

**LAUREL RIDGE COMMUNITY COLLEGE**  
**BOARD MEETING**  
**MINUTES NO. 267**  
**April 4, 2024**

<b>CALL TO ORDER</b>																											
Board Chair Michael Wenger convened a regular meeting of the Laurel Ridge Community College Board at 12:00 p.m., Thursday, April 4, 2024, in the Barkman Family Conference Center, Hazel Hall, at the Fauquier campus.																											
<b>Members Present</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Kimberly P. Blosser</td> <td style="width: 50%;">Laurel Ridge Community College</td> </tr> <tr> <td>Renard J. Carlos</td> <td>Fauquier County</td> </tr> <tr> <td>Edwin C. Daley</td> <td>Warren County</td> </tr> <tr> <td>Krista G. Farris</td> <td>Winchester City</td> </tr> <tr> <td>Benjamin C. Freakley</td> <td>Shenandoah County</td> </tr> <tr> <td>Brad A. Hodgson</td> <td>City of Winchester</td> </tr> <tr> <td>Paul D. Johnson</td> <td>Page County</td> </tr> <tr> <td>Andrew C. Keller</td> <td>Shenandoah County</td> </tr> <tr> <td>Michael A. Lake</td> <td>Frederick County</td> </tr> <tr> <td>Brandon H. Monk</td> <td>Frederick County</td> </tr> <tr> <td>Brian K. Sours</td> <td>Page County</td> </tr> <tr> <td>James S. Wells</td> <td>Warren County</td> </tr> <tr> <td>Michael S Wenger</td> <td>Rappahannock County</td> </tr> </table>	Kimberly P. Blosser	Laurel Ridge Community College	Renard J. Carlos	Fauquier County	Edwin C. Daley	Warren County	Krista G. Farris	Winchester City	Benjamin C. Freakley	Shenandoah County	Brad A. Hodgson	City of Winchester	Paul D. Johnson	Page County	Andrew C. Keller	Shenandoah County	Michael A. Lake	Frederick County	Brandon H. Monk	Frederick County	Brian K. Sours	Page County	James S. Wells	Warren County	Michael S Wenger	Rappahannock County
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<b>Members Attending Virtually</b>	<p>No members attending virtually.</p> <p><i>Members attending virtually have received prior approval from the College Board chair in accordance with Virginia Code § 2.2-3708.2 and the Laurel Ridge Community College Board Policy 60003.</i></p>																										
<b>Members Absent</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Kimberly M. Jenkins</td> <td style="width: 50%;">Fauquier County</td> </tr> <tr> <td>Maryam Tabatabai</td> <td>Clarke County</td> </tr> </table>	Kimberly M. Jenkins	Fauquier County	Maryam Tabatabai	Clarke County																						
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<b>Others Present</b>	<p>Jeanian Clark, vice president of Workforce Solutions</p> <p>Chris Coutts, vice president of communications and planning; Fauquier campus provost</p> <p>Ashley Hansen, executive assistant to the president</p> <p>Liv Heggoy, associate vice president of development; executive director of Laurel Ridge Educational Foundation</p> <p>Cory Thompson, vice president of financial and administrative services</p> <p>Johanna Weiss, vice president of academic and student affairs</p>																										
<b>Approval of Minutes No. 266</b>	On a motion made by Ed Daley, seconded by Krista Farris, Minutes No. 266 were unanimously approved.																										

<b>NEW BUSINESS</b>	
<p><b>Laurel Ridge Institutional Priorities AY 2023-24 progress report</b> (Information Item)</p>	<p>Laurel Ridge President Kim Blosser guided board members through a review the Institutional Priorities AY 2023-24 progress report (Attachment No. 1) and highlighted numerous goal progress areas.</p> <p>A link to the president’s performance evaluation electronic survey will be emailed to all board members. All survey responses remain anonymous. Survey responses will be tabulated by the college’s institutional research unit and provided to the board chair for review and inclusion in the president’s evaluation letter to the Chancellor. The board chair will draft a letter of evaluation for board review. Upon board consensus, the evaluation letter will be sent to the Chancellor’s Office in May.</p> <p>This was an information item and required no further action.</p> <p>(Attachment pg. 1-7)</p>
<p><b>Laurel Ridge AY 2023-24 Space Utilization Study update</b> (Information Item)</p>	<p>Laurel Ridge Vice President of Finance and Administrative Services, Cory Thompson, presented an update on the college’s 2023-24 space utilization study. Board members reviewed the information presented in the attached slide deck.</p> <p>This was an information item and required no further action.</p> <p>(Attachment pg. 29-39)</p>
<p><b>Laurel Ridge Impact on the Region – Lightcast economic impact analysis</b> (Information Item)</p>	<p>Laurel Ridge Vice President of Communications and Planning, Chris Coutts, shared data on the college’s economic impact in the region determined by a recent analysis completed by Lightcast.</p> <p>The study revealed that Laurel Ridge added \$265.7 million to the economy of our service region in 2021-22. One out of every 48 jobs in the service region is supported by the activities of Laurel Ridge. The college represents a significant ROI for students. For every dollar a student spends, they can expect to gain \$6 in lifetime earnings. Laurel Ridge represents a significant ROI for taxpayers as well. Taxpayers gain \$1.50 in added tax revenue and public sector savings for every \$1 paid. This information and more is presented in the complete report available at <a href="http://laurelridge.edu/publications">laurelridge.edu/publications</a>.</p> <p>This was an information item and required no further action.</p> <p>(Attachment pg. 8-12)</p>
<p><b>Recommendation to approve FY 2024-26 Biennium Auxiliary Parking Plan</b></p>	<p>Cory Thompson recommended the FY 2024-26 Biennium Auxiliary Parking Plan for approval. Board members reviewed the attached proposal.</p>

<p>(Action Item)</p>	<p>On a motion made by Brad Hodgson, seconded by Brandon Monk, the recommendation was unanimously approved.</p> <p>(Attachment pg. 13-16)</p>
<p><b>Ay 2024-26 College Board Chair and Vice Chair Nominating Committee</b> (Information Item)</p>	<p>Board Chair Mike Wenger referenced the College Board Bylaws reviewing that the officers of the Board shall be elected biennially by the Board at its June meeting to serve a two-year term beginning July 1 immediately following.</p> <p>Nominations for the offices of chair and vice chair during an election year will be proposed by a nominations committee consisting of the chair, vice chair, a board member appointed by the chair (preferably a former chair), and the secretary to the board.</p> <p>The proposed nominations committee for the 2024-26 term is:</p> <ul style="list-style-type: none"> <li>• Mike Wenger, chair</li> <li>• Ben Freakley, vice chair</li> <li>• Ed Daley, board member appointed by chair</li> <li>• Kim Blosser, secretary to the board, college president</li> </ul> <p>The nominations committee shall be sensitive to locality representation and board rotation in its proposed nominations, which will be provided to the board prior to the election at the June board meeting. As a reminder, the vice chair will be considered the chair elect. Therefore, Ben Freakley (current board vice chair) will be presented for election to serve as College Board chair 2024-26 at the June College Board meeting along with the committee’s vice chair nomination.</p> <p>This was an information item and required no further action.</p> <p>(Attachment pg. 17)</p>
<p><b>Recommendation to approve AY 2024-25 College Board meeting dates</b> (Action Item)</p>	<p>Board Chair Mike Wenger reviewed with board members the proposed Laurel Ridge Community College Board meeting dates for the 2024-25 academic year.</p> <p>On a motion made by Paul Johnson, seconded by Renard Carlos, the recommendation was unanimously approved.</p> <p>(Attachment pg. 18)</p>
<p><b>Recommendation to approve Laurel Ridge President Housing Allowance FY 2025</b> (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.</p> <p>In December 2023, the Laurel Ridge Foundation Board and executive committee has allocated \$22,500 in the 2024 Foundation operating</p>

	<p>budget that can be used to supplement the president's salary annually. 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 made by Brad Hodgson, seconded by Ed Daley, the recommendation was unanimously approved.</p> <p>(Attachment pg. 19)</p>
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**REPORT OF THE COLLEGE BOARD CHAIR**

There was no report of the College Board Chair.

