

**ROANOKE HIGHER EDUCATION AUTHORITY  
BOARD OF TRUSTEES  
Wednesday, June 7, 2017  
Roanoke Higher Education Center**

RHEA Board Members Present:

Robert Archer, John Edwards, Tiffany Franks, Christopher Head, Lorraine Lange, Melissa Lubin, Dane McBride, Jean Motley, Jennifer Pittman, Charles Poindexter, Charles Price, Tanya Ridpath, Susan Short, and Patricia White-Boyd

Others Present:

Sharon Barnes, Kay Dunkley, Randolph Garrett, Sue Gregory, Dana Horan, Carla Jackson, Linda Linnartz, Thomas McKeon, Judith McKeon, Frank Martin, Jeffrey Mohr, Michelle Slusher, and Scott Weimer

The meeting of the Roanoke Higher Education Authority Board of Trustees was called to order by Senator John Edwards at 12:44 p.m. Following roll call the presence of a quorum was confirmed.

Chairman Edwards recognized the following institutional representatives: Michelle Slusher, Radford University; Linda Linnartz, University of Virginia; Sharon Barnes, Mary Baldwin University; and Scott Weimer, Virginia Tech.

Elaine Payne-Alexander, a Mary Baldwin University graduate, gave a testimonial about how the Roanoke Higher Education Center enabled her to complete a Bachelor's Degree in Social Work close to her home. Elaine worked as an intern with Total Action for Progress (TAP) while obtaining her degree and following graduation started working full time for this organization. Elaine appreciated the opportunity to attend college locally and have access to resources, such as advisors, library, and a computer lab. Charles Price asked Elaine how the higher education center can improve on reaching more students and she stated that it would be helpful to offer GED and workforce training. She also indicated it would be beneficial to hire a high school recruiter to encourage students to obtain degrees here at the center.

Chairman Edwards and Delegates Head and Poindexter recognized Dr. Thomas L. McKeon with a resolution from the Virginia General Assembly.

Chairman Edwards asked for approval of the December 7, 2016 minutes. **The minutes were approved as written.**

Kay Dunkley, Executive Director, recognized out-going board members, Tanya Ridpath, Roanoke College, and Patricia Hammer, Hollins University since these two institutions will no longer hold membership at the center effective June 30, 2017. Kay also announced that Bluefield College and Florida Institute of Technology (FIT) will also depart at the same time.

**Roanoke Higher Education Foundation**

Chairman Edwards announced that the Foundation's official name has changed to the "Roanoke Higher Education Center Foundation" with "Inc." removed. The following individuals were presented for approval to be added to the Board of Directors for the Foundation: Connie Carmack, Frank Martin, Randolph Garrett, and Thomas McKeon. Delegate Poindexter moved to approve the new board members while Delegate Head seconded the motion. **The motion carried by unanimous vote.**

### **Review RHEA Financial Statements as of March 31, 2017**

Sue Gregory, Director of Finance and Administration, reviewed highlights of the Authority's financial status as of March 31, 2017. The Authority has a strong balance sheet with \$2.7 million in cash and capital assets of \$42 million. Financial growth is due to the Claude Moore Education Complex expansion (\$6.4 million) and the Clinical Simulation Lab renovation (\$2 million). The Authority currently owes \$852,723 on the energy cost savings project and cash will be reduced in November by the annual \$95,000 debt payment. Four CD's are in place that total \$960,000 with maturity dates of 10/30/17 (\$720,000) and 1/14/18 (\$240,000) utilizing an APY of 1.15%. Approximately \$25,200 of interest was earned on these investments over the two cycles. At the June 2016 board meeting, members approved the use of \$405,000 for non-recurring expenses: website redesign and security projects. By year end, approximately \$147,000 will be spent. The fiscal year 2018 budget reflects the use of the unspent balance of \$258,000 to be spent on security projects that are in progress. Patricia White-Boyd congratulated the executive team on excellent budgeting with lean funding.

