

New River Community College Board
(Region 10)
Meeting Number Three Hundred Sixty-Eight

MINUTES

December 2, 2024

Meeting number three hundred sixty-eight of the New River Community College Board was held on Monday, December 2, 2024, at New River Community College, Dublin.

BOARD MEMBERS PRESENT

Mr. Christopher Calfee (City of Radford)
Mr. Craig Chancellor (Floyd County)
Mr. Richard Chidester (Giles County)
Mr. Bill Cunningham (Pulaski County)
Dr. Peggy Dewald-Link (Floyd County)
Dr. Richard (Dick) Harshberger (City of Radford) and Mrs. Kathleen Harshberger
Mr. Chris McKlarney (Giles County)
Mr. Eric Johnsen (Montgomery County)
Mr. Cameron Peel (Pulaski County)
Mrs. Bobbie Potter (Montgomery County)
Mr. Jonathan Sweet (Pulaski County)

BOARD MEMBERS ABSENT

Ms. Jessica Littlejohn (Montgomery County)

STAFF MEMBERS PRESENT

Dr. Peter Anderson, Vice President for Instruction and Student Services
Ms. Angela Covey, Executive Director of NRCC Educational Foundation, and Mr. Anthony Wilson
Dr. Pat Huber, President, and Mr. Pete Huber
Mr. Tim Jones, Director of Information Technology and Facilities Services, and Ms. Kaye Jones
Dr. Deborah Kennedy, Dean of Student Services
Mr. Ronnie Nichols, Director of Facilities Services
Ms. Kathy Ridpath, Administrative Assistant for the President's Office
Dr. Mark Rowh, Vice President for Workforce Development and External Relations
Dr. Sarah Tolbert-Hurysz, Dean of Arts and Sciences

SPECIAL GUESTS

Dr. Robert Brandon, Incoming President, and Mrs. Melissa Brandon
Dr. Graham Mitchell, NRCC Retiree, and Mrs. Brenda Mitchell
Mr. Jim Rakes, NRCC Educational Foundation Co-Chair, and Mrs. Janet Rakes
Mrs. Sandy Smith, NRCC Retiree, and Mr. Jimmy Smith

AGENDA ITEMS

1. Call to Order

Mr. Bill Cunningham, Chair, called the meeting to order at 7:00 pm. A quorum was present, and due notice had been mailed and published.

2. Welcome and Introductions

Mr. Cunningham welcomed Dr. Robert Brandon, Mr. Jim Rakes, Board members, and guests. He expressed appreciation to the Board members for their diligent work during the presidential selection process.

3. Agenda for Approval

Mr. Cunningham asked for a motion to approve the agenda.

Motion: Mr. Jonathan Sweet made a motion to approve the meeting agenda. The motion was properly seconded.

Action: The motion carried unanimously.

4. Minutes for Approval

The minutes of meeting number three hundred sixty-five, held on Monday, September 2, 2024, and meetings number sixty-six and sixty-seven, held on October 7 were disseminated in the meeting packet. Mr. Cunningham asked for a motion to approve the three sets of minutes.

Motion: Dr. Peggy Dewald-Link made a motion to approve the minutes. The motion was properly seconded.

Action: The motion carried unanimously.

5. President's Report

Dr. Huber welcomed everyone in attendance.

Memorandum of Updates

Dr. Huber referred to a Memorandum of Updates (attached) that was previously disseminated. No questions were posed on the updates. The memorandum containing information items only included:

- General updates
- Transition activities
- New evaluation process for VCCS presidents
- Enrollment
- Employee Updates (Full-Time)
- Foundation Update

- Instruction and Student Services Update
- Workforce Development Update
- SACSCOC (accreditation) update
- Public Relations and Marketing update
- VCCS legislative agenda
- Canopy project
- Student Gateway Plaza

Dr. Huber presented additional updates that included:

- Mr. Bud Foster presented a contribution of \$50,000 to the NRCC Educational Foundation from the Lunchpail Defense Fund. This was presented to Ms. Covey at the Virginia Tech football game during halftime.
- DEB (Division of Engineering and Buildings) has now approved the design work for the Student Gateway Plaza. She commented that the project can now move forward.

