

TIDEWATER COMMUNITY COLLEGE BOARD

MAY 11, 2017

4:00 P.M.

REGIONAL WORKFORCE SOLUTIONS CENTER
SUFFOLK

TERRI N. THOMPSON, CHAIR
PRESIDING

AGENDA

Social Gathering & Dining – (4:00 – 4:30 p.m.)

1. **Welcome and Call Meeting to Order – (4.30 p.m.)**
2. **Program Highlight – (15 min.)**

“Virginia Ship Repair Association and Apprenticeship Program”

Corey L. McCray
Vice President for Workforce Solutions

3. **Adoption of Consent Agenda** (Board Member(s) may make request(s) to move item(s) from the Consent Agenda that requires further discussion later in the meeting). (Board approves motion to adopt the consent agenda).
4. **Approval of Action Item(s) on Consent Agenda** (All item(s) under the Consent Agenda are enacted by one motion). (**Attachment(s) – (5 min.)**)
 - a. Previous Meeting Minutes #296 for March 23, 2017 (**Attached**)
 - b. Proposed 2017-18 Business and Industry Advisory Committees (**Attached**)
 - c. Proposed 2017-18 Local Fund Budgets (**Attached**)
 - d. Resolution Honoring John A. Piscitelli (**Attached**)
5. **Curriculum & Student Development Committee Report – Mr. Dwight M. Parker, Chair (10 min.)**
 - a. None
6. **Finance & Facilities Committee Report – Mr. John M. Murray, Chair (10 min.)**
 - a. Routine Financial Statements for Month Ending March 31, 2017 (**Attached**)
 - b. State Budget Update
 - c. Real Estate Foundation Update
7. **Advocacy Committee Report – Ms. Linda D. Ridenour, Chair (10 min.)**

- a. Committee Update
- 8. **Discussion & Approval of Action Item(s)** (Removed from Consent Agenda) – *(10 min.)*
- 9. **President’s Report** – *(15 min.)*
 - a. Spring/Summer/Fall Enrollment
 - b. Women’s Center STEM Promise Program
 - c. Major Gifts Campaign Update
- 10. **Chair’s Report & Announcements** – *(10 min.)*
 - a. Report of Board Nominating Committee *(Attached, for action)*
 - b. Proposed 2017-18 Board Meeting Schedule *(Attached, for action)*
 - c. Executive Committee Report *(Attached)*
 - d. Joint Board Recognition Reception—June 27th, 4:30 – 5:30 PM, Student Center
Norfolk Campus
- 11. Adjournment

TIDEWATER COMMUNITY COLLEGE BOARD

MEETING NO. 296

MARCH 23, 2017

Meeting number two hundred and ninety-six of the Tidewater Community College Board was held on Thursday, March 23, 2017, in the Green District Administration Building in Norfolk.

Members Present: Edna V. Baehre-Kolovani Jerome A. Bynum
Paulette D. Franklin-Jenkins Cynthia S. Free
James N. Lucado Connie A. Meyer (Phone)
John M. Murray John D. Padgett
Dwight M. Parker John A. Piscitelli
Linda D. Ridenour Terri N. Thompson

Members Absent: Lynn B. Clements

Others Present: Curtis K. Aasen, Director of Institutional Effectiveness & Interim Vice President for Information Systems
Jeffrey S. Boyd, Provost of Norfolk Campus
Daniel T. DeMarte, Vice President for Academic Affairs & CAO
Susan M. James, Special Assistant to the President & Chief of Staff
Sarah Elizabeth (Beth) Lunde, Associate Vice President for Human Resources
Corey L. McCray, Vice President for Workforce Solutions
Monica McFerrin, Chair of College Faculty Senate & PAPC
Phyllis F. Milloy, Vice President for Finance
R. Lynn Rainard, Chair of Administrative Association
Lisa B. Rhine, Provost of Chesapeake Campus
James P. Toscano, Vice President for Institutional Advancement & Executive Director of the Educational Foundation
Michelle W. Woodhouse, Provost of Portsmouth Campus

1. Welcome and Call to Order

Ms. Thompson, chair, determined the presence of a quorum and called the meeting to order at 4:30 p.m. She welcomed new board members, Jerome Bynum from the City of Norfolk, Paulette Franklin-Jenkins from the City of Portsmouth, and in her absence, acknowledged Lynn Clements from the City of Portsmouth.

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2. Program Highlight

At the invitation of Dr. Baehre-Kolovani, Dr. DeMarte updated the board on the college's Cyber Security Articulation Use Agreement as the featured program highlight.

As stated by Governor Terry McAuliffe, Virginia has 36,000 jobs open in cyber and 568 companies looking for skilled employees to fill that need. As such, in May 2016, TCC became one of only four institutions designated as a National Center of Academic Excellence in Cyber Defense. The college launched the first Cyber Apprenticeship Program in Virginia and later signed an Articulation Agreement with Old Dominion University (ODU) where students who earn the IST Degree from TCC can transition seamlessly to ODU to further their certifications. The cyber credentials offered by TCC are embedded in an academic program and some are offered by the Workforce Solutions Center. Of note, AAS Degree in Information Systems Technology-CSD Cyber Security, a Career Studies Certificate in Cyber Security, and seven certifications in various components of Cyber Security. Through partnerships with industry leaders, TCC continues to gain momentum in the program for its students with apprenticeships and has included a component to support the military students. Future plans include a cyber-certification crosswalk; expansion of cyber security to Dual Enrollment; support ODU and Norfolk State University in developing baccalaureate degrees in Cyber Security, align Military Occupational Specialties/Navy Enlisted Classification/Coast Guard ratings with ACE for credits, and expansion of Cyber Security apprenticeship opportunities, among other initiatives.

3. Adoption of Consent Agenda

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

4. Approval of Action Items on Consent Agenda

Referring to Tabs 4a through 4f of the meeting packet, the board approved Meeting Minutes #294 for November 15, 2016; Proposed Increase in Institutional Auxiliary Fee (attached); Proposed Career Studies Certificate in Computed Tomography; Proposed Specialization in Small Business Management and Entrepreneurship; Proposed Discontinuance of the Career Studies Certificate in Geospatial Intelligence, and Proposed Associate in Applied Science Degree in Veterinary Technology.

5. Curriculum & Student Development Committee Report – Mr. Dwight M. Parker, Chair

- a. Update on Workforce Development Initiatives. At the invitation of Mr. Parker, Drs. DeMarte and McCray tag-teamed the Workforce initiatives update. Academics and Workforce collaborated and with input from business leaders and vetting through the Workforce Advisory Committee, tremendous improvements have occurred to the benefit of the TCC students. Of note, the Automated Data Processing class produced over 50 qualified industry ready students and 20 others are tapped for the next class. Working with Newport News Shipbuilding, advanced welding was identified as a business necessity, is offered to students, and meets the goal of *Complete 2021* and Industry Certifications. With funding sources such as the Workforce Investment Opportunity Act, Incumbent Worker Funding,

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and Financial Aid for Non-credit Training Leading to Industry Credentials-FANTIC, students have multiple funding sources to complete their educational goals. The soft skills and experiential learning components, coupled with academics, results in workforce ready students. Workforce Development is nearing \$2 million in enrollment.

6. Finance & Facilities Committee Report – Mr. John M. Murray, Chair

- a. Routine Financial Statements for Month Ending November 30, 2016. At the invitation of Mr. Murray and referring to Tab 6a of the meeting packet, Ms. Milloy noted that the budgets reflect activities as expected for November 30, 2016.
- b. Routine Financial Statements for Month Ending January 31, 2017. Referring to Tab 6b of the meeting packet, Ms. Milloy stated that timing of bond payments for the parking garage and lot and for the Student Centers, impact certain encumbrances charged on an annual basis that is reflected in the January 31, 2017 financial statements.
- c. Mid-Year Report on 2016-17 State Operating Budget. Ms. Milloy referred to Tab 6c of the meeting packet to review the mid-year adjustments on the 2016-17 State Operating Budget attached. She noted that there were two adjustments since July 1, 2016. Namely, a savings of \$1 million in the adjunct budget due to lower than expected enrollment and an unanticipated cost of \$864,000 due to a one-time Special Recognition award of 1.5% as approved by the State Board for Community Colleges.
- d. Audit Report for Year Ended June 30, 2015. Directing the board's attention to Tab 6d of the meeting packet, Ms. Milloy reported that both the single and the APA audits performed by the Commonwealth of Virginia's Auditor of Public Accounts, contained "zero findings." The board applauded Ms. Milloy and her staff for the exceptional work.

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

- a. General Assembly Visit Feedback. Ms. Ridenour thanked her colleagues and members of the President's Executive Staff for planning and executing the trip to the General Assembly. She noted that the trip was successful and that they had the opportunity to converse with some legislatures and to thank them.

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

- a. Nothing to report.

9. President's Report

- a. Proposed 2016-17 Emeritus Appointment Resolutions. Directing the board's attention to Tab 9a of the meeting packet, Dr. Baehre-Kolovani appointed two administrative and one faculty to emeritus status, respectively, and namely:
 - Ann P. Ambrose, Dean of Business, Public Services, and Technology
 - Carolyn E. McLellan, Dean of Information Technology and Business
 - Marilyn L. Peacock, Professor of Mathematics

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

- b. Major Gifts Campaign Feasibility Study Update. Dr. Baehre-Kolovani invited Dr. Toscano to provide an update on the study. The Armistead Group was chartered to guide TCC through its Feasibility Study on the quest to raise \$20 million over a two-year Major Gifts Campaign. After interviews with nearly 50 prospective donors, 96% of the respondents indicated that they held positive views of the college; 80% supports the campaign, and 80% indicated an interest in contributing to the campaign. A vast majority of the prospects felt that the college is meeting the needs of the students, community, and business/industry. The quiet campaign will be launched in mid-2017 with investments focused on culinary, hospitality, maritime, and scholarships.
- c. Fall/Spring Enrollment Update (w/Mr. Aasen). Mr. Aasen displayed a chart of the Fall 2016 and Spring 2017 VCCS FTE enrollment comparisons noting that 18 of 23 and 22 of 23 institutions, respectively, within the VCCS experienced enrollment declines. Some of the variables that impact enrollment are students who graduate, transfer prior to graduation, drop-out, or delay their return. He noted that TCC's Enrollment Model encompasses returning, full-time in college (FTIC), dual enrollment, transfer-in, returning/stop-out, and other non-curricular students. Of the categories noted, there was a 7.7% increase in the dual-enrolled students in Fall 2016, while the other categories experienced a decline. With returning students (54%) encompassing the largest population, emphasis will be focused on semester-to-semester re-enrollment, FTIC, and high school dual enrollment.

10. Chair's Report & Announcements

- a. Report of Executive and Finance & Facilities Committees Actions. Referring to Tab 10a of the meeting packet, Ms. Thompson reported that with the cancelation of the January 19, 2017 board meeting, the Executive and Finance & Facilities Committees met on January 27, 2017, to take action on the 2018-24 Six-Year Capital Outlay Plan and to change the date of the previously schedule March 14, 2017 meeting. The following actions were taken:

The Finance & Facilities Chair, Mr. Murray, stated that the proposed VCCS 2018-24 Six-Year Capital Outlay Plan was thoroughly reviewed by his committee, with the recommendation to approve it for subsequent action by the State Board for Community Colleges. Ms. Thompson accepted the committee's recommendation as a motion, which requires no second, invited discussion, of which there was one and the question was answered, and called for a vote. The Executive Committee unanimously approved the motion.

The committees discussed the proposed date change of the 2016-17 Meeting Schedule. In particular, change the previously scheduled March 14, 2017 meeting date to March 23, 2017, due to the absence of the Secretary to the Board, Dr. Baehre-Kolovani. After some discussion, the committees agreed to the new March 23, 2017 meeting date. On a motion

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by, Mr. Murray, seconded by Mr. Parker, the Committees voted unanimously on the new meeting date.

- b. Appointment of Board Nominating Committee. Ms. Thompson named Mr. Parker as Chair, Ms. Ridenour, Mr. Murray, and Ms. Meyer to serve on the Nominating Committee. They were charged to nominate an officer to fill a one-year term to succeed current Board Vice Chair, John Piscitelli, whose tenure on the board expires in June 2017. The Committee will reference Section 2.1 of the board's *Policies and Procedures Manual College w/By-Laws* in nominating a candidate and to present their report at the May meeting.
- c. Initiation of President's Evaluation Process. The president's evaluation will be conducted per the Evaluation Procedures detailed in *Section 2.16 of the Tidewater Community College Board Policies & Procedures Manual w/By-Laws*.
- d. Board Communication. Chairwoman Thompson referenced Section II of the board's *Policies and Procedures Manual w/By-Laws* and addressed the importance of continued and open lines of communications between Board Members and the college.

11. Adjournment

There being no further business to come before the board, Ms. Thompson adjourned the meeting at 6:06 p.m.

Respectfully submitted,



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

APPROVAL

Terri N. Thompson
Chair

DRAFT

TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: March 23, 2017
COMMITTEE: Finance and Facilities Committee
AGENDA ITEM: Increase in Institutional Auxiliary Fee

BACKGROUND:

Language authorizing increases in mandatory non-educational and general program fees from 4-2.01 b. of the Appropriation Act states:

- a) Except as provided in Chapters 933 and 943 of the 2006 Acts of Assembly, mandatory fees for purposes other than educational and general programs shall not be increased for Virginia undergraduates beyond five percent annually, excluding requirements for wage, salary, and fringe benefit increases, as authorized by the General Assembly.
- b) This restriction shall not apply in the following instances: fee increases directly related to capital projects authorized by the General Assembly; fee increases to support student health services; and other fee increases specifically authorized by the General Assembly.
- c) Due to the small mandatory non-educational and general program fees currently assessed students in the Virginia Community College System, increases in any one year of no more than \$15 shall be allowed on a cost-justified case-by-case basis, subject to approval by the State Board for Community Colleges.

As a result of this language, the VCCS requires that mandatory non-educational and general program fee increases be limited to \$.50 per credit hour to a maximum of \$15.00 per academic year (Fall/Spring semesters). Further, each college requesting an increase in a mandatory non-educational and general program fee must prepare appropriate documentation to demonstrate the required cost justification for the fee increase and submit the fee increase request to the Chancellor for consideration by the State Board for Community Colleges.

In accordance with the Appropriation Act, and as reflected in State Board policy, parking must be conducted as an auxiliary enterprise, and as such expenditures for construction, operation and maintenance of parking lots and garages must be paid for with non-state funds. The funds are typically from local government appropriations provided for such purposes and from student parking fees.

The college's Capital Outlay Plan includes a parking garage facility at Virginia Beach - 1,200 spaces at an estimated cost of \$31 million. The Virginia Beach Campus project is anticipated in the 2022-24 biennium.

While the college expects that the respective campus host localities will contribute to the development of new parking facilities, it also anticipates that some portion of the cost will be borne by non-general fund revenues, including student fees.

Staff propose a \$.50 per credit hour increase in the college's Institutional Auxiliary Fee. This fee increase will allow the college to build a fund that will be used to meet the increased demands for parking. Once the Virginia Beach Campus parking garage is appropriated, the fee will be increased to the level required to support bond payments for twenty years.

STAFF RECOMMENDATION:

That the TCC Local College Board recommend to the State Board for Community Colleges an increase of \$.50 per credit hour in its Institutional Auxiliary Fee, effective Fall Semester 2017.

STAFF LIAISON:

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

TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: March 23, 2017

COMMITTEE: Finance & Facilities Committee

AGENDA ITEM: Mid-Year Report on 2016-17 State Operating Budget

BACKGROUND:

The Commonwealth of Virginia operates on a July – June fiscal year. The college's 2016-17 State Operating Budget was presented at the September 13, 2016 meeting; the Mid-Year report provides an update on the budget.

STAFF RECOMMENDATION:

None. This item is for information only.

STAFF LIAISON:

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

**TIDEWATER COMMUNITY COLLEGE
2016-17 STATE OPERATING BUDGET
MID-YEAR REPORT**

REVENUES	2016-17	Adjustments	Adjusted 16-17
BASE BUDGET	128,665,344		128,665,344
TUITION REVENUE ADJUSTMENT/ENROLLMENT/OTHER	(3,750,000)		(3,750,000)
WORKFORCE DEVELOPMENT	1,600,000		1,600,000
TOTAL REVENUES EXPECTED	126,515,344		126,515,344
EXPENDITURES - PERSONNEL SERVICES			
PERSONNEL SERVICES			
TEACHING FACULTY	21,465,344		21,465,344
ADMINISTRATIVE & PROFESSIONAL FACULTY	11,744,841		11,744,841
CLASSIFIED	22,368,900		22,368,900
ADJUNCT/OVERLOAD/SUMMER PAY	18,500,000	(1,000,000)	17,500,000
WAGE EMPLOYEES	6,900,000		6,900,000
WORKFORCE SOLUTIONS	1,152,321		1,152,321
REALLOCATION, SICK/ANNUAL LEAVE	400,000		400,000
FRINGES	25,000,000		25,000,000
HIRING FREEZE	(4,874,501)		(4,874,501)
VACANCY	(3,500,000)		(3,500,000)
BONUS		864,150	864,150
TOTAL PERSONNEL SERVICES	99,156,905	(135,850)	99,021,055
EXPENDITURES - OPERATING			
CHESAPEAKE CAMPUS	247,000		247,000
REGIONAL AUTOMOTIVE CENTER	78,000		78,000
NORFOLK CAMPUS	258,000		258,000
PORTSMOUTH CAMPUS	349,000		349,000
BEAZLEY SCHOOL OF NURSING	83,000		83,000
VISUAL ARTS CENTER	51,000		51,000
VIRGINIA BEACH CAMPUS	456,000		456,000
ADVANCED TECHNOLOGY CENTER	440,000		440,000
REGIONAL HEALTH PROFESSIONS CENTER	226,000		226,000
CENTER FOR E-LEARNING	20,000		20,000
CENTER FOR MILITARY EDUCATION	163,000		163,000
ROPER CENTER	266,000		266,000
CAMPUS AND CENTER TOTALS	2,637,000		2,637,000
OTHER OPERATING			
WORKFORCE SOLUTIONS	311,000		311,000
DUAL ENROLLMENT	1,053,000		1,053,000
FACILITIES MANAGEMENT	7,930,000		7,930,000
FIXED COSTS	4,317,970		4,317,970
GENERAL ADMINISTRATION	987,360		987,360
INFORMATION SYSTEMS	3,978,030		3,978,030
INSTITUTIONAL ADVANCEMENT	2,204,000		2,204,000
LEARNING RESOURCES	610,535		610,535
PROFESSIONAL DEVELOPMENT	303,000		303,000
SAFETY & SECURITY	2,700,000		2,700,000
OTHER OPERATING TOTAL	24,394,895		24,394,895
TOTAL BUDGETED EXPENDITURES	126,188,800	(135,850)	126,052,950
BALANCE - CONTINGENCY RESERVE	326,544	135,850	462,394

Note 1

Note 2

Notes

1. Reflects adjunct savings/efficiencies due to enrollment decline.
2. Reflects one-time 1.5% special Recognition Award to all full-time employees as approved by the State Board for Community Colleges.

TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: May 11, 2017

COMMITTEE: Curriculum and Student Development

AGENDA ITEM: Proposed 2017-18 Business and Industry Advisory Committees

BACKGROUND:

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

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

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

STAFF RECOMMENDATION:

That the College Board approves the 2017-18 Business and Industry Advisory Committees.

STAFF LIAISON:

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

TCC BUSINESS AND INDUSTRY ADVISORY COMMITTEES

Proposed 2017-2018 Membership

ACCOUNTING**

Robert Albertson
Virginia Wesleyan College

Leland Jordan
Christopher Newport University

Douglas Mann
Mann & Associates

Lyndon Remias
City of Virginia Beach

Theresa Rohm
A Rohm Smith and Company

R. Paul Speece
McPhillips, Roberts & Deans, PLC

Douglas Ziegenfuss
Old Dominion University

ADMINISTRATIVE SUPPORT TECHNOLOGY**

Geraldine Gilliam*
The Murray Center

Stephen Jones
Bills R Us

Crystal Jones
Bills R Us

Shatina Simpson*
Maryview Emergency Department

Shaina Yowel*
Towne Bank Mortgage

AMERICAN SIGN LANGUAGE

Marissa Barone
Independent Contractor

Rebecca Hillegass
Virginia Beach City Public Schools

Erin James
Sorenson Communications

Mary Nunnally
Department of Aging and Rehabilitative
Services

Joshua Pennise (Chair)
Sorenson Communications

Deborah Pfeiffer
Virginia School for the Deaf and Blind

Sabrina Smith
STS Interpreting

Sally Thompson
Hampton Roads Chapter of VAD

Deandra Wood
Hampton City Schools

AUTOMOTIVE

David Aldridge
Priority Toyota

Brian Atkenson
Ford Motor Company

Bob Barton*
Barton Ford

Joe Bonney
Starr Motors

Bobby Bowen
POMOCO Chrysler of Newport News

Keith Bradshaw
Hall Chrysler/Jeep/Dodge/Ram

D. Sean Brickell
Hampton Roads Automobile Dealers
Association

Dan Bruner
Hall Acura

Wayne Champigny
Virginia Beach Technical and Career
Education Center

* Proposed New Members

** Chair to be selected at first meeting

AUTOMOTIVE – continued

Jay Craig
RK Chevrolet

Laura Darwin
Cavalier Ford Chesapeake Square

Eric Dauphin
Bridgestone/Firestone

Phil Dawson
Central Atlantic Toyota Distributors

John Deuso
Southern Chrysler/Jeep Greenbrier

C. Tom Ellmer (Chair)
Priority Toyota Greenbrier

Ernie Fornie
GTO Owners Association of Tidewater

Fred Griemsman
Williamsburg Ford

Butch Hora
Tidewater Mopar Club

Pierre Howard
Norfolk Technical Center

Evan Jones
Fiat Chrysler Automobile

Mel Jordan
Greenbrier Dodge

Kim Kelly
Tysinger Motor Company

O. William Kuehrmann
Fiat Chrysler Automobile

Kent Mathews
First Team Honda

Neil McClanan
First Team Toyota

Debbie McHugh
New Horizons

Steve Moore
POMOCO Chrysler/Jeep of Hampton

Bobby Moro
AAA of Tidewater

Jeff Osakowicz
Fiat Chrysler Automobile

Bob Owen
Virginia Auto Dealers Association

Mike Owen
Southern Auto Group

Chris Peterson
Central Atlantic Toyota Distributors

Jeff Peterson
Priority Acura

Fred Phillips
Charles Barker Toyota

David Pickett
Hall Automotive Group

Robert Pippen
Bridgestone/Firestone

Jim Ribero
Haley Ford

Bob Rodriguez
Fiat Chrysler Automobile

Jim Rose
Priority Honda

Paul Saltarelli
Cavalier Ford Lincoln

Greg Shank
Charles Barker Automotive

Steve Spinks
Priority Ford

* Proposed New Members

** Chair to be selected at first meeting

AUTOMOTIVE – continued

Mark Stevens
Checkered Flag Honda

Ken Strain
Casey Honda

Jim Todd
Ford Motor Company

Devin West
Ford Motor Company

Robert West
West Service Center, Inc.

Bryan Wynne
Wynne Ford

Clinton Yanulavich
Southern GMC/Kia

CIVIL ENGINEERING TECHNOLOGY

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

Brian Dresen LS
Clark Nexsen

Nester Escobales
Old Dominion University

Frederic C. Gryckiewicz, Jr.
CalCas Homes, Inc.

Daniel B. Horne
Virginia Department of Health

Richard Nettleton
City of Virginia Beach, Public Utilities

Chad Oxtan (Chair)
City of Virginia Beach

Walter (Steve) Stephenson, Jr.
MSA, PC (Retired)

COLLISION REPAIR

Todd Babb
Beamon and Johnson

Lance Carson
Hall Automotive

Sharon Corey
First Team Collision Center

Julia Grim
Geico

Bill Moison
Southern Collision Repair Center

John Rial
Freedom Automotive

John Shoemaker (Chair)
Bowditch Ford

Carmen Stockard
PPG Industries

Jeff Stewart
Tape Inc.

Roy Taylor
I-CAR

COMPUTER-AIDED DRAFTING AND DESIGN

Edward Abete
General Dynamics Information Technology

Todd Bobak
Sumitomo Drive Technologies

Thad A. Broom
Architects and Designers, PC

Chris Brown
Newport News Shipbuilding

Jason Ewick*
CDI Marine

* Proposed New Members

** Chair to be selected at first meeting

COMPUTER-AIDED DRAFTING AND DESIGN – continued

Jean-Claud Guilbaud
Guilbaud Enterprises and Construction

Tony Jones
The Apprentice School

Ronald Kloster
Hampton University

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

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

Michael Ross (Chair)
HBA Architecture and Interior Design

Jeenson Sheen
Norfolk State University

Larry Smith*
Linx Industries

Johan Stadler
Clark Nexsen

Thomas N. Tortomasi*
Virginia Beach City Public Schools

Alok Verma
Old Dominion University

CRIMINAL JUSTICE

Jason Armstrong
Norfolk Police Department

John Bell
Virginia Beach Police Department

Kellie J. Blount
Chesapeake Police Department

Sadie R. Boone
Department of Motor Vehicles

Scott C. Burke
Portsmouth Police Department

James Cervera
Virginia Beach Police Department

Sharon Chamberlin
Norfolk Police Department

Tonya Chapman
Portsmouth Police Department

John Gandy (Chair)
Virginia Beach Police Department

David A. Hackworth
Chesapeake Sheriff's Office

John Meston
Suffolk Police Department

Kimberly Wilson
Portsmouth Police Department

CULINARY ARTS

Omar Boukhriss (Chair)
Omar's Carriage House

William S. Cabell
Distinctive Event Rentals

Matt Green
Sysco Hampton Roads

Ron Haughton
Kate's Catering Service

Johanna Heidler
Gold Key Resorts and Professional
Hospitality

Alan Lindauer
Waterside Fish and Produce

John Mannino
Mannino's Italian Bistro

* Proposed New Members

** Chair to be selected at first meeting

CULINARY ARTS – continued

John McLure
Virginia Beach Resort Hotel

Anthony Mower
Westneck Signature Grille

Erika Nestler
Christopher Newport University

Patrick Reed
Virginia Beach Technical and Career
Education Center

Rob Reper
Sysco of Hampton Roads

Karen Rickettes*
Crest Foodservice Equipment

Lailani Rockholt
Norfolk Health Department

John Spicer*
Crest Foodservice Equipment

DIESEL

Jack Bell
Cummins Atlantic

David W. Boyce
Liebherr

Patrick Carroll
TFC Recycling

Ernie Fritz
Virginia Truck Center of Tidewater

Michael Glaeser
Hampton Roads Transit

Thomas Harrington
Naval Facilities Engineering Command

George Hrichak
City of Chesapeake

Mike McColgan (Chair)
City of Chesapeake

Bob Perry
Coastal Equipment

Bill Reinholtz
Carter Machinery Company

Rob Robins
Bay Diesel

Jeff Stalnaker
Volvo-Penta

EARLY CHILDHOOD DEVELOPMENT

Joetta Camp (Chair)
Virginia Star Quality Improvement Initiative

Kristen Cater*
Children's Harbor

April Cook
Parish Day School at Eastern Shore Chapel

Ronnica Edmonds
Mid-Atlantic Navy Child and Youth Programs

Lisa Embry*
Virginia Beach Technical and Career Center

Jane E. Glasgow
Minus 9 - 5 Early Childhood Initiative

Courtney Hundley
Portsmouth Public Schools

Kathryn Jessee
Chesapeake RU Ready

Christine John
Eastern Region Infant & Toddler Specialist
Network

Jacqueline Johnson*
Norfolk State University

Heather Kitsis*
Virginia Quality

* Proposed New Members

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**EARLY CHILDHOOD DEVELOPMENT –
continued**

Barbara Lito*
Virginia Beach Economic Development

B. Malcom Lively*
Virginia Wesleyan

Daphine Lovely*
Virginia Beach Technical and Career Center

Jamie Pfistner*
Norfolk Public Schools

Lauren Small
Hampton Roads Small Business
Development

Priscilla Spencer
Norfolk Technical Center

Virginia Staylor
Norfolk Ready by Five

Sarah Sterzing*
Early Childhood Quality Initiative

Kristine Sunday*
Old Dominion University

Ipek Taffe
The Planning Council

Kristen Whalen
Parish Day School at Eastern Shore Chapel

Cindy Zerr
Western Branch Academy

ELECTRONICS

John Hackworth
Old Dominion University

Paul McDuffie*
CPIS, LLC

Darrell Riddick
Old Point National Bank

Michael Royal
Landstown High School

Richard Seriani
Arinc, LLC

Suzanne Steffensen
Bauer Compressor

Munir Sulaiman
Norfolk State University

Charles Thomas
First Colonial High School

Richard Walker
Thomas Jefferson National Accelerator
Facility

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

George Wood
Dominion Power

EMERGENCY MEDICAL SERVICES**

Michael Barakey
Virginia Beach Fire Department

John Bianco
Virginia Beach EMS

Robert Craft
Newport News Fire Department

Brandon Dommel
Norfolk Fire-Rescue

Robert W. Hundley
Emergency Physicians of Tidewater

John Keyes
Virginia Beach Fire Department

Stewart Martin
Virginia Beach EMS

Jeffrey Meyer
Department of Fire, Rescue and Emergency
Services

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**EMERGENCY MEDICAL SERVICES -
Continued**

Michael B. Player
Peninsulas EMS Council, Inc.

Jay Porter
Tidewater EMS Council, Inc.

Thomas Schawlenberg
City of Chesapeake

Warren Short, Jr.
Office of Emergency Medical Service

Brian Spicer
Suffolk Department of Fire & Rescue

FIRE SCIENCE

Robert G. Burton
Norfolk Fire-Rescue

Robert Craft
Newport News Fire Department

Pat Dent
Williamsburg Fire Department

Edmund Elliott (Chair)
Chesapeake Fire Department

Travis Halstead
Virginia Beach Fire Department (Retired)

John Keyes
Virginia Beach Fire Department

Joshua Tomon
Navy Regional Fire Rescue

Levin Turner*
Portsmouth Fire Department

FUNERAL SERVICE

Donna B. Alexander
Metropolitan Funeral Service

K. Carter Bell
Funeral Consultant

Everard A. Hughes
Chatman/E.A. Hughes Funeral Home

Michael J. Leonard
H.D. Oliver Funeral Apartments

Steven V. Johnson
Family Choice Funerals and Cremations

Sabrina Newby
Poole's Funeral Home

Theresa Norrell
LifeNet Health

Robert Oman
Oman Funeral Home

Daniel Reukauf
Batesville Casket Company

Thomas Roland, Esq.
Roland Vaults, LTD

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

Robert H. Smith
R. Hayden Smith Funeral Home

Billie Watson-Hughes
Branch Funeral Home

Christopher Wilson (Chair)
Hale Funeral Home

GRAPHIC DESIGN

Germaine Clair (Chair)
GC Designs

Josh Fischer
Artsmith Media LLC

Jaydee Jana
Davis Advertising

Benjamin J. Mace
Design Consultant

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GRAPHIC DESIGN – continued

Christine Morgan
Christine Morgan Advertising & Design

Barton W. Morris
Morris Design, Inc.

Mary Lee Shumate
M*Lee Designs

Walter E. Taylor, III
Jase Group

Andrew P. Ungvarsky
Grow Interactive

Dana Washington
Akima Company

Fern Wharton
Akima Company

HEALTH INFORMATION MANAGEMENT

Mary Ann Clark
Virginia Beach Psychiatric Center

Mary Beth Dunlap
Hampton Roads Specialty Hospital

Christy L. McMurray
Chesapeake Regional Medical Center

Chris Pogue
Sentara Healthcare

Tina Stevens
Norfolk Community Services Board

Susan M. Tarkenton
Sentara Health Systems

Margaret Theodorakis
Optima Healthcare

Leslie Twine
GE Healthcare

Christina Upton
Old Dominion University

Ann Marie Wisner (Chair)
Health Information Strategies, Inc.

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

Robert Gunderson*
Damuth Trane

Thomas Harrington
Naval Facilities Engineering Command

Rick Ilich*
Virginia Air Distributors

Matthew Miller
Colonial Webb Contractors

Andy Styron
R.A. Styron Heating & Air Conditioning

Ralph Styron
R.A. Styron Heating & Air Conditioning

Ray Walsh*
House Call Company

Stanley Yeskolski
Investigative Inspection Services

HORTICULTURE

Billy Almond
WPL

Mike Andruczyk
Cooperative Extension – Chesapeake Unit

Laura Ballengee
McDonald's Garden Center

Wes Bray*
Lawns and Gardens Plus

Harry Delyannis
HLD Landscaping, Inc.

Laurie Fox
Hampton Roads Agricultural Research &
Extension Center

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HORTICULTURE – continued

Jason Heizer
Bartlett Tree Company

Rich Jarrett (Chair)
London Bridge Greenhouse and Nursery

William (Bill) Maxwell
Maxwell Landscaping

Brian O’Neil
Norfolk Botanical Garden

Chad Peevy
Old Dominion University

Mark Ross
Virginia Beach National Golf Course

Roxanne Stonecypher
City of Chesapeake

Andrea Tomlin
Virginia Beach Technical and Career
Education Center

Jamie Walker*
The Virginian Pilot

Laurie Yates*
Virginia Beach Vo-Tech

HOSPITALITY MANAGEMENT

William S. Cabell
Distinctive Event Rentals

James C. Corprew
Norfolk State University

Lawrence E. Epplien
Norfolk State University

Duane Gauthier
Commonwealth Lodging

Edwin Gomez
Old Dominion University

Rachel Lenn
Virginia Beach Convention and Visitors
Bureau

Dave Makarsky
Professional Hospitality Resources

Louie Marcelo-Glenn
Landmark Hotel Group

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

Anthony J. Parrow
LTD Hospitality

Stacey S. Shiflet
Virginia Beach Resort Hotel & Conference
Center

John M. Ulp
Catlee Incorporated / dba McDonalds

Lynne Williams
Virginia Beach City Public Schools

HUMAN SERVICES**

Brian Bean
The Focus Center

Jocquelyn Chapman
City of Chesapeake – Human Services
(Retired)

Kathy Dial
Kin and Kids Consulting

Angela Duke*
Sentara Norfolk General Hospital

Brenda Exum
Norfolk State University

Barbara Fletcher
Aid and Information for the Elderly

Earl Ford Jr.
City of Virginia Beach – Human Services

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HUMAN SERVICES - continued

Bridget Freeman*
Rehabilitation Services

Denise Gallop*
Norfolk Department of Human Services

Roneiko Henderson-Beasley
Self-Actualization Counseling &
Development Services

Sharon Houston
Garden of Hope, Inc.

Oneiceia Howard*
City of Norfolk

Carrie Waites
Norfolk State University

Shawn Ware-Avant*
Eastern Virginia Medical School (EVMS)

Nathan Woodard
VA Dept. of Behavioral Health and
Development Services

INDUSTRIAL TECHNOLOGY

Lyle Bagley
Bauer Compressors, Inc.

Erika Berry (Chair)
Naval Station Norfolk

William W. Fleming
Network Interfaces Corporation

James P. Healy
Society of Manufacturing Engineers (SME)

Jeff Jaycox
Tabet Manufacturing Company, Inc.

Ronald Jerasa
CRSA, LLC

Sam Richards*
STIHL, Incorporated

Lou Ruggeri
Standard Calibrations, Inc.

Joseph M. Sabol
Newport News Shipbuilding

K. George Skena
Norfolk Public Schools

Robert Twine
Collins Machine Works

Alok Verma
Old Dominion University

INFORMATION SYSTEMS TECHNOLOGY

Leigh Armistead*
Peregrine Technical Solutions

Gayle Burton
Honeywell Technology Solutions, Inc.

