

**LORD FAIRFAX COMMUNITY COLLEGE
BOARD MEETING
MINUTES NO. 248
September 3, 2020**

CALL TO ORDER

The Lord Fairfax Community College Board convened an electronic meeting in accordance with § 2.2-3708.2 of the Code of Virginia and Chapter 1283 of the 2020 Acts of Assembly to conduct regular business on Thursday, September 3 at 12:00 p.m. The meeting was transmitted virtually via Zoom video and phone conference at <https://vccs.zoom.us/j/98435370599> or +1 301 715 8592 (Meeting ID 984 3537 0599). A video recording of the meeting can be viewed by visiting <https://lfcc.edu/about-lfcc/college-board/>

Members Present	Mary W. Barton Kimberly P. Blosser Renard Carlos Michael Czinkota Edwin C. Daley Brad A. Hodgson Andrew C. Keller Michael A. Lake Pamela M. McInnis Brandon Monk Maryam Tabatabai Michael Wenger	Fauquier County Lord Fairfax Community College Fauquier County Page County Warren County City of Winchester Shenandoah County Frederick County Warren County Frederick County Clarke County Rappahannock County
Members Absent	Benjamin C. Freakley	Shenandoah County
Others Present	Jeanian Clark, vice president of Workforce Solutions Chris Coutts, provost Fauquier campus and vice president of communications and planning Anne Davis, vice president of academic and student affairs Ashley Hansen, executive assistant to the president Liv Heggoy, associate vice president of institutional advancement Craig Short, vice president of financial and administrative services	
Approval of Minutes No. 247	On a motion made by Ed Daley, seconded by Brad Hodgson, Minutes No. 247 were unanimously approved.	

NEW BUSINESS

Introduction of new College Board members: Renard Carlos, representing Fauquier County; Brandon Monk, representing Frederick County; Maryam	Board Chair Pam McInnis introduced the following new board members: <ul style="list-style-type: none"> • Renard Carlos, representing Fauquier County, appointed to a first four-year term;
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<p>Tabatabai, representing Clarke County; and Michael Czinkota, representing Page County (Information Item)</p>	<ul style="list-style-type: none"> • Brandon Monk, representing Frederick County, appointed to fill an unexpired term; • Maryam Tabatabai, representing Clarke County, appointed to a first four-year term; and • Michael Czinkota, representing Page County, appointed to a first four-year term <p>All new members participated with a virtual board orientation session prior to September’s board meeting and facilitated by Pam McInnis, board chair; Mike Wenger, board vice chair; and Kim Blosser, LFCC president.</p> <p>This was an information item and required no further action.</p> <p>(Attachment No. 1; 1 page)</p>
<p>Introduction of LFCC Vice President of Academic and Student Affairs, Anne Davis (Information Item)</p>	<p>Kim Blosser introduced LFCC’s new vice president of academic and student affairs, Anne Davis, who began serving in the role July 1. Anne has an extensive background in community colleges and most recently was an administrator with an online university and brings a needed expertise to LFCC’s learning landscape that is shifting to mostly online content due to COVID-19.</p> <p>This was an information item and required no further action.</p>
<p>Review of LFCC Institutional Priorities AY 2020-21 (Information Item)</p>	<p>Kim Blosser reviewed the LFCC Institutional Priorities for academic year 2020-21 with board members (Attachment No. 2). Institutional priorities supporting enrollment stabilization, administrative strength, and leadership and innovation were determined through a process including faculty, staff and administration. Once determined by the college leadership, the priorities were submitted to the VCCS Chancellor for review and approval. Near the conclusion of the 2020-21 academic year, the president will provide the College Board with an institutional priorities progress report as part of the president’s annual evaluation by the board.</p> <p>This was an information item and required no further action.</p> <p>(Attachment No. 2; 5 pages)</p>
<p>Reviewing the Appropriateness of Virginia Community College Facility Names (Information Item)</p>	<p>Kim Blosser reported on the following:</p> <p>The mission of Virginia’s Community Colleges (VCCS) and their shared dedication to the principles of diversity, equity, and inclusion demand we examine the names regularly facing our students, faculty, staff, and supporters on their community college journey and determine if those names are consistent with that mission and those values. Demonstrations are inspiring institutions in Virginia and beyond to examine, and in many cases exorcise, symbols of systemic racism that</p>

have existed in plain sight for years. The VCCS feels a responsibility to join that broader conversation and focus a high level of scrutiny on the names that adorn our facilities.

The State Board for Community Colleges has authority to determine the names of community colleges and college campuses. The State Board has delegated authority to local college advisory boards to approve the names of on-campus facilities.

The State Board has asked the local advisory boards of each of the 23 Virginia community colleges to review the appropriateness of its college, campus(es), and facilities names and report back on or before the regularly scheduled March 2021 meeting of the State Board with facility name changes it has made and recommendations regarding college and campus names that should be changed by the State Board.

Having served students and the community for 50 years, some sense of tradition is to be expected across our college and campuses. At the same time, we share a mission to serve all Virginians and we share the values of diversity, inclusion and equity. The purpose of this process is to determine whether the name adorning the college (Lord Fairfax), the names of campuses (Fauquier and Middletown), and all other named facilities support, or conflict with, those shared values.

LFCC's plan for addressing the resolution is as follows:

- President works with College Board chair and vice chair to identify steps in the overall review process; College Board members will review the process and will review and approve the final report to be sent to the State Board.
- President, working with the College Board chair and vice chair, will create three working groups to review the following areas:
 1. College and campus names;
 2. Facility (building or space) names, including the local facility naming policy;
 3. Financial impact of potential college, campus or facility name changes
- President will provide each working group a charge and timeline; working groups will meet via Zoom or other technology.
- An interim status report from each working group will be presented to the College Board at their September 3 meeting.
- A final report of analysis from each workgroup will be provided to the College Board at their November 12 meeting.
- College Board will take action on any recommended college or campus name changes no later than the February 2021 board meeting.
- Should name changes be recommended for any building or rooms for which the College Board has delegated authority, the local board will take action on those no later than the February 2021 board meeting, and will include those changes

	<p>in the final report to the State Board for Community Colleges by March 2021.</p> <ul style="list-style-type: none"> Should the College Board recommend a college or campus name change, the President will work with the College Board to establish a process to undertake the recommendation of a new name. <p>This was an information item and required no further action.</p> <p>(Attachment No. 3; 1 page) (Attachment No. 4; 2 pages)</p>
<p>Interim status report on LFCC's facility names review process (Information Item)</p>	<p>Kim Blosser, Liv Heggoy and Craig Short reviewed their respective portions of the LFCC's facility names review process interim status report with board members (Attachment No. 5).</p> <p>This was an information item and required no further action.</p> <p>(Attachment No. 5; 3 pages)</p>
<p>Recommendation to approve FY 2021-22 College Board Budget (Action Item)</p>	<p>Craig Short recommended to board members the FY 2021-22 College Board budget of \$364,000 for approval. Board members reviewed the proposed budget (Attachment No. 6).</p> <p>The College's localities, which provide funding for this budget, begin requesting the College's budget proposals for the next fiscal year in the fall of the current fiscal year. The College Board budget consists of various funds spent by different departments within the College, as well as funding for College Board scholarships rewarded to students in each of the localities.</p> <p>Recognizing the economic impacts of COVID-19 and the current uncertainties in the economy, the attached budget proposes to maintain the same funding request as the previous year of \$364,000 (notwithstanding any interim reductions during the current fiscal year).</p> <p>On a motion made by Mike Wenger, seconded by Mike Lake, the FY 2021-22 College Board budget was unanimously approved.</p> <p>(Attachment No. 6; 2 pages)</p>
<p>Recommendation to approve LFCC President Executive Compensation FY 2020 (Action Item)</p>	<p>Liv Heggoy reviewed with board members that the VCCS policy on executive compensation permits the college's foundation to supplement the president's salary in the form of a housing allowance up to \$25,000 per year. VCCS policy is consistent with the executive benefits programs at other institutions of higher education. The State Board for Virginia Community Colleges believes this policy is consistent with the increased priority that Virginia community college presidents are expected to place on college foundation work, with fundraising in particular. Approximately half of current VCCS presidents receive this</p>

	<p>annual allowance.</p> <p>The LFCC Foundation Board and executive committee have discussed this at great length and have decided to set aside \$12,500 in the Foundation budget that can be used to supplement the president's salary for FY 2020 (\$10,000 housing allowance; \$2,500 vehicle allowance). Authorization for the president to receive this benefit must be recommended by the local college board, funded by the foundation, and approved by the chancellor.</p> <p>On a motion by Ed Daley, seconded by Brad Hodgson, the recommendation for a president housing allowance in the amount of \$12,500 to be received by Kim Blosser, and funded by the LFCC Foundation, was approved unanimously.</p> <p>(Attachment No. 7; 2 pages)</p>
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REPORT OF THE COLLEGE BOARD CHAIRMAN

Board Chair Pam McInnis and Vice Chair Mike Wenger co-facilitated the new board member orientation as part of the onboarding for Carlos, Czinkota, Monk and Tabatabai. Chair McInnis found the orientation content to be a helpful and informative reminder of board members' responsibilities and purpose. Chair McInnis asked that all current board members receive a copy of the orientation materials for review and reference.

