



Bluefield State  
C O L L E G E

BOARD OF GOVERNORS

October 18, 2018

Conley Hall, Room 201, Boyd Conference Room

Meeting @ 6:30 p.m.

**BOARD OF GOVERNORS  
BLUEFIELD STATE COLLEGE  
October 18, 2018**

**Conley Hall, Room 201, Boyd Conference Room**

**AGENDA**

- |   |                       |
|---|-----------------------|
| 1. Welcome and Call to Order – Chairman Garry Moore | 6:30 p.m.             |
| 2. Public Comment Period                            | 6:30 p.m. – 7:00 p.m. |
| 3. Oath of Office for New Board Member(s)           | 7:00 p.m. – 7:05 p.m. |
| 4. Chair’s Remarks – Chairman Garry Moore           | 7:05 p.m. – 7:15 p.m. |
| 5. President’s Report – Dr. Marsha Krotseng         | 7:15 p.m. – 7:25 p.m. |

**College Focus**

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|--|-----------------------|
| 6. BSC Faculty Presentation – Dr. Amanda Matoushek | 7:25 p.m. – 7:45 p.m. |
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**Current Operations**

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|---|-----------------------|
| 7. *Approval of Minutes of August 16, 2018 Meeting      | 7:45 p.m. – 7:50 p.m. |
| 8. Financial Report and Update – Ms. Shelia Johnson     | 7:50 p.m. – 8:00 p.m. |
| 9. *Election of Vice Chair                              | 8:00 p.m. – 8:10 p.m. |
| 10. Governance Policy Manual Review – Dr. Norman Mirsky | 8:10 p.m. – 8:20 p.m. |

**Strategic Issues: Getting to the Vision**

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|---|-----------------------|
| 11. Growing Enrollment – Dr. Jo-Ann Robinson                                  | 8:20 p.m. – 8:45 p.m. |
| • Fall 2018 Enrollment Report   |                       |
| • Enrollment Management/Student Success Plan                                  |                       |
| 12. Delivering Quality Programs – Dr. Ted Lewis                               | 8:45 p.m. – 9:00 p.m. |
| 13. Blue Ribbon Commission Update – Dr. Marsha Krotseng                       | 9:00 p.m. – 9:05 p.m. |
| 14. Possible Executive Session Under the Authority of WV Code § 6-9A-4(b)(12) |                       |
| • Interagency Matters   |                       |
| 15. Adjournment   |                       |
| • Next meeting date: December 13, 2018  |                       |

BOARD OF GOVERNORS  
BLUEFIELD STATE COLLEGE  
August 16, 2018

Conley Hall, Room 201, Boyd Conference Room

MINUTES

**Members Present:** Garry Moore, Sr., Dr. Deirdre Guyton, Bob Buzzo (via conference call), Charlie Cole, Chris Jones, Dr. Jesse Calloway, Dr. Norman Mirsky, J. Ronald Hypes, Jeffery A. Hoops, and Lois Manns (via conference call).

**President's Staff:** Dr. Marsha Krotseng, John Spencer, Dr. Ted Lewis, Shelia Johnson, Dr. Jo-Ann Robinson, John Lewis, Jonette Aughenbaugh, Jim Nelson, and Dr. Guy Sims.

**Guests:** Dino Sweeney, James Palmer, Charlie Boothe, Dr. Amanda Matoushek, Carolyn Kirby, Michele Noe, H.K. Cutlip, Dr. Bill Bennett, Tyler Butt, Ergie Smith, Dr. Rodney Montague, Tony Papa, Charles Blocker, Shelia Hallman-Warner, Jason Brooks, Lala Waters, Dr. Angela Lambert, Melissa Haye, Susan Shrader, Dr. Sarita Rhonemus (via conference call), Daniel Frost, Dr. Sudhakar Jamkhandi, Carolyn Jamkhandi, Luke Busse, Tom Schmicta, Mohamed BeLaora, Arthur Figuiere, Carlos Thireau, Giorgi Datashvili, Caity Coyne, Vanessa Godfrey, Joseph Hazelwood, and Dr. Robert Riggins.

**Recognition of BSC Robotics Team**

Chairman Moore recognized the robotics team members present at the Board meeting. He read aloud the BSC Board of Governors resolution recognizing the achievements of the robotics team. Chairman Moore presented a copy of the resolution to each team member and faculty advisor.

**Recognition of BSC Men's Tennis Team**

Chairman Moore recognized the men's tennis team members present at the Board meeting. He read aloud the BSC Board of Governors resolution recognizing the achievements of the men's tennis team. Chairman Moore presented a copy of the resolution to each team member and coach.

**Public Comment Period**

Mr. Charles Blocker was recognized by Chairman Moore to speak during the Public Comment Period. He requested that the Board do its due diligence and ask tough questions.