R. Mark Crowe
Sentara Healthcare

Shawn Fagan
Marathon Consulting

Linda Garratt
Dollar Tree

Kevin Fairley*
City of Virginia Beach

Kimberly Fields*
Amerigroup

Kevin Griffin
Griffin Consulting

Rich Hamady (Chair)
GEICO

Annette Harris
City of Portsmouth

Karen Havekost*
City of Virginia Beach

* Proposed New Members

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INFORMATION SYSTEMS TECHNOLOGY-
continued

Stephen Troy Hollowell
Microsoft Corporation

Scott Howell
Christopher Consultants

Joseph Lee*
JLGOV LLC

Kevin McKenzie*
Dollar Tree Stores, Incorporated

Joseph Quinn
SAIC

Deborah Rhodes
Sentara Healthcare

Robert Rychlicki
City of Norfolk

Gene Starr
Electronic Systems, Inc.

Clay Wise*
Hampton Roads Sanitation District (HRSD)

Ken York
Optima Health Plans, Inc.

INTERIOR DESIGN

Ron Austin
Design First

Frank Brannon
CBN Scenic Design

Sarah Butler
Rodriguez Ripley Maddox & Motley

Garland Hall
Garland Hall Interiors

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

Dan Hickok
Rodriguez Ripley Maddox & Motley

Matt Keane
AEKB

David Klemt
Klemt and Associates

Matt Lee
Hanbury, Evans, Wright, Vlattas & Company

Robert D. Pappas
NRHA

Alex Reichardt
Architectural Design and Rendering

Lana Sapozhnikov
LS Designs

Melodi E. Terhune
Clark Nexsen

MANAGEMENT

Laura Baxter*
Military Newspaper of VA

Jason Benedict*
Touch Stone Business Solutions

Michael Camden*
Troy University

Robert Camlin*
Associate Builders and Contractors

Cathy Davis*
Macy's Lynnhaven

Elizabeth Duncan-Hawker*
Red Hawk Strategic Solutions, LLC

Terry Hall Hall*
Analytics, LLC

Cecil Jenkins*
Cecil Jenkins & Associates, Inc.

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MANAGEMENT – continued

Bob Kerr*
Kerr Environmental Services Corp.

Sam Manning (Chair)*
Management Information Solutions

Bert Ortiz*
AVMAC, LLC

Christina Tate*
Habitat for SHR

Caroline Taylor*
Taylor Made Diagnostics

Troy Thorn*
Chesapeake Conference Center

MARINE TECHNOLOGY**

Peter Babilonia
Centerville Marina

Brian Baker
Suntex Marinas

John Cobb
Cobb's Marina

Jason Gray
Tidewater Yacht Marina

Joe Maniscalco
Yamaha Motor Corporation, USA

Jon Nichols
Norfolk Marine

Bill Noell
Bill's Marine Inc.

Wes Ripley
Virginia Dept. of Transportation

Ed Sherman
American Boat & Yacht Council

Dallas Wilson
Cummins Atlantic

MARITIME TECHNOLOGIES**

Amanda Berce*
BAE Systems Norfolk Ship Repair

Jim Bento
Ocean Marine

William Goodwin
Norfolk Naval Shipyard

Thomas Harrington
Naval Facilities Engineering Command

Katie Hedges
Oceaneering International, Inc.

Steve Jackson
MARAD

Ross Leach*
AMSEC, LLC

Vukica Jovanovic
Old Dominion University

Sarah McCoy
Virginia Port Authority

Regina McLean
Newport News Shipbuilding

Eileen Pietila
Portsmouth Public Schools

Guy St. John
Oceaneering International, Inc.

Kira Wong
Colonna's Shipyard, Inc.

* Proposed New Members

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**MECHANICAL ENGINEERING
TECHNOLOGY (new committee)**

Cecil Achord
Seaward Marine Services, Inc.

Courtney Addfison
STIHL, Incorporated

J. Lyle Bagley
BAUER Compressors, Inc.

Teresa Behr
STIHL, Incorporated

Amanda Berce
BAE Systems Norfolk Ship Repair

Brian Burroughs
Newport News Shipbuilding

Phillip Capehart
Flowserve Corporation

William Goodwin
Norfolk Naval Shipyard

Jose Gutierrez (Chair)
Mid-Atlantic Reg. Maintenance Center

Carl Hebert
City Virginia Beach

Felix Ikner
Valkyrie Enterprises

Ronald Jerasa
CSRA LLC

Doug Kint
Lockheed Martin

John Kropcho
Mid-Atlantic Reg. Maintenance Center

Ross Leach
Huntington Ingalls Industries

Regina McLean
Newport News Shipbuilding

Alan Morrison
Mid-Atlantic Reg. Maintenance Center

Lee Newton
Bay Diesel & Generator

Maria Rangel
Flowserve Corp

Maria Vejar
Valkyrie Enterprises

Alok Verma
Old Dominion University

Clint Vollono
Colonna's Shipyard, Inc.

MECHATRONICS

Carray Banks
Norfolk State University

Kevin Davis
Dominion Power

Dan Disharoon
Hampton Roads Sanitation District

Ken Donahue
R.E.W. Corporation

Mark Dorsch
Bauer Compressors

John Dwyer
Bauer Compressors

Les Ferguson*
Mitsubishi Chemical

Von Gilbreath
City of Chesapeake

John Girard (Chair)
BASF Corporation

Richard Good
Solar Services, Inc.

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MECHATRONICS – continued

Thomas Harrington
Naval Facilities Engineering Command

Drexel Harris
Dominion Power

M. Craig Hill
Portsmouth Public Schools

Steve Hsiung
Old Dominion University

Michael Iacobellis*
NJATC

William (Skip) Johnson
STIHL, Inc.

Vukica Jovanovic
Old Dominion University

Linda Kaiser
Hermes Abrasives, Ltd.

Matt Kellam
Dominion Power

Terri Leitner
R.E.W. Corporation

Dacia Marxrieser
Manufacturing & Design Technologies, Inc.

Zach Mazur
Flow Serve Corp., Chesapeake Operation

Chris Montalvo
Target Distribution Center

Ralf Moosman*
IMS Gear

Lisa Norskog
Target Distribution Center

Matthew Oliver
Dominion Power

Rick Raike
Hampton Roads Sanitation District

Charles Ritinski
Sumitomo Machinery Corporation of America

James Rivoir
Mitsubishi Kagaku Imaging Corporation

Bob Shanks
Virginia Beach City Public Schools

Bradley Stoker
Target Distribution Center

Munir Sulaiman
Norfolk State University

Clifton Thompson
Dominion Virginia Power

Mileta M. Tomovic
Old Dominion University

Donnie Ward
Hampton Roads Sanitation District

MEDICAL LABORATORY TECHNOLOGY

Faye Coleman (Chair)
Old Dominion University

Beth Ellington
Riverside Regional Medical Center

Margaret Goodman
Riverside Doctors Hospital

Barbara Kraj*
Old Dominion University

Nora Leonard
Sentara College of Health Sciences

Jessica Lindhart*
Sentara Norfolk General Hospital

Gail Maxey*
Riverside Regional Medical Center

* Proposed New Members

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**MEDICAL LABORATORY TECHNOLOGY-
continued**

Linda McClenney
Bon Secours Mary Immaculate Hospital

Sandy Odegaard*
DePaul Medical Center

Lynn Onesty
Riverside Regional Medical Center

Deitra Phillips
VA Medical Center

Barbara Shields
Chesapeake Regional Medical Center

Lisa Shook
LabCorp of America

Linda Weiss
LifeNet Health

NURSING

Terri Anderson
Our Lady of Perpetual Help

Peggy Braun (Chair)
Sentara Virginia Beach General Hospital

Myra Burton
Norfolk Technical Center

Darren Clark
Sentara Home Care

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

Frances Gray
Portsmouth Public Schools

Hannah Harris
Veterans Administration Medical Center

Jennifer Herbert
Chesapeake Regional Medical Center

Lynette Kirkbride
Maryview Medical Center

Patty MacDougall
Riverside Shore Memorial Hospital

Beverly Misuna
Riverside Shore Memorial Hospital

Phyllis Stoneburner
Sentara Obici Hospital

OCCUPATIONAL THERAPY ASSISTANT

Caroline Alexander
Maryview Medical Center

Anne Moody Ashe
RehabCare Group

Lynn Chatfield
Genesis Rehab

Leanne Dextrateur
RehabCare Group

Louise Lerner
Legacy Healthcare

Paula Naudziunas (Chair)
The Therapy Center

Ynez Peterson
St. Mary's Home for Disabled Children

Jackie Tallon
American Senior Care

Evelyn Zirkle
Southeastern Cooperative Educational
Programs

PARALEGAL STUDIES

Thomas Ammons
General District Court Judge (Retired)

Maria Grise
GEICO Staff Counsel

* Proposed New Members

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PARALEGAL STUDIES – continued

Valarie Herman
David, Kamp and Frank, LLC

William Joshua Holder
Chesapeake Public Defender's Office

Kristina Hopkins*
Office of the Commonwealth's Attorney

Stephanie Hunter
Crenshaw, Ware & Martin

Jaye Koch
Virginia Beach Office of the
Commonwealth's Attorney

Paul Powers*
Office of the Commonwealth's Attorney

Donald Shenenberger, MD
Virginia Dermatology and Skin Cancer

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

Jean Tancredi
Wahab Law Library

Jodie Turner*
Office of the Commonwealth's Attorney

PHYSICAL THERAPIST ASSISTANT

Dianna (Tory) L. Bishop
Pivot Physical Therapy

Lori M. Boone
Consultant

Mark S. Casto
Sentara Leigh Hospital

Lisa Koperna
Old Dominion University

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

Christiana N. Marshall
Envoy of Thornton Hall

Renee Stendel
Sentara Home Care

Alan Wilson
Battlefield Therapy Center

**RADIOGRAPHY/ DIAGNOSTIC MEDICAL
SONOGRAPHY**

Mary Balonek
Sentara Virginia Beach General Hospital

Cathy Boomer
Chesapeake Regional Medical Center

Don Byars
Sentara Norfolk General

Louis Caron
Sentara Virginia Beach General Hospital

Benita D. Carson
Sentara CarePlex Hospital

Suzanne Dickinson
Sentara Virginia Beach General Hospital

Jason Drane
Sentara Norfolk General Hospital

Marcus Foster
Chesapeake Regional Medical Center

Simeon Fuller
Medical X-Ray Staffing Solutions

Elizabeth Jacob
Sentara Bayside Hospital

Laura Kippes
Bon Secours HSO

Paula McPeak
Riverside Regional Medical Center

Mark Nehlen
Chesapeake Regional Medical Center

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**RADIOGRAPHY/ DIAGNOSTIC MEDICAL
SONOGRAPHY- continued**

Christopher Pierson
Sentara Leigh Hospital

Felicia Toreno
Eastern Virginia Medical School

Maggie Trimmer*
Sentara Leigh Hospital

Jodi Warren*
Sentara Independence AIC

Rita Winfield (Chair)
Sentara Princess Anne Hospital

RESPIRATORY THERAPY

Alisha Arthur*
Riverside Regional Medical Center

Felisa Aycud
Sentara CarePlex Hospital

Ann Burdi-Lietz*
Naval Medical Center Portsmouth

Heather Chessick
Sentara Princess Anne Hospital

Macie Christian*
Riverside Regional Medical Center

Susan Davis*
Sentara Norfolk General Hospital

Stephanie Dubaniewicz*
Sentara Princess Anne Hospital

Tonya Ford
Sentara CarePlex Hospital

Jeff Hartenburg*
Bon Secours Maryview Medical Center

Lorenzo Hinton
Naval Medical Center Portsmouth

Aileen Holgado
Hampton Roads Specialty Hospital

Joanna Hudak (Chair)
Sentara Leigh Hospital

Kathy McCabe
Southampton Memorial Hospital

Shelley Mishoe
Old Dominion University

Rob Owens
Lincare Home Care

Shawn Price
Sentara Norfolk General Hospital

Shirley Rich
Sentara Norfolk General Hospital

Ignacio Ripoll, MD
Sleep Specialists of Tidewater

LaVese Russell
Bon Secours DePaul Medical Center

Betsy Ryland
Sentara Leigh Hospital

Dolly Saunders
Chesapeake Regional Medical Center

Stephen Sibole
Sentara Norfolk General Hospital

Susan Swedish
Sentara Princess Anne Hospital

Jessica Terry
Program Graduate

Courtney Von Tersch
Community Representative

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

Millicent Zanders
Laker Taylor Transitional Care Hospital

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STUDIO ARTS

Mark Atkinson
Otto Design and Marketing

Gary E. Baker
Decorative Arts Appraisals

C. Alex Burrows
The Virginian-Pilot (Retired)

Sam Hughes
Norfolk State University

Craig McClure
The Virginian Pilot

Ali Rogan
Cristallo Art Center

John Roth
Old Dominion University

Robert Sites
Norfolk State University

Sharon Swift (Chair)
Virginia Wesleyan College

Chuck Thomas
Old Dominion University

TRUCKING**

Otho Babbs
BBC Trucking, Inc.

Larry Battle
Consolidated Logistics, CLC

Patrick E. Carroll
TFC Recycling

Howard Davis
NDV Nash Finch, Inc.

Danny Glover
GTL Transport Company

Tina Harvey
Capital Concrete, Inc.

Edward O'Callaghan
Century Express, Inc.

Dan Osbourne*
Commercial Ready Mix Products

Mark Sawyer*
Sovereign Freight Inc.

VETERINARY ASSISTANT

Layne B. Brett, DVM
Courthouse Veterinary Clinic

Heather Brookshire
Animal Vision Center of VA

Bryan Brown
MWI Veterinary Supply

Geoff Campbell
Edinburgh Animal Hospital

Adam Henderson
Banfield Pet Hospital

Kate Henderson
Banfield Pet Hospital

Herbert Maissenbacher
Veterinary Heart Care

Emily Peck (Chair)
Virginia Beach SPCA

Danielle Russ
Center of Veterinary Expertise

L. Allison Rye
Bay Beach Veterinary Hospital

WELDING**

Ronnie Allen
International Longshoremen Association

Jenord Alston
Jefferson Lab

Luther Bundy
Norfolk Naval Shipyard

* Proposed New Members

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WELDING - continued

Brian Burroughs
Huntington Ingalls Newport News
Shipbuilding

Michael Conroy
ARCET Welding Equipment and Supplies

Troi Croswell
Tecnico Corporation

William C. Goodwin
Norfolk Naval Shipyard

Daniel Foster*
Old Dominion University

Stephanie J. Irvine
Miller Electric Manufacturing Company

James Jones
Virginia Beach Technical and Career
Education Center

Michael Kerr
Virginia Pipe Trades Association

Scott McLeod
Oceaneering International, Inc.

Charles L. Spear
Chesapeake Machine Works, Inc.

Andre' H. Sullivan
Norfolk Technical Center

John Williamson
AMSEC, LLC

* Proposed New Members

** Chair to be selected at first meeting

TIDEWATER COMMUNITY COLLEGE BOARD

AGENDA ITEM

MEETING: May 11, 2017
COMMITTEE: Finance & Facilities Committee
AGENDA ITEM: Proposed 2017-18 Local Fund Budgets

BACKGROUND:

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

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

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

STAFF RECOMMENDATION:

That the College Board approve the FY2017-18 Local Fund Budgets as presented.

STAFF LIAISON:

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

**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT ACTIVITIES BUDGET
FY2018**

	Budget 2017	Anticipated 2017	Proposed Budget 2018	Variance
Projected Fund Balance		\$ 1,209,133	\$ 1,134,245	
I. Revenues				
A. Student Activity Fee	\$ 1,268,125	\$ 1,192,000	\$ 1,104,354	\$ (163,771)
B. ID Card Replacements	20,000	18,000	20,000	
C. Miscellaneous Revenue		650	5,000	5,000
Total Revenues	\$ 1,288,125	\$ 1,210,650	\$ 1,129,354	\$ (158,771)
Total Resources (Revenue & Fund Bal.)		\$ 2,419,783	\$ 2,263,599	
II. Expenditures				
A. Chesapeake Campus				
1. Student Government Association	\$ 4,000	\$ 3,299	\$ 3,180	\$ (820)
2. Programming	53,870	53,000	40,070	(13,800)
3. Student Organizations	1,000	650	11,449	10,449
4. Recreational Sports	2,300	1,587	1,272	(1,028)
5. Operating Expenses	1,000	854	1,272	272
6. Contingency Fund	8,500	5,000	6,360	(2,140)
Subtotal--Chesapeake Campus	\$ 70,670	\$ 64,390	\$ 63,603	\$ (7,067)
B. Norfolk Campus				
1. Student Government Association	\$ 3,300	\$ 2,754	\$ 3,300	
2. Programming	50,857	36,000	48,564	(2,293)
3. Student Organizations	3,000	2,906	3,000	
4. Recreational Sports	5,000	4,000	5,000	
5. Operating Expenses	2,957	2,800	2,000	(957)
6. Contingency Fund	4,957	2,000	1,200	(3,757)
Subtotal--Norfolk Campus	\$ 70,071	\$ 50,460	\$ 63,064	\$ (7,007)
C. Portsmouth Campus				
1. Student Government Association	\$ 4,000	\$ 2,754	\$ 3,000	\$ (1,000)
2. Programming	62,021	48,000	57,021	(5,000)
3. Student Organizations	5,000	2,000	3,500	(1,500)
4. Recreational Sports	500	500	500	
5. Operating Expenses	2,100	1,500	2,100	
6. Contingency Fund	2,190	500	2,109	(81)
Subtotal--Portsmouth Campus	\$ 75,811	\$ 55,254	\$ 68,230	\$ (7,581)
D. Virginia Beach Campus				
1. Student Government Association	\$ 4,000	\$ 1,500	\$ 3,500	\$ (500)
2. Programming	80,909	40,000	72,199	(8,710)
3. Student Organizations	18,000	18,000	18,000	
4. Recreational Sports	100			(100)
5. Operating Expenses	100			(100)
6. Contingency Fund	1,000			(1,000)
Subtotal--Virginia Beach Campus	\$ 104,109	\$ 59,500	\$ 93,699	\$ (10,410)
E. Student Activities--College-wide				
1. College-wide Programs & Events	\$ 20,000	\$ 2,813		\$ (20,000)
2. Student Life Personnel	108,800	42,000		(108,800)
3. Visual Arts Center	9,000	6,000	4,000	(5,000)
4. Women's Center	10,000	10,000	5,000	(5,000)
5. Intramurals, Recreational & Club Sports	10,000	7,500		(10,000)
6. College-wide Contingency	3,500	2,000		(3,500)
7. Student Federation Council	5,000	5,000	5,000	
8. Student Leadership & Community Engagement	30,000	30,000		(30,000)
9. College-wide Clubs & Committees	60,000	5,000	15,000	(45,000)
10. Intercultural Learning	50,000	40,000	20,000	(30,000)
Subtotal--Student Activities--College-wide	\$ 306,300	\$ 150,313	\$ 49,000	\$ (257,300)

