

## CHANCELLOR'S ADVISORY COUNCIL OF PRESIDENTS

April 19, 2006

James Monroe Building  
Godwin-Hamel Board Room, 15<sup>th</sup> Floor  
Richmond, Virginia

### PRESENT:

BRCC	Dr. James R. Perkins
CVCC	Dr. Darrel W. Staat
DSLCC	Dr. Richard R. Teaff
DCC	Dr. B. Carlyle Ramsey
ESCC	Dr. Cheryl Thompson-Stacy
GCC	Dr. Francis S. Turnage
JSRCC	Dr. Gary L. Rhodes
JTCC	Dr. Marshall W. Smith
LFCC	Dr. John J. Sygielski
MECC	Dr. Terrance E. Suarez
NRCC	Dr. Jack M. Lewis
NVCC	Dr. Robert G. Templin, Jr.
PHCC	Dr. Max F. Wingett
PDCCC	Dr. Douglas W. Boyce
PVCC	Dr. Frank Friedman
RCC	Dr. Elizabeth Crowther
SSVCC	Dr. John J. Cavan
SWVCC	Dr. Charles R. King
TNCC	Dr. Bill Travis, Representing Dr. Charles A. Taylor
TCC	Dr. Deborah M. DiCroce
VHCC	Dr. F. David Wilkin
VWCC	Dr. Robert H. Sandel
WCC	No Representative

### SYSTEM OFFICE STAFF PRESENT:

Dr. Glenn DuBois	Mr. Dave Mair
Ms. Dale Andrews	Ms. Karen Petersen
Mr. John Brilliant	Mr. Ed Watson
Ms. Ellen Davenport	Mr. Peter Blake
Dr. Monty Sullivan	Ms. Pat Holmes
Ms. Jennifer Allman	Ms. Pam Currey
Ms. Marian Hassell	Dr. Susan Wood
Dr. Neil Matkin	Ms. Rita Woltz
Ms. Carol Patterson	Dr. Gretchen Schmidt
Ms. Sue Ann Curran	Dr. Jennifer Sager
Dr. David Gill	Dr. Christopher Lee
	Dr. Bill Hightower

**Wednesday, April 19, 2006**

A. CHANCELLOR'S REPORT

1. Introduction of Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services

The Chancellor introduced Dr. Christopher D. Lee, the new Associate Vice Chancellor for Human Resource Services. He comes to the VCCS from Bates College in Maine where he was the director of Human Resources with responsibility for HR, Payroll, Safety and the Employee Rental Real Estate program. He also served as the chief human resources officer for a community college and a state university in the University System of Georgia.

His areas of expertise are employment, training, and performance management—or, in his words, "finding, developing, and managing talent in organizations." He is the author of a hiring guide for colleges and universities called *Search Committees* and other HR related articles. He has a new book that will be released later his year entitled *Performance Conversations: An alternative to appraisals*.

He holds a master's degree in human resource management, a doctor of philosophy degree in human resource development, and he is also certified as a Senior Professional in Human Resources. Chris is also a retired Lieutenant Colonel from the US Marine Corps Reserves.

2. Presidential Evaluation Process – 2005-2006

The Chancellor stated that in keeping with past practice, his '06-'07 goals will be submitted to the Board in May for approval. These goals should provide guidance as presidents develop college specific goals for the year ahead. The Chancellor stated that his goals will follow the same format used for the past year.

3. Chancellor/Presidents Goals – 2006-2007

The presidential evaluation session, will focus on performance relative to this past year, and he will review and discuss a draft of each president's goals for this coming year. He also stated that the local college boards should be conducting their evaluation and submitting that evaluation to the Chancellor's office before June.

4. VCCS Faculty Diversity Initiative – Elaine Cassel, Chancellor’s Fellow

The Chancellor introduced Dr. Elaine Cassel, Professor at Lord Fairfax Community College. Dr. Cassel has been appointed as the Chancellor’s Fellow to assist Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services, in the development of a faculty diversity plan and implementation of the program in the Northern Virginia, Richmond, and the Hampton Roads areas. Dr. Cassel has agreed to help with this initiative for the next six months to improve the diversity of full-time faculty across the system. The Chancellor has met with HBU leaders and others to obtain guidance on a specific idea to recruit minority graduate students into a paid teaching experience under the supervision of a VCCS full-time faculty member/mentor. Initial reactions are positive. A preliminary report will be due this summer, with final implementation in the fall.

