

## STATE BOARD FOR COMMUNITY COLLEGES

**MEETING NO. 283**  
**January 19, 2006**

James Monroe Building  
Godwin-Hamel Board Room  
Richmond, Virginia  
9:00 a.m.

The State Board for Community Colleges convened at 9:00 a.m. on January 19, 2006, in the Godwin-Hamel Board Room, on the 15<sup>th</sup> Floor of the James Monroe Building, 101 North 14<sup>th</sup> Street, Richmond, Virginia.

Members Present:            Mr. Chris A. Lumsden, Chair  
                                     Mr. Alan G. Toxopeus, Vice Chair  
                                     Ms. Shahnaz Ahmed  
                                     Mrs. Megan Beyer  
                                     Mr. Mark R. Graham  
                                     Mr. Gary C. Hancock  
                                     Ms. Adele Johnson  
                                     Ms. Connie R. Kincheloe  
                                     Mr. Nathaniel X. Marshall  
                                     Mr. R. Michael Mohler  
                                     Mr. William E. Porter  
                                     Mr. Paul Reagan  
                                     Mr. Robert W. Shinn

Members Absent:            Mr. Jeffery K. Mitchell  
                                     Mr. Michael Petters

Staff Present:                Mrs. Dale Andrews  
                                     Mr. Peter Blake  
                                     Mr. John Brilliant  
                                     Ms. Pamela Currey  
                                     Mrs. Ellen Davenport  
                                     Dr. Glenn DuBois  
                                     Ms. Marian Hassell  
                                     Mrs. Susan Hayden  
                                     Ms. Sharon Hutcheson  
                                     Mr. David Mair  
                                     Dr. Neil Matkin  
                                     Ms. Karen Petersen  
                                     Dr. Jennifer Sager  
                                     Dr. Monty Sullivan  
                                     Mr. Ed Watson  
                                     Ms. Rita Woltz  
                                     Dr. Susan Wood

Others Present: Mr. Richard Charles, Northrop Grumman  
Dr. Jack Lewis, President, NRCC  
Dr. Cheryl Thompson-Stacy, ESCC  
Dr. Frank Turnage, President, GCC

I. OPENING

A. Call to Order

Mr. Chris Lumsden, Chair, called the meeting to order.

B. Roll Call

Dr. Glenn DuBois, Chancellor, took a roll call to determine that a quorum was present.

C. Welcome and Introductions – Mrs. Megan Beyer, Newly Appointed State Board Member

Mr. Lumsden, the Chair, stated that now the State Board was at full complement with the appointment of Mrs. Megan Beyer. He welcomed Mrs. Beyer, from Alexandria, to the State Board and noted that she worked as a reporter on local and national programs in the Washington area.

D. Minutes – Meeting No. 282, November 17, 2005

**A motion was made by Mr. Mohler and seconded by Mr. Marshall that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVES THE MINUTES OF THE NOVEMBER BOARD MEETING AS SUBMITTED."**

**The motion carried.**

E. Public Comment

There was no public comment.

Mr. Lumsden announced that the report of the Facilities Committee would be the first committee report received today since Mr. Shinn had to leave early. At this time, he turned the meeting over to the Chancellor to introduce the Nursing Education Task Force Report presentation.

- F. Education: Report on the Chancellor's Task Force on Nursing Education – Dr. Jack M. Lewis, President, New River Community College and Dr. Frank S. Turnage, President, Germanna Community College

The Chancellor announced that he wanted to share the results of a study that will impact both the state and our colleges. The State Board Chairman, in his professional role as hospital CEO, was instrumental in the process. The object of the study was to determine how the Commonwealth could keep up with the demand for more registered nurses. No hospital in the state can operate without their community college and the staff members trained there. The Chancellor appointed Dr. Jack Lewis, President of New River Community College, as chair and Dr. Frank Turnage, President of Germanna Community College, as co-chair of the study with Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research, providing staff support.

Dr. Lewis reported that the task force was comprised of six health care professionals plus faculty members. The major charge was to determine how to increase the output of our nursing programs. There is a critical shortage and the Virginia Community College System (VCCS) is the primary provider of nurses throughout the Commonwealth. By 2020, an additional 22,600 nurses would be required and the VCCS will have to double its annual output. Dr. Lewis noted that it costs between \$20,000 and \$22,000 to produce one nursing graduate. The Task Force held four public hearings. The hearings provided valuable knowledge and affirmed the issues. The Task Force made 13 recommendations. Implementation will require close study of the actions required and the timetable for implementation. The impact could be huge for the colleges, the economy, and for the patients.

Dr. Turnage thanked the Chancellor and the State Board for the opportunity to undertake this difficult challenge. He believed significant progress was made. He urged the Board members to read the executive summary contained in the report. Twenty one of our 23 colleges have nursing programs and our graduates earn a high pass rate on the licensure exam, one of the best rates in the state. He noted that the VCCS was losing too many students and must improve retention. The VCCS must increase access to clinical facilities. To achieve all of these, it is necessary to think outside the box. The issue of competitive salaries for nursing faculty must be addressed. The Task Force recommended ways to increase the number of nursing graduates but more resources are needed. Dr. Turnage stated that the VCCS must be accountable and monitor its progress. The Virginia Hospital and Healthcare Association has championed additional funding for nursing education. The state must step up to the plate; the problem cannot be solved through the education and private sectors alone.

Some of the recommendations were:

- 80% retention rate goal for VCCS programs;
- Competitive admission process while increasing access and providing pathways for access;
- Achieve 60<sup>th</sup> percentile of the faculty salary benchmark
- Address a common curriculum, a protocol for articulating our programs into baccalaureate programs.

Dr. Turnage encouraged the State Board and the Chancellor to develop specific strategies by bringing the nursing faculty and program heads together to discuss the problems. He noted that an online nursing program had been initiated recently, the Commonwealth Nursing Program.

The Chairman thanked both Dr. Lewis and Dr. Turnage. He said that studies such as this one were why he served on the State Board. It was not just about economic development and job creation but about patient care. Recently he had been a patient and knows first hand that nursing care impacts patient outcomes. He expressed his belief that the report was the best one he had seen since it defined the solution. Now the challenge would be to take the recommendations forward in order to achieve the outcomes. Mr. Lumsden noted that the healthcare industry had sought funding from the General Assembly for the Nursing Workforce Initiative.