6. **Instruction and Student Services Report**

New and Revised Programs

After a discussion of the process of curriculum changes, Dr. Anderson reported that the Curriculum and Instruction Committee met prior to the Board meeting to discuss the revisions for 2025-2026. On behalf of the Committee, Dr. Dick Harshberger recommended approval of the changes as presented.

Action: The motion carried unanimously.

Sex Offender Policy

Mr. Cunningham referred to Exhibit F – Sex Offender Proposed Policy. He asked for a motion to approve the policy.

Motion: Mrs. Bobbie Potter made a motion to approve the policy. The motion was properly seconded.

Action: The motion carried unanimously.

7. **Recognitions**

2024 Retirees

Four college employees have retired or will retire in 2024. They include Dr. Pat Huber, Dr. Graham Mitchell, Ms. Sandy Smith, and Ms. Nancy Waddle. Each retiree present was recognized by Mr. Cunningham and received a framed resolution recognizing their years of service to the college. Ms. Waddle was unable to attend; therefore, another appropriate venue will be used to present her resolution.

Dr. Huber expressed gratitude to the Board for their support of the college mission and presented them with gifts of appreciation.

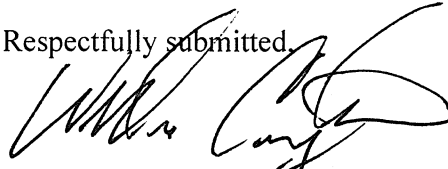
8. Open Discussion/Q&A Session

Dr. Brandon addressed the board and staff.

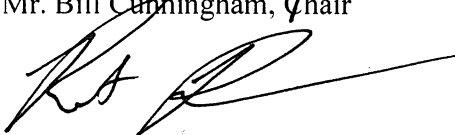
Mr. Cunningham expressed appreciation to Dr. Huber for all she has done for the college and the community as a whole.

There being no further business, the meeting was adjourned at 8:15 p.m. The next regular meeting of the New River Community College Board is scheduled for Monday, March 3, 2025, at NRCC in Dublin.

Respectfully submitted,



Mr. Bill Cunningham, Chair



Dr. Robert Brandon, Secretary

MEMORANDUM OF UPDATES

TO: College Board Members
SUBJECT: College Updates
DATE: November 19, 2024

General Updates

Fall semester classes end December 13. Exams will begin December 16 and conclude December 19. The college will close for the holidays December 23 and will reopen January 2, 2025.

Transition Activities

Highlights of activities to ensure a smooth transition process for Dr. Brandon include the following:

- Dr. Huber and Dr. Brandon met November 1 for discussion and an overview of college activities, ongoing projects, etc.
- Dr. Brandon attended the NRCC Foundation Board meeting November 14 where he was introduced by Mr. Cunningham. The meeting was held at the Christiansburg site and provided an opportunity for Dr. Brandon to familiarize himself with that site.
- Dr. Brandon is meeting with President's Staff November 21. Following this meeting he will participate in the Friendsgiving Luncheon in the Student Lounge where he will have the opportunity to interact with faculty, staff and students.
- Dr. Brandon will make introductory remarks to the college during the college-wide meeting in January.
- The College's transition team is outlining activities/events/focus groups to introduce Dr. Brandon to the college and communities at large.
- Dr. Huber is keeping Dr. Brandon informed of initiatives/issues that will need his attention as these arise.