5. Institutional Research Task Force Update – Dr. Jim Perkins, Chair and President, Blue Ridge Community College

An Institutional Research Steering Committee will be created to guide the review of existing information systems and construction of a comprehensive data warehouse with attendant reporting capacities.

Dr. Jim Perkins, Chair of the Institutional Research Task Force, provided an update on IR and future direction of the task force.

6. Foundation Leadership Conference Update – Dr. Jennifer Sager, Vice Chancellor for Institutional Advancement

Dr. Jennifer Sager, Vice Chancellor for Institutional Advancement, provided the update on the Foundation Leadership Conference held at the Boar’s Head Inn in Charlottesville in March. She reported that the third annual conference was highly successful. Ms. Penelope Burk, a nationally-renown author and presenter, spoke on donor centered fundraising. The highlight of the event was the Chancellor’s Leadership Awards for Philanthropy. These awards were presented to 23 individuals selected by their community colleges. The event raised the visibility and importance of philanthropy for the community colleges across the state. The conference had the largest attendance in the event’s history.

7. Proposed ACOP Meeting Dates – 2006-2007

The proposed ACOP meeting dates for 2006-2007 were distributed.

8. Administrative Assistants Professional Development Conference – August 1-2, 2006 – Omni Richmond Hotel

Ms. Dale Andrews, Administrative Assistant to the Chancellor, reported that the Administrative Assistants and Executive Secretaries Professional Development Meeting will be held on August 1 and 2, 2006 at the Omni Richmond Hotel in Richmond in conjunction with the ACOP August meeting. A handout was provided.

9. VCCS Chancellor's Annual Planning Conference – August 10-11, 2006 – Williamsburg Marriott

The Chancellor's Annual Planning Conference will be held August 10-11, 2006 in Williamsburg, Virginia. The Chancellor asked the presidents to set aside August 10 and 11 for the annual retreat and to invite appropriate members of their senior staff to attend. The program will be appropriate for members of the senior staff particularly in the academic and student services area. Additional information will be provided.

B. INFORMATION TECHNOLOGY COMMITTEE – Darrel Staat, Chair

Action Items

1. Chancellor's Expectations 2006-2008 Biennium

After the February Technology Council meeting, members of the Technology Council provided feedback to update and improve many of the operational requirements for the Chancellor's Expectations. The ACOP Technology Committee wanted additional edits and clarification. The final draft with all of the comments and edits incorporated will serve as the framework for developing college and ITS Technology plans for 2006.

**The Advisory Council of Presidents approved the recommendation and the Chancellor supported the recommendation.**

2. MPLS Cost Distribution

During implementation of the MPLS Network, ITS will pay all monthly recurring costs associated with the MPLS network for each Campus that is currently served by a DS3 to Network Virginia using existing technology funds previously provided to colleges supplemented with savings realized from the renegotiated cost for Internet2 connectivity. In subsequent years, ITS will seek to pay for the minimum bandwidth provided to all campuses using Technology Funds. Colleges

that require additional bandwidth should plan to pay for the cost of the additional bandwidth.

All colleges should budget for a one-time installation charge of \$1,200 per circuit to switch to the new network.

The ACOP Technology Committee accepts the funding proposal for the MPLS network, directs ITS to move forward to implement the MPLS network on behalf of the colleges and refers it to the Council of Presidents for approval. The ACOP Technology Committee directs the ITS Staff to draft a model for adding bandwidth for review by the Technology Council at its next meeting.

### 3. Technology Funding Model

The Technology Funding Model is intended to provide only a percentage of the college's total technology expenditures. At its inception in 1996, the model was used to allocate new resources to the colleges, with the expectation that each college would continue to contribute a significant amount of funding from its operating budget in order to achieve the Chancellor's Expectations and meet the goals of the college's annual technology plan.

