



BOARD OF GOVERNORS

AGENDA

August 7, 2020, 9 a.m.

MEMBERS

Mark Blankenship

Sally Cline

Barry Crist

Jane Harkins

Pamela Hyde-Wines

Andrew Kennedy

Srini Matam

Andrea Petry

Kent Wilson

Daniel Wright

Eunice M. Bellinger
President

BOARD OF GOVERNORS

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE

Public Livestream Link:

<https://vimeo.com/433774446/93185e6867>

August 7, 2020

AGENDA

- I. Call to Order**
- II. Roll Call**
- III. Approval of Minutes**
 - Minutes of June 19, 2020 1
- IV. Administrative Items**
 - a. Information Item: FY 2019-2020 Budget Update—Cathy Aquino..... 4
 - b. Action Item: Approval of FY 2020-2021 Operating Budget—Cathy Aquino..... 7
- V. Reports**
 - a. Feasibility Study Findings & Recommendations Report—Joe April 9
 - b. Enrollment Report—Todd Jones
 - c. Strategic Planning Report—Laura McCullough
 - d. President’s Report
- VI. Additional Board Action and Comments**
- VII. Upcoming Dates to Remember**
 - a. August 10 – Fall Classes Begin

VIII. Next Meeting

Friday, September 11, 2020

9 a.m.

Via Video Conference

IX. Adjournment

BOARD OF GOVERNORS

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE

MINUTES

JUNE 19, 2020

A meeting of the BridgeValley Community and Technical College Board of Governors (BOG) was held on Friday, June 19, 2020, at 9:00 a.m. via video conference.

Board members present: JB Akers, Mark Blankenship, Sally Cline, Barry Crist, Jane Harkins, Andrew Kennedy, Srini Matam, Andrea Petry, Kent Wilson and Daniel Wright. Board members absent: Trevor Stanley. Also in attendance were President Bellinger and BridgeValley faculty and staff.

I. **Call to Order**

Chair Cline called the meeting to order at 9 a.m.

II. **Roll Call**

Roll was taken by Amy Moore noting that a quorum was present.

III. **Approval of Minutes**

Daniel Wright moved to approve the meeting minutes of May 8, 2020. Jane Harkins seconded the motion. Motion carried.

IV. **Board Updates**

a. Election of Officers

Daniel Wright moved to keep the slate of officers currently in place for the next fiscal year. Barry Crist seconded. Motion carried.

b. Approval of Meeting Dates for FY 2020-2021

Barry Crist moved to approve the following list of proposed meeting dates for FY 2020-2021. Jane Harkins seconded, and the motion carried.

- Friday, August 7, 2020—Via Video Conference
- Friday, September 11, 2020—Via Video Conference
- Friday, November 6, 2020—Via Video Conference

- Friday, March 5, 2021—Via Video Conference
- Friday, May 7, 2021—Via Video Conference
- Friday, June 25, 2021— Via Video Conference (*Annual Meeting*)

V. Administrative Items

- a. Action Item: Revision of BOG Rule B-14 – Salary Enhancement For Continued Academic Achievement

Kent Wilson moved the adoption of the following resolution:

Resolved, that the BridgeValley Community and Technical College Board of Governors approves the revision of Rule B-14, Salary Enhancement For Continued Academic Achievement, for distribution to constituencies and posting for a 30-day comment period and submission to the West Virginia Council at the conclusion of the period if no substantive comments are received.

Srini Matam seconded. Motion carried.

Kent Wilson thanked Dr. Soscia and Heather Riser for their work on making the changes to the Rule.

- b. Information Item: Faculty Promotions

Dr. Soscia announced faculty promotions effective as of August 1, 2020.

- c. Information Item: Tuition and Fee Waiver Report

President Bellinger provided the tuition and fee waiver report for AY 2019-2020 as required by WV Code 18B-10-6A.

VI. Reports

- a. President's Report

President Bellinger announced that Dr. Todd Jones has been hired as the Vice President of Student Affairs and will start his new role on July 6, 2020. She thanked Roy Simmons for taking on the interim role.

President Bellinger announced that through the CARES ACT we had money to purchase laptops for each board member. This will allow everyone to join meetings easier.

President Bellinger announced that we received information from the Department of Interior that we were approved for Part 2 for Tax Credits. We will report to them after construction is completed.

President Bellinger stated that she was recently appointed to the CCA Board. BridgeValley will host the first CCA virtual conference in November.

President Bellinger informed the Board that fall classes would begin on August 20 with grades being due before Thanksgiving. Spring 2021 classes will start on January 25 with graduation scheduled for May 15.

VII. Additional Board Action and Comments

Chair Cline recognized Trevor Stanley for his service to the Board as a true leader.

Kent Wilson also commented that Trevor provided leadership as a student. He also mentioned that Trevor passed his nursing boards.

VIII. Next Meeting

Friday, August 7, 2020

9 a.m.

Via Microsoft Teams

IX. Adjournment

There being no further business, the meeting was adjourned.

_____, Sally Cline, Chair

_____, Kent Wilson, Secretary

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF AUGUST 7, 2020**

ITEM: Fiscal Year 2019-20 Update for BridgeValley
Community and Technical College

RECOMMENDED RESOLUTION: Information Only

STAFF MEMBER: Cathy Aquino

BACKGROUND:

With the completion of the fiscal year, what follows is the budget update comparing year to date actual spending for four quarters of this fiscal year to budget.

Some important items are as follows:

- Overall revenue is at 100.7% of budget:
 - State appropriations are at 100% of budget. There were no budget reductions for the year.
 - Tuition and fees revenues are on target with Education and General at 101.2%, Auxiliary at 105.5%, and Capital at 106.7%. Enrollment increased over last year.
- Expenses:
 - Salary and benefits are at 94.7% and met the target.
 - Non-payroll expenses are slightly above budget at 108.2%. Building maintenance items caused the majority of the overage.
 - Total expenses met target at 98.0%.
 - 100% of Operational budgets were released to departments.

➤ Fund Balances:

- Fund balances are healthy at the end of fiscal year.

➤ CARES ACT:

- BridgeValley has been awarded \$1,445,025 by the US Department of Education.
- Half of the funds, \$722,513, must be distributed directly to students as grants. The Financial Aid Staff determined which students qualified according to federal financial aid guidelines. As of June 30, 2020, students have received \$531,150.
- The second half of the funds may be used by the institution for COVID related expenses occurring after March 13, 2020. Federal guidelines are being evaluated to ensure that all expenses charged to the fund will be allowable.

