

New College Institute
Board of Directors Meeting
Martin-Lacy Lecture Hall A – Building on Baldwin
October 10, 2017
9:30 a.m.

- I. Call to Order and Welcome – Senator Bill Stanley, Chairman
- II. Roll Call – Melanie Ingram, Administrative Assistant
- III. Approval of July 17, 2017 Meeting Minutes **[Pages 1 – 6]**
- IV. Guest Presentations
 - GO Virginia Region 3 Presentation – Charles Majors, Southern Virginia GO Region 3 Council Chair
- V. Executive Director’s Update – Dr. Leanna Blevins
- VI. Chairman’s Remarks – Senator Bill Stanley
- VII. New College Foundation (NCF) Update – Deborah Kaufman, NCF Executive Director
 - Scholarships
 - Fundraising Plans
- VIII. Financial Report – Christina Reed, Finance Director **[Page 7 - Action Item]**
- IX. Closed Session (if needed)
- X. Set Next Meeting Date
- XI. Public Comment (please limit to 3 minutes)

New College Institute
Board of Directors Meeting
October 10, 2017

The Board of Directors of New College Institute met Tuesday, October 10, 2017 at 9:30 a.m. in Lecture Hall B of the Building on Baldwin in Martinsville, Virginia.

MEMBERS PRESENT

Mr. Bob Burger; Ms. Tanya Foreman; Ms. Naomi Hodge-Muse; Delegate Danny Marshall; and Senator Bill Stanley.

MEMBERS ABSENT

Delegate Les Adams; Ms. Gracie Agnew; Senator Emmett Hanger; Dr. Weldon Hill; Delegate Charles Poindexter; Ms. Treney Tweedy; and Ms. Janice Wilkins

OTHERS PRESENT

Dr. Leanna Blevins, NCI Executive Director; Ms. Christina Reed, NCI Finance Director; Ms. Autumn Morris, NCI Director of Communications and Marketing; Mr. Charles Majors, Southern Virginia GO Region 3 Council Chair; Ms. Deborah Kaufman, New College Foundation (NCF) Executive Director; Mr. Charles Guthridge, Public Affairs Consultant; Mr. Morgan Guthridge, Public Affairs Consultant; Ms. Elizabeth Griffin, Office of the Attorney General; and Ms. Melanie Ingram, NCI Executive Assistant.

CALL TO ORDER AND WELCOME

Senator Stanley called the meeting to order at 9:42 a.m. The absence of a quorum in the room was acknowledged, noting that the meeting could only consist of informational items with no votes taken and no closed session allowed.

ROLL CALL

Ms. Ingram called the roll and also noted the absence of a quorum.

APPROVAL OF JULY 17, 2017 MEETING MINUTES

No action could be taken to approve the minutes due to the absence of a quorum. These minutes will be presented for approval at NCI's next board meeting.

GUEST PRESENTATIONS

- GO VIRGINIA REGION 3 PRESENTATION

Delegate Danny Marshall introduced Mr. Charles Majors to the group. He cited Mr. Majors' work with the revitalization of Southside Virginia for the last couple of decades as well as his former membership in the Virginia Economic Development Partnership (VEDP). Delegate Marshall then welcomed Mr. Majors to share the initiatives of GO Virginia with the NCI board.

Mr. Majors' presentation included the GO Virginia Overview, Council Structure, Growth and Diversification Plan Summary, and Project Solicitation Timeline.

Delegate Marshall specifically asked how NCI could help GO Virginia share its goal to incentivize collaborations to create and recruit high paying jobs to our region. Mr. Major indicated that GO Virginia has a Communications Strategy Committee working to develop a region-wide communications program. This Committee will need to leverage NCI and other organizations to endorse GO Virginia's plan, and in turn GO Virginia will analyze and suggest areas in which NCI and others might be of assistance to them.

The need for regional collaboration was discussed. Mr. Majors indicated he has already seen results with the Dan River Region Collaboration, which provides workforce training and development.

Dr. Blevins was asked to send the Go Virginia Growth and Diversification Plan to all board members following the meeting.

EXECUTIVE DIRECTOR'S UPDATE

Dr. Blevins provided the following updates.

NCI's preliminary enrollment numbers reflect an upward trend while across the nation enrollments are declining. She anticipates this enrollment increase will continue as some of our newer programs haven't started yet.

Memorandums of Understanding (MOU) have been executed with James Madison University, Virginia Commonwealth University, JLGOV, GRasp, Virginia Manufacturers Association and the Manufacturing Skills Institute. Additional MOUs are in circulation.