New Evaluation Process for VCCS Presidents

College contacts: Pat Huber – phuber@nr.edu and Robert Brandon – rbrandon@nr.edu

Chancellor Doré has approved a new evaluation process for college presidents to align with the strategic plan, *Accelerate Opportunity*. The new process will apply uniformly to all presidents and will include the following components:

- **Presidents' Goals:**
 - Common Accelerate Opportunity and One-System goals selected by the Chancellor.
 - Unique Accelerate Opportunity and institutional goals selected by the President.
- **Data Dashboard:** A web accessible data dashboard will be available to each president. Presidents will have an opportunity to review the data prior to their evaluations.
- **Presidents' Self-Assessment:** Presidents will complete and submit their self-assessment to their local college advisory board.
- **Local College Advisory Board Survey:** A new local college advisory board survey is designed to align with the responsibilities of a college president as outlined in VCCS policy. Each board member will be asked to complete the survey.
- **Local College Advisory Board Letter:** The advisory board chair, president, and the Chancellor will receive the feedback report generated from the survey results. This feedback will be valuable for the college advisory board in drafting the annual evaluation letter for the president.
- **Evaluation Conversation with Chancellor:** An evaluation tool will include an assessment of presidents' goals. Evaluation conversations will be scheduled for May-June and will be guided by the new evaluation tool.

Please see Attachment A for more details regarding the revised process and a sample evaluation survey that board members will be asked to complete. Note: This information arrived after our last board meeting.

Enrollment *(as of November 18)*

College contact: Dr. Fritz Streff – fstreff@nr.edu

Fall Semester Enrollment

- Headcount – 4,258 (up 2.65% compared to this point in time last fall)
- FTE's (Full-Time Equivalent students) – 2,556 (up 2.75% compared to this point in time last fall)
- Statewide: Total VCCS enrollment (FTEs) is up 4.28% compared to this point in time last fall.

Registration for Spring and Summer 2025 semesters is under way. Spring classes will begin January 22.

Employee Updates (Full-Time)

College contact: Melissa Anderson – manderson@nr.edu

- Dr. Graham Mitchell, professor of psychology and religion, will retire at the end of Fall Semester 2024. The process for filling this position is occurring.
- Nathan Jones, IT Specialist, began employment the end of September.

Foundation Update

College contact: Angie Covey – acovey@nr.edu

Highlights of the year's work for the NRCC Educational Foundation include the following:

- Awarded more than \$1.4 million in tuition and textbook assistance to over 800 students
- With support from the region's businesses and industries, private citizens, and local governments, awarded more than 300 ACCE scholarships to high school students from the New River Valley; in return, ACCE students have contributed more than 25,000 hours of community service within the New River Valley
- Managed over 400 individual scholarship endowment funds
- Raised more than \$20,000 to support the Student Food Pantry and student success initiatives

Instruction and Student Services Update

College contact: Dr. Peter Anderson – ptanderson@nr.edu

- The college's newly formed Center for Teaching, Learning and Professional Development (CTLPD) is now providing ongoing professional development opportunities for faculty and staff to advance teaching and learning and foster innovation.
- Radford University hosted a signing ceremony for the RU Tartan Transfer agreement to facilitate transfer of students from community colleges to RU. Representatives of eight participating community colleges from Southwest and Southside Virginia participated in the event.
- Workforce Talent Pipeline Funding allocated to the VCCS by the General Assembly supports the VCCS's plan to address regional workforce needs for workers in high-demand industry sectors. As part of this initiative, NRCC is partnering with Virginia Western Community College and Central Virginia Community College to launch a paramedic training program scheduled to begin in Fall 2025. NRCC will use designated funds to purchase equipment that will be used in the expansion of health professions programs. Project activities include modernizing an existing classroom to create a fully equipped health professions lab, designing the curriculum, and program marketing.
- NRCC is participating in the Virginia Tech Teaching Fellows Program, allowing VT graduate students to serve as NRCC adjunct faculty under the direct supervision of NRCC faculty. This program will expand the college's adjunct faculty talent pool while also providing teaching experience for graduate students.
- NRCC is partnering with Roanoke College in its Rapid Maroons initiative whereby students interested in Roanoke College have access to joint advising and a selection of student activities at RC while they enroll in classes at NRCC. The program will help prepare students to meet RC's academic requirements for transfer while enabling them to be integrated into the student life communities at both NRCC and RC.
- The college has received funding to hire a full-time financial aid advisor to assist students applying for financial aid. This newly available "Pell Boost Program" funding increases the maximum amount awarded to Pell Grant recipients and promotes greater access to higher education for working families and students.