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
Fiscal Year 2020 Budget Compared with Actual Ending June 30, 2020

General Revenue & Tuition and Fees Budget	FY 2020 Budget		FY 2020 YTD Actual	
	Annual Amount	%	Amount	% to Budget
Total Projected Funds Available:				
General Appropriations	\$ 8,098,811	54.5%	\$8,098,811	100.0%
E&G Tuition and Fees	5,620,000	37.8%	5,689,022	101.2%
Auxiliary Tuition and Fees	385,000	2.6%	406,183	105.5%
Capital Tuition and Fees	725,000	4.9%	773,466	106.7%
Other Operating Revenue	30,000	0.2%	0	0.0%
Total Available Funds	\$ 14,858,811	100.0%	\$14,967,482	100.7%
Expenses:				
Payroll				
Salaries	\$ 9,032,111	60.8%	\$8,552,743	94.7%
Benefits	2,176,900	14.7%	2,058,480	94.6%
<i>Total Salaries and Benefits</i>	<i>\$ 11,209,011</i>	<i>75.4%</i>	<i>\$ 10,611,222</i>	<i>94.7%</i>
Non-Payroll - Current Year				
Institutional Support	\$301,797	8.3%	\$326,774	108.3%
Budget Reduction	\$0		\$0	
Academic Affairs	576,130	15.8%	\$601,280	104.4%
Student Affairs	294,954	8.1%	\$287,620	97.5%
Financial Affairs & General College				
Obligations	401,194	11.0%	\$409,085	102.0%
Payment of Capital Debt & Leases	1,122,901	30.8%	\$1,128,907	100.5%
Community Service	5,000	0.1%	\$5,810	116.2%
Capital Projects	0	0.0%	\$51,199	0.0%
Safety & Facilities	947,824	26.0%	\$1,140,100	120.3%
<i>Total Non-Payroll Expenses</i>	<i>\$3,649,800</i>	<i>24.6%</i>	<i>\$3,950,777</i>	<i>108.2%</i>
Total Expenses	\$ 14,858,811	100.0%	\$ 14,561,999	98.0%
Increase / Decrease in Net Assets	\$ (0)		\$405,483	
Beginning Fund Balances	\$ 2,368,626		\$ 2,368,626	
Ending Fund Balances	\$2,368,626		\$ 2,774,109	

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
AUGUST 7, 2020**

ITEM: **Fiscal Year 2020-21 Budget**

RECOMMENDED RESOLUTION: *Resolved*, That the BridgeValley Community & Technical College Board of Governors approves the operating budget for fiscal year 2020-21.

STAFF MEMBER: Cathy Aquino

BACKGROUND:

One of the duties of the Board of Governors prescribed in West Virginia Code **§18B-2A-4** is to either assume or delegate to the President control of the business affairs. While the Board of Governors (Board) for BridgeValley Community and Technical College approved this delegation to the President; approval of the operating budget is requested. The WV Council for Community and Technical College Education will approve all community and technical college proposed budgets at their August meeting.

This year's budget, similar to previous fiscal years' budgets, reflects funding from tuition and fees (education and general, auxiliary, and capital fees) as well as state appropriations. As in past years, this budget does not include any grant revenue or expenses as these fluctuate widely depending upon how many grants the College receives in a given year. This complete financial information is instead presented in the audited financials that the Board reviews and approves later in the fiscal year.

What follows is a conservative budget based upon the following assumptions:

- State appropriations remain the same as fiscal year 2020.
- Tuition and Fees revenue is conservatively projected with revenue projections reflecting the approved 2% increase and flat enrollment. The Capital fees were increased slightly for facility projects. Auxiliary fees reflect a decrease due to the elimination of the YMCA portion of the special fee for wellness activities.
- Payroll is budgeted based on full-time and part-time salary costs and related fringe benefits. Payroll expenses have increased due to faculty promotions and new hires.

- Non-payroll expenses include fixed costs, academic departments and administrative departments. As in prior years, the first allocation of Operational budgets will be released to departments at 50%.
- Fund balances on the report reflect an increase over last year. The ending balance is \$2,774,109. The chart below includes the actual expenses as of June 30, 2020, the FY2020 Budget and the proposed FY2021 Budget.

West Virginia Council for Community and Technical College Education			
Cash Operating Budget Analysis			
Fiscal Year 2021			
BridgeValley CTC			
	FY 2020 YTD Actual	FY 2020 Budget	FY 2021 Budget
TOTAL REVENUES:			
Tuition and Fees	\$6,462,488	\$6,345,000	\$6,355,000
Sales and Services of Educational Activities	0	0	0
Auxiliary Enterprises	406,183	385,000	250,000
Service Agreement Revenues	0	0	0
Other Operating Revenues	0	30,000	30,000
State Appropriations	8,098,811	8,098,811	8,098,811
Investment income	0	0	0
Gifts	0	0	0
Other Nonoperating revenues	0	0	0
TOTAL REVENUES	\$14,967,482	\$14,858,811	\$14,733,811
TOTAL EXPENSES:			
Salaries and Wages	\$8,552,743	\$9,032,111	\$9,263,561
Benefits	2,058,480	2,176,900	2,242,660
Utilities	377,450	235,000	300,000
Supplies and Other Services	3,489,620	3,331,094	2,843,884
Scholarships and Fellowships - E&G Funded	0	0	0
Assessments by the Council for operations (HERA)	83,706	83,706	83,706
Other Operating Expenses	0	0	0
Cost of Services provided to other institutions	0	0	0
Waivers in Support of Other Institutions - Cash	0	0	0
TOTAL OPERATING EXPENSES	\$14,561,999	\$14,858,811	\$14,733,811
Increase / Decrease in Net Assets	\$405,483	\$0	\$0
Beginning Fund Balances (E&G Tuition and Auxiliary)	2,368,626	2,368,626	2,774,109
Ending Fund Balances (E&G Tuition and Auxiliary Fees)	2,774,109	2,368,626	2,774,109
Projected Ending Fund Balances as a % of Total Operating Expenses		15.94%	18.83%



BRIDGEVALLEY
FOUNDATION
Investing in Your Community's Future

Feasibility Study

Findings & Recommendations for BridgeValley Community and Technical College

Prepared by:

Joe April, Project Director

June 2020

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- 17. Revisiting Fundraising Campaign Fundamental Principles
- 18. Campaign Goal & Timing
- 20. Thank You

Background & Methodology

Organization Background

BridgeValley Community and Technical College (BridgeValley) meets the higher education, workforce development, and training needs for industries ranging from healthcare to manufacturing.

Mission Statement

BridgeValley Community and Technical College promotes student success, prepares a skilled workforce, and builds tomorrow's leaders by providing access to quality education.

Vision Statement

BridgeValley Community and Technical College will be the college of opportunity for a diverse learner population, offering leading-edge technology, innovative ideas, and dynamic service to our students and our communities.

Value Statements

Faculty, staff, and administrators share a common set of values that guides the College in fulfilling its mission. These values influence our actions, guide our decisions, mold our policies, and determine our strategic planning.