**REPORT OF THE EDUCATIONAL FOUNDATION BOARD REPRESENTATIVE**

Ed Daley, the College Board representative to the Laurel Ridge Educational Foundation Board, reported on the following:

- Investment report from Brown advisory states endowment of funds at \$10 million
- Foundation received a \$300,000 contribution from HITT Construction
- Record number of dual enrolled students receiving a credential this spring at 318
- Foundation Appreciation Luncheon scheduled for April 19
- Encourages board members to donate unused professional attire to Laurel Ridge career closet

**REPORTS OF THE COLLEGE**

(Attachment pg. 20-28)

**IMPORTANT DATES**

<b>Date</b>	<b>Activity</b>	<b>Time</b>	<b>Location</b>
Friday, April 19, 2024	<b>Laurel Ridge Educational Foundation Appreciation Luncheon</b>	12:00 p.m.	Carl & Emily Thompson Conference Center, Corron Community Development Center, Middletown Campus
Wednesday, May 8, 2024	<b>Laurel Ridge Medallion and Emeriti Recognition Ceremony</b>	2:00 p.m.	Thompson Conference Center, Corron Community Development Center, Middletown Campus
Thursday, May 9, 2024	<b>Laurel Ridge Health Professions Commencement</b>	2:00 p.m.	Middletown Campus
Thursday, May 9, 2024	<b>Nursing Pinning Ceremony</b>	4:00 p.m.	Middletown Campus
Friday, May 10, 2024	<b>Laurel Ridge Commencement</b>	2:00 p.m.	Middletown Campus
Monday, May 13, 2024	<b>Laurel Ridge Employee Recognition Program and Luncheon</b>	10:30 a.m. – 12:00 p.m. (program); 12:00 p.m. – 1:00 p.m. (luncheon)	Thompson Conference Center, Corron Community Development Center, Middletown Campus

Thursday, June 6, 2024	<b>College Board meeting</b>	12:00 p.m.; <i>lunch served at 11:30 a.m.</i>	Luray-Page County Center, Room 208/209
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### ADJOURNMENT


On a motion by Brandon Monk, seconded by Renard Carlos, Board Chair Mike Wenger declared the meeting adjourned at 2:03 p.m.

**SUBMITTED BY:**



Kimberly P. Blosser  
President, Laurel Ridge Community College;  
Secretary, Laurel Ridge Community College Board

**APPROVED BY:**



Michael S Wenger  
Chair, Laurel Ridge Community College Board

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

Copy of Approved MINUTES NO. 266 (February 1, 2024) filed with Dr. David Doré, Chancellor, Virginia Community College System.



# INSTITUTIONAL PRIORITIES

— 2023-24 —

*STATUS AS OF APRIL 1, 2024*







**PEOPLE**



**PLACES**



**PROCESSES**





## Investing in our Human Capital

### Why is this a priority?

Laurel Ridge has remained #1 in student success measures for the last three years. Student success is dependent on our employees. Since the pandemic and with changes to telework, the turnover rate at the college has increased and employees are often asked to pick up extra work while positions are being re-filled. Overall, our priority is our employees and there's a need to engage in a more in-depth look at employee classification and compensation with the goal of ensuring Laurel Ridge remains the best place to work and learn.

### Strategies to address this priority

- Review job duties, the titles and classification of employee jobs, and related compensation
- Evaluate internal equity by analyzing pay by job responsibilities and minimum job requirements
- Determine the level of competitiveness of compensation with the external market
- Identify short-term solutions and best practices to streamline human resource processes

### Outcomes expected

- ↳ A sustainable compensation philosophy and plan that will grow with Laurel Ridge
- ↳ Recommendations for any compensation adjustments based on market data
- ↳ Best practices to streamline HR processes
- ↳ Recommendations for complementary tools to support the effectiveness of HR services and programs with consideration to the enterprise technology provided by the system and state

### Outcomes achieved

- ✓ Classification Study
  - HR & Gallagher reviewed 249 job descriptions covering 313 employees and met with 24-unit leaders/supervisors from November through December.
  - Gallagher has proposed DHRM title/role changes for a small percentage of positions.
- ✓ Compensation Study
  - Initial compensation study results will be shared with college executive leaders in April. The results indicate overall the college is competitive in the market.
- ✓ Process improvement
  - HR documented current Salary Administration Plan
  - Job description and physical demand forms were reviewed and streamlined
  - Supervisor training for writing job descriptions was provided and available for future reference

### Outcomes in progress

- ↻ HR and Gallagher will complete communication and implementation plans
- ↻ HR will implement best practices in compensation procedures

### Aligns with Engage 2027

- ➔ Goal 9: Promote a positive organizational culture that values employees' lived experiences and contributions.



## Workplace Culture

### Why is this a priority?

Workplace culture is the set of shared rules, beliefs, and attitudes that formally and informally direct how things are done and how people interact at work. Workplace culture is the sum of employees' experiences and a pivotal driver of organizational success, impacting success in recruitment, engagement, and retention. As a result of the myriad of changes in the workplace since the move to all virtual in 2020, a hybrid environment through 2021, a mix of telework in 2022 and 2023, the workplace culture has been constantly changing leaving employees feeling a sense of uncertainty and some level of dissatisfaction. In order to understand "why" employees may be feeling this way, and to focus on how the workplace is changing and must adapt for new employees entering the workforce, the college will focus on the climate of our workplace culture.

### Strategies to address this priority

- Present national research and workforce trends at All College Day
- Gather feedback from college community related to workplace trends
- Conduct one-on-one interviews with senior leadership team
- Conduct one-on-one interviews with 10-12 thought leaders at the college
- Host several round-table discussions with employees to assess the average job satisfaction and engagement
- Develop and administer a college-wide survey based on feedback from discussions with employees

### Outcomes expected

- ↳ Key expectations of the optimal workplace culture of a 'best' place to work will be identified
- ↳ Performance gaps will be identified between the best and the current state
- ↳ Characteristics of the optimal workplace and how to measure those will be identified
- ↳ Demographic and attitudinal breakouts of data will be shared
- ↳ A research-based, comprehensive workplace culture development plan will be the final product

### Outcomes achieved

- ✓ Southeastern Institute of Research (SIR) was contracted to perform a Culture Climate Study
- ✓ SIR presented to the college community at All College Day on national trends and presented how the study would be conducted over the academic year
- ✓ SIR concluded the qualitative part of the overall study in December
  - (12) 60-minute one-on-one interviews with leadership
  - (10) 60-minute one-on-one interviews with college thought-leaders (mix of faculty and staff)
  - (6) 90-minute focus groups with 8-10 participants per group. Included 3 staff groups, 2 faculty groups, and 1 administrator group
- ✓ Qualitative results were used to create a Quantitative Survey administered to all employees
  - The survey fielded from February 15 - March 5, 2024
  - 554 employees were invited to the survey
  - 273 responses were recorded and analyzed for a response rate of 49%
  - The median time respondents spent completing the survey was 30 minutes

### Outcomes in progress

- ↻ A forum to discuss findings from the quantitative and qualitative research will be held in early April
- ↻ A report with recommendations to address the findings will be completed by the end of April
- ↻ A report of this research study will be shared with the entire college community in May and the College Board in June

### Aligns with Engage 2027

- ➔ Goal 9: Promote a positive organizational culture that values employees' lived experiences and contributions.



## Comprehensive Space Study

### Why is this a priority?

The college needs to identify the current space opportunities, determine our future space needs, and then develop a plan to address each of these areas. As we seek to begin new programs, additional or renovated space may be needed, which requires a comprehensive look at our current spaces to determine utilization and opportunities for expansion.

### Strategies to address this priority

- Conduct a current space utilization study
- Administer a survey on space needs sent to all employees
- Meetings will be held with all departments to discuss identified space needs

### Outcomes expected

- ↳ A full analysis of space utilization will be provided
- ↳ Functional improvements to instructional and non-instructional spaces will be identified
- ↳ Space inventory and floor plans will be updated
- ↳ A full listing of all requested space needs will be development
- ↳ Prioritization of space needs will be established and tied to college budget
- ↳ A timeline will be developed to address approved space needs

### Outcomes Achieved:

- ✔ A comprehensive assessment of space needs was conducted through a physical survey, a space planning questionnaire with 208 responses, and extensive department-level meetings. Over 100 space needs were identified and thoroughly discussed.
- ✔ Finance and Administration received the findings of the space utilization study.
  - Strategic measures for space management, including the consolidation of underutilized rooms and reallocation of resources, were recommended.

- These recommendations, combined with identified instructional and non-instructional space needs, are currently being implemented to enhance the Places at Laurel Ridge.

- ✔ Projects are being launched to enhance both instructional and non-instructional spaces across campus. These projects align opportunities identified in the assessment of needs with alternative space utilization options identified in the space utilization report.
- ✔ A thorough reconciliation of the space database has been completed.
- ✔ All college floor plans have been revised to accurately reflect current layouts and space designations.
- ✔ The findings of the space needs study were presented to the entire college community.

### Outcomes in Progress:

- ↳ The college anticipates addressing numerous identified instructional and non-instructional space needs through various approaches, including new construction, renovation projects, furniture replacement and reconfiguration, and technological enhancements.
- ↳ Implementation of the study's recommendations is expected to result in improved space utilization rates campus-wide, ensuring compliance with regulatory standards and showcasing the institution's commitment to efficient resource utilization.

