

LONGWOOD UNIVERSITY



OPERATING BUDGET AND PLAN FY 2015 – 2016

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BUDGET SUMMARY

This section provides an overview of the University's 2015-2016 operating budget. Detailed budget information is provided in the supporting tables. Highlights of the proposed plan are presented below.

- The budget is based on assumptions related to enrollment projections, actions taken by the General Assembly and Governor, revenue calculations and expenditure estimates. Tuition revenue calculations are based on the actual FY15 credit hours.
- \$983,806 of current year auxiliary reserve funds are utilized to balance the FY 2016 budget.
- Tuition and fees, as approved for full time Virginia undergraduates, will increase by an average of \$330, a 2.85 percent increase. Tuition for Virginia undergraduates was increased by \$240, based on a thirty-credit-hour schedule. Tuition rates for in-state graduate, out-of state undergraduate, and out-of-state graduate students were increased to \$320, \$688 and \$885 per credit hour, respectively. In compliance with guidance set forth by the Governor and the General Assembly, auxiliary student fees and room and board charges may be increased to cover changes in inflationary costs, debt service expenses, and costs associated with base salary and benefit increases.
- The projected revenue budget for FY 2016 is \$118,553,210, which excludes \$4,282,842 in state appropriation for student financial assistance. The proposed expenditure budget for the total University is \$116,802,887. This budget reflects \$983,806 in planned transfers from auxiliary reserves.
- The budget consists of two major components: the Educational and General Programs budget and the Auxiliary Services budget.
- The Educational and General Programs budget, which includes both general and nongeneral funding sources, is composed primarily of expenditures and revenues in the Instructional programs, as well as Sponsored Programs (grants and contracts). The total planned expenditures for FY 2016 are \$66,891,529.
- The faculty salary pool reflects a \$174,997 increase to fund new faculty positions. In addition, Longwood will contribute \$27,500 in FY 2016 to fund faculty promotions. Additional funding of \$459,758 is included to continue the December 2014, faculty salary increase and to fund the August 10, 2015, two percent increase that is contingent on meeting state revenue projections.
- Expenses totaling \$283,401 were transferred from E&G to Auxiliary.

- The second major component of the University's total budget is Auxiliary Services, which includes activities such as student housing, dining services, parking and athletics. The proposed Auxiliary Services budget for 2015-2016 is \$49,911,358. A total of \$1,628,166 will be held in reserve for proposed debt service costs associated with the new University Center facility.

2015-2016 ACTIONS OF THE GENERAL ASSEMBLY

The General Assembly session began January 14, 2015, and ended on February 27, 2015. Governor McAuliffe signed the Budget Bill without Amendment on March 26, 2015.

As a result of the final actions taken by the Governor and the General Assembly in the 2015 session, Longwood's total Education and General (E&G) operating appropriation increased from \$59,906,694 to \$62,227,959 -- \$25,112,973 GF and \$37,114,986 NGF.

Longwood's FY 2016 general fund operating base increased by a net \$570,019 (.023%) from 2015. This funding was specifically related to (1) \$277,468 to support salary increase for faculty and administrative professional staff and (2) \$286,504 to restore budget reductions and support in state undergraduate enrollment growth. Longwood's FY 2016 nongeneral fund operating base increased by a net of \$2,300,000 from FY 2015 as a result of a technical budget adjustment associated with our nongeneral fund revenue estimates. These changes will be reflected in our appropriation received from the state on July 1, 2015.

Financial Aid

General fund support for student financial assistance increased \$100,000 for a total of \$4,282,842.

Southside Virginia Regional Technology Consortium (SVRTC)

Funding increased \$50,000 for the SVRTC in FY 2016.

Salary Increases

Providing the state meets revenue projections, in FY 2016, a 2% salary increase will be appropriated for full-time classified employees, who were employed as of May 10, 2015, and who received a rating of Contributor or above on their last performance evaluation. The increase is to be effective August 10, 2015. Subsequent to the 2% salary adjustment, the base salary of full-time classified employees who received a rating of Contributor or above on their last performance evaluation and who have five years of continuous state service as of August 10, 2015, will be increased by \$65 for each full year of service up to 30 years of service. Administrative Professional positions may receive a 2% salary increase effective August 10, 2015, provided they meet the requirement of satisfactory performance and the state meets revenue projections. Faculty positions may receive a 2% salary increase effective August 10, 2015, provided they meet the requirement of satisfactory performance. Pay for wage employees may be increased by up to 2%, with the full cost borne by the institution. There are certain high turnover roles that have been approved for an additional 2% salary increased subject to the same dates and performance measures above.

Higher Education Equipment Trust Fund

Funding for the FY 2016 Equipment Trust Fund (ETF) program of \$708,802 was appropriated to Longwood. This is an increase of \$109,539 over the previous year.

Out-of-State Capital Fee

Out-of-state students are required to pay 100 percent of the average cost of their education. Additionally, non-resident students will pay \$23 per credit hour as a mandatory capital fee. The amount of capital fees that will be paid by the University to support state capital project debt service on bonds issued under the 21st Century Program decreased \$13,365 in FY 2016 to \$97,911.

Capital Projects

Longwood's Maintenance Reserve funding for FY 2016 is \$1,175,800. The funding amount increased \$70,344 from FY 2015.

Detailed planning was authorized for the New Admissions Office and the New Academic Building that would include flexible classroom space, lab space for undergraduate research and faculty offices.

The Additional Biomass Boiler project was included in a \$106.1 million general fund renovation pool.

2015-2016 EDUCATIONAL AND GENERAL PROGRAM PRIORITIES

The University's 2015-2016 Educational and General budget is based on priorities that support the strategic plan. After carefully examining the revenue projection for FY 2016, funds were allocated for strategic initiatives and fixed costs increases. The recommended expenditures include funds for the following:

- | | |
|--|-------------|
| • Estimated Nongeneral Fund Portion of Salary and Benefit Increase | \$ 631,364* |
| • Fixed Costs (Maintenance Contracts, Fuel) | \$ 577,761 |
| • Restoration of FY 2015 Budget Reductions | \$ 542,707 |
| • Increase in Faculty Salary Pool | \$ 471,905 |
| • Grant Office – McAllister & Quinn | \$ 120,000 |
| • New Writing Center Director | \$ 98,760 |
| • Environmental Health & Safety | \$ 79,157 |
| • Southern Virginia Higher Education Center | \$ 15,000 |

*Contingent upon meeting state revenue projections

2015-2016 AUXILIARY SERVICES PROGRAM PRIORITIES

The University's 2015-2016 Auxiliary Services budget is based on the program priorities listed below. Auxiliary activities are required to be self-supporting and must maintain sufficient fund balances for operations, renewal and equipment replacement and capital reserves. The Board approved housing and dining rate increases on December 4, 2014. Comprehensive fees were approved March 27, 2015.