Dr. Blevins provided the following updates by academic and industry partners.

James Madison University

The Dean of Integrated Science and Technology recently visited NCI along with three faculty members. Several members of NCI's staff as well as the presidents of Danville Community College and Patrick Henry Community College participated in this meeting.

A proposal has been received to host a CyberDefense Competition for area high school students and a CyberDefense boot camp for area teachers to receive professional development.

Beginning January 2018, a JMU staff person will be on site at NCI one day per week for advising and recruitment of students.

Further discussions are underway regarding the 2+2 model for providing a degree-completion program in the Bachelors of Science in Integrated Science/Technology with concentrations in Telecommunications/Network Security or Engineering/Advanced Manufacturing or Information/Knowledge Management or Robotics.

Longwood University

The Library Media program recently started and has been successful.

Radford University

Radford has recently re-engaged with NCI and is now offering a Special Education program.

Discussions have been held regarding a Master's in Counseling degree. There is a high demand in this area for licensed counselors.

UVA Telehealth

Several strategy sessions have been held with UVA staff members in which UVA's commitment to grow the telehealth program has been evident. Plans are to expand the program within the United States as well as globally.

Averett University

Dr. Blevins has spent time with Averett's Dean of Nursing discussing opportunities with the School of Nursing, its Bachelor of Science in Nursing degree, and simulation lab.

Averett is now recruiting for the Bachelor of Applied Science degree.

Center for Advanced Manufacturing

At its September meeting, the Virginia Tobacco Region Revitalization Commission voted to reassign its grants to New College Institute (originally issued to New College Foundation) and further approved the release of available balances beyond those costs previously identified as eligible under the freeze conditioned on the development of two items: 1) Detailed Training Plan & Partnership Agreement, and 2) Revised Detailed Budget which clearly aligns project costs to training programs and objectives, to be approved by the Commission's Executive Director. Dr. Blevins reported that work is already underway to develop a partnership agreement with Patrick Henry Community College (PHCC).

NCI has received its V3 (Virginia Values Veterans) certification through the Commonwealth of Virginia. Participation in this program will assist NCI to implement nationally recognized best practices in recruiting, hiring, and retaining highly-skilled and dependable Veterans.

Pamela Carter-Taylor, NCI's Coordinator of Advanced Manufacturing, continues to consult with various industry partners to assist in employee training needs.

Testing Center

NCI staff members will establish a new Testing Center at NCI. Plans are to begin in November with the College Level Examination Program (CLEP) testing and possibly others from the Educational Testing Service (ETS). Focus will be placed on the most popular tests currently requiring area residents to travel outside of the region.

JLGOV and HRCyber

Discussions continue with NCI's partners JLGOV and The Hampton Roads Cybersecurity Education, Workforce and Economic Development Alliance (HRCyber). Plans are underway to offer a cyber boot camp with industry certification in November.

Other

NCI has a new virtual reality application called Teach Live with simulated students that provides teachers the opportunity to develop their pedagogical practice in a safe environment. This application will be used with Longwood University and James Madison University students in education and social work programs. It will be demonstrated for further use in other academic programs and with community and industry partners over the coming year.

Several professional development events in the healthcare field have been held with plans to do a lot more.

An Education Roundtable will be held this fall.

Internal Updates

Employee Work Profiles (EWP) of all full-time and part-time staff members have been reviewed and adjusted.

Dr. Blevins indicated she would like to fill the vacant position of Chief Academic Officer. The hiring of this position is included in the draft budget for later review in the meeting; however, due to the absence of a quorum the budget can only be discussed and not approved. She will proceed with advertising and interviewing for the position.

Staff members are working on draft strategic plans for key areas including outreach, marketing, and recruitment. Once complete, these plans will be presented to the board members.

To keep members fully informed and to insure she understands perspectives and priorities of the board, Dr. Blevins offered to meet individually with each member.

Ms. Foreman asked Dr. Blevins to describe the role of the Chief Academic Officer position. The primary responsibility of this position is to help execute and supervise academic program implementation. Other supervisory leadership responsibilities are in outreach, communications, and data dissemination.

CHAIRMAN'S REMARKS

Senator Stanley provided the following updates:

- Discussions continue to establish a contract with James Madison University. Despite others attempts to describe NCI's Memorandum of Understanding with JMU as dreams or goals, the contract phase is moving with more speed than normal in the academic world.

