

**New College Institute
Executive Committee Meeting
March 22, 2019**

The Executive Committee of New College Institute (NCI) Board of Directors met Friday, March 22, 2019 at 9:00 a.m. in the Benjamin Gardner Board Room of the Baldwin Building in Martinsville, Virginia.

COMMITTEE MEMBERS PRESENT

Richard Hall, Naomi Hodge-Muse, Delegate Danny Marshall, and Senator Stanley.

COMMITTEE MEMBERS PARTICIPATING ELECTRONICALLY

Dr. Weldon Hill participated electronically from VSU, 1 Hayden Drive, Petersburg, Virginia.

Delegate Les Adams participated electronically from 2 North Main Street, Chatham, Virginia.

OTHER MEMBERS PRESENT OR PARTICIPATING ELECTRONICALLY

Bob Burger was present during the Executive Committee meeting.

Senator Emmet Hanger joined the call at 9:16 a.m. from 1179 Emmanuel Church Road, Bridgewater, Virginia.

OTHERS PRESENT OR PARTICIPATING ELECTRONICALLY

Carrie S. Nee, Senior Assistant Attorney General/Section Chief with the Office of Attorney General; and Richard Crouse, Legislative Aide to Senator Bill Stanley, NCI's Chairman of the NCI Board of Directors.

NCI Staff: Dr. Leanna Blevins, Executive Director; Melany R. Stowe, Assistant Director of Academics and Communications, Christina Reed, Assistant Director of Finance and Operations, Mandy McGhee, Executive Project Coordinator.

Deborah Love, Senior Assistant Attorney General, Office of the Attorney General, participated electronically.

CALL TO ORDER AND WELCOME

Senator Stanley called the meeting to order at 9:12 a.m. Senator Stanley introduced Carrie Nee, Chief of the Education Section with Virginia's Office of Attorney General. The Chairman stated he would allow NCI Board member, Bob Burger, to remain present during closed session.

ROLL CALL

Mandy McGhee called the roll and noted the presence of a quorum.

ACTION ON MEETING MINUTES

On Motion by Delegate Danny Marshall, seconded by Naomi Hodge-Muse, the minutes from the June 29, 2018 Executive Committee meeting were approved.

Agenda Item IV. Center of Excellence Analysis of Phase I and Phase II

Senator Stanley began by explaining background information on the Tobacco Commission's grant for designation as an Advanced Manufacturing Center of Excellence (COE). He noted the importance of the grant and asked staff for a progress report.

Dr. Blevins provided the Executive Committee an update regarding the partnership with Patrick Henry Community College, starting with the goal of being the go-to resource for individuals and companies seeking advanced manufacturing training, industry credentials, prototyping/testing, and advancement of skill levels to connect with a degree.

NCI's niche areas are performance film, metrology, prototyping/testing, and the opportunity to connect existing credentials and experience to a degree for job advancement.

NCI had several related staff changes in the last year and reorganized how the work is being done internally. NCI talks regularly with PHCC administrative and programmatic representatives and updated and re-signed the MOU last summer. Staff participate in a monthly call with Tobacco Commission staff and the other COEs. NCI has been working with Tobacco Commission for nearly a year to develop a collective strategic plan. Tobacco Commission staff will be touring NCI and all COEs in April. Dr. Blevins indicated the revised training plan for Phase I was submitted in August and a revised plan for Phase 2 was submitted this month.

Mandy McGhee discussed a financial summary of remaining grant funds for Phase I and Phase II. She discussed communications with TRRC Southside Grant Administrator, Sarah Capps, to operationalize the training plan in order to complete a budget for remaining balances after the freeze was lifted October 1, 2018. NCI anticipates submitting an extension request at the upcoming TRRC meeting in May. NCI anticipates submitting reimbursements against the grant for NCI and PHCC expenses.

Senator Stanley asked if NCI was compliant with grant guidelines. Staff responded affirmatively.

Senator Stanley asked how NCI's Advanced Manufacturing Center of Excellence progress compared to the two other Centers of Excellence and Dr. Blevins was unsure of specific comparisons, citing that each COE is a bit different. Senator Stanley and Delegate Marshall asked for more information at the upcoming Board of Director's Meeting. Senator Stanley expressed his discontent with the COE progression.