The Chancellor stated that the VCCS was already moving on the next steps. To achieve the next steps would require additional resources and to address the capacity issues involved. He thanked Dr. Sullivan for his efforts on the report. Mr. Mohler thanked everyone involved with the study. He noted that he represented paramedics and the report will help provide an example for dealing with the paramedic shortage that existed statewide. Mr. Porter questioned whether the problem would be solved if the recommendations were implemented. Dr. Turnage responded that it was his belief that, if implemented, the recommendations would address the shortage, and with only partial implementation, it would be helpful nonetheless. He noted that it was important to draw attention to the critical problem of the nursing shortage. Dr. Turnage commended Dr. Lewis for his leadership and many hours of behind the scenes work on the Task Force and the many NRCC resources he contributed.

#### G. Reports from Campus Liaisons

Mr. Lumsden introduced Ms. Ahmed to make the Liaison report. She stated that it was difficult to extol one college over another but that Danville Community College (DCC) was one of the best colleges. The Danville area had experienced increased unemployment and a difficult economic climate

but it continued to look to DCC and to Patrick Henry Community College (PHCC). Ms. Ahmed noted that she serves on the Educational Foundation Board at DCC. In November, the State Board had the opportunity to visit the Regional Center for Advanced Technology and Training which is a great complement to manufacturing programs in the Danville area. She noted that both DCC and PHCC were Lumina grant colleges. The colleges had dual enrollment programs in place in all of the area high schools. DCC was involved in providing programs targeted to NASCAR and even has its logo on one of the race cars. The college's faculty had some nationally recognized award winners among them. Mr. Lumsden thanked Ms. Ahmed for representing the State Board so well at the community colleges in her region.

## II. CHANCELLOR'S REPORT

The Chancellor noted that the water bottles and scarves provided to the Board members were props used by the students during their visits to the General Assembly. He expressed his hope that the Board members had seen the VCCS billboards leading into the Richmond area. The billboards promoted our legislative slogan, *Virginia's Community Colleges – Driving Virginia's Future*.

### A. Introduction of Dr. Cheryl Thompson-Stacy, President, Eastern Shore Community College

Dr. DuBois welcomed and introduced the newest president to the VCCS, Dr. Cheryl Thompson-Stacy of Eastern Shore Community College (ESCC). She was from the Gulf coast of Mississippi and in her first week at ESCC had raised \$300,000 for their foundation.

### B. Introduction of Mr. Peter Blake, Vice Chancellor for Workforce Development Services

The Chancellor welcomed and introduced Mr. Peter Blake, the newly appointed Vice Chancellor for Workforce Development Services. Mr. Blake previously served as the Secretary of Education under Governor Mark Warner.

### C. Introduction of Ms. Pamela A. Currey, Associate Vice Chancellor for Planning and Budget Services

The Chancellor welcomed and introduced Ms. Pamela Currey, the newly appointed Associate Vice Chancellor for Planning and Budget Services. He noted that Ms. Currey was very familiar with the Governor's introduced budget having helped develop it in her former role as Deputy Secretary of Finance.

D. Introduction of Dr. Susan Wood, Assistant Vice Chancellor for Educational Programs and Instructional Technology

Dr. DuBois welcomed and introduced Dr. Susan Wood as the Assistant Vice Chancellor for Educational Programs and Instructional Technology. Previously, she was at J. Sargeant Reynolds Community College.

E. Chancellor's Report on 2005-2006 Goals

Dr. DuBois noted that the Chancellor's Report was provided as an update on the progress the VCCS had made to date. At the year's conclusion, the report would serve as an annual progress report.

F. 2006 General Assembly Session and Executive Budget Recommendation

The Chancellor reported that the Governor's introduced budget was the most significant one for the VCCS since its inception and it included more than \$300 million for the colleges. The request being made to the legislature is to *support the introduced budget*. He also noted that the governor stated that he would treat the introduced budget as his own with regard to funding for the VCCS. Our competition in this session of the General Assembly is transportation.

G. Reception in Honor of the General Assembly, January 24, 2006, from 5:15 p.m. – 7:30 p.m., Richmond, Old City Hall, 1001 East Broad Street

Dr. DuBois noted that the third annual Legislative Reception would be held on January 24 at Old City Hall. Over 250 were expected to attend with many legislators indicating that they would be there. He urged all of the Board members to attend if their schedules would permit.

H. Foundation Leadership Conference, Friday, March 31, 2006, Featured Speaker: Penelope Burke, Charlottesville, VA

The Chancellor announced that Dr. Jennifer Sager, Vice Chancellor for Institutional Advancement, was planning the third annual Foundation Leadership Conference for our colleges at the Boar's Head Inn on March 31 in Charlottesville. The conference fulfills the System's commitment to the colleges to assist them with their advancement efforts as they strive to reach the Dateline 2009 goal of doubling resources.

- I. New Horizons Conference – Hotel Roanoke & Conference Center, Roanoke, VA, April 6, 7, & 8, 2006

Dr. DuBois reported that one of the most successful professional development conferences will be held in April in Roanoke. Primarily for the faculty, the conference illustrates how technology can help enhance student learning. He urged any Board member who would like to attend to contact his office.

The Chancellor announced that President George Bush had signed the budget bill that included \$4 million in federal earmarks for the VCCS including \$2 million for the Wizard program. The Wizard would assist students by providing one online site to seek classes, programs, and transfer agreements.

### III. COMMITTEE REPORTS

At this time, the Chair stated that the first committee to report would be the Facilities Committee.

- A. Facilities Committee – Robert Shinn, Chair, reported.

1. Minutes – November 15, 2005

The Committee approved the minutes of the November meeting.

2. Action Items:

***Consent Items:***

- a. John Tyler Community College  
Chester Campus  
Dominion Virginia Power Utility Deed of Easement

Mr. Shinn reported that John Tyler Community College (JTCC) requested approval to convey a utility easement so that Dominion Virginia Power can install power lines for new service to buildings on the Chester Campus. The Committee recommended approval. (See Appendix I.)

- b. John Tyler Community College  
Chester Campus  
Renovate Instructional Labs  
Schematic Drawing Review

Mr. Shinn reported that JTCC requested approval of the schematic drawings for the renovation of instructional labs on its Chester Campus. The renovation involved significant changes and approval of the Board was required. The Committee recommended approval. (See Appendix II.)

