to better serve our students and the community-at-large, we recognize the need to carefully examine the impact of employee turnover. Ongoing hiring decisions (both new and replacement hiring) will continue to be guided by both our strategic priorities and our commitment to providing broad and equitable access to higher education and workforce training that empowers our community to thrive and grow.

## Academic Affairs

### Progress Update on Accelerated Program Review

Following the February 2022 discontinuance of 18 academic programs that had very low enrollment and graduate numbers and no clear connections to ongoing College initiatives or grant programs, the focus has now shifted to an additional set of seven programs that are somewhat stronger in terms of current enrollment and graduate numbers but are in danger of falling below viability standards in coming years. The Interim Vice President for Academic Affairs and the Director of Institutional Research and Effectiveness will be meeting in the coming weeks with the faculty who oversee those programs to discuss enrollment challenges, provide research support, and identify growth strategies. As part of that work, program faculty will be asked to develop short-term action plans for recruitment and retention. The goal is to find more immediate ways to positively impact enrollment for those programs for the 2022-2023 academic year, and to then engage in a more complete program review and planning process throughout the coming year.

### Faculty Collaboration in Support of Theater Students

When the roof over the Dr. Mary T. Christian Auditorium collapsed in April 2021, Thomas Nelson's Performing Arts department was left without a home, and students pursuing a concentration in performing arts could have potentially graduated without stepping foot in an auditorium.

With assistance from English professor Jacqueline Blackwell, professors Sandra Calderon-Doherty, CeCe Wheeler, and Theater Manager Jim Worthy our students have an amazing opportunity to partner with the American

Theater in Hampton. Richard Parison, the artistic director at the American Theater, provides internship opportunities for students in Jim Worthey's class. Students learn all aspects of developing a show. The American Theater offers shadowing opportunities with professional theater performances that come to town. Professor CeCe Wheeler enforced how important this partnership is for our students and how important community involvement is in the success of the Colleges' visual and performing arts classes. This is also an example of how the community is participating in developing the next creative workforce. Even after the College's theater is rebuilt, this collaboration could continue.

## Community College Workforce Cooperative



Founded in early 2021, the Community College Workforce Cooperative (CCWC) is now beginning its second year of operation. The CCWC made significant progress in its first year by establishing organizational branding, launching a website and social media accounts, initiating a strategic planning process, and engaging the partner colleges in discussions regarding operational expectations. CCWC operational review and the inaugural strategic planning process will continue with the partner colleges through spring 2022.

Early project focus has been placed on supporting the skilled trade workforce needs of the shipbuilding and ship repair, offshore wind, and infrastructure industries. Strategic partnerships with the Hampton Roads Workforce Council, the Virginia Ship Repair Association (VSRA), and Newport News Shipbuilding are demonstrating early success through the Hampton Roads Skilled Trades Rapid On-ramp Network for Growth (HR STRONG) pilot initiative. HR STRONG expands upon the successful Marine Trades Training program, delivered in partnership with VSRA at all three partner colleges, by adding additional trade content and courses in specific occupations, increasing program awareness and recruitment through leveraged partner networks, and providing additional student support services to eliminate common barriers to student success. Initial pilot funding was received from Workforce Opportunity and Innovation Act funding along with a private match from Dominion Energy. Expanding the HR STRONG framework to further increase overall program capacity and throughput is planned and additional investments are targeted. Demand for skilled trade workers in these critical Hampton Roads industries currently exceeds combined program production, but we are taking the collective steps necessary to increase program completions and overall regional capacity.

## Finance and Administration

### Finance Update

The College remains on target to complete the year with a state surplus due to CARES funds and a healthy carryforward surplus from last fiscal year. A 3rd quarter Local Funds report will be provided at the May 2022 meeting.

### Extension of CARES Act Funding Usage

We are very pleased to report that use of the College's CARES funding balance has been extended to June 2023. The original deadline for spending CARES funds was May 2022; however, the Department of Education has extended that for all schools, in part, to allow more time to make purchases and complete projects slowed by supply chain and workforce issues.

### Facilities Update

April 5 marked the one-year anniversary of the Templin Auditorium roof failure. The System Office, in coordination with the College, has done a tremendous amount of work to get the site ready for rebuilding. While design and approval work has continued throughout, visible onsite construction should begin in early fall.



Renovation of the replacement space at Hampton IV, on Butler Farm Road, continues and we hope to be occupying the space in fall 2022.