**Oath of Office for New Board Member(s)**

Dr. Deirdre Guyton, Charlie Cole, Dr. Jesse Calloway, J. Ronald Hypes, and Jeffery A. Hoops were given the Oath of Office and sworn in as new Board members.



## **Chair's Remarks – Chairman Garry Moore**

Chairman Moore expressed thanks to Bob Perkinson, Norris Kantor, and Daniel Frost for their years of service to the Board. Chairman Moore's remarks are provided below:

### Mission Statement

“The mission of Bluefield State College is to provide students an affordable, accessible opportunity for public higher education. An historically black institution, Bluefield State College prepares students for diverse professions, graduate study, informed citizenship, community involvement, and public service in an ever-changing global society. The College demonstrates its commitment to the student's intellectual, personal, ethical, and cultural development by providing a dedicated faculty and staff, quality educational programs, and strong student support services in a nurturing environment.”

This is our commercial. This is who we say we are...

Have any of you ever met your favorite celebrity, only to be disappointed after you met them? Are we our commercial or who we have portrayed ourselves to be, or will people be disappointed when they meet us?

Twenty dollar bill \_ great value even if crumbled up or stepped on. Bluefield State College is of great value even if it has been crumbled up and stepped on. This institution is of great value to its students (past, present, and future), this community, this state of West Virginia, the United States us, and the world. Like the US dollar, Bluefield State College's impact is not just local, but global.

The Wizard of Oz \_ lions, and tigers, and bears, oh my. People are not animals and animals are not people. Like any good business, they all realize that whatever they're selling, the product is not the actual business they're in. All businesses are in the people business. We have wonderful people here who are intelligent enough to talk to other people about the great value of Bluefield State College. We have to let the fragrance of Bluefield State College out. What use is good fragrance bottled up? Our high quality of positive language towards each other and about Bluefield State College has to reflect the inner passion and motivation of moving this institution to higher heights.

Titanic \_ one of the great tragedies of the 20th century was the sinking of the Titanic. This huge, gigantic ship hit an iceberg and many people died as a result. 1,503 people total died, including passengers and crew. One of the first lifeboats to leave the Titanic carried only 28 people; it could have held 64 people. There were enough life-jackets for all 2,208 people, and most everyone was wearing one. Most of the lifeboats were only half filled. They were unwilling to turn back and rescue their fellow travelers.

Therefore, our task is challenging, but not impossible. All of us need to turn back and have the attitude of creating an atmosphere that attracts people to this great institution. Against all odds, this ship (Bluefield State College) has stood the test of time. It has withstood Jim and Jane Crow days, it has withstood the Great Depression. It has withstood a bombing and fire of 1968. This institution has been here educating our community since 1895. All of us now need to lift BSC up with one voice. In the Bible, Ruth and Naomi cried unto God. And the Bible records that they lifted up “their voice” (not voices) and wept. But, with one voice, God heard their cry and blessed

them. With one voice, God and our community needs to hear all of us. With one voice, we need to tell everyone we come in contact with, about the standard of excellence and the quality of higher learning that Bluefield State College has to offer.

All of us, with one voice, need to be advocates for Bluefield State College.

With one voice, we need to embrace and be proud of our storied and rich heritage as we continue to adjust to the ever-changing future demands of our families and workforce.

When I'm singing a song in harmony, it doesn't mean that we're all singing the same note. With this new board and all of our collective attitudes and strengths, with one voice our community, state and country will be hearing us sing the same positive song about Bluefield State College. This attitude and sentiment is reflected in our hymn:

“Once again thy name we raise in accents loud and clear,  
Sing we ever more thy praise Bluefield, our School so dear;  
High upon thy terraced hill we see thee strong and true, and our hearts with courage fill, our  
school, Old Gold and blue.

Upward through the hills we'll climb while ever lifting thee,  
Thy precepts always in mind honor and loyalty;  
Men may come and men may go and passing through the gate,  
Feel within their hearts aglow for thee dear Bluefield State.”

In the words of the now late great Aretha Franklin, “What you want, baby we've got it...all we need is a little “RESPECT”! It's my prayer tonight that everyone leaves with a NEW ATTITUDE towards Bluefield State College.

Thank you!

### **President's Report – Dr. Marsha Krotseng**

Dr. Krotseng reported that she is very excited about the upcoming academic year. She is pleased with the goals that SGA has set for the year. There will be more connections with the campus in Beckley. Dr. Krotseng congratulated and commented on the following: BSC's global reach, focus on communication internally and with the community, visibility in community activities, the Blue Ribbon Commission, outreach to alumni and reactivation of the Blue and Gold, and the statewide goal for college attainment. By 2030, 60% of the workforce should have education beyond high school. Discussion followed.