### Aligns with Engage 2027

- ↳ Goal 5: Collaborate college-wide to achieve welcoming and functional campuses.
- ↳ Goal 11: Seek innovative and inclusive approaches to scale facilities to meet the needs of instructional programs and student support services.



# PROCESSES

## Greater Efficiency and Effectiveness

### Why is this a priority?

Across all of higher education, a common theme post-pandemic is employee burnout and a sense of being asked to do more and more. While Laurel Ridge is not unique, it is important to fully understand how inefficient and ineffective processes and systems are adding to this burden.

### Strategies to address this priority

- Create a project plan to ensure feedback from units and departments, from governance committees, and from standing committees
- Determine process champions to gather the feedback from various constituency groups
- Develop a process survey
- Conduct “5 Why’s” conversations to identify concerning processes

### Outcomes expected

- ↳ A listing of all inefficient and/or ineffective processes will be identified and prioritized
- ↳ Process owners will be assigned to prioritized processes
- ↳ A timeline will be established to begin addressing key areas of process improvement

### Outcomes achieved

- ✓ Developed a comprehensive strategy to ensure feedback and input would be gathered from unit level, committee level, and governance level to ensure a cross functional representation of the pool of knowledge impacting processes.
- ✓ Identified “process champions” representing over three dozen areas of the college community and conducted root cause analysis identification training so “process champions” could facilitate discussion among the various constituency groups.
- ✓ Developed a comprehensive qualitative analysis survey instrument that all constituency groups participated in providing the input for process barriers.
- ✓ Qualitative survey is being analyzed, categorized, and prioritized by Intuition Research and the College Senior Leadership team.

### Outcomes in progress

- ↻ The College Senior Leadership team will be synthesizing and prioritizing the survey outcomes to address key areas of process improvement.
- ↻ Process improvement projects will be integrated into the FY25 Laurel Ridge Institutional Priorities, as well as the FY25 unit level administrative goals.
- ↻ Process improvement goals will be designed as SMART goals, measured, and reported on in FY25.

### Aligns with Engage 2027

- ➔ Goal 5: Collaborate college-wide to achieve welcoming and functional campuses.



LAUREL RIDGE COMMUNITY COLLEGE  
173 Skirmisher Lane  
Middletown, VA 22645

RECOMMENDATION FOR COLLEGE BOARD

TO: Kimberly P. Blosser, President  
FROM: Christopher Coutts, Provost, Fauquier; VP Communications and Planning  
DATE: March 20, 2024  
SUBJECT: Item Recommendation for College Board Agenda

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

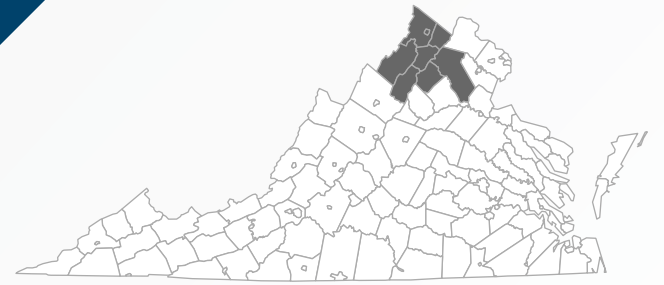
Information Item:  or Action Item:

Item Title for Agenda (be specific): Laurel Ridge's Impact on the Region

Initiating Administrator's Recommendation (If funding is involved, please indicate appropriate budget line item number and title.) A recent economic impact analysis by Lightcast revealed that Laurel Ridge added \$265.7 million to the economy of our service region in 2021-22. 1 out of every 48 jobs in the service region is supported by the activities of Laurel Ridge. Laurel Ridge represents a significant ROI for students. For every dollar a student spends they can be expected to gain \$6 in lifetime earnings. Laurel Ridge represents a significant ROI for taxpayers, too. Taxpayers gain \$1.50 in added tax revenue and public sector savings for every \$1 paid. This information is presented in the Impact Report as well as in Lightcast's executive summary. These reports are available at [laurelridge.edu/publications](http://laurelridge.edu/publications).

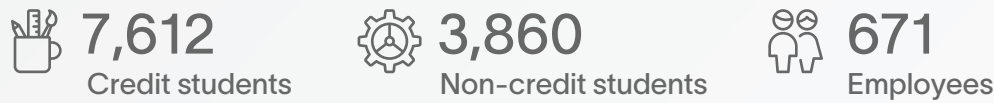
Attachments (List supporting documents): Laurel Ridge Economic Impact Infographic; Economic impact press release; College Impact Report (Handout; publication is available at [laurelridge.edu/publications](http://laurelridge.edu/publications))

# The Economic Value of Laurel Ridge Community College



The Laurel Ridge Service Region, Virginia

## About Laurel Ridge



## Economic impact analysis



**1** out of every **48** jobs in the Laurel Ridge Service Region is supported by the activities of Laurel Ridge and its students.

**Alumni impact**  
Impact of the increased earnings of Laurel Ridge alumni and the businesses they work for

An economic boost similar to hosting the World Series **35x**

**\$227.4 million**  
Added income

**2,903** Jobs supported

**Operations spending impact**  
Impact of annual payroll and other spending

**\$24.5 million**  
Added income

Enough to buy **521** new cars

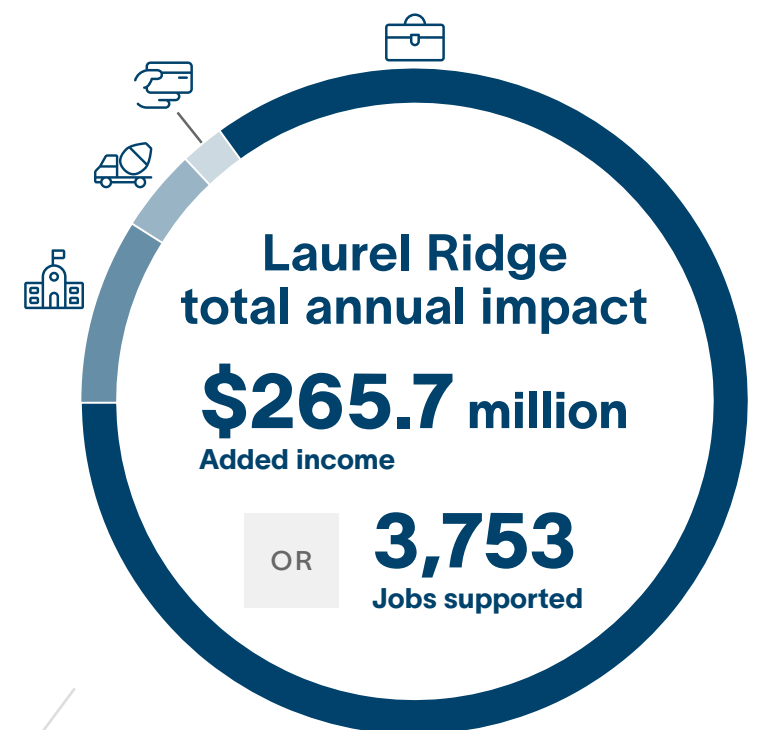
**638**  
Jobs supported

**Construction spending impact**  
Impact of expenditures for ongoing construction projects

Enough to buy **767** families\* a year's worth of groceries

**\$9.5 million**  
Added income

**142** Jobs supported



**Student spending impact**  
Impact of the daily spending of Laurel Ridge students retained in the region

**\$4.3 million**  
Added income

**71** Jobs supported

● = 50 jobs  
\* = family of four

## Investment analysis



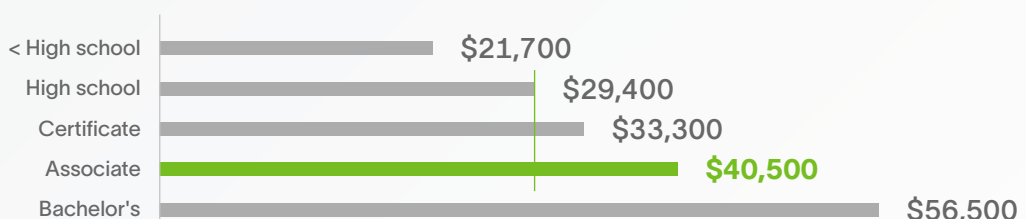
For every **\$1...**

**Students** gain **\$6.00** in lifetime earnings

**Taxpayers** gain **\$1.50** in added tax revenue and public sector savings

**Society** gains **\$7.50** in added income and social savings

The average associate degree graduate from Laurel Ridge will see an increase in earnings of **\$11,100** each year compared to someone with a high school diploma working in Virginia.