- The New River Community Services Board, through a partnership with NRCC, has provided a licensed counselor, Liz Green, to work as a mental health clinician on campus (both Dublin and Christiansburg site). She provides mental health support to NRCC students and can work with any insurance or on a sliding scale system based on students' needs.
- The Veterans Resource Center is a newly renovated room equipped with a coffee bar and café, computer stations, study spaces, and a relaxation area that will provide a centralized space for NRCC veterans and dependent students to connect. The center will offer resources to assist with academic and non-academic needs.
- Through Recovery Corps, Chad Fox serves NRCC as a Recovery Project Coordinator. He works with Michelle Bryant (Recovery Support Specialist) and Jack Watkins (Student Resources Advisor) to build relationships within the recovery community in the New River Valley and develop recovery-focused activities for students on campus. Chad also works with Michelle with the HEALS program through Wytheville Community College. This program's primary mission is to help students in recovery by providing one-on-one chats, group talks, weekly fitness routines, and other supportive measures.
- NRCC's Campus Cupboard (food pantry) will distribute Thanksgiving and Holiday baskets for the fifth consecutive year to NRCC students and their families. Donors from within and outside the college financially support the baskets, and the Student Resources office coordinates the basket drive. A campus-wide food drive competition among college offices and departments earlier in the semester promoted the food pantry's rebranding to the Campus Cupboard and helped stock it for the academic year.

Workforce Development Update

College contact: Dr. Mark Rowh – mrowh@nr.edu

NRCC has recently received approval for new FastForward (short-term) programs in Shielded Metal Arc Welding/Stick (SMAW), Project Management (PMP) and Certified Associate in Project Management (CAPM). Previously approved programs in Plumbing and Medication Aide are being offered for the first time this year. Overall enrollment in FastForward programs is tracking at 20+ percent over 2023-24.

Customized training is also being offered in areas such as supervisory skills and drone operation for local law enforcement agencies, CAPS (Career Ability Placement Survey) testing for Volvo, and leadership and supervision for Inorganic Ventures and other companies. Apprenticeship offerings are currently serving 24 students/employees from Volvo and two from Moore's Electrical.

SACSCOC (Accreditation) Update

College contact: Dr. Mark Rowh – mrowh@nr.edu

The college received notice in July from our accrediting agency that all follow-up information provided in March regarding the institution's fifth-year report has been accepted, with no further reporting requested. This means NRCC is in full compliance with all SACSCOC

standards. Next up: College staff will soon begin planning for the next steps in the re-accreditation process, including submission of a new compliance certification (required once every 10 years) in 2027 with reaffirmation to take place in 2028.

Three members of the college's SACSCOC team will attend the Association's annual meeting in Austin December 8-10.

Public Relations and Marketing Update

College contact: Dr. Mark Rowh – mrowh@nr.edu

The college's virtual tour is now live on NRCC's website: www.nr.edu/visitors.

In September, NRCC hosted the inaugural VCCS Marketing Communications Professional Development Summit (MARCOM Summit 2024). This professional development workshop was tailored specifically for community college communication professionals. Participants included representatives of 17 of Virginia's community colleges and staff from the VCCS.

VCCS Legislative Agenda

College contact: Dr. Mark Rowh – mrowh@nr.edu

The Virginia General Assembly will convene January 8, 2025.

At the time of this writing, the VCCS has just unveiled a new advocacy and engagement plan which will request targeted assistance from local college and foundation board members, among others. More details will be shared separately.