It was reported that the key parameters, default values and formulas that drive the model are defined and approved by the VCCS governance process on a biennial basis, but have not been significantly changed since 1996. Over time, the percentage of need supported by the model has shifted disproportionately so that in 2005-06 a range of 55% to 94% of the defined need is met, with the largest colleges having the largest proportion of costs covered and the smaller colleges having the smallest proportion covered.

The current model has three funding sources: the Equipment Trust Fund, the Technology Fee, and general funds.

A special appropriation from the General Fund for VCCS technology needs has traditionally been distributed through the Technology Funding Model to cover fixed/continuing operating costs such as positions, major network costs, and maintenance costs. An original appropriation of \$4,8975,000 was initially allocated to the 23 colleges, however General Funds in the Technology Funding Model have been depleted due to budget reductions, inflationary costs for maintenance, new standards adopted over the years and increased staffing needs for implementing SIS and subsequent updates.

There is a critical need for colleges to address increased staffing needs required to meet the mandated COV Security Standard for the network infrastructure.

1. Gap Analysis

The College Inventory and Gap Analysis 2005 Data Report was provided to aid in strategic planning and developing College and ITS technology plans. This report will serve as the baseline for measurements for the 2006-2008 Biennium.

2. Enterprise Software Updates

a. SIS Update

VCCS is continuing to make progress with the upgrade to PeopleSoft SIS Version 8.9. The schedule for much of this project is still subject to change based on availability of resources and benchmark times identified during the test moves. The detailed project plan continues to be under development. Information on the Version 8.9 Upgrade can be found at: [http://helpnet.vccs.edu/ASC/Psoft/PSoft8/8.9/V8.9\\_menu.htm](http://helpnet.vccs.edu/ASC/Psoft/PSoft8/8.9/V8.9_menu.htm)

b. AIS/HR Update

The AIS Implementation Project continues to progress on schedule, with testing and training activities underway. The first wave of system testing is complete, and developers are busy making preparations for the start of wave two. Baseline performance testing is complete, and work is underway on multiple iterations of stress testing and tuning. VCCS ITS staff created a training copy of the AIS environment, which is currently being populated with training scenarios and data. End-user training will be delivered from May 7 – June 17 at six different locations across the state, with over 300 students registered.

In January, 2006, the Virginia Community College System evaluated two Enterprise Resource Planning software packages for the processing of mission critical administrative functions within the VCCS System Office and the 23 colleges of the VCCS. The PeopleSoft suite of products was selected as the optimal system solution for the full integration of all administrative and student functions within the VCCS and with external Commonwealth systems (e.g., eVA, CARS, CIPPS, PMIS, BES, etc.)

The VCCS has received planning approval from the Commonwealth CIO for implementation of the administrative information system. Currently, a Statement of Work for implementation services is being drafted, and a

project charter and proposal are being developed for submission to the Virginia Information Technologies Agency (VITA) for implementation

approval. We hope to receive implementation approval from VITA shortly.

3. Strategic Planning
  - a. Phase I Reporting
  - b. Phase II Planning

With the move to student information and course management enterprise systems, the VCCS entered the ERP realm. This spring, the VCCS selected an Administrative Information System vendor and will begin the project to implement this system across the twenty-three colleges and the System Office.

In planning for these systems and other technology needs, the VCCS needs an information technology strategic plan to align with the VCCS's Dateline 2009 strategic direction. College leadership and stakeholders need to contribute to this plan.

To implement the plan, ITS commissioned Dr. Ross Hodel to prepare a white paper on information technology planning in higher education and background information on the VCCS and its IT planning. This white paper is a background and a context for the start of the IT planning process in the VCCS.

From the white paper, Dr. Hodel developed a planning process for the VCCS to implement for its IT strategic planning. "A Plan for Strategic Planning Information Technology Services" includes a structure to gather input from the college presidents on the priorities and needs at their colleges. The plan includes a pre-planning questionnaire, half-day facilitated sessions – one for the presidents, another for the Technology Council, and an opportunity for follow-up and feedback.

ITS had hoped to implement the strategic planning process in March; however, the facilitator, Dr. Ray Hass, was unavailable. ITS plans to have Dr. Hass join the Presidents and the Technology Council in a day long planning session later this summer.