Agenda Item V. Status of relationships with Virginia Manufacturing Association, GRASP, Wendell Scott Foundation, and Newport News Shipbuilding

Dr. Blevins provided background regarding the implementation of the MOU with Virginia Manufacturers Association in which access to the same credentials were sold to both PHCC and NCI. When this was discovered, NCI immediately paused to discuss with PHCC so that there was no competition or duplication of services, and the focus was turned to the other areas of implementation.

Melany Stowe discussed NCI's implementation and explained two of the three components were completed. The two components included VMA's employability workshops, and the "Dream it Do It" campaign with area employers such as Drake, Eastman and Arconic. Ms. Stowe stated that the new Coordinator for Advanced Manufacturing, Brian Pace, talked to VMA on Tuesday and indicated NCI's interested in offering MT1.

Senator Stanley asked how much was spent for VMA to deliver the programs at NCI and asked how much remained unspent, estimating \$26,000. Ms. Stowe affirmed approximately \$27,000 was unspent. Senator Stanley asked where we stand with the partner. Ms. Stowe cited personnel issues last year and stated NCI intends to complete the contract.

Senator Stanley recounted GRASP leadership coming to a board meeting and asked why there is no current relationship with GRASP. Dr. Blevins stated that she has continued to have discussions with GRASP staff. The discussion centered around a regional approach and GRASP leadership were going to approach potential funders in the Danville area. GRASP has been implementing a new program and has not yet had the conversations with the potential funders. Dr. Blevins suggested that, rather than wait for external funding, NCI would like to fund a part-time advisor for a pilot year in local high schools.

Senator Stanley asked about the relationship with GRASP, the purpose of GRASP and if there are reasons NCI should not work with GRASP. Dr. Blevins believes NCI should continue the partnership and that we should distinguish the role of GRASP from College Guides already in the high schools. She is in discussions with GRASP staff about an MOU to pilot an advisor to work in 3 local schools and with PHCC.

Senator Stanley discussed how the partnership with Wendell Scott Foundation was established and how NCI was directed by this board to deliver a summer camp in 2017, including the purchase of 3 i-Racing Simulators. Senator Stanley asked Christina Reed, how much the camp cost and she estimated \$30,000 dollars.

Delegate Marshall asked how many students attended and where they were from. Dr. Blevins said that the numbers were low, approximately 12 students, and they were from the Danville area and a few from Martinsville-Henry County.

Ms. Stowe indicated NCI is partnering with Wendell Scott Foundation, VSU and the USDA to send high school students to VSU for a 3-day college experience at VSU this summer. Ms. Stowe shared details about the integration of agriculture and technology.

Ms. Hodge-Muse asked why NCI did not have a summer camp with them in 2018. Dr. Blevins and Ms. Stowe indicated it was not cost effective compared to other summer camps offered by NCI.

Senator Stanley referenced the Comprehensive Plan and said that the relationship with Wendell Scott Foundation helps to reach into African American communities to capture interest and drive them to NCI for academic programs.

Senator Stanley stated that Newport News Shipbuilding (NNS) is the largest manufacturer in Virginia, and that NCI signed an MOU to deliver a digital shipbuilding program through NCI and asked about the status of the relationship.

Dr. Blevins stated that NCI has been working with Old Dominion University (ODU) and NNS to align curriculum with regional employers and is working to bring back the Mobile Experience to NCI. Ms. Stowe discussed the Digital Shipbuilding Mobile Experience is scheduled to return in Fall 2019 during Engineering Week at NCI. NCI is hosting a 3D scanner training in two weeks. Ms. Stowe indicated that she is pleased with the relationship and intends to engage the 14 regional suppliers and is working with ODU to facilitate pipeline development opportunities with PHCC, DCC and K12 partners.

Agenda Item VI. Full understanding of all Academic Programs

Dr. Blevins distributed a handout of current programs and those being developed, indicating that the majority of her time is spent on partnerships for the programs listed. New programs include James Madison University (JMU) 2+2, Radford University (RU) Cybersecurity Certificate Program is currently recruiting students in its second cohort and Averett University (AU) Master of Applied Data Analytics, which starts in May. NCI also launched a Master of Social Work course with Radford University (RU) with the full program to begin in the fall. Also new this year is a partnership with Virginia Tech (VT), our first program with VT, to offer our first doctorate, an Ed.D. in Education. This program has been in demand for several years.

