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New River Community College

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**Planning and Advancement
Handbook**

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*General Institutional Advancement
Grants & Contracts
Private Fundraising
Alumni Affairs
Public Information
Government Relations
Intellectual Property
Planning*

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PLANNING AND ADVANCEMENT HANDBOOK

SECTION 1: GENERAL INSTITUTIONAL ADVANCEMENT

PA Policy 1-1. Purpose of External Funding

All efforts to obtain external funds on behalf of New River Community College must be related to the purposes of the institution as articulated in the College's official mission/purpose statement and other appropriate documents, including the "Guiding Principles for the Pursuit of External Funds" published by the Office of Planning and Advancement. This statement is provided in its entirety in the Appendix.

PA Policy 1-2. Planning and Evaluation of Grants and Fundraising Activities

All aspects of grant and fundraising activities at New River Community College must be incorporated into the College's planning processes and must be evaluated regularly. This shall be accomplished in the following manner:

1. The Office of Planning and Advancement shall hold responsibility for conducting and/or coordinating all institutional grant-seeking and fundraising activities. These duties shall be under the direction of the Vice President for Planning and Advancement, who reports to the President. The President of the College shall have ultimate responsibility for all NRCC fundraising activities (see policy 3-1).
2. As a major administrative unit of New River Community College, the Office of Planning and Advancement shall participate in all planning processes including the establishment of college-wide goals, as well as the development and implementation of functional area strategies.
3. The effectiveness of institutional fundraising and related activities shall be regularly evaluated as part of the College's overall evaluation activities.

PA Policy 1-3. Goals of Planning and Advancement Office

The goals of the NRCC Planning and Advancement Office are as follows:

1. To portray a positive public image for New River Community College while effectively informing the public about programs and services offered by the College.
2. To produce competitive, high-quality proposals for external funding and other external support.
3. To conduct an effective program of private fund-raising and related resource management.
4. To support instruction through aggressive efforts to garner financial support for program enhancement, operational support, professional development, and other purposes consistent with the College's mission.
5. To contribute toward a positive, inviting campus environment for students, staff, faculty, and the public.
6. To manage an effective and efficient college-wide planning process.
7. To support other needs of the institution as made appropriate by organizational assignments.

PA Policy 1-4. Affiliation With Advancement Organizations

Affiliation by Planning and Advancement personnel with state, regional, and national organizations is encouraged. Organizations for which participation is encouraged include the following:

1. Council for Resource Development (CRD)
2. Virginia Organization for Resource Development (VORD)
3. National Council for Marketing and Public Relations (NCMPR)
4. Society for College and University Planning (SCUP)

5. VCCS Advancement Peer Group
6. Virginia Community College Association
7. Others as determined by staff

SECTION 2: GRANTS AND CONTRACTS

PA Policy 2-1. Purpose of Proposal Development and Grant-Related Activity

All proposal development, grant program implementation and related activities at New River Community College must be related to the mission and purpose of the institution. The College’s official mission/purpose statement and other appropriate documents, including the “Guiding Principles for the Pursuit of External Funds,” shall serve as guidelines in this area (see Appendix

1). PA Policy 2-2. Planning and Evaluation of Grant-Related Activities

All aspects of proposal development and other grant-related activities at New River Community College must be incorporated into the College’s planning processes and must be evaluated regularly. This shall be accomplished in the following manner:

1. The Office of Planning and Advancement shall hold responsibility for conducting and/or coordinating all proposal development activities.
2. As a major administrative unit of New River Community College, the Office of Planning and Advancement shall participate in all planning processes, including the establishment of college-wide goals, as well as the development and implementation of functional area strategies.
3. Externally funded projects shall be included in planning and evaluation activities for the respective administrative units in which they are located.
4. The effectiveness of grant development and related activities shall be regularly included in the evaluation process.

PA Policy 2-3. Role of Planning and Advancement Office

The Office of Planning and Advancement at New River Community shall serve as the College’s point of contact with agencies and organizations to which grant proposals are submitted.

No institutional grant proposal may be submitted without the direct involvement of the Office of Planning and Advancement.

PA Policy 2-4. Access to Grant Funding for Faculty and Staff

All New River Community College faculty and staff are eligible to pursue grant funding. Individual proposals (that is, applications for fellowships, research study projects, and other individual efforts) may be developed and submitted at the discretion of the individual, provided that the College as a whole is not obligated financially or accountable in any other way should the proposal be funded.

For any proposals in which the College is the applicant rather than an individual, and in which college resources are committed, the proposal development process must be coordinated by the Office of Planning and Advancement.

NRCC faculty and staff are encouraged to seek external funding for any appropriate activities in which they are interested, such as professional development, curriculum development, equipment acquisition, and other purposes. Planning and Advancement staff will provide assistance in this area as needed. Questions about proposal development or other grant-related matters should be referred to the Vice President for Planning and Advancement.

Although research is not a primary function of New River Community College faculty, faculty members are encouraged to participate in research activities if they so desire and to seek external funding as they deem appropriate. For any such projects, the College assures and supports the freedom of faculty to investigate, publish, and/or report results within generally accepted principles of academic freedom. At the same time, the institution shall retain fiscal and administrative control over any externally funded projects which are awarded to the institution rather than to faculty members operating as individuals.