### **Information Technology Update**

Most buildings have completed rewiring of upgraded Wi-Fi capability. Network installation completion is expected by the end of spring/start of summer, to be followed by the transition of users and services from the old college network to the new. The College arranged an agreement with Microsoft to have the manufacturer implement significant, upgraded security services at no cost to the College. These services will provide added artificial intelligence to protect online activities with Microsoft as well as to examine network activities in real time for signs of any threat.

### **Institutional Advancement**

#### **College's Annual Report**

The College's 2020-21 Annual Report "Stronger Together" is available on the College website at <https://www.tncc.edu/foundation/annual-reports>. Five hundred printed copies are being mailed to key community partners, constituents, donors, and alumni. College Board members will be distributed preliminary printed copies at the April meeting.

#### **Fundraising Update**

Gifts, as of April 6, 2022, towards the FY 22 annual goal total \$165,171. Grant requests totaling \$367,000 have been submitted to date, with an additional \$195,000 in requests being submitted prior to June 30. Among the new grant proposals to be submitted include Dominion Energy, Newport News Shipbuilding, Truist Foundation, and Impact 100. A grant request to the Lumina Foundation to support the College's rebranding effort was among those submitted in March, but not anticipated as an opportunity at the time of the February Board report and meeting.

The Development Office continues to build new relationships and strengthen existing relationships with donors. Two in-person donor events were hosted since the February College Board meeting. On March 21, more than 50 guests attended a reception at the Holiday Inn Newport News to honor donors, friends, and Foundation scholarship recipients from 2020-21 and 2021-22. Five student scholarship recipients delivered remarks thanking donors for supporting their pursuits of higher education. This traditionally annual event was not held in 2020 or 2021 due to COVID, and the donors welcomed the return of the opportunity to meet student scholarship recipients. The students also enjoyed getting to meet with donors and network with many friends of the College.

Another annual donor recognition event, which was held for the first time since 2019, was the College Retiree Luncheon held on April 14<sup>th</sup>, 2022. To date, 40 retired faculty and staff members of the College have responded they plan to attend. Retirees serve as strong College supporters both as ambassadors in the communities we



serve and through committed annual giving. Retiree giving over the past three years totals more than \$30,000. This year, Dr. Brannon will be introduced to the group and deliver an update on the state of the College. Vice President Steve Carpenter will also be introduced to the group and provide an update on College facilities. Several new partnership meetings were held in March with leaders from Dominion Energy, Anheuser Busch, Greystone of Virginia, and Ball Corporation. Development staff coordinated meetings with business and industry representatives and was accompanied by workforce development

division leadership to inform these companies of the College's plans for opening a construction trades center in Williamsburg and discussing partnership opportunities.

On March 23, the Development Office coordinated a meeting with interested residents of the Grove Community at the Grove Christian Outreach Center in Williamsburg and members of the College, including representatives from the College's Financial Aid Office, to discuss education and workforce training offered by the College at the Historic Triangle Campus and planned for the Williamsburg Trades Center. Approximately 20 potential students and family members attended expressing interest in a variety of workforce training programs. Financial Aid and Development staff shared information about available federal and state student financial aid and scholarship opportunities, including a scholarship funded by Dominion Energy earmarked for Grove residents to attend the College. Residents of the Grove area in Williamsburg are among the largest group of underrepresented students at the College.

### **President's New Fundraising Initiatives**

Discussions are underway regarding potential development activities for FY23. These new fundraising initiatives will include events that engage our community, celebrate the new college name, and provide opportunities for our most recent alumni to be reengaged. These activities are further designed to raise interest, investment, brand awareness, public relations capital, and potentially funds to support the college. The ideas discussed include a 5k Run, Distinguished Speaker Series, Wine Tasting or Wine Pairing class, and young alumni networking and career development events. Our goal is to plan and execute at least two events during Fall 2022.

### **Special Events**

The College celebrated Women's History Month with a series of newsletter articles and virtual presentations highlighting women faculty, staff, alumna, and student leaders at the College. Professor Keisha Samuels appeared on the Hampton Roads Show as part of the opportunity to showcase the many talented and dedicated women professionals on campus. The month-long celebration culminated with a virtual forum on women in leadership hosted by Dr. Brannon on March 23. More than 120 individuals from the College and external community participated in the forum.

**Women in Leadership**  
Panel Discussion (Virtual)

Featuring inspiring women and community leaders who build influence, leadership, wealth and opportunity. They will share their experience, philosophy, advice and leadership tools.