REPORT OF THE EDUCATIONAL FOUNDATION BOARD REPRESENTATIVE

Michael Lake, LFCC Educational Foundation Board representative, reported on the following:

- Luray-page County Center construction is approximately 60 percent complete.
- LFCC Foundation holding a brick fundraising campaign for the new LPCC as well as a virtual version of the annual 'Evening with the Stars' fundraising event.
- The college has received a Claude Moore grant to support some of the classroom equipment needs for the LPCC; and the original proposal of roof terrace feature on the building is back on the table thanks to the building contractor identifying more available funds due to value engineering.
- The Foundation is discussing cyber insurance in light of the recent Blackbaud data breach; the board voted to have Liv Heggoy investigate cyber insurance.
- Subway franchise at Middletown campus continues to be closed due to COVID.
- Funding for Hazel Hall at the Fauquier campus hopeful to be back on track at conclusion of current General Assembly special session.

REPORTS OF THE COLLEGE

President	<p>Kim Blosser reported on the following:</p> <p>State Budget</p> <ul style="list-style-type: none"> • General Assembly Special Session is currently underway, with an expectation they will adjourn sometime in mid-September (this may change). • The Governor's re-introduced budget for the next
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biennium does not include any general revenue cuts to higher education.

- G3 has been removed entirely from the budget
 - Governor Northam has stated publicly this is a top priority, so if the revenue forecast improves, there could be funding allocated in the second year of the biennium. This would require the Governor to introduce that spending during the January session of the legislature and for the legislature to approve it.
- There was funding provided in the Caboose Bill for Hazel Hall. The plans are completed and are through the DEB state process. When COVID hit, the Governor put all spending on hold, so we are just waiting on the release of those funds. After the presentation to the money committees last week, the VCCS communicated that there is no indication this won't move forward.

College updates

- LFCC All College Day (a college-wide professional development and strategic planning training) 2020 will be held on Friday, October 23 in a half-day virtual format. The agenda will focus on LFCC's upcoming strategic planning process as the current strategic plan ends in 2021.
- The LFCC commencement planning committee has recommended to move forward with planning three event format options for 2021 Commencement:
 - in-person, traditional commencement at Skyline High School on May 15
 - virtual commencement ceremony similar to 2020's event
 - hybrid of virtual and in-person commencement if Virginia COVID-19 guidelines permit gatherings of a certain size

Determining which format option that will ultimately be implemented will depend on college leadership's decision considering COVID-19 implications in January-February 2021. At this point in time, leadership is leaning towards a hybrid of virtual and in-person format and has asked the planning committee to spend time focusing on this arrangement.
- All previously scheduled/planned LFCC 50th anniversary in-person events have been cancelled for the Fall 2020 semester. The 50th anniversary planning committee will focus on LFCC history educational/awareness activities that can be engaged with primarily in a virtual or digital format.
- The President's Career Enrichment Program (PCEP) has been retooled for the 2020-21 academic year into a

	<p>proactive and meaningful program to engage employees of the College in a deep reflection on race and equity issues. This is a yearlong program where a cohort of up to 15 LFCC employees will explore and reflect upon racial issues from a variety of perspectives. There will be readings, group activities, guest speakers, and a capstone project where the groups will suggest ideas for improving equity and inclusiveness at the college.</p> <ul style="list-style-type: none"> • The president will hold two virtual open forums for employees during the Fall 2020 semester – Monday, September 28 at 10:00 a.m. and Tuesday, November 17 at 10:00 a.m. • The president will hold a virtual forum open with all LFCC students on October 21, 2020.
<p>Workforce Solutions and Continuing Education</p>	<p>Jeanian Clark, vice president of Workforce Solutions, reviewed with board members the <i>Workforce Solutions and Continuing Education Quarterly Performance Update, April – June 2020 (Attachment No. 10)</i>.</p>
<p>Fauquier Campus; Communications and Planning</p>	<p>Chris Coutts, provost Fauquier campus and vice president of communications and planning, reported on the following:</p> <p>Fauquier campus</p> <ul style="list-style-type: none"> • The Fauquier Campus is excited to announce the opening of the Veteran’s Center. Built with support from a private foundation, the new center provides resources and support for veteran and military-affiliated students. Progress is also being made on the student support center, which is being built with support from the Loeb Foundation. <p>Communications and Planning</p> <ul style="list-style-type: none"> • The newly organized communications and planning (CAP) unit is currently working on several projects related to celebrating LFCC’s 50th anniversary. A new web-based timeline provides a visual depiction of events in LFCC’s history. The timeline can be viewed here: https://lfcc.edu/lfcc-50th-anniversary/lfcc-50th-anniversary-timeline/. The CAP team has also captured some great LFCC stories from interviews with alumni and professors and looks forward to sharing these on our website in podcast format. For more information and updates on LFCC’s 50th anniversary, visit www.lfcc.edu/50.

	<ul style="list-style-type: none"> • LFCC is beginning its strategic planning process this fall. We've begun to gather and share data and research about our college and the students we serve. We will focus on our strategic planning efforts during All College Day on October 23, 2020, and will follow up with students, faculty, boards and members of the community in the weeks and months following. We will keep the College Board updated as we move through our discussions. The focus is on developing a plan that responds to the needs of the classroom, the campus and the community, and helps the college adapt and lead in this new environment. The goal is to bring a plan to the president and the College Board for review in Spring 2021. • The CAP unit is focusing on streamlining communication and sharing information with our community. Our communications and planning team welcomes board members' thoughts and ideas on how we can share the great things our students, faculty and staff are doing. Please reach out to President Blosser or Chris Coutts if you are interested and have ideas or suggestions.
<p>Academic and Student Affairs</p>	<p>Anne Davis, vice president of academic and student affairs, reported on the following:</p> <p>School of Professional Programs</p> <ul style="list-style-type: none"> • New personnel <ul style="list-style-type: none"> ○ Craig Santicola, dean of professional programs ○ Mary Catts, nurse retention specialist ○ Steven Wilson, assistant professor of paramedic studies ○ Kathy Ware, assistant professor of health information management (previously associate instructor) • Personnel in progress <ul style="list-style-type: none"> ○ Director of health professions ○ Quasi full-time surgical technology • Curriculum <ul style="list-style-type: none"> ○ A.A.S. in surgical technology (new) ○ Paramedic certificate (new) ○ Technical studies (new) • Articulation agreement <ul style="list-style-type: none"> ○ 2+2 nursing transfer degree with Shepard University (new) • Student success <ul style="list-style-type: none"> ○ 15 dental hygiene students graduated from the LFCC and Virginia Western Community College Joint Venture Program in May 2020. Fourteen students have successfully taken boards; one student has not taken

boards yet. National board testing was delayed and clinical requirements were covered virtually.

- The nursing faculty worked to provide additional clinical/simulation opportunities and contact tracing clinical experiences over the summer. This provided students a robust opportunity for clinical experiences as well as set the stage for incorporation of virtual simulation opportunities this fall.

School of Science, Technology, Engineering and Math

- Curriculum
 - A.S. in science: computation and data science (new)
 - A.S. in science: cybersecurity engineering (new)
- New personnel
 - Beth Dodson selected as a full-time math faculty. Dodson brings two decades of experience at the college/university level and specializes in statistics, data analysis, data visualization and curriculum development in those fields. She has experience in research and data analytics as a director of analytics at a computational research lab with a focus on research of global humanitarian issues impacting our world today. Dodson has a bachelor of science degree in mathematics, a master's degree in curriculum development and assessment, a graduate certificate in applied statistics, and is currently completing a second master's Degree in advanced data analytics.

School of Humanities and Social Sciences

- Programming
 - The adult General Studies cohort (a structured pathway to a General Studies degree where all the classes are online and in seven-week formats) has enough students to run. This program targets adults in the 25 – 35 year age range who are working and have families. The benefits are:
 - i. Students are getting a genuine chance to get a post-secondary credential and improve their lives.
 - ii. Students can potentially be full-time students without giving up their jobs to do that. And it's asynchronous online so they can do the classes around their work and life schedules.
 - iii. If they can handle the full-time schedule (but only 2 classes at a given time) they can also qualify for full financial aid.
 - iv. We will, hopefully, be reaching a group that our data has been telling us we're missing,

which should start to help enrollment.

Early College and High School Partnerships

- LFCC is partnering with Shenandoah University and George Mason University in the Shenandoah Valley Computer Science Regional Partnership Grant (SVCSP). The partners include each of the public school divisions in the LFCC region, Shenandoah University, and George Mason University. GMU serves as the fiscal agent for the grant. The purpose of the grant, sponsored by the Virginia Department of Education, is to train elementary, middle, and high school teachers on how to embed VDOE computer science standards into K-8 instruction as well as implement AP computer science courses into high schools.

Currently, there are 23 high school teachers from the City of Winchester and the counties of Shenandoah, Clarke, Warren, Frederick, and Fauquier taking coursework at LFCC that will enable them to add the computer science endorsement to their teaching licenses. Taking the computer science courses at LFCC enables teachers to gain the foundational knowledge they need to pursue graduate coursework to dual enroll computer science courses in their high schools. Melissa Stange, LFCC professor of information technology, and Brenda Byard, dean of early college and high school partnerships, are serving as lead partners for LFCC.