**A motion was made by Mr. Shinn and seconded by Mr. Toxopeus that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVES THE REQUEST FROM JOHN TYLER COMMUNITY COLLEGE TO RECOMMEND TO THE GOVERNOR THE CONVEYANCE OF A UTILITY EASEMENT FOR THE INSTALLATION, OPERATION AND MAINTENANCE OF POWER LINES TO SERVE THE BIRD AND GOYNE HALLS ON ITS CHESTER CAMPUS AND TO APPROVE THE SCHEMATIC DRAWINGS AS SUBMITTED FOR THE RENOVATION OF INSTRUCTIONAL LABS ALSO ON ITS CHESTER CAMPUS."**

The motion carried.

***Discussion Items:***

- c. Piedmont Virginia Community College  
Science & Technology Building  
Schematic Drawing Review

Mr. Shinn noted that Piedmont Virginia Community College (PVCC) provided a thorough presentation on its request for approval of schematic drawings for its new Science and Technology Building. The project was included in the General Obligation Bond package approved in 2002. The overall budget for the project is \$7,920,060 and the current construction budget is estimated at \$6,650,000. The project is slated to receive supplemental funding. The Committee recommended approval. (See Appendix III.)

**A motion was made by Mr. Shinn and seconded by Mr. Hancock that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVE THE SCHEMATIC DRAWINGS FOR THE NEW SCIENCE AND TECHNOLOGY BUILDING AT PIEDMONT VIRGINIA COMMUNITY COLLEGE AS SUBMITTED."**

**The motion carried.**

- d. Northern Virginia Community College  
Annandale Campus  
Renovate Science Building (Revised Scope)  
Schematic Drawing Review

Mr. Shinn requested that Mr. Ed Watson, Associate Vice Chancellor for Facilities Management, provide the explanation for this item. Mr. Watson reported that Northern Virginia Community College (NVCC) requested approval of the schematic drawings for the renovation of its Science Building on the Annandale Campus. He noted that it was an important project. The labs in the Science Building were in dire straits and their renovation had been placed on hold due to the lack of available funding. As the result of a value engineering study performed by an independent consultant, it has been determined that the VCCS now has the unique opportunity to increase the size of the labs by modifying the scope to provide for the construction of both new and renovated space at the same price as it would cost to only renovate. A Capital Budget Request for supplemental funds had been submitted for consideration by the 2006 General Assembly. After emphasizing the need to keep costs down, the Committee recommended approval. (See Appendix IV.)

**A motion was made by Mr. Shinn and seconded by Mr. Mohler that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVE THE SCHEMATIC DRAWINGS FOR THE RENOVATION OF THE SCIENCE BUILDING ON THE ANNANDALE CAMPUS OF NORTHERN VIRGINIA COMMUNITY COLLEGE AS SUBMITTED."**

**The motion carried.**

- e. Piedmont Virginia Community College  
Revised Master Plan

Mr. Shinn reported that PVCC recently completed an update to their Master Plan and submitted it for approval. The objectives were to construct future buildings in such a way as to connect the two ends of the campus, to locate facilities with easy access from parking, to recognize a new main building entrance, and to create an architectural theme for the campus. The Committee recommended approval. (See Appendix V.)

**A motion was made by Mr. Shinn and seconded by Mr. Marshall that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVE THE REVISED MASTER PLAN FROM PIEDMONT VIRGINIA COMMUNITY COLLEGE AS SUBMITTED."**

**The motion carried.**

3. Information Items:

- a. Tidewater Community College  
Portsmouth Campus Relocation and  
Plan for Existing Property

Mr. Shinn noted that at the last meeting of the Board, time was spent discussing the relocation of the Portsmouth Campus of Tidewater Community College (TCC). The relocation of the campus provides the State Board with the opportunity to develop the old site in such a way as to provide an endowment for TCC. He was pleased to report that approval to transfer all property remaining to the TCC Real Estate Foundation for the benefit of TCC and the subsequent sale of a 57-acre parcel to the City of Suffolk had been approved by the Governor. At the Committee meeting, Dr. DiCroce expressed her pleasure with the progress to date. The Chancellor noted that extraordinary efforts were made by all involved. Plans for further disposition of the property would come back before the Board at a later date. Mr. Lumsden stated that the completion of the project would not have been possible without the negotiating skills provided by Mr. Shinn. Mr. Shinn commended the VCCS staff for all of its work on the project.

- b. Virginia Community College System  
Governor's Capital Outlay Recommendations 2006-08

Mr. Shinn remarked that the introduced budget was exceptional for the VCCS. He urged all members of the State Board to play a role in getting the General Assembly to support and keep the funding in the budget. The Chancellor reported that the VCCS will submit a budget amendment asking for additional planning and/or construction funds for the other capital outlay projects not included in the introduced budget.

c. Virginia Community College System  
Contract Awards

The status of contract awards was provided for informational purposes.

d. Virginia Community College System  
Status Report on Capital Outlay Projects

The status of active Capital Outlay projects was provided as a tool for Board members.

Mr. Shinn noted that the Commonwealth needed to improve its use of minority businesses and has a goal to increase its minority participation. Board member Adele Johnson, an expert in the field, agreed to work with the committee and staff to increase the utilization of minority businesses.

Mr. Shinn announced that Danville Community College had the potential to receive a major gift of \$10 million for an allied health building.

e. Virginia Community College System  
Future State Board Items

A list of future action items that are scheduled to be considered by the State Board during the next year was provided.

At this time a 10-minute recess was called.

B. Academic, Student Affairs and Workforce Development  
Committee – Constance R. Kincheloe, Chair, reported.

1. Minutes – Meeting of November 16, 2005

The Committee approved the minutes of the November meeting.

2. Action Item

a. Program Approval

Northern Virginia Community College  
AAS Degree in American Sign Language –  
English Interpretation

Mrs. Kincheloe reported that Northern Virginia Community College (NVCC) requested approval to establish an Associate in Applied Science degree in American Sign Language – English Interpretation. The program, adapted from curriculum offered at TCC, would complement two existing career studies certificates. NVCC documented the local need for graduates of the program. The Committee recommended approval. (See Appendix VI.)