1. **Excellence in Education.** We are dedicated to excellence in education and will develop and retain innovative and supportive faculty and staff; maintain facilities equipped with current technology; and deliver a variety of impactful academic and occupational programs based on tolerance of diverse cultural backgrounds and appreciation of divergent points of view.
2. **Foster and Promote Achievement and Accessibility.** We are committed to providing the skills and resources students need to achieve their educational, career and/or personal goals, and we are committed to open access and affordability of higher education for all of our students.
3. **Respect for Diversity.** We are dedicated to fostering a learning community in which all individuals are valued and supported; promoting a culture of respect that honors the dignity of every individual; and allowing zero tolerance for disrespect. We believe that everyone should have the opportunity to learn and succeed in the classroom, in the workplace, and in the community.
4. **Practice Accountability.** We are committed to efficient and effective management of human and financial resources that will maintain public trust through professional integrity and fiscal responsibility.
5. **Quality of Work and Learning Environment.** As a college fostering and promoting the dignity of each person, BridgeValley strives to provide an environment that is free of harassment. We make a commitment to treat all members of our communities with mutual respect and nurture relationships within the college and community that allow us to grow our knowledge, aid personal progress, expand our reach, and strengthen our impact on those we serve. We

believe that our community members are accountable for their actions and should be held to high standards.

6. **Contribution to Community and Economic Development.** We are committed to serving the academic, occupational, and enrichment needs of our communities; enhancing quality of life; and supporting economic development through effective business, government, community, and industry partnerships and collaborations.
7. **Commitment to Supporting Our Local Communities.** We strive to be a positive and transformative force in the places we call home by providing resources and programs that enable our neighbors to rejuvenate and reimagine our neighborhoods, interact with and understand our natural and built environments, and participate in and develop our local economy. Championing the arts, cultivating an entrepreneurial spirit, and collaborating with the new and existing industries, the college will be the primary convener and facilitator necessary to support a creative and enduring community.

At the core of BridgeValley's mission is its commitment of making college accessible and affordable for particularly underserved populations, including men, women, and children living in poverty; individuals who are unemployed or underemployed.

BridgeValley has engaged 25th Hour Communications, Inc. to assist in laying the groundwork for this campaign and assure its success. The first step in this process is the preparation and execution of a pre-campaign market study to assess the feasibility of a campaign and the overall level of investment the corporate, civic, and philanthropic community of the Greater Charleston Region might make in BridgeValley.

Methodology

In January of 2020, BridgeValley contracted with 25th Hour to conduct a feasibility study for a proposed comprehensive gifts campaign. 25th Hour and the BridgeValley team collaborated to develop a Preliminary Case for Support (Appendix A), to outline BridgeValley's proposed program of work over the next 3- 5 years, and an Interview Request Letter (Appendix B), explaining the process and purpose of the study and requesting prospective interviewees' involvement. BridgeValley's staff also developed a list of nearly 75 potential interviewees, including current donors and community/business leaders.

BridgeValley staff mailed the Preliminary Case for Support and Interview Request Letter to study interviewee prospects. 25th Hour Project Director Joe April conducted a total of 26 interviews with business and community leaders between May 5, 2020 and June 17, 2020. Those interviewed (Appendix C) represent a broad cross-section of the region's business and community leaders as well as select faculty, staff and alumni.

To facilitate the interview process and best standardize the information obtained, 25th Hour developed and used a standard set of questions centered in the following areas:

1. General Perception of how the College is meeting the various needs of the community. Specifically, students, faculty/staff, alumni, business, and community leaders.
2. Feedback on the following groups as community and fundraising leaders:
 - a. College Administration
 - b. Foundation Board
 - c. Board of Governors
3. Importance and likelihood of support for the overall campaign and the specific initiatives outlined in the Preliminary Case for Support.
4. Who are potential donors and volunteer leaders that would likely support these projects?
5. Any other variables that would affect this effort?

Most interviews lasted between 45 and 60 minutes. It is important to note, however, that not all interviewees were asked or answered every question.

To encourage candid responses, 25th Hour assured all interviewees that their opinions and comments are confidential. They also assured interviewees that the meeting was not a solicitation for funding, but that feedback on the draft plan is critical to the process.

While not asking for specific funding support, 25th Hour sought information for a financial range of support that the interviewee or company might consider for a campaign, given an acceptable plan with strong and supportive campaign leadership.

Though direct quotations appear in the report, 25th Hour is vigilant about its commitment to confidentiality. The comments are not attributed to any specific person, company, or industry and may be a combination of thoughts and opinions offered. This report lists all interviewee responses in the aggregate.

The findings and recommendations are the results of careful analysis by the 25th Hour team based on our experience in campaigns nationwide.

Fundraising Campaign Fundamental Principles

25th Hour's experience verifies that there are five fundamental principles that are predictors for a successful fundraising campaign. The purpose of each interview is to uncover the presence or absence of these fundamental principles.

1. Is There a Compelling Need and Sense of Urgency?

The need is a well-recognized community, societal, or individual need; not an organizational need. A persuasive reason exists to fund this program NOW.

2. Does the Proposed Campaign Provide an Effective Plan to Meet the Need?

The plan gives a practical solution and response to the need.

3. Is there Organizational Effectiveness and Fundraising Strength?

The Board(s) includes respected leaders representing an organization capable of executing a successful funding campaign and implementing the proposed project. Board members are enthusiastic, committed, and capable of supporting the campaign with their financial means, time, and other resources. The organization has a positive reputation, a record of accomplishment, or other attributes for stakeholders' confidence in its ability to manage and implement the proposed project or program.

4. Does the Constituency Pool have Adequate Financial Resources?

Individuals, corporations, foundations, and public entities who care about the identified needs have the financial ability to fund the project.

5. Are There Potential Campaign Leaders Available, Interested, and Committed?

Leaders of influence and financial means are affiliated with and committed to the organization and the project. Alternatively, there should be substantial evidence that the organization could readily recruit leaders of appropriate stature and means.

Summary of Interviews/Findings

BridgeValley in recent years has accomplished many good things for their students and the community. It is a highly respected educational institution.

As one person stated, "BridgeValley is THE economic and academic resource for the region and offers a pathway for success for students, business and industry."

Based on a consensus overview detailed below, BridgeValley does have the ability to launch and execute a successful campaign. Recent issues related to the COVID-19 pandemic and subsequent economic fallout is perceived as a daunting challenge, but one that is with a strong plan and careful timeline, able to be overcome. As one person indicated, "Now is the time to be bold and strong – the region needs BridgeValley to be successful in this effort and that boldness will inspire commitments." The 25th Hour team is confident this report's recommendations and stakeholder feedback provide a blueprint for BridgeValley's campaign success.

Here are key highlights from the study interviews:

- There is an overwhelming consensus that BridgeValley is an integral part of the Greater Charleston Region. The majority of those who expressed support highlighted the quick response the College has orchestrated to partner with the community and meet external needs. Specific examples include leadership in the GRID, providing temporary housing for residents affected by COVID-19 and creatively celebrating the students who recently graduated virtually.

- There is a great sense of concern over the future regional economy and although many see BridgeValley as a leader in providing the path to the future, many want more specific details on how this successful campaign will lead to jobs and/or economic vitality.
- Many are concerned with general out-population within the area and a declining vocational - manufacturing base.
- Interestingly, there was strong support for all the initiatives, especially those focused on the students. The Student Opportunity Fund scored exceptionally high and all participants indicated that this is a need that should be addressed as soon as possible.
- Although participants support the move to downtown Charleston, many expressed concern for specific issues related to the project such as parking, transparency of financial ramifications of the move and a concise articulation of why this move is essential in moving the mission of BridgeValley forward.
- Timing of this campaign is a clear concern for almost all participants with most agreeing that student-focused efforts should be implemented immediately but some focused outreach, education and awareness activities should occur prior to seeking funding for the downtown Charleston project.
- Very few participants could identify potential major donors for these projects, which would indicate that a robust prospect identification and cultivation effort should be worked into the initial phases of this campaign.

