I. Call to Order and Welcome – Senator Bill Stanley, Chairman

II. Roll Call – Melanie Ingram, Administrative Assistant

III. Approval of January 26, 2017 Meeting Minutes [Pages 1 – 4]

IV. Chairman’s Remarks – Senator Bill Stanley

V. Guest Presentations
   • Longwood University
     Dr. Joan Neff, Provost and Vice President for Academic Affairs
     Ken Copeland, Vice President for Administration and Finance
   • VCU Engineering and Cyber
     Dr. Gregory Triplett, Associate Dean of Graduate Studies
     Matt A. Conrad, Executive Director of Government and Board Relations
   • Virginia Manufacturing Skills Institute – Brett Vassey, President & CEO
   • Wendell Scott Foundation – Warrick Scott, CEO

VI. Kingsport Trip/Academic Village Presentation – Tanya Foreman

VII. Executive Director’s Update – Dr. Leanna Blevins
    • Academic Program Updates
    • Advisory Roundtables
    • Money Committee Visits
    • Staffing Update

VIII. Educational Outreach Committee Report – Delegate Les Adams
    • Marketing Plan Presentation – Autumn Morris, Director of Communications/Marketing

IX. Financial Update – Christina Reed, Finance Director [Page 5]

X. Closed Session

XI. Set Next Meeting Date

XII. Public Comment (please limit to 3 minutes)
The Board of Directors of New College Institute met Monday, April 3, 2017 at 1:00 p.m. in Lecture Hall A of the Building on Baldwin in Martinsville, Virginia.

MEMBERS PRESENT


MEMBERS ABSENT

None

OTHERS PRESENT

Dr. Leanna Blevins, NCI Executive Director; Mr. Charles Guthridge, Public Affairs Consultant; Mr. Morgan Guthridge, Public Affairs Consultant; Ms. Christina Reed, NCI Finance Director; Ms. Elizabeth Griffin, Office of the Attorney General; Dr. Joan Neff, Longwood University – Provost and Vice President for Academic Affairs; Mr. Ken Copeland, Longwood University – Vice President for Administration and Finance; Dr. Gregory Triplett, Virginia Commonwealth University – Associate Dean of Graduate Studies; Mr. Matt Conrad, Virginia Commonwealth University – Executive Director of Government and Board Relations; Mr. Brett Vassey, Virginia Manufacturing Skills Institute – President and CEO; Mr. Warrick Scott, Wendell Scott Foundation – CEO, along with his wife, Chinique Scott; and Ms. Melanie Ingram, NCI Executive Assistant.

I. CALL TO ORDER AND WELCOME

Senator Stanley called the meeting to order at 1:08 p.m. He welcomed the board members and thanked the guests in the audience for their interest in New College Institute. Senator Stanley recognized Charlie and Morgan Guthridge, NCI’s Public Affairs Consultants and thanked them for their work on NCI’s behalf. Mr. Chris Piper, Deputy Director of the Tobacco Region Revitalization Commission, was also recognized and thanked for the Tobacco Commission’s continued support of NCI. Recognition was also given to Dr. Mervyn King, owner of two of NCI’s buildings – King Hall and the Lab building on Fayette Street. Dr. King has been a supporter of NCI as well as Martinsville and Henry County for many years.

II. ROLL CALL

Ms. Ingram called the roll and noted the presence of a quorum.

III. APPROVAL OF JANUARY 26, 2017 MEETING MINUTES

On motion by Mr. Burger, seconded by Ms. Wilkins, the minutes of the January 26, 2017 meeting were approved.
IV. CHAIRMAN’S REMARKS

Senator Stanley pointed out to the board’s newest members and re-appointees two items in their seats from the Governor’s Office – a signed Certificate of Appointment and Virginia lapel pin. He expressed appreciation for their willingness to serve.

Several of the members recently traveled to Kingsport, Tennessee to tour the Regional Center for Advanced Manufacturing (RCAM) and the Kingsport Center for Higher Education (KCHE). Senator Stanley thanked those members for making the trip.

Legislative members of the board were thanked for their efforts on behalf of NCI during the recent General Assembly session. Senator Stanley assured the board that the Commonwealth of Virginia supports and stands with NCI and its new endeavors.

Senator Stanley distributed a document entitled “NCI Working Proposal.” The proposal represents a focused approach to four academic areas that are responsive to current and future industry needs. The four academic areas identified are engineering and advanced manufacturing; technology and cybersecurity; healthcare; and education and community leadership. Additional topics included in the proposal are the establishment of effective credential/certificate/career credit programs; academic student recruitment and outreach; local community outreach; new marketing strategies; future funding principles; new partnerships; and economic development. A copy of the proposal is attached to these minutes.

