

TIDEWATER COMMUNITY COLLEGE BOARD

MEETING NO. 288

NOVEMBER 17, 2015

Meeting number two hundred and eighty-eight of the Tidewater Community College Board was held on Tuesday, November 17, 2015, in the Portsmouth Campus Student Center.

Members Present: Lee B. Armistead
Cynthia S. Free
John D. Padgett
John A. Piscitelli
Terri N. Thompson
Edna V. Baehre-Kolovani
Connie A. Meyer
Dwight M. Parker
Linda D. Ridenour

Members Absent: James R. Jackson (passed 11/14/15)
Jared U. Turner
John M. Murray
Laura L. Suggs

Others Present: Curtis K. Aasen, Director of Institutional Effectiveness
Marian Anderfuren, Associate Vice President of Interactive Communications
Felicia W. Blow, Vice President for Institutional Advancement & Executive
Director of Educational Foundation
Jeffrey S. Boyd, Provost of Norfolk Campus
Karen Campbell, AVP for Admissions, Recruitment, & Enrollment
Daniel T. DeMarte, Vice President for Academic Affairs & CAO
LaVonne P. Ellis, SBCC Liaison
Dave Iwans, President of DIA & Associates, Inc.
Susan M. James, Special Assistant to the President & Chief of Staff
Corey L. McCray, Vice President for Workforce Solutions
Monica McFerrin, Chair of College Faculty Senate
Phyllis F. Milloy, Vice President for Finance
Lisa B. Rhine, Provost of Chesapeake Campus
Michael D. Summers, Provost of Virginia Beach Campus & Interim Vice
President for Student Affairs
James P. Toscano, Vice President for Public Affairs & Communications
Michelle W. Woodhouse, Provost of Portsmouth Campus
Curt Wynn, Director of Marketing
Robin L. P. Ying, Vice President for Information Systems

1. **Welcome and Call to Order**

Mr. Padgett, chair, determined the presence of a quorum and called the meeting to order at 4:30 p.m. He welcomed the board's newest member, Cynthia S. Free, appointed by the Virginia

Beach City Council, and thanked LaVonne Ellis, the SBCC liaison, for attending the meeting. With the recent passing of board member, Dr. James Jackson, the board and all attendees paused for a moment of silence to honor his memory.

2. Program Highlight

Dr. Baehre-Kolovani remarked about the extensive presentation that the board will receive relative to the college's "Enrollment Strategies." At her invitation, several TCC staff and the President of DIA, Dave Iwans, tag-teamed the program highlight.

Between 2012 and 2015, 19 of 23 institutions within the VCCS had experienced substantial enrollment declines similar to other institutions in various localities as a consequence of a wavering economy. To combat the shortfall, TCC heightened its enrollment strategies and implemented an "all-hands" approach to facilitate ownership by all employees. In early 2013, the college conducted an assessment of its student base to include military related and high school graduates among other populations that impacts its FTE. It was noted that factors such as a decreased high school population, changes to Federal Financial Aid, military downsizing, and an increase in competition as well as online learning were external contributors to the enrollment decline.

Subsequent to the assessment, Strategic Enrollment Management Phases 1-3 were implemented. Through those processes, more strategic initiatives were initiated to include: (1) the tracking of student prospects from awareness to retention with many steps in between; (2) the college's advertisement mediums were revised to reflect more strategic and targeted approaches to reach wider audiences; (3) digital marketing increased; (4) behavioral targeting was employed with heightened career focus; (5) social media messaging was activated; (6) the Career Coaches were more prominent in the high schools; (7) the TCC CareerFocus magazine that highlights programs and careers was instituted and disseminated to over 170,000 households. Furthermore, a 75-member college-wide recruitment team was established and they standardized processes to include an overhaul of the admissions application process, renovation of the TCC website making it more student-friendly, they facilitated open-houses, and disseminated recruitment materials. The enrollment strategies that were instituted and are currently at-play, have been pivotal counteractive measures to the enrollment decline.

The magnitude of the work involved was realized by the board and they offered positive comments and asked questions throughout the presentation. They thanked the staff for the information.

3. Adoption of Consent Agenda

Mr. Padgett asked the board if there were any requests to remove any item(s) from the consent agenda to the full agenda. Hearing none, he asked for a motion to accept the consent agenda. On a motion by Dr. Armistead, seconded by Mr. Parker, the board approved the consent agenda as proposed.

4. Approval of Action Items on Consent Agenda

Referring to Tabs 4a-c of the meeting packet, the board approved Meeting Minutes #287 for September 10, 2015; Norfolk Campus Master Plan (attached), and Acquisition of Leased Space for Norfolk Campus Library (attached).

5. Information Item(s)

➤ **Mr. Padgett invited Mr. Piscitelli, Curriculum & Student Development Committee Chair, to give the report of the committee.**

a. None.