**For Immediate Release:**

Feb. 28, 2024

**Primary Media Contact:**

Sally Voth

*Public Relations Coordinator*

[svoth@laurelridge.edu](mailto:svoth@laurelridge.edu)

Phone: 540-868-7134

540-335-3195

## **Laurel Ridge pumped \$265.7 million into local economy analysis reveals**

A recent economic impact analysis confirms that Laurel Ridge Community College does more than just enrich the minds of its students – it also has a significant positive economic impact on its service region.

Lightcast, a labor market analysis firm, conducted in-depth analyses on the Virginia Community College System (VCCS) as a whole, as well as several community colleges within the system, including Laurel Ridge.

The data revealed that in fiscal 2022, Virginia’s community colleges generated \$11.6 billion in economic activity around the commonwealth. That is equivalent to 1.8 percent of Virginia’s total gross product. About \$1 billion comes from operational spending and bringing new community college students to the state, with the remaining \$10.6 billion coming from alumni and the businesses for which they work.

Lighthouse found that Laurel Ridge added \$265.7 million – about 1.6 percent of the gross regional product – to its service region, which consists of Winchester, and the counties of Clarke, Fauquier, Frederick, Page, Rappahannock, Shenandoah and Warren. This impact supported 3,753 jobs in the region, or one out of every 48 occupations.

The largest portion of this impact came from the increased earnings of Laurel Ridge alumni and their employers. This totaled \$227.4 million and supported more than 2,900 jobs.

The college's fiscal 2022 payroll, which included 671 employees, plus other college spending, added \$24.5 million to the economy through consumer spending in the form of groceries, rent, mortgage payments, restaurant tabs and other purchases.

The study showed that for every one dollar in public funding invested in Laurel Ridge, taxpayers will receive \$1.50 in cumulative value over the course of alumni's work lives. This will come from the higher taxes those alumni will pay as they earn more money, as well as the higher taxes paid by their employers. By the time students from fiscal 2022 stop working, it's estimated state and local governments will have collected an additional \$53 million in taxes – in today's present value – from them.

It is also anticipated those Laurel Ridge students will save the region's taxpayers \$4.5 million through reduced demand on the healthcare and justice systems and in welfare benefits. So, for the \$38.8 million the college received in state and local funding in fiscal 2022, \$57.5 million will be returned to taxpayers.

In fiscal 2022, the 7,612 credit students and 3,860 non-credit students enrolled in Laurel Ridge invested \$38.1 million into their education, according to Lightcast. This came from tuition, fees, books and other supplies; loans and the interest they'll pay on those loans; as well as the money some of them didn't make because they attended college rather than went to work.

In return, these students can expect to make an additional \$229 million in higher wages because of the education they received. A 2022 Laurel Ridge graduate is expected to earn \$11,100 more per year than someone with just a high school diploma. Across someone's working life, having an associate degree will earn them an additional \$432,900 than they would've earned with just a high school education.

The college exists to serve the surrounding community, said Laurel Ridge President Kim Blosser.

"Our employees could work at many different places and in many different fields, but they choose to work at Laurel Ridge," Dr. Blosser said. "I am proud of the work my colleagues do and its impact on our students and the Laurel Ridge service region, and so grateful for the support of our community and business partners, our local governments, the commonwealth and our generous donors."

Laurel Ridge is a vital part of the region's ecosystem, said Frederick County Economic Development Authority Executive Director Patrick Barker.

"One of Frederick County's key value propositions to existing and prospective businesses is how our workforce development ecosystem supports learning at all levels," said Barker. "Laurel Ridge Community College's impact ripples well beyond this talking point into a significant regional economic driver."



The Lightcast study highlights the important economic role Virginia’s community colleges play, not only in revenue-generation, but in job and wealth-creation as well, said Virginia’s Community Colleges Chancellor David Doré.

“It also serves to underscore the point that an investment in Virginia’s Community Colleges has consistently yielded a positive return for taxpayers, and I am confident that it will continue to do so well into the future,” he said.

Laurel Ridge’s 2022-2023 College Impact Report can be seen [here](#).

LAUREL RIDGE COMMUNITY COLLEGE  
173 Skirmisher Lane  
Middletown, VA 22645

TO: Kimberly Blosser, President  
FROM: Cory Thompson,  
Vice President of Financial and Administrative Services  
DATE: April 4, 2024  
SUBJECT: 2024-26 Biennium Auxiliary Parking Plan

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

Information Item: \_\_\_\_\_

Action Item:     X    

Agenda Item Title: 2024-26 Biennium Auxiliary Parking Plan

**Background:**

In accordance with VCCS Policy 4.3.1.5 (Attachment 1), Finance and Administrative Services has prepared the 2024-2026 Biennium Auxiliary Parking Plan (Attachment 2) for the College Board's review and approval.

- **Parking Budgets:** Parking budgets are submitted to the College Board for thorough review and approval every May/June as part of our Local Funds Budget request process.
- **Auxiliary Fee:** For Fiscal Year 2025, Laurel Ridge is not proposing an increase to the \$3.50 per credit hour auxiliary fee. This fee sustains the critical maintenance and operations of our parking lots and roadways.
- **Parking Fund Reserve:** A parking fund reserve facilitates major parking lot repairs and construction projects. The project balance for the reserve at the conclusion of the 2024-26 biennium (June 30, 2026) is \$500,950.

Attachments (List supporting documents):

1. VCCS Policy 4.3.1.5
2. 2024-26 Biennium Auxiliary Parking Plan

**VCCS Policy: 4.3.1.5 Parking and Other Auxiliary Service Fees (SB)**

Reasonable fees may be established by college boards for the support of selected auxiliary enterprises associated with the mission of the college. Such charges may include parking permit fees and fines, tennis court fees, etc. The collection and retention of such fees in local fund accounts shall be contingent upon the existence of a clearly defined auxiliary enterprise subject to the provisions of Section 4.2.2 of the VCCS Policy Manual. Establishment of parking fees and subsequent increases must be approved by the State Board for Community Colleges in accordance with Section 4.3.0 of the VCCS Policy Manual.

A clearly defined auxiliary enterprise has a separate set of accounts to which fees and revenues are deposited and to which all expenses (direct and indirect) are charged. Fees for individual auxiliary enterprises shall be directly related, although not necessarily equal, to the cost of the service. Auxiliary enterprises of the college are required, in the aggregate, to be self-supporting.

***It is a general policy of the Commonwealth that parking is to be operated as an auxiliary enterprise; therefore, State funds shall not be used to construct, maintain or operate parking lots. Colleges shall establish a capital outlay plan for parking and a reserve fund from auxiliary enterprise revenues and/or contributions from local government jurisdictions to provide for the construction, repair, and maintenance of college parking facilities approved by the College Board, which shall be submitted to the Chancellor by July 1 of each new biennium.***

Auxiliary enterprise funds may be used for site improvements other than for construction, repair, and maintenance of parking facilities when approved by specific action of the College Board for projects with a total project budget of up to \$25,000, and additionally, approved by the State Board for Community Colleges when the project budget exceeds \$25,000.