	Budget 2017	Anticipated 2017	Proposed Budget 2018	Variance
F. Learning Assistance Fund				
1. Chesapeake	\$ 40,110	\$ 40,110	\$ 38,104	\$ (2,006)
2. Norfolk	30,370	30,370	28,852	(1,518)
3. Portsmouth	33,692	33,682	32,007	(1,685)
4. Virginia Beach	113,306	65,000	107,641	(5,665)
Subtotal--Learning Assistance Fund	\$ 217,478	\$ 169,162	\$ 206,604	\$ (10,874)
G. Provosts' Contingency Fund				
1. Chesapeake	\$ 11,368	\$ 6,000	\$ 11,368	
2. Norfolk	12,841	3,000	12,841	
3. Portsmouth	10,176	7,000	10,176	
4. Virginia Beach	10,000	10,000	10,000	
Subtotal--Provosts' Contingency Fund	\$ 44,385	\$ 26,000	\$ 44,385	\$ -
H. Deans' Contingency Fund				
1. Chesapeake	\$ 7,289	\$ 7,000	\$ 7,289	
2. Norfolk	8,949	6,400	8,949	
3. Portsmouth	6,111	5,500	6,111	
4. Virginia Beach	15,000	15,000	15,000	
Subtotal--Deans' Contingency Fund	\$ 37,349	\$ 33,900	\$ 37,349	\$ -
I. Student Activities Identification System				
Equipment, Software, and Supplies	\$ 15,000	\$ 44,051	\$ 47,000	\$ 32,000
Subtotal--Student Activities Identification System	\$ 15,000	\$ 44,051	\$ 47,000	\$ 32,000
Total Expenditures	\$ 941,173	\$ 653,030	\$ 672,934	\$ (268,239)
III. Transfers				
A. Transfer to Student Center Budget	\$ 632,508	\$ 632,508	632,508	
Subtotal--Transfers	\$ 632,508	\$ 632,508	\$ 632,508	\$ -
Projected Fund Balance		\$ 1,134,245	\$ 958,157	

**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT ACTIVITIES BUDGET
Narrative Justification
FY2018**

I. REVENUES

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

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

II. EXPENDITURES

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

A-D. Campus-based Student Activities

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

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

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

E. Student Activities – College-wide

1. College-wide Programs & Events – To stay within anticipated revenue projections and to push programming to the campus level, this line item will be abolished.
2. Student Life Personnel – To stay within anticipated revenue projections and to push programming to the campus level, this line item will be abolished.
3. Visual Arts Center – Funds are provided for special art shows, honoraria, publication of student art work magazine “340 High Street,” refreshments for openings, and other college-wide activities of the Visual Arts Center. To stay within anticipated revenue projections, this budget is reduced and will be managed by the Portsmouth Campus.
4. Women’s Center – Funds support college-wide events focused on women’s issues. Such topics include health, parenting, career planning for women, leadership skills, domestic violence, self-esteem, Women’s History Month events, etc. To stay within anticipated revenue projections, this budget is reduced and will be managed by the Norfolk Campus.
5. Intramurals, Recreational & Club Sports – To stay within anticipated revenue projections and to push programming to the campus level, this line item will be abolished.
6. College-wide Contingency – To stay within anticipated revenue projections and to push programming to the campus level, this line item will be abolished.
7. Student Federation Council – Provides funds for supporting the activities and development of the college-wide Student Federation Council. Expenditures are

- approved by the Coordinator of Student Leadership Development and Community Engagement and campus student life coordinators. To stay within anticipated revenue projections, this budget is reduced and will be managed by the Chesapeake Campus.
8. Student Leadership & Community Engagement – To stay within anticipated revenue projections and to push programming to the campus level, this line item will be abolished.
 9. College-wide Clubs & Committees – Funding is provided to support the endeavors of college-wide clubs and committees. Funding requests of this nature are reviewed for approval by the Student Federation and the Coordinator of Student Leadership Development and Community Engagement. To stay within anticipated revenue projections, this budget is reduced and will be managed by the Virginia Beach Campus.
 10. Intercultural Learning – Provides funds to support intercultural activities across all campuses (e.g. Hispanic Heritage Month and Black History Month). A reduction in college-wide intercultural activities still allows for event support but keeps the programming within budget goals. To stay within anticipated revenue projections, this budget is reduced and will be managed by the Virginia Beach Campus.
- F. Learning Assistance Fund** – Provides salaries for administrative support, tutors, and supplemental instructors to assist students experiencing academic difficulties and operating funds for tutoring centers on each campus. Funds can be reduced due to hiring lag and use of services by students. To stay within anticipated revenue projections, this budget is reduced by 5% at each campus before adding 3% for projected salary increases.
- G. Provosts' Contingency Fund** – Provides the provosts with funding to support specific campus student activities. Such activities include lecture series, speakers, and special events for current or prospective students, and public information related to such events.
- H. Deans' Contingency Fund** – Provides funding for the campus Deans of Student Services to support student success activities. These include welcoming receptions for various student groups, student and staff recognitions, professional development, travel and other related expenses, campus improvements, meetings with students, staff and student workshops and retreats, and various student retention efforts.
- I. Student Activities Identification System** – These funds are used for supplies and a maintenance agreement for the college-wide student identification system. Funding is increased to provide for the cost of CBORD software maintenance previously omitted from the budget.
- III. Transfers** – Funds are being transferred to the Student Center budget to cover the costs of campus Student Life and Student ID personnel. An increase of 3% is added to cover projected salary increases.

**TIDEWATER COMMUNITY COLLEGE
PROPOSED INSTITUTIONAL AUXILIARY BUDGET
FY2018**

	Budget 2017	Anticipated 2017	Proposed Budget 2018	Variance
Projected Fund Balance		\$ 11,051,860	\$ 11,560,931	
I. Revenues				
A. Institutional Fee	\$ 3,345,235	\$ 3,150,000	\$ 3,127,644	\$ (217,591)
B. Student Parking Sales	99,600	102,550	110,000	10,400
C. Student HRT Pass Sales	140,000	140,000	133,850	(6,150)
Total Revenues	\$ 3,584,835	\$ 3,392,550	\$ 3,371,494	\$ (213,341)
Total Resources (Revenue & Fund Bal.)				
		\$ 14,444,410	\$ 14,932,425	
II. Expenditures				
A. Chesapeake Campus Parking Garage - Debt Service	\$ 1,722,800	\$ 1,642,352	\$ 1,644,100	\$ (78,700)
B. Chesapeake Campus Parking Lot - Debt Service	335,500	295,852	334,250	(1,250)
C. Chesapeake Parking Garage Operating Expenses				
1. Personnel	68,033	25,000	70,074	2,041
2. Utilities	50,000	30,000	50,000	
3. Security	117,000	117,000	103,302	(13,698)
4. General Maintenance	48,500	48,500	48,500	
D. College-wide Parking Lot Improvements	250,000	250,000	250,000	
E. Hampton Roads Transit (HRT) Passes	280,000	268,000	268,500	(11,500)
F. Student Parking	154,200	123,975	132,675	(21,525)
G. Visual Arts Center Parking Lease	82,800	82,800	82,800	
Total Expenditures	\$ 3,108,833	\$ 2,883,479	\$ 2,984,201	\$ (124,632)
Projected Fund Balance				
		11,560,931	11,948,224	

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

I. REVENUES

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

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

II. EXPENDITURES

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

**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT CENTER BUDGET
FY2018**

	Budget 2017	Anticipated 2017	Proposed Budget 2018	Variance
Projected Fund Balance		\$ 23,108,550	\$ 20,309,667	
I. Revenues				
A. Auxiliary Capital Fee	\$ 9,448,776	\$ 8,857,000	\$ 8,228,520	\$ (1,220,256)
B. Transfer-In from Student Activities Budget	632,508	632,508	632,508	
C. Food Service Commission				
D. Miscellaneous Revenue	85,000	50,000	65,000	(20,000)
E. Facility Use Fee			12,000	12,000
Total Revenues	\$ 10,166,284	\$ 9,539,508	\$ 8,938,028	\$ (1,228,256)
Total Resources (Revenue & Fund Balance)				
		\$ 32,648,058	\$ 29,247,695	
II. Expenditures				
A. Bond Debt Service				
1. Student Center - Norfolk Campus	\$ 1,127,469	\$ 1,114,231	\$ 1,114,188	\$ (13,281)
2. Student Center - Chesapeake Campus	1,168,603	1,047,858	1,165,853	(2,750)
3. Student Center - Portsmouth Campus	1,083,011	1,095,217	1,084,386	1,375
4. Student Center - Virginia Beach Campus	1,657,421	1,485,389	1,660,921	3,500
Subtotal--Bond Debt Service	\$ 5,036,504	\$ 4,742,695	\$ 5,025,348	\$ (11,156)
B. Norfolk Student Center				
1. General Operations				
a. Personnel	\$ 597,222	\$ 562,800	\$ 495,604	\$ (101,618)
b. Operating Expenses	85,000	60,000	61,355	(23,645)
Subtotal--General Operations	\$ 682,222	\$ 622,800	\$ 556,959	\$ (125,263)
2. Facility Operations				
a. Personnel	\$ 236,900	\$ 229,000	\$ 220,420	\$ (16,480)
b. Utilities	112,000	94,286	97,000	(15,000)
c. Security	177,017	177,017	108,203	(68,814)
1. Access Control	50,000	50,000		(50,000)
d. Custodial	40,000	28,953	30,000	(10,000)
e. General Maintenance	92,815	92,815	90,000	(2,815)
f. Insurance	10,000	5,492	5,492	(4,508)
g. Network & Telecommunications	78,459	78,459	78,459	
Subtotal--Facility Operations	\$ 797,191	\$ 756,022	\$ 629,574	\$ (167,617)
3. Food Services				
a. Operating Subsidy	\$ 131,719	\$ 135,288		\$ (131,719)
b. Equipment Mtce. & Replacement	9,000	12,000	12,980	3,980
Subtotal--Food Services	\$ 140,719	\$ 147,288	\$ 12,980	\$ (127,739)
Subtotal--Norfolk Student Center	\$ 1,620,132	\$ 1,526,110	\$ 1,199,513	\$ (420,619)
C. Chesapeake Student Center				
1. General Operations				
a. Personnel	\$ 598,037	\$ 598,037	\$ 474,427	\$ (123,610)
b. Operating Expenses	110,000	88,000	104,434	(5,566)
Subtotal--General Operations	\$ 708,037	\$ 686,037	\$ 578,861	\$ (129,176)
2. Facility Operations				
a. Personnel	\$ 236,900	\$ 166,387	\$ 230,300	\$ (6,600)
b. Utilities	115,000	96,833	102,000	(13,000)
c. Security	143,040	143,040	86,120	(56,920)
1. Access Control	100,000	40,000	152,000	52,000
d. Custodial	40,000	29,740	30,000	(10,000)
e. General Maintenance	92,815	92,815	90,000	(2,815)
f. Insurance	7,000	6,029	6,029	(971)
g. Network & Telecommunications	68,396	68,396	68,396	
Subtotal--Facility Operations	\$ 803,151	\$ 643,240	\$ 764,845	\$ (38,306)

	Budget 2017	Anticipated 2017	Proposed Budget 2018	Variance
3. Food Services				
a. Operating Subsidy	\$ 116,827	\$ 75,000		\$ (116,827)
b. Equipment Mtce. & Replacement	8,000	5,125	8,000	
Subtotal--Food Services	\$ 124,827	\$ 80,125	\$ 8,000	\$ (116,827)
Subtotal--Chesapeake Student Center	\$ 1,636,015	\$ 1,409,402	\$ 1,351,706	\$ (284,309)
D. Portsmouth Student Center				
1. General Operations				
a. Personnel	\$ 597,848	\$ 597,000	\$ 491,025	\$ (106,823)
b. Operating Expenses	75,000	60,000	59,413	(15,587)
Subtotal--General Operations	\$ 672,848	\$ 657,000	\$ 550,438	\$ (122,410)
2. Facility Operations				
a. Personnel	\$ 242,050	\$ 200,506	\$ 228,660	\$ (13,390)
b. Utilities	112,000	112,000	120,000	8,000
c. Security	224,000	224,000	154,246	(69,754)
d. Custodial	40,000	17,505	30,000	(10,000)
e. General Maintenance	92,815	70,000	90,000	(2,815)
f. Insurance	7,000	5,906	5,906	(1,094)
g. Network & Telecommunications	81,626	81,626	81,626	
Subtotal--Facility Operations	\$ 799,491	\$ 711,543	\$ 710,438	\$ (89,053)
3. Food Services				
a. Operating Subsidy	\$ 104,584	\$ 106,370		\$ (104,584)
b. Equipment Mtce. & Replacement	10,100	12,000	12,980	2,880
Subtotal--Food Services	\$ 114,684	\$ 118,370	\$ 12,980	\$ (101,704)
Subtotal--Portsmouth Student Center	\$ 1,587,023	\$ 1,486,913	\$ 1,273,856	\$ (313,167)
E. Virginia Beach Student Center				
1. General Operations				
a. Personnel	\$ 725,743	\$ 632,692	\$ 644,753	\$ (80,990)
b. Operating Expenses	90,000	50,000	67,969	(22,031)
Subtotal--General Operations	\$ 815,743	\$ 682,692	\$ 712,722	\$ (103,021)
2. Facility Operations				
a. Personnel	\$ 350,200	\$ 350,200	\$ 334,750	\$ (15,450)
b. Utilities	160,000	147,053	162,000	2,000
c. Security	164,148	161,148	87,202	(76,946)
d. Custodial	60,000	30,000	50,000	(10,000)
e. General Maintenance	149,810	149,810	140,000	(9,810)
f. Insurance	6,500	8,865	8,865	2,365
g. Network & Telecommunications	84,659	84,659	84,659	
Subtotal--Facility Operations	\$ 975,317	\$ 931,735	\$ 867,476	\$ (107,841)
3. Food Services				
a. Operating Subsidy	\$ 46,870	\$ 148,644		\$ (46,870)
b. Equipment Mtce. & Replacement	16,000	35,200	12,900	(3,100)
Subtotal--Food Services	\$ 62,870	\$ 183,844	\$ 12,900	\$ (49,970)
Subtotal--Virginia Beach Student Center	\$ 1,853,930	\$ 1,798,271	\$ 1,593,098	\$ (260,832)
Total Expenditures	\$ 11,733,604	\$ 10,963,391	\$ 10,443,521	\$ (1,290,083)
III. Capital Maintenance Reserve	\$ 1,375,000	\$ 1,375,000	\$ 1,000,000	\$ (375,000)
Projected Fund Balance		\$ 20,309,667	\$ 17,804,174	

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Capital Maintenance Reserve Fund FY14-FY17	\$ 5,500,000
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**TIDEWATER COMMUNITY COLLEGE
PROPOSED STUDENT CENTER BUDGET
Narrative Justification
FY2018**

I. REVENUES

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

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

II. EXPENDITURES

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

2. **Facility Operations**

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

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

**TIDEWATER COMMUNITY COLLEGE
PROPOSED AUXILIARY SERVICES BUDGET
FY2018**

	Budget 2017	Anticipated 2017	Proposed 2018	Variance
Projected Fund Balance		\$ 7,947,042	\$ 8,623,320	
I. Revenues				
A. Bookstore	\$ 1,555,000	\$ 1,450,000	\$ 1,450,000	\$ (105,000)
B. Vending				
1. Exclusive Beverage Contract	82,000	71,000	71,000	(11,000)
2. Vending - CRH	41,000	44,385	44,385	3,385
C. Food Service - Joint-Use Library	8,300	(4,000)		(8,300)
D. Municipal Support	24,000	23,100	24,000	
E. Interest Earnings	130,000	304,200	300,000	170,000
F. Miscellaneous Revenue	2,000	10,000	10,000	8,000
Total Revenues	\$ 1,842,300	\$ 1,898,685	\$ 1,899,385	\$ 57,085
Total Resources (Revenue & Fund Bal.)		\$ 9,845,727	\$ 10,522,705	
II. Expenditures				
A. Operating Expenses				
1. Banking Costs	\$ 5,000	\$ 5,000	\$ 6,000	\$ 1,000
2. Miscellaneous Expenses	1,000	1,051	1,000	
Subtotal - Operating Expenses	\$ 6,000	\$ 6,051	\$ 7,000	\$ 1,000
B. Faculty/Staff Parking	\$ 402,000	\$ 406,658	\$ 406,000	\$ 4,000
C. College Community Events	\$ 75,000	\$ 22,000	\$ 15,000	\$ (60,000)
D. Financial Aid Adjustments	\$ 14,000	\$ 6,000	\$ 14,000	\$ -
E. Auxiliary Service Operations				
1. Personnel	\$ 317,500	\$ 317,500	\$ 267,366	\$ (50,134)
2. General Operating Costs	20,500	4,000	15,000	(5,500)
3. Equipment/Software/Installation	20,000	46,399	43,500	23,500
4. StormCard Marketing	20,000	10,500	20,000	
5. Child Care Subsidy			150,000	150,000
6. Consultant Fees			50,000	50,000
Subtotal - Auxiliary Service Operations	\$ 378,000	\$ 378,399	\$ 545,866	\$ 167,866
F. Community Support				
1. College Board	\$ 2,500	\$ 1,000	\$ 2,500	
2. President	27,000	10,000	27,000	
3. Vice Presidents and Directors				
a. Vice President for Academic Affairs & Chief Academic Officer	6,000	5,500	6,000	
b. Vice President for Finance	6,000	5,500	6,000	
c. Vice President for Information Systems	6,000	4,000	6,000	
d. Vice President of Institutional Advancement/ Executive Director of TCC Educational Foundation	6,000	2,000	6,000	
e. Vice President of Public Affairs & Communications	6,000	1,000		(6,000)
f. Vice President for Student Affairs	6,000	1,200		(6,000)
g. Vice President for Workforce Services	6,000	4,000	6,000	
h. Executive Director for TCC Real Estate Foundation/ Chief Operating Officer of Facilities	6,000	4,000	6,000	
i. Director of Institutional Effectiveness	6,000	2,000	6,000	
4. Campus Provosts				
a. Chesapeake	6,000	5,500	6,000	
b. Norfolk	6,000	5,000	6,000	
c. Portsmouth	6,000	5,000	6,000	
d. Virginia Beach	12,000	8,700	12,000	
5. Community Outreach	27,000	10,000	27,000	
6. Contingencies	3,500	1,000	3,500	
Subtotal - Community Support	\$ 144,000	\$ 75,400	\$ 132,000	\$ (12,000)