Moderated by  
**Dr. Tawanna Porter Brannon**  
President of Thomas Nelson  
Community College.

**Dr. Cassandra C. Lewis**  
Current Chancellor and former dean  
of faculty and academic programs  
at the National Defense University  
College of Information and  
Cybersecurity.

**Patricia Avila**  
Producer and host of TV show  
"Living Well: Front of La Sencita"  
morning radio show on 89.3 FM,  
producer and host of "Vie A la Living  
healthy" TV show and podcast.

**Georgie Márquez**  
Principal owner and licensed  
architect at Andre Marquez  
Architects in Norfolk. She and her  
husband started the firm in 1995.

## **Institutional Research and Effectiveness**

### **Enrollment Update and 2022-2023 Enrollment Goals**

The College is currently projecting that it will end the 2021-2022 academic year with approximately 3,758 full-time equivalent students (FTES). This would represent a decline of 8.6% from the 2020-2021 academic year and an overall decline of 48.1% from the College's enrollment peak in 2011-2012. The College is actively engaged in both recruitment and retention strategies designed to address the decline and transition back to enrollment growth.

To balance the budget at current expense levels, the College will need FTES growth of approximately 20% by the 2023-2024 academic year. That 20% growth would result in an overall FTES of 4,509. To evaluate the extent to which progress is being made, all College enrollment reports and thermometer graphics for the 2022-2023 academic year will use the 20% growth numbers as their target level. Plans are currently underway to begin distributing these reports for Summer 2022 and Fall 2022 and sharing with the College community the level of

growth that is needed, the strategies already underway at the College that are intended to contribute to that growth, and the actions that can be taken by College units and individuals to help grow enrollment.

### **Progress Update on Thrive 2024 Strategic Plan**

The College is continuing to implement its Thrive 2024 strategic plan. Each major area of the College has established a Year 1 Action Plan that details the actions that are being taken in the 2021-2022 academic year, the timeline under which they are occurring, and the individuals and groups who are responsible for carrying them out. Work on these action items is occurring now and will continue throughout the remainder of the academic year. The most current information about the Thrive 2024 strategic plan and its associated action plans can be found on the College website ([www.tncc.edu/research/college-planning](http://www.tncc.edu/research/college-planning)).

Two major initiatives have been identified to help advance the College with its overarching strategic goal centered on Diversity, Equity, and Inclusion. For the first initiative, the College is working closely with community leaders and stakeholders from Newport News to enhance educational access for members of the Southeast Newport News community. These efforts are being led by the College's new Interim Dean for Community Partnerships and Student Success, Keisha Samuels, and are being supported by a College taskforce and a community advisory board. The second initiative is focused on better serving minority male students, a group that is historically less likely to be retained and to graduate from the College. Work is underway now to establish a new position at the College to lead this work, as well as add the infrastructure that is needed to make this an ongoing area of emphasis and focus for the College. Both initiatives are being supported by funding from the Educational Foundation, and the College has recently submitted two grant proposals to augment that funding and make these initiatives even better resourced and more successful.

By June 2022, the College will complete an initial report on its Thrive 2024 Year 1 activities and establish its full set of priority areas for Year 2 (2022-2023). Initial data reports for each of the key performance indicators of the plan will also be available at that time and will allow the College to more completely identify key areas in which there are disparities in outcomes among student populations.

## **Strategic Initiatives**

### **Name Change Update**

In an effort to populate the name change database, we have gathered all of the named instances for KMPG. Unfortunately, there was a technical problem with the first database that was delivered. The bug caused issues that resulted in a slower than expected start to the implementation process. However, each cabinet leader has a preliminary list of prioritized items to begin addressing.

Some of the top priorities at the local college level that are underway are as follows:

- *Academic Affairs*: notification to accreditation bodies at the program level; updates to College Board, Transfer VA, and other entities to ensure proper credential forwarding
- *Enrollment Management*: updating transcripts and diplomas for August 2022 graduates; updating marketing materials and viewbooks for fall 2022
- *Facilities*: updating major highway and college signage as close to July 1 as possible (orders are in, on target for changes to occur in summer 2022, close to July 1)
- *Finance*: updating IRS on the name change, working with banks and insurance to update college information
- *Human Resources*: ensuring seamless payroll transition, updating all benefit systems
- *Institutional Advancement*: working with banks to update foundation information; updating partners, donors, and grantors
- *Institutional Research & Effectiveness*: notification to DOE and SCHEV, updating granting agencies

- *Marketing and Public Relations:* providing a temporary logo; launching a rebranding campaign; migrating the website to a new platform while updating content; updating social media and marketing materials (all on target for July 1)

On April 14, 2022, at 3 p.m. we will host a college-wide town hall meeting to share updates about the name change process and next steps.