PA Policy 2-5. Institutional Control of Externally-Funded Programs

In all instances of external funding, New River Community College shall maintain full control of instruction and related activities, as well as of all elements of project implementation. While appropriate regulations of external agencies must be followed, in no instance shall external funding take precedence over institutional governance. Project directors are responsible for following all state and institutional regulations and policies regarding fiscal control and other matters. It shall be the policy of New River Community College to refuse or return external funds should the institution's own best interests be threatened by any relationship based on external funding.

In addition, the following provisions of this policy shall be observed:

- ▶ The president of New River Community College is authorized on behalf of the institution to apply for and to accept gifts and grants made to the institution.
- ▶ Prior to their submission, grant proposals must be routed for administrative review and approval. This includes review by the appropriate functional area manager and the Vice President for Planning and Advancement.
- ▶ No proposal shall be submitted to any funding authority without the signature of the president or designee.
- ▶ All grants must be consistent with the college's mission.
- ▶ The project director of each externally funded project shall provide copies of the submitted proposal, award letter and reports to the funding agency to the Vice President for Planning and Advancement and the Business Office for appropriate review and retention.
- ▶ All gifts and grants must be administered in accordance with the provisions of the Commonwealth Accounting Policies and Procedures Manual and the policies of the Virginia Community College System as articulated in the VCCS Policy Manual.

PA Policy 3-1. Administrative Control of Fundraising Activities

All fundraising activities conducted by New River Community College and/or the NRCC Educational Foundation shall be directed by the president of New River Community College according to the following procedures:

1. No internal or external fundraising activities of the college shall take place without the direct approval and oversight of the President of New River Community College.
2. The Vice President for Planning and Advancement shall serve as the chief advancement officer of New River Community College. This position shall include the role of Executive Director of the New River Community College Educational Foundation.
3. The Vice President for Planning and Advancement shall report to the President of New River Community College and shall be evaluated annually by the President.
4. Both the President and the Vice President for Planning and Advancement shall serve as full voting members of the New River Community College Educational Foundation.
5. The President of New River Community College shall serve as the Secretary of the NRCC Educational Foundation.
6. No investment management activities of the College or the Foundation shall take place without the oversight of the President of New River Community College.
7. All purchases made by the NRCC Educational Foundation must be approved in writing by the Vice President for Planning and Advancement and the President.
8. On an annual basis, the President of New River Community College and the President of the NRCC Educational Foundation shall sign a memorandum of understanding outlining the Foundation's respective responsibilities (see Appendix).
9. All policies of the Virginia Community College System shall be observed in managing the fundraising activities, including both those of the College and the NRCC

Educational Foundation.

PA Policy 3-2. Role of New River Community College Educational Foundation, Inc.

The New River Community College Educational Foundation shall serve as the vehicle for soliciting, receiving, and managing private donations from businesses, organizations, and individuals on behalf of the College.

All Foundation activities shall be conducted in accordance with the official by-laws of the organization (see Appendix).

PA Policy 3-3. Access to Foundation Funds

The NRCC Educational Foundation, Inc., offers to the College resources for funding outside the parameters of state allocations. Faculty, staff, and students needing equipment, supplies, or financial support for programs are encouraged to route requests through their division chair for consideration. Where appropriate, funding requests will be communicated to the Educational Foundation Board through the Planning and Advancement Office.

In addition, individual faculty or staff members may request professional development funds through the Foundation by applying to a special faculty/staff selection committee.

Students may apply for scholarship support by completing applications for the appropriate program (e.g., book scholarships, endowed scholarships).

PA Policy 3-4. Endowed Scholarships

Endowed scholarships may be established through the NRCC Educational Foundation as follows:

1. A donation of at least \$12,500 must be received.
2. The principal of this amount shall be permanently endowed. Interest earnings may be

- used to fund scholarships. Recipients may receive up to \$1,000 annually.
3. Special criteria regarding each endowed scholarship shall be agreed upon in advance by the donor(s) and Foundation staff (for example, name of scholarship, special selection criteria, etc.).
 4. Donors may not select scholarship recipients. Recipients will be selected by a college-wide scholarship committee.

PA Policy 3-4-1. Selection Process for Foundation Endowed Scholarship Awards

The application period for foundation scholarship awards is announced in advance. Application forms can be obtained from either the Financial Aid Office or the College Advancement Officer. Additionally, application forms are sent to all area high school counseling/guidance offices.

Completed applications are initially screened by the Financial Aid Office and forwarded to the Office of Planning and Advancement for final screening and distribution to the Academic Standards, Scholarships and Financial Aid Committee.

The selection process is as follows:

A special meeting of the Academic Standards, Scholarships and Financial Aid Committee is held (usually in April). Prior to this meeting, the following materials are distributed to each member:

1. A packet containing copies of the completed applications, resumes, transcripts, and reference letters for all applicants
2. A listing of the number of scholarships available that year (including new and renewal scholarships)
3. A rating sheet

At the selection meeting, committee members discuss their recommendations. Final

selections are made by vote of the full committee. Recipients are notified before the close of the academic year.