- Senator Stanley has kept Peter Blake, the Executive Director of the State Council of Higher Education for Virginia (SCHEV), apprised of NCI's academic initiatives and progress. Mr. Blake has committed SCHEV's willingness to partner and support NCI in its endeavors.
- As mentioned earlier in the meeting by Dr. Blevins, progress has been made with the Virginia Tobacco Region Revitalization Commission grants for NCI's Center of Excellence (CoE). The management of these two grants has been assigned to Melanie Ingram.
- Discussions have been held with SOVAH Health officials to determine how a working relationship with NCI could help to fill the vacant 900+ healthcare jobs in the Danville/Martinsville region. The opioid epidemic has also been a topic of discussion with hospitals and community service boards.
- Discussions continue with Online Virginia Network, a simplified process to help more working Virginians finish their degree.
- As Dr. Blevins pointed out earlier in the meeting, the Comprehensive plan currently being compiled by NCI staff will be presented to the General Assembly when NCI's budget request is submitted. Senator Stanley thanked Charlie and Morgan Guthridge for their continued work on NCI's behalf even though they are not currently receiving compensation for this work. He then explained the necessity and importance of a lobbyist to assist NCI in obtaining funding from the General Assembly.
- A draft of NCI's marketing plan was distributed to each member present. Autumn Morris was complimented on her work.
- Senator Stanley updated the board on the status of NCI's proposed purchase of the Building on Baldwin from the New College Foundation (NCF). An offer to purchase was made by Virginia's Department of General Services (DGS) and subsequently declined by NCF. DGS asked that negotiations take place. As of this date, Senator Stanley stated he was unaware of any correspondence regarding purchase negotiations. NCI has now been directed by DGS to look for other suitable facilities for NCI. A Request for Proposal (RFP) was posted, responses have been received, and property tours will take place on October 16.
- Senator Stanley referenced a letter sent to Delegate Chris Jones, Chair of the House Appropriations Committee and all members of the committee by an organization with intentions to negatively impact NCI. He stressed the importance of maintaining and fortifying relationships with outside organizations who are tasked with supporting NCI. Senator Stanley thanked the NCI staff for their efforts to overcome challenges and consequences of intentional actions to the detriment of NCI.

NEW COLLEGE FOUNDATION (NCF) UPDATE

Ms. Deborah Kaufman, Executive Director of NCI, introduced herself and outlined her professional background and work history.

- **SCHOLARSHIPS**

Currently, NCF has 13 endowed scholarship funds/accounts valued at \$1 million. An additional scholarship has recently reached endowment level and conversations have been held with another

donor for the establishment of a new one-time scholarship which is now pending board acceptance. Each scholarship has its own restrictions but they all are to benefit students enrolled in an NCI degree program.

Ms. Kaufman provided historical award information and described the 2017-18 and 2018-19 scholarship cycles.

A brief question and answer session regarding scholarships was held.

- FUNDRAISING PLANS

Ms. Kaufman reported that the Capital Campaign is in its “closing out” phase with \$90,000 remaining in outstanding pledges. She fully expects these pledges to be honored.

She described NCF’s Endowed Distinguished Teaching Award and the Engrave-a-Brick program, both of which have been in existence for several years.

Ms. Kaufman pointed out two actions recently taken regarding fundraising:

1. A Fundraising Committee was established at NCF’s August meeting.
2. Contribution form has been revised and is available on NCF’s website.

Ms. Kaufman then outlined information (listed below) required by NCF before embarking on a fundraising campaign.

1. What is the state’s plan for NCI? Relocation is being considered with the recent issuance of the RFP. The RFP noted that the City of Martinsville or Henry County were the preferred locations but NCF is uncertain whether other areas are being studied. A new location presents a challenge to fundraising.
2. NCF has requested program enrollment and completion data which NCI is working on finishing. The board believes that the data tells the NCI story and will help it understand NCI’s situation from a historical perspective as well as examine its status. The NCF board also believes that a strategic plan is essential to share with potential donors, especially at the corporate level.
3. The NCF board needs to understand NCI’s needs and priorities to determine what will make a compelling appeal to the public; identifying NCI’s strengths and will be accomplished with public support.
4. From that point, a Comprehensive Fundraising Plan will be developed that addresses the Need/Goal/Timeline/Strategy.
5. The NCF board believes that a successful Fundraising Campaign will depend upon both boards working together and on NCI’s ability to provide opportunities in Engineering, Education, Cyber, and Healthcare which produce degrees and jobs.
6. The NCF board will re-visit the appropriation for the fundraising line item when the Fundraising Plan is developed.