- LFCC is pleased to announce that the Claude Moore Charitable Foundation (CMCF) has approved \$817,050 in grant funding. LFCC received two grants from the Claude Moore Foundation. The first grant, for \$448,529, is in partnership with secondary partners to create pathways in health professions and will benefit nearly all of the college's service region through:
 - allowing the college to start offering an emergency medical technician (EMT) program at the Fauquier campus;
 - buying equipment for anatomy and physiology labs in Clarke and Shenandoah counties;
 - starting a pharmacy technician program for Fauquier County students;
 - upgrading the patient care technician program in Warren County;
 - creating a sports medicine credential program in Frederick County.

A separate grant from the CMCF is for \$368,521 and will benefit the Luray-Page County Center currently under construction. It will be used to provide equipment for the health science lab in the new center, which is on track to open for the Spring 2021 semester.

Adult Education

- Adult education grants have been funded again for a new three-year cycle. The award comes from the Virginia Department of Education's Office of Career, Technical and Adult Education. Over the three-year grant performance period, the package will bring approximately \$2.5 million of federal, state and local matching funds to the college. It allows the college to continue services to adults who require a high school equivalency (GED), basic academic skills remediation, English language instruction, or assistance on the path to citizenship.
- Respective localities contribute cash and in-kind match (15 percent of our federal grant amounts must be matched and we far exceed that in each locality if you count in-kind.) Much match comes from the K-12 districts, with which we have an MOU to provide these services. RSW (Rappahannock, Shenandoah Warren) and NRADC (Winchester, Frederick, Fauquier) jails are also major cash match contributors. (Note, Rappahannock and Fauquier counties are not in our ABE service region and are rather supported by a program out of Orange County. However, the regional jails in Front Royal and Winchester do serve those counties, so we have a little involvement with inmates from those jurisdictions.)
- All ABE classes are being offered virtually in the fall. Pre-enrollment numbers are higher this fall than last.

Student Services and Academic Support

- TRIO SSS program has been refunded, with an increase. The new award will be \$294,725 per year, for a total of \$1.47 million over the course of the five-year grant cycle. The funding period runs 09/01/2020-08/31/2025, as long as Congress appropriates our programs each year. Six staff are funded out of the TRIO grant, as well as 160 low-income, first-generation students and students with disabilities the college serves each year.
- The 2020 welcome week is drawing students for virtual events. There have been close to 15 events scheduled as well as drive-by swag back pick up this week. Student Engagement virtual events will continue throughout the semester.

	<ul style="list-style-type: none"> • LiveChat was introduced across the entire LFCC website in July and draws over 200 chats a week from students and potential students. This tool has been helpful for students to get a quick question answered in real time without picking up the phone or driving to campus. • Student services has created Zoom rooms across multiple services to save students the trip to campus. The Zoom rooms are open all day and serve students in the exact same way as they would be served in person, but virtually.
<p>Development</p>	<p>Liv Heggoy, associate vice president of development and executive director of the LFCC Foundation, reported on the following:</p> <ul style="list-style-type: none"> • The LFCC Foundation’s audit of 1/1/2019 – 12/31/19 financial statements is complete with an unmodified (clean) opinion. • The Foundation Board welcomed two new board members, Irene Hardesty and Doug Stallard. • In addition to construction, fundraising also continues for the Luray-Page County Center. In addition to major gift opportunities, there will be a brick campaign for the beautiful courtyard space - \$125 for 4 x 8 brick, \$250 for 8 x 8 brick.
<p>Financial and Administrative Services</p>	<p>Craig Short, vice president of financial and administrative services, reported on the following:</p> <p>Operations</p> <ul style="list-style-type: none"> • The first iteration of the budget that had been developed based on the preliminary distribution report from April held true. Within the outcomes-based model from the VCCS, LFCC was grouped in the “out-perform” side of the equation based on our metrics and remained in the top five of Virginia’s community colleges for performance-based funding. The projected decline in both revenues and expenses has held true as well with projected revenues of \$31.8 million, down by \$1.3 million and total projected expenses of \$31.5 million; down by \$1.2 million. Our projected revenue assumed a 15 percent drop for Summer 2020 and 5 percent drop for Fall/Spring FTE enrollment. Summer 2020 enrollment (860) ended at better than expected levels with an FTE increase of approximately 15 percent over Summer 2019 (741). Fall 2020 enrollment, however, continues to be trending at reduced enrollment. Funding associated with the CARES act (\$2.3 million) remains as a budget neutral item with \$1,158,050

distributed in direct payments to just over 1,000 of our students. The balance will fund additional expenses related to the disruption of campus operations due to coronavirus.

- LFCC took measures to prepare for the budget implications of the pandemic by reducing discretionary spending in the last quarter of FY20, implementing the temporary hiring freeze, mining for available grants and revenue sources and otherwise preparing a conservative FY21 budget with the expectation that there would be a decrease in enrollment. As a result, all requests for non-personnel budgets in the coming fiscal year were funded.
- LFCC Subway and Recreational Fitness Center at the Middletown campus remain closed.
- COOP implementation remains in effect due to the impact of COVID-19. Telework when possible in effect for back of house operations, with face to face available in student facing services. Information technology continues to play a crucial role in service delivery.

Facilities and Construction updates

College-wide facilities

- Covid-19 related work has taken place at both campuses, including installation of cough guards, furniture relocation, reconfiguration of computer lab physical layouts for physical distancing, installation of hand sanitizer stations, wireless access point/WiFi boosting for outdoor and parking areas, etc. as we transition through phase III of the Governor's plan for re-opening. Safety and ADA improvements are also underway including parking lot lighting change outs at the Middletown campus and sidewalk/parking area improvements on both campuses.

Fauquier campus

- The installation of the terrazzo flooring on the lower level of Wolk Hall that was underway during the last meeting is complete. Extensive HVAC repairs have been made, particularly to the backup chiller for the Fauquier campus. Hazel Hall drawings remain at DEB for permit approval and full funding for the project has been allocated, though the timeframe for construction has yet to be established by the VCCS. It is anticipated that the project be given the notice to proceed sometime during the Fall 2020 semester.

Luray-Page County Center

- The construction of Jenkins Hall remains on schedule for completion and move-in this December. The building is now over 50 percent complete as of August 1.

Middletown campus

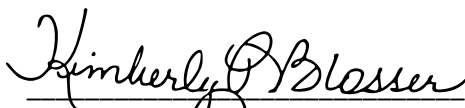
- Every building on the Middletown campus has been touched over the summer. Work on campus includes lab

	<p>exhaust upgrades in the SHP completed (that was in the submittal and off-site duct fabrication stage during the last meeting), HVAC and fire alarm repairs to Fairfax Hall, LED light replacements in buildings and parking areas, installation of fiber reinforced panels in Corron, and several painting, carpet and furniture replacements. Throughout these summer projects, dozens of faculty and staff moves have also taken place. Summer will wrap up with several cleaning projects. Smith Hall addition is in the working drawings phase. Continuing the posture of “once a level of certainty has been reached with COVID-19 impacts, we’ll be at a decision point on scheduling of construction.” See attached update and rendering. (<u>Attachment No. 11</u>)</p>
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IMPORTANT DATES			
Date	Activity	Time	Location
Saturday, September 19, 2020	LFCC Wits for Wellness 5K	9:00 a.m.	Middletown campus; register at www.lfcc.edu/5K
Monday, September 28, 2020	LFCC President’s Virtual Open Forum	10:00 a.m.	Virtual; email invitation to follow
Friday, October 23, 2020	LFCC All College Day	8:30 a.m. – 12 noon	Virtual; email invitation to follow
Thursday, November 12, 2020	College Board meeting	12:00 p.m.	Middletown campus or Zoom web and teleconference
Tuesday, November 17, 2020	LFCC President’s Virtual Open Forum	10:00 a.m.	Virtual; email invitation to follow

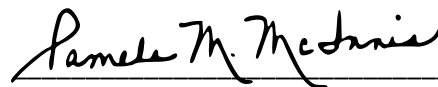
ADJOURNMENT
Board Chair Pam McInnis declared the meeting adjourned at 1:47 p.m.

SUBMITTED BY:



Kimberly P. Blosser
 President of the College and
 Secretary to the Lord Fairfax
 Community College Board

APPROVED BY:



Pamela M. McInnis
 Chair
 Lord Fairfax Community College Board

Copy + Attachments to: All College Board Members and Cabinet members.

Copy of Approved MINUTES NO. 247 (June 4, 2020) filed with Glenn DuBois, Chancellor, Virginia Community College System.