<b>College:</b> <span style="border: 1px solid black; padding: 2px;">Laurel Ridge Community College</span>									
<b>A.</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; border: 1px solid black; padding: 2px;">Projected FY '25 Parking Reserve Balance (June 30, 2025)</td> <td style="width: 40%; border: 1px solid black; padding: 2px; text-align: right;">\$ 360,850.00</td> </tr> </table>	Projected FY '25 Parking Reserve Balance (June 30, 2025)	\$ 360,850.00						
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<b>FY '26 Planned Use of Funds (thru June 30, 2026)</b>									
	Project Description <span style="float: right;">Budget</span>								
1	Sealcoat, striping and island landscaping <span style="float: right; border: 1px solid black; padding: 2px;">\$ 100,000.00</span>								
2	Miscellaneous general maintenance <span style="float: right; border: 1px solid black; padding: 2px;">\$ 50,000.00</span>								
3	Commencement parking subcontractors <span style="float: right; border: 1px solid black; padding: 2px;">\$ 5,000.00</span>								
4	Non-Cap Project/Construction Supplemental <span style="float: right; border: 1px solid black; padding: 2px;">\$ 50,000.00</span>								
5	<span style="float: right; border: 1px solid black; padding: 2px;">\$ -</span>								
6	<i>Additional Projects (See Continuation Sheet)</i> <span style="float: right; border: 1px solid black; padding: 2px;">\$ -</span>								
<b>B.</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; border: 1px solid black; padding: 2px;">FY '26 Planned Use of Funds Total</td> <td style="width: 40%; border: 1px solid black; padding: 2px; text-align: right;">\$ 205,000.00</td> </tr> </table>	FY '26 Planned Use of Funds Total	\$ 205,000.00						
FY '26 Planned Use of Funds Total	\$ 205,000.00								
<b>FY '26 Projected Revenue (thru June 30, 2026)</b>									
	Revenue Source Description								
1	Mandatory Non-E&G Student Parking Fees <span style="float: right; border: 1px solid black; padding: 2px;">\$ 325,000.00</span>								
2	Permit Parking Fees, Fines & Event Sales <span style="float: right; border: 1px solid black; padding: 2px;">\$ 100.00</span>								
3	Local Government Contributions <span style="float: right; border: 1px solid black; padding: 2px;">\$ -</span>								
4	Interest <span style="float: right; border: 1px solid black; padding: 2px;">\$ 20,000.00</span>								
5	Other (Please Specify) <span style="float: right; border: 1px solid black; padding: 2px;">\$ -</span>								
6	Other (Please Specify) <span style="float: right; border: 1px solid black; padding: 2px;">\$ -</span>								
7	Other (Please Specify) <span style="float: right; border: 1px solid black; padding: 2px;">\$ -</span>								
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<b>D.</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; border: 1px solid black; padding: 2px;">Projected FY '26 Available Parking Fund Total (A+C)</td> <td style="width: 40%; border: 1px solid black; padding: 2px; text-align: right;">\$ 705,950.00</td> </tr> </table>	Projected FY '26 Available Parking Fund Total (A+C)	\$ 705,950.00						
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	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; border: 1px solid black; padding: 2px;"><b>Projected FY '26 (June 30, 2026) Parking Fund Ending Balance (D-B)</b></td> <td style="width: 40%; border: 1px solid black; padding: 2px; text-align: right;"><b>\$ 500,950.00</b></td> </tr> </table>	<b>Projected FY '26 (June 30, 2026) Parking Fund Ending Balance (D-B)</b>	<b>\$ 500,950.00</b>						
<b>Projected FY '26 (June 30, 2026) Parking Fund Ending Balance (D-B)</b>	<b>\$ 500,950.00</b>								
<b>Summary</b>									
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2024-26 Projected Revenue	\$ 675,200.00								
<b>2024-26 Projected Reserve Balance (June 30, 2026)</b>	<b>\$ 500,950.00</b>								
Date Approved by Local Board: _____									
Signed by: _____									
Title: <u>President, Laurel Ridge Community College</u>									
Date: _____									



Virginia Community College System  
 Auxiliary Reserve Plan for College Parking Facilities  
 2024-26 Biennium (FY 2025 and FY 2026)

FY 2025

<b>College:</b> <span style="border: 1px solid black; padding: 2px;">Laurel Ridge Community College</span>			
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<b>FY '25 Planned Use of Funds (thru June 30, 2025)</b>			
	Project Description <span style="float: right;">Budget</span>		
1	Sealcoat, striping and island landscaping	\$ 150,000.00	
2	Update signage	\$ 15,000.00	
3	Miscellaneous general maintenance	\$ 50,000.00	
4	Commencement parking subcontractors	\$ 5,000.00	
5	Non-Cap Project/Construction Supplemental	\$ 50,000.00	
6	Additional Projects (See Continuation Sheet)	\$ -	
<b>B.</b>	FY '25 Planned Use of Funds Total	\$ 270,000.00	
<b>FY '25 Projected Revenue (thru June 30, 2025)</b>			
	Revenue Source Description		
1	Mandatory Non-E&G Student Parking Fees	\$ 310,000.00	
2	Permit Parking Fees, Fines & Event Sales	\$ 100.00	
3	Local Government Contributions	\$ -	
4	Interest	\$ 20,000.00	
5	Other (Please Specify)	\$ -	
6	Other (Please Specify)	\$ -	
7	Other (Please Specify)	\$ -	
<b>C.</b>	FY '25 Projected Revenue Total	\$ 330,100.00	
<b>D.</b>	Projected FY '25 Available Parking Fund Total (A+C)	\$ 630,850.00	
	<b>Projected FY '25 (June 30, 2025) Parking Fund Ending Balance (D-B)</b>	<b>\$ 360,850.00</b>	

LAUREL RIDGE COMMUNITY COLLEGE  
173 Skirmisher Lane  
Middletown, VA 22645

RECOMMENDATION FOR COLLEGE BOARD

TO: Laurel Ridge Community College Board  
FROM: Kim Blosser, Laurel Ridge president  
DATE: March 20, 2024  
SUBJECT: Item Recommendation 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): AY2024-26 College Board Chair and Vice Chair Nominating Committee

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

Per the Laurel Ridge Community College Board Bylaws (Article Three, Section 2), The officers of the Board shall be elected biennially by the Board at its June meeting to serve from July 1 immediately following. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as is convenient. Nominations for the offices of Chair and Vice Chair during an election year will be proposed by a nominations committee consisting of the Chair, Vice Chair and a Board member appointed by the Chair, preferably a past Chair if available. The nominations committee shall be sensitive to locality representation and Board rotation in its proposed nominations which will be provided in writing to the Board prior to the election.

The AY2024-26 board officers nominating committee:

- Mike Wenger, Rappahannock County, Chair
- Ben Freakley, Shenandoah County, Vice Chair (chair elect)
- Ed Daley, Warren County, board member appointed by Chair
- Kim Blosser, Laurel Ridge, president and secretary to the board

Attachments (List supporting documents):



# LAUREL RIDGE COMMUNITY COLLEGE BOARD

## 2024-25 Calendar of Scheduled Meetings

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<u>DATE</u>	<u>TIME</u>	<u>LOCATION</u>
September 5, 2024	12:00 p.m.	Middletown Campus, Student Union Building, Room 118/119
November 7, 2024	12:00 p.m.	Middletown Campus, Student Union Building, Room 118/119
February 6, 2025	12:00 p.m.	Middletown Campus, Student Union Building, Room 118/119
April 3, 2025	12:00 p.m.	Fauquier Campus, Hazel Hall, Barkman Conference Center
June 5, 2025	12:00 p.m.	Luray-Page County Center

**Note: All College Board meetings are scheduled to begin at 12:00 p.m.; a light lunch is served at 11:30 a.m. Dates, times and meeting locations are subject to change due to unforeseen circumstances.**

LAUREL RIDGE COMMUNITY COLLEGE  
Middletown | Fauquier | Luray-Page

**RECOMMENDATION FOR COLLEGE BOARD**

TO: Laurel Ridge Community College Board  
FROM: Liv Heggoy, Executive Director, Laurel Ridge Educational Foundation  
DATE: February 2024  
SUBJECT: Item Recommendation 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: Laurel Ridge President Housing Allowance FY2025

Initiating Administrator's Recommendation (if funding is involved, please indicate appropriate budget line-item number and title): [Click or tap here to enter text.](#)

The executive compensation plan outlined in the VCCS policy manual permits a supplement to the college president's salary through a housing and vehicle allowance. The housing allowance limit is \$25,000. The vehicle allowance limit is \$6,000.

Authorization for a president to receive an allowance must be recommended by the local college board, approved by the chancellor, and funded by the foundation.

The 2024 operating budget approved by the Laurel Ridge Foundation Board in December 2023 includes funds for a housing allowance of up to \$22,500 plus corresponding FICA tax.

Attachments (list supporting documents):



## Reports of the College

Laurel Ridge Community College Board Meeting No. 267

April 4, 2024

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### a. **President** – Kim Blosser

#### College Updates

- Spring credit enrollment is currently up 2%; dual enrollment is up 4%.
- For this fiscal year to date, Workforce Fast Forward enrollment is up 176 enrollments (22.2%)
- As of today, Dual Enrollment anticipates 318 students will receive the Governor’s Scholar medallion for completing either the Certificate of General Studies or an Associate degree prior to high school graduation. This is up from 286 last year.
- Future Educators Academy Lab School
  - Currently determining how many slots will be available for each school division.
  - Brenda Byard has been hired to lead implementation through 2025.
  - The FEA lab school will launch in Fall 2025 at both Middletown and Fauquier.
- Technology Academy
  - High school program incorporating the Drones program and Automation instruction will begin at the Fauquier Campus in Fall 2024/Spring 2025. Students from Rappahannock, Fauquier, and Culpeper counties will be participating.
- Trades Academy
  - A new trades academy will launch at the Fauquier Campus for high school students from Rappahannock and Fauquier counties. The workforce unit has been working with the school divisions to offer plumbing and HVAC to high school students beginning in Fall 2024.
- Culture Climate Study
  - SIR administered the Employee survey and college leadership was briefed on the initial findings on March 19.
  - President Blosser will bring the board a full report of the findings and actions for next year at the June board meeting.
- Laurel Ridge is still working with VCCS legal to be a pilot program with the Virginia Department of Medical Assistance Services and Valley Health to expand health care programs in our region. A final decision on this is expected by the first of April.
- President Blosser held a virtual open forum for all college employees on February 27, 2024, and has scheduled another virtual open forum on April 11 at 10 a.m. via Zoom.