**A motion was made by Mrs. Kincheloe and seconded by Mr. Graham that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVES AND RECOMMENDS FOR APPROVAL TO THE STATE COUNCIL OF HIGHER EDUCATION THE REQUEST BY NORTHERN VIRGINIA COMMUNITY COLLEGE TO ESTABLISH AN ASSOCIATE IN APPLIED SCIENCE DEGREE IN AMERICAN SIGN LANGUAGE – ENGLISH INTERPRETATION."**

**The motion carried.**

3. Information Item

a. Statewide Transfer and Articulation Agreements and Update on Website

Mrs. Kincheloe announced that the VCCS now had a website for statewide transfer and articulation agreements. Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research, noted that the focus was on admission and scholarship funding and was more global in approach. He recognized Dr. Susan Wood for her hard work in the site development. The website address is [www.vccs.edu/vccsasr/agreements](http://www.vccs.edu/vccsasr/agreements). Mrs. Kincheloe urged the Board to take a look at the site. The website is a work in progress and as more agreements are executed, they will be added to the site.

Mr. Lumsden inquired if it were possible for a student to complete all requirements for transfer to a four-year college or university and there not be a slot for them at the college or university. Dr. Sullivan stated that this was an issue at some of the more selective colleges. Some of the four-year colleges or universities might create a college of general studies as a way to admit students into their institution. The transfer and articulation agreements guaranteed admittance to an institution, not into a specific program. The Chancellor reported that he would be testifying on January 20 before the Higher Education Subcommittee of the Senate Education and Health Committee on the Transfer Scholarship Proposal that was introduced by Senator Walter Stosch. Any member of the Board was welcomed to attend.

b. Update on EMS/Fire Science Curricular

Mrs. Kincheloe reported that now there was a common curriculum for the EMS/Fire Science programs. She thanked Mr. Mohler for his help on the project. Mr. Mohler thanked the Chancellor for allocating resources and termed the update a great service to his profession.

c. Undocumented Alien Students

Mrs. Kincheloe stated that Dr. John Dever, Executive Vice President of NVCC, spoke on this item at the meeting of the Committee yesterday. The Chancellor provided some background by reporting that in 2001, the practice of the VCCS was to admit all graduates from a Virginia high school as an in-state student. There are a number of people who at young age are brought into this country and have grown up here. Post 9/11, an opinion issued by the Attorney General of Virginia stated that admittance of undocumented students violated federal statutes and recommended denying admittance or only granting admission on an out-of-state tuition basis. In the legislature several bills had been proposed to prohibit enrollment of all undocumented students. The policy followed by the VCCS conforms to federal statute, in that the student must pay out-of-state tuition. Other states have created a separate category for these individuals granting them in-state tuition with stipulations such as graduation from a state high school, residence in the state for a number of years, and the payment of state taxes. He noted that there was some interest in Congress to resolve the issue and some of the

undocumented students did not enroll because of the higher tuition.

C. Audit Committee – Mark R. Graham, Chair, reported.

1. Minutes - Meeting of November 16, 2005

The Committee approved the minutes of the November meeting.

2. Action Items

There were no action items.

3. Information Items

a. Litigation

Mr. Graham reported that pending litigation had been reviewed with System Counsel.

b. Admissions and Records Audit

Mr. Graham reported that the Internal Audit Department performed an Admissions and Records Audit at eight colleges. There were no findings that were considered significant.

c. Confidential Information Review

Mr. Graham noted that the unintentional posting of confidential information had occurred at one of our colleges. Dr. Neil Matkin, Vice Chancellor for Information Technology Services, stated that the issue had been addressed. All of the community colleges were made aware of the issues involved and were in compliance.

d. Request from Thomas Nelson Community College

Mr. Graham announced that a request had been received from Thomas Nelson Community College to assist its business office in the development of a proactive approach to processes.

D. Budget and Finance Committee – Alan G. Toxopeus, Chair, reported.

1. Minutes - Meeting of November 16, 2005

The Committee approved the minutes of the November meeting.

2. Action Items

There were no action items.

3. Information Items

a. Update on VCCS Student Leadership Conference Endowment

Mr. Toxopeus reported that an update on the VCCS Student Leadership Conference Endowment was provided. The endowment was invested with the Local Government Investment Pool and 100% of the annual earnings each year are disbursed in support of the VCCS Student Leadership Conference.

b. Briefing on Governor's Operating Budget - FY2007

Mr. Toxopeus thanked Mrs. Ellen Davenport, Assistant Vice Chancellor for Governmental Relations, for her briefing at the Committee meeting.

Executive Vice Chancellor Karen Petersen stated that the introduced budget provided for an 18% increase in operating funds for the VCCS in the first year of the biennium. The second year increase included the increase from the first year plus an additional 1.8% increase. These funds were provided for growth in enrollment and degree programs, for an increase in faculty salaries toward the intended goal of the 60<sup>th</sup> percentile faculty salary benchmark by 2010, and a 3% increase in classified staff salaries. Most importantly, funding was proposed for an expansion of Middle College and continued funding for the Career Coaches program. Additional student financial aid was provided. Under the Research Initiative, funding was provided to NVCC to establish a training program in support of the Micron Technology Inc. major expansion. The VCCS would receive funding for the Higher Education Equipment Trust Fund, a primary source of funds for our laboratories and classrooms. Besides an increased appropriation for the Virtual Library of Virginia, language was

included for the development of performance criteria used to allocate future state funding to maximize the number of new nursing graduates and increase the supply of graduate nursing faculty.

c. Tuition Implications Relative to Governor's Budget

Ms. Petersen reported that the VCCS was required to provide best/worse case scenarios to the Department of Planning and Budget. Also provided was the State Board request for relief from the one-third, two-thirds split on tuition funding. The Governor proposed a 30/70 split which would result in an estimated 8% tuition increase to meet the state funding requirements. The VCCS submitted a budget amendment to reduce the split to 25/75 which would reduce the tuition increase to 6%. Mr. Toxopeus stated that the State Board would confront the tuition increase issue at its next meeting.

Mr. Lumsden thanked Ms. Currey for her efforts in the development of the introduced budget. Ms. Currey stated that former Governor Warner was a supporter of the VCCS.