**Lord Fairfax Community College Board
2020-21**

Pamela M. McInnis, Chair
Michael S. Wenger, Vice Chair
Kimberly P. Blosser, Secretary to the Board, LFCC president

City of Winchester

Bradford A. Hodgson
Vacancy

County of Clarke

Maryam Tabatabai

County of Fauquier

Mary W. Barton
Renard Carlos

County of Frederick

Michael A. Lake;
2019-20 LFCC Foundation Board Representative
Brandon Monk

County of Page

Michael Czinkota
Vacancy

County of Rappahannock

Michael S. Wenger

County of Shenandoah

Benjamin C. Freakley
Andrew C. Keller

County of Warren

Pamela M. McInnis
Edwin C. Daley

LFCC Institutional Priorities for 2020-2021

1. Enrollment Stabilization

- a. What are your college's plans for stabilizing enrollments in light of the uncertainties created by COVID-19?
 - Refine and develop virtual student services to support current and increased enrollment.
 - Implement a Live Chat function on the website to increase virtual availability to potential students.
 - Explore technology options for students who might have limited access to equipment and/or Internet service.
 - Offer classes in multiple modalities to meet students' learning preferences and need for flexibility

- b. What are your college's plans for retaining students in light of the uncertainties created by COVID-19?
 - Create stronger online tutoring presence, both through Brainfuse and virtual Zoom tutoring sessions
 - Use messaging in Navigate to further refine the early alert system to better meet faculty, student and advisor needs
 - Redesign SDV 100 (student development) to better help students build resilience, connections, and persistence enabling them to scaffold an academic plan with peers, resources, and goals
 - During the semester, run multiple call, email, and text campaigns to check in on students to ensure they have the supports in place they need
 - Modify student attendance policies to recognize unique needs during COVID-19.
 - Provide ongoing professional development for faculty on building community and sustaining engagement in the online classroom.

- c. How will these plans support enrollment of students from underserved populations?
 - Through assessing student technology needs early to ensure that we can assist in equipping students with the basic needs of online learning
 - Through tutoring, students have access to support resources face to face through Zoom and the online platform Brainfuse. In the case of Zoom tutoring, LFCC's goal is for students to receive both content support and support in online learning.
 - The SDV re-design will help teach students about themselves and how to access the tools to be successful. Often students will come to LFCC without having had a successful academic experience and we want to them to learn about what one can look and feel like. The redesigned SDV course will better help students develop connections and a sense of academic efficacy and accountability to self.
 - Offering multiple course options will allow greater flexibility to students in these populations.

2. Responding to Workforce Needs

- a. What are your college's plans for identifying changes in your community's workforce needs as a result of COVID-19?
 - LFCC is working to anticipate and implement proactive and responsive workforce strategies to address the pandemic. Examples include, but are not limited to, the following:
 - A FastTrack Bootcamp is being planned for the dislocated workforce, with five bootcamps planned for Fall 2020.
 - LFCC will pursue grant funding, such as GOVA, for COVID impacted workforce initiatives.
 - The workforce curriculum is being migrated to online delivery methods.
 - Training and upskilling of WSCE instructors to utilize CANVAS.
 - Connecting and collaborating with local economic development officials to develop community response initiatives.
- b. What are your college's plans for increasing completion of workforce credentials and short-term certificates to help people get back into the workforce?
 - Maintain FY2020 baseline credential attainment goal of 1,104 credentials generated. Due to COVID physical distancing requirements, class enrollment maximum seats have been significantly reduced to comply with CDC guidelines. Therefore, the capacity is not there to increase enrollments.
 - Develop a strategic plan to launch the new NC3 Industry 4.0 Advanced Manufacturing program
- c. How will these plans support credential attainment for students from underserved populations?
 - The WSCE team will work closely with the Northern Shenandoah Valley United Way and, in particular, with the Valley Assistance Network, to directly link credentialing program opportunities to the ALICE population. LFCC will provide frequent and consistent program information and outreach, staff support, and funding opportunities for these underserved populations.
 - LFCC's WSCE will serve as a founding partner in the new startup of the Shenandoah Valley Workforce Development Board's Network2Work program. This program will connect underserved populations to a comprehensive network of service providers, credentialed training opportunities, wrap-around support services, and employment opportunities in the LFCC service region.

3. Ensuring Transfer Success

- a. What steps will your college take to ensure that transfer students enroll in courses that count toward completing a bachelor's degree?

- LFCC will continue to work on Transfer Virginia and advisors will promote Passport classes to ensure an easy transfer.
- Update Guided Pathways program sheets to ensure transfer pathways are clearly available for all students.

4. Budget Stabilization

- a. What efforts will your college undertake to enhance its financial sustainability in light of the budget uncertainties created by COVID-19?
 - Reduce personnel costs as a result of the hiring freeze instituted by the state. This will create extended vacancies savings.
 - LFCC implemented a hold on discretionary spending for the remainder of FY20 and into FY21.
 - Institutional funds savings are intended to be rolled over from FY20.
 - Many unplanned costs will be offset by CARES Act funding and are being utilized as a budget stabilization fund source for FY21. These funds are intended to help offset any losses in revenue and increased expenses due to COVID-19.
 - Budget projections for FY21 tuition revenues are very conservative. Overall budget projections for expenses remain flat or reduced.

5. Operational Safety and Security

- a. Link to institutional reopening plan
 - LFCC crafted a “Return to Campus Plan” in response to COVID-19. That plan, and associated training can be found on the LFCC [“Novel Coronavirus \(COVID19\) Response and Prevention”](https://lfcc.edu/novel-coronavirus-covid-19-prevention-response/#statement) page (<https://lfcc.edu/novel-coronavirus-covid-19-prevention-response/#statement>).
 - LFCC conducted a comprehensive review and revision of the Emergency Operations Plan to ensure that it contains up to date information. The plan was formally adopted by the LFCC Board at its June Board Meeting for certification to the Virginia Department of Emergency Management.

6. Diversity

- a. What are your long-term plans for diversifying faculty, staff, and administrative leadership at your college?
 - LFCC will execute the Search Advocate Program collegewide, with the following goals:
 - 10% of full-time employees will be trained as search advocates.
 - 1% of full-time employees will be established as train the trainers.
 - 80% of human resources staff will be trained.
 - 50% of managers and leaders will be trained.
 - 90% of all searches for full-time positions will be assigned a search advocate.
 - LFCC will increase its outreach to attract African American and Hispanic employees. 90% of full-time administrative and teaching faculty positions will be

advertised using all of the following posting venues: Chronicle of Higher Education, DiversityJobs.com, Higher Ed Jobs Diversity target email, and HERC.

- LFCC's Equity and Unity Ad Hoc Committee will engage in the following activities:
 - Review data to determine inequities the College will need to address
 - Brainstorm ideas to support unity, such as events, process review, and professional development
 - Make recommendations if additional college resources are needed
- LFCC will analyze applicant pools with the following goals:
 - 90% of full-time positions will include an analysis of the applicant pool compared to availability based on national IPEDS and census data.
 - Staff will analyze data from FY 19-20 applicant pools to document success in whether they represent the diverse community and the availability of applicants.
 - Staff will review FY 19-20 applicant pool data to understand where in the process diverse candidates are most likely not invited to proceed.
- The President's Enrichment Program will be redesigned to provide a program dedicated to educating and reflecting on race and ethnicity and building a foundation of language and understanding.

7. Wholistic Student Services

- a. Which recommendations from the Power of the Possible Report does your college plan to implement this year?
 - Recommendation G2: Identify staff at the executive level. The college recently created two, new executive level positions, the AVP of Student Services and Academic Support and the VP of Communication and Planning. Over the next year, these two administrators will work to coordinate and strengthen community partnerships and initiatives that address food, housing, mental health, and financial/legal needs of students.
 - Recommendation M2: Analyze Accommodations to explore mental health demographics
 - Recommendation M7: Tap one or two student services members to become content experts in Mental Health First Aid or working with students in crisis
 - Recommendation FL2: Explore implementation of Single Stop
- b. How will the COVID emergency influence those plans?
 - COVID emergencies could impact the delivery of training for Mental Health First Aid and might limit funding for Single Stop.

8. Other

- a. LFCC will be pursuing additional institutional goals in the following areas:
 - LFCC Foundation
 - A Limited Liability Corporation (LLC) will be created for LFCC Foundation real estate holdings.

- Staff will evaluate the allocation of college and Foundation scholarships to underserved populations and determine whether more targeted scholarships can be established for certain minority groups and other underserved students.
- Communication and Planning
 - LFCC will redesign and refresh its website and related digital domains to help prospective students and workforce solutions clients, especially those from underserved communities, connect, enroll and succeed at LFCC. This will integrate LFCC's web content and structure with virtual and online courses and student resources.
 - LFCC will engage in a strategic planning process to identify changing community and regional needs and determine ways to position LFCC to help meet these needs.



Reviewing the Appropriateness of Community College Facility Names

WHEREAS, the mission of Virginia's Community Colleges and their shared dedication to the principles of diversity, equity, and inclusion demand we examine the names regularly facing our students, faculty, staff, and supporters on their community college journey and determine if those names are consistent with that mission and those values; and

WHEREAS, demonstrations are inspiring institutions in Virginia and beyond to examine, and in many cases exorcise, symbols of systemic racism that have existed in plain sight for years; and

WHEREAS, we feel a responsibility to join that broader conversation and focus a high level of scrutiny on the names that adorn our facilities; and

WHEREAS, the State Board for Community Colleges has authority to determine the names of community colleges and college campuses; and

WHEREAS, the State Board has delegated authority to local college advisory boards to approve the names of on-campus facilities,

NOW, THEREFORE, BE IT RESOLVED that the State Board ask the local advisory boards of each of our 23 colleges to review the appropriateness of its college, campus(es), and facilities names, and report back on or before the regularly scheduled March 2021 meeting of the State Board with facility name changes it has made and recommendations regarding college and campus names that should be changed by the State Board.