	Budget 2017	Anticipated 2017	Proposed 2018	Variance
G. Deans' Discretionary Aid Fund				
1. Chesapeake	\$ 5,000	\$ 5,000	\$ 5,000	
2. Norfolk	5,000	5,000	5,000	
3. Portsmouth	5,000	5,000	5,000	
4. Virginia Beach	10,000	10,000	10,000	
Subtotal - Deans' Discretionary Aid Fund	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Subtotal- Expenditures	\$ 1,044,000	\$ 919,508	\$ 1,144,866	\$ 100,866
III. Student Financial Assistance				
A. TCC Scholarships & Awards				
1. Art Scholarships	\$ 15,000	\$ 15,000	\$ 15,000	
2. Honors Mentorship Scholarships	6,000			(6,000)
3. Student Study Abroad Scholarships	15,500	15,500	15,500	
4. Culinary Match Program	3,000	750	3,000	
5. Martin Luther King Scholarship	5,349		5,364	15
6. Military Scholarships	26,745	12,281	26,820	75
7. ROTC Scholarships	12,837	3,275	13,014	177
8. High School Scholarships				
a. Chesapeake	74,886	65,948	75,096	210
1. LaVonne P. Ellis Scholarship	10,698	10,698	10,728	30
b. Norfolk	53,490	34,200	53,640	150
1. John T. Kavanaugh Scholarship	10,698		10,728	30
c. Portsmouth	21,396	21,396	21,456	60
1. Lee B. Armistead Scholarship	10,698		10,728	30
d. Suffolk (Northern)	10,698	10,968	10,728	30
f. Virginia Beach	96,282	96,282	96,552	270
1. Stanley Waranch Scholarship	10,698	8,854	10,728	30
2. Dorcas T. Helfant-Browning Scholarship	10,698		10,728	30
3. Thomas H. Wilson Scholarship	10,698	7,747	10,728	30
9. All-Virginia Academic First Team Award	4,000			(4,000)
Subtotal - TCC Scholarships & Awards	\$ 409,371	\$ 302,899	\$ 400,538	\$ (8,833)
Total Expenditures & Student Financial Assistance	\$ 1,453,371	\$ 1,222,407	\$ 1,545,404	\$ 92,033
Projected Fund Balance		\$ 8,623,320	\$ 8,977,301	

**TIDEWATER COMMUNITY COLLEGE
PROPOSED AUXILIARY SERVICES BUDGET
Narrative Justification
FY2018**

I. REVENUES

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

II. EXPENDITURES

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

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

F. Community Support

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

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

III. STUDENT FINANCIAL ASSISTANCE

A. TCC Scholarships & Awards

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

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

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

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

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

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

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

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

9. All-Virginia Academic First Team Award – This award will be funded by the TCC Educational Foundation. The award is for a student or students who exemplify the Phi Theta Kappa values of academic achievement and campus and community involvement.



Resolution

Whereas, John A. Piscitelli was appointed by the Virginia Beach City Council as a member of the Tidewater Community College Board in July 2009 and was subsequently reappointed to the Board in July 2013; and,

Whereas, John A. Piscitelli served ably and diligently as a member of the Curriculum and Student Development Committee from 2009 to 2010, and as Chair of that same committee from 2015 to 2016; and,

Whereas, John A. Piscitelli served knowledgeably as a member of the Finance and Facilities Committee from 2010 to 2011 and from 2014 to 2015, and as Chair of that same committee from 2011 to 2014; and

Whereas, John A. Piscitelli served with dedication as College Board Vice Chair from July 1, 2016, to June 30, 2017; and

Whereas, John A. Piscitelli demonstrated outstanding devotion to all of his duties as a College Board member, including regular attendance at College Commencements, Joint-Board Dinners, Dedications, Groundbreakings, State Board Annual Meetings, Virginia Community College System Legislative Receptions, Convocations, and Scholarship Programs:

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

Be It Further Resolved that a copy of this resolution be given to John A. Piscitelli with our warmest wishes, on this the _____ day of _____, 2017 and that the resolution be recorded in the meeting minutes of the Tidewater Community College Board.



/s/

Terri N. Thompson
Chair, College Board

/s/

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

TIDEWATER COMMUNITY COLLEGE BOARD
AGENDA ITEM

MEETING: May 11, 2017

COMMITTEE: Finance & Facilities Committee

AGENDA ITEM: Routine Financial Statements for Month Ending March 31, 2017

BACKGROUND:

The routine Local Fund Financial Statements for the month ending March 31, 2017 are presented for review.

STAFF RECOMMENDATION:

None. This item is for information only.

STAFF LIAISON:

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

TIDEWATER COMMUNITY COLLEGE
STUDENT ACTIVITIES BUDGET
July 1, 2016 - March 31, 2017

	Budget 2017	Revenues/ Expenditures	Encumbrances	Increase/ Decrease	% Realized
Fund Balance 7/1/2016		\$ 1,209,133			
I. Revenues					
A. Student Activity Fee	\$ 1,268,125	\$ 1,189,286		\$ 78,839	94%
B. ID Card Replacements	20,000	13,373		6,627	67%
C. Miscellaneous Revenue		650			
Total Revenues	\$ 1,288,125	\$ 1,203,309	\$ -	\$ 85,466	93%
Total Resources (Revenue & Fund Bal.)		\$ 2,412,442			
II. Expenditures					
A. Chesapeake Campus					
1. Student Government Association	\$ 4,000	\$ 2,499	\$ 1,398	\$ 103	97%
2. Programming	53,870	39,801	8,591	5,478	90%
3. Student Organizations	1,000	407		593	41%
4. Recreational Sports	2,300	1,108	593	599	74%
5. Operating Expenses	1,000	569		431	57%
6. Contingency Fund	8,500	2174	1838	4,488	47%
Subtotal--Chesapeake Campus	\$ 70,670	\$ 46,558	\$ 12,420	\$ 11,692	83%
B. Norfolk Campus					
1. Student Government Association	\$ 3,300	\$ 2,136	\$ 753	\$ 411	88%
2. Programming	50,857	15,393	11,535	23,929	53%
3. Student Organizations	3,000	1,985	603	412	86%
4. Recreational Sports	5,000	3,734		1,266	75%
5. Operating Expenses	2,957	1,696		1,261	57%
6. Contingency Fund	4,957	1,046	1,982	1,929	61%
Subtotal--Norfolk Campus	\$ 70,071	\$ 25,990	\$ 14,873	\$ 29,208	58%
C. Portsmouth Campus					
1. Student Government Association	\$ 4,000	\$ 907		\$ 3,093	23%
2. Programming	62,021	28,573	7,256	26,192	58%
3. Student Organizations	5,000	828	505	3,667	27%
4. Recreational Sports	500	\$ 112	387	1	100%
5. Operating Expenses	2,100	1,116		984	53%
6. Contingency Fund	2,190	150		2,040	7%
Subtotal--Portsmouth Campus	\$ 75,811	\$ 31,686	\$ 8,148	\$ 35,977	53%
D. Virginia Beach Campus					
1. Student Government Association	\$ 4,000	\$ 900	\$ 285	\$ 2,815	30%
2. Programming	80,909	20,255	13,678	46,976	42%
3. Student Organizations	18,000	14,659		3,341	81%
4. Recreational Sports	100			100	0%
5. Operating Expenses	100			100	0%
6. Contingency Fund	1,000			1,000	0%
Subtotal--Virginia Beach Campus	\$ 104,109	\$ 35,814	\$ 13,963	\$ 54,332	48%
E. Student Activities--College-wide					
1. College-wide Programs & Events	\$ 20,000	\$ 1,875		\$ 18,125	9%
2. Student Life Personnel	108,800	71,779		37,021	66%
3. Visual Arts Center	9,000	4,216	887	3,897	57%
4. Women's Center	10,000	7,196	1,780	1,024	90%
5. Intramurals, Recreational & Club Sports	10,000	6,413	502	3,085	69%
6. College-wide Contingency	3,500	356		3,144	10%
7. Student Federation Council	5,000	6,670		(1,670)	133%
8. Student Leadership & Community Engagement	30,000	4,630	10,634	14,736	51%
9. College-wide Clubs & Committees	60,000	1,466	100	58,434	3%
10. Intercultural Learning	50,000	11,476	21,921	16,603	67%
Subtotal--Student Activities--College-wide	\$ 306,300	\$ 116,077	\$ 35,824	\$ 154,399	50%

	Budget 2017	Revenues/ Expenditures	Encumbrances	Increase/ Decrease	% Realized
F. Learning Assistance Fund					
1. Chesapeake	\$ 40,110	\$ 37,497		\$ 2,613	93%
2. Norfolk	30,370	17,818		12,552	59%
3. Portsmouth	33,692	20,961		12,731	62%
4. Virginia Beach	113,306	36,940		76,366	33%
Subtotal--Learning Assistance Fund	\$ 217,478	\$ 113,216	\$ -	\$ 104,262	52%
G. Provosts' Contingency Fund					
1. Chesapeake	\$ 11,368	\$ 3,500	\$ 1,445	\$ 6,423	43%
2. Norfolk	12,841	2,000		10,841	16%
3. Portsmouth	10,176	5,623	623	3,930	61%
4. Virginia Beach	10,000	8,865	1,014	121	99%
Subtotal--Provosts' Contingency Fund	\$ 44,385	\$ 19,988	\$ 3,082	\$ 21,315	52%
H. Deans' Contingency Fund					
1. Chesapeake	\$ 7,289	\$ 3,335		\$ 3,954	46%
2. Norfolk	8,949	2,984	2,188	3,777	58%
3. Portsmouth	6,111	1,020	681	4,410	28%
4. Virginia Beach	15,000	12,797	887	1,316	91%
Subtotal--Deans' Contingency Fund	\$ 37,349	\$ 20,136	\$ 3,756	\$ 13,457	64%
I. Student Activities Identification System					
Equipment, Software, and Supplies	\$ 15,000	\$ 40,501	\$ 4,800	\$ (30,301)	302%
Subtotal--Student Activities Identification System	\$ 15,000	\$ 40,501	\$ 4,800	\$ (30,301)	302%
Total Expenditures	\$ 941,173	\$ 449,966	\$ 96,866	\$ 394,341	58%
III. Transfers					
A. Transfer to Student Center Budget	\$ 632,508	\$ 474,381		\$ 158,127	75%
Subtotal--Transfers	\$ 632,508	\$ 474,381	\$ -	\$ 158,127	75%
Fund Balance 3/31/2017		\$ 1,488,095			

Approved by the Local College Board on May 10, 2016

AVP-DF 4/17/17

TIDEWATER COMMUNITY COLLEGE
STUDENT ACTIVITIES BUDGET
Narrative Justification
FY2017

I. REVENUE

The revenue for the Student Activities Budget is based on a projection of 17,268 annualized FTEs.

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

II. EXPENDITURES

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

A-D. Campus-based Student Activities

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

1. **Student Government Association** – Funding is used for stipends, apparel, programming support, recruitment and retention, office supplies, campus-wide initiatives, and additional support as deemed appropriate and approved by the Office of Student Life.
2. **Programming** – Funding is provided for planned student life programming which includes, but is not limited to, social and cultural events, engagement, enrichment, volunteerism, leadership development, speakers, presenters, entertainment, marketing, promotional materials, event support, and apparel.
3. **Student Organizations** – Funding is used for leadership development, organization support, conferences, training, speakers, enrichment, honor societies, campus initiatives, community outreach, engagement, honorariums, and recognitions.

4. Recreational Sports – Funds are used for equipment, recreational upkeep, recreational programming, technology, vendors, training, and other needed items to support recreational sports.
5. Operating Expenses – Funding is used for office supplies, publications, equipment, equipment upkeep, technology, travel, training, certification, and other miscellaneous expenses.
6. Contingency Fund – Funding is provided to fund special initiatives that may emerge during the 2016-17 fiscal year.

E. College-wide Student Activities

1. College-wide Programs & Events – Funds made available to support multi-campus-based programming. Funds are to be used to encourage collaboration across campuses and provide greater social, cultural, and learning for TCC students.
2. Student Life Personnel – Staffing for a college-wide full-time Coordinator for Student Leadership and Development.
3. Visual Arts Center – Funds are provided for special art shows, honoraria, publication of student art work magazine “340 High Street,” refreshments for openings, and other college-wide activities of the Visual Arts Center.
4. Women’s Center – Funds support college-wide events focused on women’s issues. Such topics include health, parenting, career planning for women, leadership skills, domestic violence, self-esteem, Women’s History Month events, etc.
5. Intramurals, Recreational, & Club Sports – Provides funding for college wide intramural, recreational, and club sports.
6. College-wide Contingency – Provides capability to fund special initiatives that emerge during the 2016-17 fiscal year.
7. Student Federation Council – Provides funds for supporting the activities and development of the college-wide Student Federation Council. Expenditures are approved by the Coordinator of Student Leadership Development and Community Engagement and campus student life coordinators.
8. Student Leadership & Community Engagement – Provides for a college-wide leadership training program, an annual student organizational leadership retreat for professional development of student organizational leaders on policies and procedures, budgeting, running effective meetings, etc., and provides year-end awards for the Student Government presidents and vice presidents. Presidents and vice presidents of each campus are paid a stipend at the end of each semester if specific stipulations are fulfilled.

If the SGA officers do not meet all of the requirements, funding is prorated. The Coordinator of Leadership Development and Community Engagement, with the assistance of the campus Student Life Offices, distribute the awards at the end of the fall and spring semesters. Provides funding for students to participate in the annual VCCS Student Leadership, American Student Government Association, or other leadership conferences.

9. College-wide Clubs & Committees – Funding is provided to support the endeavors of college-wide clubs and committees. Funding requests of this nature are reviewed for approval by the Student Federation and the Coordinator of Student Leadership Development and Community Engagement.
 10. Intercultural Learning – Provides funds to support intercultural activities across all campuses (e.g. Hispanic Heritage Month and Black History Month).
- F. Learning Assistance Fund** – Provides salaries for administrative support, tutors, and supplemental instructors to assist students experiencing academic difficulties and operating funds for tutoring centers on each campus
- G. Provosts’ Contingency Fund** – Provides the provosts with funding to support specific campus student activities. Such activities include lecture series, speakers, and special events for current or prospective students, and public information related to such events.
- H. Deans’ Contingency Fund** – Provides funding for the campus Deans of Student Services to support student success activities. These include welcoming receptions for various student groups, student and staff recognitions, professional development, travel and other related expenses, campus improvements, meetings with students, staff and student workshops and retreats, and various student retention efforts.
- I. Student Activities Identification System** – These funds are used for supplies and a maintenance agreement for the college-wide student identification system.
- III. Transfers** – Funds are being transferred to the Student Center budget to cover the costs of campus Student Life and Student ID personnel.

**TIDEWATER COMMUNITY COLLEGE
INSTITUTIONAL AUXILIARY BUDGET
July 1, 2016 - March 31, 2017**

	Budget 2017	Revenues/ Expenditures	Encumbrances	Variance	% Realized
Fund Balance 7/1/2016		\$ 11,051,860			
I. Revenues					
A. Institutional Fee	\$ 3,345,235	\$ 3,123,736		\$ 221,499	93%
B. Student Parking Sales	99,600	60,975		38,625	61%
C. Student HRT Pass Sales	140,000	107,325		32,675	77%
Total Revenues	\$ 3,584,835	\$ 3,292,036	\$ -	\$ 292,799	92%
Total Resources (Revenue & Fund Bal.)					
		\$ 14,343,896			
II. Expenditures					
A. Chesapeake Campus Parking Garage - Debt Service	\$ 1,722,800	\$ 1,642,352		\$ 80,448	95%
B. Chesapeake Campus Parking Lot - Debt Service	335,500	295,852		39,648	88%
C. Chesapeake Parking Garage Operating Expenses					
1. Personnel	68,033	16,906		51,127	25%
2. Utilities	50,000	16,701		33,299	33%
3. Security	117,000	61,232	55,768		100%
4. General Maintenance	48,500	19,619	11,757	17,124	65%
D. College-wide Parking Lot Improvements	250,000	125,258	7,397	117,345	53%
E. Hampton Roads Transit (HRT) Passes	280,000	251,750		28,250	90%
F. Student Parking	154,200	39,554	114,646		100%
G. Visual Arts Center Parking Lease	82,800	50,880	34,560	(2,640)	103%
Total Expenditures	\$ 3,108,833	\$ 2,520,104	\$ 224,128	\$ 364,601	88%
Fund Balance 3/31/17					
		11,823,792			

Approved by the Local College Board on May 10, 2016

AVP-DF 4/17/17

**TIDEWATER COMMUNITY COLLEGE
INSTITUTIONAL AUXILIARY BUDGET
Narrative Justification
FY2017**

I. REVENUE

The revenue for the Institutional Auxiliary Budget is based on a projection of 17,268 annual FTEs.