➤ **In the absence of Mr. Murray, Finance & Facilities Committee Chair, Mr. Padgett invited Ms. Milloy to give the report of the committee.**

a. Routine Financial Statements for Month Ending September 30, 2015. Referring to Tab 5a of the meeting packet, Ms. Milloy noted that the budgets reflect activity for three months of the fiscal year. Local contributions for FY15-16 are as expected and the average yield on a \$40.3 million investment yielded \$14,244 interest in September.

b. Student Financial Aid Cohort Default Rate. Referring to Tab 5b of the meeting packet, Ms. Milloy stated that, based on FY 12 data, the college's default rate (13.2%) continues to be below the national cohort rate (19.1%) for two-year colleges.

c. Audit Report for Year Ended June 30, 2014. Directing the board's attention to Tab 5c of the meeting packet, Ms. Milloy remarked that the Commonwealth of Virginia Auditor of Public Accounts, reported zero audit findings for FY2014. The board applauded Ms. Milloy and her staff.

➤ **Mr. Padgett invited Ms. Thompson, Advocacy Committee Chair, to give the report of the committee.**

a. Committee Report. Ms. Thompson encouraged her board colleagues to participate in the visit to Richmond during the General Assembly Session in support of TCC and its legislative priorities. The board will have the opportunity to meet with the legislative delegation and subsequently attend the Legislative Reception hosted by the VCCS at the Jefferson Hotel. The events will begin on Wednesday, February 17th and conclude on Thursday, February 18th.

6. Discussion on Action Items(s) Removed from the Consent Agenda

Nothing to report.

7. Approval of Tabled Action Items(s)

Nothing to report.

8. President's Report

- a. 2016 Legislative Priorities. The State Board Capital Projects Priority for the 2016-18 Biennium has six projects on its re-prioritization schedule to support the college's needs. Of note, the construction of the Science and Engineering Building (CN6) on the Chesapeake Campus is priority number one followed by five other similar projects.
- b. Update on Grants Received/Closed. Dr. Kolovani highlighted the grants received/closed in FY 14-15 for the college. Most notably, she remarked on the awarding of \$2.9 million for The SMART Center and the \$1.5 million for the SNAP ET Project. Grants for FY 15-16 are ongoing and some are pending.
- c. Functional Assignments. With the recent retirement of Executive Vice President Dunn, his duties and responsibilities were disseminated among various executive and college staff to maintain continuity. With plans for some structural realignment in that regard, Matthew Baumgarten was hired as the Executive Director for Real Estate Development and Chief Operating Officer of Facilities.

9. Chair's Report & Announcements

- a. VCCS Legislative Reception – Wednesday, February 17th @ 2:30 p.m. the Jefferson Hotel, Richmond. Mr. Padgett encouraged the board to participate in the Legislative Reception noting that the start time will be 5:30 p.m.

10. Adjournment

There being no further business to come before the board, Mr. Padgett adjourned the meeting at 6:37 p.m.

Respectfully submitted,



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

APPROVAL



John D. Padgett
Chair

TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: November 17, 2015
COMMITTEE: Finance & Facilities Committee
AGENDA ITEM: Norfolk Campus Master Plan

BACKGROUND:

This item requests College Board endorsement of the Norfolk Campus Master Plan for approval by the State Board for Community Colleges.

The Norfolk Campus was developed as a partnership with the City of Norfolk through the Norfolk Redevelopment and Housing Authority (NRHA). A capital lease is in place for the first four buildings of the campus – the Andrews, Martin, and Walker buildings and the Roper Performing Arts Center – the lease term expires June 30, 2020 at which time the buildings and associated land will convey to the State Board for Community Colleges. The Norfolk Campus Student Center was funded with TCC student fees and constructed by the state on land provided by NRHA.

The Norfolk Campus has not previously had a master plan.

DISCUSSION:

The purpose of the Norfolk Campus Master Plan is to create a roadmap for growth into the foreseeable future. It will inform development of the college's 6-year capital outlay plan consistent with the TCC strategic plan. The plan is substantively as presented to the College Board at its September 2015 meeting.

The plan substantiates a space deficit for the campus based on current enrollments that generates a requirement for an additional building in the near term. Another building is anticipated to be needed based on projected enrollment growth over the next ten years. The plan recommends addressing the near-term need with a four-story addition to the Andrews Building that will accommodate expanded student services space on the ground floor and will provide additional science classrooms and labs on the upper floors.

The plan further recommends relocating the Norfolk Campus library into larger, more efficient space. The architects identified several alternative locations within a five-minute walk of the campus. Such a relocation would facilitate other relocation and reorganization of certain functions and spaces within the campus, making space available in the Walker Building to expand the Culinary Arts Program and to establish a Cyber Security Center for the college.

The plan also provides suggestions for enhancing accessibility for those with physical challenges on the Norfolk Campus. It recommends several initiatives to improve the

campus's identity. And the plan identifies approaches that can be employed to meet stormwater goals for urbanized areas.

STAFF RECOMMENDATION:

That the College Board approve the master plan for the Norfolk Campus, as previously presented, for subsequent approval by the State Board for Community Colleges.