Ms. Kaufman described various levels of support provided to NCI by NCF, as listed below.

1. Janitorial services for King Hall and the Fayette Lab: \$9,000
2. Facilities support at King Hall and Fayette Lab

3. Worked with NCI in administering the Harvest Grant (\$450,540) and supported the procurement process by funding \$62,000 worth of equipment and services relative to the Center of Excellence (CoE) grants and assisted with securing the reimbursements for the same. The Foundation was supportive of NCI becoming the grantee for the CoE grants believing that it was a more appropriate role for NCI than NCF.
4. Funding for Academy for Engineering and Technology (AET) program: \$59,282
5. Lecture Hall use for 33 events: In-kind value of \$14,950
6. Lula White Johnson Distinguished Teaching Award - \$1,000
7. Attendance at NCI sponsored events
8. Social media and web page support
9. Awareness activities such as a Bridal Show and Food Truck Thursdays; plans to participate in the Uptown Martinsville Halloween event.
10. Purchase of books for participants in the engineering camps
11. Scholarships soon to be awarded – these funds support NCI students and programs

Senator Stanley asked Ms. Kaufman specifically if NCF would reconsider paying the cost of NCI's lobbyist firm going forward. Her response was that the NCF board makes good business decisions by weighing every decision with careful thought and consideration.

Dr. David Martin, faculty-in-residence for the JMU Education Leadership Program offered at NCI, was in the audience during the meeting. Permission was granted by Senator Stanley for Dr. Martin to ask a question of Ms. Kaufman. Dr. Martin asked if he was correct in stating that the sole purpose of New College Foundation is to support New College Institute. Ms. Kaufman agreed to the correctness of his statement. Dr. Martin then pointed out that it should make no difference where NCI is located if NCF's purpose of existence is to support NCI.

Delegate Marshall asked if the NCF board members have talked about the cost of doing business for NCF, and more specifically, looked at each dollar received and discussed ways to turn that money back for NCI. Ms. Kaufman responded that the board looks very closely at all expenses and evaluates all dollars.

Mr. Burger urged the NCF board to reconsider payment of the lobbyist expense. He pointed out that everyone in public education realizes one must fight for every dollar received from the General Assembly. He praised the excellent results from the Guthridges' work in the past and believes from a business standpoint this is one of the legitimate costs of doing business. Ms. Kaufman agreed to present this request to the NCF board.

Delegate Marshall described the meeting schedules of the Senate Finance Committee and House Appropriation Committee and stressed the importance of representation on behalf of NCI.

Mr. Charles Guthridge, Public Affairs Consultant, then shared his history with NCI and the role he played in its creation. He lobbied for NCI during NCI's establishment and subsequent enacting of its enabling legislation. He and/or Morgan Guthridge have participated in every NCI board meeting either in person or by telephone. Since NCI's inception, its funding from the Commonwealth of Virginia has increased by 70%. He further indicated that for the last year his firm has continued lobbying on NCI's behalf as a "labor of love" – time spent and travel costs have been contributed to NCI. Mr. Guthridge encouraged Ms. Kaufman to convey his message to the NCF board and to remind them that at the end of the day, NCI isn't losing out, it's the boys and girls of this community.

Mr. Burger then asked Ms. Kaufman if the NCF board felt like the NCI board had made a bad decision in hiring its lobbyist, and if not, what's the rationale behind the denial of NCF no longer supporting that portion of NCI's budget. Ms. Kaufman responded she has been given no indication that the NCF board is accusing NCI of not choosing the right person(s) as its public affairs consultant. She further stated that the NCF board looked at things comprehensively and funded items according to NCF's funding policy.

Delegate Marshall asked Ms. Kaufman how members are elected to NCF's board and if NCI provided any input regarding new members. Ms. Kaufman indicated she has asked for suggestions previously. She further stated that there will be a couple of vacant seats coming up in November. NCF board memberships carry a four-year term. Delegate Marshall asked if there were any specific qualifications for members. Ms. Kaufman indicated it was preferred for members to live within the region.

Senator Stanley asked why the NCF board amended its bylaws to remove the requirement of one NCI board member to serve on NCF's board. She indicated that was the NCF board's decision. Senator Stanley then brought up the topic of a Memorandum of Understanding (MOU) between NCI and NCF. He further indicated that NCI agreed to said MOU; however, NCF took no action. He asked Ms. Kaufman if NCF planned to take any action. She responded that the board did not feel compelled to engage in a MOU.