Dr. Blevins distributed a handout with the preliminary enrollment report and gave an overview.

Dr. Blevins indicated that staff constantly strive to increase enrollment, and while it is happening incrementally, enrollment in degree programs has increased during both of the last 2 years. Dr. Blevins said that neither she nor staff are satisfied with enrollment numbers, but by announcing new programs in 2019, NCI is poised for growth.

Agenda Item X. Status of UVA Telehealth program

Senator Stanley discussed his relationship with the Virginia Telehealth Network (VTN) and University of Virginia (UVA). He asked NCI staff if they were in compliance with UVA Telehealth Programs. Staff responded affirmatively.

Dr. Blevins shared that John Maxwell has worked this year to launch the e-Learning Village. UVA expected to launch the e-Learning Village last August and the launch has been delayed multiple times. UVA expects to launch in the upcoming weeks. Dr. Blevins indicated she is not aware of any issues and concerns with UVA.

Delegate Danny Marshall asked about the students in the Board Certified Telemental Health modules and asked where the learners reside. Dr. Blevins stated, the telehealth market is not only in Martinsville

and Henry County. The UVA brand opens a global market to fulfil educational needs and generate revenue to sustain the program.

Delegate Danny Marshall inquired about spending tax dollars for a global program and wanted to learn how it meets the mission. He asked to see a summary of the investments and income per student at the full board meeting. Dr. Blevins agreed to bring that information. Ms. Stowe added that for the foundational courses developed with UVA, approximately 60% of completers are from Virginia.

Delegate Marshall questioned if NCI enrollment numbers are duplicative with UVA. Dr. Blevins shared that all our programs, with the exception of those happening in the Center for Advanced Manufacturing, are numbers also reported by our university partners. The students are, in fact, students enrolled at those universities. They would be unlikely to enroll at those universities if it were not for NCI and the other centers. The higher education centers have discussed this with SCHEV over the years to determine a better way to report them with no identified solution.

Dr. Blevins and Christina Reed shared how they adjusted the business model of NCI in the last few years so that it is generating some revenue with programs.

Senator Stanley asked if NCI is generating revenue. Dr. Blevins and Christina Reed shared examples of the programs that are generating revenue.

Agenda Item VIII. CAFM Status and participant numbers

Dr. Blevins updated the Committee on progress made in the performance film division. Ralph Schultz is currently consulting with organizations from 7 countries regarding training opportunities.

There have been 70 people in 4 separate training opportunities so far this year. Another private lamination seminar is scheduled for this spring. Ralph presented to JMU and they are exploring what he might teach as part of the 2+2 program.

NCI is purchasing a Learning Management System so that we can allow people to register online and pay online. Not having an LMS has hindered our ability to offer programming. After we launch, we will be able to do so as well as better track and communicate with students in this arena and in all areas.

Agenda Item VII. Full understanding of program and relationship with James Madison University

Senator Stanley asked about progress toward the Memorandum of Understanding with JMU executed in June 2017 to explore delivery of Cyber and Engineering degree programs. Senator Stanley specifically asked Dr. Blevins if NCI has any plans to launch an engineering degree in Fall 2019.

Dr. Blevins shared that JMU has researched regional industry needs and prospective student academic preparedness. She has worked closely with Dr. Maria Papadakis who has spent a lot of time and effort in developing a relevant program. JMU held an industry roundtable discussion, met with community college leadership, evaluated how VCCS courses will transfer from 3 regional partners, analyze regional job needs, and evaluated several co-enrollment models.

Based on the work, JMU decided it was best to pilot the Bachelor of Individualized Studies (BIS) with a concentration in Manufacturing Operations and Production Management. This will be a pilot program, delivered by faculty at NCI, some technology delivery from JMU, and some online. There will be opportunities for hands-on learning at NCI.

Dr. Blevins offered to distribute the draft curriculum which Dr. Papadakis will explain at the board meeting. Senator Stanley said that would not be necessary.

Senator Stanley asked if any members of the board were notified of the lack of Cyber and Engineering degree program. Dr. Blevins said that JMU does not have a bachelor's degree in cyber and that the board has been informed of this as well as the partnership with Radford University to offer cyber programs. Dr. Blevins said that she did ask the board not to refer to the JMU 2+2 as an "engineering" program because the degree would not be in engineering.