STAFF LIAISON:

Phyllis F. Milloy
Vice President for Finance
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757-822-1063



**Tidewater Community College
Norfolk Campus**

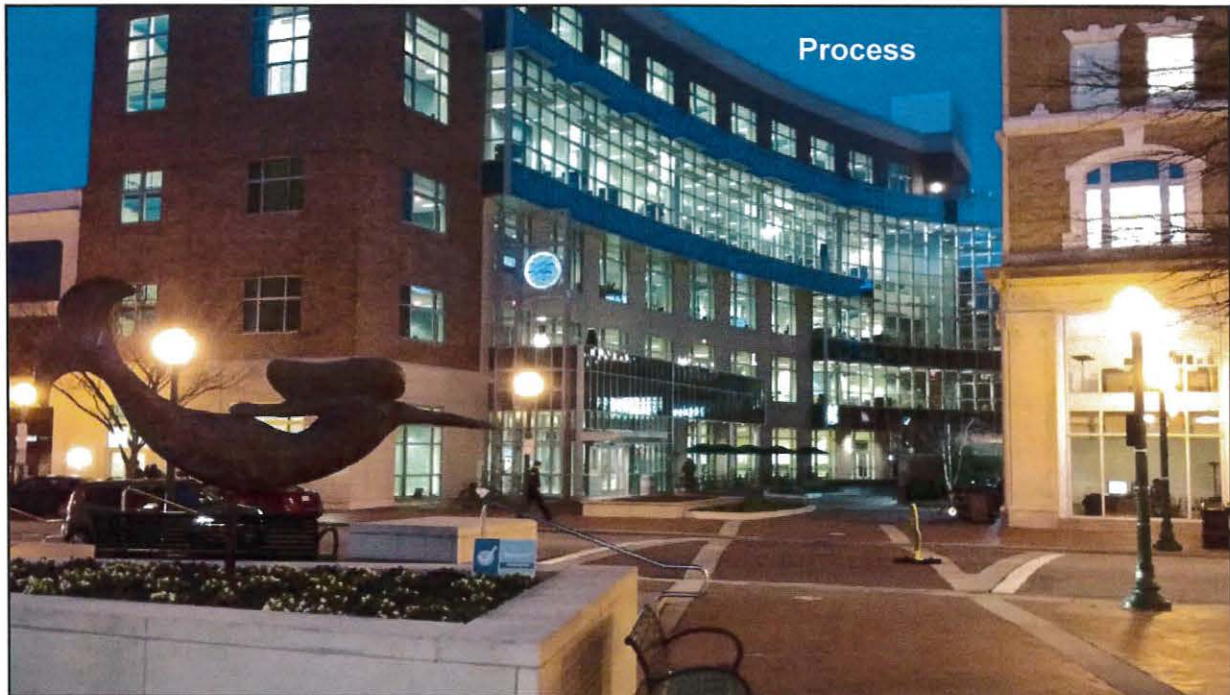
2015 Campus Master Plan

Process

Analysis

Recommendations

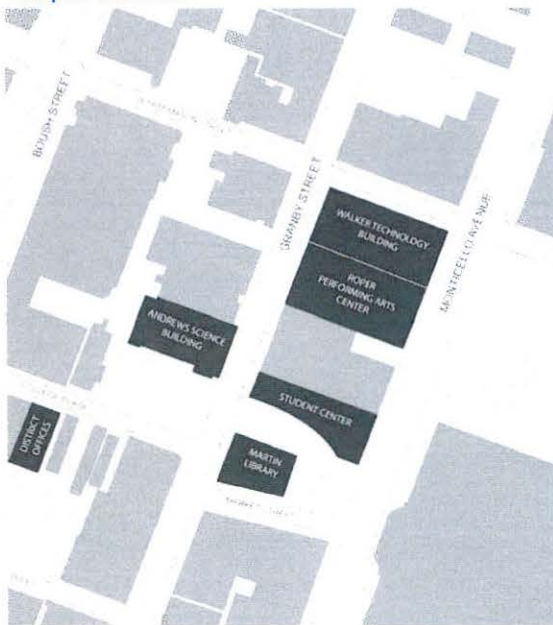
Identity

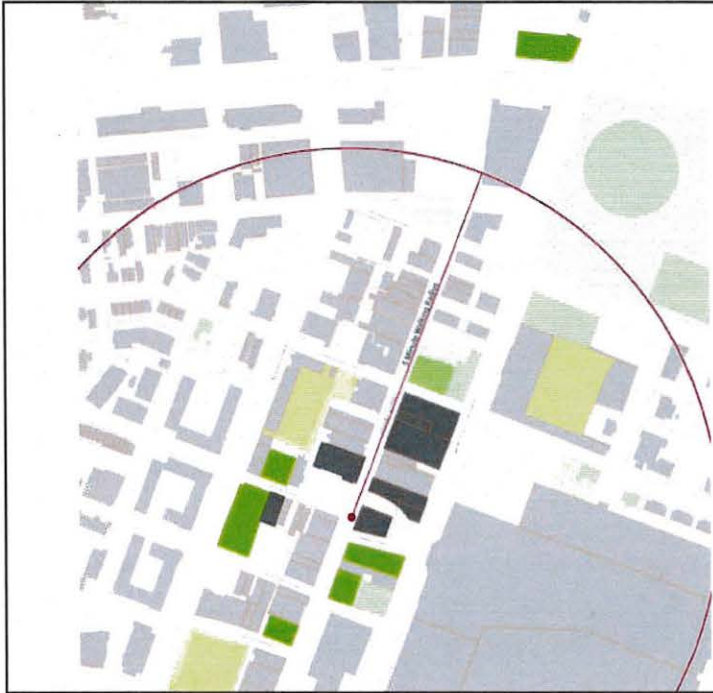


Master Plan Project Schedule

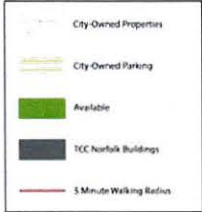
WORKSHOP 1 PROJECT KICKOFF	WORKSHOP 2 EXISTING PROGRAM + SPACE ANALYSIS	WORKSHOP 3 USER GROUP + STAKEHOLDER INTERVIEWS	WORKSHOP 4 PLANNING CONCEPTS	WORKSHOP 5 INTEGRATED PLAN	PRESENTATION + PUBLICATION
<p>Visioning</p> <p>Data Collection</p> <p>Site Observations + Facility Tours</p>	<p>Space Utilization</p> <p>Space Needs</p> <p>Urban Analysis</p> <p>Stormwater Analysis</p>	