July 16, 2020

**LFCC Plan for Discussion of College and Building Names
In Response to State Board Resolution – “Reviewing the Appropriateness of
Community College Facility Names”
Report due to State Board by March 2021**

Policy Manual: 2.09 D.3.h.c

The college board shall submit its recommendations to the State Board for a name for the community college and each campus of a multi-campus college. In the name of each community college shall be included the phrase "Community College." The college board shall be authorized to provide names for any facilities on the college campus.

Each college shall adopt procedures regarding the naming of major facilities on its campus(es). The procedures may provide for naming on the basis of significant service, but should also provide incentives and recognition for private sector giving to support the college. Recognition for private sector giving should typically occur after the gift has been received rather than on a prospective basis.

A current copy of the procedures should be provided to the Office of Facilities Management Services.

Individuals are not eligible for a naming award if they are currently employed at the college or elsewhere within the Virginia Community College System, are serving on the local college board, or serving on the State Board for Community Colleges. In addition, per the Code of Virginia, no college building, park, road, bridge, or other structure shall be named after a sitting member of the General Assembly. A separation from such employment or service of at least one month is a prerequisite for consideration for eligibility of an award.

What We're Being Asked (copied from the Chancellor's email and pasted below)

Having served students for more than 50 years now, some sense of tradition is to be expected across our colleges. However, our shared mission and our shared dedication to the principles of diversity, equity, and inclusion require us to take a close look at the names regularly facing our students, faculty, staff, and supporters on their community college journey and *ask ourselves if those names are consistent with that mission and those values.* (LFCC President Kim Blosser added emphasis)

As policy above states, the State Board is responsible for the names of our community colleges and campuses. A college's local advisory board is responsible for on-campus facility names. In other words, your local board could change the name of the John Doe Academic Building or Jane Doe Street that runs through the middle of campus. However, it would be up to the State Board to rename John Doe Community College or its Jane Doe Campus.

As you probably know, we are not alone in bringing scrutiny to our own facility names. The College of William & Mary – America's second oldest college – is reviewing its facility names. Students and faculty at Washington & Lee are calling for the college to change its name, and VMI alumni are demanding a review of the institution's Confederate symbols. And those are just some examples from across Virginia.

As our resolution states, we share a mission to serve all Virginians and we share the values of diversity, inclusion, and equity. The question your local boards will have to determine is whether the names adorning your facilities support, or conflict with, those shared values.

Plan for Addressing the Resolution

- President works with College Board Chair and Vice Chair to identify steps in the overall review process; Local College Board members will review the process and will review and approve the final report to be sent to the State Board.
- President, working with the Chair and Vice Chair, will create three college working groups to review the following areas:
 - (1) College and campus names; (2) Building and room names, including the local college naming policy; and (3) financial impact
 - President will provide each college working group a charge and timeline to do their work
 - College working groups will meet via Zoom or other technology
- A status report from each working group will be presented to the College Board at their September meeting.
- A full report of analysis and recommendations will be provided to the College Board as an action item at their November meeting.
- Should name changes be recommended for any building or rooms for which the College Board has delegated authority, the local Board will take action on those no later than the February 2021 board meeting, and will include those changes in the final report to the State Board for Community Colleges.
- Should a college or campus name change be recommended, the President will work with the College Board to establish a process to undertake the recommendation of a new name.

Timeline

- By July 31, 2020 = establish membership on three college working groups and set first meeting date
- August 1 – October 15, 2020 = college working groups meet as needed to complete work.
- By August 21 = interim status report due from each working groups to be included in College Board meeting on September 3.
- By October 23 = final analysis and recommendations report from each working group is due.
- By November 4 = complete draft of the Reviewing the Appropriateness of Community College Facility Names Report to be included for action at the College Board's November 12 meeting.
- By March 2021 = College Board will take action on any building or space names that were recommended.
- By March 2021 = College Board will approve a process for recommending a college or campus name change, if needed.
- By March 2021 = the final report and all changes or recommended changes will be submitted to the State Board for Community Colleges.

Lord Fairfax Community College
Appropriateness of Facility Names Review
Interim Status Report
August 28, 2020

The LFCC college, campus and facilities' names review process is underway per the recently approved VCCS State Board resolution. Three workgroups have been formed consisting of LFCC board members, administrators, faculty, staff and community members. One group is reviewing the 'appropriateness' of the **college and campus names** (chaired by LFCC President Kim Blosser); a second group is reviewing the 'appropriateness' of all LFCC **building and facility names** (chaired by Liv Heggoy, LFCC AVP development); and a third group is reviewing the **financial and administrative impact** of name changes (chaired by Craig Short, LFCC VP FAS).

Membership and interim status reports of each workgroup:

College and Campus Names

- Curtis Morgan, LFCC Professor of History
- Jonathan Noyalas, Shenandoah University Professor of History and Director of the McCormick Civil War Institute
- John Owens, LFCC Librarian
- Jay Gillispie, LFCC Dean of Humanities and Social Sciences; Professor of History
- Judy Humbert, Author, Historian, and Social Justice Advocate
- Pam McInnis, College Board Chair
- Mike Wenger, College Board Vice Chair
- Renard Carlos, College Board, LFCC Alum
- Anne Davis, LFCC VP of Academic and Student Affairs
- Ashley Hansen, LFCC Executive Assistant, President's Office

The College and Campus Names workgroup has held two meetings, primarily focused on two areas: (1) fact finding on Thomas 6th Lord Fairfax the person; and (2) how to determine criteria by which to determine appropriateness of names. The workgroup discussed the college's namesake, his historical significance to this region, the rationale behind the first college board's decision to recommend Lord Fairfax for the Region 15 community college official name, and a possible path forward to develop a set of criteria to evaluate names. In the most recent meeting, the workgroup agreed on a draft set of criteria, adapted from studies done at Stanford University, Yale University, and Harvard University, as those universities have dealt with prominent name changes.

The next step for the workgroup will be to evaluate the 'brand' of Lord Fairfax Community College. When the first local college board recommended the name Lord Fairfax Community College, there was push back from the State Board for Community Colleges based on a concern the name would be confused with Fairfax County in Northern Virginia. There has been anecdotal evidence from new employees over the years who have expressed that people assumed they were coming to work at a community college located in the Fairfax County region. As we are beginning our strategic planning efforts, we will be hiring a firm to

conduct a brand research study to help us determine the effectiveness of the Lord Fairfax Community College brand as it relates not only to the person but also to the college more generally.

Building and Facility Names

- Jennifer Gentry, Executive Director, Virginia Foundation for Community College Education
- Nancie Williams, LFCC Educational Foundation Board Chair
- Chris Coutts, LFCC VP of Communications and Planning; Fauquier Campus Provost
- Kim Lewis, LFCC Professor of English
- David Gray, LFCC Director of Library Services
- John Hill, Vice Mayor, City of Winchester
- Mary Barton, College Board
- Brad Hodgson, College Board
- Charlie Spiro, LFCC Professor Emeritus
- Sherry Johnson, LFCC Information Technology Specialist
- Beverly Steele, LFCC Development Coordinator, Educational Foundation

The Building and Facility Names workgroup held its first meeting by Zoom on August 6, 2020. LFCC President Kim Blosser thanked members for their willingness to serve and provided an overview of the project. Liv Heggoy, executive director of the LFCC Foundation and AVP of development and workgroup chair, shared a document listing all named spaces on LFCC campuses. Heggoy suggested that the names be divided into four groups to be discussed over the course of four subsequent meetings. The development office will provide some background information on each group of names before each meeting. This information will serve as a starting point for discussion and review. Heggoy encouraged group members to do their own research as well and members agreed with this approach. All subsequent meetings have been scheduled: August 24, September 15, September 30, and October 12.

Financial and Administrative Impact

- Rachel Dodson, LFCC Assistant Professor of Business Management and Administration
- Jeanian Clarke, LFCC VP of Workforce Solutions
- Aaron Riddle, LFCC Print and Web Manager
- Whitney Miller, LFCC Director of Facility Planning and Auxiliary Services
- Barry Orndorff, LFCC Budget and Finance Director
- Ed Daley, College Board
- Ben Freakley, College Board
- Mike Lake, College Board
- Christine Myrtle, LFCC Administrative Assistant for VP of Academic and Student Affairs
- Craig Short, LFCC VP of Financial and Administrative Services

The Financial and Administrative Impact workgroup held its first meeting on August 24, 2020 as an introductory meeting. In addition to introductions, items covered on the agenda were the status of the overall initiative, including the other two workgroups and how this particular group fits within that overall framework. Members discussed the workgroup charge and the purpose of this group as being responsible for identifying and

quantifying the potential organizational and financial impacts to changes that might be recommended by the other two groups. The workgroup reviewed the established timeline and set up a standing meeting every Tuesday at 1:30 pm. The workgroup identified an initial list of financial impacts for space and building name changes and a list for a wholesale college name change. The list will be presented at the next meeting in a spreadsheet format for use in continuing the discussion and further identification of items that may have emerged in the interim.