### **Southeast Newport News Taskforce Update**

On February 23, we hosted a kick-off meeting of the College's Southeast Newport News Advisory Board. There was robust conversation, great ideas shared, and much excitement for the future. We feel that with these partnerships, we can have a great impact on the community and do our part to change lives and help the community thrive. Since that date, we have appointed Professor Keisha Samuels to serve in a temporary role as Interim Dean for Community Partnerships and Student Success. We have submitted a planning grant application to The Blocker Foundation to assist with FY23 expenses. Part of this grant application includes formalizing a partnership with the [Center for Education Research and Policy](#) (CERP) at Christopher Newport University. The Center brings together researchers from across the university to address critical questions related to education, inequality, and social change. Its mission is to conduct rigorous research on the most enduring issues for Virginia and the nation and to use this research to inform educators and policymakers about best practices needed to advance educational reform. Our hope is that through this partnership, we will be able to gather quick and thorough information from the various stakeholders in the Southeast Community. Our goal is to conduct quantitative research through surveys as well as qualitative research through focus groups. This partnership has also helped to connect us to others who are interested in providing service delivery to the Southeast residents through the College including the [Ferguson Community Engagement Fellows](#), the [Bonner Service Scholars](#), the [Center for Sustainability in Education](#), and the [Tidewater Community Writing Center](#).

Additionally, the schedule for Fall 2022 course offerings at the Southeast Center has been developed and students are enrolling! In addition to the Human Service courses, courses in English and Mathematics which are required for most degree programs at the College are slated to be added to offerings at the Center for Fall. We are exploring courses in Sociology as well as Introduction to Computer Applications and Concepts for Spring 2023. Student Services plans to begin offering SDV 100 “College Success Skills” as part of the regular offerings at the Center. Last, we have begun preliminary conversations with partners to consider offering workshops related to small business, finance, and entrepreneurship in the Southeast community as early as Summer 2022.

### **Center for Excellence in Early Childhood Education**

In partnership with the City of Newport News, an Early Childhood Education Center (ECEC) is being erected in the Marshal-Ridley Community. The new ECEC building is a day-care center for children from ages six months to four years old. Virginia Peninsula Community College will schedule courses at the site for both the associate degree and certificate Programs in Early Childhood Education. In addition to traditional courses, the College will provide auxiliary teacher preparation and enrichment programs for parents, childcare providers, and current early childhood educators. Current



College students will benefit from the ability to use the day-care center to earn internship hours. Together with the larger Marshall-Ridley redevelopment, the ECEC will truly be a catalyst for future growth and opportunity for the immediate and larger community in the area.

## Student Affairs, Enrollment Management & Student Success

With a generous gift from the College, three enrollment and recruitment opportunities have been identified that will allow the college to better serve our community while increasing student engagement and new student enrollment. Funding to support these opportunities was not available through our state budget. The Education Foundation Board has agreed to provide funding for the following initiatives through 2025:

### Minority Male Success Initiative (MMSI)

Since the 2011-2012 academic year, the number of African American males enrolled at the college has declined by 57%. This number is significantly higher compared to:

- overall student enrollment - down 41%
- total male enrollment - down 43%

While enrollment has decreased across all student populations, African American male attrition rates are significantly higher. The Foundation Board has allocated \$135,000 over three years to support the hire of a Minority Male Success Coordinator and male enrichment activities. This position will be self-sustaining within three years or when the college is able to annually yield an additional 15 FTEs in African American Male enrollment and retention.

### Enrollment and Engagement in Southeast Newport News

The College opened its Southeast Higher Education Center in 2007 to provide educational and training opportunities through evening and weekend courses to adult learners. In the Spring of 2010, the Southeast Center served 400 learners. Enrollment staff, previously dedicated to the Southeast community retired or resigned and were not reappointed. In Spring 2020, the Southeast Center served only 33 learners – **a decline of 91%**.