Canopy Project

College contacts: - Tim Jones – tjones@nr.edu and Ronnie Nichols – rnichols@nr.edu

The necessary approvals for construction of canopies (lighted, covered walkways between the buildings) have been granted, and work is beginning this week on the footings for the columns. The materials for the canopies are scheduled to arrive the first part of December; the contractor hopes to finish the project by the end of December.

Student Gateway Plaza

College contacts - Tim Jones – tjones@nr.edu and Ronnie Nichols – rnichols@nr.edu

Work continues toward construction of a student entrance plaza between Rooker and Martin Halls. The design work, as reported to the College Board at the March 4, 2024, meeting is nearing completion. The first step was approval by the Art and Architectural Review Board (AARB), at the state level. The architect and the Division of Engineering and Buildings (DEB) under the Virginia Department of General Services (DGS) are negotiating the final details. When approved for construction, the plaza will include a stone wall at the entrance, a welcome sign, seating walls, an archway, and new landscaping and lighting. See Attachment B for a conceptual drawing.

ATTACHMENT A



September 26, 2024

Dear College Advisory Board Members,

I am writing to provide an update on the evaluation process for your college president. Recently, I approved a new, system-wide evaluation process for all college presidents, which is aligned with our new strategic plan, *Accelerate Opportunity*. This process aims to ensure greater consistency in how we evaluate the efforts and performance of presidents across our 23 colleges.

Starting this year, we will seek additional input from local college advisory boards as part of the evaluation process. Below are the two components that we will request local college advisory boards complete:

- **Local College Advisory Board Survey:** We will ask all board members to complete a new survey, specifically designed to align with the responsibilities of a college president as outlined in VCCS policy 2.A.,2.9.,D.,2.a-j. A copy of the policy is attached for your review, and the survey is under development.
- **Local College Advisory Board Letter:** The advisory board chair will receive the feedback report generated from the survey results. This feedback will be valuable for the board in drafting the annual evaluation letter for their president.

Next Steps: My annual goals were recently approved by the Virginia State Board for Community Colleges at their meeting on September 18-19 and have been shared with the presidents. I will now work with each president to develop their specific annual goals. Moving forward, we plan to establish the presidents' goals and evaluation metrics prior to the start of each fiscal year.

For your reference, I have attached a timeline of the evaluation process. The timeline includes sufficient time for local advisory boards to complete their survey and letter.

Thank you in advance for your participation in this important process. As this is the first year we are implementing the new evaluation process, I also appreciate your patience and flexibility as we navigate these changes together.

I am grateful for your dedication to supporting our colleges, and I look forward to your continued partnership as we work towards a brighter future for our community college system.

Sincerely,

A handwritten signature in cursive script that reads "David A. Doré".

David Doré, Ed. D.
Chancellor
Virginia Community College System

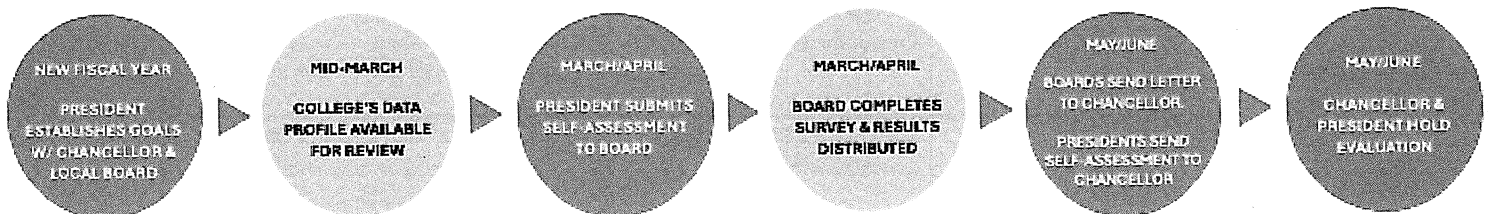
College President Evaluation Process and Timeline