<p>Focus Groups</p> <p>Establish Planning Drivers</p> <p>Expansion Opportunities</p>	<p>Campus Growth Concepts</p> <p>Open Space Enhancements</p> <p>Program Realignment</p>	<p>Preferred Campus Plan</p> <p>Building Floor Plans</p> <p>TCC Identity</p> <p>Stormwater Plan</p> <p>Accessibility Recommendations</p>	<p>Present to TCC President + City of Norfolk</p> <p>Draft and Final Documentation</p>

Campus Overview



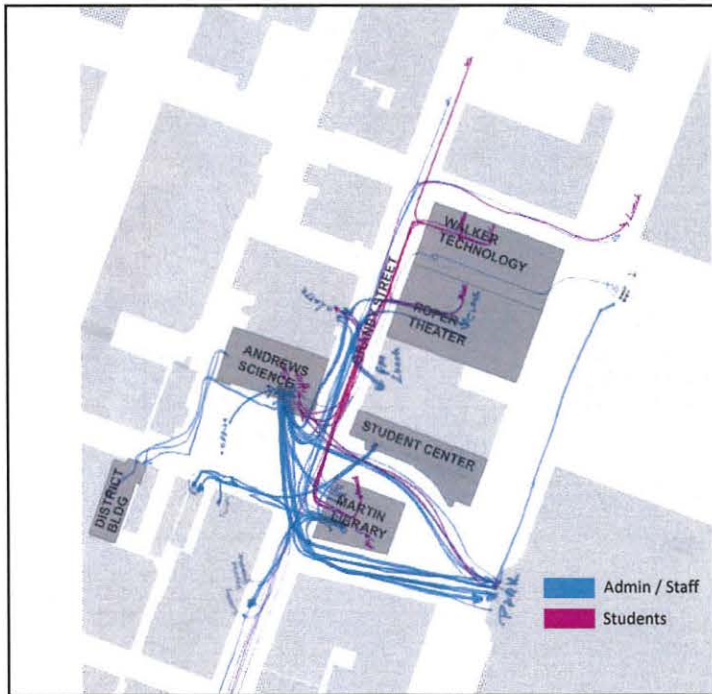


Acquisition Plan



Public Spaces Plan

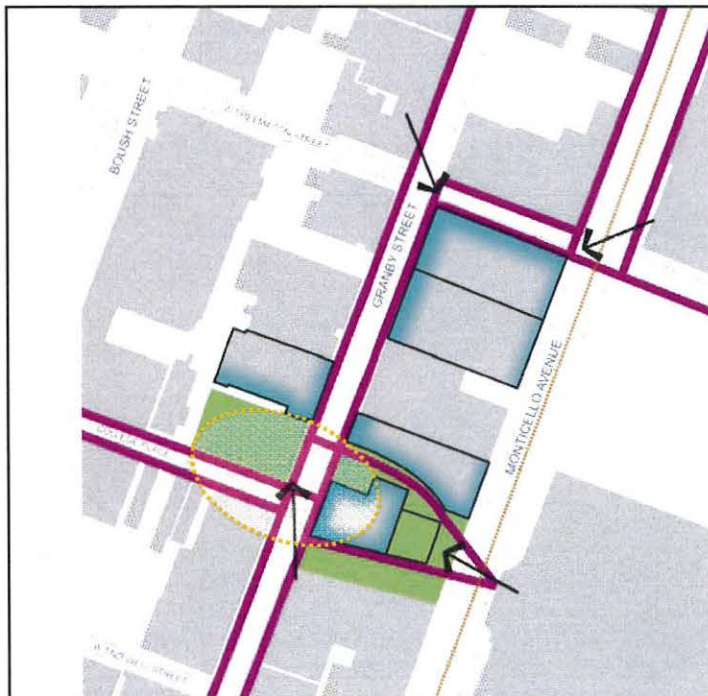




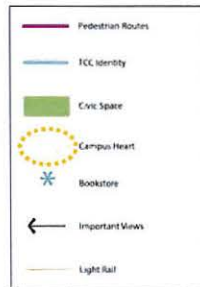
Movement Patterns Plan



Movement patterns reinforce the perceived heart of campus in relation to civic and green open spaces, commonly shared student services and offerings, and Granby Street as the prime campus pedestrian pathway.