When examining the enrollment of Southeast residents at any TNCC campus, In 2011-2012, we enrolled 1,027 residents from the Southeast community. In 2020-2021, we enrolled 293 from the Southeast community. **A decline of 71.5% over the ten-year period.** Overall college enrollment is down 41% since 2012, however, enrollment declines are significantly higher among Southeast residents. The residents of Southeast Newport News can significantly benefit from higher education and skilled trades training. Economically, 23% of the households in Southeast Newport News live below the poverty line and another 59% are considered the ALICE Population (Asset Limited, Income Constrained, Employed). Considering this and the dire talent needs of local employers, we have an ideal opportunity to connect residents in the Southeast community with skills that lead to high-demand employment.

The college has not been able to impact this community the way we know we can. However, we believe the college can fulfill its Mission and yield increases in enrollment by rededicating personnel who focus on engagement in the Southeast community and by establishing the Southeast Center as a hub for specific short-term career studies and workforce development programs that seek to fill high-demand regional employment opportunities. By the Spring of 2021, 0 learners were served at the Southeast Center. With intentional focus and strategic scheduling, the Southeast Center is serving almost 60 learners in Spring 2022. The college did not replace the staff who formerly supported the Southeast Newport News Community. Thus, the Foundation Board has allocated \$145,000 over three years to the hire of an Interim Dean and Coordinator. These positions will be self-sustaining within three years or when the

college is able to annually yield an additional 35 FTEs from the Southeast community. The College will also monitor for increases in overall student retention and increased student satisfaction ratings.

**Expansion of College Athletics**

The college will increase the number of athletics programs from three to six by 2025. Volleyball, softball, and cross-country will be added to the athletics portfolio. Athletics supports student enrollment and retention. Our athlete’s eligibility requirements include full-time enrollment and players must be in good academic standing. Our Athletics programs are attracting students from all parts of Virginia and the Southern States. Thomas Nelson’s Baseball Team recruited 36 players for AY 2021-22. Baseball players generated \$281,500 in tuition and state funding. Our baseball team alone accounted for approximately 1% of the college’s total FTEs. team. The Baseball team has already signed 11 new players for Fall 2022.

The College’s Basketball Team enrolled 20 players for AY 2021-22. Basketball players generated \$156,400 in tuition and state funding. Student athletics programs are also linked to increased school spirit, pride, engagement, and retention. The Foundation Board has allocated \$500,000 over three years to support this initiative. The funds will support A full-time Athletics Director and a recruiter. These positions will be self-sustaining within three years or when the college is able to annually yield an additional 60 FTEs by enrollment and retention of student-athletes. The College will also monitor for increases in overall student retention and increased student satisfaction ratings.

**Retention & Student Support Services Updates**

**The Finish Line Initiative:** The College contacted former students who withdrew without completing a credential and asked them to re-enroll. This is the second semester of the Finish Line Program; we are excited to report that **90%** of the first cohort have been **retained**. We are also pleased to witness the continued growth in the number of former students who decide to return.

	Spring '22 (02.01.22)	Fall '21 (final)
Outreach Number*	3031	3002
Rate of return	163 (5.4%)	102 (3.4%)
Retained	TBD	90 (88%)
Credits	2296	1215
FTEs	153	81

\*Students in good standing who had departed the college in the last three years before completion.

## Current Enrollment Thermometer

As of March 28, 2022, we currently stand at 94.0% of our final FTES number from Spring 2021. From this point forward in the registration cycle, further changes in headcount and FTES numbers are likely to be modest. Some additional high school dual enrollment students may be added as final rosters are reviewed and confirmed. In addition, some minor gains may occur in late-start sessions and courses. Given that only minor changes are expected between now and the end of the term, it is likely that final FTES and headcount numbers for Spring 2022 will be about 6% below those of Spring 2021.