Auxiliary Indirect Cost Rate

The Auxiliary Services operations are charged an indirect cost recovery rate for services provided by educational and general operations (such as payroll processing, purchasing, billing services and facilities administration). The auxiliary cost study is submitted to SCHEV prior to the beginning of each biennium. The indirect cost rate for the 2014-2016 biennium is 14.35 percent. This is a 1.52 percent decrease from the prior biennium.

Housing

Housing revenue will continue to provide funds for maintenance reserve projects in the residence halls. Housing revenues are projected to exceed expenses by \$490,674. Of these net revenues, \$488,676 will be utilized to support comprehensive fee budgets in FY 2016.

Dining

Dining revenues are projected to exceed expenses by \$495,130. These net revenues will be utilized to support comprehensive fee budgets in FY 2016.

Comprehensive Fee Budgets

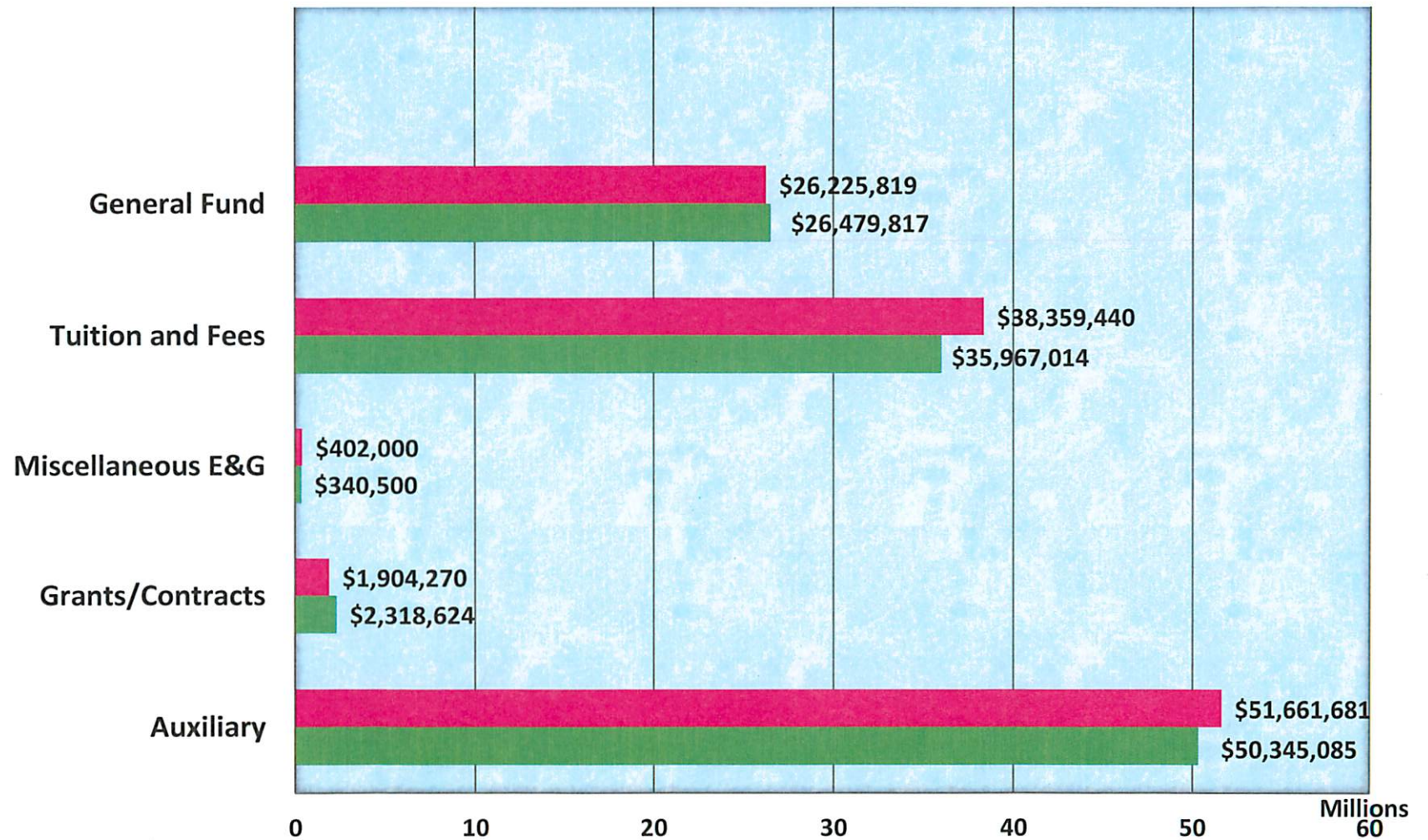
The comprehensive fee is used to support many auxiliary programs and services including: intercollegiate athletics, recreation and intramural programs, the student union, student health and wellness services, the Farmville Area Bus services, debt service, and repair and maintenance on nongeneral fund supported facilities.

One new position has been added in FY 2016 to the Counseling Center for a Crisis Counselor Advocate which will assist in meeting Clery Act and Title IX requirements.

Comprehensive fee revenue also provides funding in the amount of \$1,628,166 for future debt service and operating costs associated with the new University Center facility.

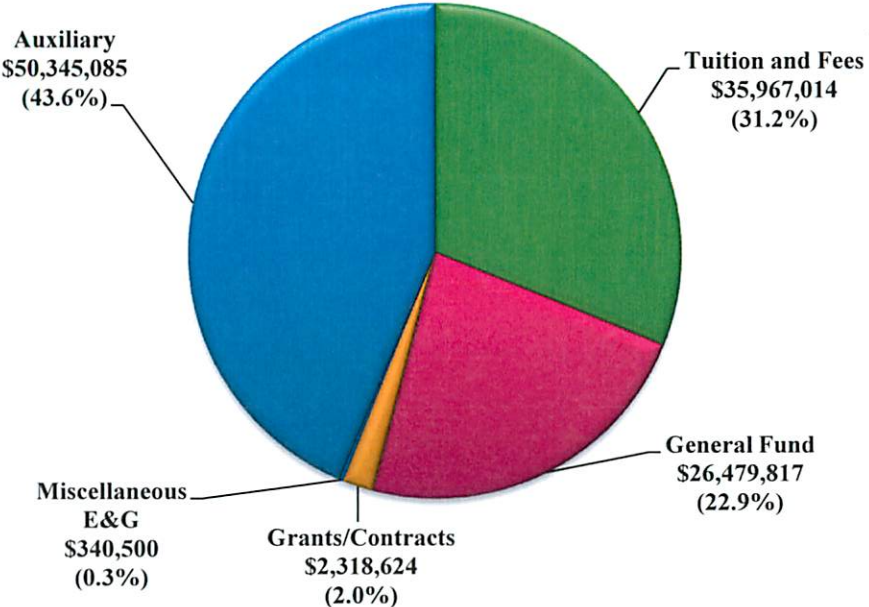
In an effort to lower the comprehensive fee attributed to athletics, athletic scholarships totaling \$161,819 were transferred to the Longwood Foundation. This transfer has been offset with an increase in general auxiliary scholarship funding.