Detailed Summary & Analysis

The following is a summary of the interviewee responses. Interviewees represent a cross-section from the region's public and private sectors and provide an excellent snapshot of various viewpoints.

Question 1: General Perception of how the College is meeting the various needs of the community. Specifically, students, faculty/staff, alumni, business, and community leaders.

As BridgeValley was created via a merger of two other schools, many participants in the study commented on the original impact of the two separate schools as well as combined impact of BridgeValley today. Overall, most interviewees are very familiar with BridgeValley and its programs and had high praise for the academic rigor of the school. Many of those who characterized themselves as "very familiar" with the college identify with the academic reputation of the institution citing the excellence in academics and preparedness to transfer to four-year degree granting institutions.

Some study participants expressed concern that BridgeValley has drifted away from its technical education roots, but when asked for further clarification indicated that the much of this technical education is being addressed through vocational training programs at regional

secondary schools and selected-focused programs were still central to the BridgeValley mission.

There is strong support for BridgeValley's rapid deployment of resources to address changing workforce needs citing specific areas such as Advanced Manufacturing and Culinary Arts. Almost 80% of the respondents believe the College is addressing economic development needs in the region. Many cited the proactive versus reactive efforts of the College in anticipating future needs and creating appropriate programming and curriculum. Almost all participants are nervous over the uncertainty of the future economics of the region, but many see the college as an integral leader in addressing these needs.

When asked what the greatest challenges for the college are today, the most often cited challenges were:

- Declining population in the region.
- COVID-19 and accompanying economic fallout.
- Narrowing of the external industry base, resulting in less stakeholders to invest in BridgeValley.
- Appearance of a lack of a data related to the proposed move to downtown Charleston.
- Concern that the decisions over funding needs are not based on a strategic data-driven process, which sought input from external stakeholders in the regional business and industry population.

In Their Words

- *"The College is serving an imperative need in this community."*
- *"The College and Dr. Bellinger are doing a great job."*
- *"We are a top-of-the-line Community College."*
- *"Very well-run school. A service to the community."*
- *"Rigorous"*
- *"It's a very realistic school."*
- *"This is a special school. It is so important that we keep it affordable for everyone."*
- *"I wish we were more strategic in our decision-making. We seem to have a very top down planning process."*
- *"Not a lot of deep pockets in this community right now."*
- *"Out-population."*
- *"Educating the community on why this plan is needed now."*
- *"Enrollment (population) is down in high school and at BridgeValley."*
- *"Promote the success stories. Stronger diversity and inclusion."*
- *"Expand nursing program. Expand service to older population. Continue to explore online technology to bring in more students."*
- *"The economy is poor. Young people are leaving the area."*

- *“Keep our young people and help them grow.”*
- *“Making sure that the plan is seen as a community plan”.*
- *“Keeping students here.”*
- *“Increase intern programs with businesses.”*
- *“Economic development. Provide real data for the claims of these initiatives.”*
- *“Training workers. More focus on vocational training. This is crucial. Reaching out to veterans. Connect jobs to local people.”*
- *“There is a shrinking list of donors.”*
- *“Education and healthcare are the only industries left.”*
- *“We need more conversation with the business community. Tell us what you need so we can tool up for it.”*
- *“Lack of clarity of vision at the College leadership level.”*
- *“Strategic planning. Alignment with external workforce needs and vision from the administration.”*
- *“Depressed economy in the Region.”*

Question 2: Feedback on the following groups as community and fundraising leaders

- **College Administration**
- **Foundation Board**
- **Board of Governors**

BridgeValley Administration Leadership Team

The vast majority (80%) rate the administration of BridgeValley and the BV Foundation high. Every interviewee indicated that they know Dr. Bellinger and BV Foundation Executive Director Alicia Syner with the majority indicating that as a team – they could effectively lead a campaign. There is a desire for broader engagement and increased visibility by College leadership, especially in articulating the specific needs related to a new campus. Strong compliments recognizing the efforts of the workforce development area staff.

In Their Words

- *“The President of the College is open to new ideas and is a person of action.”*
- *“Dr. Bellinger is doing a great job and has the guts to stick with things, even when others question it, like the move to Charleston.”*
- *“West Virginia is pretty insular, so it takes a while for a perceived ‘outsider’ to be effective. It has taken some time, but I do see Dr. Bellinger now as being accepted and a part of the West Virginia community.”*
- *“The President often delegates others to represent the College at specific functions, which is fine – except in a fundraising campaign...I do think she will need to be the face of this effort and be willing to be in the community articulating her vision of the future.”*
- *“Dr. Bellinger is bold – and is decisive.”*
- *“The fact that Eunice lives in Montgomery tells me that she cares – I am very supportive of*

her vision and know she will lead a campaign very effectively.”

- *“I can’t say enough about Alicia. She is the best.”*
- *“I have concern over the vision of college leadership. I’m not sure it is in alignment with the regional needs.”*
- *“I really enjoy the communications I have with the Alicia. I really don’t have much connection to anyone else there.”*
- *“I don’t think there is anything Alicia can’t do, she is dogged in pursuit of goals – a good thing.”*

BridgeValley Foundation Board

Almost all interviewees who knew members of the Board viewed them favorably. A few interviewed made a point of saying that the Board should have more collaborative discussions with the Board of Governors, including an overarching alignment of strategic plans. A number of individuals indicated that this potential campaign could provide the forum to foster a closer relationship and connection between the two groups.

Although there is positive feedback toward the BridgeValley Foundation Board, there is concern over the lack of experience in organizing and implementing a major capital campaign of this magnitude. As a follow-up question to this opinion, most indicated that a desire to see a broader base of people of influence and affluence on the Foundation, to reflect the demographics of the College – demographically and geographically. Quite a few participants indicated that a campaign could be a great way to find, recruit and engage new board members.

In Their Words

- *“Need to get more engaged outside of Kanawha Valley – more in Plateau Region.”*
- *“Active group. Staff is great. A unified board.”*
- *“I’m proud to be a (Foundation) board member.”*
- *“Good group, but th rom manufacturing and engineering though.”*
- *“I think we have a good group. I’m not sure if the board has any have experience in a campaign, so we may will need outside support and guidance.”*

BridgeValley Board of Governors

Overall, most interviewees have strong positive impressions of the Board of Governors. Those who are unsure were primarily from interviewees who no longer lived locally and have lost touch with the leadership of the institution. Most see this as an engaged group serving in the best interests of the College. Criticism centered on a desire for more transparency in the process of establishing a new campus in downtown Charleston.

Question 3: Importance and likelihood of support for the overall campaign and the specific initiatives outlined in the Preliminary Case for Support.