PA Policy 3-5. Book Scholarships

Book scholarships will be awarded according to the following procedures:

1. Students may receive an award only once during each semester.
2. Students who receive assistance for textbook purchases under the Bridge Account are not eligible for an Alumni Book Scholarship award.
3. Textbooks purchased before award is made may not be returned for refund or credit to another financial aid account.
4. No cash balances will be paid to students.
5. A maximum amount of \$20 (of a \$100 award) may be spent for class-related supplies. No portion of a partial award (less than \$50) may be used for supplies.
6. Full-time students may be eligible for a full book scholarship (\$100). The amount awarded, however, may be less than \$100.
7. Part-time students (enrolled in fewer than 12 credit hours) may be eligible for a partial award (less than \$100).
8. In some cases, recipients of a \$100 award will be required to write a thank-you letter to the donor of the award.

Procedures for obtaining book scholarships will be as follows:

1. Students obtain applications from Planning and Advancement Office.
2. The Vice President for Planning and Advancement reviews completed applications (and, if necessary, talks with the student).

3. If award is made, the student receives a signed voucher to take to the bookstore. (If the award is for the full \$100, the student may be asked to write a thank-you letter to the donor before receiving the signed voucher).

PA Policy 3-6. Foundation Audits

A financial audit shall be conducted annually by an outside firm not affiliated with the College. Initial selection of the firm must be approved by the Foundation Board of Directors.

The completed report will be distributed to each member of the Foundation Board. A copy must also be provided to the Virginia Community College System.

PA Policy 3-7. Processing of Foundation Checks

Checks drawn from the Foundation will be processed as follows:

1. Received by Administrative Assistant in Planning and Advancement
2. Authorized by the Vice President for Planning and Advancement
3. Approved by Secretary of NRCC Educational Foundation (President of NRCC)
4. Issued by Assistant Treasurer (Fiscal Technician) or other appropriate official, in the latter case with signature of Executive Director or President of NRCC

PA Policy 3-8. Investment of Funds

The following procedures will govern the investment of Foundation funds:

1. All Foundation investments should be made with the purpose of preserving the principal while yielding a satisfactory return.

Investment vehicles may include the following:

- a. Common Fund
- b. Certificates of Deposit
- c. Treasury Bills

- d. Treasury Bonds
- e. Municipal Bonds rated double A or above

The Foundation will not directly invest assets in the stock market.

2. The Foundation's investment goal shall be that investments should appreciate annually by at least the rate of inflation, together with a cash yield of at least 6 percent annually.

(As an example, if inflation rate is 3 percent, and yield is 6 percent, total return should be 9 percent.)

It is recognized that market fluctuations may, from time to time, have a negative impact upon the stated goal. It is also recognized that such vehicles as certificates of deposit do not provide market value appreciation, and that a portion of the yield should be set aside to compensate for inflation.

3. As funds become available, they should be immediately deposited in an interest bearing account. Accounts shall include:
 - a. Regular checking (balance not to exceed \$50,000)
 - b. Money market (balance not to exceed \$100,000 in any one institution)
4. Investment in certificates of deposit should be made at those area insured depository institutions quoting the most favorable rates.
5. Generally, gifts of appreciated securities shall be immediately sold, unless otherwise instructed by the donor or the investment committee.
6. Gifts of real property will be accepted if the Foundation Board or Investment Committee determines it to be in the best interest of the Foundation or the College.

PA Policy 3-9. Operating Budget

An operating budget shall be established annually and approved by the Foundation Board

of Directors.

Operating budget categories may include the following:

1. Audit
2. Board Meetings
3. Books
4. Filing/Licensing Fees
5. Insurance/Bonding
6. Miscellaneous
7. Office Supplies
8. Postage
9. Travel
10. Reports/Brochures
11. Lunches/Receptions
12. Alumni
13. Salary Reimbursements

PA Policy 3-10. NRCC Foundation Policy for Use of Per Diem Rate

When NRCC employees are traveling on college business through NRCC Foundation funding, they may elect to claim reimbursement at the State-approved per diem rate rather than providing receipts for meals.

If the employee chooses this option, the dollar amount of reimbursement will be calculated using the same standards used for state-supported travel.

Any questions in determining the application of this policy on a case-by-case basis will be resolved by the Foundation Treasurer and/or the Executive Director and/or the Vice President for Finance and Technology.

PA Policy 3-11. Annual Foundation Reporting to Virginia Community College System

On an annual basis, the following information shall be provided to the Virginia Community College System by the Executive Director of the NRCC Educational Foundation:

- 1) Certification letter affirming the following:
 - a. Copies of the VCCS policy on foundations have been circulated among all members of the NRCC Educational Foundation Board.
 - b. No compensation of any kind has been provided to college employees, including the college president, with the exception of two awards to classified staff as part of the college's annual recognition program for support staff.
 - c. The annual budget of the Foundation has been approved by the Foundation's governing board and has been provided to the college president.
 - d. No plans for the college to borrow funds from the Foundation, change its Articles of Incorporation, or make changes in the nature, scope, or purpose of the Foundation will take place without prior written approval from the appropriate authorities (State Board, Treasury Board, and Attorney General's Office, as may be applicable).
- 2) A copy of the annual memo of understanding between New River Community College and the NRCC Educational Foundation.
- 3) A copy of the Foundation's most recent IRS Form 990.
- 4) An audit performed by an outside auditing firm.
- 5) A listing of other information required under section 2A of the VCCS Policy Manual.

**SECTION 4: ALUMNI
AFFAIRS**

PA Policy 4-1. Purpose of Alumni Activities

The purpose of alumni activities at New River Community College is to provide an organized means for alumni to maintain contact with the College and with other alumni, faculty, staff, and students and to support the College and its mission.

NRCC alumni are encouraged to participate in the life of the College and in its further development.

