

**THOMAS
NELSON**

becoming

**VIRGINIA PENINSULA
COMMUNITY COLLEGE**



President's Report to the College Board

May 2022

Faculty and Staff Updates

STEM DEAN

On-campus finalist interviews were completed in mid-April. The college has identified its candidate of choice, has notified the candidate of its selection, and is in the process of completing the necessary background check(s) in preparation for presenting an offer to the candidate.

Vice President for Academic Affairs Search

The hiring committee completed the screening of preferred candidates in early May and has forwarded its five finalist recommendations to HR for scheduling on-campus interviews. It is anticipated that the on-campus interviews can be completed in late May/early June.

Employee turnover

During the first 5 months of 2022, the college experienced a staff turnover of 30 employees including six retirements, twenty-one resignations, one termination, and two deaths. An employee who initially tendered a resignation, elected to return to the college and a second employee who was served in an interim capacity has been retained in a program support/consulting capacity resulting in a net total turnover of 28 employees. In addition to turnovers, three employees have accepted other positions within the college.

Academic Affairs

Year One Strategic Plan Update

For the 2021-22 academic year, the Academic Affairs unit has focused its Thrive 2024 strategic plan efforts on two major areas – policy review and revision, and academic program review. For the work on policy review and revision, efforts to date have focused on identifying an initial set of academic policies that are in greatest need of review and revision and assigning them to teams that can review them in terms of accuracy, relevancy, and inclusivity. Review teams have been assigned and have begun their work.

Academic program review efforts began with an overall viability review of programs that focused on three-year averages of full-time equivalent students (FTES) and graduates for each program. As a result of that review, the Academic Affairs unit was able to identify 18 programs that had very low FTES and graduate numbers and had no clear potential for growth. Those programs were proposed for discontinuance at the February 16, 2022, College Board Meeting, and all were approved. As a next step, the Academic Affairs unit identified an additional set of programs that currently have lower and declining FTES and graduate numbers, but also have growth potential. The Vice President for Academic Affairs and Director of Institutional Research and Effectiveness met with the faculty chairs of three of these programs in April 2022 and will continue to work with those chairs on the research and resource support they need to develop growth strategies. The goal is to have action plans for enrollment growth in each program, as well as a timeline for action plan completion and assessment of progress toward enrollment growth. This work may expand to additional programs in Fall 2022 if the model proves to be effective.

In addition to these two focus areas, Academic Affairs is also working with program faculty on better ways to market programs and attract additional students who may not have otherwise attended the College or considered majoring in that program area. This work will be done in partnership with the Faculty Senate and the Enrollment Management and Student Success unit.

Finance and Administration

Year One Strategic Plan Update

The 2021-22 Action Plan for the Strategic Plan focused on four primary areas.

- The first is related to improving instructional innovation through enhanced IT systems. At the time of this report, the IT Department has completed the fiber optic connection between the two campuses. This work will improve efficiency and capabilities college wide. Hyflex classrooms are being installed and most will be complete for the fall 2022 semester. This will help our faculty deliver course content both in-person as well as for hybrid classes when delivered. Additionally, complete virtual classrooms and labs are being installed, which will provide enhanced access to computing resources.
- The second focus for year one was related to improving the student experience through a culture of caring. To date, the division has completed research into various training opportunities which have been shared with student-facing departments to improve cross-cultural understanding and cultural competencies
- A third goal focused on eliminating barriers in the enrollment process. From the student accounting perspective, several improvements have been made to the processes and communication to students who previously have been “dropped” from their classes based on unpaid tuition by specific dates
- Finally, financial aid is enhancing service to students by regularly pushing information to students to increase assistance and reduce student debt. This is the first step in our goal to improve the student experience through streamlined services and efficiencies.

An update on the FY23 Budget will be provided at the May Board meeting.

Institutional Advancement

Fundraising Update

Gifts, as of May 4, 2022, towards the FY 22 annual goal total \$175,814. Grant requests totaling \$367,000 have been submitted to date, with an additional \$195,000 in requests being submitted before June 30. Grants tied to the Thrive 2024 strategic goals include:

- Claude Moore Foundation – Healthcare Dual Enrollment
- Blocker Foundation – Southeast Newport News Enrollment Initiative
- VA Natural Gas – Science Classroom Needs
- Bank of America – Workforce Development
- Grants to be submitted for Fall 2022 include:
- Dominion Energy – Workforce Development
- Impact 100 – Southeast Newport News Enrollment Initiative
- VuBay Foundation – Minority Male Enrollment Initiative
- TRUIST Foundation - Southeast Newport News Enrollment Initiative
- Newport News Shipbuilding- Virtual Reality Welding Lab

We are currently searching for an Alumni and Annual Giving Coordinator. The position was posted on May 9 and we hope to have a new hire in place by mid-June. The Annual Giving Coordinator will: drive Thrive 2024 strategies promoting the College’s new name with our Alumni Council, develop a communication matrix for Alumni, and facilitate Alumni events for Fall/Spring 2022-23 which include a Founder’s Day 5K run in October and a Wine Tasting Event in November.