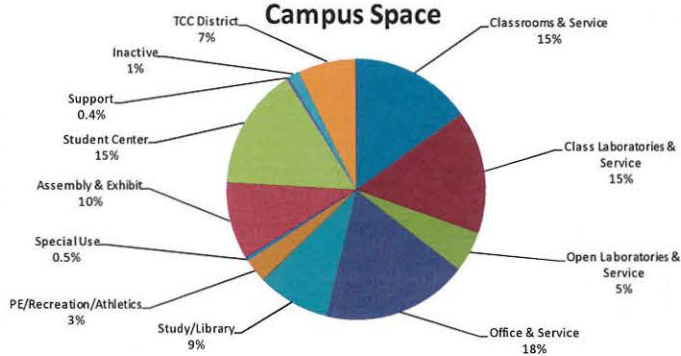


Urban Design Plan



Utilization and Space Needs Analysis

Current Space Use



Norfolk Campus

CAMPUS SPACE	PERCENT	ASF
Classrooms & Service	15.1%	23,504
Class Laboratories & Service	15.3%	23,686
Open Laboratories & Service	5.1%	7,929
Office & Service	18.3%	28,355
Study/Library	9.0%	13,994
PE/Recreation/Athletics	2.9%	4,559
Special Use	0.5%	783
Assembly & Exhibit	9.6%	14,916
Student Center	15.2%	23,557
Support	0.4%	653
Inactive	1.3%	2,089
TCC District Space	7.2%	11,132
TOTAL		155,157

Data Collected

Facilities file
Staff file
Course file
Enrollment projections
Library collections
Divisional space assignments
Science lab sections

Interviews

Michelle Woodhouse, Provost
Frank Dunn, Executive Vice President
Daniel DeMarte, Vice President Academic Affairs
Kerry Ragno, Dean of LMS
Johnna Harrell, Dean of BSSPS
Emanuel Chestnut, Dean Student Services

Utilization and Space Needs Analysis

SCHEV Guidelines

Space Use Category	Calculated			
	Current ASF	Space Requirement	ASF Difference	Percent Difference
Instruction	56,993	137,403	(67,104)	(118%)
Academic Support	13,306			
Library	13,994	13,994	0	0%
Public Service	14,916	14,916	0	0%
Student Services	9,347	22,631	(6,099)	(65%)
Institutional Support	7,185			
Physical Plant	653	12,932	(12,279)	(1880%)
TOTAL	116,394	201,876	(85,482)	(73%)
Auxiliary	29,678			
Inactive	2,089			
TCC District Space	6,996			
	155,157			

Space Needs Analysis - CURRENT

Enrollment
3,233 FTES

Key Findings – Current Needs
All types of space

Notes:

Auxiliary
• Student Center including fitness center

Inactive Space

• Fifth Floor of Martin

TCC District Space

• Center for eLearning
• Workforce Solutions/Job Skills Training Program

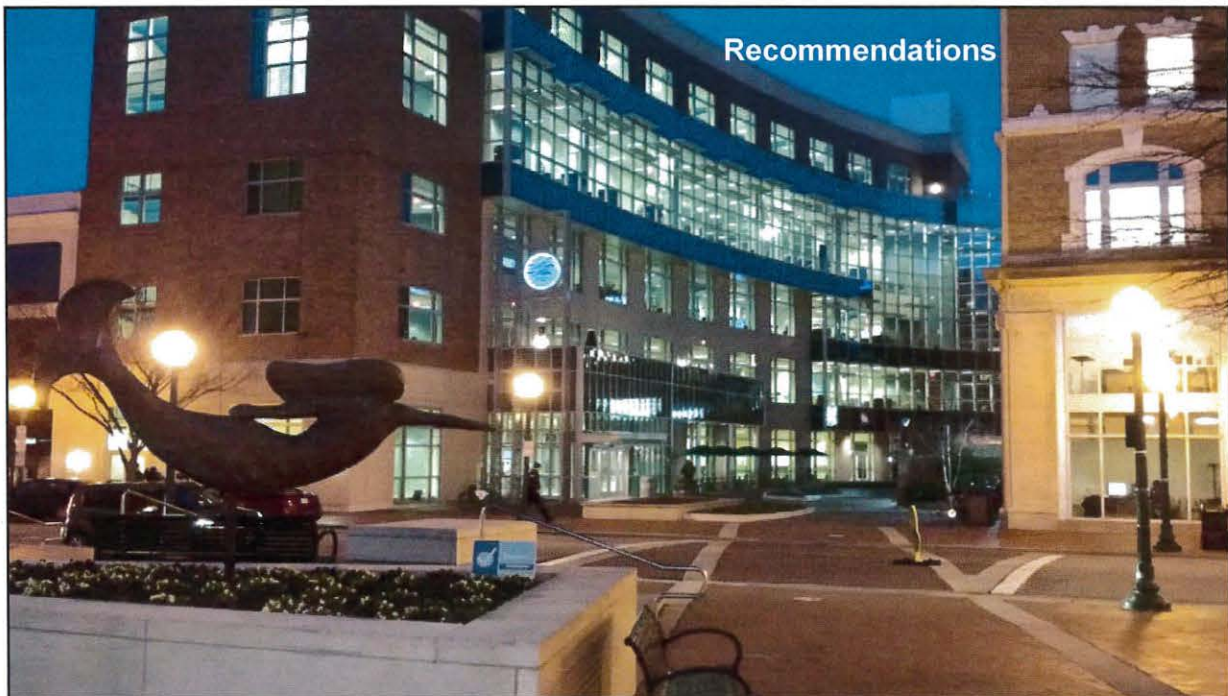


Master Plan Drivers

- Consolidate/Expand Student Services
- Feature Culinary Arts Program
- Dedicate Roper Theater Building to Performing Arts Program
- Need for more Science Labs
- Expand/Improve Library Space
- Need for more Student Center Space
- Need for more Assembly Space

PHASE I

PHASE II

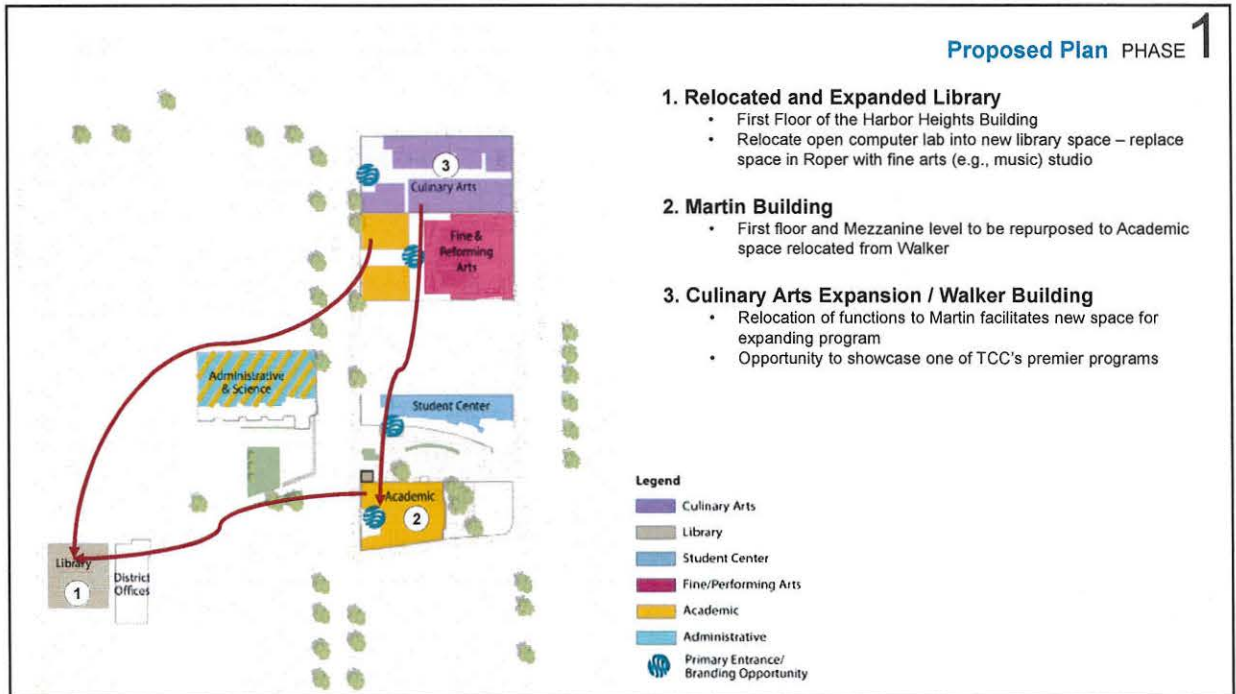


Recommendations

Proposed Plan Existing Conditions



Proposed Plan PHASE 1



1. Relocated and Expanded Library

- First Floor of the Harbor Heights Building
- Relocate open computer lab into new library space – replace space in Roper with fine arts (e.g., music) studio