Timeframe	Process	Description
Beginning of fiscal year July 1st	Goal development and approval	Goals established with Chancellor and local college advisory boards <ol style="list-style-type: none"> 1. Chancellor provides shared goals aligned to <i>Accelerate Opportunity</i> 2. Chancellor provides goals in support of One System objectives 3. College presidents select additional goals aligned to <i>Accelerate Opportunity</i> 4. College presidents select additional goals supporting institutional priorities
Mid-March	College data profile becomes available for review	College dashboards detailing progress on <i>Accelerate Opportunity</i> metrics and goals are available to presidents
March/April	College board evaluation – President self-assessment	Presidents complete self-assessments and submit to their college advisory boards
End of March - Mid-April	College board evaluation – College board survey	College advisory boards complete survey based on presidential responsibilities outlined in VCCS Policy
End of April	College board evaluation – Survey reports	Summary survey reports distributed to college advisory board chairs, presidents, and Chancellor
May/June	College board evaluation – Board evaluation letter	College advisory boards complete presidents' evaluations and submit to the Chancellor, by one week prior to evaluation
May/June	Evaluation by the Chancellor	<ol style="list-style-type: none"> 1. Presidents complete self-assessment and submit to the Chancellor, by one week prior to evaluation. 2. Chancellor conducts presidents' evaluations

College President Evaluation Process and Timeline

New Additions to the Presidents Evaluation Process

- College-specific dashboards with metrics aligned to Accelerate Opportunity goals.
- A standard college advisory board survey consistent with VCCS Policy Section 2.A, 2.9, D., 2.a-j.





Responsibilities of the President

VCCS Policy Manual: Section 2.A, 2.9, D., 2.a-j (<https://go.boarddocs.com/va/vccs/Board.nsf/Public#>)

Responsibilities of the President

The President is responsible to the Chancellor of the Virginia Community College System for organizing and operating the community college in accordance with the policies, procedures, and regulations of the State Board for Community Colleges, and the Virginia Community College System. Specific responsibilities of the President are:

- a. **providing principle-centered leadership and supervision for the community college** including:
 - i. occupational/technical education, college transfer education, general education, and developmental education;
 - ii. continuing education, workforce education, and community services;
 - iii. **student access and student services**, including counseling programs, student admissions and records, financial aid, disability services, and student activities; budget planning and fiscal management;
 - iv. management and **development of all campus sites and facilities, and technology**
 - v. **recruitment, selection, and professional development of the college's human resources, and**
 - vi. serving as secretary to the Local College Board.
- b. assuming responsibility for **student enrollment growth** relative to the growth of the college's service area;
- c. developing **effective regional and community relations** with other organizations and individuals for the **benefit of the college** and community;
- d. providing leadership for **institutional resource development** including serving as institutional liaison to the foundation and active involvement in fundraising, grants, gifts, and other resources;
- e. serving as **legislative advocate** for the college and the Virginia Community College System;
- f. **leading an institutional effectiveness** program for the purpose of continuous improvement;
- g. **representing the college at appropriate local, state, and national events;**
- h. maintaining an active program of **professional development;**
- i. **serving as a member of the VCCS Advisory Council of Presidents** to study, analyze, and **recommend policies and procedures to the Chancellor** in the areas of budget and finance, human resources, technology, and academic and student affairs, public and governmental affairs, workforce development, and
- j. supporting the work of the Virginia Community College System by actively **participating in events and initiatives as requested by the Chancellor.**

DRAFT VCCS Presidents Evaluation Survey

Best Viewed online at: https://tncc.co1.qualtrics.com/jfe/form/SV_cSAh3CtueiXO9Vk

Introduction: As part of our commitment to continuous improvement and fostering a transparent and collaborative environment, The VCCS Chancellor is conducting an annual performance evaluation of the College President. Your feedback is invaluable in this process. We kindly request your input on the President's leadership. Your feedback will help us to identify strengths, areas for growth, and opportunities for enhancing our collective success.