PA Policy 4-2. Membership in Alumni Association

Any graduate or former student at New River Community College is eligible for membership in the Alumni Association. A member shall become an active member upon payment of dues or upon completion of a request for membership.

PA Policy 4-3. Institutional Contact

The College's Planning and Advancement Office shall serve as the contact point for the NRCC Alumni Association. The College's Foundation shall provide financial/administrative services for the Alumni Association.

SECTION 5: PUBLIC INFORMATION

PA Policy 5-1. Purpose of Public Information Activities

Public information activities at New River Community College shall meet the primary purposes of informing the public about the College’s programs and services, as well as about news related to New River Community College. Public information activities shall also be designed to promote the College, attract potential students, and assist in internal campus communication.

PA Policy 5-2. Role of Planning and Advancement Office in Coordinating External Contacts

All publications intended for an external audience, all media contacts, and related efforts must be approved/coordinated in advance by Planning and Advancement staff. This practice is necessary to avoid duplication and to ensure consistency in terminology, style, approach, and other considerations.

A breakdown of instances where such coordination is (or is not) required follows:

1. Pre-involvement of Planning and Advancement Office is required for all written materials designed for an external audience. Examples include the following:
 - a. Newsletters
 - b. Brochures
 - c. Flyers
 - d. Items to be placed on the College’s Web Page
 - e. Mass mailings to potential students
 - f. Advertisements

- g. News releases
 - h. Public service announcements
 - i. Video productions for recruitment purposes
 - j. Grant proposals
 - k. Solicitations for donations of private funds
 - l. Official contacts with legislators
2. Pre-involvement of Planning and Advancement Office is not required for written materials for internal audiences or those produced as individual rather than institutional efforts. Examples include the following:
- a. Mass mailings to existing students
 - b. Video productions for instructional purposes
 - c. Contacts with legislators as private citizens rather than NRCC employees
 - d. Submission of articles/book manuscripts/scholarly research
 - e. Other individual activities
3. Pre-involvement of Planning and Advancement Staff is not required, but suggested, for the following:
- a. Television, radio, or newspaper interviews (e.g., a faculty member being interviewed as an “expert source”)
 - b. Letters to the editor
 - c. “Op-ed” pieces
 - d. Other public relations related matters where the individual is representing the College rather than acting as a private citizen, or where the distinction is not clear

Special note: Planning and Advancement staff are also available to provide editing assistance to

individual faculty/staff developing professional publications, research proposals, etc. This assistance is a service to faculty and staff and is not a requirement for any staff or faculty member.

SECTION 6: GOVERNMENT RELATIONS

PA Policy 6-1. Purpose of Government Relations Activities

The purpose of NRCC's government relations efforts are to provide relevant information about the College to elected officials and other appropriate government officials when appropriate. Government relations activities shall be informative in nature and uniformly non-partisan. All activities shall conform fully with state laws and Virginia Community College System policies.

PA Policy 6-2. Coordination of Government Relations Activities

All government relations activities are to be coordinated by the Planning and Advancement Office or by the President of New River Community College. Individual faculty and staff members should coordinate any contacts with government officials with the Office of Planning and Advancement at any time they officially represent New River Community College. Individual efforts as private citizens rest with the discretion of the individuals involved within their rights and duties as citizens, and as such are not subject to institutional control.

SECTION 7: INTELLECTUAL PROPERTY**PA Policy 7-1. Intellectual Property****Overview**

New River Community College acknowledges and abides by all current copyright and intellectual property law and guidelines, as well as the intellectual property policy of the Virginia Community College System (VCCS), which is published in the *VCCS Policy Manual* (see Section 12, “Intellectual Property”).

Unless usage of a copyrighted work falls under the definition of Fair Use, written permission must be obtained from the copyright holder before using/reproducing the item.

Intellectual property rights of employees and students shall be governed by the provisions of the VCCS policy.

Ownership of Intellectual Property (Employees)

Faculty and other NRCC employees shall retain ownership of intellectual property as follows (source: Section 12.0.3 of *VCCS Policy Manual*):

“Nothing in this policy invests ownership or any other rights in any person who produces intellectual property as the result of an unauthorized use of college resources. VCCS claims ownership of intellectual property produced by any VCCS employee or student as follows:

- a. **Assigned Duty.** VCCS claims exclusive ownership of any intellectual property produced by a VCCS employee when produced as a result of an assigned duty except as otherwise provided by a separate written agreement or waiver which is executed by a duly authorized officer of a college or the VCCS.
- b. **Incidental Use of College Resources.** VCCS does not claim an ownership interest or a license to use any intellectual property which was developed with only incidental use of college resources except as otherwise provided by separate written agreement or waiver which is executed by a duly authorized officer of a college or the VCCS. The creator shall own all dissertations, theses, and classroom instructional materials prepared at the creator's inspiration regardless of the physical medium of expression when such theses, dissertations or materials are produced as a result of routine teaching duties. Further, notwithstanding the foregoing, unless there is agreement otherwise with the creator, the creator shall also own all literary works (such as poems, plays, novels, essays, musical scores, etc.) prepared as a result of the creator's inspiration unless the creator was hired, assigned or directed to create the literary work in question. The scope of ownership, however, does not include elements in the work that are created as a result of an assigned duty of a VCCS employee, such as a computer programmer, that participates in the development of the intellectual property.
- c. **Substantial Use of College Resources.** VCCS claims a non-exclusive, irrevocable, royalty-free license to use intellectual property which was developed with the substantial use of college resources except as otherwise provided by separate written agreement or waiver which is executed by a duly authorized officer of a college or the VCCS. The creator shall retain ownership of the intellectual property, but shall grant VCCS a non-exclusive license to use the intellectual property in accordance with this policy in