Initial thoughts on areas that would incur financial impacts should a **building or space** have to be re-named: Interior or exterior signage hard costs. This category overlaps with directories and directional signage both on campus and off. Costs associated with staff time involved with making changes in web platforms such as SIS, AIS and other state agency platforms as well as internet based assets such as the LFCC website, social media, etc. Police force related costs include things such as fire alarm and security system nomenclature and programming changes and other customized software. Contractual obligations from original donors would need to be reviewed the other working group for any “clawback” provisions or violation of any terms of agreements of donations to assess potential costs. Presumably, name change cost implications related to donations would likely impact the foundation more than the college. A final note was made that consideration should be made for any legal fees involved or legal costs that could be incurred in the process such as deeds or titling documents, watermarks or copyright ownership, etc.

Initial thoughts on the financial impacts from a potential **college name change**: Contracts and agreements that might need to be modified and the level of effort involved with those. Marketing and rebranding costs, including consultants, etc. are expected to be significant to overcome the loss of the 50-year investment in the LFCC brand. Exterior and interior signage and branding costs for facilities will likely be a significant cost; particularly when considering the highway signage as part of the directional and wayfinding signage. Similar to the building and space renaming but in a significantly more challenged way, web changes related to a name change will require internal staff time and likely include consulting and/or contractor efforts to ensure that it is completed within a reasonable timeframe and in coordination with re-branding efforts. A number of miscellaneous categories of potential cost implications were also identified such as apparel changes, DMV LFCC license plate associated costs, bookstore related costs for apparel purchase/destroying, name tags, license agreements, banners, pop up tabs, graduation tassels, diploma frames, to name a few. Also, as in the other category for building and space changes, legal fees and costs associated with contracts, service area municipality agreements, etc. will need to be accounted for to the extent possible. Finally, costs for intangibles such as re-educating the community on the new name will be a challenge to estimate.

LORD FAIRFAX COMMUNITY COLLEGE
P.O. Box 47
Middletown, VA 22645

TO: Kimberly Blosser, President
FROM: Craig Short,
Vice President of Financial and Administrative Services
DATE: September 3, 2020
SUBJECT: Recommended Item for College Board Agenda

The following item is recommended for the Agenda of the next College Board meeting:

Information Item: _____

Action Item: **X**

Agenda Item Title: FY 2021-22 College Board Budget Approval

Initiating Administrator's Recommendation (If funding is involved, please indicate appropriate budget line item number and title.):

Recommend approval of LFCC FY 2021-22 College Board Budget Plan

The localities, which provide funding for this budget, start requesting our budget proposals for the next fiscal year in the fall. (this budget runs July 1, 2021 through June 30, 2022). The College Board Budget consists of various funds spent by different departments within the college including scholarships set aside for each of the localities. Recognizing the economic impacts of COVID-19 and the current uncertainties in the economy, the attached budget proposes to maintain the same funding request as the originally approved fiscal year (notwithstanding any interim reductions during the current fiscal year).

Attachments (List supporting documents.):

Proposed breakdown of the FY 2021-22 LFCC College Board Budget

**LORD FAIRFAX COMMUNITY COLLEGE
BOARD BUDGET REQUEST
FOR FY 2021-22
LORD FAIRFAX COMMUNITY COLLEGE**

ACCOUNT NUMBER	TITLE	ORIGINAL 2020-21 BUDGET	PROPOSED 2021-22 BUDGET
	<u>ADVISORY COMMITTEES, BOARD ACTIVITIES, AND PRESIDENT'S OFFICE</u>		
440000	Advisory Committees	\$ 1,500	\$ 1,500
460020	Board Activities	\$ 5,000	\$ 5,000
460040	President's Office	\$ 9,000	\$ 9,000
	<i>Total College Board, President's Office and Advisory Committees</i>	\$ 15,500	\$ 15,500
	<u>EMPLOYEE DEVELOPMENT</u>		
440010	Employee Professional Development	\$ 50,000	\$ 50,000
	<u>STUDENT FINANCIAL ASSISTANCE</u>		
480000	Scholarships	\$ 190,000	\$ 190,000
	<u>STUDENT SERVICES</u>		
450000	Student Outreach	\$ 21,000	\$ 21,000
450010	Orientation / First Year Experience	\$ 8,000	\$ 8,000
480050	TRIO Discretionary/Crisis Funds	\$ 13,000	\$ 13,000
450060	Student Wellness Support	\$ 2,000	\$ 2,000
460010	Commencement	\$ 5,000	\$ 5,000
450070	Violence Prevention Education	\$ 5,000	\$ 5,000
	<i>Total Student Services</i>	\$ 54,000	\$ 54,000
	<u>SPONSORED PROJECTS</u>		
430010	Theatrical Productions/Fairfax Follies	\$ 2,000	\$ 2,000
430040	Student Competitions	\$ 2,500	\$ 2,500
450230	Student Success Initiatives	\$ 50,000	\$ 50,000
	<i>Total Sponsored Projects</i>	\$ 54,500	\$ 54,500
	Total Budget	\$ 364,000	\$ 364,000

LORD FAIRFAX COMMUNITY COLLEGE
173 Skirmisher Lane
Middletown, VA 22645

RECOMMENDATION FOR COLLEGE BOARD

TO: LFCC College Board

FROM: Liv Heggoy, executive director, LFCC Foundation

DATE: June 2020

SUBJECT: Recommended Item for College Board Agenda

The following item is recommended for the Agenda of the next College Board meeting:

Information Item: or Action Item:

Item Title for Agenda (be specific): Recommend to VCCS Chancellor a \$10,000 housing allowance and a \$2,500 vehicle allowance for the LFCC President, Kim Blosser, to be funded by the LFCC Foundation.

Initiating Administrator's Recommendation (If funding is involved, please indicate appropriate budget line item number and title.):

Per the VCCS policy on executive compensation, the college foundation is permitted to supplement its college president's salary with a housing allowance of up to \$25,000 per year. Authorization for a president to receive the benefit must be recommended by the local college board, funded by the college's foundation, and approved by the chancellor. The VCCS state board believes that this policy is in line with the increased priority of Virginia community college presidents to raise funds and work with the college foundation.

At the February 6, 2020 meeting of the LFCC Foundation Board, the FY20 operating budget was approved and includes funds for a \$10,000 housing allowance and a \$2,500 vehicle allowance for LFCC President Kim Blosser.

Attachments (List supporting documents.): VCCS Executive Compensation Policy

Executive Compensation Policy

The Virginia Community College System executive compensation plan includes benefits that the college foundations may consider funding in support of the president’s activities on behalf of the Foundation. The VCCS policy is consistent with the executive benefits programs at other institutions of higher education. The State Board for Virginia Community Colleges believes this policy is consistent with the increased priority that Virginia community college presidents are expected to place on college foundation work, with fundraising in particular.

The housing allowance limit is \$25,000. Vehicle allowance maximum is \$6,000. Up to \$500 each year for outside financial or tax counseling. Club memberships in support of the college’s mission.

Authorization for a president to receive any of these benefits must be recommended by the local college board, funded by the college’s foundation, and approved by the chancellor.

Timing:

- The LFCC Foundation board typically notifies the College board after the February meeting.
- The College Board discusses it at the April meeting during executive session.
- The College Board chair sends a letter to the Chancellor before the new contract, effective July 1.

Summary of the 23 VCCS institutions: 12 do not. 2 haven’t responded. 9 provide something.

Blue Ridge	No
Central Virginia	No
Dabney Lancaster	No
Danville	No
Eastern Shore	No
Germanna	\$10,000 housing
J. Sargeant Reynolds	\$25,000 max housing and \$6,000 max vehicle (\$500/month)
John Tyler	\$25,000. Not restricted to housing or auto.
Lord Fairfax	\$10,000 housing, \$2,500 vehicle allowance
Mountain Empire	No
New River	No
Northern Virginia	\$25,000
Patrick Henry	\$25,000. PHCC was very fortunate to have received a donation of a historic home back in 2014. At that time, an agreement was drafted that the home would be considered the President’s home with the foundation covering the HOA fees and utilities costs of approximately \$25,000 per year, and Dr. Godwin would cover all other costs.
Paul D. Camp	No
Piedmont Virginia	\$25,000
Rappahannock	
Southside Virginia	No
Southwest Virginia	\$15,000 housing, \$6,000 car
Thomas Nelson	\$25,000 housing, \$2,442 vehicle. The two boards sign a MOU (attached).
Tidewater	
Virginia Highlands	No
Virginia Western	No
Wytheville	No

Reports of the College

College Board meeting No. 248

September 3, 2020

a. Kim Blosser, president

State Budget

- General Assembly Special Session is currently underway, with an expectation they will adjourn sometime in mid-September (this may change).
- The Governor's re-introduced budget for the next biennium does not include any general revenue cuts to higher education.
- G3 has been removed entirely from the budget
 - Governor Northam has stated publicly this is a top priority, so if the revenue forecast improves, there could be funding allocated in the second year of the biennium. This would require the Governor to introduce that spending during the January session of the legislature and for the legislature to approve it.
- There was funding provided in the Caboose Bill for Hazel Hall. The plans are completed and are through the DEB state process. When COVID hit, the Governor put all spending on hold, so we are just waiting on the release of those funds. After the presentation to the money committees last week, the VCCS communicated that there is no indication this won't move forward.