Chancellor's Leadership in Philanthropy luncheon

The President and Development staff attend the Chancellor's Leadership in Philanthropy luncheon honoring one major contributor from each of Virginia's twenty-three (23) community colleges. The donor selected for recognition from the College this year is Ms. Sandra McKenzie, who established an endowed scholarship to support students enrolled in construction trades and HVAC training programs in honor of her mother and father who was an expert electrician and real estate developer in Hampton. Ms. McKenzie is also interested in benefiting the College's visual arts programs to recognize her grandmother's work as a renowned portrait artist.



July 1, 2022 Plans to Launch Virginia Peninsula Community College

The marketing team is finalizing plans to generate excitement and publicity surrounding the upcoming name change. The marketing, publicity, and celebration plans include:

The Big Event

- Schedule for the week of July 11, we will host a multi-site celebration at each of our college locations - similar to the New Year's Eve around the world celebrations. We will simulcast the event online and plan. We are working with our media partners iHeart radio who have already agreed to assist us with the promotion of our rollout which includes a live hit/social media promo. They will bring a live van to the main campus and encourage others to tune in. They will also share the information on their social media networks on this day.
- College branded merchandise will be given to faculty, staff, students, Board members, and the community.
- The confirmed date will be available before the end of May.

Throughout the Year

- We will use the academic year 2022-2023 to promote the new name, bring greater awareness about the college to our community, engage with members of the community, fundraise, and promote the college's value and diverse program offerings.
- We will partner with three Chambers to co-host events and attend ribbon cuttings.
- Host alumni career trips
- Engage in public policy forums and host informative town halls
- We will continue to increase our exposure via traditional media outlets, including Inside Business Journal, Coastal Virginia Business, Veer Magazine, The Daily Press, Local Daily, Hampton Roads Show, Connect, and Coastal Live.
- We will continue to use social media to enhance exposure including the launch of a TikTok platform.
- We have created new social media hashtags that will be used heavily and we will sponsor social media activities that promote the use of the college's hashtags: #VirginiaPeninsula #VPCC #GatorFamily #MyVPCCstory #VPCCGrad
- A temporary logo was designed to begin using July 1st. The permanent logo creation and overall rebranding process have started with a plan to complete by the first quarter of 2023.
- The college website will transition to www.vpcc.edu by the July date. John Savage, Director of Information Technology, and a contract with Hannon Hill will assist the creative team to change our hosting platform and replace all logos and current instances of Thomas Nelson with Virginia Peninsula Community College.
- **New commercial featuring the president:** We will create a commercial featuring students, faculty, and the president that will be aired on television, pre-roll digital ads, and audio for radio/podcasts. Theme: New president, new name, new vision, same commitment to excellence and student success.

- **The Presidential Investiture - Spring 2023:** The final celebration of the new college name will be the formal investiture of the President. The occasion encourages public identification and establishment of the new president in their position. It also allows the institution to reaffirm historic commitments, rally the academic community around the president, and heighten institutional visibility. We will celebrate our history and reaffirm our mission. Considering that the investiture will occur after the president’s second anniversary, we will highlight accomplishments of the past two years and share a vision for the future.

Communications, Marketing, Branding, and Web Design

The Vice President is coordinating diversity and inclusion training, specifically as it applies to the use of language in communications, with the Virginia Center for Inclusive Communities for all staff. Currently, the marketing team has created social media plans, content marketing plans, guidelines for ADA compliance, and developed training materials for social media to assist other departments with content creation and best practices.

Partnerships with the College’s student ambassadors and students in graphic and media design programs are being created to develop social media content. Building a campus-wide social media network is ongoing, as is adding information to the renaming website, posting announcements and news releases on the website, and posting about renaming and branding updates.