The Chancellor explained that three years ago the State Board took the position to determine the funding needed for Dateline 2009. The Board wanted to avoid the tuition spikes that were necessary and to prepare families to provide for their portion of the cost for education. A plan was put together based on a reasonable cost sharing of 30/70 with a preferable split being 25/75. Now the state has provided the funds for the 30/70 split. It is necessary to reconcile the Dateline 2009 plan to keep tuition reasonable and not to exceed one-half the cost of tuition at a public four-year college or university. The Chancellor noted that the VCCS is currently at 37% and is competitive. In March, the staff will propose recommendations for tuition increases based on the General Assembly actions in order to implement the rates for the summer term. He expressed his hope that the members would understand the strategic planning involved. Mr. Lumsden stated that when he first was appointed to the Board, he had to vote for increased tuition rates but believed at that time that the need existed for better planning. The staff recommendations would be discussed at the March meeting. Mr. Toxopeus thanked Ms. Petersen and her staff and stated that he had enjoyed working with them.

E. Personnel Committee – William E. Porter, Chair, reported.

1. Minutes—Meeting of November 16, 2005

The Committee approved the minutes of the November meeting.

2. Action Items

a. Revision to the Faculty Compensation Policy

Mr. Porter reported that approval was sought to revise the Administrative Faculty Compensation Policy so as to provide greater flexibility in the administration of administrative and professional faculty salaries. The proposed policy followed more closely the classified employee compensation model and had been approved by the Advisory Council of Presidents. The Committee recommended approval. (See Appendix VII.)

**A motion was made by Mr. Porter and seconded by Ms. Ahmed that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVE THE REVISIONS TO THE ADMINISTRATIVE FACULTY COMPENSATION POLICY AS PROPOSED."**

**The motion carried.**

b. Retirement Incentive Program

Mr. Porter reported that the presidents had 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. The Committee recommended approval. (See Appendix VIII.)

**A motion was made by Mr. Porter and seconded by Mr. Mohler that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES APPROVE THE REVISIONS TO THE RETIREMENT INCENTIVE PROGRAM POLICY AS PROPOSED."**

**The motion carried.**

3. Information Items

There were no information items.

VIII. EXECUTIVE COMMITTEE/CHAIR'S REPORT

Mr. Lumsden stated that the Executive Committee met yesterday.

A. Transitional Plan Policy

Mr. Lumsden reported that the Committee discussed a transitional plan policy. The need for such a policy came about following discussions at the State Board retreat under the belief that it was best to establish a transition policy during good times instead of during critical times. The retreat facilitator strongly endorsed the establishment of such a policy as none existed. The Chair and the Chancellor developed the policy and the Executive Committee unanimously approved its recommendation to the full Board for consideration. During the discussion, some points considered included allowing an interim chancellor permission to apply for the position. Mr. Lumsden believed that to do so would not be helpful to the recruitment process and would be counter to that used for presidential recruitments. (See Appendix IX.)

**A motion was made by Mr. Lumsden and seconded by Mr. Toxopeus that:**

**"THE STATE BOARD FOR COMMUNITY COLLEGES ADOPTS THE PROPOSED POLICY ON TRANSITION PLANNING FOR OFFICE OF THE CHANCELLOR AND TO INCLUDE THAT POLICY IN THE STATE BOARD FOR COMMUNITY COLLEGES MEMBER HANDBOOK."**

**The motion carried.**

IX. OTHER BUSINESS

Mr. Lumsden noted that a letter of complaint from a student had been sent to the members of the Board. He stated that material requested by the student had been sent and was being resent. He reported that the matter was being handled by the appropriate personnel. The Chancellor stated that really very few letters such as this were received considering the size of the System.

Mr. Porter noted that the Chancellor's Goals Update was good but that little progress had been made on faculty diversity. The Chancellor acknowledged this and stated that he was working to create an incentive to attract graduate students from the historically black colleges and universities (HBC). These graduate students would be encouraged with paid stipends and be under the paid supervision

of a faculty member. Mr. Eddie Moore, President of Virginia State University, had been very helpful. The HBCs were not a well-organized collective body but were worthy of the pursuit in order to increase full-time faculty minority representation. The Chancellor noted that our faculty recruitment was national in scope and that included the placement of advertisements in minority journals. He did state that minority populations differed throughout the state and included Hispanic and Asian populations.

Dr. Jennifer Sager reported that the Internal Campaign, *It Starts With Us*, had raised \$33,000 with 99% of the employees participating. During the campaign, an employee died and a scholarship fund was established in her memory. Memorial contributions totally \$3,300 were received. It is hoped that with additional contributions an endowment could be created in her memory. The State Board members contributed nearly \$50,000 with a 60% board participation to date. The State Board contribution would be used to meet the challenge match offered by Virginia Foundation for Community College Education Board member Mark Fried. Also, Verizon awarded the VFCCE \$50,000 for workforce development. Mr. Lumsden thanked all of the Board members for their participation and expressed his appreciation to Mr. Fried, a great supporter of the VCCS.

Mr. Lumsden noted that the State Board self-evaluation would be continued and the Chancellor would be sending out material on this.

The Chairman reported that recently he had met with the Governor and the other chairmen of the Boards of Trustees of the public higher education institutions. The Governor touched on the articulation agreement and expected the colleges to comply. He noted that every college would benefit from funds included in the introduced budget. Furthermore, the Governor stated that \$255 million was budgeted for research and development. He expected that every community college would support this because it was extremely important to economic development in the state.

Mr. Lumsden stated that the March Board meeting would be in South Boston. The Berry Hill Conference Center was an excellent facility and the Southside Virginia Higher Education Center would be the site of the meeting.

#### X. ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at 11:48 a.m.

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Chris A. Lumsden, Chair

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Glenn DuBois, Secretary

GD/sbh

## APPENDIX I

TITLE: JOHN TYLER COMMUNITY COLLEGE  
CHESTER CAMPUS  
DOMINION VIRGINIA POWER UTILITY DEED OF EASEMENT

### BACKGROUND:

The Dominion Virginia Power Company needs a 10' x 500' utility easement for the installation, operation and maintenance of power lines to provide new service to Bird and Goyne Halls at John Tyler Community College. This work is part of the energy performance contracting program. The cost to provide the new electric power services is estimated at \$50,000 and is included in the \$2,116,466 contract with TAC.