C. DATELINE 2009 ADVISORY COMMITTEE – Dr. Gary L. Rhodes, Chair

Action Items

None

Discussion Items

None

D. HUMAN RESOURCES – Dr. Marshall W. Smith, Chair

Action Items

1. Approval of Instructional Faculty Compensation Plan

It was reported that as part of efforts to make the VCCS compensation policies more competitive and more useful to the colleges in attracting and retaining quality faculty, the Faculty Compensation Policy has been updated to bring the compensation policies for instructional faculty in line with those for administrative/professional faculty and with those for classified employees. The major changes are as follows:

- (1) Establish starting salaries using the full academic rank range based on current salary, experience, and educational background rather than a formula.
- (2) Permit colleges to make competitive offers to an existing faculty member deemed critical to the college or the System Office who has received an employment offer at a higher salary from another employer. This includes one counter offer if the employer is another VCCS community college.
- (3) Faculty may be offered a supplement for a substantial additional assignment or an alternate work schedule.

**The Advisory Council of Presidents approved the recommendation and the Chancellor supported the recommendation.**

2. Approval of Faculty Salary Scales

**The faculty salary scales for 2006-2007 were recommended for approval by the Advisory Council of Presidents.**

3. Approval of Early Retirement Program

The voluntary retirement incentive policy will provide the college presidents with a management tool that may be used to realign faculty resources to meet the program needs of the colleges.

In January, the State Board approved the voluntary early retirement incentive program. Revisions to the program were required in order to comply with the *Code of Virginia* and the Appropriations Act. The new language is based on the provisions of the *Code of Virginia* regarding the age and years of service of

faculty that are deemed eligible for the program. The most substantial changes were to restrict the program to teaching faculty only, to add a requirement that establish limits on the total cost of the program, and include a provision for surviving spouses of retirees who pass away before the end of the contract period.

The draft of the voluntary early retirement incentive program has been reviewed by outside legal counsel as required by the Office of the Attorney General. It must also be approved by the Governor.

The presidents requested a mechanism to provide an early retirement incentive to faculty members under certain circumstances. Since a major obstacle for early retirees is the cost of health care, a new VCCS Retirement Incentive Policy was developed to provide continued payment of the state portion of the faculty member's health insurance costs until age 65, if the faculty member met certain age and service requirements and agreed to retire as a part of the incentive program.

#### Information Items

1. Faculty Salary Planning

Revisions to the faculty salary planning process were discussed by the Presidents. This was an information item only – no action was required.

2. Summary of HR Related Legislation and Budget Actions

Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services, provided an update on human resource legislation passed during the General Assembly Session

#### VRS Related Legislation

HB59 removes the \$120 cap on health insurance credit provided to state retirees. Retirees with at least 15 years of creditable VRS service are eligible for \$4 per year of creditable service toward the cost of their health insurance. This credit is applied monthly.

HB452 allows a current Optional Retirement Plan (ORP) member who was previously covered under the Virginia Retirement System (VRS) to transfer their VRS accumulated contributions to the ORP.

#### Other Related Legislation

HB504 allows the State Board for Community Colleges to establish policies and guidelines providing for reduced tuition rates at Virginia's community colleges for employees of the Virginia Community College System.

HB1036 directs the Department of Criminal Justice Services (DCJS) to establish minimum standards for training and certification requirements for campus security officers. DCJS will also provide technical support and assistance in the establishment and implementation of policies and procedures. An advisory committee will be established consisting of college administrators, police chiefs, security chiefs and local law-enforcement officials to assist in the development of the standards and certification requirements and training. The provisions of this act will be effective July 1, 2007.

The benefits information listed above should be disseminated to employees.

E. PUBLIC AND GOVERNMENTAL RELATIONS – Dr. Francis S. Turnage, Chair

Information Items

1. 2006 General Assembly Session – Update

The Presidents were given an update on legislation from the 2006 General Assembly Session that related to the VCCS.

2. Preliminary Planning for 2007 Session

The following items relating to the 2007 General Assembly session were discussed.

- a. Transfer Scholarship Proposal
- b. Other Priorities for 2007
- c. Legislative Reception – January 23, 2007, Old City Hall
- d. Strategies (Same as '06/Modifications/New Ideas/What is needed from the Presidents and the Colleges?) – Every Day is Community College Day would be continued in 2007.
- e. Pre-Session Preparations (Summer & Fall, Time Line)
- f. Printed Materials/Marketing Strategies – Presidents were asked to submit materials to Carol Patterson.