Total Revenue

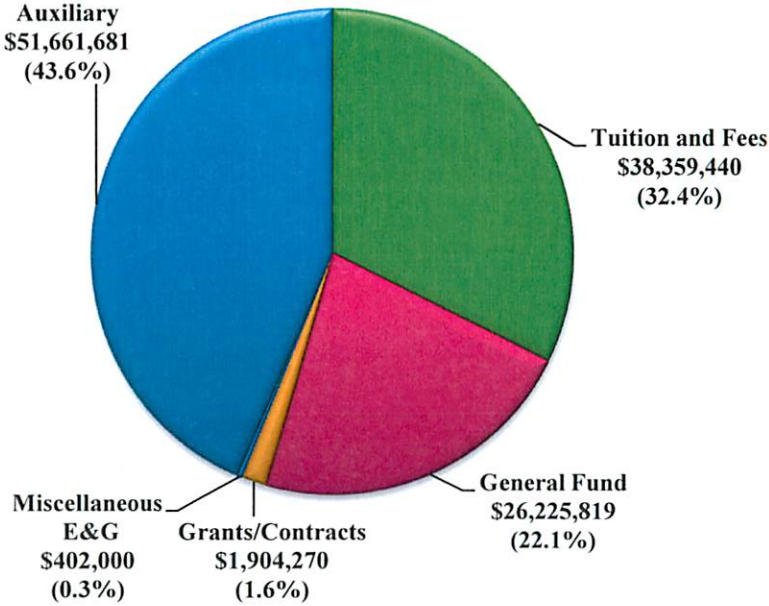


■ 2015-16 Revenue: \$118,553,210
■ 2014-15 Revenue: \$115,451,040

Total Revenue Comparison By Category

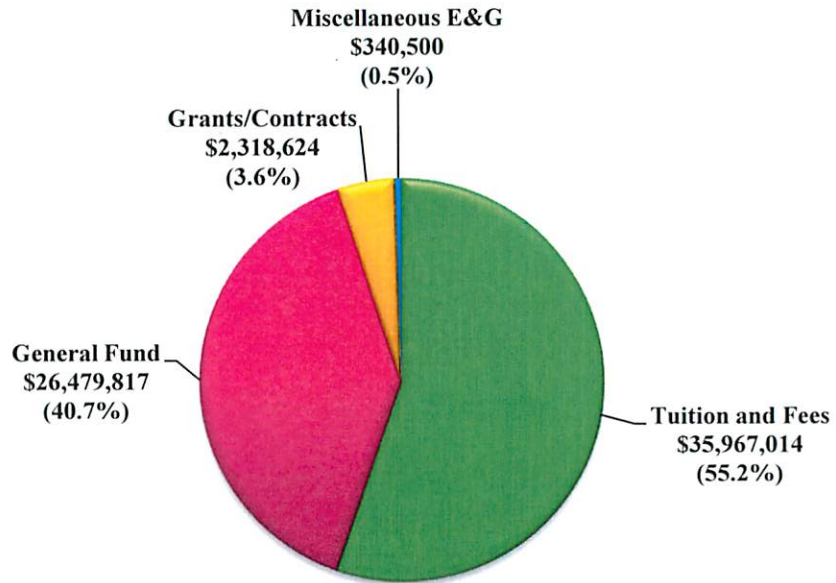


2014-15 Total Revenue: \$115,451,040

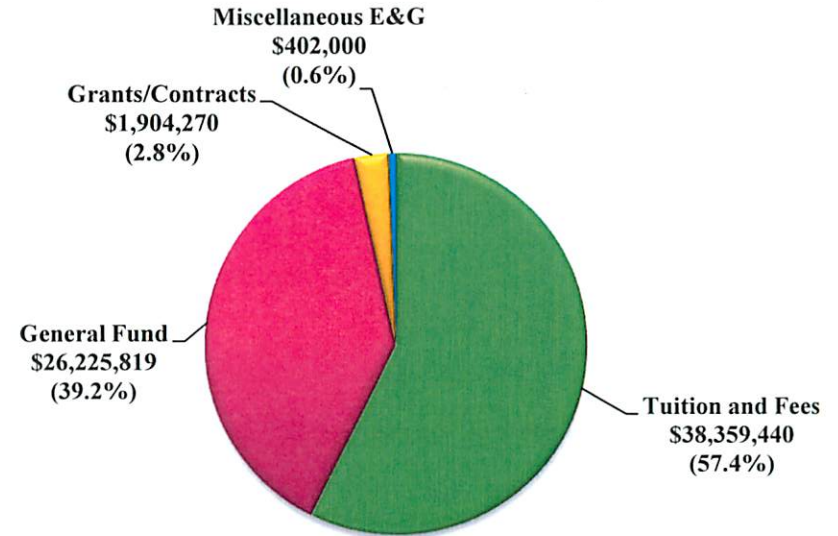


2015-16 Total Revenue: \$118,553,210

E&G Revenue Comparison By Category

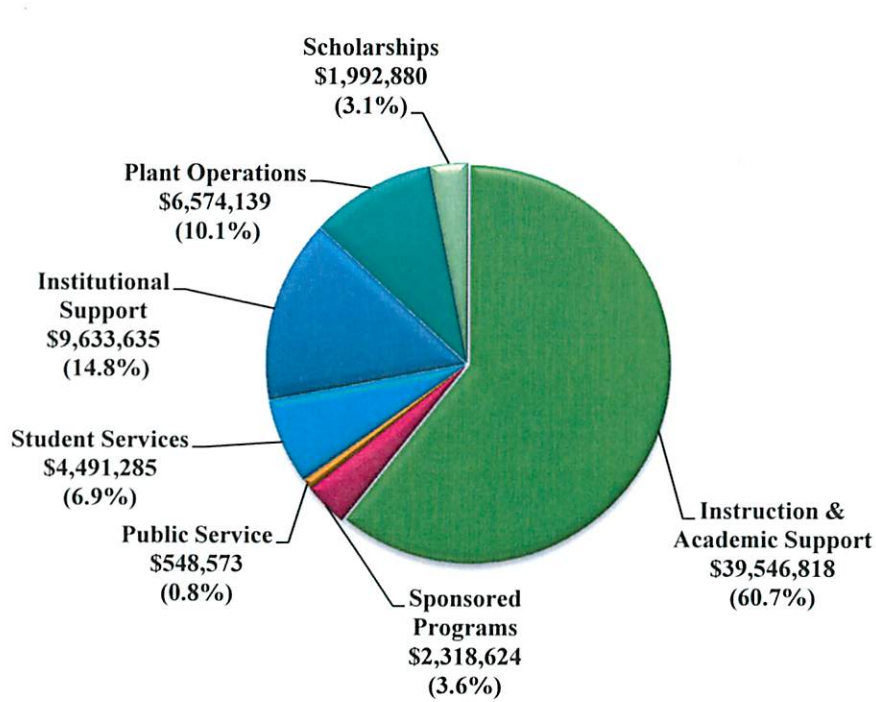


2014-15 E&G Revenue: \$65,105,955

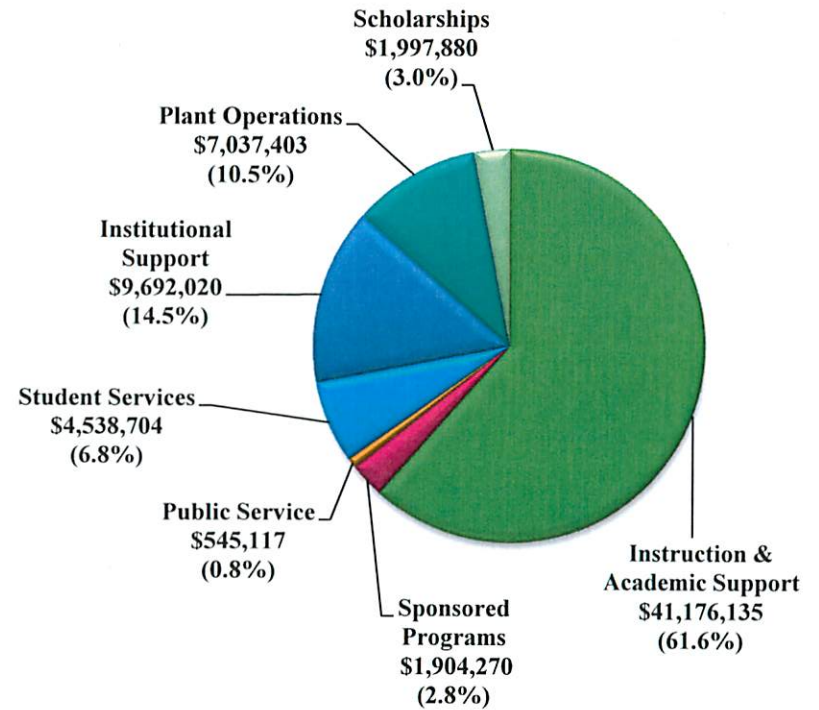


2015-16 E&G Revenue: \$66,891,529

E&G Expenditure Comparison By Category

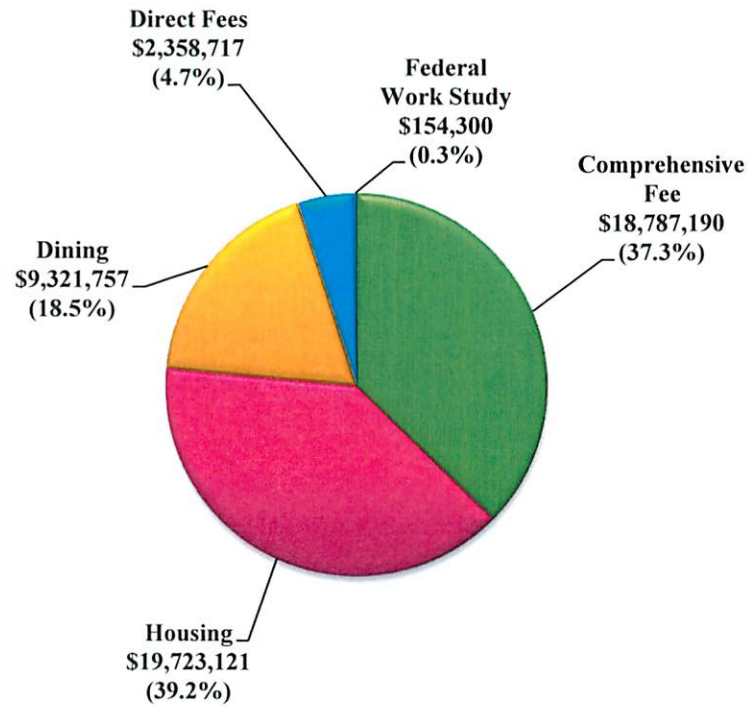


2014-15 E&G Expenditures: \$65,105,955

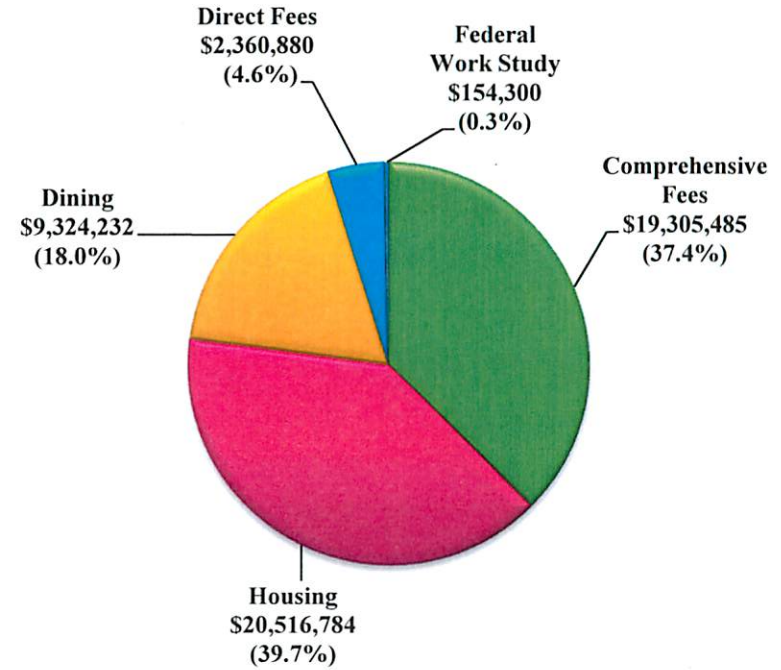


2015-16 E&G Expenditures: \$66,891,529

Auxiliary Services Revenue Comparison By Category

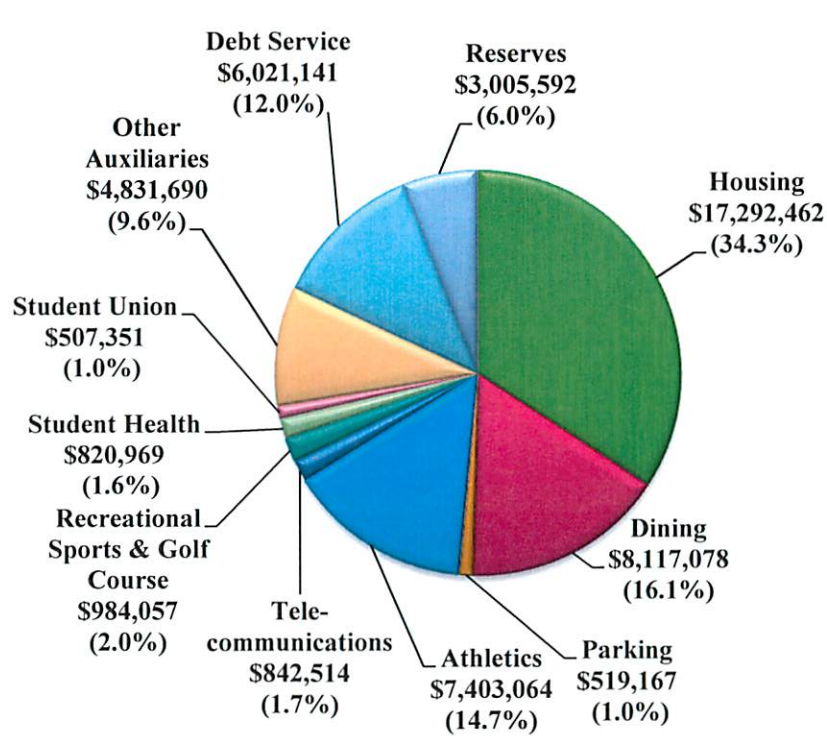


2014-15 Auxiliary Revenue: \$50,345,085

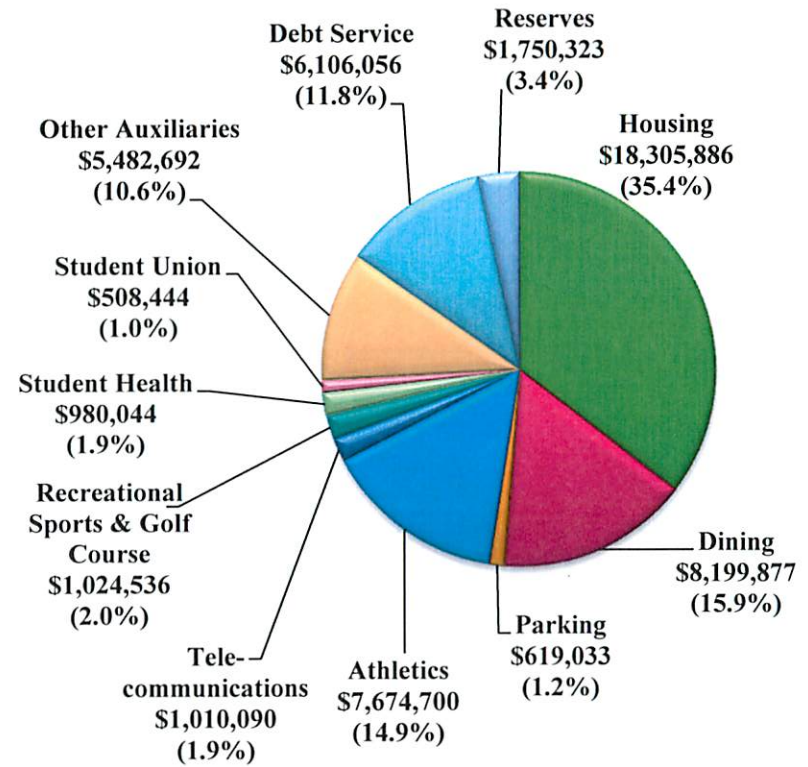


2015-16 Auxiliary Revenue: \$51,661,681

Auxiliary Services Expenditure Comparison By Category



2014-15 Auxiliary Expenditures: \$50,345,085



2015-16 Auxiliary Expenditures: \$51,661,681

**TABLE 1
REVENUE SUMMARY**

	Budget 2014-2015	Proposed 2015-2016
EDUCATIONAL AND GENERAL		
Tuition and Fees	35,967,014	38,359,440
Commonwealth Appropriations *	26,479,817	26,225,819
Federal Grants and Contracts	1,037,699	664,941