## Spring 2022 Enrollment Thermometer Spring-to-Spring Comparison Edition April 4, 2022

### Applicant Conversion

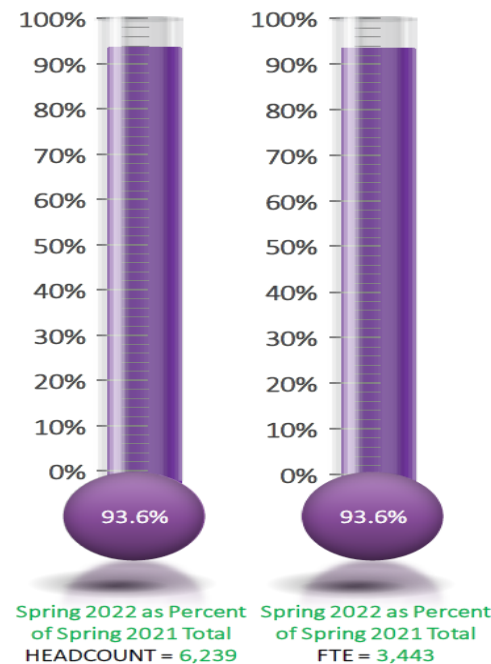
Term	Applied	Ready2Reg	Registered
April 4, 2022	2,413	2,404	715 (29.6%)
Final Spring 2021	2,586	N/A	749 (29.0%)
Final Spring 2020	2,626	N/A	828 (31.5%)
Final Spring 2019	2,642	N/A	801 (30.3%)

### Total Term Enrollment (Headcount and FTES)

Year	Headcount	FTE
April 4, 2022	5,839	3,222
Final Spring 2021	6,239	3,443
Final Spring 2020	7,081	4,012
Final Spring 2019	7,615	4,200

### Program Enrollment (Headcount)

Program Area	April 4, 2022	Final Spring 2021	Final Spring 2020	Final Spring 2019
ABHS	1,402	1,647	2,332	2,884
PSAHHS	1,581	1,410	1,447	1,226
STEM	1,103	1,147	1,391	1,576
Dual Enrollment	1,363	1,549	1,198	1,236
Early College	209	167	326	218
FastForward	121	163	191	191
G3	901	N/A	N/A	N/A



## Updated Enrollment Thermometer – Growth and Financial Sustainability

While we know student new student recruitment is an essential element in college enrollment, student retention and student performance also play critical roles in the college's funding and overall fiscal sustainability. Focusing solely on headcount and FTEs does not provide a complete view of our vulnerabilities and opportunities for improvement. A new Thermometer is being developed that will more precisely articulate the growth needed for the college to reach financial sustainability by FY2024.

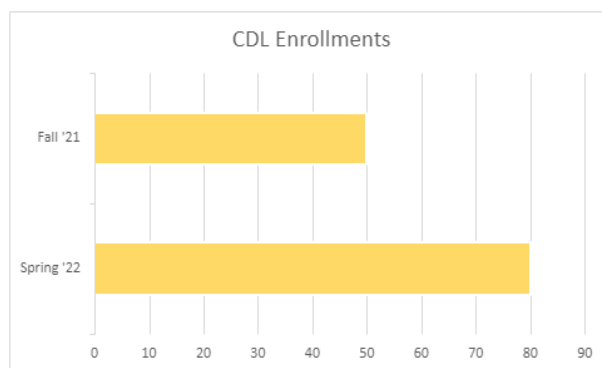
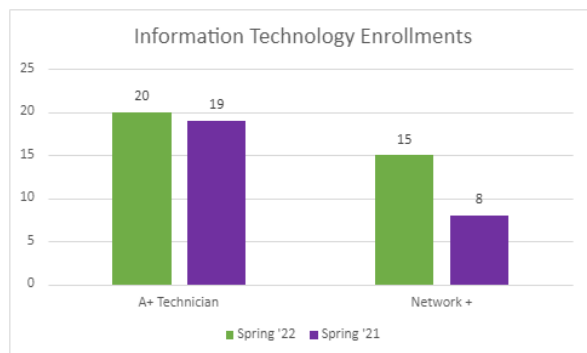
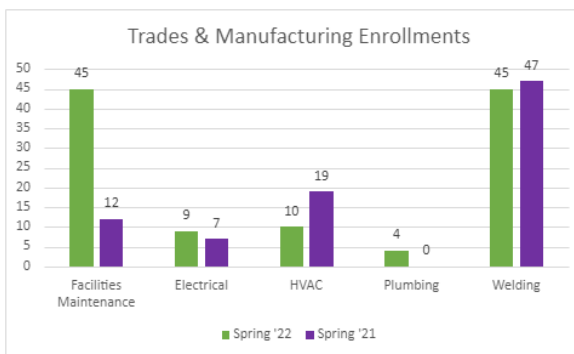
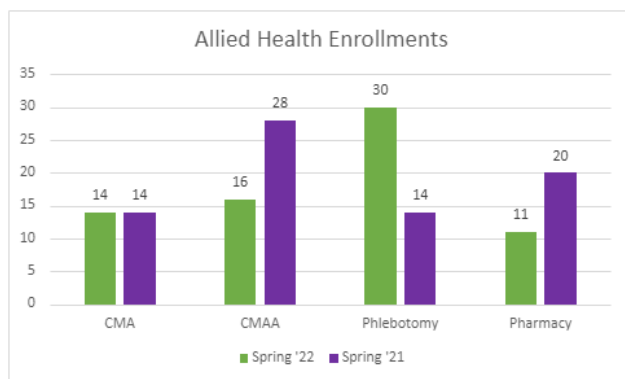
## Workforce Development Updates