### **Commonwealth of Virginia Deficit Policy**

Sue Gregory presented section 4-3.01 of the 2016 Appropriation Act that governs RHEA concerning deficits and the responsibility of the Board members. The Commonwealth will not cover any deficit created by overspending by the Authority. The Executive Director is required to submit signed documentation to the Commonwealth of Virginia indicating that all Board of Trustee members were notified and given a copy of this policy and that future members will also receive a copy.

### **FY2018 Budget**

Sue Gregory presented the Authority's proposed FY 2018 budget. The budget totals \$2,702,604 that includes a 4% contingency fund taken from operating monies. The presentation also noted key elements of the budget which included: State general funds and Higher Education Equipment Trust Funds remaining the same as FY 2017; lease revenue increasing slightly by \$8,387 or .8%; capital maintenance reserve (CMR) of \$378,753, which is an increase of \$17,556 or 5%; and state bond funded capital outlay projects totaling \$8,378,435 for the expansion of the Claude Moore Education Complex and the Clinical Simulation Lab. Other highlights included the addition of a new OSHA workforce training program, growth in the testing center, an increase in marketing and branding, and a concerted effort to recruit new members. The budget shows \$7,000 earmarked for program incentive financial assistance that will be available to members for the support and delivery of new programs at RHEC, a 3% COLA/merit increase for staff, and the conversion of a part-time testing position to a full-time position. It is expected that approximately \$258,528 will be the unspent balance of the \$300,000 cash reserve that was approved by the Board of Trustees at the June 2016 meeting. This unspent balance will be used in FY 2018 for security projects that are underway. The board also approved the usage of FY 2017 unspent funds totaling \$61,000 to be used for marketing efforts, conducting an academic needs assessment, and researching best practices for programming and staffing as evidenced by other higher education centers. Board members recommended the use of public service announcements (PSA) and other local resources to market the center's programs and activities. Chairman Edwards moved to approve the FY2018 budget while Robert Archer seconded the motion. **The motion carried by unanimous vote.**

### **Security Update**

Jeffrey Mohr reported that upgrades to the security cameras have been made. Completed security projects include adding a third security guard to cover the day shift, making available a two-way radio communication system for security and staff, and placing Automated External Defibrillators (AEDs) on each floor. RHEC has employed the assistance of two outside agencies to analyze current safety

procedures (Witt O'Brien's LLC and Sunstates Security). Projects in progress include reviewing policies and procedures from member institutions, installing thumb-turn locks on all doors, developing and implementing a safety training plan for members and staff, installing emergency phones in all classrooms, and preparing an Emergency Operation Plan (EOP) in consultation with Witt O'Brien's LLC. Projects under review include the relocation of the security station in collaboration with members and other higher education institutions for best practices, performing upgrades to the emergency notification system, and installing and upgrading the Claude Moore Education Complex to digital cameras.

### **Capital Projects and Maintenance Reserve Projects**

The Clinical Simulation Lab will add an additional 4,600 sq. ft. at a cost of \$2 million with an anticipated completion date of October 13, 2017. The Claude Moore Education Complex renovation and construction will add an additional 8,000 sq. ft. expansion (\$6.4 million) with a completion date targeted for June 2018. These two projects are funded by State Capital Outlay funds.

A second Claude Moore Education Complex project includes replacing three sections of glass on the storefront with precast concrete panels to prevent future water intrusion. In the main building, a partial roof replacement is taking place on floors 4, 8, and the penthouse. These two projects are funded by Capital Maintenance Reserve money.

### **Executive Director's Report**

See Attachment A

### **Closed Session**

At 2:12 p.m., Robert Archer called the Executive Committee to convene in closed session to discuss a personnel matter pursuant to Section 2.2-3711.A.1, Code of Virginia (1950), as amended.

At 2:58 p.m., Robert Archer called the Executive Committee to re-convene in open session pursuant to Section 2.2-3711.A.1, Code of Virginia (1950), as amended.

Roll Call was performed and a quorum was confirmed.

Delegate Chris Head stated that because of the short tenure of the new Executive Director, the board has decided to dispense with the annual review at this time. It was noted that board members feel the Executive Director has made significant progress and is doing well. Senator Edwards appointed a Personnel Committee consisting of Jennifer Pittman, Chair, Dane McBride, Lorraine Lange, Charles Price, and Robert Archer who will establish goals and objectives for the Executive Director with her input. The performance review of the executive director will take place at the June 2018 board meeting.