Delegate Danny Marshall presented the following motion, seconded by Dr. Weldon Hill:

In order to provide structure and direction regarding the future direction of NCI, I move to endorse the framework presented by Senator Stanley and Dr. Blevins. Specifically, the motion directs NCI to focus on partnerships in excellence with leading universities, to incorporate experiential learning as a key component of the work we do, and to develop a core within the four academic areas of

1. Engineering/advanced manufacturing
2. Technology and cybersecurity
3. Health, and
4. Education and community leadership

Following a brief discussion, the motion was unanimously approved.

V. GUEST PRESENTATIONS

• LONGWOOD UNIVERSITY

Dr. Joan Neff, Longwood Provost and Vice President for Academic Affairs, highlighted the historical success of the partnership between Longwood and NCI and outlined three potential programs that could be added: RN to BSN, Bachelor’s in Criminal Justice, and a Bachelor’s in
Business Administration. The Bachelor’s in Business Administration program incorporates an opportunity for students to concentrate in areas such as accounting, economics, and information systems and cybersecurity. A copy of Dr. Neff’s powerpoint presentation is attached to these minutes.

Dr. Neff and Mr. Ken Copeland, Longwood Vice President for Administration and Finance, both expressed Longwood’s continued commitment to explore additional opportunities for degree offerings with NCI.

- **VCU ENGINEERING AND CYBER**

Dr. Gregory Triplett, VCU Associate Dean of Graduate Studies, shared a presentation on engineering and cybersecurity programs. A key to VCU’s engineering program is its experiential learning component. Dr. Triplett indicated a willingness from VCU to work with NCI to expand experiential learning efforts in Southside Virginia. A copy of Dr. Triplett’s powerpoint presentation is attached to these minutes.

- **VIRGINIA MANUFACTURING SKILLS INSTITUTE**

Mr. Brett Vassey, President and CEO of the Virginia Manufacturers Association, shared a presentation on employment needs within the engineering field, indicating that VMA’s goal is to create flexible, nimble solutions that are responsive to changes within industry needs. VMA will attempt to meet these needs through stackable, customizable credentials and certifications.

Dr. Victor Gray, Executive Director of MSI (Manufacturing Skills Institute) Workforce Solutions, shared MSI’s mission of offering industry recognized certifications and training through its national network of academic and workforce partners. His organization could assist NCI in attaining verified credit with university partners and by connecting opportunities across state lines into North Carolina. A copy of Dr. Gray’s powerpoint presentation is attached to these minutes.

- **WENDELL SCOTT FOUNDATION**

Mr. Warrick Scott, CEO of the Wendell Scott Foundation, and his wife, Chinique Scott, presented information about the foundation’s K-12 outreach programs that encourage students to explore careers in STEM (science, technology, engineering, and math). Suggested areas of growth for NCI that coincide with the goals of the Wendell Scott Foundation were also discussed.

Senator Stanley noted that Delegate Ron Villanueva, President and CEO of Stratascorp Technologies, a leading IT cyber operations company based in Virginia Beach, was also asked to present at this meeting. He was unable to attend and will be asked to make a presentation at NCI’s next board meeting.

**VI. KINGSPORT TRIP/ACADEMIC VILLAGE PRESENTATION**

Several members of the board recently visited the Kingsport Center for Higher Education. Tanya Foreman, Education Initiatives Manager for Eastman Chemical Company, helped organize the
trip and provided a brief overview of the Center’s history for the benefit of the members who were unable to attend. Listed below are highlights from her presentation.

- The Academic Village in Kingsport is a partnership of the city; businesses and industries in northeast Tennessee; Northeast State Community College and three regional private colleges and universities.
- The mission of the Center is to meet the training and educational needs of existing industry; build a pipeline in industry needs; and a training and educational resource for economic development.
- Partner universities pay a fee to participate and students pay the university directly.

VII. EXECUTIVE DIRECTOR’S UPDATE

Dr. Blevins provided the following updates.

➤ ACADEMIC PROGRAM UPDATES

- An announcement will be made soon of the execution of a Memorandum of Understanding (MOU) between Averett University, Patrick Henry Community College, and New College Institute to offer a Bachelor’s degree in Applied Science.
- Work continues to grow NCI’s relationship with Longwood University. The Library Media endorsement and Master of Education in School Librarianship program are still planned to begin in the Fall.
- Discussions continue with James Madison University (JMU) to offer a doctorate in education degree.
- Old Dominion University (ODU) has partnered with Tidewater Community College to offer a Z degree—which is a zero cost and zero books program. Dr. Blevins indicated she felt this type of degree would attract local students and beyond. She has had discussions with ODU leadership about this program.