### New Partnerships:

Since the Williamsburg/James City County Workforce Summit was hosted in November 2021 and the opening of the new Williamsburg Trades Center in 2023, it is clear that Thomas Nelson must establish critical partnerships in the Williamsburg Community to position the college as the lead in workforce opportunities for residents and employers. We have been in the community connecting with critical employers, discussing their needs and how the workforce can assist. So far, we have met with Ball Corp, Greystone of Virginia, Anheuser Busch, Williamsburg Christian Academy, and Williamsburg James City County Schools about Trades in Dual Enrollment.

### Spring 2022 Enrollments:

Preparing a qualified workforce is one of the most critical missions of the college. Thomas Nelson is committed to preparing today's adult learners to be the next generation workforce, recognizing that tomorrow's careers will require advanced skills, more excellent knowledge, and more flexibility than ever before. The enrollment dashboard provides a snapshot of enrollments in our Allied Health, Trades and Manufacturing, IT, and CDL for Spring 2022 compared to Spring 2021.



### FastForward / Workforce Credentials Grant Enrollments

FastForward is the branded name for the General Assembly funded Workforce Credentials Grant (WCG), which also includes FANTIC (Financial Aid for Noncredit Training Leading to Industry Recognized Credentials) funding.

- FastForward refers to the program as a whole and, more specifically, to the courses that the VCCS has approved for funding under the program.
  - The College must apply for approval on a course-by-course basis.
  - Approved programs must prepare learners for employment in high-demand/high-paying fields.
  - Approved courses must result in an industry-recognized credential.



- College application must demonstrate local employment needs and employer support as well as a commitment to hiring training completers.
- The college must comply with VCCS price limits, which do not account for overhead costs, including costs of managing the financial assistance program itself.
- All Virginia residents (who can demonstrate legal residency) are automatically eligible for WCG (basic program), which provides funding as follows:
  - The first third of tuition is paid by the learner upon enrollment.
  - Commonwealth pays the second third of tuition upon successful course completion
    - Non-completers are billed by College for 2nd third, which often requires extensive debt collection efforts.
  - Commonwealth pays a third of tuition upon credential attainment.
    - College receives no additional funding if the credential is not attained.
- FANTIC works essentially the same way with the following exceptions:
  - Participants must demonstrate financial need through an application and supporting financial documents (tax returns; pay stubs; etc.).
  - Eligibility requires a household income below double the Federal Poverty Rate.
  - FANTIC pays 90% of the first third on behalf of the participant. (Currently, a VCCS policy exception allows FANTIC to pay the full first third.)
  - FANTIC funds do not need to be repaid for non-completers. However, FANTIC participants still sign the same WCG Promissory Note obligating them to pay the second third in the event of course non-completion.

### **Explaining Enrollment Growth (FY23 YTD over FY22 YTD)**

31.13% Increase in WCG Enrollments

33.33% Increase in FANTIC Enrollments

### ***How Did This Enrollment Increase Happen?***

The main reason for the increase is the easing of pandemic restrictions and increasing public confidence in the perceived safety of gathering in groups as well as the economic recovery and what has been dubbed “the Great Resignation.” More people who were previously satisfied (or at least settled) with low-paying/low-skill jobs, do not necessarily want to return to the jobs they held before the pandemic and have decided to pursue a career that requires increased training. Until the pandemic, the program grew Commonwealth-wide each year in enrollment and funding. The program has been well received in public media and word-of-mouth has been powerful. The VCCS has invested in a Commonwealth-wide marketing and promotions campaign. As public awareness and recognition of the program increases, inquiries and enrollments will likely continue to increase.