#### VCCS Updates

- Governor’s budget did not include funding to support capacity building or performance funding.
- The Conference Budget from the Senate and House included:
  - \$20 million over two years for affordable access, retention and degree production
  - \$14.6 million added back to the VCCS’s base that had been removed in the Governor’s budget

- \$9.2 million for New Economy Workforce Credential Grants in SCHEV's budget ("Fast Forward")
- \$24 million for workforce pipeline renovations for space conversion
- Five new CIP (classification of instructional program) codes added for eligibility for G3 financial aid for community college students: Cooking and Culinary Arts, Elementary Education and Teaching, Secondary Education and Teaching, General Engineering, and Hospitality Administration and Management
- On February 7, eight students, along with President Blosser, Brandy Boies (Director of PR), and Chris Lambert (Director of Student Life and Engagement) spent the day meeting with legislators. Students were recognized in both the House and Senate galleries.
- President Blosser is currently co-chairing a workgroup to look at the Faculty Evaluation process.
- President Blosser is serving as a member of the Presidential Evaluation workgroup.
- President Blosser continues to serve on the Executive Council of the Shared Services Center, VCCS.

#### President Updates and Engagements

- President Blosser will begin serving on the Strategic Planning committee of the Blue Ridge Area Food Bank board in April.
- Meeting with TOP of Virginia Chamber CEO, Cynthia Schneider – 1/22
- GO Virginia Region 8 Council meeting – 1/23
- Speaker for Winchester Rotary meeting – 1/25
- GO Virginia Region 9 Council meeting – 1/26
- Toured and attended presentation about the Virginia Tech Agriculture Research Station in Winchester – 1/30
- Joined Liv Heggoy in a meeting with Jane Bowling-Wilson, Executive Director of the Northern Piedmont Community Foundation – 2/6
- Visit to the Virginia General Assembly – 2/7
- Visit with Shenandoah University president, Tracy Fitzsimmons – 2/12
- Meeting with Valley Health regarding pilot health care funding program – 2/15
- Blue Ridge Area Food Bank board meeting - 2/15
- Advisory Council of Presidents meeting with Chancellor – 2/20,21
- Rappahannock-Rapidan Regional Commission Strategy Committee – 2/22
- Meeting with Opportunity Scholars – 2/26
- Page County EDA meeting - 2/26
- Laurel Ridge Educational Foundation Board meeting - 2/29
- Meeting with Dominion Energy and college employees – 2/29
- United Way of the Northern Shenandoah Valley Annual Meeting - 2/29
- Executive Committee meeting, GO Virginia Region 8 – 3/7
- One-on-one meeting with Chancellor Dore – 3/12
- Meeting with Mike Bollhoefer, Frederick County Administrator – 3/14
- United Way of the Northern Shenandoah Valley board meeting – 3/19
- Classified Staff and Administrative Faculty New Hire Open House with President – Fauquier Campus – 3/19
- TOP of Virginia Builders Association Mixer at Middletown Campus – 3/20

- Classified Staff and Administrative Faculty New Hire Open House with President – Middletown Campus – 3/25
- United Way Community Impact meeting – 3/26
- Pizza with the President – lunch with students at the Middletown Campus – 3/27
- Pizza with the President – lunch with students at the Fauquier Campus – 3/28
- Executive Committee meeting, GO Virginia Region 8 – 4/2
- Lunch with President Emeritus Cheryl Thompson-Stacy – 4/3

b. **Workforce Solutions;** Jeanian Clark, vice president of Workforce Solutions

Grants

- Due to 2022 Virginia state regulations, which drastically changed the format and requirements to deliver a certified pharmacy technician program, Workforce Solutions secured a state funding grant in February to help them relaunch the redesigned program. The new program, which will relaunch in August, will have four times the number of instructional hours and include 80 hours of simulation in an onsite “mock” pharmacy lab and retail space. Laurel Ridge will be only the second community college in Virginia to have relaunched the program.
- A new Path Foundation grant will allow Laurel Ridge Workforce Solutions to expand its popular Dental Assisting program at the Fauquier Campus. The College has been offering a very successful Dental Assisting program at its Middletown campus for over 5 years, sharing the Dental lab with the credit Dental Hygiene program. The Path grant, and a newly formed partnership with the Fauquier Free Health clinic, will allow Workforce Solutions to now bring the program to the Fauquier Region in Fall, 2024.

c. **Communications and Planning; Fauquier Campus;** Chris Coutts, vice president of communications and planning, Fauquier campus provost

Commencement

- Commencement Ceremonies will take place May 9 and 10 at Middletown Campus. Full details and information can be found at [laurelridge.edu/commencement](http://laurelridge.edu/commencement).
  - Health Professions Commencement – Thursday, May 9 at 2pm (arrive at 1pm)
  - College Commencement – Friday, May 10 at 2pm (arrive at 1pm)
- Ashley Hansen, executive assistant to the president, will communicate and coordinate College Board members’ participation with Commencement and the platform party.

Grants and Sponsored Programs

- Submitted a grant for \$75,000 to the PATH Foundation in support of Workforce Solutions Pharmacy Tech and Dental Assisting programs at the Fauquier campus.
- Submitted a grant to the Blue Ridge Area Food Bank for \$4,282.43 in food pantry shelving and items.
- Applied for \$20,000 through the VIVA Open Course Grants, which would provide free-of-charge resources to mathematics students.
- Submitted our United Way grant and anticipate site visits and presentations to start soon.

- Assisted with the development of the Perkins grant and are working on quite a few additional grant opportunities due this month and next.
- One notable opportunity is a partnership between Belle Grove Plantation, Selah Theater, and the college. We are applying for funds through VA250 (a statewide commemoration of the American Revolution) to create, present, and video a play based on the true story of an enslaved person who lived at Belle Grove during the American Revolution. The college is not anticipated to get a significant amount of money (our role is the use of the theatre with some small expenses), but the partnership is new and offers promise for future initiatives.
- Our Congressionally Directed Spending Request through Kaine/Warner was approved, and now needs to be signed into law with the Congressional budget. This request was for \$305,000 to purchase laproscopy simulation equipment at both campuses.
- As of this date, the college is managing over \$4 million in federal, state, foundation, and corporate grants that are in progress (including carried over from a prior year) or pending award – just over 30% of these grants were applied to through the Laurel Ridge Educational Foundation – this percentage fluctuates and can be much higher at certain times of the year.

#### Marketing

- The Fall Enrollment Campaign, targeting ages 25-55+ in the Laurel Ridge service region, continues until August 2024. Institutional messaging will continue to showcase the 'Grow with Us' and 'This is Your Time' themes, with supplemental efforts targeting adults seeking a career change. Additional messaging focused on adults, such as 'new year, new you' and 'not just adulting - advancing', supports an emotional response to further their careers.
- The collegewide campaign and targeted program promotions aimed at prospective students and community leads will leverage digital advertising, social media, direct mail (Viewbook by April 1, WSCE Course Catalog by May 10, and targeted postcards), purchased email leads, and live/streaming radio. Promotions focus on G3 scholarship programs, IT/computers, healthcare, leadership development, and drone programs.
- Scheduled email messages will inform current students and leads about summer and fall class schedules open for enrollment.

#### Public Relations

- The Virginia Department of Veteran Services has provided the college with 20 laptops to distribute to our veteran students. There is a press release forthcoming on this.
- [Ismenia Juarez: Her husband's sacrifices with the Virginia National Guard are allowing Ismenia Juarez to become the first person in her family to attend college.](#)
- [Laurel Ridge pumped \\$265.7 million into the local economy, analysis revealed.](#)
- The spring 2024 edition of the Laureate magazine will be published in early April. This edition focuses on military students.

d. **Academic and Student Affairs;** Johanna Weiss, vice president of academic and student affairs

#### Enrollment and Retention

- We have spent significant time on developing a summer and fall course schedule that promotes student enrollment and success. Registration for the Summer 2024 and Fall 2024 semesters opens for all students on April 1<sup>st</sup>. Special populations and our

Freshman Focus students (an early registration program for graduating high school students in our service area) will begin early registration in March. As of 3/22, we already had 237 students enrolled!

- As part of the effort to decrease the number of fraudulent applications to VCCS colleges, a new ID verification system was implemented in February as part of the application process.
- The Student Services and Academic Support team held a day-long workshop on Conflict Management during the last week of March.
- The state legislature has approved expanding G3 funding for transfer programs in engineering and teacher education.