Please take a few moments to share your perspectives using this survey.
Thank you for your participation and dedication to our institution's excellence.

A. **Leadership:** Please rate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

5 - Excellent. Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.

4 - Good. Outcomes generally meets or exceeds standards or expectations.

3 - Satisfactory. Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.

2 - Needs Improvement. Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.

1 - Unacceptable. Outcomes fail to meet most job expectations.

A. **Leadership: Principle-centered leadership**

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The president provides principle-centered leadership and supervision for the community college. (1)						

Leadership: Is there additional information you would like to share about the President's principle-centered leadership and supervision? If so, please share below:

Area of Responsibility: _____

Standard of Excellence: _____

Enrollment: Please rate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

5 - Excellent. Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.

4 - Good. Outcomes generally meets or exceeds standards or expectations.

3 - Satisfactory. Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.

2 - Needs Improvement. Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.

1 - Unacceptable. Outcomes fail to meet most job expectations.

Enrollment: Enrollment Growth

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President assumes responsibility for student enrollment growth relative to the growth of the college's service area. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Enrollment: Is there additional information you would like to share about the President's responsibility for student enrollment growth relative to the growth of the college's service area? If so, please share below:

End of School Evaluation 1

Start of School Evaluation 1

Effective Relations: Please rate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

5 - Excellent. Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.

4 - Good. Outcomes generally meets or exceeds standards or expectations.

3 - Satisfactory. Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.

2 - Needs Improvement. Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.

1 - Unacceptable. Outcomes fail to meet most job expectations.

Effective Relations: Regional and community relations

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President develops effective regional and community relations with other organizations and individuals for the benefit of the college and community. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Effective Relations: Is there additional information you would like to share about the President's development of effective regional and community relations with other organizations and individuals? If so, please share below:

Resource Development: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

- 5 - Excellent.** Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.
- 4 - Good.** Outcomes generally meets or exceeds standards or expectations.
- 3 - Satisfactory.** Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.
- 2 - Needs Improvement.** Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.
- 1 - Unacceptable.** Outcomes fail to meet most job expectations.

Resource Development: Leadership for institutional resource development

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President provide leadership for institutional resource development including serving as institutional liaison to the foundation and active involvement in fundraising, grants, gifts, and other resources. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Resource Development: Is there additional information you would like to share about the President's leadership for institutional resource development? If so, please share below:

Legislative Advocate: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

- 5 - Excellent.** Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.
- 4 - Good.** Outcomes generally meet or exceed standards or expectations.
- 3 - Satisfactory.** Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.
- 2 - Needs Improvement.** Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.
- 1 - Unacceptable.** Outcomes fail to meet most job expectations.

Legislative Advocate: Legislative Advocate

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President serves as legislative advocate for the college and the Virginia Community College System. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Legislative Advocate: Is there additional information you would like to share about the President's service as legislative advocate for the college and the Virginia Community College System? If so, please share below:

Example Answer: [Faint text]

Example Answer: [Faint text]

Inst Effectiveness: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

- 5 - Excellent.** Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.
- 4 - Good.** Outcomes generally meet or exceed standards or expectations.
- 3 - Satisfactory.** Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.
- 2 - Needs Improvement.** Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.
- 1 - Unacceptable.** Outcomes fail to meet most job expectations.

Inst Effectiveness: Institutional Effectiveness

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President leads an institutional effectiveness program for the purpose of continuous improvement. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Inst Effectiveness: Is there additional information you would like to share about the President's leadership of an institutional effectiveness program? If so, please share below:

End of Block: Institutional Effectiveness

Start of Block: Representing College

Representing College: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

- 5 - Excellent.** Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.
- 4 - Good.** Outcomes generally meet or exceed standards or expectations.
- 3 - Satisfactory.** Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.
- 2 - Needs Improvement.** Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.
- 1 - Unacceptable.** Outcomes fail to meet most job expectations.