Overall Campaign: \$4,725,000

Most participants (90%) support launching a major gift campaign with almost all citing the external community needs as the primary driver of any effort. The fact that study participants see the link between community/workforce needs and the crucial role the College can play in addressing those needs is an important study highlight. This indicates that most see a successful campaign as a key component in the future economic viability of the region.

There are unique external variables that have been cited as challenges to be addressed, including COVID-19, economic recession, and national racial tension. Interestingly most participants see these three variables as opportunities and areas in which the College can play a leadership role. Specifically:

- COVID-19 Health Crisis
 - The impression is that the College has handled this health crisis quite well and has mitigated the impact on students by quickly launching on-line platforms.
 - Equally impressive has been the College's response to the community needs, as one interviewee stated, "BridgeValley has been 'Johnny-on-the-spot' and quickly offered its culinary area for use as a shelter for those affected by COVID-19."
 - Acknowledging the uncertainty of the length and recurrence of this crisis, participants felt that the College has adopted strategies to implement should it recur.
 - A truly remarkable message that emerged from participants is best articulated in the words of one interviewee.

"This pandemic clearly caught all of us by surprise and we scrambled to address the immediate needs. We adapted and out of necessity tweaked job functions to work in this virtual world – and guess what...virtual works! We found that there are economies of scale, higher levels of productivity and better customer service opportunities when we moved some traditional hands-on jobs into virtual. So this 'new norm' will likely become the way we do business in the future – pandemic or not. There are jobs in this new reality that we don't even have job descriptions for – but if the College can partner with us and create training, tools and curriculum that we can implement for these new jobs – yes, we would invest-donate to the College."

- Economic Recession
 - Everyone expressed fear, doubt, and insecurity over the uniqueness of this financial crisis and questioned its impact on giving.
 - With some prodding from the interviewer, most acknowledged that the financial crisis will create a high demand for the services that BridgeValley offers, especially in financial affordability and retraining of displaced workers.
 - Many suggested that the College conduct an economic impact analysis as a compliment to the case for support to marry the altruistic mission of the College with the Return on Investment Impact the BridgeValley has in the local economy.
 - With this positivity, there is a very real and serious concern over the philanthropic viability of individuals, business, and industry to support a campaign.

- Racial Tension
 - As this unfolding national crisis becomes divisive in some areas of the country, the impression from study participants is that BridgeValley has an open and inclusive culture.
 - Citing strong efforts to be a forum for all voices, such as hosting the 2018 Mountain State Racial Justice Summit all participants do not see that the ongoing national crisis will negatively affect a campaign.

In Their Words

- *“This pandemic has changed everything, including the future economic viability of the region. This is a huge opportunity for the College to anticipate these changes and lead the way.”*
- *“Nursing is a huge priority, but I don’t see the College approaching the local hospitals and seeking collaborative efforts.”*
- *“It is a good plan overall. I’m glad they are doing this.”*
- *“If we need to raise money, then we should be clear what and why.”*
- *“It appears that state funding is drying up, so I agree that this is the right time for a campaign.”*
- *“If it meets industry needs.”*
- *“This makes sense.”*
- *“Never really a ‘good’ time to start an effort like this.”*
- *“Don’t wait to go forward.”*
- *“Move forward, but smaller bites.”*
- *“Host dinner and gatherings to educate and inform the community about the plan before asking for money.”*
- *“We need time to ensure all of the details are addressed.”*
- *“I have no idea. I assume there is never a good time to launch one, so I would say launch one.”*
- *“I see that there is a need for certain areas like nursing.”*
- *“It is worth a try. Go for it.”*
- *“The money’s not here now.”*
- *“You have to try.”*

New Campus in Downtown Charleston: \$3 Million

Of all the proposed initiatives, this one created the most discussion with 70% of the study participants in support of the move and 30% against.

Those in support of the new campus cited the following:

- The lease arrangement at the current South Charleston site isn’t financially viable for long-term stability of the College.
- Creating a downtown Charleston campus will create a collegiate environment, which will help student recruitment and retention efforts.
- Downtown businesses will benefit from the proximity to the College, which opens opportunities for collaboration and site usage.

- The economic impact of the relocation will benefit downtown business and industry and potentially lead to greater financial support to the College.
- Consolidating the allied health programs to the downtown campus will create a seamless learning environment with state-of-the-art facilities, technology, and equipment.

Those not in support of the move cited the following:

- Parking and safety issues.
- Traffic concerns.
- Perceived lack of transparency in the project process.
- Data exhibiting the need for a move and how it will positively impact student recruitment and retention.
- Concern over the cost and how the overall costs will be divided between public and private sources.

In Their Words

- *“If the community supports anything, my guess it would be here.”*
- *“A new campus will emphasize the opportunity to create a student culture outside of the classroom.”*
- *“If this is a capital project, shouldn't the state pay for this?”*
- *“These costs seem low, especially if it is a new building.”*
- *“I can see a new home for nursing, but not sure of the others. Also, the College would need to explain specifically how this would help the College on a year in and year out basis.”*
- *“Yes, the hospital would support this for sure.”*

Student Opportunity Fund: \$250,000

There is overwhelming support for this initiative with literally every interviewee expressing support for this project. Many see this project as viable even if the College does not move forward with a campaign. The only concerns expressed were related to the administration of these funds, how will they be dispersed, tracked and monitored?

In Their Words

- *“There are not enough student services. When students drop out, no one contacts them.”*
- *“Our students are the cream of the crop.”*
- *“Student access is at the core of what BridgeValley does and they do it well. More people should know about the quality of faculty here.”*
- *“Students and faculty are the pillars of the College.”*
- *“I would suspect this is at the core of what this campaign is about.”*
- *“We will need to explain the impact of the state promise program and why more financial support is needed.”*
- *“I am so proud of how we as a Foundation have responded to student needs.”*

- “Even with free tuition, which is the impression that many have, you can make the case that this is needed.”
- “Yes...yes...yes...this is desperately needed.”
- “I think this is a no-brainer. We should do it regardless if we have a campaign or not.”

BridgeValley Fund for Innovation: \$75,000

There is strong support for this initiative with 75% of participants in approval of developing it. Many cited the COVID-19 crisis as a need for these ‘rainy day funds’ as the crisis caught many organizations without sufficient resources to pivot quickly and address immediate needs. Most questioned the goal as being exceptionally low (\$75,000) and also pointed out similar logistical concerns as the Student Opportunity Fund. Additionally, most indicated that the name of the fund should be changed as it doesn’t seem to connect to the proposed usage of the funding.

In Their Words

- “Shouldn’t the state be paying for this?”
- “Needs clarification and specifics.”
- “Create a list of needs and their cost. Otherwise it will be perceived as a slush fund.”
- “Rainy Day Fund? Tough sell. Funding something, yet we don’t know what it is.”

Early Middle High School Program: \$250,000

Exceptionally high levels of support for this initiative with 90% of participants in support. Most see this as a crucial link in addressing the broader community concerns related to regional out population and ‘brain drain’ of young men and women from the region. This initiative is seen as a crucial step in further establishing the role of BridgeValley as **THE** key economic engine in the region providing the pathway for local middle/high school students to enter the local workforce in priority industry sectors. One participant painted a clear picture:

“This initiative puts BridgeValley squarely in the center of the pipeline of local kids to local jobs. I see this as BridgeValley being a ladder connecting high school students to the local workforce.”