➤ ADVISORY ROUNDTABLES

- Several years ago, Advisory Roundtable groups were active. Plans are to reinstate these groups in areas of healthcare and industry with involvement from this region and the Commonwealth. Board members will be asked to participate.

➤ MONEY COMMITTEE VISITS

- The House Appropriations Committee members will visit NCI on June 27. Once the schedule for the visit is finalized, board members will be notified. Dr. Blevins is hopeful that the Senate Finance Committee members will plan a visit to NCI as well.

➤ STAFFING UPDATE

- As reported at the last meeting, the Telemedicine position interviews have been conducted. NCI staff members have been working closely with UVA in the interim. A
short-term contracted specialist may be retained to assist in planning the future of the STAR Center at NCI.

- Forty-three applications have been received for the Chief Academic Officer position. Dr. Weldon Hill and Delegate Danny Marshall volunteered to serve on the committee to review the applications.

Senator Stanley referenced the recent notification from the Piedmont Governor’s School of their intention to relocate its operations from NCI’s Building on Baldwin to the campus of Patrick Henry Community College at the end of this school year. On March 30, a letter was sent to the New College Foundation Board Chair, Ms. Patrice Newnam, formally requesting that NCI be permitted to utilize the space on the second floor of the Baldwin Building that has been used by the Governor’s School, during the remaining term of NCI’s lease with the New College Foundation. The letter requested the utilization of this space under the same lease terms and current rent as found in NCI’s Lease Agreement, with no further charge to the Commonwealth of Virginia.

Senator Stanley reminded the Board of New College Foundation’s denial of NCI’s request to pay for the services of its legislative lobbyist, Guthridge Associates. He stressed the need for their continued work as NCI moves forward with its plans. On March 2, a letter was sent to the New College Foundation Board Chair, Ms. Patrice Newnam, requesting NCF to reconsider this decision. It is Senator Stanley’s understanding that this issue will be discussed at NCF’s next meeting in May. Senator Stanley also mentioned that the Bylaws of New College Foundation state that the Executive Director of New College Institute shall serve ex-officio as a Trustee with vote for as long as he or she serves the Institute in that capacity and that a member of the staff of the New College Institute designated by the Executive Director of the New College Institute shall serve as the recording secretary for the New College Foundation and shall be responsible for keeping the minutes of the Board of Trustees. He further directed Dr. Blevins, as NCI’s Executive Director, and Melanie Ingram, as recording secretary, to attend New College Foundation’s May meeting.

VIII. EDUCATIONAL OUTREACH COMMITTEE REPORT

Delegate Les Adams, Chair of the Outreach Committee reported that the committee met on March 27 at his office in Chatham. Highlights of the meeting were:

1. Reviewed the mission of NCI as governed by its statute and the mission of the Committee as governed by NCI’s Bylaws
2. Staff member reports were received from Steve Keyser, Sammy Redd, and Autumn Morris
3. One item that became clear in the committee’s meeting was the difficulty in data collection and analysis
4. Requested Autumn Morris to prepare a marketing presentation for today’s board meeting
5. The next meeting will be held in June
MARKETING PLAN PRESENTATION

- Ms. Autumn Morris, NCI’s Director of Communication and Marketing, shared a PowerPoint presentation detailing ways in which NCI plans to market itself. Highlights of her presentation were:

  1. Increase awareness through press releases, monthly newsletters, enhance regional media relationships and utilize emerging and traditional platforms
  2. Highlight testimonials through website, social media, billboards, and a “Why NCI” video campaign
  3. Enhance social media outreach by maintaining an active presence, increase “share-able” content, and social media contests
  4. A rebranding campaign would be a long-term plan to include market research (exploration of name change), relational marketing (community outreach), and a marketing and advertising blast (utilization of all forms of media)

IX. FINANCIAL UPDATE

Ms. Christina Reed, NCI’s Finance Director, reviewed in detail NCI’s budget for fiscal year 2016 – 17. A copy of her report is attached to these minutes.

Work on the 2017- 18 budget is underway and plans are to present it to the NCI Executive Committee at its meeting prior to the next NCI board meeting.

Senator Stanley commended Ms. Reed for her diligent work with NCI’s finances.

X. CLOSED SESSION

There was no closed session.