- A. **Institutional Fee** – A fee assessed to all students up to a maximum of 15 credit hours. The fee is \$6.30 per credit hour for Summer Semester 2016 and increases to \$6.80 per credit hour for Fall Semester 2016.
- B. **Student Parking Sales** – Revenue from the sale of City of Norfolk parking garage spaces to students on the Norfolk Campus. Student cost is at a reduced rate because the institutional fee subsidizes total cost.
- C. **Student HRT Pass Sales** – Revenue from the sale of HRT passes to students at all campuses. These passes are sold to students at a reduced rate because the institutional fee subsidizes total cost.

II. EXPENDITURES

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

TIDEWATER COMMUNITY COLLEGE
STUDENT CENTER BUDGET
July 1, 2016 - March 31, 2017

	Budget 2017	Revenues/ Expenditures	Encumbrances	Variance	% Realized
Fund Balance 7/1/2016		\$ 23,108,550			
I. Revenues					
A. Auxiliary Capital Fee	\$ 9,448,776	\$ 8,856,177		\$ 592,599	94%
B. Transfer-In from Student Activities Budget	632,508	474,381		158,127	75%
C. Miscellaneous Revenue	85,000	40,398		44,602	48%
Total Revenues	\$ 10,166,284	\$ 9,370,956		\$ 795,328	92%
Total Resources (Revenue & Fund Balance)					
		\$ 32,479,506			
II. Expenditures					
A. Bond Debt Service					
1. Student Center - Norfolk Campus	\$ 1,127,469	\$ 1,114,231		\$ 13,238	99%
2. Student Center - Chesapeake Campus	1,168,603	1,047,858		120,745	90%
3. Student Center - Portsmouth Campus	1,083,011	1,095,217		(12,206)	101%
4. Student Center - Virginia Beach Campus	1,657,421	1,485,389		172,032	90%
Subtotal--Bond Debt Service	\$ 5,036,504	\$ 4,742,695	\$ -	\$ 293,809	94%
B. Norfolk Student Center					
1. General Operations					
a. Personnel	\$ 597,222	\$ 418,604		\$ 178,618	70%
b. Operating Expenses	85,000	41,460	4,188	39,352	54%
Subtotal--General Operations	\$ 682,222	\$ 460,064	\$ 4,188	\$ 217,970	68%
2. Facility Operations					
a. Personnel	\$ 236,900	\$ 167,093		\$ 69,807	71%
b. Utilities	112,000	73,116		38,884	65%
c. Security	177,017	132,686	44,331		100%
1. Access Control	50,000		50,000	-	100%
d. Custodial	40,000	11,994	10,232	17,774	56%
e. General Maintenance	92,815	72,229	9,986	10,600	89%
f. Insurance	10,000	5,492		4,508	55%
g. Network & Telecommunications	78,459	58,842		19,617	75%
Subtotal--Facility Operations	\$ 797,191	\$ 521,452	\$ 114,549	\$ 161,190	80%
3. Food Services					
a. Operating Subsidy	\$ 131,719	\$ 115,194	\$ 5,348	\$ 11,177	92%
b. Equipment Mtce. & Replacement	9,000	7,871	365	764	92%
Subtotal--Food Services	\$ 140,719	\$ 123,065	\$ 5,713	\$ 11,941	92%
Subtotal--Norfolk Student Center	\$ 1,620,132	\$ 1,104,581	\$ 124,450	\$ 391,101	76%
C. Chesapeake Student Center					
1. General Operations					
a. Personnel	\$ 598,037	\$ 450,992		\$ 147,045	75%
b. Operating Expenses	110,000	50,298	49,655	10,047	91%
Subtotal--General Operations	\$ 708,037	\$ 501,290	49,655	\$ 157,092	78%
2. Facility Operations					
a. Personnel	\$ 236,900	\$ 126,644		\$ 110,256	53%
b. Utilities	115,000	71,977		43,023	63%
c. Security	143,040	103,863	39,150	27	100%
1. Access Control	100,000	28,922	71,078	-	100%
d. Custodial	40,000	11,656	7,602	20,742	48%
e. General Maintenance	92,815	64,925	27,942	(52)	100%
f. Insurance	7,000	6,028		972	86%
g. Network & Telecommunications	68,396	51,300		17,096	75%
Subtotal--Facility Operations	\$ 803,151	\$ 465,315	\$ 145,772	\$ 192,064	76%

	Budget 2017	Revenues/ Expenditures	Encumbrances	Variance	% Realized
3. Food Services					
a. Operating Subsidy	\$ 116,827	\$ 59,261	\$ 9,332	\$ 48,234	59%
b. Equipment Mtce. & Replacement	8,000	2,384	375	5,241	34%
Subtotal--Food Services	\$ 124,827	\$ 61,645	\$ 9,707	\$ 53,475	57%
Subtotal--Chesapeake Student Center	\$ 1,636,015	\$ 1,028,250	\$ 205,134	\$ 402,631	75%
D. Portsmouth Student Center					
1. General Operations					
a. Personnel	\$ 597,848	\$ 429,145		\$ 168,703	72%
b. Operating Expenses	75,000	46,603	9,289	19,108	75%
Subtotal--General Operations	\$ 672,848	\$ 475,748	\$ 9,289	\$ 187,811	72%
2. Facility Operations					
a. Personnel	\$ 242,050	\$ 150,380		\$ 91,670	62%
b. Utilities	112,000	87,211		24,789	78%
c. Security	224,000	152,626	71,374		100%
d. Custodial	40,000	7,275	5,826	26,899	33%
e. General Maintenance	92,815	34,314	10,024	48,477	48%
f. Insurance	7,000	5,905		1,095	84%
g. Network & Telecommunications	81,626	61,218		20,408	75%
Subtotal--Facility Operations	\$ 799,491	\$ 498,929	\$ 87,224	\$ 213,338	73%
3. Food Services					
a. Operating Subsidy	\$ 104,584	\$ 83,742	\$ 7,180	\$ 13,662	87%
b. Equipment Mtce. & Replacement	10,100	8,087	693	1,320	87%
Subtotal--Food Services	\$ 114,684	\$ 91,829	\$ 7,873	\$ 14,982	87%
Subtotal--Portsmouth Student Center	\$ 1,587,023	\$ 1,066,506	\$ 104,386	\$ 416,131	74%
E. Virginia Beach Student Center					
1. General Operations					
a. Personnel	\$ 725,743	\$ 461,823		\$ 263,920	64%
b. Operating Expenses	90,000	34,871	13,719	41,410	54%
Subtotal--General Operations	\$ 815,743	\$ 496,694	\$ 13,719	\$ 305,330	63%
2. Facility Operations					
a. Personnel	\$ 350,200	\$ 266,394		\$ 83,806	76%
b. Utilities	160,000	119,414		40,586	75%
c. Security	164,148	113,031	51,117		100%
d. Custodial	60,000	10,471	11,420	38,109	36%
e. General Maintenance	149,810	124,636	19,090	6,084	96%
f. Insurance	6,500	8,864		(2,364)	136%
g. Network & Telecommunications	84,659	63,495		21,164	75%
Subtotal--Facility Operations	\$ 975,317	\$ 706,305	\$ 81,627	\$ 187,385	81%
3. Food Services					
a. Operating Subsidy	\$ 46,870	\$ 88,108	\$ 14,960	\$ (56,198)	220%
b. Equipment Mtce. & Replacement	16,000	30,078	5,107	(19,185)	220%
Subtotal--Food Services	\$ 62,870	\$ 118,186	\$ 20,067	\$ (75,383)	220%
Subtotal--Virginia Beach Student Center	\$ 1,853,930	\$ 1,321,185	\$ 115,413	\$ 417,332	77%
Total Expenditures	\$ 11,733,604	\$ 9,263,217	\$ 549,383	\$ 1,921,004	84%
III. Capital Maintenance Reserve	\$ 1,375,000	\$ 1,375,000		\$ -	100%
Fund Balance 3/31/2017		\$ 21,841,289			

Approved by the Local College Board on May 10, 2016

AVP-DF 4/17/17

Capital Maintenance Reserve Fund	
FY14-FY16	\$ 4,125,000

TIDEWATER COMMUNITY COLLEGE
STUDENT CENTER BUDGET
Narrative Justification
FY2017

I. REVENUES

The revenue for the Student Center Budget is based on a projection of 17,268 annualized FTEs.

- A. **Auxiliary Capital Fee** – A fee of \$19 per credit hour is assessed to all students up to a maximum of 15 credit hours.
- B. **Transfer-In from Student Activities Budget** – This transfer reflects the funding of positions from the Student Activities budget.
- C. **Miscellaneous Revenue** – Revenue generated from rental of student center facilities and other activities at the student centers. The General Operations Operating Expenses for each campus have been increased based on the estimated miscellaneous revenue for the respective campuses.

II. EXPENDITURES

- A. **Bond Debt Service** – Principal and interest payments due on VCBA Pooled Bonds used to finance the student centers.

B-E. Norfolk, Chesapeake, Portsmouth, & Virginia Beach Student Centers

1. General Operations

- a. **Personnel** – Staffing costs for Norfolk, Portsmouth, Chesapeake, and Virginia Beach Student Centers, including costs for Student Life personnel and student identification personnel.
- b. **Operating Expenses** – Funding for general operating expenses such as office supplies, travel, professional development, equipment repairs, etc.

2. Facility Operations

- a. **Personnel** – Staffing costs for the facilities maintenance and custodial areas.
- b. **Utilities** – Utilities services for the student centers. Utilities include electrical, natural gas, water, and sewer.
- c. **Security** – Unarmed security services for the student centers. The services are provided under the college's security contract. Security cost is based on the following routine posture: Norfolk – 2 officers assigned; Chesapeake – 1 officer

assigned plus a second officer between 9:00 AM and 5:00 PM; Portsmouth – 2 officers assigned plus a third officer between 10:00 AM and 6:00 PM; and Virginia Beach – 2 officers assigned. Additional coverage is provided for special events, and officers assigned elsewhere on campus are available to respond to situations, if necessary.

For the Norfolk Student Center, in addition to the security staffing request of \$177,017, there is unfinished work to be done on the card access system in order to obtain a final occupancy permit from the state. Estimates for architectural and installation are \$50,000.

For the Chesapeake Student Center, in addition to the security staffing request of \$143,040, there is unfinished work to be done on the card access system in order to complete the project. Estimates for architectural and installation are \$100,000.

- d. **Custodial** – Consumable materials for housecleaning and trash and garbage disposal services for the student centers.
 - e. **General Maintenance** – Consumable materials and contract services to maintain the student centers' mechanical, electrical, and other building systems.
 - f. **Insurance** – Estimated cost of insurance for the student centers.
 - g. **Network & Telecommunications** – Estimated cost of ongoing network and telecommunications support for the student centers.
3. **Food Services** – Estimated costs of food service operations at the college's four student centers and funding for maintenance, repair, and replacement of food service equipment.

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

TIDEWATER COMMUNITY COLLEGE
AUXILIARY SERVICES BUDGET
July 1, 2016 - March 31, 2017

	Budget 2017	Revenues/ Expenditures	Encumbrances	Variance	% Realized
Fund Balance 7/1/2016		\$ 7,947,042			
I. Revenues					
A. Bookstore	\$ 1,555,000	\$ 1,314,070		\$ 240,930	85%
B. Vending					
1. Exclusive Beverage Contract	82,000	67,198		14,802	82%
2. Vending - CRH	41,000	33,930		7,070	83%
C. Food Service - Joint-Use Library	8,300			8,300	0%
D. Municipal Support	24,000	18,000		6,000	75%
E. Interest Earnings	130,000	187,570		(57,570)	144%
F. Miscellaneous	2,000	8,343		(6,343)	417%
Total Revenues	\$ 1,842,300	\$ 1,629,111	\$ -	\$ 213,189	88%
Total Resources (Revenue & Fund Bal.)					
		\$ 9,576,153			
II. Expenditures					
A. Operating Expenses					
1. Banking Costs	\$ 5,000	\$ 3,116	\$ 1,884		100%
2. Miscellaneous Expenses	1,000	1,051		(51)	105%
Subtotal - Operating Expenses	\$ 6,000	\$ 4,167	\$ 1,884	\$ (51)	101%
B. Faculty/Staff Parking	\$ 402,000	\$ 213,534	\$ 188,466		100%
C. College Community Events	\$ 75,000	\$ 12,307	\$ 35	\$ 62,658	16%
D. Financial Aid Adjustments	\$ 14,000	\$ (11,848)		\$ 25,848	-85%
E. Auxiliary Service Operations					
1. Personnel	\$ 317,500	\$ 271,163		\$ 46,337	85%
2. General Operating Costs	20,500	2,173	136	18,191	11%
3. Equipment/Software/Installation	20,000	28,760		(8,760)	144%
4. StormCard Marketing	20,000	5,790	637	13,573	32%
Subtotal - Auxiliary Service Operations	\$ 378,000	\$ 307,886	\$ 773	\$ 69,341	82%
F. Community Support					
1. College Board	\$ 2,500			\$ 2,500	0%
2. President	27,000	6,348	486	20,166	25%
3. Vice Presidents and Directors					
a. Vice President for Academic Affairs & Chief Academic Officer	6,000	1,015	1,126	3,859	36%
b. Vice President for Finance	6,000	1,946	2,144	1,910	68%
c. Vice President for Information Systems	6,000		904	5,096	15%
d. Vice President of Institutional Advancement/ Executive Director of TCC Educational Foundation	6,000		143	5,857	0%
e. Vice President of Public Affairs & Communications	6,000		382	5,618	6%
f. Vice President for Student Affairs	6,000	170	209	5,621	6%
g. Vice President for Workforce Services	6,000	2,764	289	2,947	51%
h. Executive Director for TCC Real Estate Foundation/ Chief Operating Officer of Facilities	6,000	2,102	314	3,584	39%
i. Director of Institutional Effectiveness	6,000	254		5,746	4%
4. Campus Provosts					
a. Chesapeake	6,000	2,033	140	3,827	36%
b. Norfolk	6,000	5,656		344	94%
c. Portsmouth	6,000	3,206	1,538	1,256	79%
d. Virginia Beach	12,000	3,184		8,816	27%
5. Community Outreach	27,000	5,637	300	21,063	22%
6. Contingencies	3,500			3,500	0%
Subtotal - Community Support	\$ 144,000	\$ 34,315	\$ 7,975	\$ 101,710	29%

	Budget 2017	Revenues/ Expenditures	Encumbrances	Variance	% Realized
G. Deans' Discretionary Aid Fund					
1. Chesapeake	\$ 5,000	\$ 1,611	\$ 184	\$ 3,205	36%
2. Norfolk	5,000	3,185	1,083	732	85%
3. Portsmouth	5,000	4,026	460	514	90%
4. Virginia Beach	10,000	9,596		404	96%
Subtotal - Deans' Discretionary Aid Fund	\$ 25,000	\$ 18,418	\$ 1,727	\$ 4,855	81%
Subtotal- Expenditures	\$ 1,044,000	\$ 578,779	\$ 200,860	\$ 264,361	75%
III. Student Financial Assistance					
A. TCC Scholarships & Awards					
1. Art Scholarships	\$ 15,000	\$ 15,000			100%
2. Honors Mentorship Scholarships	6,000			6,000	0%
3. Student Study Abroad Scholarships	15,500		15,500		100%
4. Culinary Match Program	3,000	750		2,250	25%
5. Martin Luther King Scholarship	5,349			5,349	0%
6. Military Scholarships	26,745	8,522		18,223	32%
7. ROTC Scholarships	12,837	3,275		9,562	26%
8. High School Scholarships					
a. Chesapeake	74,886	65,948		8,938	88%
1. LaVonne P. Ellis Scholarship	10,698	10,698			100%
b. Norfolk	53,490	34,200		19,290	64%
1. John T. Kavanaugh Scholarship	10,698			10,698	0%
c. Portsmouth	21,396	21,396			100%
1. Lee B. Armistead Scholarship	10,698			10,698	0%
d. Suffolk (Northern)	10,698	10,968		(270)	103%
f. Virginia Beach	96,282	96,282			100%
1. Stanley Waranch Scholarship	10,698	8,854		1,844	83%
2. Dorcas T. Helfant-Browning Scholarship	10,698			10,698	0%
3. Thomas H. Wilson Scholarship	10,698	7,747		2,951	72%
9. All-Virginia Academic First Team Award	4,000			4,000	0%
Subtotal - TCC Scholarships & Awards	\$ 409,371	\$ 283,640	\$ 15,500	\$ 110,231	73%
Total Expenditures & Student Financial Assistance	\$ 1,453,371	\$ 862,419	\$ 216,360	\$ 374,592	74%
Fund Balance 3/31/2017		\$ 8,713,734			

TIDEWATER COMMUNITY COLLEGE
AUXILIARY SERVICES BUDGET
Narrative Justification
FY2017

I. REVENUE

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

II. EXPENDITURES

- A. Operating Expenses** – Cost of bank fees, check stock, credit card fees, miscellaneous service fees, etc.
- B. Faculty/Staff Parking** – Cost of faculty/staff parking in Norfolk including parking for adjunct faculty and visitors.
- C. College Community Events** – Funds to sponsor events to enhance the spirit of community among the college's faculty and staff.
- D. Financial Aid Adjustments** – Funding for financial aid adjustments resulting from administrative errors or similar circumstances.
- E. Auxiliary Service Operations**
 - 1. Personnel – Salaries and benefits for the college's Auxiliary Services personnel.
 - 2. General Operating Costs – Funds for training, office supplies, travel, and other miscellaneous expenses for the Auxiliary Services personnel.
 - 3. Equipment/Software/Installation – Funds to support the college's StormCard system. Funds are included for equipment, software, and installation of data lines.