Dr. Krotseng described a scaled back plan that has been developed for the residence hall alone which cuts the cost almost in half. BSC has raised \$500,000 for the Shott Challenge. BSC participated in a face-to-face meeting with USDA and also with the HBCU capital finance program. They are trying to figure out how to make funding work with New Market Tax Credits. Dr. Krotseng concluded by inviting Board members to a variety of upcoming events on campus.



### **Enrollment Management/Student Success Plan – Dr. Jo-Ann Robinson**

Dr. Robinson presented part one of a two part presentation on Enrollment Management/Student Success Plan. The first presentation focused on recruitment and enrollment activities. At the next Board meeting, her presentation will focus on retention. Dr. Robinson provided an explanation of the following student activities: name buys, name buy inquiries, name buy enrolled students, CAPPEX, inquiry pool, college fairs attended, and metro and transfer students. Discussion followed.

With regard to Assessment: New Marketing, the following topics were highlighted: discussion of local markets and market share; first year and traditional students; new student recruitment plan 2019; college fairs and high school visits; BSC understands the importance of the name buy program – saturate local markets; metro recruiting – extended to 122 metro counties; midpoint between in state and out of state tuition for those students who live in established counties. Dr. Robinson discussed goals for 2019. She stated that recruitment and retention is everybody's job. Discussion followed.

### **Report on Delivery of Online Programs – Dr. Ted Lewis**

Dr. Lewis directed the Board to the Online Leadership Team portion of the meeting materials packet. This is an advisory body for online learning and will help provide faculty members with tools and resources to be effective in an online environment. BSC will be opening a testing and proctoring center that also can be used for other outside exams. The Provost's Office is looking at processes for student advising to automate those processes. Discussion followed regarding online processes.

### **Approval of Minutes of June 21, 2018 Meeting**

The first action item was approval of the minutes from the June 21, 2018 meeting. Dr. Mirsky made a motion to approve the minutes with a correction to line seven under the Election of Officers section. The motion was seconded by Ms. Manns. The motion carried.

### **Approval of Minutes of July 16, 2018 Special Meeting**

The next action item was approval of the minutes from the July 16, 2018 special meeting. Dr. Mirsky made a motion to approve the minutes from the July 16, 2018 meeting. The motion was seconded by Dr. Guyton. The motion carried.

### **Financial Report and Update – Ms. Shelia Johnson**

Ms. Johnson referred the Board to the information in the meeting materials packet. She noted the target date is the middle of September for auditors. There is a \$796,000 contract for the roofs. BSC is looking to renegotiate some of the sidewalk, step, handrail replacement project to stay within the amount the state provided for that project. She stressed that BSC needs to do better with less, not more with less. Explanation and discussion followed.

### **Review of Board Policy Manual and Bylaws**

Chairman Moore highlighted Board goals and work plans from the Governance Policy Manual. He suggested working with the President to plan a retreat for the Board to accomplish this planning on a yearly basis. At the first full Board meeting following the retreat the plan would be put into place. Chairman Moore mentioned the importance of the Board accomplishing what it says it is going to do on paper. Chairman Moore stated that he would like to see each Board member highlight a policy at each meeting, and each respective policy would be a line item on the Board agenda. This would ensure compliance with everything in the policy manual.

Dr. Mirsky mentioned Policy 406 – at the end of each Board meeting, Board members in their discretion may provide feedback to the Chair and the President regarding their perspective of what occurred during the meeting and how to improve during the future. Dr. Mirsky stated that his hope would be that the Chair ask for feedback from the Board at the end of this meeting. Discussion followed.

### **Election of Vice Chair**

Chairman Moore highlighted the importance of the role of Vice Chair, and opened the floor to entertain nominations for Vice Chair. Discussion followed. Mr. Hypes noted the major commitment that would require on the part of a member of the Board, and he moved that the election of a Vice Chair be tabled until the next Board meeting until a person or two can be identified that would be willing to serve as Vice Chair. The motion was seconded by Dr. Guyton. The motion carried.

### **Athletics Update – Mr. John Lewis**

BSC has ten sports, five female teams and five male teams. There are currently 135 athletes. Mr. Lewis will find a student to help with the website.

### **Academics in Action Update – Dr. Ted Lewis**

Dr. Lewis expressed thanks to Dr. Angela Lambert for her outstanding service in the interim role. He highlighted the following: seven new faculty members in Academic Affairs; BSC is 1 of 10 colleges that had faculty members participate in the Project Passport Seminar; the entrepreneurship major in the School of Business; electronic ordering of transcripts with online graduation application in progress; and the upcoming pathways conference in Charleston.

### **Recruitment and Retention Update – Dr. Jo-Ann Robinson**

Dr. Robinson highlighted what her team is doing around scholarships. She also highlighted the work being done to help students transition to BSC, including new student orientation, Student Support Services, and peer mentoring.