In Their Words

- “We need people with skills, vocational training.”
- “Must have a point person to manage this.”

Workforce Development Fund: \$1 Million

Although 100% of the study participants support this initiative, almost all want to see more details about the specific usage of these funds. As one person stated:

“I get it – workforce development is critical...but what specifically would \$1 Million be used for? If it is all seed funding, what is the sustainability plan?”

Clearly, this initiative is overwhelmingly supported but if a campaign is launched a more detailed plan will need to be put into place that addresses these specifics.

In Their Words

- *“The College is positioned to retrain the area’s workforce.”*
- *“If a worker’s income increases, their ability to stay here is good.”*
- *“I haven’t seen the data that would convince me that the College is addressing these areas.”*
- *“Need to work with business community to be sure we are meeting their needs.”*
- *“The College should determine the future industry workforce needs by partnering with the actual industry sectors. The College needs to get out of the academic mindset and look at what’s needed. Business leaders don’t care about accreditation, stackable credits, degrees etc. They just want good, solid workers. Some can have certificates some may not. That is an academic mindset.”*

Faculty/Staff Mini-Grant Program: \$150,000

Similar to the Workforce Development Fund, this initiative was overwhelmingly supported but with the caveat that further details need to be ironed out related to specific process, protocol and usage of these funds. What is evident is that all participants see BridgeValley faculty and staff as the greatest resource the College has, and as such is an important variable to invest in.

In Their Words

- *“This is a critical piece of the puzzle.”*
- *“The College should tap into its alumni base for this initiative.”*

Question 4: Who are potential donors and volunteer leaders that would likely support these projects?

Unfortunately, most interviewees had very few suggestions for potential donors and volunteer leaders. The lists below represent these results:

Potential Donors

Toyota	Dow/Dupont Chemical	Clay Family
Sun Trust	Kennedy Dental	St. Francis Hospital
Chemours	Thomas Memorial Hospital	Valtronics
Covestro	Benedum Foundation	Tamarack Foundation
Montgomery General Hospital	Mark Talbot	Stevenson Fund
Daniel Pierson (Munitions Comp)	Maier Foundation	
Greater Kanawha Valley Foundation		

Potential Volunteer Leaders

Andrew Kennedy	Tim O’Neal
Srini Matam (Toyota)	Guy Johnston
Jane Harkins	

Question 5: Any other variables that would affect this effort?

The following list represents the broader issues that participants indicated could play a factor in a campaign that were not mentioned above.

- Competition from Marshall University, who is “always in campaign”.
- There has been a lack of fundraising success from other organizations recently (YMCA).
- Fear that College Leadership will leave before the campaign is completed.
- Lack of alumni engagement.
- Not a ‘culture of philanthropy’ at BridgeValley.
- Concerns that BridgeValley doesn’t invest equal time in all it’s geographic regions.
- A need to connect the leaders from the past (prior two colleges that merged) with the leaders of today.

25th Hour Recommendations

The following recommendations are predicated from the key findings of the Feasibility Study. The recommendations provide the best possible outcome to reach or exceed the recommended funding goal.

Challenges

As part of this opportunity analysis, a few consistent themes emerged which underscores the challenges that BridgeValley Community and Technical College and the BridgeValley Foundation will need to address as part of campaign planning. None of these challenges are insurmountable and addressing them will strengthen BridgeValley’s likelihood of fundraising success.

The greatest challenges include:

1. Ongoing uncertainty related to COVID-19, economic recession and civic unrest.
2. College Leadership including Administration, Board of Governors, and Foundation Board are not as visible externally as they could be, especially in articulating the College’s value proposition and vision for the future.
3. There is a perceived lack of clarity related to the vitality of the move to downtown Charleston.
4. There is a shrinking pool of philanthropic leaders in the Greater Charleston area along with an increase of community needs, thus causing an exceptionally competitive environment for donors and volunteer leaders.
5. A perception of free community college exists through the promotion of the statewide program, which makes the case for fundraising more complex.

Favorable Factors

Out of great challenges arise great opportunities, and in the case of BridgeValley, these translate into numerous favorable factors, including:

1. The COVID-19 and economic fallout will likely greatly increase the demand for BridgeValley services, thus creating a sense of urgency to boost programs and facilities to meet these needs.
2. Exceptionally passionate individuals within the three key leadership areas (Administration, Board of Governors, and Foundation) all share the common interest in seeing the institution succeed.
3. There is an unmet need in the business and industry community to train and retrain workers within priority industry sectors.
4. BridgeValley has earned an outstanding reputation overall and especially within specific fields such as nursing, and Advanced manufacturing. The graduates from these highly visible programs are valued leaders within their specific industry sectors.
5. The downtown Charleston educational market is “wide open” and BridgeValley has a window of opportunity to lay claim to that market.

Revisiting Fundraising Campaign Fundamental Principles

As outlined earlier there are five key areas that are predictors for a successful fundraising campaign. Based on the results of this study the following outline, the following questions are revisited:

1. Is There a Compelling Need and Sense of Urgency?

Yes – Overwhelmingly, a consistent message from all stakeholders is that the needs of the external community intersect with the needs of BridgeValley thus creating a shared vision and sense of urgency. A persuasive reason exists to fund this program NOW.

2. Does the Proposed Campaign Provide an Effective Plan to Meet the Need?

Yes – The initiatives outlined in the Preliminary Case for Support would address these needs.

3. Is there Organizational Effectiveness and Fundraising Strength?

Partially – BridgeValley has extraordinary organizational effectiveness as evidenced in feedback from study participants lauding (among other things) the responsive efforts of Dr. Bellinger and the College to recent Covid-19 challenges. The College is perceived as a community leader with a strong organizational foundation.

The gap in fundraising strength is primarily due to the relative newness of the culture of philanthropy at the College. Alicia Syner, the Executive Director of Institutional Advancement, is a highly respected individual who has started creating a strong fundraising foundation. She is seen as the right leader for this effort and with additional training and support specific to a comprehensive major gifts campaign all feel she will be the key to establishing fundraising strength.

4. Does the Constituency Pool have Adequate Financial Resources?

Partially – The consensus is that there are sufficient resources in the region to support this campaign, specifically Individuals, corporations, and foundations. As one interviewee stated:

“There is plenty of money out there, they just haven’t fallen in love with BridgeValley yet!” With a formal prospect identification and cultivation effort coupled with the compelling case for support, it is likely that these prospects will support this effort.

5. Are There Potential Campaign Leaders Available, Interested, and Committed?

Partially – Similar to number four above...the leaders are here they just haven’t been given the opportunity to be involved in a transformative campaign effort for BridgeValley...yet. Fundraising part science and part art. The art lies in the passion and leadership skills of individuals...the science of fundraising is teachable. With a set plan, good training and proper tools there is no doubt that campaign leaders will come forward.