### ***What Are We Doing Differently?***

Workforce Development has restructured its staffing to a functionally based organizational model (as opposed to the traditional “program-based” organizational structure). This has allowed more staff to focus solely on revenue and enrollment generating activities while establishing an Operations Unit to streamline procedures and paperwork. One revenue generator is the new Learner Support Services Unit, which has streamlined the enrollment and financial assistance processes for inquiries and participants. More inquiries are directed to the services of a noncredit advisor who assesses the learners’ goals and needs and develops a personal relationship with inquiries at the very beginning of the enrollment process. The Learner Support Services Team works together to be certain that inquiries are served and tracked and makes both the enrollment and financial assistance processes seamless and easy to navigate.

### ***Where Are We Seeing the Most Enrollment Growth?***

- The Allied Health programs have been most successful over the past several years. There are several reasons for this. The pandemic created a need for more healthcare workers as well as putting a public spotlight on the field. The Healthcare profession has many entry-level positions that require short-term certification that the Community College can provide. Once a worker has entered the field, there are many options for growth and development in several different career directions. All of this has resulted in making Allied Health a very attractive program.
- There are still misconceptions about Manufacturing and Trades that the industries and the College are still battling. Many people still think of trades jobs as dirty, difficult, dangerous, and dead-end (financially). While rooted in truth, technical innovations have made the workplaces of most trade industries radically modernized. These jobs now require postsecondary training and professional level certifications and offer opportunities for career growth and outstanding entry-level wages. Parents, for the most part, steer their children into what they consider “professional” work, which still aligns with Allied Health more so than the trades in much of the public’s perception. That perception has been exacerbated by the same pandemic forces that created more opportunities for growth in Allied Health.
- Information Technology is a growing field that needs to be expanded, which will require dedicated content expertise resources. Currently, Workforce Development partners with the STEM Division to maintain a few basic classes. Local employment trends indicate that such training is very much needed and would likely be quite lucrative.

### **College/Community Engagement & Government Relations**

Dr. Brannon, along with our faculty and staff is increasing our presence in the Peninsula community. Since February's Board meeting:

- The ChefsGo faculty and students partnered with the owners of the Smoothie Stop to create a “Vege Gator Wrap” not previously available on their menu. A ChefsGo student created a new ChefsGo Super Smoothie. Special thanks to Franz Albertini, Dr. Cosby, and Eddie Swain from Workforce Development for making this opportunity a possibility.
- Dr. Jeannetta Hollins Presented to Historic Triangle Group – business leaders in Williamsburg.
- Mr. Gene Garland (VA Coordinator) from Senator Warner's office was on campus in April, exploring the veterans support programs that we have on campus.
- Dr. Brannon provided a campus tour to Sarah Taylor from the Blocker Foundation. Sarah is a supporter of Early Childhood Education (ECE). Our college is currently pursuing two initiatives related to ECE teacher preparation and expansion of the ECE talent pipeline.
- Dr. Brannon is conducting a Spring walking tour – visiting classrooms and spending time with our faculty and students. Dr. Brannon has learned about fossils and the density of the earth, facilities maintenance, refreshed her Spanish and participated in a group debate related to the monetary value of music. Spending time with faculty and students remains my favorite part of the role.

### **President’s External Commitments**

- Aspen Taskforce Transfer Mission for Virginia, Member
- CIVIC Leadership Class of 2021-22, Participant
- Council of Presidents for Virginia Public Colleges and Universities, Member
- Danville Community College Presidential Search, Co-Chair
- Greater Peninsula NOW, Member

- Greater Williamsburg Chamber of Commerce, Executive Committee Member
- Hampton Roads Workforce Council, Board of Directors
- Newport News Education Foundation, Board Member
- VCCS Chancellors' Strategic Plan: Opportunity 2027, Co-lead
- VCCS Personnel Committee, Chair
- VCCS Name Change Steering Committee, Chair
- Virginia Peninsula Chamber of Commerce, Member
- Virginia–North Carolina Louis Stokes Alliance for Minority Participation (VA–NC Alliance)
- WJCC Schools Foundation Board of Directors, Executive Board Member

### Reminder: President's Annual Evaluation

Dr. Brannon has completed her first year as President. In keeping with previous years, our Board Chair will send Chancellor DuBois a letter summarizing Dr. Brannon's performance this past year. There is no standard evaluation methodology for the College Board to follow. Dr. Brannon recommends using tools provided by The Aspen Institute or The Association of Governing Boards of Universities and Colleges (AGB) to guide the evaluation process. Considering Chancellor Dubois' retirement, he must receive the Boards' letter by mid-June—or earlier.

Respectfully submitted,



---

Dr. Towuanna Porter Brannon