- perpetuity. The creator’s scope of ownership, however, does not include elements in the work that are created as a result of an assigned duty of a VCCS employee, such as a computer programmer, that participates in the development of the intellectual property. The creator must advise the college’s intellectual property policy administrator when the creation of intellectual property involves substantial use of college resources.
- d. **Significant Use of College Resources.** VCCS claims an exclusive ownership interest in any intellectual property which was developed with the significant use of college resources except as otherwise provided by separate written agreement or waiver which is executed by a duly authorized officer of a college or the VCCS. The creator must advise the college’s intellectual property policy administrator when the creation of intellectual property involves significant use of college resources.”

Ownership of Intellectual Property (Students)

Student ownership of intellectual property shall be governed by the provisions of Section 12.0.3.0 of the *VCCS Policy Manual*:

“Except as otherwise provided by separate written agreement or waiver that is executed by a duly authorized officer of the VCCS or a college, the VCCS:

- a. Does not claim an ownership interest in intellectual property produced by a student provided that the production of the intellectual property is not an assigned duty and it involves only incidental use of college resources. VCCS does, however, claim the right to use student intellectual property for its internal educational and administrative purposes.
- b. Claims a non-exclusive, irrevocable, royalty-free license to use intellectual property developed by a student with the substantial use of college resources.

- c. Claims an exclusive ownership interest in any intellectual property developed by a student with the significant use of college resources.”

Administration of Policy

Administration of NRCC’s intellectual property will be overseen by the Vice President for Planning and Advancement, who will serve as the intellectual property officer.

The Intellectual Property Committee will also provide oversight for this area. Members will include the Vice President for Academic and Student Services, the Vice President for Finance and Technology, and the Associate Vice President for Finance and Technology, with the intellectual property officer serving ex-officio.

Duties of this committee will include the following:

1. Assist Intellectual Property Administrator in implementing provisions of the VCCS Intellectual Property policy.
2. Review NRCC practices regarding intellectual property.
3. Advise president of any measures needed in dealing with issues related to intellectual property.

Other Provisions

Other matters related to intellectual property (including definitions, sponsor-supported intellectual property efforts, royalty provisions, and other related matters) shall be governed by the provisions of the VCCS policy.

SECTION 8: PLANNING**PA Policy 8-1. NRCC Planning Model**

Planning at New River Community College shall be undertaken as outlined in the document *New River Community College Planning Process*. At a minimum, this process shall include the following elements:

1. Virginia Community College System Mission and Value Statements
2. New River Community College Mission/Purpose
3. New River Community College Vision
4. New River Community College Institutional Goals
5. Functional Area Purposes and Goals
6. Functional Area Strategies
7. Functional Area Evaluations
8. Appropriate Support Components

Coordination of the planning process shall be the responsibility of the Vice President for Planning and Advancement. Any member of the college community (faculty, staff, students, board members, and others) may participate in the development of goals and in the review of the College's

mission, vision, goals, strategies, and results of initiatives identified through the planning process. Also, all such information shall be available for review by any member of the college community.

PA Policy 8-2. Planning Review Cycle

Review of the major elements on which NRCC's planning process is based shall take place on the following schedule:

1. Virginia Community College System Mission and Value Statements (as determined by the Virginia Community College System)
2. New River Community College Mission/Purpose (formally every eight years; more frequently if needed—for example, if VCCS mission changes)
3. New River Community College Vision (every eight years; more frequently if needed—for example, if VCCS or NRCC mission changes)
4. New River Community College Institutional Goals (every two years)
5. Functional Area Strategies (ongoing)

APPENDIX 1:

GUIDING PRINCIPLES FOR PURSUIT OF EXTERNAL FUNDS

The Planning and Advancement Office of New River Community College is committed to working in support of the College's mission as defined in the NRCC Vision Statement. Through the pursuit of grants, contracts, private donations, and other external support, the Office of Planning and Advancement strives to support the fulfillment of the College's mission.

In providing such service, the Office of Planning and Advancement subscribes to these beliefs:

- ◆ That all efforts to obtain external funds should support the College's mission and purpose, with priority placed on student learning and the potential to foster student success;
- ◆ That potential to improve on instructional support shall hold primary importance in resource development efforts;
- ◆ That other factors to be considered in resource development efforts shall include:
 - The potential to promote access to, and retention within, postsecondary education
 - The promise of maintaining or improving quality in programs or services
 - The potential for fostering innovation in serving students
 - The potential to support multicultural diversity and a positive institutional climate
 - The potential for promoting the philosophy and practice of inclusiveness
 - The potential to provide community service appropriate to the mission of a comprehensive community college
 - The prospect of enhancing institutional effectiveness.

In all activities related to seeking external funds and managing funded programs, priority shall also be placed on maintaining high ethical standards. This shall include meeting all appropriate regulations stipulated by funding sources, governmental agencies, the New River Community

College Educational Foundation Board, or other recognized authorities, as well as the expressed wishes of private donors. In seeking external funds, the Office of Planning and Advancement staff shall at all times follow the spirit of this statement of "Guiding Principles."