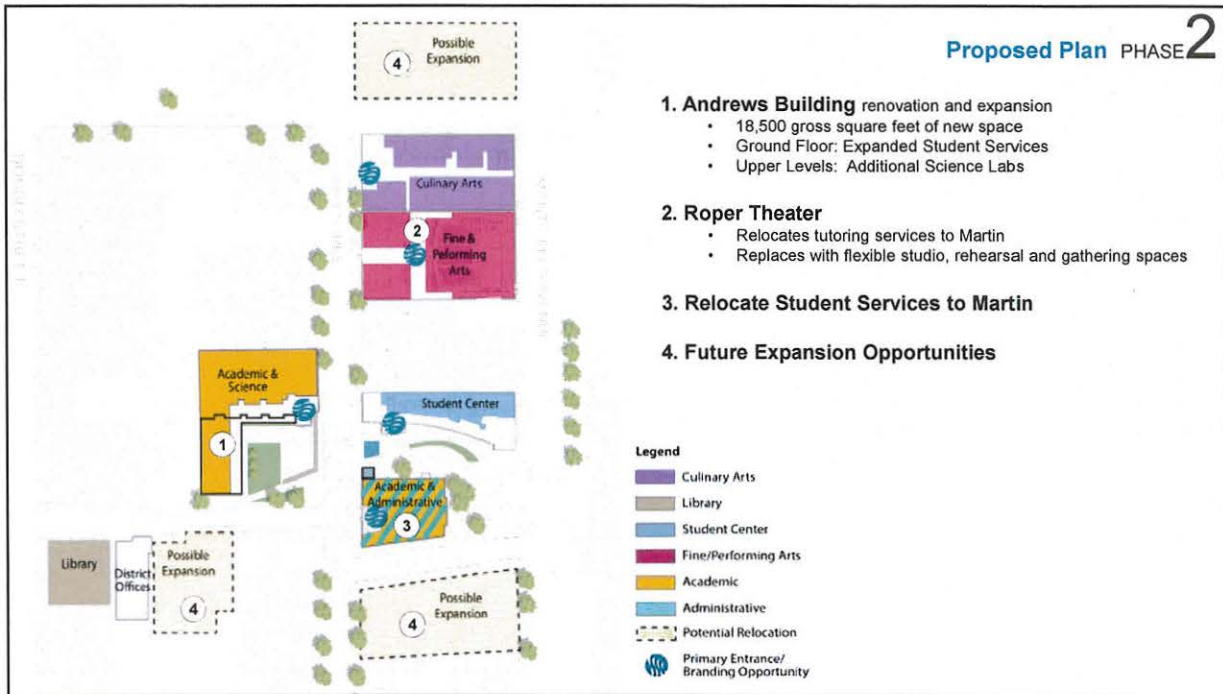
2. Martin Building

- First floor and Mezzanine level to be repurposed to Academic space relocated from Walker

3. Culinary Arts Expansion / Walker Building

- Relocation of functions to Martin facilitates new space for expanding program
- Opportunity to showcase one of TCC's premier programs

Proposed Plan PHASE 2







View Northeast – Existing Conditions



View Northeast – Phase 1



View West to Andrews Addition from Student Center Plaza

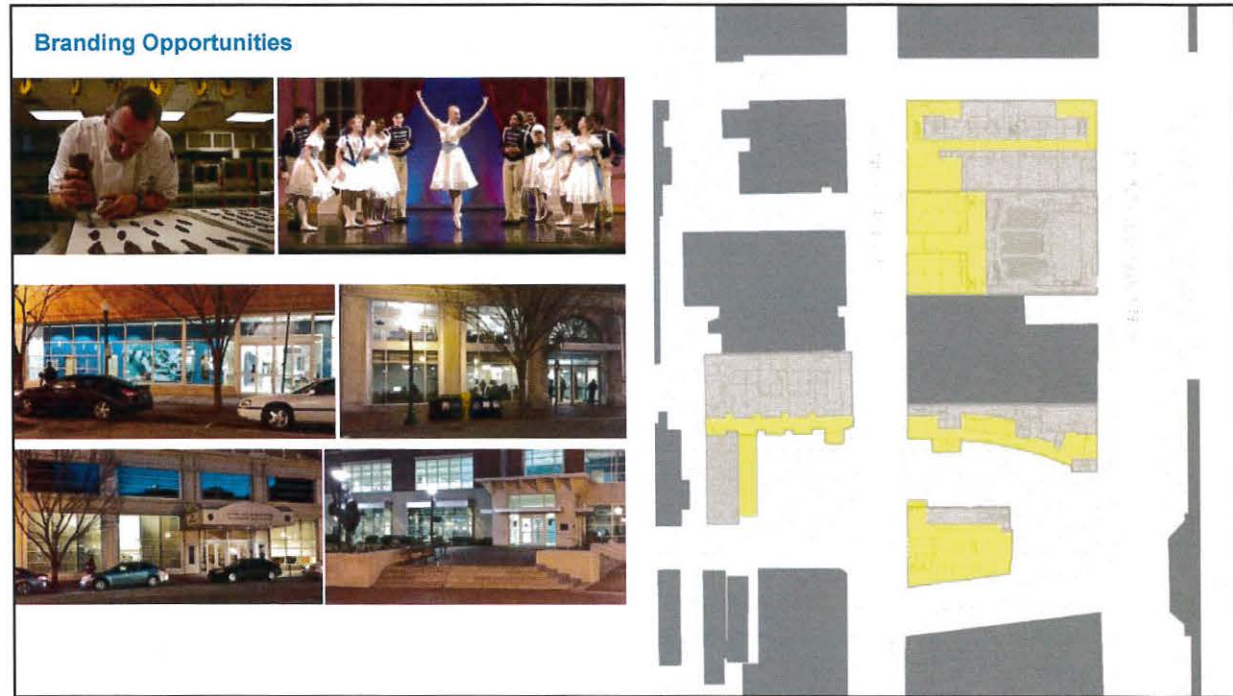
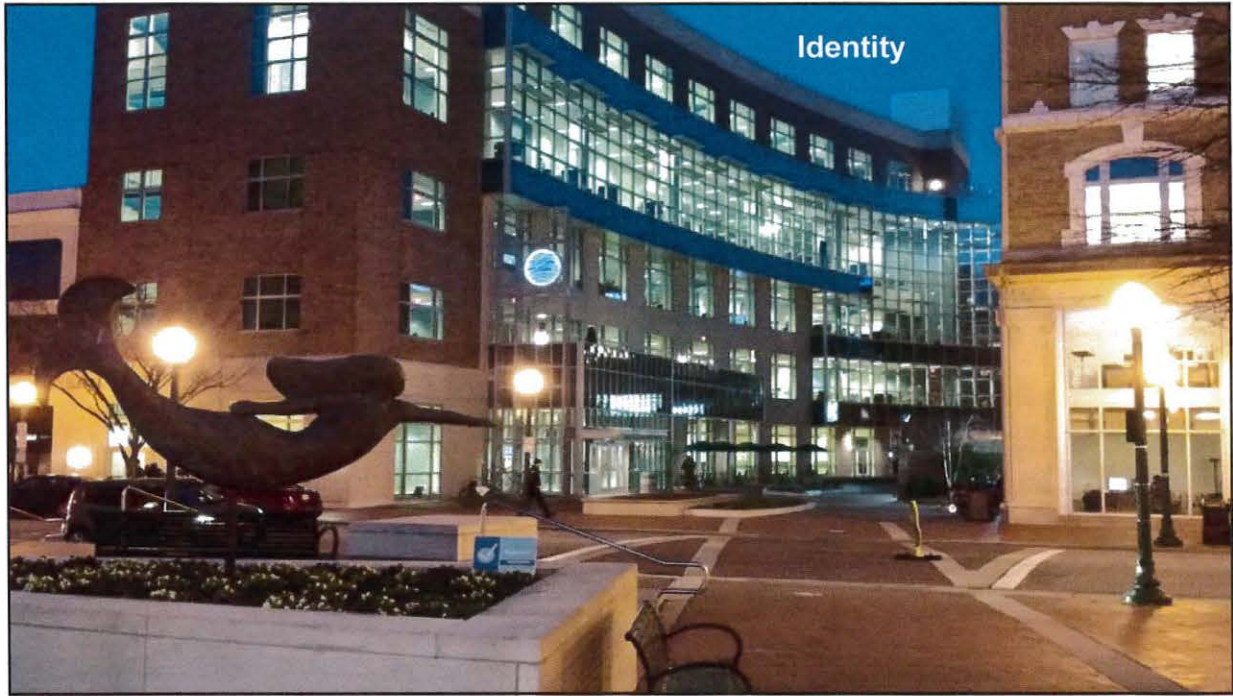