Representing College: Representing the College Externally

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President represents the college at appropriate local, state, and national events. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Representing College: Is there additional information you would like to share about the President's attendance at local, state, and national events? If so, please share below:

End of Block: Representing College

End of Block: Professional Development

Prof Development: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

- 5 - Excellent.** Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.
- 4 - Good.** Outcomes generally meet or exceed standards or expectations.
- 3 - Satisfactory.** Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.
- 2 - Needs Improvement.** Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.
- 1 - Unacceptable.** Outcomes fail to meet most job expectations.

Prof Development: Professional development

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President maintains an active program of professional development. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Prof Development: Is there additional information you would like to share about the President's engagement in professional development activities? If so, please share below:

End of Block: Professional Development

Start of Block: Survey

ACOP: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

5 - Excellent. Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.

4 - Good. Outcomes generally meet or exceed standards or expectations.

3 - Satisfactory. Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.

2 - Needs Improvement. Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.

1 - Unacceptable. Outcomes fail to meet most job expectations.

ACOP: Member of the VCCS Advisory Council of Presidents.

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President serves as a member of the VCCS Advisory Council of Presidents to study, analyze, and recommend policies and procedures to the Chancellor. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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ACOP: Is there additional information you would like to share about the President's service as a member of the VCCS Advisory Council of Presidents? If so, please share below:

End of Block: ACOP

End of Block: Chancellor's Report & Summary

Chancellor's Events: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

- 5 - Excellent.** Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.
- 4 - Good.** Outcomes generally meet or exceed standards or expectations.
- 3 - Satisfactory.** Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.
- 2 - Needs Improvement.** Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.
- 1 - Unacceptable.** Outcomes fail to meet most job expectations.

Chancellor's Events: Supporting the work of the Virginia Community College System.

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
The President supports the work of the Virginia Community College System by actively participating in events and initiatives as requested by the Chancellor. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Chancellor's Events: Is there additional information you would like to share about the President's support of the work of the VCCS or participation in events and initiatives as requested by the Chancellor? If so, please share below:

End of Block: Chancellor's Events & Initiatives

Start of Block: Progress toward AY2020-2021 Goals

Goal Attainment: Please evaluate the College President's leadership in fulfilling the responsibilities (below) on a scale of 1-5.

- 5 - Excellent.** Outcomes are clearly outstanding. Outcomes are superior; far exceeds standards or expectations. Outcomes are exceptional on a continuous basis.
- 4 - Good.** Outcomes generally meet or exceed standards or expectations.
- 3 - Satisfactory.** Attains all or nearly all of objectives. Outcomes are adequate; outcomes meet standards or expectations; the President is developing within the position.
- 2 - Needs Improvement.** Outcomes fail to meet one or a few job expectations. Outcomes are below accepted levels.
- 1 - Unacceptable.** Outcomes fail to meet most job expectations.

Goal Attainment: Each year the President will establish annual and agreed upon goals with their Local Board Chair and the Chancellor. Please use the following section to share progress made toward the agreed upon goals.

	Excellent (5) (1)	Good (4) (2)	Satisfactory (3) (3)	Needs Improvement (2) (4)	Unacceptable (1) (5)	Unable to Rate (N/A) (6)
Insert Goal #1 (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insert Goal #2 (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insert Goal #3 (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Goal Attainment: Is there additional information you would like to share about the President's annual goal attainment? If so, please share below:

End of Block Progress toward 2016-2017 Goals

Start of Block Progress

Conclusion Thank you for taking the time to provide feedback on the President's performance. Please click "Next" below to submit your feedback.

End of Block Progress

ATTACHMENT B

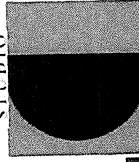
NRCC STUDENT ENTRANCE PLAZA



SITE PERSPECTIVE



HILL
STUDIO



RRMM
ARCHITECTS