**Adjournment**

Mr. Cole made a motion to adjourn the meeting. The meeting adjourned at approximately 9:04 p.m.

Respectfully submitted,

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Garry Moore, Sr.



BLUEFIELD STATE COLLEGE  
 BUDGET VS ACTUAL (STATE ACCOUNTS)  
 FISCAL YEAR 19, AS OF  
 AUGUST 31, 2018  
 CASH BASIS\*

UPDATED 10/12/2018

DESCRIPTION	BUDGETED 2018 FY	% OF BUDGETED	ACTUAL 08/31/2018	% OF ACTUAL	% OF BUDGET
BEGINNING CASH 07/01/18			1,243,674		
<b>ADDITIONS:</b>					
<b>REVENUE</b>					
STATE APPROPRIATIONS	5,600,993	22.79%	1,120,199	27.18%	20.00%
TUITION & FEES	10,179,823 *	41.42%	1,268,101	30.77%	12.46%
CAPITAL FEES	600,000	2.44%	100,419	2.44%	16.74%
SALES & SERVICES	85,000	0.35%	14,605	0.35%	17.18%
GRANTS & CONTRACTS	6,316,452	25.70%	1,439,692	34.94%	22.79%
INVESTMENT EARNINGS	2,000	0.01%	3,949	0.10%	197.45%
AUXILIARY	988,000	4.02%	173,770	4.22%	17.59%
DEBT ASSESSMENT	(46,627)	-0.19%			
HERA ASSESSMENT					
OTHER	850,000				
<b>TOTAL REVENUES</b>	<b>24,575,641</b>	<b>100.00%</b>	<b>4,120,735</b>	<b>100.00%</b>	<b>16.77%</b>
<b>DEDUCTIONS:</b>					
<b>EXPENDITURE</b>					
PERSONAL SERVICES	12,588,832 *	51.64%	2,070,631	56.73%	16.45%
EMPLOYEE BENEFITS	3,118,721	12.79%	492,351	13.49%	15.79%
CURRENT EXPENSE	3,726,102	15.28%	529,174	14.50%	14.20%
REPAIRS/ASSETS/BLDG CONSTRUCTION	2,780,000	11.40%	432,717	11.86%	15.57%
SCHOLARSHIP, AWARDS	2,164,000	8.88%	124,695	3.42%	5.76%
<b>TOTAL EXPENDITURES</b>	<b>24,377,655</b>	<b>100.00%</b>	<b>3,649,568</b>	<b>100.00%</b>	<b>14.97%</b>
ENDING CASH AND IN TRANSIT 08/31/2018			1,714,841		
LESS: ENCUMBRANCES			(337,390)		
Balance (Cash Less Encumbrances)			<b>1,377,451</b>		

\*Fees and personal services inflated by \$1.9 million+ due to personal services vacancies held.

BLUEFIELD STATE COLLEGE  
 BUDGET VS ACTUAL (STATE ACCOUNTS)  
 COMPARISON OF AUGUST 31, 2017 AND AUGUST 31, 2018  
 CASH BASIS\*