APPENDIX 2:

**ARTICLES OF INCORPORATION OF
NEW RIVER COMMUNITY COLLEGE
EDUCATIONAL FOUNDATION, INC.**

Article I
Name

The name of the Corporation is New River Community College Educational Foundation, Inc.

Article II
Purpose

This Corporation is organized and shall be operated only for the following non-profit educational and charitable purposes:

- (a) To foster and promote the growth, progress, and general welfare of the New River Community College and the Virginia Community College System and particularly, but without limitation, to:
 - (1) Provide money, personnel, or other aids for the strengthening, development and enlargement of the College, and its programs now in existence or hereafter created;
 - (2) Make donations or contributions to, or assist in the support of, current College activities and undertakings of the establishment and support of any new functions and/or objectives;
 - (3) Purchase or make contributions toward the acquisition of books, materials, and equipment or the erection and construction of buildings and facilities, which will contribute to the educational and administrative resources of the College;
 - (4) Provide educational loans, scholarships, or grants in aid for students of the College;
 - (5) Contribute to and make donations for any and all proper objects, projects, functions, services, and activities now or hereafter carried on or sponsored by the College.

- (b) To do all things which a Corporation of like character is, or may be authorized or permitted to do by the laws of the United States or the Commonwealth of Virginia, provided such things are in accord with the general educational and charitable purpose of this Corporation as described above, and the policies and regulations of the Virginia State Board for Community Colleges.

Notwithstanding the foregoing, the Corporation will not conduct or carry on any activity not permitted by any organization exempt from the Federal Income Tax pursuant to Section 501 (c) (3) of the Internal Revenue Code. Furthermore, the Corporation will not, as a substantial part of its activities, attempt to influence legislation, nor participate in or intervene in to any extent, any political campaign for or against any candidate for political office. No part of the net earnings of the Corporation shall inure to the benefit of any member, trustee, director, officer, or employee of the Corporation except that reasonable compensation may be paid for services rendered to or for the Corporation as the Board of this Corporation shall prescribe.

Notwithstanding any of the foregoing, no funds or other assets of this Corporation shall be used to supplement the operational budget of the College until same is approved by the Virginia State Board for Community Colleges. This same limitation is applicable also to any capital expenditures intended to benefit the College.

Article III
Members

The Corporation shall have no members, the management of the Corporation being vested in the Board of Directors, and in such officers, agents, or employees as the Board shall elect or employ.

Article IV
Directors

The Board of Directors of this Corporation shall consist of not less than three (3) persons, and no more than twenty-five (25) persons. The names and addresses of the initial Board of Directors are listed below:

1. Mr. Jessee L. Baker (City of Radford)
2. Mr. W. James Billig, Sr. (Montgomery County)
3. Mr. Harold E. Chafin (Giles County)
4. Mr. Fred N. Cole (Pulaski County)
5. Dr. H. Randall Edwards, Secretary/Registered Agent (Pulaski County)
6. Mr. W. W. Griggs (Pulaski County)
7. Mr. G. R. Hall (Giles County)
8. Mr. Grady A. McConnell (Montgomery County)
9. Mr. James A. Morris (City of Radford)

- 10. Mr. James R. Newell (Floyd County)
- 11. Mr. Leslie C. Pugh (Floyd County)

The President of the College shall be a Director. All Directors shall be elected by the Board for terms of three (3) years, except the College President who shall be elected by the Board for a term concurrent with his or her office as College President. At least three (3) members shall be appointed by the New River Community College Board.

Vacancies in the Board of Directors may be filled by the Board of Directors at any regular or special meeting. If the vacancy so filled by the Board be that of the College President, such vacancy shall be filled by the successor to such office. Any other vacancies on the Board, if filled by the Board of Directors, shall be for the unexpired term of the Director whose vacancy is so filled.

All members of the Board of Directors shall be eligible for re-election to the Board, without limitation upon the number of successive terms.

Article V
Registered Agent

The address of the registered office of the Corporation shall be c/o New River Community College, Drawer 1127, Dublin, Virginia, 24084, in the Town of Dublin, Virginia, and the County of Pulaski, Virginia, and the name of its initial Registered Agent is H. Randall Edwards, whose business address is Drawer 1127, Dublin, Virginia, 24084. The said Registered Agent is a resident of the State of Virginia and a Director of this Corporation.

Article VI
Liquidation

In the event of liquidation, dissolution, or termination of this Corporation by any means whatsoever, any assets available for distribution after provision for all obligations of this Corporation shall be distributed to the Community Colleges of Virginia Educational Foundation, Inc., or a similar tax-exempt organization selected by the Virginia State Board for Community Colleges.

However, if the named beneficiary is, at the time of this Corporation's dissolution no longer in existence, no longer a qualified distributee, or unwilling or unable to accept the assets of this Corporation, then such assets will be distributed exclusively for charitable purposes to an organization or organizations which are qualified as exempt organizations under Section 501 (c) (3) of the Internal Revenue Code.

Article VII
Indemnification

The Corporation shall have power to indemnify its Directors, officers, and employees as provided for by Section 13.1-205.1 of the Code of Virginia (1950), as same may be amended from

time to time.

**BYLAWS OF
NEW RIVER COMMUNITY COLLEGE
EDUCATIONAL FOUNDATION, INC.**

**Article I
Purpose**

The purposes of the Corporation are those described in its Articles of Incorporation.