XI. SET NEXT MEETING DATE

Delegate Marshall suggested that future meetings of the NCI board be held in today’s meeting location – the Martin-Lacy Lecture Hall of the Building on Baldwin.

Ms. Ingram was directed to create and distribute a Doodle poll to set the next board meeting in May, after the New College Foundation’s meeting is held.

XII. PUBLIC COMMENT

No comments were requested from those in attendance.

ADJOURNMENT

On motion by Ms. Janice Wilkins, seconded by Ms. Naomi Hodge-Muse, and unanimously approved, the meeting adjourned at 5:21 p.m.
NCI
Working Proposal

The future of NCI should be based upon the following 4 principles:
1. How does NCI serve existing industries in its academic programs?
2. How does NCI create a constant pipeline of skilled labor for current and future industries?
3. How does the mission of NCI support economic development in the region and the Commonwealth?
4. How does NCI provide the highest quality and most affordable college education in Virginia?

I. Overarching model will have the following features:
   a. Focused approach to academic areas that are responsive to current and future industry needs
   b. Collaboration with the best Universities and the best programs that Virginia has to offer and to do so with a 2+2 model for bachelor’s degrees
   c. Emphasis on experiential learning so that students have the opportunity for real-world, hands-on learning no matter what area of study they are in

II. NCI curriculum will create a “core focus” of the four following academic areas:
1. Engineering/Advanced Manufacturing
2. Technology and Cyber- Security
3. Healthcare
4. Education and Community Leadership
   a. In bachelor’s degree programs, NCI will partner with Danville Community College and Patrick Henry Community College to offer the first 2 years in the 2+2 models
   b. When possible, NCI will embed career-ready credentials and certificates in the 4 year degree (MSI, etc.)
   c. NCI will offer experiential Learning for all programs. For example:
      i. in engineering and manufacturing, there will be the opportunity to use the equipment in our Center of Advanced Manufacturing as well as have internships (with compensation) by one of NCI’s Corporate Partners
      ii. Cyber degree program will have embedded within it collaboration with Cyber Protection Resources (Cyber Range/War Games field)
   d. Degree programs will have active faculty-in-residence from Partner Universities and academic advisors
   e. Programs will be offered in hybrid format: utilize both face-to-face and online classes.
f. We will expand existing programs that work, for example, we are exploring
areas for growth in Tele-Medicine with UVA, and Longwood elementary
education and social work

g. We are exploring how we can provide bachelor’s AND/OR master’s degrees
in nursing that utilizes cutting-edge practices through technology

III. Establish Effective Credential/Certificate/Career Credit Programs
   1. Collaborate with Community Colleges
   2. Electric Lineman Academy
   3. Other

IV. Academic Student Recruitment and Outreach
   a. Expand regional student based recruitment to entire state: create detailed
      and targeted marketing plan for each region/entire state
   b. Regional Middle Schools/High School students
   c. North Carolina
   d. Every community college in Virginia that offers Associate Degrees in
      Engineering, Cyber, Health Sciences and Education
   e. Military Veterans
   f. Create a reverse pipeline for Masters/PhD programs with partner
      Universities

V. Local Community Outreach
   1. Town Hall Meetings with local residents/community groups/business leaders
   2. Expand existing Outreach programs – local schools
   3. Identify target potential local students
   4. Wendell Scott Foundation Partnership

VI. New Marketing Strategies
   1. Name change
   2. Traditional media strategies
   3. Social media/internet marketing
   4. Student recruitment plan

VII. Future Funding Principles
   1. Continue GF levels from Virginia
   2. Strengthen relationship with NCF
   3. Create new Capital/Endowment fundraising Campaign with NCF and Virginia
      Industry
   4. Tobacco Commission
5. Create new funding package for regional academic partners to develop a proposal for 2018 General Assembly Session
6. Seek alternative funding streams
7. Revenue sharing with partner Universities
8. Generate and develop other revenue sources for NCI

VIII. New Partnerships
1. Create two advisory committees:
   a. The Advanced Manufacturing/Local Industry Partnership
      i. Develop policy and strategies for NCI’s academic curriculum development for existing industries and attracting new industries to the area
   b. The Academic Partnership Advisory Committee
      i. Members of committees will be made up of representatives of local schools, NCI and State University Partners and they will develop the curriculum responsive to the Advanced Manufacturing/Local Industry Partnership.

IX. Support Economic Development
1. Strengthen our work with economic development, chambers of commerce, leadership from local government, and led by business and industry partners
## NCI
### Budget - FY 2016-2017

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