College updates

- LFCC All College Day (a college-wide professional development and strategic planning training) 2020 will be held on Friday, October 23 in a half-day virtual format. The agenda will focus on LFCC's upcoming strategic planning process as the current strategic plan ends in 2021.
- The LFCC commencement planning committee has recommended to move forward with planning three event format options for 2021 Commencement:
 - in-person, traditional commencement at Skyline High School on May 15
 - virtual commencement ceremony similar to 2020's event
 - hybrid of virtual and in-person commencement if Virginia COVID-19 guidelines permit gatherings of a certain sizeDetermining which format option that will ultimately be implemented will depend on college leadership's decision considering COVID-19 implications in January-February 2021. At this point in time, leadership is leaning towards a hybrid of virtual and in-person format and has asked the planning committee to spend time focusing on this arrangement.
- All previously scheduled/planned LFCC 50th anniversary in-person events have been cancelled for the Fall 2020 semester. The 50th anniversary planning committee will focus on LFCC history educational/awareness activities that can be engaged with primarily in a virtual or digital format.
- The President's Career Enrichment Program (PCEP) has been retooled for the 2020-21 academic year into a proactive and meaningful program to engage employees of

the College in a deep reflection on race and equity issues. This is a yearlong program where a cohort of up to 15 LFCC employees will explore and reflect upon racial issues from a variety of perspectives. There will be readings, group activities, guest speakers, and a capstone project where the groups will suggest ideas for improving equity and inclusiveness at the college.

- The president will hold two virtual open forums for employees during the Fall 2020 semester – Monday, September 28 at 10:00 a.m. and Tuesday, November 17 at 10:00 a.m.
- The president will hold a virtual forum open with all LFCC students on October 21, 2020.

b. Jeanian Clark, vice president of Workforce Solutions and Continuing Education

- *Workforce Solutions and Continuing Education Quarterly Performance Update, April – June 2020 (Attachment No. 10)*

c. Chris Coutts, provost Fauquier campus; vice president of communications and planning

Fauquier campus

- The Fauquier Campus is excited to announce the opening of the Veteran’s Center. Built with support from a private foundation, the new center provides resources and support for veteran and military-affiliated students. Progress is also being made on the student support center, which is being built with support from the Loeb Foundation.

Communications and Planning

- The newly organized communications and planning (CAP) unit is currently working on several projects related to celebrating LFCC’s 50th anniversary. A new web-based timeline provides a visual depiction of events in LFCC’s history. The timeline can be viewed here: <https://lfcc.edu/lfcc-50th-anniversary/lfcc-50th-anniversary-timeline/>. The CAP team has also captured some great LFCC stories from interviews with alumni and professors and looks forward to sharing these on our website in podcast format. For more information and updates on LFCC’s 50th anniversary, visit www.lfcc.edu/50.
- LFCC is beginning its strategic planning process this fall. We’ve begun to gather and share data and research about our college and the students we serve. We will focus on our strategic planning efforts during All College Day on October 23, 2020, and will follow up with students, faculty, boards and members of the community in the weeks and months following. We will keep the College Board updated as we move through our discussions. The focus is on developing a plan that responds to the needs of the classroom, the campus and the community, and helps the college adapt and lead in this new environment. The goal is to bring a plan to the president and the College Board for review in Spring 2021.

- The CAP unit is focusing on streamlining communication and sharing information with our community. Our communications and planning team welcomes board members' thoughts and ideas on how we can share the great things our students, faculty and staff are doing. Please reach out to President Blosser or Chris Coutts if you are interested and have ideas or suggestions.

d. Anne Davis, vice president of academic and student affairs

School of Professional Programs

- New personnel
 - Craig Santicola, dean of professional programs
 - Mary Catts, nurse retention specialist
 - Steven Wilson, assistant professor of paramedic studies
 - Kathy Ware, assistant professor of health Information management (previously associate instructor)
- Personnel in progress
 - Director of health professions
 - Quasi full-time surgical technology
- Curriculum
 - A.A.S. in surgical technology (new)
 - Paramedic certificate (new)
 - Technical studies (new)
- Articulation agreement
 - 2+2 nursing transfer degree with Shepard University (new)
- Student success
 - 15 dental hygiene students graduated from the LFCC and Virginia Western Community College Joint Venture Program in May 2020. Fourteen students have successfully taken boards; one student has not taken boards yet. National board testing was delayed and clinical requirements were covered virtually.
 - The nursing faculty worked to provide additional clinical/simulation opportunities and contact tracing clinical experiences over the summer. This provided students a robust opportunity for clinical experiences as well as set the stage for incorporation of virtual simulation opportunities this fall.

School of Science, Technology, Engineering and Math

- Curriculum
 - A.S. in science: computation and data science (new)
 - A.S. in science: cybersecurity engineering (new)
- New personnel
 - Beth Dodson selected as a full-time math faculty. Dodson brings two decades of experience at the college/university level and specializes in statistics, data analysis, data visualization and curriculum development in those fields. She has experience in research and data analytics as a director of analytics at a computational research lab with a focus on research of global humanitarian

issues impacting our world today. Dodson has a bachelor of science degree in mathematics, a master's degree in curriculum development and assessment, a graduate certificate in applied statistics, and is currently completing a second master's Degree in advanced data analytics.

School of Humanities and Social Sciences

- Programming
 - The adult General Studies cohort (a structured pathway to a General Studies degree where all the classes are online and in seven-week formats) has enough students to run. This program targets adults in the 25 – 35 year age range who are working and have families. The benefits are:
 - i. Students are getting a genuine chance to get a post-secondary credential and improve their lives.
 - ii. Students can potentially be full-time students without giving up their jobs to do that. And it's asynchronous online so they can do the classes around their work and life schedules.
 - iii. If they can handle the full-time schedule (but only 2 classes at a given time) they can also qualify for full financial aid.
 - iv. We will, hopefully, be reaching a group that our data has been telling us we're missing, which should start to help enrollment.

Early College and High School Partnerships

- LFCC is partnering with Shenandoah University and George Mason University in the Shenandoah Valley Computer Science Regional Partnership Grant (SVCSP). The partners include each of the public school divisions in the LFCC region, Shenandoah University, and George Mason University. GMU serves as the fiscal agent for the grant. The purpose of the grant, sponsored by the Virginia Department of Education, is to train elementary, middle, and high school teachers on how to embed VDOE computer science standards into K-8 instruction as well as implement AP computer science courses into high schools.

Currently, there are 23 high school teachers from the City of Winchester and the counties of Shenandoah, Clarke, Warren, Frederick, and Fauquier taking coursework at LFCC that will enable them to add the computer science endorsement to their teaching licenses. Taking the computer science courses at LFCC enables teachers to gain the foundational knowledge they need to pursue graduate coursework to dual enroll computer science courses in their high schools. Melissa Stange, LFCC professor of information technology, and Brenda Byard, dean of early college and high school partnerships, are serving as lead partners for LFCC.

- LFCC is pleased to announce that the Claude Moore Charitable Foundation (CMCF) has approved \$817,050 in grant funding. LFCC received two grants from the Claude Moore Foundation. The first grant, for \$448,529, is in partnership with secondary partners to create pathways in health professions and will benefit nearly all of the college's service region through:
 - allowing the college to start offering an emergency medical technician (EMT) program at the Fauquier campus;

- buying equipment for anatomy and physiology labs in Clarke and Shenandoah counties;
- starting a pharmacy technician program for Fauquier County students;
- upgrading the patient care technician program in Warren County;
- creating a sports medicine credential program in Frederick County.

A separate grant from the CMCF is for \$368,521 and will benefit the Luray-Page County Center currently under construction. It will be used to provide equipment for the health science lab in the new center, which is on track to open for the Spring 2021 semester.

Adult Education

- Adult education grants have been funded again for a new three-year cycle. The award comes from the Virginia Department of Education's Office of Career, Technical and Adult Education. Over the three-year grant performance period, the package will bring approximately \$2.5 million of federal, state and local matching funds to the college. It allows the college to continue services to adults who require a high school equivalency (GED), basic academic skills remediation, English language instruction, or assistance on the path to citizenship.
- Respective localities contribute cash and in-kind match (15 percent of our federal grant amounts must be matched and we far exceed that in each locality if you count in-kind.) Much match comes from the K-12 districts, with which we have an MOU to provide these services. RSW (Rappahannock, Shenandoah Warren) and NRADC (Winchester, Frederick, Fauquier) jails are also major cash match contributors. (Note, Rappahannock and Fauquier counties are not in our ABE service region and are rather supported by a program out of Orange County. However, the regional jails in Front Royal and Winchester do serve those counties, so we have a little involvement with inmates from those jurisdictions.)
- All ABE classes are being offered virtually in the fall. Pre-enrollment numbers are higher this fall than last.