Campaign Goal and Timing

The 25th Hour conducted an in-depth, proprietary, and objective analysis of the potential pledges indicated by prospective donors interviewed during the Feasibility Study process. Expert subjective input from the project team, analyzed interview results and applied historical trend data from years of completed campaigns to produce a realistically feasible and prudent campaign goal.

25th Hour recommends a funding goal in the range of \$4,725,000 to \$5 million, secured via five-year pledges, within an 18-month timeframe. The campaign focus would be for a combination of capital and programmatic support as outlined in the Preliminary Case for Support.

It is highly recommended that this effort be a Comprehensive Campaign, meaning that all gifts collected during the active solicitation period of the effort be counted towards the campaign, including annual and new pledged gifts regardless if they are associated with a campaign initiative. This is a highly effective way to ensure growth and stewardship of the complete donor pool and is a cost-effective way to grow a development program into a diversified, sustainable and comprehensive long-term effort.

There will be need at the outset of this campaign to conduct extensive outreach, education and awareness efforts especially related to the downtown Charleston capital project to build a prospect - donor base. Due to the current economic crisis, student support funds are needed immediately so launching a targeted effort early to focus on support for the Student Opportunity Fund is highly recommended.

A final goal amount is not publicly confirmed until after the top pledge amounts are confirmed, pledges from the board secured, and evaluation of major prospects’ capacity to invest completed. Upon completion, a final goal amount is announced at a public kickoff event, midway into the campaign. This timeline provides ample time to determine high-level support for the multi-year program and make appropriate goal adjustments to “sell” to a broader constituency. Importantly, the goal is not “public” until completion of the “quiet phase” of the campaign.

Quiet/Planning Phase (First 65% of Timeline) Program Refinement

- Create a focused appeal on securing immediate support of the Student Opportunity Fund
- Refine program to reflect input from the Feasibility Study
- Flesh out program/plan details
- Develop a budget and contingency plans
- Re-revisit/re-interview key prospective investors interviewed during the study process

Development of Campaign Materials

- Produce campaign collaterals and marketing materials
- Create a written Case for Investment statement
- Develop economic impact and ROI data
- Design and produce the Campaign Brochure

Campaign Marketing and Prospect Cultivation

- Develop and implement aggressive marketing, public relations, prospect communications, and community education efforts

Prospect Evaluations

- Research prospective investors and build a prospect database
- Conduct cultivation and inquiry meetings with major prospects
- Recruit and convene an Evaluations Task Force
- Determine target pledge amounts for all potential investors

Leadership Recruitment

- Cultivate and enlist high-level business and community leaders
- Match leaders to the right roles
- Solicit leaders for pacesetting pledges

Major Prospect Solicitation

- Secure lead investor participation that reaches or exceeds 50% of goal
- Make strategic presentations to prospective top-level investors
- Use the leadership team's relationships and influence
- Present custom investment proposals for each prospective investor to demonstrate potential impact and benefits
- Determine the final goal for public announcement

Public Phase (Remaining 35% of Timeline) Kick-Off Event

- Announce and introduce leadership team
- Rollout program to business leaders and the media
- Showcase endorsements from well-respected leaders
- Generate excitement and momentum; reveal campaign is at 50 - 60% of goal

General Solicitations

- Capitalize on Kick-Off momentum
- Make in-person investment proposals to middle and lower division prospects
- Conduct a series of small group briefings to expand the investor base
- To further broaden the base, also conduct a mass solicitation effort via direct mail, phone, or internet if necessary

Surpass Goal and Celebrate!

Thank You

Every assignment that the 25th Hour team undertakes has similar elements: study, report, refine, strategize, campaign, and celebrate! It is the people involved who add excitement, passion, purpose, and perspective making all assignments unique and memorable.

It was a pleasure and a privilege to conduct this Feasibility Study for BridgeValley Community and Technical College and the BridgeValley Foundation.

25th Hour extends its heartfelt appreciation to staff members who participated in this effort. We extend special thanks to Alicia Syner and her Team.

The suggestions, insights, and opinions offered by the 26 individuals who gave so generously of their time to answer our questions gave shape to the content of this report and by extension, to the future of BridgeValley and the Foundation.

Our thanks to you for allowing us the opportunity to play a role to assist your organization's strategies and goals.

Joe April



BRIDGEVALLEY
FOUNDATION
Investing in Your Community's Future

Preliminary Case for Support

CHARTING NEW PATHS FOR THE FUTURE



BridgeValley By The Numbers

Total Enrollment

1777

Student/Faculty Ratio

13:1

Average Class Size

14

Percent Adult (25+)

39%

Percent Receiving
Financial Aid

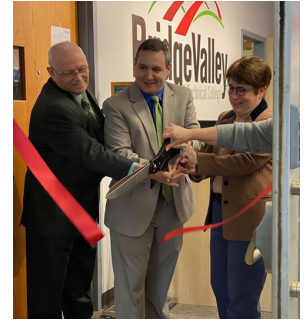
50%

Number of Degrees
Awarded

466

Number or Percentage
of Veterans

4%



“Now more than ever BridgeValley needs to rise to meet the unique challenges facing our students, business and community. Your participation in this study will help us chart a new path into the future.”

**— Eunice Bellinger
President**

About BridgeValley Community and Technical College

BridgeValley Community and Technical College promotes student success, prepares a skilled workforce, and builds tomorrow's leaders by providing access to quality higher education.

BridgeValley Community and Technical College will be the college of opportunity for a diverse learner population, offering leading-edge technology, innovative ideas, and dynamic service to our students and our communities.

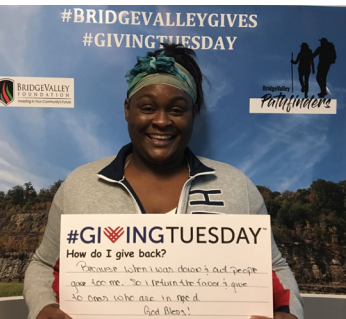
BridgeValley Community and Technical College serves a six-county region including Fayette, Raleigh, Nicholas, Clay, Putnam and Kanawha counties. The college operates two campuses in Montgomery and South Charleston, along with the addition of the new Advanced Technology Center.

BridgeValley Community and Technical College is a public institution of higher education independently accredited by the Higher Learning Commission of the North Central Association of Schools and Colleges and a member of the Community and Technical College System of West Virginia.

As with any journey, there are elements of the unknown with many paths to follow. This Preliminary Case for Support lays out a number of paths that we know will assist us in charting a course for the future of the College, our students and the Region.

Initiatives at a Glance

• New Campus in Downtown Charleston:	\$3 Million
• Student Opportunity Fund:	\$250,000
• BridgeValley Fund for Innovation:	\$75,000
• Early Middle College High School Program:	\$250,000
• Workforce Development Fund:	\$1 Million
• Faculty/Staff Mini-Grant Program:	\$150,000
TOTAL CAMPAIGN:	\$4,725,000



Proposed Investments

Initiative: New Campus in Downtown Charleston

Estimated: \$3 Million in philanthropic support.

Need: Currently BridgeValley Community and Technical College is spread out over two campuses in Montgomery and South Charleston. The location of these campuses does not serve the need of students, residents, business and industry within the downtown Charleston area.