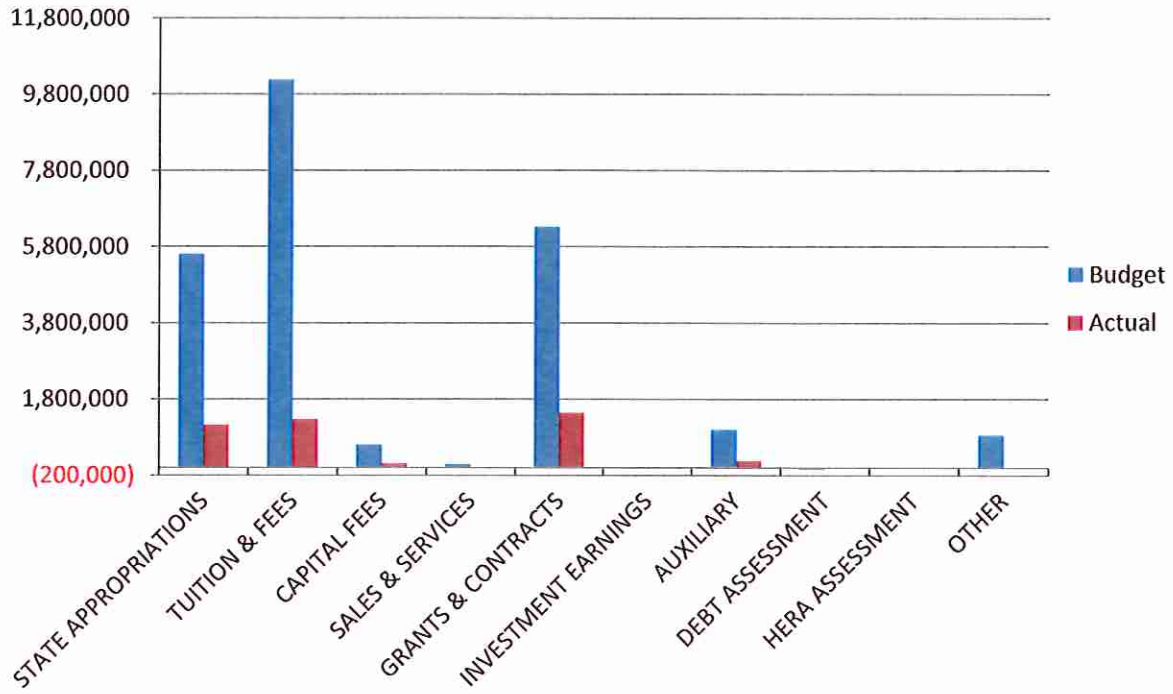
UPDATED 10/12/2018

DESCRIPTION	ACTUAL 08/31/2017	ACTUAL 08/31/2018	DIFFERENCE	% OF DIFFERENCE
BEGINNING BALANCE 07/01/2017-2018	716,529	1,243,674	527,145	
<b>ADDITIONS:</b>				
<b>REVENUE</b>				
STATE APPROPRIATIONS	1,075,840	1,120,199	44,359	4.12%
TUITION & FEES	1,852,327	1,268,101	(584,226)	-31.54%
CAPITAL FEES	85,000	100,419	15,419	18.14%
SALES & SERVICES	17,562	14,605	(2,957)	-16.84%
GRANTS & CONTRACTS	679,234	1,439,692	760,458	111.96%
INVESTMENT EARNINGS		3,949	3,949	
AUXILIARY	267,262	173,770	(93,492)	-34.98%
DEBT ASSESSMENT				
HERA ASSESSMENT	(15,334)		15,334	-100.00%
OTHER				
<b>TOTAL REVENUES</b>	<b>3,961,891</b>	<b>4,120,735</b>	<b>158,844</b>	<b>4.01%</b>
<b>DEDUCTIONS:</b>				
<b>EXPENDITURE</b>				
PERSONAL SERVICES	1,653,905	2,070,631	416,726	25.20%
EMPLOYEE BENEFITS	455,521	492,351	36,830	8.09%
CURRENT EXPENSE	635,195	529,174	(106,021)	-16.69%
REPAIRS/ASSETS/BLDG CONSTRUCTION	110,733	432,717	321,984	290.78%
SCHOLARSHIP, AWARDS	64,455	124,695	60,240	93.46%
<b>TOTAL EXPENDITURES</b>	<b>2,919,809</b>	<b>3,649,568</b>	<b>729,759</b>	<b>24.99%</b>
ENDING CASH AND IN TRANSIT 08/31/2017 - 2018	1,758,611	1,714,841	(43,770)	
LESS: ENCUMBRANCES	(175,261) **	(337,390)	(162,129)	
<b>Balance (Cash Less Encumbrances)</b>	<b>1,583,350</b>	<b>1,377,451</b>	<b>(205,899)</b>	