4. StormCard Marketing – The college receives funds each year for promotional use as part of the Coke contract.

F. Community Support

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

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

III. STUDENT FINANCIAL ASSISTANCE

A. TCC Scholarships & Awards

1. Art Scholarships – Awards to students with outstanding portfolios for study in fine arts, graphic design, or photography at TCC's Visual Arts Center. Fifteen \$1,000 scholarships are available.
2. Honors Mentorship Scholarships – Awards to students selected by faculty for special talents in their field of study. Honors Mentorship students are assigned to a division in the college to assist in research and other academic pursuits for faculty. Faculty serve as mentors to students on assigned academic projects and activities in their field of study.
3. Student Study Abroad Scholarships – Awards to foreign language students on a competitive basis.
4. Culinary Match Program – Matching funds for Culinary Scholarships donated to the college.
5. Martin Luther King Scholarship – An award to a student who exemplifies the values of Dr. Martin Luther King. Recognition is given at the college's annual Dr. Martin Luther King Dinner.
6. Military Scholarships – Awards to dependents of servicepersons from each branch of the military.

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

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

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

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

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

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

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

9. All-Virginia Academic First Team Award – Awards to a student or students who exemplify the Phi Theta Kappa values of academic achievement and campus and community involvement.

**TIDEWATER COMMUNITY COLLEGE
LOCAL CONTRIBUTIONS
AS OF MARCH 31, 2017**

LOCALITIES	PLEGGED	RECEIVED	BALANCE
PORTSMOUTH:			
LOCAL BOARD (Operating)	6,000	6,000	
TOTAL-PORTSMOUTH	\$ 6,000	\$ 6,000	\$ -
VIRGINIA BEACH:			
LOCAL BOARD (Operating)	5,100		5,100
TOTAL-VIRGINIA BEACH	\$ 5,100	\$ -	\$ 5,100
CHESAPEAKE:			
TECHNOLOGY	60,500	60,500	
LOCAL BOARD (Operating)	6,000	6,000	
TOTAL-CHESAPEAKE	\$ 66,500	\$ 66,500	\$ -
NORFOLK:			
LOCAL BOARD (Operating)	6,000	6,000	
TOTAL-NORFOLK	\$ 6,000	\$ 6,000	\$ -
TOTAL	\$ 83,600	\$ 78,500	\$ 5,100

**TIDEWATER COMMUNITY COLLEGE
LOCAL INVESTMENTS
2012 - 2017**

LOCALITIES	FY2017	FY2016	FY2015	FY2014	FY2013	FY2012
PORTSMOUTH:						
LOCAL BOARD (Operating)	6,000	5,400	6,000			
TOTAL-PORTSMOUTH	\$ 6,000	\$ 5,400	\$ 6,000	\$ -	\$ -	\$ -
VIRGINIA BEACH:						
VIRGINIA BEACH CAMPUS STUDENT CENTER ¹						\$ 1,578,388
JOINT-USE LIBRARY ²					550,000	
LOCAL BOARD (Operating)	5,100	5,100	5,100	5,100	5,100	5,100
TOTAL-VIRGINIA BEACH	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 555,100	\$ 1,583,488
CHESAPEAKE:						
TECHNOLOGY	60,500	60,500	60,500	60,500	60,500	64,000
LOCAL BOARD (Operating)	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL-CHESAPEAKE	\$ 66,500	\$ 66,500	\$ 66,500	\$ 66,500	\$ 66,500	\$ 70,000
NORFOLK:						
LOCAL BOARD (Operating)	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL-NORFOLK	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
TOTAL	\$ 83,600	\$ 83,000	\$ 83,600	\$ 77,600	\$ 627,600	\$ 1,659,488

AVP-DF 4/17/17

Notes:

¹ City of Virginia Beach's share of site development cost for the Student Center.

² City of Virginia Beach's share of design, site development, and construction costs of the Joint-Use Library. Does not include the City's share of the cost of furniture and equipment (\$1.2 million).

**TIDEWATER COMMUNITY COLLEGE
INVESTMENTS
2016-17 STATEMENT OF EARNINGS**

	BALANCE INVESTED	AVERAGE YIELD All investments	INTEREST 2016-2017
07/31/16	\$ 40,309,288	0.54%	\$ 18,124
08/31/16	\$ 36,790,868	0.55%	\$ 16,935
09/30/16	\$ 41,062,974	0.77%	\$ 26,400
10/31/16	\$ 43,752,510	0.79%	\$ 28,757
11/30/16	\$ 43,024,932	0.67%	\$ 23,942
12/31/16	\$ 42,797,396	0.62%	\$ 22,280
01/31/17	\$ 41,589,157	0.57%	\$ 19,841
02/28/17	\$ 41,971,641	0.64%	\$ 22,487
03/31/17	\$ 44,524,855	0.93%	\$ 34,580
04/30/17			
05/31/17			
06/30/17			
TOTAL			\$ 213,346

Note 1

AVP-DF 4/17/17

Detail:

Investment Category	Average Yield	Balance
Towne Bank - Repurchase Agreements	0.79%	\$ 13,327,810
Towne Bank - Raymond James	0.99%	\$ 30,284,955
Commonwealth - LGIP	0.90%	\$ 912,090
Total		\$ 44,524,855

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

TIDEWATER COMMUNITY COLLEGE BOARD

NOMINATING COMMITTEE REPORT

APRIL 4, 2017

The Nominating Committee of the Tidewater Community College Board met on April 4, 2017, in the Green District Administration Building in Norfolk.

Members Present:

Connie A. Meyer

John M. Murray

Dwight M. Parker (Chair)

Linda D. Ridenour

Members Absent:

Others Present:

Edna V. Baehre-Kolovani, President

Susan M. James, Special Assistant to the President & Chief of Staff

1. Welcome and Call to Order

Mr. Parker, chair, determined the presence of a quorum and called the meeting to order at 4:11 p.m.

2. Nomination of Officers

Mr. Parker reviewed the recent history of College Board vice chairs, noting that the board's *Policies and Procedures Manual w/ByLaws* stipulates that "...the Nominating Committee shall be sensitive to locality representation and board rotation...." in its deliberations to nominate a College Board Vice Chair for 2017-18.

After some discussion, on a motion by Ms. Ridenour, seconded by Mr. Murray, the committee voted unanimously to nominate Connie A. Meyer as board vice chair for a one-year term beginning July 1, 2017.

3. Adjournment

There being no further business to come before the committee, Mr. Parker adjourned the meeting at 4:23 p.m.

APPROVAL:



Dwight M. Parker
Chair

TIDEWATER COMMUNITY COLLEGE BOARD

Proposed 2017-18 MEETING SCHEDULE

Thursday	August 10, 2017	Student Center Chesapeake Campus (Work Session)
Tuesday	September 12, 2017	Student Center Portsmouth Campus
Tuesday	November 14, 2017	Student Center Norfolk Campus
Tuesday	January 16, 2018	Green District Administration Building Norfolk
Thursday	March 15, 2018	TCC Regional Workforce Solutions Center, Suffolk
Tuesday	May 15, 2018	TCC Regional Automotive Center Chesapeake
Thursday	August 9, 2018	Student Center Virginia Beach Campus (Work Session)

Notes

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

TIDEWATER COMMUNITY COLLEGE BOARD

MEETING OF THE EXECUTIVE COMMITTEE

APRIL 24, 2017

The Executive Committee of the Tidewater Community College Board met on April 24, 2017, in the Green District Administration Building located at 121 College Place in Norfolk.

Members Present:

Dwight M. Parker
Linda D. Ridenour

John A. Piscitelli (phone)
Terri N. Thompson

Members Absent:

John M. Murray

Others Present:

Edna V. Baehre-Kolovani, President & Secretary to the Board
Susan M. James, Special Assistant to the President & Chief of Staff &
Board Liaison

1. **Welcome and Call to Order**

Ms. Thompson, chair, determined the presence of a quorum and called the meeting to order at 4:31 p.m., thanking the members for attending.

2. **Discuss the President's Self-Evaluation**

At the invitation of Ms. Thompson, Dr. Baehre-Kolovani reviewed her self-assessment attached. Emphasis was placed on the fall admissions applications and the change in baseline of a +1.0% for Fall 2016. She noted that some of the objectives were ongoing. The Committee reviewed the 17 TCC Goals for Academic Year 2016-17 as they relate to the Chancellor's Goals Supporting *Complete 2021* and endorsed the assessment as presented.

3. **Review the College Board's Assessment (via Qualtrics) on the President's Performance**

Ms. Thompson reviewed the summarized description of the board's assessment of the president's performance. After some discussion with the president, and, in accordance with section 2.2-3711(A) of the Code of Virginia, the Executive Committee moved to meet in closed session to review in detail the College Board's assessment of the president's performance. Dr. Baehre-Kolovani and Ms. James were excused from the meeting.

4. **Proposed Continuation of Presidential Housing Supplement for 2017.** In June 2013, the Executive Committee met and approved a \$25,000 housing supplement for a period of one-year retroactive from the date of initial eligibility. Subsequently, the Tidewater Community College Educational Foundation Board took action to fund the proposal and upon completion, the action was forwarded to the Chancellor for his final approval. Since then and using the same process, a continuation of the presidential housing supplement has been approved on an annual basis. In accordance with section 2.2-3711(A) of the Code of Virginia, the Executive Committee moved to meet in closed session to discuss the continuation of the Presidential Housing Supplement for 2017. Dr. Baehre-Kolovani and Ms. James were excused from the meeting.

The Executive Committee later concluded its closed session and reconvened the open session— Dr. Baehre-Kolovani and Ms. James returned to the meeting. A roll call vote was taken and all committee members were present certifying that to the best of each member's knowledge (I) only public business matters lawfully exempted from open requirements under the Freedom of Information Act and (II) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the meeting by the Committee.

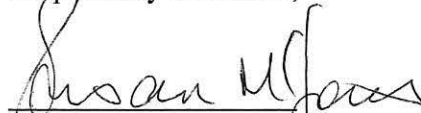
On a motion by Mr. Parker, seconded by Ms. Ridenour, the Executive Committee voted to accept the College Board's Assessment of the President's Performance as written and the Board Chair will provide a final evaluation letter to the Chancellor on the College Board's behalf.

On a motion by Mr. Piscitelli, seconded by Ms. Ridenour, three members voted in favor of and one opposed approving continuation of the \$25,000 housing supplement for a period of one-year; the motion carried. The Tidewater Community College Educational Foundation Board will formally act to fund the proposal and upon completion, the action will be forwarded to the Chancellor for his final approval. The action was taken with the understanding that it would be presented to the full College Board at its May meeting for information.

5. **Adjournment**

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

Respectfully submitted,







Susan M. James
Special Assistant to the President &
Chief of Staff & Board Liaison


APPROVAL:



Terri N. Thompson
Chair

TIDEWATER COMMUNITY COLLEGE
Chancellor’s Goals Supporting Complete 2021 (AY 2016 – AY 2017)
President’s Report — Preliminary
July 2015 through March 2017

Status Key:  Progressing as expected/completed  Progressing with issues  No progress  Not applicable

CONNECTION OBJECTIVE																
VCCS System-wide Goal: Increase VCCS fall admissions applications from 110,000 to 130,000 by 2017.																
Item	Status	TCC Goal	TCC Strategy	Assessment												
1a		Student Applications: Increase fall applications by 18.5% to 20,000 in Fall 2016, up from 16,880 in Fall 2014.	Complete Phase I (recruit-to-applicant) implementation of the Strategic Enrollment Management Plan (SEM) plan.	<table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Semester</th> <th style="width: 25%;">Applications</th> <th style="width: 50%;">Change from Baseline</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Fall 2014</td> <td style="text-align: center;">16,880</td> <td style="text-align: center;">Baseline</td> </tr> <tr> <td style="text-align: center;">Fall 2015</td> <td style="text-align: center;">16,205</td> <td style="text-align: center;">-4.0%</td> </tr> <tr> <td style="text-align: center;">Fall 2016</td> <td style="text-align: center;">17,046</td> <td style="text-align: center;">+1.0%</td> </tr> </tbody> </table> <p>The final task of Phase I of the SEM has been complete; the Salesforce CRM has been purchased and became operational starting January 2017. Staff are currently being trained, metrics for measuring performance are being developed, and full deployment is on schedule for June 2017. Phase I process improvements and new recruitment efforts have resulted in a 1.0% increase in Fall 2016 applications over the baseline semester of Fall 2014 and a 5.2% increase over Fall 2015.</p> <p>F-1 student applications have increased 67% AY2014-16 to AY2015-2016</p>	Semester	Applications	Change from Baseline	Fall 2014	16,880	Baseline	Fall 2015	16,205	-4.0%	Fall 2016	17,046	+1.0%
Semester	Applications	Change from Baseline														
Fall 2014	16,880	Baseline														
Fall 2015	16,205	-4.0%														
Fall 2016	17,046	+1.0%														

1b



Recent High School Graduates: Increase fall applications by 18% to 4,675 in Fall 2016, up from 3,961 in Fall 2014.

Enhance marketing efforts at each campus and through Career Coaches.

Improve Career Coach processes.

Semester	Public HS Applications	Change from Baseline
Fall 2014	3,961	Baseline
Fall 2015	2,999	-23.3%
Fall 2016	3,417	-13.7%

Although the number of graduates from service area public high schools remained stable this past year, the number has been in a slow decline over the past several years and is expected to decline for the next five years. Despite this decline, TCC is committed to increasing applications and the enrollment of recent HS graduates. Although applications for Fall 2016 were down 13.7% from the baseline year of Fall 2014, the recent fall semester reversed declining applications with a 13.9% increase over Fall 2015. Improvements in high school student recruitment processes and efforts include the following:

- Created a Career Coach webpage allowing parents and students to schedule appointments.
- Career Coaches standardized PowerPoint presentations used for in-high-school-classroom requests for information on in-demand careers, college planning, and information sessions about TCC, and resume building and interviewing.
- Implemented a case management process to track enrollment process of high school graduates, implemented a remind text system to inform students, initiated additional application days in high schools,
- Administered the VPT mathematics test to more than 1,000 rising juniors in 11 Virginia Beach Public Schools. Testing for 2017 is scheduled for April.

1c



Military dependents and active duty:
Increase fall applications by 18% to 4,550 in Fall 2016, up from 3,851 in Fall 2014.

Increase military-focused marketing efforts.


Evaluate resources to develop and deliver programs for industry partners and the Navy's SkillBridge program.

Conduct a gap analysis between military training and industry requirements and collaborate with Workforce Solutions (WS) and Academics to develop non-credit courses leading to employability, certifications, and stackable credentials.

Semester	Applications	Change from Baseline
Fall 2014	3,851	Baseline
Fall 2015	3,750	-2.6%
Fall 2016	3,805	-1.2%



Applications from military dependents and active duty personnel increased this year by 1.5% but are still down 1.2% from the baseline semester of Fall 2014. Efforts to improve applications include the following:


- TCC is developing a marketing strategy that identifies military-related students and industry high demand certifications and degrees that can be delivered through distance learning or hybrid courses.
- A military-focused TV ad campaign was implemented in 2015, and a digital focused military campaign has started for the summer and fall terms.
- CMVE has completed the development of process maps for the Veterans National Employability and SkillBridge programs in collaboration with the Department of Energy, Pennsylvania State University, Commander Navy Region Mid-Atlantic, and the Fleet and Family Support Services Norfolk Virginia for the Solar Ready Vets program that has graduated 56 students. CMVE Military Contract Programs (MCP) is working with the Navy and industry partners to provide additional SkillBridge programs.
- CMVE has been awarded four grants to conduct gap analysis between military training and industry requirements which include: VA Demonstration Grant for Information Technology, Advanced Manufacturing, Logistics, and Hospitality Industry; Office of Naval Research STEM Fleet-forward Initiative to increase the employability of military-related individuals pursuing STEM-related careers;

				<p>Chancellors Innovation Fund Grant to develop a database repository for completed gap analysis, military training, and industry requirements; and a Commercial Motor Operator Training Grant that conducts gap analyses for military heavy equipment operators to determine if complete commercial driver licensing (CDL) training or refresher training are required for issuance of a DMV Class A CDL.</p> <ul style="list-style-type: none"> • 210 of planned 440 SOC Agreements have been completed as of mid-year and is on track to reach the goal. <p>SOC CTE expansion should positively affect enrollment with six certificates accepted in Fall 2016 and 15 more pending approvals; Three new credentials (Machinist Certification, Natural Gas Operator, and Loss Prevention) were approved by DVS and two await DVS approval (Digital Court Reporting and Unmanned Aerial Vehicle Training).</p>									
1d		<p>FAFSA-completing and enrolling students: VCCS will increase to 62% from up from 60% in 2016. TCC will increase to 44%, up from 42% (two percentage point increase).</p>	<p>Complete SEM Phase I and II Improve Financial Aid processes</p>	<table border="1"> <thead> <tr> <th>Semester</th> <th>Enrollment Yield</th> <th>Point Change from Baseline</th> </tr> </thead> <tbody> <tr> <td>Fall 2015</td> <td>42%</td> <td>Baseline</td> </tr> <tr> <td>Fall 2016</td> <td>44%</td> <td>+2</td> </tr> </tbody> </table> <p>To meet the goal, Central Financial Aid has launched new verification practices that provide students with information on their Student Center To-Do List that submitted documents have been received and verified.</p>	Semester	Enrollment Yield	Point Change from Baseline	Fall 2015	42%	Baseline	Fall 2016	44%	+2
Semester	Enrollment Yield	Point Change from Baseline											
Fall 2015	42%	Baseline											
Fall 2016	44%	+2											

ENTRY OBJECTIVE

VCCS System-wide Goal: Increase admissions application enrollment yield to 60% systemwide.