Following approval by the State Board for Community Colleges and prior to execution, the utility easement will be submitted for approval by the Office of the Attorney General of Virginia and to the Division of Real Estate Services for approval on behalf of the Governor.

### RECOMMENDATION:

Contingent on approval of the John Tyler Community College Local Advisory Board, it is recommended that the State Board approve and recommend to the Governor the conveyance of this easement for the installation, operation and maintenance of power lines to serve the Bird and Goyne Halls at John Tyler Community College.

### LOCAL BOARD APPROVAL:

Local Advisory Board will review this item at their next meeting on January 6, 2006. The State Board will be apprised of any issues raised by the Local Board.

### RESOURCE PERSONS:

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John Tyler Community College  
(804) 706-5014  
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Mr. Edward O. Watson  
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## APPENDIX II

TITLE: JOHN TYLER COMMUNITY COLLEGE  
CHESTER CAMPUS  
RENOVATE INSTRUCTIONAL LABS  
SCHEMATIC DRAWING REVIEW

### BACKGROUND:

During the 2002 Session of the General Assembly, \$5,250,000 in the General Obligation Bond funds and \$200,000 in Trust & Agency funds were appropriated for renovation of 32,800 assignable square feet in Godwin and Moyar Halls and renovation of HVAC systems in Bird and Goyne Halls at John Tyler Community College. The need for this project is driven by the fact that existing facilities are over 30 years old and do not meet current technology and health safety code requirements. Mechanical, electrical and plumbing systems are inadequate and classroom laboratories are seriously outdated for teaching in today's high technology environment.

Early in the project design it became evident that due to the significant lapse of time from project conceptualization, combined with unexpected escalation in construction costs, funding for the project was insufficient to accomplish the authorized scope of work. In response to this unexpected escalation in construction costs, the State Board petitioned the Governor and the General Assembly for \$59.8 million in supplemental funding in its FY '06 budget request. This \$59.8 million dollar request includes \$1,927,500 for this project (revised total budget is \$7,377,500). Furthermore, the VCCS is pursuing the use of performance contracting as another source to help fund the increased cost of this project with energy savings.

Since this project involves significant changes to the interior of Godwin and Moyar Halls, State Board approval of the schematic drawings is required by Board policy. However, review and approval of interior renovations by the Art and Architectural Review Board is not required for this project.

### RECOMMENDATION:

It is recommended that the State Board approve the schematic drawings as submitted.

### LOCAL BOARD APPROVAL:

The Local College Board does not require its approval of the schematic design for this project.

### RESOURCE PERSONS:

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John Tyler Community College  
(804) 706-5014  
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Mr. Edward O. Watson  
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### **APPENDIX III**

**TITLE:           PIEDMONT VIRGINIA COMMUNITY COLLEGE  
                  SCIENCE AND TECHNOLOGY BUILDING  
                  SCHEMATIC DRAWING REVIEW**

**BACKGROUND:**

During the 2002 Session of the General Assembly, \$5,000,500 in General Obligation Bond funds was appropriated for the design and construction of the Science and Technology Building at Piedmont Virginia Community College. An additional \$400,000 in Local Funds was appropriated during the 2003 Session of the General Assembly, bringing the total level of available funding, at that time, to \$5,400,500. The Lukmire Partnership of Alexandria, Virginia, was retained to complete the design documents for this project and to provide construction administration.

The new science and technology building will be located mid way between the original campus building (containing administration, library, student services, food service, classrooms, and faculty offices) and the Dickinson Building, a 10 year old building containing a theater, drama, music and fine arts facilities. The proposed facility is a new 34,000 gross square feet classroom and laboratory building containing facilities to support instruction in the natural sciences (biology, chemistry, and physics), nursing and allied health technologies and including surgical technology and emergency medical technician (EMT) and distance learning through the Teletechnet of ODU. Division administrative and instructional faculty offices are also to be included. The building design should provide flexibility to support the development of future health related programs and should incorporate state-of-the-art instructional technologies.

The overall budget for this project, including construction, A/E fees, project inspection, contingency and miscellaneous other costs is \$7,920,060. The current projected construction budget is estimated at \$6,650,000. This project was reviewed and approved with comments by the Art and Architectural Review Board on November 4, 2005.

Since there were a number of projects that were expected to receive bids in excess of their approved budgets, the State Board petitioned the Governor and the General Assembly for \$59.8 million in supplemental funding in the FY '06 budget request. During the 2005 Session of the General Assembly, \$25 million in General Funds was appropriated to the VCCS for use in supplementing current GOB projects. Strategies were developed in concert with the colleges for the distribution of these funds to best leverage their use. This project was not included in the initial allocation of funds but it is slated to receive up to \$2,519,560 in supplemental funding.

**RECOMMENDATION:**

It is recommended that the State Board approve the Schematic Drawings as submitted.

**LOCAL BOARD APPROVAL:**

The Local College Board reviewed and approved this project at its November 2, 2005 meeting.

**APPENDIX III CONTINUED**

RESOURCE PERSONS:

Dr. Frank Freidman, President  
Piedmont Virginia Community College  
(434) 961-5201  
[ffriedman@pvcc.edu](mailto:ffriedman@pvcc.edu)

Mr. Ed Watson, Assistant Vice Chancellor  
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Virginia Community College System  
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## APPENDIX IV

TITLE: NORTHERN VIRGINIA COMMUNITY COLLEGE  
ANNANDALE CAMPUS  
RENOVATE SCIENCE BUILDING (REVISED SCOPE)  
SCHEMATIC DRAWING REVIEW

### BACKGROUND:

During the 1998 Session of the General Assembly, \$2,000,000 in General Funds was appropriated for the design and renovation of the Science Building on the Annandale Campus of Northern Virginia Community College. Wisnewski Blair & Associates, an A/E firm in Alexandria, Virginia, was retained to complete the design documents for this project and to administer the construction phase. Based on an initial review of the overall project scope, it was determined that the available level of funding was inadequate to complete the work as required. Given these budget constraints, the project was put on hold. In February 2001 the General Funds for this project (\$2,000,000) were reverted through Governor's Executive Order 74.

In response to the funding shortfall a revised Capital Budget Request was prepared and submitted for consideration by the General Assembly. During the 2002 Session of the General Assembly, a total of \$8,500,000 in General Obligation Bond Funds was appropriated for this project, allowing the A/E firm to resume work on the design documents.