### Curriculum

- There are several new Career Studies Certificates starting in the Fall including: Financial Services, Human Resource Management, Artificial Intelligence and Machine Learning, Immersive Technology, Robotics & Automation.
- As part of the VCCS transfer framework, we have revised our transfer degree structure for AY 24-25. Specializations in transfer degrees have been replaced by either stand-alone associate degree programs or majors within an associate degree.
- We have a new A.S. in Health Sciences starting in the Fall. We expect that this major will become very popular with our students.
- The new A.A.S. in Criminal Justice has been approved by the VCCS and State Board and will be submitted to SACS-COC in the next few months with an expected January 2025 start date.
- The RN program first-time NCLEX test pass rates increased from 75.6% in 2022 to 85.19% in 2023, returning the program to full approval. The Practical Nursing program had an 88.89% pass rate in 2023, maintaining their approval status. The Nurse Aide program also successfully completed a program review and site visit with full approval in December. The program has a 93% pass rate on the written exam and a 97% on the skills exam.

### Personnel

- We are hiring three full-time faculty to serve as Assistant Deans for the AY 24-25. These positions will provide our teaching faculty with administrative experience and professional development while also supporting the work of our school Deans and the adjunct faculty.
- We invited 4 finalists for our new Dean of Health Professions position to interview on campus during the last week in March. We are hopeful to have the selected individual start work no later than July 1<sup>st</sup>.
- Our search committees have been busy reviewing applicants and interviewing for full-time faculty positions in IT/Cybersecurity, Psychology, English, and Chemistry.
- Kristina Simpson, our Director of Nursing and Health Professions has submitted her resignation, effective May 30<sup>th</sup>. We will be appointing faculty to serve in this interim role with the intention of filling the Director of Nursing position by the end of December.

### Grants

- We have received a one-year extension for our \$402,075 Go Virginia Region 9 Grant. This project is designed to offer college courses and certifications in robotics and drones for students in Fauquier, Rappahannock, and Culpepper counties. This project was piloted as a high school academy this year and will be expanded to include courses for adult learners in the next academic year.
- Laurel Ridge has been invited to partner on a proposal, led by GMU, to establish a lab school in data science and computing in our service region, hosted at a high school in Frederick County. We are excited about the possibility of offering a 2 + 2 agreement in data science with GMU and/or offering our Computer Science CSC to our local high school students.
- VCCS Workforce Program Funding is providing \$435,393 to Laurel Ridge Community. This funding will help us launch and/or expand several credit-based healthcare programs, including Physical Therapy Assistant (PTA), Emergency Medical Services (EMS), Medical Laboratory Technician, and Radiology Technician. Funds will also be used to relaunch the PharmTech program offered through Laurel Ridge's Workforce Development division.

### Awards/Recognition

- Laurel Ridge has been awarded the 24-25 Military Friendly® Schools award for our efforts in creating sustainable and meaningful education paths for the Military Community.
- Laurel Ridge received the 2023-2024 School of Distinction in STEM from the International Technology and Engineering Educators Association at their Spring Conference in Memphis, TN. We are the only community college who received the recognition and one of only 6 higher education institutions.
- Our team from the Center for Excellence in Innovation, Teaching, and Learning (CEITL) was selected for a presentation at the Instructional Technology Council Network's (ITC) National Conference. The CEITL Team's proposal *Keep it Simple Silly: An Updated Approach to Online Instructor Certification* was presented at the conference held in Las Vegas, NV February 18-21.
- The VCCS has started a VCCS Poet Laureate and Visual Art Contest. The theme for this year's contest is "I Belong." The winners have been selected and will be announced in early April. The winners will have the chance to present their work at our College Commencement ceremony and receive cash gift cards.

- e. **Financial and Administrative Services;** Cory Thompson, vice president of financial and administrative services

### Finance Updates

- FY24 Tuition Revenue: \$11,740,699
- FY24 % of Target Tuition Revenue: 73.7%
- SPR24 has \$5,026,056 balance due for tuition (FA not processed for Spring)
- FY24 College Operating Budgets and Expense: \$11,051,176/\$5,989,432 (54.2% expensed)

- FY24 College Personnel Budgets and Expense: \$26,794,666/\$14,969,811 (55.9% expensed)

Operations Updates

- Experiencing HVAC issues in Cornerstone & Student Union, working through those; minimal impact to stakeholders
- The building Automation System upgrade for Cornerstone & SHP is complete. Working fairly well and we will continue to monitor
- Sculptures at Luray are scheduled to be installed by Harrisonburg Const this week. They are also making progress with the permitting for the shed at the Trades Center
- Lighting upgrade across Middletown continues. Student Union & Smith are complete, working through SHP (classrooms will be done over spring break), then to Corron & Cornerstone Annex (Library wing, Trio, green hallway, etc)

Information Technology

- IT Satisfaction Survey: 97% Rate 4-5 stars for Communication Skills – 97% Rate 4-5 stars for Professionalism – 95% rate Quality of Support as Completely/Very Satisfied – 98% Rate 4-5 stars for technical knowledge.
- 400+ closed tickets since January 1st
- In the planning stages to replace all networking equipment for the college
- Will be posting 2 new FT positions that will help with Student IT support

Campus Police & Safety

- Body cameras have been received and supervisors have been trained in their use. They will become operational upon adoption of policy.
- Two emergency drills have been performed. An annual schedule of drills is being developed.

Business Operations

- Effective January 2024, the Shared Services Center will be tracking confirming orders usage to ensure these types of procurements are reserved for emergency purchases and appropriate exceptions. 20.82% of our total eVA orders in January were confirming orders. Business Operations provided training to end-users on how to procure goods/services in advance.
- Successfully transitioned ETF procurements to department heads. Business Operations is working closely with end-users to assist with training and sourcing equipment through compliant vendors.

- f. **Development; Laurel Ridge Foundation;** Liv Heggoy, associate vice president of development and executive director of the Laurel Ridge Foundation

Building the Future Fund

- One of the Foundation’s top fundraising priorities for 2024 remains the *Building the Future Fund* – to maintain and expand career and technical education programs at all locations.

- The initial fundraising goal for the *Fauquier Campus* was \$1.5M. Thanks to a \$300,000 gift received on March 15, we have reached this goal.
- At the Middletown Campus, Workforce Solutions and the Laurel Ridge Foundation hosted a reception on March 20 for members of the Top of Virginia Building Association. We hope to encourage more businesses and industry partners to make a donation to support our workforce training programs. For gifts of \$5,000 or more, the company logo will be added to the donor wall in Smith Hall.

#### Nursing Alumni Mixer

- On June 7, the Laurel Ridge Foundation is coordinating a Friday evening mixer for our nursing alumni at Regions 117 at Lake Frederick. The location is somewhat centrally located within our large service region.
- This is the college's first alumni gathering in at least 15 years. We decided to focus on a specific group of graduates, rather than planning a more general alumni event. We hope this event provides a happy occasion for our nursing graduates to network and reunite. We will also encourage them to pay it forward and make a donation to the Foundation's Nursing Fund.
- The Foundation offers significant financial support to our nursing (RN) program. For example, of the 80 students who graduated from the program in 2023, 27 received a total of 54 scholarships from the Foundation during their studies at the college. In addition, nine nursing students received emergency assistance. The Laurel Ridge Foundation has also purchased equipment and covered other programmatic costs over the years.

#### Artist Lunch and Learn

- With support from the Chumley Fine Arts Fund through the Laurel Ridge Foundation, the college hosted a Lunch and Learn on March 26 with artist Robin Ha. She is a *New York Times* bestselling graphic novelist whose works include the illustrated memoir *Almost American Girl* (Harvey Award Nominee) and the best-selling comic recipe book *Cook Korean! A Comic Book with Recipes*.

#### New Scholarship

- We are pleased to have a new endowed scholarship to support Fauquier County residents who are enrolled in a health professions degree program. The \$30,000 gift was a total surprise and from a couple we did not know. They wish to be anonymous.

#### Appreciation Luncheon

- The Foundation's annual appreciation luncheon is coming up on Friday, April 19. To RSVP (yes or no), please visit [www.laurelridge.edu/luncheon](http://www.laurelridge.edu/luncheon). During the event, Brad Hodgson ('08) will be recognized as the recipient of the 2024 Distinguished Alumni Award.

#### Sock Stars

- This spring, we are rolling out a "Sock Star" campaign for our college community (employees, retirees, and board members).
- As a thank you gift, we are giving a pair of Laurel Ridge socks to everyone at the college who has made a donation to the Laurel Ridge Foundation since the beginning of 2023. We hope they will continue to give.