**Article II
Composition of Board of Directors**

The Board of Directors of this Corporation shall consist of not less than three (3) nor more than twenty-five (25) Directors, with the exact number to be determined from time to time by the Board of Directors. The Board of Directors for the first year of the Corporation's existence, or until the first annual meeting of the Board, shall be composed of those persons designated in the Articles of Incorporation, and such other persons as the Board shall elect, if any.

The President of the College and the Foundation Executive Director shall be directors for a term concurrent with the tenure of their offices as President and Executive Director.

All other directors shall be elected by the Board at its annual meeting for terms of four (4) years. Directors rotating off the Board may be reelected for membership after one (1) year has elapsed.

Vacancies on the Board of Directors may be filled by the Board of Directors at any regular or special meeting. If the vacancy so filled by the Board be that of the College President or Foundation Executive Director such vacancy shall be filled by the successor to such office. Any other vacancies on the Board, if filled by the Board of Directors, shall be for the unexpired term of the director whose vacancy is so filled.

**Article III
Directors**

The business affairs and property of this Corporation shall be under the management of its Board of Directors, and such officers and agents as said Board may elect or employ.

The Board of Directors shall hold its meetings at such time and places as it may from time to time prescribe. The Board of Directors shall meet at least once a year at its annual meeting. Special meetings of the Board of Directors may be called anytime by the President of the Corporation or at the request of any two Directors. At least five (5) days notice of the time and place of the meetings of the Board of Directors shall be given in person or in writing to all Directors. However, any irregularity in the time, form or receipt of such notice shall not invalidate any action undertaken by the Directors provided a quorum thereof is present and voting at such meeting. Written notice deposited in the United States mail and addressed to mailing address of the Directors as reflected in the Corporate books shall be deemed to be sufficient notice.

A majority of the Directors in office shall be necessary to constitute a quorum for the transaction of business. Any question coming before the Board shall be determined by majority vote provided a quorum exists. If a quorum fail to attend at the time and place of meeting, the majority of those who do may adjourn from time to time until the meeting shall be regularly constituted. At any meeting for the election of Directors, a quorum being present, the person receiving the greatest number of votes shall be elected as Director. Voting by proxy is not recognized.

The Board of Directors will elect an Executive Committee, and may elect such other committees as it may deem appropriate, and fix and prescribe their rights, authority, and duties. The Executive Committee shall be composed only of members of the Board of Directors. The College President and President of this Corporation shall be members of the Executive Committee; the President of this Corporation shall be the Chairman of the Executive Committee, and the College President shall be Secretary of the Executive Committee. The Executive Committee shall have and exercise the full authority of the Board in the management of the business of the Corporation between the regular meetings of the Board of Directors. All actions taken by the Executive Committee on behalf of the Corporation shall be reported to the Board at its next regular meeting. Meetings of the Executive Committee may be called anytime by the President of the Corporation, or at the request of two Directors on the Executive Committee.

The Directors shall serve without compensation, except they may receive their reasonable expenses as shall be approved by the Board of Directors.

Article IV
Directors Emeriti

The Board of Directors of this Corporation may elect Directors Emeriti who must have served as Directors of the Corporation. Directors Emeriti shall serve for their lifetime or until they resign or are removed by the procedure for removing any other Director. There shall be no limit on the number of Directors Emeriti who may be elected by the Board of Directors.

Article V
Officers and Agents

The Board of Directors at its organizational meeting and at each subsequent annual meeting of the Board of Directors shall elect a President, a Vice President, a Secretary, a Treasurer, and such

other officers and agents as it may deem appropriate. The President and Vice President shall be elected from the Board of Directors but no other officers, agents, or employees shall be required to be members of the Board of Directors. The President of the College, who is also a Director of the Corporation, shall be the Secretary of the Corporation. The Treasurer who shall be an employee of the college, will be elected by the Directors; however, this officer shall not be a Director, nor have a vote. Any two or more offices may be held by the same person, except the offices of President, Vice President, Secretary and Treasurer. The President and Vice President shall be elected for a term of one (1) year or until their successors are elected. The officers of this Corporation shall be eligible for re-election, as the Board of Directors shall determine, without limitation upon the number of successive terms.

All other officers, agents, and employees of the Corporation elected by the Board of Directors shall be elected for such terms and with such rights, authority, and duties and such compensation as may be fixed by the Board of Directors.

Article VI
Powers and Duties of Officers and Agents

The President of the Corporation shall be the Chief Executive Officer. The President shall preside over all meetings of the Board of Directors and shall further have the general management and supervision of all the affairs of the Corporation as specifically delegated by the Board of Directors. The President shall see that all orders and resolutions of the Board of Directors are carried into effect and shall execute all deeds, contracts, agreements, transfers, and such other instruments as may be designated by the Board of Directors, and generally perform all other duties and functions and have and exercise all of the rights, powers, and authority usually by law vested in such officers. In the event of the absence, inability, or death of the President, the Vice President shall have all the powers, and perform all the duties of the President until the vacancy is filled.