State/Local/Private Grants and Contracts	1,280,925	1,239,329
Other Sources	340,500	402,000
Total Educational and General	65,105,955	66,891,529
AUXILIARY ENTERPRISES		
Total Auxiliary Enterprises	50,345,085	51,661,681
INSTITUTIONAL TOTAL	<u>115,451,040</u>	<u>118,553,210</u>

*Appropriation excludes Higher Education Student Financial Assistance of \$4,182,842 in FY 2015 and \$4,282,842 in FY 2016. FY 2016 appropriation includes \$348,554 for estimated General Fund portion of benefit cost increases.

**TABLE 2
EXPENDITURE SUMMARY**

	Budget 2014-2015	Proposed 2015-2016
EDUCATION AND GENERAL		
Instruction	31,000,671	32,153,344
Sponsored Programs	2,318,624	1,904,270
Public Service	548,573	545,117
Academic Support	8,546,147	9,022,791
Student Services	4,491,285	4,538,704
Institutional Support	9,633,635	9,692,020
Plant Operation & Maintenance	6,574,139	7,037,403
Scholarships & Fellowships*	1,992,880	1,997,880
Total E&G Expenditures	65,105,955	66,891,529
AUXILIARY ENTERPRISES		
Expenditures	41,318,352	43,805,302
Transfers		
Debt Service (Mandatory)	6,021,141	6,106,056
Non-Mandatory		
Total Auxiliary Enterprises	47,339,493	49,911,358
INSTITUTIONAL TOTAL	112,445,448	116,802,887

*FY 2015 and FY 2016 exclude \$4,182,842 and \$4,282,842 respectively in Higher Education Financial Assistance from State Appropriations

**TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES**

	Budget 2014-2015	Proposed 2015-2016
RESIDENCE HALLS		
Direct Income	117,800	117,800
Income (Room Fees)	19,677,621	20,471,284
Expense	17,292,462	18,305,886
Debt Service (Mandatory)	1,733,691	1,792,524
Non-Mandatory Transfers	(187,877)	(488,676)
Net (Contribution to Fund Balance)	581,391	1,998
FOOD SERVICES		
Direct Sales	125,000	125,000
Income (Meal Plans)	9,266,757	9,269,232
Expense	8,117,078	8,199,877
Debt Service (Mandatory)	629,624	699,225
Non-Mandatory Transfers	0	(495,130)
Net (Contribution to Fund Balance)	645,055	0
BOOKSTORE		
Income (Sales and Contracts)	375,000	375,000
Expense	265,000	266,250
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	110,000	108,750
ATHLETICS		
Income (Direct Sales and Services)	254,880	254,880
Student Fees	8,208,122	8,465,483
Expense	7,403,064	7,674,700
Debt Service (Mandatory)	1,059,938	1,045,663
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
PARKING AND TRANSPORTATION		
Income (Direct Sales and Services)	618,000	650,000
Student Fees	236,926	299,333
Expense	519,167	619,033
Debt Service (Mandatory)	335,759	330,300
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
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**TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES**