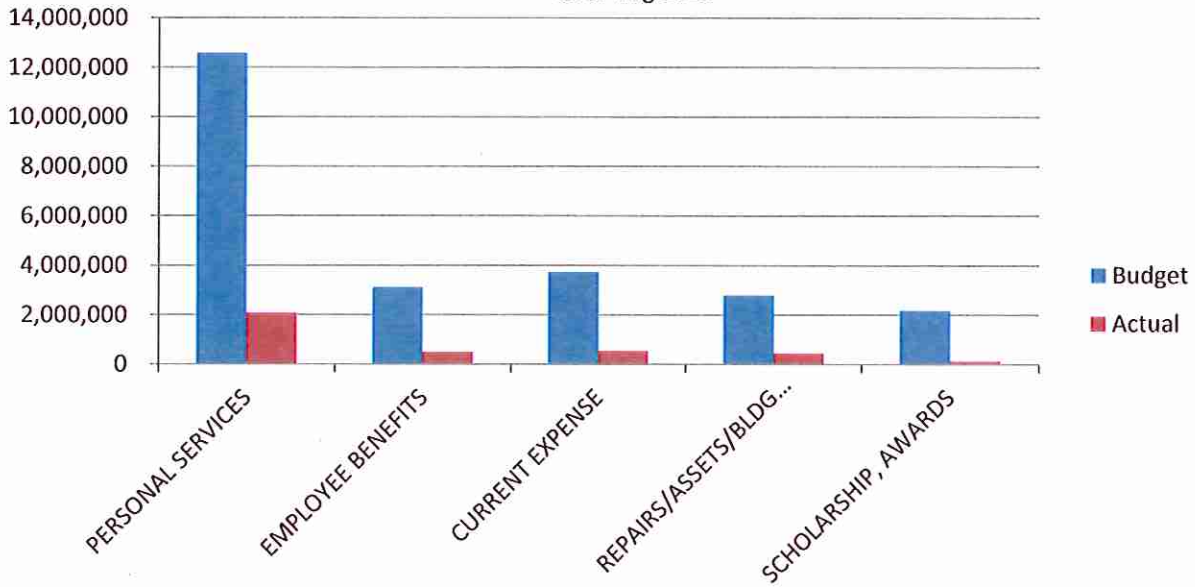
\*Excludes Clearing Account

\*\*Encumbrances \$522,466.00 to be paid from AHE Engineering Grant

Bluefield State College  
2019 Budget vs Actual Revenue  
as of Aug 2018

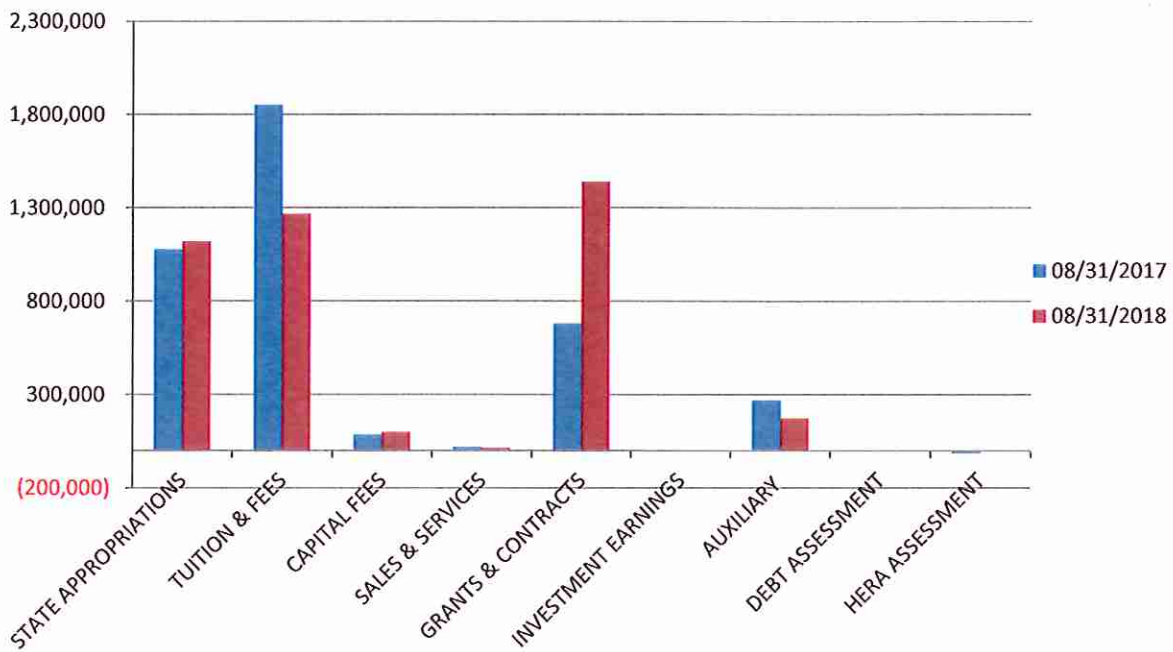


Bluefield State College  
2019 Budget vs Actual Expenditures  
as of Aug 2018

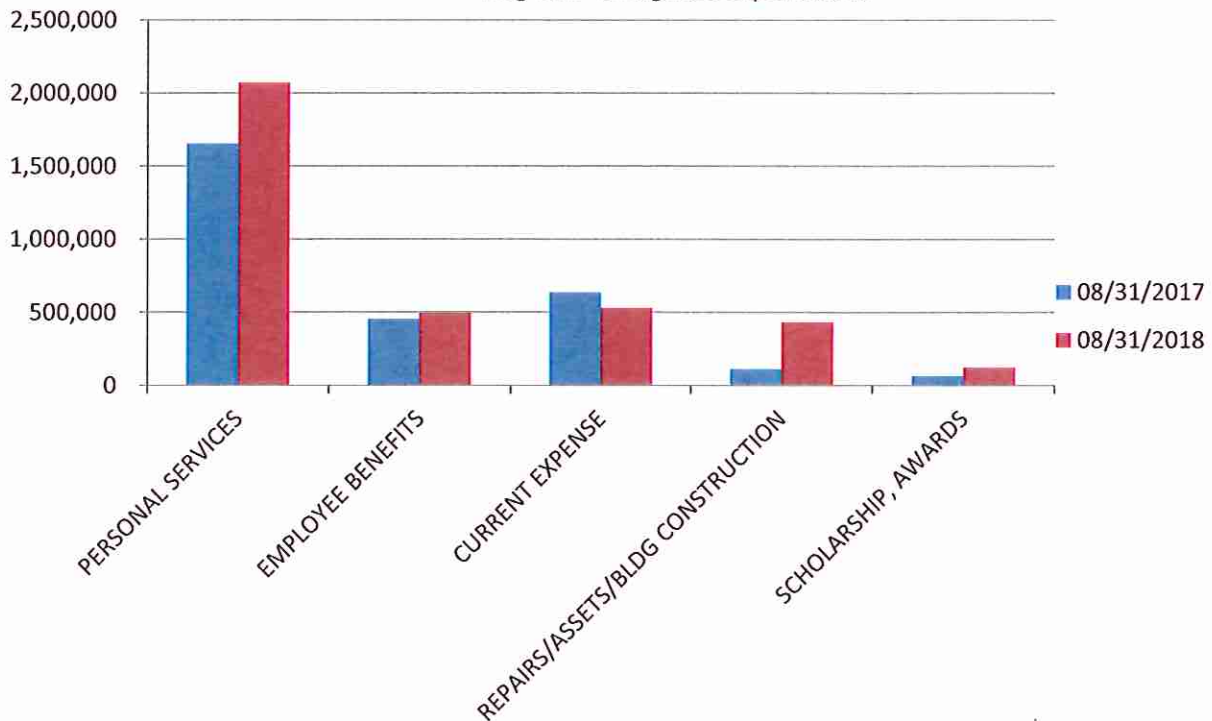




Bluefield State College  
Actual vs Actual  
Aug 2017 vs Aug 2018 Revenue



Bluefield State College  
Actual vs Actual  
Aug 2017 vs Aug 2018 Expenditures



BLUEFIELD STATE COLLEGE  
ENCUMBRANCES SUMMARY  
AUGUST 31, 2018

UPDATED 10/12/2018

PO #	NAME	TOTAL FUND
BSC406	THOMPSON & LITTON OF WV INC	(145,240.00)
BSC407	THOMPSON & LITTON OF WV INC	(834.11)
BSC408	ORACLE ELEVATOR CO	(16,452.00)
BSC421	RM HUFFMAN COMPANY	(166,860.00)
BSC422	RM HUFFMAN COMPANY	(8,004.00)
GRAND TOTAL ENCUMBRANCES		<u>(337,390.11)</u>

BLUEFIELD STATE COLLEGE  
 FEDERAL FINANCIAL AID BALANCES  
 FISCAL YEAR 2019  
 AS OF AUGUST 31, 2018

DESCRIPTION	PELL	DIRECT LOAN	SEOG	TOTAL 08/31/2018
BEGINNING CASH 07/01/18	1,560.49	28,336.35	2,732.82	32,629.66
<u>ADDITIONS:</u>				
REVENUE	914,811.17	1,058,175.94	16,936.00	1,989,923.11
<b>TOTAL REVENUES</b>	<b>914,811.17</b>	<b>1,058,175.94</b>	<b>16,936.00</b>	<b>1,989,923.11</b>
<u>DEDUCTIONS:</u>				
AWARDS & LOANS	913,203.00	1,058,175.94	16,936.00	1,988,314.94
Redeposits				
Recoveries				
<b>TOTAL EXPENDITURES</b>	<b>913,203.00</b>	<b>1,058,175.94</b>	<b>16,936.00</b>	<b>1,988,314.94</b>
ENDING CASH 08/31/2018	3,168.66	28,336.35	2,732.82	34,237.83
<b>2018FY TOTALS</b>				
<b>TOTAL EXPENDITURES</b>	<b>3,671,240.68</b>	<b>8,759,654.50</b>	<b>56,620.00</b>	<b>12,487,515.18</b>
<b>% OF FINANCIAL AID 2018FY COMPARED TO 2019FY</b>	<b>24.87%</b>	<b>12.08%</b>	<b>29.91%</b>	<b>15.92%</b>



## GOVERNANCE POLICY 304

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### BOARD-CAMPUS COMMUNICATION: INDIVIDUALS

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Consistent with the Bylaws (Article 6, "the President shall be the sole administrative officer of the Board"), communication between individual members of the Board of Governors and individual members of the College community other than the President shall follow these expectations:

1. Casual social conversation that does not relate to the governance or administration of the College is appropriate at any time.
2. \*A Governor who wishes to speak with an individual member of the College community about governance or administration of the College should not initiate any such conversation unless
  - a. The Board Chair and the President have given prior authorization or
  - b. The Governor seeks only to gain information about a governance matter from a member of the President's Cabinet.
3. If neither 2.a. nor 2.b. applies but individual communication is important to the Governor, the Governor is expected to discuss with the Board Chair appropriate alternative approaches to addressing the Governor's interest or concern.
4. \*Under no circumstances will an individual Governor ask any College community member to perform any work. Any such needs should be placed before the Board for consideration. If the majority agrees, the Board expects the President to make appropriate staff arrangements to comply with the Board's request.
5. If a member of the College community seeks to discuss governance or administration of the College with an individual Governor, the Governor is expected to refer the community member to the President or to raise it in the public comment period of a Board meeting. The purpose of this approach is to ensure that relevant Board and College policies are followed and to reinforce the concept that only the full Board, not an individual Governor, can address governance matters.