Student Services and Academic Support

- TRIO SSS program has been refunded, with an increase. The new award will be \$294,725 per year, for a total of \$1.47 million over the course of the five-year grant cycle. The funding period runs 09/01/2020-08/31/2025, as long as Congress appropriates our programs each year. Six staff are funded out of the TRIO grant, as well as 160 low-income, first-generation students and students with disabilities the college serves each year.
- The 2020 welcome week is drawing students for virtual events. There have been close to 15 events scheduled as well as drive-by swag back pick up this week. Student Engagement virtual events will continue throughout the semester.
- LiveChat was introduced across the entire LFCC website in July and draws over 200 chats a week from students and potential students. This tool has been helpful for students to get a quick question answered in real time without picking up the phone or driving to campus.

- Student services has created Zoom rooms across multiple services to save students the trip to campus. The Zoom rooms are open all day and serve students in the exact same way as they would be served in person, but virtually.

e. Liv Heggoy, associate vice president of development; executive director of LFCC Educational Foundation

- The LFCC Foundation’s audit of 1/1/2019 – 12/31/19 financial statements is complete with an unmodified (clean) opinion.
- The Foundation Board welcomed two new board members, Irene Hardesty and Doug Stallard.
- In addition to construction, fundraising also continues for the Luray-Page County Center. In addition to major gift opportunities, there will be a brick campaign for the beautiful courtyard space - \$125 for 4 x 8 brick, \$250 for 8 x 8 brick.

f. Craig Short, vice president of financial and administrative services

Operations

- The first iteration of the budget that had been developed based on the preliminary distribution report from April held true. Within the outcomes-based model from the VCCS, LFCC was grouped in the “out-perform” side of the equation based on our metrics and remained in the top five of Virginia’s community colleges for performance-based funding. The projected decline in both revenues and expenses has held true as well with projected revenues of \$31.8 million, down by \$1.3 million and total projected expenses of \$31.5 million; down by \$1.2 million. Our projected revenue assumed a 15 percent drop for Summer 2020 and 5 percent drop for Fall/Spring FTE enrollment. Summer 2020 enrollment (860) ended at better than expected levels with an FTE increase of approximately 15 percent over Summer 2019 (741). Fall 2020 enrollment, however, continues to be trending at reduced enrollment. Funding associated with the CARES act (\$2.3 million) remains as a budget neutral item with \$1,158,050 distributed in direct payments to just over 1,000 of our students. The balance will fund additional expenses related to the disruption of campus operations due to coronavirus.
- LFCC took measures to prepare for the budget implications of the pandemic by reducing discretionary spending in the last quarter of FY20, implementing the temporary hiring freeze, mining for available grants and revenue sources and otherwise preparing a conservative FY21 budget with the expectation that there would be a decrease in enrollment. As a result, all requests for non-personnel budgets in the coming fiscal year were funded.
- LFCC Subway and Recreational Fitness Center at the Middletown campus remain closed.
- COOP implementation remains in effect due to the impact of COVID-19. Telework when possible in effect for back of house operations, with face to face available in student facing services. Information technology continues to play a crucial role in service delivery.

Facilities and Construction updates

College-wide facilities

- Covid-19 related work has taken place at both campuses, including installation of cough guards, furniture relocation, reconfiguration of computer lab physical layouts for physical distancing, installation of hand sanitizer stations, wireless access point/WiFi boosting for outdoor and parking areas, etc. as we transition through phase III of the Governor's plan for re-opening. Safety and ADA improvements are also underway including parking lot lighting change outs at the Middletown campus and sidewalk/parking area improvements on both campuses.

Fauquier campus

- The installation of the terrazzo flooring on the lower level of Wolk Hall that was underway during the last meeting is complete. Extensive HVAC repairs have been made, particularly to the backup chiller for the Fauquier campus. Hazel Hall drawings remain at DEB for permit approval and full funding for the project has been allocated, though the timeframe for construction has yet to be established by the VCCS. It is anticipated that the project be given the notice to proceed sometime during the Fall 2020 semester.

Luray-Page County Center

- The construction of Jenkins Hall remains on schedule for completion and move-in this December. The building is now over 50 percent complete as of August 1.

Middletown campus

- Every building on the Middletown campus has been touched over the summer. Work on campus includes lab exhaust upgrades in the SHP completed (that was in the submittal and off-site duct fabrication stage during the last meeting), HVAC and fire alarm repairs to Fairfax Hall, LED light replacements in buildings and parking areas, installation of fiber reinforced panels in Corron, and several painting, carpet and furniture replacements. Throughout these summer projects, dozens of faculty and staff moves have also taken place. Summer will wrap up with several cleaning projects. Smith Hall addition is in the working drawings phase. Continuing the posture of "once a level of certainty has been reached with COVID-19 impacts, we'll be at a decision point on scheduling of construction." See attached update and rendering. ([Attachment No. 11](#))

QUARTERLY PERFORMANCE UPDATE



APRIL - JUNE 2020

Welcome to our first quarterly LFCC Workforce performance update. The WSCE team has developed this communication instrument for college leadership in an effort to keep you informed and engaged in WSCE strategic initiatives, performance outcomes, and in general “good to know about” projects we are working on for the college and in our community!

This past quarter marks the year-end close out of our performance metrics and strategic initiatives for the 12-month period ending June 30th, 2020. Although the year dealt us circumstances, we could have NEVER imagined, the WSCE team was still able to have an incredibly successful year.

	Served 5,035 Students
	Generated 1,023 Credentials
	Served 941 Employers
	Generated \$4,891,440 In Revenue
	144 Students Pursued LFCC Credit Programs

HIGHLIGHTS

- WSCE served 5,035 students. The number was significantly impacted due to COVID forcing 49 of our WSCE classes to be “paused” from March 23rd through June 12th, 2020. When the “paused” students finally complete, they will show in the FY21 student headcount.
- Generated 1,023 credentials, which is still expected to increase due to the lag in credential reporting timeframes. We are just 72 credentials shy of meeting our goal and are still awaiting a few dozen more to be reported in the FY20 timeframe.
- Served 941 UNDUPLICATED employers through open enrollment and contract training.
- Generated \$4,891,440 in revenue, which exceeded the year-end goal, despite significant financial set-backs due to COVID. For example, the Disney Institute was cancelled, the single largest annual revenue generating event WSCE holds.
 - The unit covered all direct and indirect costs and still generated a profit.
 - The unit will give \$480,000 of that profit to LFCC’s general fund to support college operations and staffing.
- 144 WSCE students from FY19 enrolled into future credit programs resulting in 740 credit courses generating \$301,666 of additional revenue for LFCC’s FY20 Academic year (Summer '19, Fall '19 or Spring '20 Semester).
 - Revenue estimated at the in-state tuition rate and the out-of-state tuition was not factored in the total revenue calculation.
 - Credit courses taken in Career Exploration, Personal Satisfaction, Business Administration, General Studies, Nursing, Health Professions, and more.

ADDITIONAL UPDATES & INITIATIVES

The WSCE team “leaned in” to search for any “silver lining” we could glean from the impacts of COVID on our business. Andy Stanley, leadership guru and author, recently coined in a podcast about leading through COVID a mantra we have adopted: All this pain, with no gain, would be an extraordinary shame! To that end, in late April, the WSCE team launched “Live Chat” on the WSCE website landing pages as another means to support and engage with our students while supporting social distancing measures. During this time, we have engaged with 182 “unique” potential students and their questions, which has resulted in 30 program enrollments!

Additionally, our Corporate Training team also had many of their contracts delayed in the 4th quarter due to COVID. Instead of sitting idle, with no contracts to deliver, they developed a series of four microlearning webinars focused on COVID relevant topics for leadership and gave them away to our corporate training audiences! We had nearly 500 participants which generated multiple new business contacts and leads for our team to follow up with and engage with in the future!



LFCC Middletown: Smith Building Addition

Working Drawings Schedule + Milestones

	WEEK	DAY	MILESTONE	LEGEND
Aug.	1	m 10		★ = Owner Meeting ☆ = Team Meeting ◆ = AARB Meeting ■ = Submission / Deadline = Arch / WD Focus Week = Consultant Catch-up Week
		t 11	Owner kick-off w/ Project Team	
		w 12		
	t 13			
	f 14	AARB Presentation: Internal Review		
	m 17			
	t 18			
	w 19	Team Check-in: Progress Review		
	t 20			
	f 21	AARB Presentation Review w/ Owner		
3	m 24			
	t 25			
	w 26			
	t 27	Team Check-in w/ Owner: Progress Review + Material Confirmation		
	f 28	AARB: September Submission Due		
	m 31			
Sept.		t 1		
	4	w 2	Team Check-in: Progress Review w/ Consultants	
		t 3		
		f 4		
	m 7			
	t 8			
	w 9	Team Check-in: Progress Review w/ Consultants		
	t 10			
	f 11	AARB: September Meeting		
	m 14			
	t 15			
	w 16	Team Check-in: Progress Review w/ Consultants		
	t 17			
	f 18	AARB: October Submission Due		
	m 21	Team Check-in w/ Owner: Drawing QC		
	t 22			
	w 23	Team Check-in: Progress Review w/ Consultants		
t 24				
f 25				
m 28				
t 29				
w 30				
Oct.		t 1		
	8	f 2	AARB: October Meeting	
		m 5	WD Submission to Owner	