Pursuant to the requirements set forth in the Construction and Professional Service Manual, a Value Engineering (VE) Study of the basic design (Preliminary Drawings and Basis of Design Narrative) was performed by MarshWitt Associates, an A/E firm in Roanoke, Virginia. Noting that the VCCS was paying a premium to accomplish this project, while maintaining occupancy of half of the building and sighting both cost and aesthetic impacts associated with converting this 1960's era building to a new state-of-the-art Science Building, the VE Team recommended that we consider modifying the current scope to provide for the construction of both new and renovated space. Following a thorough evaluation of this alternative by Wisnewski Blair & Associates and the Construction Management firm (Barton-Malow Company) it was determined that we could construct a new +/- 15,000 gross square foot addition (10,000 square feet of academic space, plus a 5,000 gross square foot mechanical penthouse) that would house four (4) new "wet" labs, prep-areas and associated spaces, and that we could fully renovate the existing Science Building. This revision of the overall project scope was approved by the State Board at its November 2005 meeting.

The estimated cost of renovating the existing building and constructing the new addition is \$14,055,000. The total cost of the current project, including construction, A/E fees, contingency and miscellaneous other costs is estimated at \$16,950,000. The Schematic Drawings for this project (revised scope) were approved by the Art & Architectural Review Board on December 4, 2005.

## APPENDIX IV CONTINUED

Since there were a number of projects that were expected to receive bids in excess of their approved budgets, the State Board petitioned the Governor and the General Assembly for \$59.8 million in supplemental funding in the FY '06 budget request. During the 2005 Session of the General Assembly, \$25 million in General Funds was appropriated to the VCCS for use in supplementing current GOB projects. Strategies were developed in concert with the colleges for the distribution of these funds to best leverage their use. This project was not included in this initial allocation of supplemental funds. Therefore, a Capital Budget Request for \$59,557,339.00 in supplemental funds has been submitted for consideration during the 2006 Session of the General Assembly, seeking additional supplemental funding for the remaining GOB projects. Included in this request is \$9,680,000 in supplemental funds for this project, bringing the total available funding for this project to \$18,180,000.

### RECOMMENDATION:

It is recommended that the State Board approve the Schematic Drawings as submitted.

### LOCAL BOARD APPROVAL:

The Local College Board reviewed and approved the Revised Schematic Drawings at its November 29, 2005 meeting.

### RESOURCE PERSONS:

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## APPENDIX V

TITLE:           PIEDMONT VIRGINIA COMMUNITY COLLEGE  
                  REVISED MASTER PLAN

### BACKGROUND:

Piedmont Virginia Community College recently completed an update of their Master Site Plan. The College campus consists of 114 acres, of which 14 are developed. The original master plan was developed in 1973 and updated in 1994. The Lukmire Partnership, an A/E firm in Alexandria, Virginia, was retained to assist with the development of this update. The objectives of this revised plan is to construct future buildings in such a way as to connect the two ends of the campus, to locate facilities with easy access from parking, to recognize a new main building entrance, and to create an architectural theme for the campus. A totally revised plan was developed which links the campus with a series of buildings and pedestrian paths as one might find in a traditional campus. Future buildings included in the plan are a Student Union/LRC, Workforce Development Center, recreation child care facility, new academic building and additions to the main building, science building and Dickenson building.

This revised Master Plan was presented to the Art and Architectural Review Board for their review and comment on November 4, 2005. The comments noted by the AARB are currently being considered. AARB approval is not required for Master Plans.

### RECOMMENDATION:

It is recommended that the State Board approve the revised Master Site Plan as submitted.

### LOCAL BOARD APPROVAL:

The proposed Master Site Plan was reviewed and approved by the Local College Board at its meeting on November 2, 2005.

### RESOURCE PERSONS:

Dr. Frank Freidman, President  
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## **APPENDIX VI**

**TITLE: PROGRAM PROPOSAL—ASSOCIATE IN APPLIED SCIENCE DEGREE IN AMERICAN SIGN LANGUAGE—ENGLISH INTERPRETATION**

### **BACKGROUND:**

Northern Virginia Community College (NVCC) proposes the establishment of an Associate in Applied Science degree in American Sign Language—English Interpretation. This is a six-semester, 68-credit curriculum adapted from Tidewater Community College's successful program. Graduates of this program will be prepared to sit for the Virginia Quality Assurance Screening (VQAS) and to pursue national certification tests through the Registry of Interpreters for the Deaf (RID). Additional certifications will qualify graduates to work as interpreters in local agencies and educational interpreters in local school districts. The proposed program complements two existing Career Studies Certificates: an American Sign Language (ASL) career studies certificate that provides knowledge of Deaf culture and intermediate ASL skills, and an ASL interpreting career studies certificate that provides working interpreters with the opportunity to improve their interpreting skills in order to obtain necessary state and/or national certifications.

### **ACTION RECOMMENDED:**

It is recommended that the State Board for Community Colleges approve and recommend to the State Council of Higher Education that Northern Virginia Community College be approved to offer the Associate in Applied Science degree in American Sign Language—English Interpretation.

### **PREVIOUSLY REVIEWED BY:**

Approved by: NVCC Curriculum Committee, Administrative Council, and College Board.  
Reviewed by: VCCS Staff

### **RATIONALE:**

According to employment projections in the Virginia VIEW, the need for interpreters from 1998 to 2008 will increase by 16.3% in the Northern Virginia area. NVCC has documented the local need for graduates of the proposed program and provided letters of support. The proposed program does not duplicate programs offered in the Northern Virginia area. It should be noted that the Registry of Interpreters of the Deaf has revised its guidelines for taking the national certification test. By 2007, anyone taking the test must have at least an associate degree. This degree is needed in order to prepare a new cadre of local interpreters who will be taking the test in 2007 or later.

NVCC is committed to the proposed program in terms of faculty, financial, and physical resources. The proposed program requires no courses that the course does not already offer; no additional facilities, hardware, or software will be needed. Higher enrollment in ASL and INT courses will cover any additional instructional costs. NVCC already employs one full-time faculty member who teaches ASL and INT courses.