### **Upcoming Executive Committee and RHEA Board Meeting Dates:**

**Executive Committee:** Wednesday, November 15, 2017 at 2:00 p.m.  
Wednesday, May 23, 2018 at 2:00 p.m.

**RHEA Full Board:** Tuesday, December 5, 2017 at 12:00 noon  
Wednesday, June 6, 2018 at 12:00 noon

There being no further business, the meeting was adjourned at 3:03 p.m.  
Recorder, Dana Horan, Executive Assistant

**Attachment A**  
**Executive Director's Report**

**Roanoke Higher Education Authority**  
**Executive Director's Report**  
**June 7, 2017**

It is with excitement that I share with you the highlights of our work since I started serving as the Executive Director on January 1, 2017. These past five months have been productive!

**Recent Accomplishments and Activities**

- We were involved in 4 search committees to hire a Director of Facility Services, Executive Assistant, Assistant Program Coordinator, and Event Coordinator where we selected Jeffrey Mohr, Dana Horan, Michelle Basile, and Lane Guilliams to join the RHEC staff.
- In consultation with our legal counsel, we updated our form for lease agreements and revised the "Member-Center Agreement" to reflect the new business model adopted by the board at the June, 2016 meeting.
- Spending time in Richmond during the General Assembly session (January 10 and February 9) was beneficial as I met with legislators from the Roanoke region, as well as appropriate staff within the Department of Budget and Planning and Governor's Offices.
- In consultation with member institutions, we are addressing safety and security measures by updating the Emergency Operations Plan, designing a monthly safety training program, adding thumb turn locks on doors, installing emergency phones in classrooms, and exploring options for an increased presence of our security guards.
- Five construction/renovation projects are underway: expansion and renovation of the Claude Moore Education Complex, upgrading Radford University's Nursing Simulation Lab, replacing the Claude Moore storefront, making upgrades to the Claude Moore HVAC system, and repairing pieces of the roof of the main building not included in the previous water intrusion project.
- Carla Jackson and I are holding meetings with college and university board members to determine ways the higher education staff can better accommodate their needs and to discuss potential new program offerings (see "Discussion with Member Institutions" page 3 for details).
- We are making a concerted effort to increase our marketing efforts through TV commercials and print and digital avenues (Attachment A).
- The executive team created a strategic plan as outlined by the Virginia Department of Budget and Planning. Once approved, we will share this document with members of the board.

- We have identified four potential candidates to join the Roanoke Higher Education Center's Foundation Board and we will reach out to others. The board met in April and approved changes to the Articles of Incorporation and By-Laws and a second meeting will take place in late summer.
- A Business/Industry Advisory Committee, composed of representatives from various industry sectors in the Roanoke region, will meet in the fall. The purpose is to gather feedback from employers about the skill gaps that are missing from their current employees and to hear their perspectives about the skills needed for new hires. Once we have this information, we can communicate how our programs (degree and non-degree) can create a better skilled and more productive workforce. Employee feedback will also be useful as we plan for new programs.
- Additionally, we have compiled workforce data prepared by the Workforce Investment Board, the Roanoke Regional Partnership, and also from RHEC's 2012 Educational Needs Assessment to guide our planning for new program development. Overwhelmingly we see the need to design courses that lead to certifications and endorsements. In consultation with member organization, we can work together to implement programs that address the workforce training needs of our region.
- Members of the executive teams from the Southwest Higher Education Center, Southern Virginia Higher Education Center, New College Institute, and the Danville Institute of Advanced Learning and Research gathered here on April 18. We shared programming ideas and discussed ways in which we can collaborate.
- A successful groundbreaking ceremony was held on April 24 to celebrate the renovation and expansion of the Claude Moore Education Complex.

## Internal Communication and Collaboration

We are asking representatives from our member institutions to submit agenda items for our monthly member meetings in order to create a more effective way to share information, exchange ideas, and keep the lines of communication open between members and the RHEC staff. One organization gives a presentation each month to talk about a special program or to inform the group of their mission/purpose. Thus far, we have heard from TAP Head Start, VA811, and Virginia Tech.