View North on Granby Street



View North on Granby Street







**Preliminary
Recommendations**
Brand Enhancements



Complementing the Wayfinding Signage Master Plan



Tidewater Community College
Norfolk Campus
2015 Campus Master Plan



TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: November 17, 2015

COMMITTEE: Finance & Facilities Committee

AGENDA ITEM: Acquisition of Leased Space for Norfolk Campus Library

BACKGROUND:

This item requests College Board endorsement of the acquisition of leased space to provide a larger library for the Norfolk Campus for approval by the State Board for Community Colleges.

Tidewater Community College's Norfolk Campus opened in January 1997. The campus was developed as a partnership between the Commonwealth and the City of Norfolk through the Norfolk Redevelopment and Housing Authority (NRHA). The State Board and NRHA entered into a capital lease for the campus that runs through June 2020.

The library for the Norfolk Campus is located in 13,994 square feet of space on two floors in the Martin Building. The space is inefficient and insufficient for a campus serving some 7,300 students each semester. The campus master plan, which was presented to the College Board at its September 2015 meeting, recommends relocating the library into larger space, preferably on a single floor for operational efficiency.

The college has been pursuing an opportunity to acquire leased space in Norfolk to facilitate expansion of its Culinary Arts program to meet enrollment demands. Working with the City of Norfolk, a regional supermarket firm, and TCC's Real Estate Foundation, the college had identified space that could be shared – providing opportunity for expanding the Culinary Arts program as well as for an urban grocery store in downtown Norfolk. However, as the college developed plans for this expansion, it became apparent that the cost of the infrastructure improvements necessary to support the Culinary Arts program in the leased space would be excessive.

DISCUSSION:

Relocating the Norfolk Campus library into leased space will provide the opportunity to expand the Culinary Arts program in existing campus space. Since the space already supports the Culinary Arts infrastructure, expanding it will be much less costly than building that capability into a facility that is not suitable for it. Ultimately, the result will be a larger campus library and an expanded Culinary Arts program.

The space previously identified for expansion of the Culinary Arts program would provide some 19,000 square feet in a more efficient single floor arrangement for the Norfolk Campus library. Other options that could provide similar amounts of space are available

within a block of the Norfolk Campus. Build-out costs associated with a library are expected to be about one-third the cost of the build-out for Culinary Arts. The build-out costs would be amortized over the term of the lease. Specific details of the business arrangement will be subject to negotiation. Rent in the first year, including amortized tenant improvements, is expected to be in the range of \$500,000 to \$550,000.

VCCS policy requires approval by the State Board for Community Colleges for any lease acquisition of space greater than 10,000 square feet.

STAFF RECOMMENDATION:

That the College Board endorse the acquisition of leased space to accommodate an expanded library for the Norfolk Campus for subsequent approval by the State Board for Community Colleges.

STAFF LIAISON:

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