## APPENDIX VI CONTINUED

The 68-credit curriculum includes 21 credits of general education courses and 47 credits of major courses, in alignment with VCCS AAS degree requirements. The proposal more than adequately addresses General Education Outcomes and Program Specific Learning Outcomes to be attained by graduates, and indicates appropriate Evaluation Methods, Assessment Criteria, and Program Benchmarks.

Fall 2005 student enrollment in the two existing ASL career studies certificates is 332 students. Twelve high schools in Fairfax County offer American Sign Language to their students as an option for fulfilling their foreign language requirement. Students from other community colleges, such as Lord Fairfax Community College, where there are only a limited number of ASL classes offered, already attend NVCC to extend their ASL education. Projected enrollments in year 1 of the program (2006-07) are 35 headcount and 10 FTES, with projections showing a gradual increase to the Target Year (2009-10), with 50 headcount, 30 FTES, and 20 graduates.

NVCC Staff conducted an informal survey of current students regarding the six-semester format and for a variety of reasons, students supported this format. Documentation of student responses to the survey is included in the program proposal.

Additional specifics about the proposed program are included on the pages that follow.

### RESOURCE PERSONS:

Dr. Monty Sullivan, Vice Chancellor, Academic Services and Research,  
[msullivan@vccs.edu](mailto:msullivan@vccs.edu), 804.819.4970

Dr. Susan S. Wood, Asst. Vice Chancellor for Educational Programs and Instructional Technology, Academic Services and Research, [swood@vccs.edu](mailto:swood@vccs.edu), 804.819.4936

## **APPENDIX VII**

### **TITLE REVISION TO THE FACULTY COMPENSATION POLICY**

#### **BACKGROUND:**

As a part of our efforts to make the VCCS compensation policies more useful to the colleges, the Faculty Compensation Policy has been updated to bring the compensation policies for administrative and professional faculty more in line with the classified employee compensation policies.

#### **ACTION RECOMMENDED:**

It is recommended that the State Board approve the revisions to the Faculty Compensation Policy.

#### **RATIONALE:**

The proposed revisions to the Faculty Compensation Policy will provide the colleges with greater flexibility in the administration of administrative and professional faculty salaries.

#### **RESOURCE PERSON:**

Marian Hassell  
Employee Relations Manager  
Human Resource Services  
System Office  
804-819-4935

## **APPENDIX VIII**

### **TITLE RETIREMENT INCENTIVE**

#### **BACKGROUND:**

In certain situations the presidents have indicated that a mechanism to provide early retirement incentives to faculty members would be useful. In order to provide this incentive for faculty members to take an early retirement, a new VCCS Retirement Incentive Policy has been developed. This is a simple plan to provide continued payment of the state portion of the faculty member's health insurance costs until age 65 if the faculty member meets certain age and service requirements and agrees to retire as a part of the incentive package.

#### **ACTION RECOMMENDED:**

It is recommended that the State Board approve the revisions to the Retirement Incentive Policy.

#### **RATIONALE:**

The Retirement Incentive Policy will provide the presidents with a management tool that may be used to encourage and induce faculty members to retire early.

#### **RESOURCE PERSON:**

Marian Hassell  
Employee Relations Manager  
Human Resource Services  
System Office  
804-819-4935

## APPENDIX IX

TITLE: Policy on Transition Planning for Office of the Chancellor

### ISSUE:

Hiring a chancellor is one of the most important responsibilities for the VCCS State Board and from time to time the Board is faced with this task. The transition from one chancellor to the next is usually orderly and planned—but sometimes it is sudden and unplanned. Regardless of circumstance, the Board should develop policy decisions to help guide the search for a new chancellor.

### Decision Points:

1. In the event that a current chancellor suddenly leaves office, or leaves before a permanent chancellor is appointed, should the Board immediately appoint the executive vice chancellor as interim chancellor while a search for a permanent chancellor is executed?
2. If both the chancellor and executive vice chancellor depart, should the Board appoint someone else within the organization as interim chancellor while a search for a permanent chancellor is conducted?
3. Should the interim chancellor be permitted to be a candidate for the permanent position?
4. When conducting a search, should the Board employ the services of a professional executive search firm?

### RECOMMENDATION:

It is recommended that the State Board adopt the following policies for inclusion in the State Board for Community Colleges *Member Handbook*:

The executive vice chancellor, by current position responsibilities, already serves as acting chancellor in the chancellor's absence. It would be consistent, although not required, to ask the executive vice chancellor to serve in an interim capacity while the Board conducts a search for a permanent chancellor. With an effective incumbent in the role of executive vice chancellor it is recommended that the Board appoint this officer as interim until a permanent chancellor takes office.

If the executive vice chancellor cannot serve, the Board may first look to one of the college presidents to serve as an interim or to a member of the chancellor's cabinet. The Board may also recruit other candidates from search organizations that specialize in higher education assignments for interim CEO roles, usually suitable for a recently retired CEO. The chancellor can advise the chairman of potential appropriate candidates. It is appropriate to provide the interim chancellor a compensation package commensurate to the interim position.

## APPENDIX IX CONTINUED

It is also recommended that the Board adopt a policy that would prevent the interim chancellor from becoming a candidate for the permanent position. With an interim CEO who is also a candidate for the permanent position, other potential candidates may not apply, putting limitations to a search that should be national in scope and highly attractive for some of the nation's best candidates.

There are arguments for and against this recommendation—but on balance, the benefits usually outweigh the deficits by not allowing the interim chancellor to be a candidate for the permanent post.

It is also recommended that Board employ the services of an executive search firm. The Board has little expertise in conducting this kind of search—perhaps the most important one to be executed within the VCCS. Professional search firms have the expertise to work with the Board and other important stakeholders in structuring the search effectively and they will also play a key role in recruiting and vetting top candidates in the nation. A search firm may also provide logistical support regarding advertising, interviewing, checking references, and other activities and paperwork related to the search. Unless a search firm is listed as a state contractor already, acquiring the services of a search firm will require an RFP process, so additional time to accomplish the RFP should be included in the timeline for the search.

The chancellor will provide the names of reputable executive search firms. The selection of the executive search firm will be made by the executive committee of the Board and reported to the full Board.

The composition of the search committee will be composed of five to seven State Board members appointed by the chairman. Other advisory committees may be appointed by the Board chairman.

Time to complete the search: eight to ten months.

Submitted by Glenn DuBois  
Secretary to the State Board