Solution: Formal planning studies conducted by ZMM Architects and Engineers indicated that a new campus in downtown Charleston will create a true college atmosphere for students located in a more centralized location. Additionally, this campus will centralize all BridgeValley's nursing and allied health programs into one location to better serve the needs of the students and the community.

Initiative: Student Opportunity Fund

Estimated: \$250,000

Need: In a 2017 report entitled, “Making Ends Meet,” by the Center for Community College Engagement, data was collected from almost 100,000 students from 177 community colleges across the nation. A few of the findings included:

- 47 percent of students say lack of finances is an issue that could cause them to withdraw.
- 40 percent who receive federal grants also need student loans to make ends meet.
- Many students who work say they are living paycheck to paycheck, especially those who have children.
- Nearly 60 percent would have trouble getting \$500 or less (from cash, credit, family/friends) to meet an unexpected need.

Solution: The Student Opportunity Fund will ensure that students do not have to forgo or delay their educational dreams just because they have experienced an unexpected financial setback or are unable to afford their books. It will provide assistance with textbooks, transportation (fuel and bus passes), childcare, tuition and other emergency assistance.

Initiative: BridgeValley Fund for Innovation

Estimated: \$75,000

Need: The decline in state public funding has increased the importance of unrestricted funding, which provides the College with greater flexibility to strengthen areas of greatest need and respond to unexpected opportunities or challenges.

Solution: Enhance this existing fund to allow the College to maintain facilities, upgrade technology, and acquire instructional equipment and materials, among other needs.

Initiative: Early Middle College High School Program

Estimated: \$250,000

Need: Serving underrepresented students in the second, third, and fourth quintiles of high school academic performance, the program will elevate student’s academic expectations and confidence by engaging them with authentic collegiate opportunities as a normal part of their secondary career. Engaging these students in a career pathway that takes them from middle/high school to college to the workforce helps stabilize Charleston’s population, which has declined every year since 2013.

Solution: Dedicated funds to develop curriculum, hire and train faculty to teach early middle-high school programs coupled with career coaches promoting local priority industry sectors helps ensure a pipeline of students to employed local citizens.

Initiative: Workforce Development Fund

Estimated: \$1 Million

Need: West Virginia faces the “Perfect Storm” of workforce shortages – especially in direct care

health workers. An aging population, shrinking economy coupled with an out-population of younger residents poses a daunting challenge for the region with an older population and unfilled healthcare jobs. The effect of COVID-19 will only exacerbate this problem.

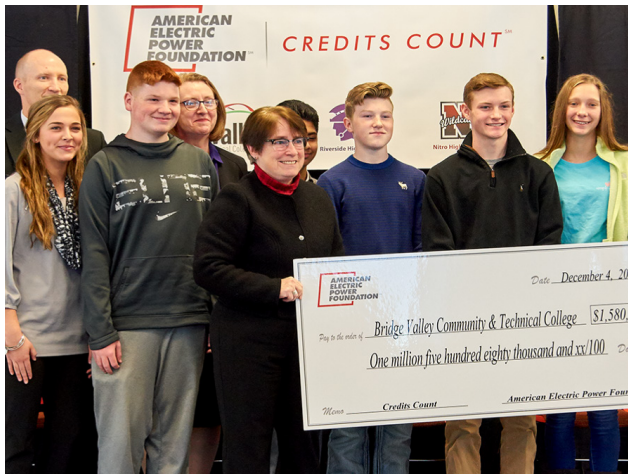
Solution: A workforce development fund would allow BridgeValley access to seed money to quickly develop curriculum, hire faculty and enroll classes for degree and certificate programs laser focused on regional employment needs, like healthcare.

Initiative: Faculty/Staff Mini-Grant Program

Estimated: \$150,000

Need: On average, a full-time faculty member at a two-year public institution makes \$50,000 less per year than their colleagues at four-year public colleges, meaning many hold other jobs to subsidize their income. This leaves little time for faculty to pursue professional development opportunities.

Solution: This program would be a competitive grant program for full-time faculty with the strategic goal of encouraging and supporting faculty innovators who will experiment with and develop evidence-based learning models that can be extended to other faculty and courses at BV and beyond. This program would allow for BV faculty and staff to apply for funding to pursue professional development and skills enhancement programs, such as how best to teach on-line, virtual classes -- which was a desperately needed skill during the COVID-19 pandemic.



Foundation Board of Directors:

Mr. Craig Slaughter, Chair

Mr. Rick Atkinson, Vice Chair

Dr. Sue Forsbrey, Secretary

Ms. Sarah Martin, Treasurer

Mr. John Frisby

Dr. Carl Kennedy

Mr. Rob Vanater

For More Information:

Alicia M. Syner, Executive Director of
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Technical College

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Office of the President

Date

Address

Salutation

Since 2014, BridgeValley Community and Technical College has been responding to the educational needs of students and communities across the greater Kanawha Valley region. Nationally, community colleges are being recognized as the economic engine for our workforce and are the model for bringing educational opportunity to everyone.

As we anticipate the unique challenges that recent developments have created, one thing is sure: **the need for our services will be greater than ever.** We are committed to collaborating with students, faculty, staff, and business and community leaders to meet these needs; however, we need your assistance. We are seeking the advice and insight from a select group of key community and business leaders who will review and comment on proposed college plans. BridgeValley Community and Technical College and the BridgeValley Community and Technical College Foundation have commissioned a feasibility study to test the support for major components of a campaign plan. 25th Hour Communications, a nationally known consulting company, will be conducting the study between the months of May, June and July 2020.

Your peers have identified you as a leader whose advice and counsel is of critical importance to the study. Within the next few days, you will be receiving a call to schedule a confidential 45-minute personal interview by phone with a representative of 25th Hour. For your convenience, we have enclosed a preliminary case for support and ask that you review this document prior to your interview.

The purpose of the interview is to seek your counsel, not to solicit funds, and you can be assured that your comments will be held in the strictest confidence. The feasibility study report will identify no comments by name and will cover only summary results and recommendations. The findings of the study will be drafted in an executive summary and the results available to share with you at that time.

On behalf of BridgeValley and the BridgeValley Foundation, faculty, staff, students, and alumni, I thank you for your time and valuable assistance with this process.

Sincerely

A handwritten signature in blue ink that reads "Eunice M. Bellinger".

Dr. Eunice Bellinger
President

A handwritten signature in blue ink that reads "Alicia M. Syner".

Alicia M. Syner
Executive Director of Advancement

Enclosure

Feasibility Study Interviewees

Jo Harris

Renea Crozier

Suzette Breeden

Jane Harkins

Andrew Kennedy

Laura McCullough

Jack Skeens

Rob Vanater

Rick Atkinson

Adam Krason

Martha Shouldis

Sue Forsbrey

Bob Hayton

Carl Kennedy

Andrea Petry

Deb Harris

Kent Wilson

Kevin DiGregorio

Dan Lauffer

Carla Blankenbuehler

John Frisby

Linda Keffer

Sarah Martin

Amanda Ream

Craig Slaughter

Danny Wright



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