Senator Stanley asked Dr. Hill to explain the BIS degree program. Dr. Hill described the BIS degree as a fast lane for individuals to earn a degree; a dumping ground for struggling students to allow individuals to earn a degree in various areas. The problem is that it's a generalist degree.

Senator Stanley asked whether NCI had offered a BIS previously. Dr. Blevins indicated that NCI had offered a BIS approximately 10 years ago and numbers were low at that time. The program at the time was more of a generalist and the model was different. JMU has a different BIS model now and proposes to utilize the BIS as an avenue with an advanced manufacturing depth and rigor to be responsive to regional workforce needs. JMU analyzed the community college curricula to review transferability of courses offered and identified the BIS as the best way to launch the program. The BIS would be a first step. JMU continues to explore how the BS ISAT could be launched. Dr. Blevins encouraged the Committee members to look at the curriculum to better understand the program.

Senator Stanley reported that he's had conversations with JMU and that he told them a BIS was not successful before and not what we agreed to do in the MOU. The program does not support the intent of the original MOU and steps the board has taken to bring industry to the area.

Dr. Blevins disagreed, citing that it is a relevant opportunity for students in our region and for employers; to stop the partnership may be short sighted because they discussed the needs with industries and employers. NCI kept community colleges involved throughout the process.

Delegate Danny Marshall asked what industries have provided feedback. Dr. Blevins and Ms. Stowe both named the industries they could recall.

Dr. Hill asked if there is an aversion to a BIS degree. Dr. Blevins indicated that with the advanced manufacturing focus from ISAT, there was no known aversion. Original discussions were to have an ISAT degree. Once JMU realized it would be a challenge to offer an ISAT degree due to barriers students would face with admissions and enrollment, they recommended the BIS in order to give students an avenue to obtain a degree with courses needed.

Agenda Item XII. Closed Session

Richard Hall made a motion to enter closed session at 10:58 a.m., seconded by Delegate Danny Marshall:

Discussion or consideration of the acquisition of real property for a public purpose where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body, pursuant to Virginia Code § 2.2-3711(A)(3), specific to negotiations between NCI and the Department of General Services and the New College Foundation regarding the Building on Baldwin; and

Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel, pursuant to Virginia Code § 2.2-3711(A)(8), relating to specific personnel; and

Discussion of personnel matters involving the performance of specific employees, pursuant to Virginia Code § 2.2-3711(A)(1).

Those voting in affirmative roll call were Delegate Les Adams, Richard Hall, Dr. Weldon Hill, Naomi Hodge-Muse, Delegate Danny Marshall, Senator Stanley and Bob Burger.

Return to Open Session

The committee returned to open session at 1:17 p.m. on motion by Richard Hall, seconded by Delegate Danny Marshall. Those voting in affirmative roll call were Delegate Les Adams, Richard Hall, Dr. Weldon Hill, Naomi Hodge-Muse, Delegate Danny Marshall, Senator Stanley and Bob Burger.

Delegate Danny Marshall read the certification motion: *The Board of Directors of the New College Institute hereby certifies that, to the best of each member's knowledge: (1) only public business matters lawfully exempted from open meeting requirements under Virginia law; and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the closed meeting of the Board of Directors of the New College Institute.*

The motion was seconded by Naomi Hodge-Muse. Those voting in affirmative roll call were Delegate Les Adams, Richard Hall, Dr. Weldon Hill, Naomi Hodge-Muse, Delegate Danny Marshall, Senator Stanley and Bob Burger.

Upon motion by Delegate Danny Marshall and second by Naomi Hodge-Muse, the following were approved by the Committee:

The Executive Committee rejects the current draft Memorandum of Understanding with James Madison University;

The Executive Committee directs the Executive Director not to sign the current Memorandum of Understanding with James Madison University; and

Senator Stanley appoints Richard Hall to work with the Virginia's Office of the Attorney General to develop a process for a performance evaluation for the Executive Director and staff.

Agenda Item XIII. Adjournment

On motion by Delegate Danny Marshall, seconded by Richard Hall, the meeting adjourned at 1:21 p.m.

DRAFT