	Budget 2014-2015	Proposed 2015-2016
TELECOM SYSTEMS		
Income (Direct Sales and Services)	11,000	1,000
Student Fees	831,514	1,009,090
Expense	842,514	1,010,090
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
STUDENT HEALTH		
Income (Direct Sales and Services)	5,500	50,000
Student Fees	815,469	930,044
Expense	820,969	980,044
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
STUDENT UNION		
Income (Direct Sales and Services)	4,000	5,000
Student Fees	598,489	596,694
Expense	507,351	508,444
Debt Service (Mandatory)	95,138	93,250
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
RECREATION AND INTRAMURALS		
Income (Direct Sales and Services)	36,000	50,000
Student Fees	1,849,401	1,861,416
Expense	708,054	736,822
Debt Service (Mandatory)	1,177,347	1,174,594
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
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TABLE 3
SUMMARY OF AUXILIARY SERVICES
INCOME AND EXPENDITURES

	Budget 2014-2015	Proposed 2015-2016
GOLF COURSE		
Income (Direct Sales and Services)	100,000	100,000
Student Fees	176,003	187,714
Expense	276,003	287,714
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	0	0
CONFERENCES		
Income (Direct Sales and Services)	350,000	350,000
Student Fees	0	0
Expense	309,020	338,591
Debt Service (Mandatory)	0	0
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	40,980	11,409
OTHER AUXILIARY		
Income (Direct Sales and Services)	616,337	537,000
Student Fees	6,071,266	5,955,711
Expense	4,257,670	4,877,851
Debt Service (Mandatory)	989,644	970,500
Non-Mandatory Transfers	187,877	983,806
Net (Contribution to Fund Balance)	1,628,166	1,628,166
TOTAL AUXILIARY ENTERPRISES		
Income (Direct Sales and Services)	2,613,517	2,615,680
Student Fees	47,731,568	49,046,001
Expense	41,318,352	43,805,302
Debt Service (Mandatory)	6,021,141	6,106,056
Non-Mandatory Transfers	0	0
Net (Contribution to Fund Balance)	3,005,592	1,750,323

TABLE 4
LONGWOOD UNIVERSITY FOUNDATION
INSTITUTIONAL SUPPORT SUMMARY

	Budget 2014-2015	Budget 2015-2016
Academic Affairs	91,776	225,000
Alumni Association	2,171	32,122
Office of Strategic Operations	0	154,500
Office of Commonwealth Relations	0	226,482
Cook Cole College of Arts and Sciences	91,074	300,996
College of Business and Economics	4,757	6,044
College of Education and Human Services	1,461	25,786
English and Modern Language Department	4,522	4,672
History and Political Science Department	513	1,532
Art Department	0	228,972
Theater Department	0	4,751
Honors	57,460	58,636
Hull Springs Farm	18,460	114,063
Longwood Center for the Visual Arts	51,816	61,425
Library	2,936	25,416
Music Department	5,330	7,496
Sociology and Anthropology Department	1,019	5,320
	333,295	1,483,213

Budget Allocation Ratio

Fiscal Year	2013	2014	2015	2016
Instruction and Academic Support	57.96%	59.76%	60.74%	61.55%
Public Service	.83%	.82%	0.84%	0.81%
Student Services	7.22%	6.92%	6.90%	6.79%
Institutional Support	14.39%	13.64%	14.80%	14.49%
Operation and Maintenance of Plant	10.69%	10.40%	10.10%	10.52%
Student Aid	2.59%	3.21%	3.06%	2.99%
Sponsored Programs	5.42%	4.65%	3.56%	2.85%
Reserve for Salaries & Benefits	0.90%	.60%	0.00%	0.00%
Formula	$\frac{\text{Expenditure Budget (by function)}}{\text{Total Educational \& General Expenditure Budget}}$			

Significance of Ratio

This ratio reflects the amount of expenditures, by function, as a percentage of total educational and general expenditures and mandatory transfers.

Major shifts in the various percentages may reflect a change in funding priorities.

Longwood University's Current Status

The allocation ratios for Longwood University show shifts over the last four years. The following contributed to changes in expenditure budgets:

- ❖ Instruction and Academic Support budgets increased primarily due to an additional \$662,295 allocated to the faculty salary pool for salary adjustments, new faculty and promotions.
- ❖ In total Student Services increased over the previous Year; however, it decreased as a percent of total budget.
- ❖ Institutional Support decreased as a result of transferring a portion of Administrative Technology cost to an auxiliary program.
- ❖ In total Student Aid funding increased over the prior year; however, it decreased as a percentage of total budget.

Instructional Budget per Student FTE

Significance of Indicator

This indicator reflects the amount of funds expended for Instruction and Academic Support per each full-time equivalent student.

A dramatic change in the ratio signals a shift in the funding priorities of the institution. A significant change also can accompany an enrollment increase or decline.

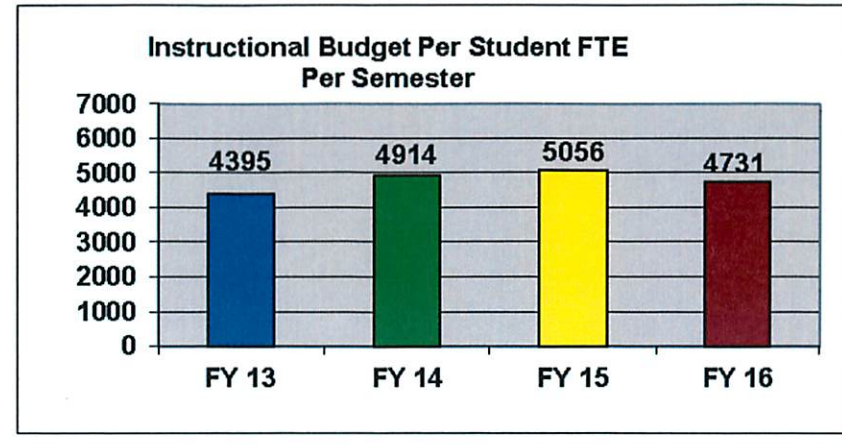
Longwood University's Current Status

In FY 2014 an increase of \$519 is primarily the result of salary adjustments for faculty and staff, two additional faculty positions and continuation of funding for the Virginia Logistics Research Center.

In FY 2015 an increase of \$142 is primarily the result of seven additional faculty positions.

In FY 2016 the decline of \$325 is primarily the result of increased enrollment projected.

The total annual Educational & General budget per in-state FTE is \$14,364, which is an increase of \$69 over the previous year. This excludes the amount budgeted for Sponsored Programs and State Higher Education Financial Aid.