Human Resources

The Thrive 2024 Year One Goals

- (1) Diversity, Equity, and Inclusion – Objective D.2: Employees will be effectively equipped to collaborate with diverse groups and be inclusive in their deliberations and decision-making processes
 - Strategy D.2 A: Expand diversity, equity, and inclusion training and professional development events, and create systems to provide all employees with equitable access to those opportunities
 - Strategy D.2 B: Carefully analyze employee-focused College policies, procedures, and practices to look for areas of potential bias and revise them to make them more equitable and inclusive
- (2) Employee Investment and Development - Objective E.3: Employees will have access and be expected to participate in comprehensive diversity and inclusion training
 - Strategy E.3 B: Provide cultural competency training for all employees
 - Strategy E.3 C: Engage faculty discipline teams in an equity-driven review of curriculum content for cultural responsiveness and representation to make learning experiences connected, equitable, diverse, and inclusive for everyone.

Year 1 Updates

During the Fall of 2021 members of the HR team participated in a DHRM-led kick-off meeting for the long-term DEI learning cohort sponsored by DHRM’s Office of Workforce Engagement and DEI Unit. Although a change in the Commonwealth’s administration paused additional progress on this initiative, the TNCC HR team has continued to move forward with its employee education, training, and awareness efforts including:

- Introduction of DEI-related training for all employees (Road to Cultural Competence, and Unconscious Bias) to faculty and staff employees.
- Review and assessment of new online DEI training titles recently made available through VCCS.
- Inclusion of trained Search Advocates on hiring committees has been institutionalized by the college (over 20 TNCC employees have completed Search Advocate training).
- Analysis of the college’s Administrative Policy Manual (APM) with a focus on updating employee recruiting, selection, and promotion policies as necessary to ensure they align with the college’s DEI mission.

Institutional Research and Effectiveness

Year One Strategic Plan Update

For the 2021-2022 academic year, the Office of Institutional Research and Effectiveness has focused its Thrive 2024 strategic plan efforts on foundational support for all College units and research into areas of opportunity for more completely serving all communities on the Virginia Peninsula. Foundational support has included the creation of a template and reporting process for Thrive 2024 Year 1 Action Plans, the creation of a Thrive 2024 webpage and supporting documentation, and the development of a survey for community feedback on strategic plan progress. Additional work continues fully defining Thrive 2024 success metrics and performance indicators, as well as reporting on Year 1 performance on those metrics.

Research into disparities in student outcomes among different genders, race/ethnicity groups, age groups, and localities within the College's service region resulted in a renewed emphasis on effectively serving minority male students and individuals who live within the Southeast Newport News community. Data indicate that individuals from those populations are less likely to enroll at the College, less likely to be retained if they do enroll, and less likely to complete their program of study and other educational goals. These now represent two major initiatives for the College, and each has considerable resources directed to it for the duration of the Thrive 2024 strategic plan period. To the extent possible, all performance metrics for Thrive 2024 will include details on these populations and the extent to which disparities in student outcomes are being reduced/eliminated.

Additional analyses of this type will continue over the next two years and will assist the College in achieving the goals of Thrive 2024 and evaluating the extent to which key initiatives are being successful in positively impacting student, employee, and community outcomes.

Student Affairs

During the next Board meeting, Dr. Hollins, Interim Vice President for Enrollment Management & Student Success will share updates from the:

- Significant findings and next steps emerging from the Admissions and Registrar Audit
- Enrollment Strategies for Fall 2022
- New hires and reorganization

Direct mailing Initiative

We will expand the Finish Line project to include former Dual Enrolled students who earned credit with the College but did not complete their college education with us or any other institute of higher education. We will use a direct mailing campaign to reconnect with those students, sharing workforce and academic options along with the state funding and grant opportunities that would make a return to the college affordable.

Workforce Development

Dr. Brannon, Dean Albertini, and Todd Estes met with Shawn Avery, President McCray (Camp CC), President Conston (Tidewater CC), and Newport News Shipyard leaders (Jennifer Boykin, Tom Cosgrove, and Xavier Beal) to tour Shipyard facilities and discuss strategies that would increase the shipyards talent pipeline over the next year. As requested, I am attaching the slide deck that Xavier walked through at the start of the visit. During the meeting we discussed:

- Convening marketing teams of HRWC, the three community colleges, and Newport News Shipbuilding to develop a unified strategy around marketing the Maritime Trades Training program and maritime job opportunities.
- Hosting a larger regional summit in July to include other partners (K-12, industry organizations, suppliers, etc.) to further define opportunities and align interests.
- Seek opportunities to revise state policy to provide more public support for workforce programs.
- Community colleges to provide info and data about planned projects we want to undertake to grow your maritime training capacity and the results those projects would generate.