- We will also encourage more employees, retirees, and board members to become Laurel Ridge “Sock Stars.” Anyone who makes a gift of at least \$25 will also receive a pair of socks.
- In the fall, we will expand our Sock Star campaign more broadly to our service region to encourage annual giving to our Laurel Ridge Fund (unrestricted).

# PLACES Update College Board

Cory Thompson  
March 4 2024

# Overview: Progress and Goals

- *The “Why” of the Places Initiative.*
- *Achievements and progress made so far.*
- *Goals & Objectives*

- **Why?**

- Develop and act upon a near-term strategic plan to create a more conducive and efficient learning and working environment.

- **Simply the Best – People, Places, Processes**

- A commitment to our employees.

- **Three Phases:**

1. Data Gathering
2. Engagement & Analysis
3. Execution
  - Instructional Space
  - Non-Instructional Space



# Overview: Progress and Goals

- *The “Why” of the Places Initiative.*
- ***Achievements and progress made so far.***
- *Goals & Objectives*

- **September – December 2023**

- Physical survey of space completed; over 50 work order level tasks identified.
- Space planning questionnaire completed; 208 responses.
- Department level stakeholder meetings completed; Over 20 meetings and 100 space needs discussed.

- **January**

- Facilities and IT began work on low hanging fruit space needs. – Tracking Doc.
- Space Utilization Report received from RRMM

- **February**

- Proposed space improvement plan received from RRMM
- Conceptual plans for projects reviewed for feasibility

- **March**

- Presentation to College on space utilization data.
- Initiating multiple projects (hiring project manager, hiring A/E firm)

# Overview: Progress and Goals

- *The “Why” of the Places Initiative.*
- *Achievements and progress made so far.*
- **Goals & Objectives**

- **Improve Efficiency:**
  - Identify and address immediate issues causing inefficiencies in the current setup. This includes rethinking the concept of space ownership and considering the campus layout as a whole.
- **Program Growth and Sharing:**
  - Explore ways to expand and share programs (both credit and workforce). This involves creating a consistent student experience across new and old buildings. This includes promoting a culture of shared spaces rather than individual ownership.
- **Prioritize Key Areas:**
  - Focus on key areas such as advanced technologies (workforce and credit), healthcare, and academies (high schoolers enrolling in CTE).

# Space Utilization Report:

## Overview of Results

- **Methodology of the study.**
- Key findings and insights from the study.
- Benefits of these results.

SCHEV guidelines require colleges to target 100% utilization of their instructional spaces, defined as classrooms (coded 110) and class labs (coded 210). The formula for measuring utilization rates has two key variables:

1. Percentage of seats occupied when a class is in session. For classrooms, the percentage of seats filled target is 60% and is the ratio of the course enrollment with the room's occupancy. Important to note here is not the enrollment cap for a class. This means classes should be scheduled in rooms with occupancy rates close to the anticipated enrollment. For class labs, the percentage of seats filled target is 75%.
2. Number of hours a room is scheduled per week during a semester. For classrooms, the number of hours is 40. For class labs the number is 24. For utilization purposes contact hours are used not credit hours. Thus, for a four credit-hour class with six contact hours, the six contact hours are used to determine the utilization rate.

# Space Utilization Report: Overview of Results

- Methodology of the study.
- **Key findings and insights from the study.**
- Benefits of these results.

Campus	Classroom (110)	Class Lab (210)	Campus Utilization
Middletown	43.8%	109.5%	60.6%
Fauquier	43.1%	49.3%	45.1%
College	43.5%	85.7%	55.4%

# Space Utilization Report: Overview of Results

## Middletown Campus

### Credit Use

- Of 25 classrooms, 15 had utilization rates below 50%.
- RRMM calculations estimate between 6 and 8 classrooms in Cornerstone can be repurposed by moving sections to other rooms.

### Workforce Use

- 16 rooms are dedicated specifically to Workforce Programs.
- Of the 16 rooms used by workforce, only two had utilization rates (using SCHEV criteria applied to credit classes to generate comparable rates) at or above 100%.

### Middletown Cornerstone

210 - 17%  
212 - 37%  
216 - 37%  
300 - 46%  
303 - 20%  
304 - 11%  
306 - 25%  
308 - 16%  
404 - 20%  
502 - 43%  
508 - 40%  
509 - 26%



# Space Utilization Report: Overview of Results

## Fauquier Campus

### Credit Use

- 22 classrooms but credit is only using 13 with 5 having utilization rate below 50%. Wolk 210 and 225 had utilization near 0%.
- *\*MVGS changed classroom use in Fall 2023 to use 106 and 210 from modular buildings.*

### Workforce Use

- 2 rooms in Fauquier dedicated to Workforce.
- Both rooms had below a 25% utilization rate.

### Fauquier

### Wolk

106 – 0% credit; 12% workforce  
201 - 23%  
202 – 0% credit; 24% workforce  
205 – 46%  
207 – 21%  
210 - 4%  
225 – 1%

# Space Utilization Report: Overview of Results

- Methodology of the study.
- Key findings and insights from the study.
- **Benefits of these results.**

## Improve Space Sharing & Correct Designations

- Many rooms classified as 110 or 210 are dedicated exclusively to Workforce and are underutilized.
- Open dialogue to better share space for multi-purpose use.
- If not shared (e.g. – welding lab), reclassify classrooms and class labs (coded 110 or 210 spaces) used exclusively by workforce or third-parties to non-instructional codes.

## Improve Utilization of Classrooms

- Consolidating credit classes into a smaller set of classrooms will improve the utilization of the receiving rooms.
- Address technology or furniture needs to move towards an “any class in any classroom” approach to scheduling. This is an approach UVA and other colleges and universities have adopted.
- Vacant classrooms provide opportunity to retrofit to lab space or reclassifying to non-110 or non-210 use (non-instructional).

## Strategically Retrofit Spaces

- **Location:** Determine which classrooms located in “centralized” areas can be repurposed to serve college’s support services needs/priorities
- **Adjacency:** Strategically moving classes out of several adjacent rooms creates an opportunity for the college to expand existing programs that need more space or allows the college to initiate new programs.

# Non-Instructional Spaces Planning

- **Noteworthy Opportunities and Next Steps**

## Middletown

- **Cornerstone Welcome/Reception Area**
  - Potential to accommodate Workforce (student facing) and some ASA needs.
  - Next steps:
    - Finalize proposed ideas and options for ASA and Workforce stakeholders.
    - If concurrences, activate as project hire contractor to initiate planning and design.
- **Address “End of Life” Issue with Temporary Buildings**
  - Given space availability, potential to move ABE and MVGS out of Lodge.
  - This avoid costly renovations and maintenance of temporary buildings and could provide site for future program growth.
  - Next steps:
    - Work with ASA stakeholders to review needs with goal to move out of temp space in favor of spending resources to improve existing modular building spaces.
    - Identify location options and determine “sequencing” of potential moves and any impact.
    - If concurrence, activate as project and determine if work requires and construction or all moves/furniture then proceed accordingly.
- **Cornerstone 600/700 Hallway Refurbishment**
  - Multiple suites along 600/700 hallway are underutilized or in need of renovation.
  - Potential to renovate area to address needs for ASA, FAS, and IR.
  - Need to consider domino-effect of this and potential to address needs with backfilling space. E.G. – if IT space needs are addressed by moving to space in 600/700, does it make sense for HR to move to IT suite to address their needs?
  - Next Steps:
    - Propose options to stakeholders to get consensus on conceptual design/layout.
    - If concurrence, activate as project and hire contractor to initiate planning and design.

# Non-Instructional Spaces Planning

- **Noteworthy Opportunities and Next Steps**

## Fauquier

- **Student Lounge**

- Potential to renovate space to better serve students and student life.
- Next steps:
  - Finalize proposed ideas and options for ASA stakeholders to narrow scope then proceed accordingly.
  - Depending upon scope, project may require design/construction

- **Address “End of Life” Issue with Temporary Buildings**

- Potential to move MVGS out of modular buildings (storage).
- This avoid costly renovations and maintenance of temporary buildings and could provide site for future program growth.
- Next steps:
  - Work with ASA stakeholders to review needs with goal to move out of temp space
  - If concurrence, activate as project

- **Wolk – Student Services/Workforce Services (Aspirational)**

- Potential to “rethink” how we provide services to students in the Wolk building
- Both Workforce and Student Services identified concerns with space.
- Overall flow of student traffic in area identified as a concern.
- Next steps:
  - Have meetings to discuss what this looks like in more detail. What can be done with furniture, moves, and minor renovations versus what would require more significant renovations.
  - Consideration of resource availability will impact level of change.
  - This project requires more discussion with stakeholders to determine options and feasibility.