Source: SCHEV 2B Enrollment Projections – Fall and Spring Semesters (On and Off Campus)

Formula:
$$\frac{\text{Instruction and Academic Support Budgets}}{\text{Fall and Spring Enrollment Projections}}$$

Debt Burden Ratio

Significance of Ratio

The debt burden ratio examines the University's dependence upon borrowed funds as a means of financing its mission. It compares the level of debt service with the institution's budgeted expenditures.

Formula:

$$\frac{\text{Debt Service}}{\text{Total Expenditure Budget}}$$

A level trend or a decreasing ratio over time indicates that debt service has sufficient coverage without impinging further on other functional areas. The standard for higher education is a maximum of 7 percent, meaning that current principal and interest expense should not be greater than 7 percent of the total budget.

Although the 7 percent level is an acceptable threshold, this percentage can range between 5 percent and 10 percent. The actual percentage will vary based upon the financial strength of the institution. Institutions with greater flexibility in allocating funds will be able to take on additional debt. Longwood participates in the state bond program which is based on fixed rates. Debt is not increased without budgeting an increase in funds available to pay the financial obligations.

In March 2007, the Board of Visitors approved an institutional debt ratio of up to 9 percent to facilitate the completion of nongeneral fund projects approved by the General Assembly.

Longwood University's Current Status

Longwood's Debt Service to Total Budgeted Expenditures is 5.31 percent for FY 2016. This calculation is based on scheduled debt payments for FY 2016 and total budgeted expenditures less reserves.

Longwood's actual FY 2014 debt burden ratio was 5.41 percent per audited financial statement data.

Glossary

Academic Support: Includes activities conducted to provide support services to the institution's three primary programs: instruction, research and public service. Examples include the library, deans, academic technology, academic service center and disability resources.

Appropriation: An expenditure authorization with specific limitations as to amount, purpose, and time; formal advance approval of an expenditure from designated resources available or estimated to be available.

Auxiliary Services: Activities within the University that exist to furnish goods or services directly or indirectly to students, faculty and staff. These activities charge fees directly related to, but not necessarily equal to, the cost of the service. Auxiliary services must be self-supporting.

Banner: Longwood's administrative information system that integrates Finance, Student and Human Resources modules within a single enterprise system.

Direct Sales (Auxiliary): Sales of auxiliary services, to include facility rental, bookstore income, parking decals/fines and recreation center memberships.

Educational & General (E&G): Term used to describe all operations related to the institution's educational objectives.

Full-Time Equivalent (FTE): A means for expressing part-time students or faculty as a full-time unit. The formula is generally based on credit hours. Example: An institution may define full-time as being twelve credit hours, so a student (or faculty member) taking (or teaching) three credit hours would then equal .25 FTE.

General Funds: Revenue received from the State from the collection of taxes, fees and other charges.

Grants and Contracts (Sponsored Programs): Sponsored program funds are generated through a grant or contractual agreement. Funds may be provided by state, federal, local or private entities. Sponsored program funds must be expended for the purposes outlined in the respective grant/agreement.

Indirect Costs: Fee charged to grants or contracts to pay for the use of University facilities, i.e., overhead.

Institutional Support: Activities whose primary purpose is to provide operational support for the day-to-day functioning of the institution, excluding physical plant operations. Examples include the President, Vice-Presidents, institutional research and assessment, administrative technology, public relations, financial operations, internal audit, human resources, and safety and security.

Instruction: Includes all activities that are part of the institution's instructional program, primarily all academic departmental operations.

Mandatory Transfers: Transfers arising out of (1) binding legal agreements related to the financing of the educational plant, such as amount for debt retirement, interest and required provisions for renewals and replacements of plant, not financed from other sources, and (2) grant agreements with agencies of the federal government, donors, and other organizations to match gifts and grants to loan funds and other funds.

Miscellaneous E&G Revenues: Includes nongeneral fund revenues derived from the sale of goods or services that are incidental to the conduct of instruction, research or public service. Examples include revenues from facility rentals, payment plan fees, administrative fees and indirect costs.

Nongeneral Funds: Tuition, fees, and all other funds not received from the State. This includes grants and contracts income.

Nonmandatory Transfers: These transfers serve a variety of objectives such as moving monies generated in auxiliary enterprise fund groups to an E&G fund group or to a capital outlay fund group for use in providing project funding.

Operation and Maintenance of Plant: This category includes the operation and maintenance of the physical plant. It includes all operations established to provide services and maintenance related to campus grounds and facilities. It also includes utilities, insurance, facilities management, custodial services, sustainability and power plant operations.

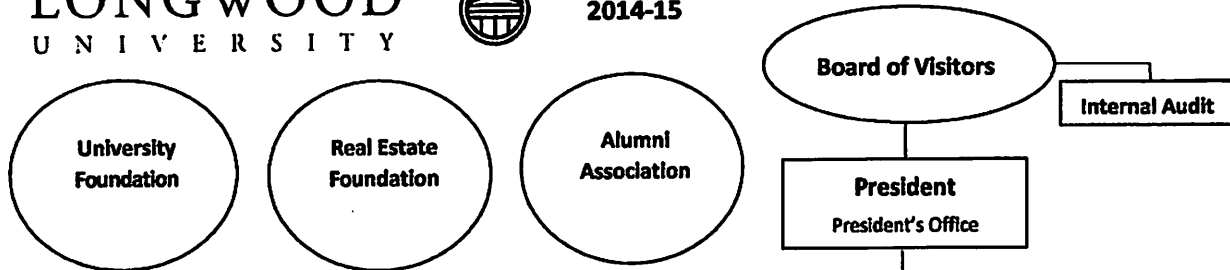
Public Service: Includes all funds expended for those noninstructional services established and maintained to provide services to the general community or special sectors within the community. Community service is concerned with making available to the public various resources and unique capabilities that exist within the institution. The Longwood Small Business Development Center is included in this category.

Restructuring: Legislation that allows institutions of higher education varying levels of decentralization in the areas of procurement, personnel and capital outlay while establishing commitments and performance measures for the institutions.

Student Fees (Auxiliary): Student dining, housing and comprehensive fees.

Student Services: Those activities whose primary purpose is to contribute to students' emotional and physical well-being and to their intellectual, cultural and social development outside the context of the formal instruction program. Examples include academic and career advising, admissions, registration, financial aid and student success.