Delegate Marshall asked Elizabeth Griffin if NCF had to comply with the Freedom of Information Act (FOIA) requirements. He based his question upon the fact that NCI provides monetary support to NCF in the form of rental payments. Ms. Griffin indicated she would research and let Delegate Marshall know her findings. Ms. Kaufman stated that NCF's financials are open and she will provide requested information.

Delegate Marshall recommended that the Executive Directors of NCF and NCI, along with the board chairs of each organization, plan a meeting.

FINANCIAL REPORT

Christina Reed reviewed the 2017 – 2018 budget and presented a requested revised budget. The requested revised budget included an additional expense to fill the vacant position of Chief Academic Officer. (Note: The budget approved at NCI's board meeting in July, 2017 postponed filling the position of Chief Academic Officer.) Dr. Blevins reported that she will proceed with plans to fill this position in the fall. She asked if there were questions or concerns and none were expressed. No action could be taken on this budget revision request due to the absence of a quorum. A copy of the financial report is included with these minutes.

Senator Stanley asked Ms. Reed approximately how many hours she has devoted to assisting NCF with financial questions since the Foundation hired its own staff. Ms. Reed has kept a log detailing time in increments of at least 30 minutes and estimates that number to be 100 hours in the last year. Delegate Marshall questioned if these hours were tracked as in-kind support to NCF. Ms. Reed indicated that she does not track and report in that manner. Senator Stanley then directed Ms. Reed to cease providing any help to NCF regarding financial matters.

SET NEXT MEETING DATE

Members discussed possible dates for its next meeting. Ms. Ingram will prepare a Doodle poll for distribution after receiving further direction from Senator Stanley.

PUBLIC COMMENT

No comments were requested by members of the public in attendance.

ADJOURNMENT

There being no further business to come before the meeting, the meeting adjourned at 12:48 p.m.

**NCI
Budget - FY 2017-2018**

	2017-2018 Actual Expenses 9/30/2017 Fund (0100)	2017-2018 Approved Budget General Fund (0100)	2017-2018 Requested Revised Budget Fund (0100)	Notes
REVENUE				
Appropriation (5% reduction + central adjustme	1,984,438	1,945,817	1,986,729	
Carryover monies for Maintenance Reserve	34,129	-	-	
HEETF	-	34,486	34,486	
One Time Appropriation (Transition)	100,000	100,000	100,000	
Telemedicine Fees & Grants	-	52,000	52,000	
Summer Camps	-	3,390	3,390	
IDEAL (Teacher Recert)	-	2,100	2,100	
Shared Positions (COE Reimbursements)	-	30,000	30,000	
TOTAL REVENUE	2,118,567	2,167,793	2,208,705	
EXPENSES				
Program Related				
Academic Prog Contracts	-	155,490	207,153	
One-Time Appropriation (Transition)	-	100,000	100,000	
Lease payment and Utilities	139,780	594,000	594,000	
Taxes and Licenses	-	2,500	2,500	
Building Misc	-	7,500	7,500	
Total Program Related	139,780	859,490	911,153	
Salaries & Related				
Salaries and Wages	304,820	1,022,658	1,078,566	Adds hiring of CAO
Total Salaries & Related	304,820	1,022,658	1,078,566	
Administrative & Office				
Office Supplies	720	8,000	8,000	
Postal	204	2,500	2,500	
Printing Services	551	5,000	5,000	
Promotional	1,143	25,000	25,000	
Misc Admin	500	12,000	12,000	
Office Appurtenances and Furniture	-	-	-	
Total Administration & Office	3,118	52,500	52,500	
Skilled Services (Security)	12,373	35,000	-	
Media Services/Advertising	1,085	25,000	25,000	
State Services	137	5,000	5,000	
Total Professional Fees	13,595	65,000	30,000	
Information Technology				
Internet Service/Telecom Services	4,598	44,000	44,000	
Computer Software and Supplies	-	-	-	
Computer, Voice and Data Equip	490	59,486	59,486	
Total Information Technology	5,088	103,486	103,486	
Travel and Accommodations				
Professional Development	675	15,000	15,000	
Meeting Expenses	524	3,000	3,000	
Travel, Lodging, Meals, Mileage	2,486	15,000	15,000	
Total Travel and Accommodations	3,685	33,000	33,000	
TOTAL EXPENSES	470,086	2,136,134	2,208,705	
BALANCE	1,648,481	31,659	-	