Virtual Welding Lab and Women’s Welding Cohort

To expand welding training, the College is exploring funding for a virtual reality welding lab (pictures right) which would allow us to offer welding courses in multiple locations. Additionally, there is a demand to increase the number of female welders. The college seeks to offer a Women’s Welding Cohort to attract more females to the field.



Newport News Shipbuilding hosted some visitors from the Navy who wanted to take a deep dive into our hiring demand, training capacity, and workforce development plans. Todd Estes and Franz Albertini participated in part of that visit. A major takeaway is that the Navy is fully committed to seeking federal investment in the training infrastructure needed to grow our workforce pipelines in support of their shipbuilding needs. Given that the Navy is starting to pitch its budget proposals to Congress, we plan to provide information to help promote existing opportunities.

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: Delegate Bobby Scott and Labor Secretary Marty Walsh hosted a roundtable on workforce development issues at Thomas Nelson Community College. Along with Rep. Robert C. Scott, D-Newport News. Scott, who is chairman of the House Education and Labor Committee, led passage in the House of a bill that would create one million new apprentice slots nationwide. Walsh was noted for saying that *“Thomas Nelson Community College and The Apprentice School have been a role model for expanding and diversifying apprenticeships”*. Scott stated that teaching people the skills they need to re-enter the workforce is critical to recovering from the pandemic, and he saw Thomas Nelson and the Apprentice School are national examples of how to do that. Pictured above, is a current workforce development student with Secretary Walsh. The student spoke about his experiences at the college and shared how our short-term skilled trades program has changed his life and opened new employment opportunities.
- On May 24, Thomas Nelson will host the Peninsula Executive Leadership Forum. The Forum is a partnership with the Virginia Peninsula Chamber of Commerce. The May session will feature, Alexis Swann, president of TowneBank’s Peninsula and Williamsburg markets. Afterward, Dr. Brannon will meet with Alexis and Lisa Pennyfeather to discuss potential partnerships. Special thanks to Dr. Adrienne Cosby from Workforce Development, the breakfast at the Forum is being sponsored by Ferguson.



- Dr. Brannon continues to meet with the Marshall-Ridley Choice Neighborhoods Initiative Partners – a group that promotes alignment and collaboration among the service agencies that promote the growth of vitality of the Southeast Newport News Community.

- Interim Dean Keisha Samuels and Dr. Brannon have been meeting with local law enforcement to discuss online programming opportunities for local inmates.

- Dr. Brannon accompanied our Phi Theta Kappa secretary, Anastasia Whitley, to New York City to accept her awards. Anastasia was selected as a 2022 Coca-Cola New Century Transfer Pathway Scholar. She was also named to the All-USA Academic Team sponsored by Cengage, the American Association of Community Colleges, and Phi Theta Kappa. Out of more than 2,000 students nominated, only 20 were chosen. Anastasia will receive \$8,000 in scholarships.



- Dr. Brannon served on a workforce development panel discussion, “757 Vision Series” hosted by Bob McKenna and Shawn Avery. Panelists included Dr. Brannon, Executive Director of Casey Roberts from New Horizons, and David Gillespie President and Virginia Technical Academy

- Council of Presidents Meeting with Governor Younkin to discuss my administration’s higher education agenda to promote a culture of free speech and inquiry, prioritize mental health, and make education more affordable and our campuses safer.



- Drs. Brannon and Hollins attended the Hampton City School Board meeting in May, to accept the Virginia School Boards Association 2022 Business Honor Roll Award in recognition of the college’s support, especially around dual enrollment.

- Visits with faculty and students: While community engagement is important, it’s always a joy to spend time on campus with faculty, staff, and students. I recently visited with our award-winning Ballroom Dance team. Six of the teammates have only been dancing since February of 2022, thus it was quite the accomplishment they captured 22 awards in a competition at the University of Maryland on April 16. Those awards included six first-place awards and two overall wins in their division. The dance team convinced me to participate in their next *Dancing with the Stars*. I also visited with faculty and students for a Student Poetry Coffee Hour. This is an open-mic-style event where students may share original poetry and songs. Students left saying, “I came for the extra credit, but I received so much more.”



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
- 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 Board's letter by mid-June—or earlier.

Respectfully submitted,



Dr. Towuanna Porter Brannon