Item	Status	TCC Goal	TCC Strategy	Assessment												
2a		Admissions: Increase the fall semester application-to-enrollment yield to 60% in Fall 2016, up from a Fall 2014 yield of 44%.	Complete Phase II (applicant-to-enrollment) implementation of the Strategic Enrollment Management Plan (SEM) plan.	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Semester</th> <th>Enrollment Yield</th> <th>Point Change from Baseline</th> </tr> </thead> <tbody> <tr> <td>Fall 2014</td> <td style="text-align: center;">44%</td> <td style="text-align: center;">Baseline</td> </tr> <tr> <td>Fall 2015</td> <td style="text-align: center;">43%</td> <td style="text-align: center;">-1</td> </tr> <tr> <td>Fall 2016</td> <td style="text-align: center;">40%</td> <td style="text-align: center;">-4</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Pilot projects were run in Spring 2016 to improve VPT math test scores. Total NROC users included 742 students, of which 475 improved their EdReady score. Another pilot to use Pi — The Lost Function gaming software— did not garner any successful results. Only 14 SEM Phase II Action Registry items remain and are progressing as expected. 	Semester	Enrollment Yield	Point Change from Baseline	Fall 2014	44%	Baseline	Fall 2015	43%	-1	Fall 2016	40%	-4
Semester	Enrollment Yield	Point Change from Baseline														
Fall 2014	44%	Baseline														
Fall 2015	43%	-1														
Fall 2016	40%	-4														
2b		Recent High School Graduates: Increase the fall semester application-to-enrollment yield to 65% in Fall 2016, up from a Fall 2014 yield of 56%.	Improve career coach processes.	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Semester</th> <th>Enrollment Yield</th> <th>Point Change</th> </tr> </thead> <tbody> <tr> <td>Fall 2014</td> <td style="text-align: center;">56%</td> <td style="text-align: center;">Baseline</td> </tr> <tr> <td>Fall 2015</td> <td style="text-align: center;">57%</td> <td style="text-align: center;">+1</td> </tr> <tr> <td>Fall 2016</td> <td style="text-align: center;">52%</td> <td style="text-align: center;">-4</td> </tr> </tbody> </table> <p>The conversion of high school graduate applicants to enrollment declined in Fall 2016 due to the increase in applicants as noted above in item 1b. The number HS students completing an application and enrolling increased to 1,770, up from 1,704 in Fall 2015 (+3.9%).</p>	Semester	Enrollment Yield	Point Change	Fall 2014	56%	Baseline	Fall 2015	57%	+1	Fall 2016	52%	-4
Semester	Enrollment Yield	Point Change														
Fall 2014	56%	Baseline														
Fall 2015	57%	+1														
Fall 2016	52%	-4														


				<p>Increasing the number of HS graduates attending TCC is important for stabilizing enrollment; this 3.9% increase is a positive sign toward that goal. Ongoing process improvements include the following:</p> <ul style="list-style-type: none"> • Scheduled HS students for orientation sessions before leaving high school. Career Coaches, working with TCC' First Year Success staff, developed student-orientation-enrollment forms to improve the transition from the HS to TCC. • TCC has registered as a NCCER provider; an open-enrollment pre-apprenticeship model based on the NCCER curriculum is launching in spring 2017. • Virginia Apprenticeship Symposium held in November 2016 with 89 attendees including high schools, work force development boards and regional employers and colleges. • Implemented Summer Call campaign for those who applied but did not enroll. • All campuses holding summer bridge/summer camp programs • Plans are being finalized for a 'soft' start of the new SHIPA pilot program for rising high school juniors. • Implemented a new daily applicants and testing report, providing identification of students who need testing. • Advised and recruited Portsmouth First College students to continue pursuing their degree at TCC upon HS graduation. 												
2c		<p>Military dependents and active duty: Increase the fall semester application-to-enrollment yield to 60% in Fall 2016, up from a Fall 2014 yield of 46%.</p>	<p>Military-focused marketing and employability programming.</p>	<table border="1" data-bbox="1192 1045 1858 1297"> <thead> <tr> <th>Semester</th> <th>Enrollment Yield</th> <th>Point Change from Baseline</th> </tr> </thead> <tbody> <tr> <td>Fall 2014</td> <td>46%</td> <td>Baseline</td> </tr> <tr> <td>Fall 2015</td> <td>47%</td> <td>+1</td> </tr> <tr> <td>Fall 2016</td> <td>43%¹</td> <td>-3</td> </tr> </tbody> </table> <p>¹ Preliminary rate as of 3/29/2017.</p>	Semester	Enrollment Yield	Point Change from Baseline	Fall 2014	46%	Baseline	Fall 2015	47%	+1	Fall 2016	43% ¹	-3
Semester	Enrollment Yield	Point Change from Baseline														
Fall 2014	46%	Baseline														
Fall 2015	47%	+1														
Fall 2016	43% ¹	-3														

Active duty and dependents stationed in the service region have decreased due to a reduction over the past several years in federal defense spending. This reduction has impacted both enrollment of new students and the retention as military families have moved out of the area. Efforts to improve enrollment and retention are detailed above in item 1c.

PROGRESSION OBJECTIVES


VCCS System-wide Goal: Increase overall VCCS Fall-to-spring Retention to 71% systemwide.
 Increase overall VCCS Fall-to-fall Retention to 60% systemwide.


Item	Status	TCC Goal	TCC Strategy	Assessment												
3a		Fall-to-spring Retention: Increase fall-to-spring retention to 71% in AY 2017, up from 67% in AY 2015.	Initiate Phase III (student-to-graduate) of the Strategic Enrollment Management Plan (SEM) plan.	<table border="1" data-bbox="1192 711 1858 961"> <thead> <tr> <th>Semester</th> <th>Retention Rate</th> <th>Point Change from Baseline</th> </tr> </thead> <tbody> <tr> <td>Fall 2014</td> <td>67%</td> <td>Baseline</td> </tr> <tr> <td>Fall 2015</td> <td>68%</td> <td>+1</td> </tr> <tr> <td>Fall 2016</td> <td>66%</td> <td>-1</td> </tr> </tbody> </table> <p data-bbox="1094 1003 1898 1101">There has been no significant change to retention as it continues to hover around the baseline rate. Efforts to maintain and improve retention are as follows:</p> <ul data-bbox="1094 1149 1934 1425" style="list-style-type: none"> As part of SEM Phase III, an assessment of online services was completed in preparing the SACSCOC report. The compliance audit indicated sufficient services. Student center co-curricular programming aligned with general education competencies, QEP, and drafted soft skills: Campus inventory of success programming and services completed; co-curricular learning outcomes identified; campus programs are aligned with QEP, a draft rubric has been created. 	Semester	Retention Rate	Point Change from Baseline	Fall 2014	67%	Baseline	Fall 2015	68%	+1	Fall 2016	66%	-1
Semester	Retention Rate	Point Change from Baseline														
Fall 2014	67%	Baseline														
Fall 2015	68%	+1														
Fall 2016	66%	-1														

				<ul style="list-style-type: none"> • Career services topic selected for accreditation quality enhancement plan (QEP); learning outcomes identified; strategies identified; currently working on implementation milestones, institutional capacity, and budget. • Guided Pathways effort has identified nine pathways and implemented a faculty pilot in support of 45 program and discipline leads have been identified and trained. • A new Class Scheduling policy and procedures with a focus on programs has been implemented. 												
3b		<p>Fall-to-fall Retention: Increase fall-to-fall retention to 60% in AY 2017, up from 41% in AY 2015.</p>	<p>Initiate Phase III (student-to-graduate) of the Strategic Enrollment Management Plan (SEM) plan.</p>	<table border="1" data-bbox="1192 665 1858 917"> <thead> <tr> <th>Base Semester</th> <th>Retention Rate¹</th> <th>Point Change from Baseline</th> </tr> </thead> <tbody> <tr> <td>Fall 2013</td> <td>41%</td> <td>Baseline</td> </tr> <tr> <td>Fall 2014</td> <td>42%</td> <td>+1</td> </tr> <tr> <td>Fall 2015</td> <td>40%</td> <td>-1</td> </tr> </tbody> </table> <p>¹ This retention rate does not use the IPEDS definition and calculation methodology; TCC's official IPEDS retention rate is 49% (60% for full-time students and 36% for part-time students).</p> <p>Assessment is addressed above in the fall-to-spring retention section (3a).</p>	Base Semester	Retention Rate ¹	Point Change from Baseline	Fall 2013	41%	Baseline	Fall 2014	42%	+1	Fall 2015	40%	-1
Base Semester	Retention Rate ¹	Point Change from Baseline														
Fall 2013	41%	Baseline														
Fall 2014	42%	+1														
Fall 2015	40%	-1														


COMPLETION OBJECTIVES

VCCS System-wide Goal: Increase the overall annual associate degrees, certificates, and career studies certificates (CSC) by 6,000 over FY 2015.

Item	Status	TCC Goal	TCC Strategy	Assessment												
4		<p>Credit-based Awards: Increase total awards by 19% to 5,065 by AY 2017, up from 4,250 in AY 2015. Improve the graduation component of the TCC Advancement Rate by three percentage points by AY2017.</p>	<p>TCC will initiate Phase III (student-to-graduate) of the Strategic Enrollment Management Plan (SEM) plan, continue the efforts captured in the Student Success Plan, develop the college’s quality enhancement plan (QEP) which focuses on career pathways, and implement a stackable credential strategy.</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">AY Year</th> <th style="text-align: center;">Awards</th> <th style="text-align: center;">Change from Baseline</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">2014-2015</td> <td style="text-align: center;">4,250</td> <td style="text-align: center;">Baseline</td> </tr> <tr> <td style="text-align: center;">2015-2016</td> <td style="text-align: center;">4,138</td> <td style="text-align: center;">-112</td> </tr> <tr> <td style="text-align: center;">2016-2017</td> <td style="text-align: center;">Not yet available</td> <td></td> </tr> </tbody> </table> <p>Graduation figures are not yet available for the current academic year. In 2015-16 overall awards declined due to a 20.6% decline in CSCs, which was a result of a pilot “automatic” awarding project that was run in AY2015, but not AY2016. “Automatic” awarding of CSCs will be phased in during AY2017—the 100% stackable CSC initiative needed to be completed first (see Phase III completions below).</p> <p>AY2016 improvements in credit-based awards included a 4.5% increase in AA and AS degrees; a 4.6% increase in General Education Certificates; and a 2.5% increase in AAS and AAA degrees.</p> <p>Phase III Strategies completed include the following:</p> <ul style="list-style-type: none"> • Guided Pathways launched at TCC: 9 Meta-majors identified, programs aligned with meta-majors, and Pathways definitions developed. 42 discipline and faculty leads identified and trained. • A college-wide Class Scheduling policy and procedure has been implemented. 	AY Year	Awards	Change from Baseline	2014-2015	4,250	Baseline	2015-2016	4,138	-112	2016-2017	Not yet available	
AY Year	Awards	Change from Baseline														
2014-2015	4,250	Baseline														
2015-2016	4,138	-112														
2016-2017	Not yet available															


				<ul style="list-style-type: none"> Stackable Program definition implemented: completed in 12 months or less, financial aid eligible, requires sufficient skills/competencies for employment, content is 100% applicable to a higher credential. 90% of all CRCs are now aligned with the 100% Stackable Program definition (up from 50%). Advance Standing and Prior Learning is being implemented through new TCC-OppInc partnership. CAEL grant award will also assist in advancing this will military students. Five program proposals are under development or have been improved including: CSC in Computed Tomography; Small Business Management and Entrepreneurship Specialization: AAS in Management; AFA in Music; AAS in Mechanical Engineering Technology; AAS in Veterinary Technology. On track to meet the goal of increased degree completion rates for NAVY NCPDLP online programs.
<p>VCCS System-wide Goal: Collect college-generated baseline information on top business-demanded industry certifications and licenses offered at each college and college-generated evidence of the number of students earning the intended industry certification or license as a numeric value and as a percent of students who complete noncredit training in preparation for the industry certification or license. (Year 1)</p>				
Item	Status	TCC Goal	TCC Strategy	Assessment
5a		<p>Baseline Data Collection: Conduct a college-wide audit of the number of students currently earning industry certifications or licenses, and identify industry certifications that have the potential to be incorporated.</p>	<p>Conduct a college-wide audit of the number of students currently earning industry certifications or licenses. The college will also conduct an inventory of industry certifications that have the potential to be incorporated into a program.</p>	<ul style="list-style-type: none"> TCC students earned 755 industry recognized credentials during FY 2016. This baseline will be used to establish an improvement goal for FY 2017 (see item 5b below). Over 130 industry credentials earned through credit-bearing courses and programs have been plotted at the applicable course or program level.


VCCS System-wide Goal: Increase the number and percent of students for which the college obtains evidence of industry certification or license completion systemwide (Year 2). *To be determined by baseline data collected in year 1.

Item	Status	TCC Goal	TCC Strategy	Assessment									
5b		Industry Certification or License Completion: To be addressed in AY 2017.	Increase the number of credentials earned in FY 2017 to 982 from 755 in FY 2016, a 30% increase.	<table border="1" data-bbox="1192 380 1858 574"> <thead> <tr> <th>Fiscal Year</th> <th>Certifications</th> <th>Change from Baseline</th> </tr> </thead> <tbody> <tr> <td>2015-2016</td> <td>755</td> <td>Baseline</td> </tr> <tr> <td>2016-2017</td> <td>Not yet available</td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> 629 credentials have been added for FY 2017 as of February. The college is on track to reach its goal of a 30% increase. Registrations reported from July 1-Dec 31 2016 were 2,987 as compared to the same time period in 2015 of 2,633, a 13% increase. 	Fiscal Year	Certifications	Change from Baseline	2015-2016	755	Baseline	2016-2017	Not yet available	
Fiscal Year	Certifications	Change from Baseline											
2015-2016	755	Baseline											
2016-2017	Not yet available												


AFFORDABILITY AND SUSTAINABILITY OBJECTIVES

VCCS System-wide Goal: Secure resources for an outcomes-based funding formula for workforce credentials.


Item	Status	TCC Goal	TCC Strategy	Assessment
6a		Non-credit Performance-based funding: Support VCCS non-credit performance-based funding efforts.	Support the VCCS efforts to secure a funding stream for non-credit workforce credential training. Once funding has been established, TCC will develop a plan for implementing in FY 2017.	<p>The Virginia Workforce Credential Bill (HB66 & SB576) was signed into law. TCC Workforce Services has identified which non-credit programs will be available for the new funding mechanism that will be administered through SCHEV in FY 2017.</p> <ul style="list-style-type: none"> Revenue reported for time period of July 1 – Dec 2016 was \$1,691,050 as compared to \$1,172,102 for same time period in 2015

6b		Resource Development: Increase funding for TCC workforce credential programs.	TCC will develop a plan that coordinates efforts between Workforce Solutions (WS) and Institutional Advancement (IA) to secure resources for expanding workforce credentials.	<ul style="list-style-type: none"> Both Workforce Solutions (WS) and Institutional Advancement (IA) developed division mission plans and have initiated implementation. Both plans include initiatives to collaborate with each other; working together WS and IA have determined unmet needs for the upcoming giving campaign. Three new non-Maritime apprenticeship sponsors were established with Busch Manufacturing, Peregrine Technical Solutions, and Sanjo.
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VCCS System-wide Goal: Secure funding for philanthropic and other investments for year 2 of the Rural Virginia Horseshoe Initiative (RVHI).

Item	Status	TCC Goal	TCC Strategy	Assessment
7a		RVHI: TCC is not in the RVHI.	N/A	N/A

VCCS System-wide Goal: Identify and implement efficiencies in college and system office operations.

Item	Status	TCC Goal	TCC Strategy	Assessment
7b		Improve efficiencies in TCC operations: Improve efficiencies in finance, travel and approval reimbursement, financial aid, human resources, and administration.	Through an ongoing process of operation and procedure mapping that parallels the SEM plan, the college will identify where efficiencies in operations can be improved.	<ul style="list-style-type: none"> Conversion to SharePoint is complete for all college areas. Financial Aid course audit “FACA” has been implemented to automatically ensure financial aid pays only allowable charges to ensure compliance with federal regulations. FACA training has been completed and implantation started November 2016. A new nVision report has been moved to Production to enable better, more efficient reporting for the monthly Revenue Report which reduces staff time to prepare the report. Additional reports will be evaluated for conversion to nVision in FY2017.

				<ul style="list-style-type: none"> • New Asset Management System has been purchased, installed, tested, and configured. Training is complete and existing assets is progressing with full implementation March 2017. • The Image Now scanning software has been implemented to track the daily deposits in the Business Offices. This process enables better tracking and supports a paperless process. • With the cooperation of the StormCard and OIS teams, transitioned on-line deposits from NetCardManager to Get Funds. • Utilizing wireless payment option allowing StormCard plans to be used with Food Trucks. • GoSemester passes fully implemented to provide more efficient upgrade from GoPAss365. • Grant database has been created to allow instant payroll downloads and business work flow with Financial Information System. • TCC EF accounting services has improved to include clean-up of subsidiary ledger and a new budget template. • The Procurement SMART form is live and published on the website. A crosswalk of NIGP Commodity Codes, AIS Account Codes, and Procurement Transaction Type was developed and is published on the website resulting in a 50% decrease in questions from end users. These tools were presented to system office staff. • Implemented new PCI Credit Card Machines across all campuses to enable compliance with the new federal law as well as enhanced security for our students. • Software to conduct annual security audit of Finance Department shared drive has been identified and FIS team has been assigned folders to audit. A new Student Refund processing schedule has been adopted by Central Financial Aid and the Student Financials department which will optimize efficiency in reconciliations and refund processing. • Launched the SilkRoad on-boarding tool for all new employees in Nov. 2015; to date, 34 new hires have been on-boarded through the new system, three of which were wage employees. • Expanding shared services for training Virginia’s veterans via the TCC Veterans Transition Express MOU.
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				<ul style="list-style-type: none"> • Developed a mentoring program for new classified staff, administrative faculty, new adjunct faculty, and new wage staff. The Internal Relations Committee has reviewed the program and it is currently being reviewed by the Classified Association as well as the Faculty Professional Development team before finalizing and implementing. • All employees are receiving Sexual Harassment training and this training is fully documented. • “Back office” concept for VA Benefit certifications has been initiated.
8		VCCS System-wide efficiency improvement: Plan and initiate system-wide shared services.	TCC will work with the System Office to plan and initiate system-wide shared services.	<ul style="list-style-type: none"> • TCC staff have participated in System Office planning for the initial implementation of the system-wide shared services model. In addition, TCC staff presented to the VCCS the college’s travel approval and reimbursement system which has been developed in-house as a robust and scalable program that can be applied to all VCCS colleges without additional investment. • Budget FAQ Smartform and Payroll FAQ Smartform have been implemented.

OIE 04/12/17