The Secretary shall give proper notice of all Board meetings to all Board of Directors when requested; maintain an accurate record of all meetings, and all actions taken at such meetings by the Board of Directors; maintain an accurate record of the names and addresses of all Directors, and certify as to the accuracy and completeness of any record of the Corporation. The Secretary shall be the custodian of the Corporate Seal, and attest the same when affixed to any writing pursuant to the direction of the Board of Directors. These foregoing responsibilities also apply to all meetings and actions taken by the Executive Committee of this Board. The Secretary shall also be responsible for the timely filing of all required forms with the State Corporation Commission.

The Treasurer shall collect, receive, and hold the money of the Corporation, and shall have custody of all funds, securities, and properties of the Corporation and shall keep in books belonging to the Corporation full and accurate accounts of all receipts and disbursements, and shall deposit all monies, securities, and other valuable effects in the name of the Corporation in such depositories as may be designated for that purpose of the Board of Directors. The Treasurer shall handle, manage, and make disbursement of the properties and monies of the Corporation as prescribed by the Board of Directors, and shall render to the Board at the regular meetings of the Board, and

whenever requested by them, an account of all of his transactions and an account of the financial condition of the Corporation. Any or all of the foregoing rights, duties, powers, and authority made by the Board of Directors may be delegated to and vested in such other officers, agents, or employees as it may from time to time prescribe. The Treasurer and any other person handling or responsible for the funds of this Corporation shall be insured by a fidelity surety bond in favor of this Corporation.

Article VII
Audits

The books and records of the Corporation shall be audited at least on an annual basis. The audit shall be performed by an independent and qualified individual agreed to by the Board of Directors of this Corporation. The Treasurer shall submit to the State Board for Community Colleges an annual financial statement of the transactions of the Foundation as well as copies of periodic audit reports. No funds of the Corporation shall be applied to capital improvements or to the College's and/or Virginia Community College System's operating budget unless and until the application of such funds has been approved in writing by the State Board for Community Colleges.

Article VIII
Seal

The Seal of this Corporation shall be circular, and bear the name and date of formation of this Corporation. The Seal shall be adopted by the Board of Directors at any regular or special meeting.

Article IX
Registered Agent

The Registered Agent of this Corporation is that person designated in the Articles of Incorporation. The Registered Agent shall be a resident of Virginia and an officer or director of this Corporation, or a member of the Virginia State Bar. The Registered Agent shall promptly notify the Board, as the Board of Directors shall specify, or any notices or demands received. Upon resignation, the registered agent will promptly and properly notify the State Corporation Commission thereof, and the Board will appoint a successor. The State Corporation Commission shall be promptly notified of the successor's name and address.

Article X
Amendment to Bylaws

These bylaws may be repealed, changed, or added at any meeting of the Board of Directors provided advance notice of the proposed repeal, change, or addition is given to each Director at least ten (10) days prior to such meeting. Written notice to the Directors timely mailed to their address shown on the books of the Corporation shall be deemed to be sufficient notice. No such repeal, change, or addition shall become effective until approved by the State Board for Community Colleges as it shall require from time to time. Amendments to the Articles of Incorporation shall

be accomplished as provided by law and upon the prior approval of the Virginia State Board for Community Colleges.

**Memorandum of Understanding
between
New River Community College
and
The New River Community College
Educational Foundation, Inc.
For the Period Ending June 30, 2008**

In accordance with the Virginia Community College System Policy on Foundations, the following agreement between the New River Community College (hereinafter referred to as the College) and the New River Community College Educational Foundation, Inc., (hereinafter referred to as the Foundation) specifies the services and funds to be provided by the College in support of the Foundation's operations and the services provided by the Foundation to the College. The following represents a memorandum of understanding that covers the period from July 1, 2007 through June 30, 2008. This agreement is subject to annual renewal.

The Foundation agrees that it will receive, hold, invest, manage, use, dispose of, and administer its property and assets for the benefit of the College or for the educational support activities that may be conducted by the College. The Foundation will solicit and accept gifts in accordance with its written policies. All gifts, donations, bequests, private endowments, and private grants will be used in accordance with the wishes of the donors.

In the conduct of its activities, the Foundation will make every effort to maintain an identity separate from that of the College while, at the same time, working only to serve the interests of the College. All promotional materials produced by and for the Foundation will be clearly identified as such. The Directors of the New River Community College Educational Foundation, Inc., will ensure coordination of Foundation activities with the College.

The Foundation will provide scholarship support and other types of support in addition to fundraising management, account management, and public relations development services in support of the College's mission.

The Foundation agrees that the College and its employees shall not be liable for loss or damage to the Foundation's property on College property.

In consideration of the Foundation's services and contributions to the College, the College

agrees to provide management and staff support for college-funded positions in the Office of Planning and Advancement, and provide office space, computer information systems and support, and shared equipment such as copy machines, fax machines, telephones and files at no charge to the Foundation.

**MOU between NRCC and NRCC Educational Foundation, Inc.
Page Two**

The Foundation agrees to reimburse the College for staff services provided by the College employee listed below:

<u>Position Title</u>	<u>Time Commitment</u>	<u>Cost</u>
Advancement Assistant or equivalent position	Up to 1500 hrs./year	Hourly wage as determined by College policies; total cost approved by Foundation Board as part of operating budget (not to exceed total of \$20,000)
Accounting Assistant	500 hrs./year	

Other as approved by
Foundation Board

In witness whereof the Foundation and the College have caused this agreement to be executed by their duly authorized representatives.

Jack M. Lewis, President
New River Community College

Thomas J. McCarthy, Jr., President
NRCC Educational Foundation, Inc.