## Legislative Initiatives

My visits with Senator Edwards and Delegates Poindexter and Head have proven beneficial as we begin to put together a new funding package to take before the General Assembly in 2018. I met with Delegate Nick Rush on April 26 and a meeting has been set with Delegate Terry Austin on June 14 to talk about our funding needs in support of adding new degree and workforce certificates, re-creating a GED program, and providing additional academic support services. Delegate Head and I plan to meet with other state legislators during the summer and fall to solicit interest in our initiatives. I've reached out to Congressman Goodlatte to get a date on his calendar to discuss possible federal funding opportunities.

## Discussions with Member Institutions

Meetings with several board members have taken place to gather feedback and to explore new program offerings. Meetings include:

- Averett University – March 8 and April 13
- Florida Institute of Technology – February 2 and 21
- Hollins University – February 1, April 27, and May 23
- James Madison University – February 13
- Radford University – February 1 and 13, March 21, May 10, 17, and 31
- Roanoke College – February 7, March 15, May 23
- Virginia Tech – March 15
- Virginia Western Community College – February 8, March 7 and 22, May 31

## Outreach Efforts to Seek Potential New Members and Expand Partnerships

- Ferrum College – TBD
- Shenandoah University, Dr. Tracy Fitzsimmons – August 11
- George Mason University – TBD
- Longwood College – TBD
- Virginia Western Community College, Radford University, and RHEC are meeting to design articulation agreements and career pathways that can result in bringing new programs to RHEC – Summer and Fall, 2017
- Virginia Tech Carilion Research Institute and Michael Friedlander – a meeting is scheduled for August 3 to identify ways RHEC can play a role in the success of the Innovation Corridor Initiative. Several meetings have already taken place with Hal Irvin, Associate Vice President of Health Sciences and Technology Outreach.

## Meetings with Members of the Board of Trustees

I engaged in discussions with Susan Short, Melissa Lubin, Lorraine Lange, Brian Hemphill, Robert Archer, Trish Hammer, Tanya Ridpath, Tiffany Franks, and Robert Sandel to gather feedback about current and future programming and to talk about the future direction of the RHEC. In the next few months, meetings will be set with other board members.

## Meetings with Members of the Foundation Board

I met with Senator John Edwards, Warner Dalhouse, and Mike Wray to talk about potential candidates for our board, and I acted upon their recommendations.

## Outreach and Community Involvement

- Moderated a panel of experts who spoke about “Managing the Future of our Region” at the 2017 Roanoke Regional Chamber of Commerce Business Summit - May 18
- Spoke to the Roanoke Downtown Rotary Club - February 15
- Provided the welcome address at Virginia Tech’s Implementing Lean for Operational Excellence conference - March 1
- Made a presentation to the Wytheville Chapter Alpha Sigma - April 10
- Senator Edwards and I were invited to meet with the editorial board of The Roanoke Times (Lawrence McConnell and Dwayne Yancey) to discuss ways to spotlight higher education center activities - March 6
- Attended Roanoke Regional Chamber of Commerce Board of Director’s Meetings – January 19, March 16, and May 25
- Attended Roanoke Regional Chamber of Commerce Public Policy Meetings – March 22 and April 26
- Attended the Annual dinner of the Roanoke Regional Chamber of Commerce – January 10
- Attended Visit Virginia’s Blue Ridge Annual Meeting – May 11
- Individual meetings were held with citizens of the Gainsboro community: Evie Sloan, David Ramey, Sr., David Ramey, Jr., and Charlene Graves to discuss the groundbreaking ceremony, the design of the banner that will display the artwork of David Ramey, Sr., and to seek input on the design of the interior historic panels for the Claude Moore Education Complex
- Individual meetings with potential new candidates to serve on the Roanoke Higher Education Center Foundation Board: Randolph Garrett, Connie Carmack, Frank Martin, and Tom McKeon
- Attended the Roanoke Regional Partnership Program of Work Reception - January 17
- Attended the Roanoke Blacksburg Technology Council Tech Nite event - April 21
- Attended the RAMP-Roanoke Blacksburg Accelerator Open House- March 16
- Meeting to discuss partnership with the Mid-Atlantic OSHA Training Institute - February 22
- Attended DePaul Community Resources 40<sup>th</sup> Anniversary Reception - February 23
- Attended a Blue Hills Industrial Park HR Manager’s Meeting - March 6