\*These restrictions do not apply to constituent members acting as employees of the College or as a student.

## GOVERNANCE POLICY 305

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### BOARD SPOKESPERSON

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- 1 The only person who is authorized to speak on behalf of the Board is the Board Chair, unless the full board by majority vote authorizes otherwise.
- 2 Each member of the Board of Governors is entitled to participate fully in the board governance process, speaking for themselves and not for the board as a whole.
- 3 Members who would like to revisit or who disagree with any Board decision, policy, or procedure are expected to express such views only within the context of Board governance so that the full Board may have the benefit of considering their views.
- 4 Members are expected to support Board decisions and policies if and as occasion to do so may arise outside the Board governance process. If their conscience does not allow them to support the will of the Board, it may be time to reconsider whether to serve on the Board.
- 5 See also Bylaws, Article 15.

## Provost Report to the Board of Governors

October 18, 2018

### ACADEMICS IN ACTION

- **New Programs.** This fall, Bluefield State:
  - Launched an entrepreneurship major in the W. Paul Cole, Jr. School of Business and hired a visiting professor to teach these courses.
  - Implemented a Manufacturing Engineering Technology minor in the School of Engineering Technology and Computer Science. Courses will be offered beginning spring 2019.
  - Began delivering an Associate of Science in Electrical Engineering Technology (Industrial Track) degree program that can be completed online.
  - Approved a Cybersecurity minor in the School of Engineering Technology and Computer Science. Courses will be offered beginning 2019.
- **Compressed Semester.** Last week (October 8), Bluefield State kicked off an eight-week compressed semester, in our W. Paul Cole Jr. School of Business, with 27 students enrolled in six courses. Each of our five schools will implement the compressed semester in spring 2019.
- **Center for Excellence in Manufacturing Engineering.** November 1, we will open the Center for Excellence in Manufacturing Engineering (CEME). The Center was funded, in part, by a \$1.5 million grant from the Appalachian Regional Commission (ARC) POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) Initiative.
- **Automated Processes (UPDATE).** Bluefield State continues to automate student processes:
  - Electronic transcripts (E-transcripts) are now fully operational and in use.
  - An automated graduation application is now fully automated for our students to file for graduation in spring 2019.
- **Online Learning.** September 7, we kicked off the Online Leadership Team, with over 30 students, faculty and staff volunteering to guide the development and support of the College's online and distance education. The Team's goal is to equip and empower faculty teaching online with the tools and technology to enhance the online environment and further student learning, review and recommend College policies and processes that promote and facilitate online learning and provide students with resources to succeed in an online environment.
- **Online Enrollment.** Online enrollment duplicated headcount has increased 37.4% from fall 2015 to fall 2018. Duplicated headcount means that a student is counted for each course in which he/she is enrolled (e.g., if a student is enrolled in 3 courses, he/she is counted 3 times).

	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Full online duplicated headcount	1476	1681	1844	2028
Percent increase from previous year		13.8%	9.7%	9.9%
Percent increase from 2015		13.8%	24.9%	37.4%



- **Shared Resources.** This fall, we established a pilot with Concord University in delivering shared courses at the Erma Byrd Higher Education Center in Beckley, with over 100 students enrolled in 18 shared classes. Based on the success of this pilot, we are expanding the number of courses offered by Bluefield State College and Concord University at the Center in spring 2019.
- **Academic Pathways.** Bluefield State sent a team of eight faculty and administrators to participate in *Complete College America's* "Pathways Momentum Year." The Pathway Momentum Year is designed to provide early support and guidance that empower decision making, including the use of interest assessments and labor-market data.
- **Articulation Agreements.** Bluefield State now has over 40 articulation agreements with technical education centers, two-year institutions, and four-year institutions, allowing students to transfer their credit to Bluefield State seamlessly. In the last four weeks, we have signed new articulation agreements for the W. Paul Cole Jr. School of Business with Southwest Virginia Community College, Wytheville Community College, Central Virginia Community College, and Dabney S. Lancaster Community College. Yesterday, we signed a new articulation agreement in criminal justice with Mercer County Technical Education Center.
- **Dean of W. Paul Cole Jr. School of Business Search Update.** We have had over 20 applicants for this position. The committee is currently reviewing applications and will begin interviewing candidates within the next two weeks. A successful candidate will be selected the first week of December with an anticipated start date January 1, 2019.