It was noted that the 40<sup>th</sup> Anniversary of the VCCS would be tied into the 40 Legacy Scholarships.

F. BUDGET AND FINANCE COMMITTEE – Dr. James R. Perkins, Chair

Action Items

1. Suggested Revision to Section 2 of the VCCS Policy Manual: §2A.X.G.6a-b – Educational Foundations Reporting Requirements.

Clarification was provided to specify the yearly financial statement submission requirements of college foundations. All foundations must now submit an annual Statement of Net Assets. Statement Section 2A.X.G.6 of the VCCS Policy Manual

Each community college shall designate an individual responsible for communicating with the Chancellor about Foundation activities and policy matters and for filing required reports.

As a condition of its continued existence, each Foundation must provide to the Chancellor, the Director of Internal Audit, the Executive Vice Chancellor, the Vice Chancellor for Institutional Advancement and the College President the following:

*All foundations must submit an annual Statement of Net Assets, Statement of Changes in Revenues, Expenditures, and Net Assets, and financial footnote schedules by a date established by the VCCS Office of Fiscal Services (typically the 3<sup>rd</sup> or 4<sup>th</sup> week in August) for the foundation's most recent reporting year for inclusion in the VCCS annual financial report. The details of this requirement will be provided by the VCCS Office of Fiscal Services in the annual financial statement memorandum mailed to the colleges in July. The information submitted by the foundation does not have to be audited but should be either prepared or approved by an independent Certified Public Accountant. Foundations will only be required to submit the requirements of this item to the VCCS Office of Fiscal Services.*

- b. Within six months of a foundation's fiscal year, an Annual Financial Audit Report, including a complete set of audited financial statements; *independent audit opinion*, Statement of Financial Position, Statement of Activities, and Statement of Cash Flows, for the most recently completed year, along with certification that the Foundation Audit Committee has met and reviewed the findings (the Audit Report must have been completed by a certified public accounting firm, and must include compliance testing with the required policies and procedures in this document);

**The Advisory Council of Presidents approved the recommendation and the Chancellor supported the recommendation.**

2. Suggested Revisions to Section 4 of the VCCS Policy Manual:
  - §4.3.2.0 – Tuition Refund Eligibility – Procedures have been updated to reflect the use of the Student Information System by students to drop classes. Outdated language has been removed.
  - §4.3.2.1 – Tuition Refund Procedures – Procedures have been updated to reflect the use of the automated revenue refund process using the Student Information System. Outdated language has been removed.
  - §4.3.1.2 – Standardized Test Fees – Procedures have been added to strengthen and clarify the policy for charging standardized testing fees.

**The Advisory Council of Presidents approved these three recommended changes and the Chancellor supported the recommendation.**

#### Information Items

1. Budget Update from the 2006 General Assembly Session, and Special Session

At this time, the General Assembly has been reconvened into a special session to reach resolution on a statewide budget for 2006-08. Any results will be provided as soon as possible as well as a summary of related legislation.

#### G. ACADEMIC, STUDENT AFFAIRS, AND WORKFORCE DEVELOPMENT COMMITTEE – Dr. Frank Friedman, Chair

##### Action Item

1. Proposed Policy Deletion to Policy Manual Section 6.4.2.6 – FISAP Applications

The Policy Manual prescribes that each college will submit to the VCCS a copy of its annual Institutional Application to participate in federal financial assistance programs. These applications are currently being submitted directly to the United States Department of Education in an electronic format. It is recommended that the following be removed from the VCCS Policy Manual: *Each college which completes an annual Institutional Application to participate in Federal student financial assistance programs shall annually forward a copy of the completed application to the System Office.* Colleges are no longer submitting to the VCCS a paper or electronic copy of the annual Institutional Application to participate in federal student financial assistance programs and have not for a number of years. The proposed change is therefore designed to align VCCS policy with actual practice.