**Attachment A**

Roanoke Higher Education Center Publicity  
January 1-May 31, 2017

**January**

January	<i>Valley Business Front</i>	Page 53	Announcement of New Executive Director
	Roanoke.com		100,000 digital impressions
	Big Box Leaderboard/ Big Box Ads (daily)		80,000
January 12	<i>The Roanoke Times</i>		EXTRA-print ad
January 15	<i>The Roanoke Times</i>		MAIN- print ad
January 20	Roanoke.com		Pencil Pushdown
January 20	WDBJ-7.com		Take over homepage
January 22	<i>The Roanoke Times</i>		MAIN-print ad
January 23	WDBJ-7		eblast to 19,000+ VIP customers
January 23- February 1	Banner Ads on mobile/desktop		80,000
January 25	Community Publications (SWOCO, So Salem, Botetourt View)		Print Ads
January 29	<i>The Roanoke Times</i>		MAIN-print ad

**February**

February	<i>Virginia Business</i>	Page 15	Announcement of New Executive Director
	Roanoke.com		100,000 digital impressions
February 2	RHEC		Open House



## March

March	<i>Valley Business Front</i>	Page 45	Guest Commentary Kay Dunkley
		Page 57	Announcement of New Executive Assistant
	Roanoke.com		100,000 digital impressions
March 26	<i>The Roanoke Times</i>		Full Page Ad on RHEC

## April

April	<i>Virginia Business</i>	Page 15	Article on Kay Dunkley
	<i>Valley Business Front</i>	Page 61	Ad on RHEC
	<i>Valley Business Front</i>		Online ad with click-thru
	Op Ed on RHEC		
	Roanoke.com		100,000 digital impressions
April 28	<i>The Roanoke Times</i>		Claude Moore Education Complex – Groundbreaking
April 30	<i>The Roanoke Times</i>		Community Experts – Averett Sarah Hudson
April 30	<i>The Roanoke Times</i> Special Commemorative Issue 175 <sup>th</sup> Anniversary Hollins/Roanoke College		Full Page Ad on RHEC

## May

May	<i>Valley Business Front</i>	Page 24	Ad on RHEC
	Roanoke.com		100,000 digital impressions
	WFXR & WWCW		(90) 30 second TV commercials
	VirginiaFirst.com		35,000 pre-roll rotation
	iHeart Media		(100) 30 second radio spots
	iHeart Media Banner		(90) ad displays

	WDBJ7.com	100,000 impressions (size 320 x 50)
	<i>Valley Business Front</i>	Online ad with click-thru
May 14	<i>The Roanoke Times</i>	Main-print ad
May 15	WDBJ7.com	(2) Homepage Takeover
May 15 – 31	WDBJ7.com	Weather App banner ads
May 17	<i>The Roanoke Times</i>	Article on death of David Ramey, Sr. and his artwork for CMEC
May 18	<i>The Roanoke Times</i>	EXTRA-print ad
May 21	<i>The Roanoke Times</i>	MAIN-print ad
May 23	Salem Chamber of Commerce	Eblast
May 24	Extra Plus – Print Ad (non-subscribers)	
May 25	VirginiaFirst.com	Eblast
May 28	<i>The Roanoke Times</i>	Community Experts VCU Gerontology Annette Clark
May 28	<i>The Roanoke Times</i>	Main-print ad
May 29	WDBJ7.com	(2) Homepage Takeover
May 31	WDBJ7.com	Email marketing blast
<b><u>June</u></b>		
	Roanoke.com	100,000 digital impressions
	<i>Valley Business Front</i>	Online ad with click-thru
June 1	RHEC	Open House

**Other Activities**

- May 9 – Participated in the Career & Lifestyle Fair
- May 17 - Joined the Salem Chamber of Commerce
- May 20 – Participated in the Gainsboro Neighborhood Black Party

\* There has been a substantial amount of social media over the past six months