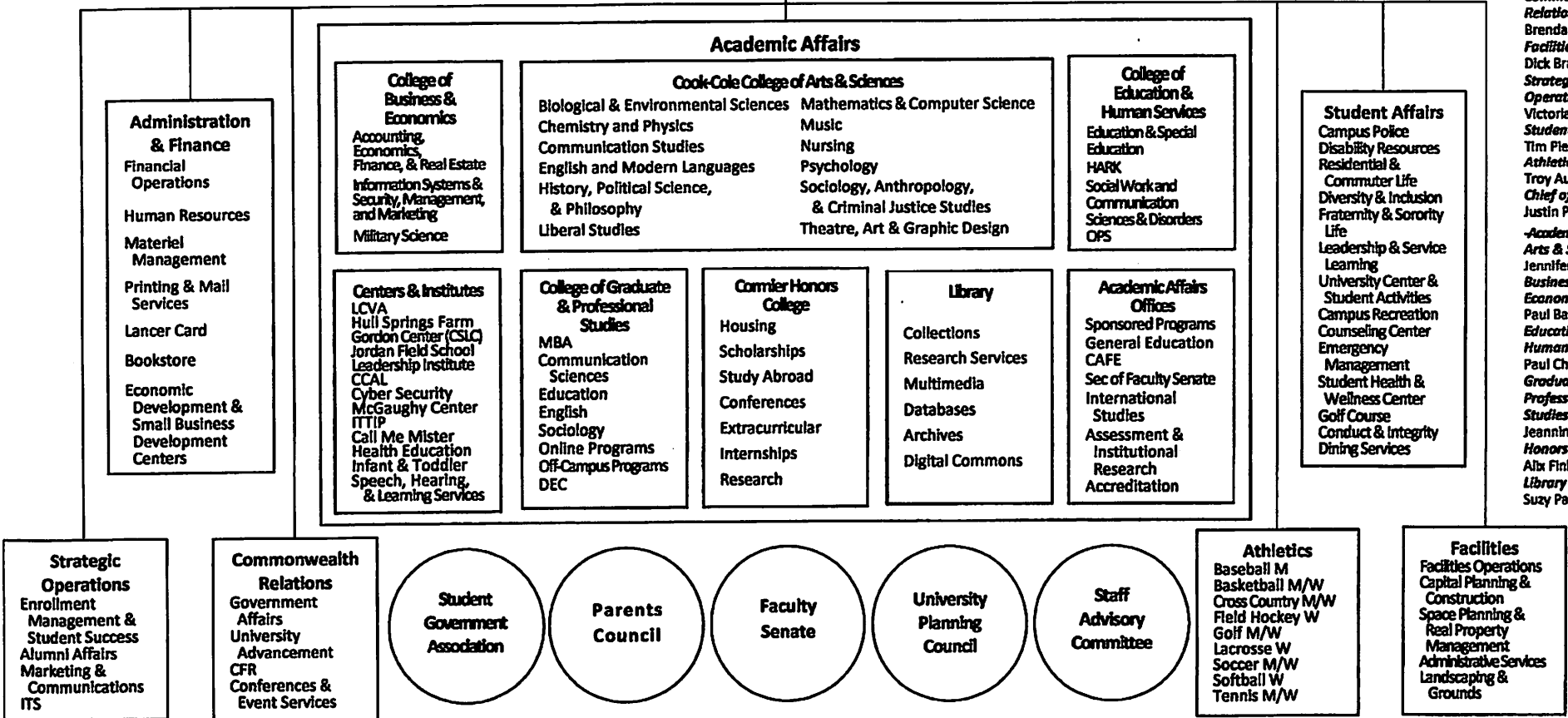
Tuition and Fees: Nongeneral funds that include all tuition and fees assessed against students for current operating purposes. Fees include application fees, registration fees, course fees and on-line fees.



Mission of the University

Longwood University is an institution of higher learning dedicated to the development of citizen leaders who are prepared to make positive contributions to the common good of society. Building upon its strong foundation in the liberal arts and sciences, the University provides an environment in which exceptional teaching fosters student learning, scholarship, and achievement. As the only four-year public institution in south central Virginia, Longwood University serves as a catalyst for regional prosperity and advancement.

- Rectar Colleen Margloff
- Vice Rector Bob Wertz
- Secretary Shelby Walker
- President Taylor Reveley
- Vice Presidents- Provost & Academic Affairs Ken Perkins
- Administration & Finance Ken Copeland
- Commonwealth Relations Brenda Atkins
- Facilities Dick Bratcher
- Strategic Operations Victoria Kindon
- Student Affairs Tim Pierson
- Athletics Director Troy Austin
- Chief of Staff Justin Pope
- Academic Deans- Arts & Sciences Jennifer Apperson
- Business & Economics Paul Barrett
- Education & Human Services Paul Chapman
- Graduate & Professional Studies Jeannine Perry
- Honors College Alix Fink
- Library Suzy Palmer



Administration & Finance
Financial Operations
Human Resources
Material Management
Printing & Mail Services
Lancer Card
Bookstore
Economic Development & Small Business Development Centers

College of Business & Economics
Accounting, Economics, Finance, & Real Estate
Information Systems & Security, Management, and Marketing
Military Science

Cook-Cole College of Arts & Sciences
Biological & Environmental Sciences
Chemistry and Physics
Communication Studies
English and Modern Languages
History, Political Science, & Philosophy
Liberal Studies
Mathematics & Computer Science
Music
Nursing
Psychology
Sociology, Anthropology, & Criminal Justice Studies
Theatre, Art & Graphic Design

College of Education & Human Services
Education & Special Education
HARK
Social Work and Communication Sciences & Disorders
OPS

Centers & Institutes
LCVA
Hull Springs Farm
Gordon Center (CSLC)
Jordan Field School
Leadership Institute
CCAL
Cyber Security
McGaughy Center
ITTIP
Call Me Mister
Health Education
Infant & Toddler
Speech, Hearing, & Learning Services

College of Graduate & Professional Studies
MBA
Communication Sciences
Education
English
Sociology
Online Programs
Off-Campus Programs
DEC

Conner Honors College
Housing
Scholarships
Study Abroad
Conferences
Extracurricular
Internships
Research

Library
Collections
Research Services
Multimedia
Databases
Archives
Digital Commons

Academic Affairs Offices
Sponsored Programs
General Education
CAFE
Sec of Faculty Senate
International Studies
Assessment & Institutional Research
Accreditation

Student Affairs
Campus Police
Disability Resources
Residential & Commuter Life
Diversity & Inclusion
Fraternity & Sorority Life
Leadership & Service Learning
University Center & Student Activities
Campus Recreation
Counseling Center
Emergency Management
Student Health & Wellness Center
Golf Course
Conduct & Integrity
Dining Services

Strategic Operations
Enrollment Management & Student Success
Alumni Affairs
Marketing & Communications
ITS

Commonwealth Relations
Government Affairs
University Advancement
CFR
Conferences & Event Services

Athletics
Baseball M
Basketball M/W
Cross Country M/W
Field Hockey W
Golf M/W
Lacrosse W
Soccer M/W
Softball W
Tennis M/W

Facilities
Facilities Operations
Capital Planning & Construction
Space Planning & Real Property Management
Administrative Services
Landscaping & Grounds