**The Advisory Council of Presidents approved the recommendation and the Chancellor supported the recommendation. This will be forwarded to the State Board for their approval.**

2. Proposed Revisions to the VCCS Policy Manual Regarding Repeat Courses  
Section 5.6.3- Repeating a Course

Various VCCS policy changes are necessary to clarify language regarding the difference between a student repeating a particular course and courses that may be designated as repeatable for credit in the master course file. The ASAC Educational Programs Committee favors a narrow view that aside from general usage courses, courses designated as repeatable for credit have as their major purpose the development and maintenance of proficiencies that require certification and recertification at periodic instances, such as in a health-related or technology field. Implementation of the policy revisions proposed will include a review of courses in the master course file with regard to the repeatable for credit designation. These policy changes will clarify policies on courses repeatable for credit and resultant computations for curriculum and cumulative GPA.

**The Advisory Council of Presidents approved the recommendation and the Chancellor supported the recommendation. This will be forwarded to the State Board for their approval.**

3. Approval of General Education Goals, Outcomes, and Competency Model

The VCCS Task Force on General Education and Table 5.1 was charged in 2004 with examining the current status of general education in relationship to SCHEV core competencies requirements and SACS guidelines for general education. While the Task Force was also charged with examining Table 5.1 (distribution requirements for degree programs), the work of the Task Force over the past year has focused on the general education component of the charge.

The Task Force examined several models for general education including common core models (all students take a common core of courses), course distribution models (students select from a “cafeteria” of courses), and competency-based models (all students must achieve the required learning outcomes regardless of the courses they take). The Task Force is recommending a competency-based model, rather than a course-based model for general education in the VCCS, providing maximum flexibility for colleges to align VCCS general education requirements, SCHEV core competencies, and SACS general education (and institutional effectiveness) requirements under one outcomes-based initiative. If adopted, the competency-based model would replace the credit hour, course distribution model currently represented in Table 5.1, and colleges would be required to demonstrate student achievement of

general education goals and objectives through a comprehensive assessment process.

The competency-based model of general education was developed through a faculty-driven review process with system-wide input. The Task Force reached consensus about the purposes of general education in the VCCS curricular structure and revised the goals and objectives based on input from faculty and academic deans system-wide.

**The Advisory Council of Presidents recommended that the State Board for Community Colleges approve adoption of:**

- **The seven goal areas that encompass general education in the VCCS**
- **The competency-based model of general education.**

**The Chancellor supported the recommendation. This will be forwarded to the State Board for approval.**

4. Proposed revision to Section 5 of the VCCS Policy Manual on the Definition of Major

In fall 2005, a subcommittee of the Educational Programs Committee examined the VCCS curricular structure and prepared recommendations for modifications to course titles and CIP code classifications. The subcommittee also drafted policy language to define a “major” and align VCCS policy with SCHEV guidelines. The proposed changes will bring VCCS policy language into alignment with the language in SCHEV’s policies for program approvals. They are also consistent with SACS policy that requires a general education core of 25% of the total credits in the degree. The proposed changes are also consistent with current VCCS policy (note “e” in Table 5.1) which states “AAA/AAS degree students should plan to take at least 30 hours in the major; the remaining hours will be appropriate to the major.” A program that contains a 15-hour core and a 15-hour specialization would meet this 30-hour requirement.

**The Advisory Council of Presidents approved the recommendation and the Chancellor supported the recommendation.**

#### Information Items

1. Clarification of Workforce Development Definitions

The VCCS previously developed definitions for substantial areas of college workforce activities, notably for open enrollment occupational courses and services; customized occupational courses and services; and transitional programs and services. A document was provided to the Presidents that gave additional

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definitions that help clarify how certain courses and services will be reported for Dateline 2009 and for the Workforce Development Services Annual Report.

No action was required at this time. Staff will incorporate the clarifications in the document distributed and the previously approved workforce development definitions into proposed revisions to the VCCS Policy Manual. As those changes are made, staff will present recommended Policy Manual changes to the Advisory Council of Presidents.

The items below were presented to the Presidents for informational purposes only. No action was required:

2. Program Start-up Fund Proposal
3. Update on Program Inventory Reviews
4. Update on Master Course File Reviews
5. Legislative Update
  - a. Sex Offender Bill
  - b. Textbook Bill
  - c. Dual Admissions Bill

**12 Noon  
Adjournment**