

**LONGWOOD UNIVERSITY BOARD OF VISITORS  
EXECUTIVE COMMITTEE  
February 24, 2012**

**Minutes**

**Call to Order:** The Executive Committee of the Longwood University Board of Visitors met on Friday, February 24, 2012 in the Richmond Room at the Retail Merchants Association in Richmond, Virginia. The meeting was called to order at 9:37 a.m. by Ms. Marge Connelly, Rector of the Board.

**Members present were:**

Ms. Marge M. Connelly  
Dr. Judi M. Lynch

**Members absent were:**

Ms. M. Jane Brooke  
Mrs. Lorita B. Hughes

**Other Board members present were:**

The Honorable John W. Daniel, II  
Dr. Ripon W. La Roche, II  
Mr. Stephen L. Mobley  
Mrs. Marianne M. Radcliff

**Present at the request of the Committee:**

President Patrick Finnegan  
Ms. Jeanne Hayden

**Present at the request of the President:**

Ms. Brenda Atkins  
Mrs. Sabrina Brown  
Mrs. Sallie McMullin  
Dr. Bryan Rowland  
Ms. Kathy Worster

**Business**

The Rector welcomed the Committee members and other members of the Board of Visitors.

Item 1 - Update on Campus Marketing Plan

Dr. Bryan Rowland, Vice President for University Advancement, introduced Mrs. Brown Associate Vice President for Marketing & Communications, who presented initiatives for the University's marketing plan. (A copy of these initiatives is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 1, February 24, 2012.)

Mrs. Brown reported that the current advertisement contract with CRT/tanaka expires in a few months and that a new Request for Proposals (RFP) will be issued in the fall.

Following her presentation a lengthy discussion ensued that highlighted the University's plans for attracting more male students, out-of-state recruitment plans and utilizing out-of-state alumni to assist with recruitment, and utilizing students in the College of Business and Economics and the Department of Communication Studies and Theatre to assist in producing advertisement/commercials for Longwood.

#### Item 2 - Review of March 2012 Board of Visitors' Meeting Schedule and Agenda

President Finnegan reviewed the Schedule of Events and the agenda for the March 30-31, 2012 Board of Visitors' meeting. Ms. Connelly requested that Board members arrive on time for the Community Breakfast that they host during their regular on-campus meetings. She reported that twenty minutes into the breakfast, the President will introduce Board members to the staff and faculty members. The Rector also requested that Ms. Hayden research including more of the regular agenda items on the consent agenda.

Dr. LaRoche requested that the report on the Hull Springs Farm Strategic Planning Task Force include information that also outlines risks associated with the plan. Ms. Connelly requested that Board members carefully review the report prior to the March 30-31 Board meeting.

#### Item 3 - Review of Tuition and Fees for 2012-2013

Ms. Worster, Vice President for Administration and Finance, reviewed in detail several scenarios for tuition and fees for 2012-13 that will be taken to the Board of Visitors at its March meeting. These scenarios are based on the current enrollment at Longwood. (A copy of these scenarios is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 2, February 24, 2012.)

Following her review of the tuition and fees scenarios, requests were made from Board members for the University to provide the following information: what increases in operating costs will potentially drive an increase in tuition, what is the compensation gap for faculty, and what financial responsibilities/burdens will a tuition increase cure.

Mr. Daniel requested that a timeline be prepared that demonstrates what state contributions have been received by the University over the past four years and the administrative costs associated with these contributions. He also suggested that the University find an attractive/creative way to package tuition.

#### Item 4 - Discussion of Potential Expenditures of Auxiliary Reserves

Ms. Worster reviewed the University's auxiliary reserve balances for the purposes of discussing potential uses of the available funds. (A copy of reserve balances is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 3, February 24, 2012.) She stated that funds in the general auxiliary account are the only funds available for use on one-time expenditures.

Mrs. Ratcliff departed the meeting at 10:50 a.m.

#### Item 5 - Discussion of Board of Visitors' June Meeting

The President reported that plans for the June 16, 2012 joint Board meeting/retreat are underway. He stated that the Board of Visitors, the Foundation Board, and the Alumni Association Board along with University administrators, key faculty members, and students will be exploring the administration's and boards' future roles. Dr. Rowland announced that Fred Regan, founder and principal of Regan Consulting LLC, will be the facilitator for the retreat. Ms. Connelly requested that Dr. Rowland forward a copy of the draft schedule/agenda for this event.

#### Item 6 - Legislative Update

Ms. Atkins, Executive Assistant to the President for Governmental Affairs and Special Projects, presented an overview of the current General Assembly Session. She reviewed in detail a list of bills and the impact they will have on Longwood as well as the proposed biennium budget. (A copy of the list of bills and the biennial budget proposals is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 4, February 24, 2012.) Ms. Atkins reported that the Senate has not approved its budget and expects it may be much later before they reach an agreement.

#### Item 7 - Update on Key Security

President Finnegan reported that there has been, for a long time, an issue of control of grand master keys at the University. The disappearance of a grand master key has brought this issue to the forefront. He reported that Chief Beach, Chief of Police and Mr. Bratcher, Vice President of Facilities Management and Real Property, have created a committee that will develop policies to safeguard keys and key inventories. The President also reported that buildings impacted by the loss of the grand master key have been repinned.

#### Item 8 - Update on Key Staff Openings

The President reported that Dr. Ross will serve as the chair of the search committee for the search of a new vice president for Academic Affairs. Committee members will be placed in the near future. He also reported that Dr. White will serve as interim dean for the College of Education and Human Services upon Dr. Jones' departure. Dr. Perkins will establish a search committee for Dr. Jones' replacement.

#### Item 9 - Review of ACTA Report

Ms. Connelly and the Board members in attendance requested that the University's administration prepare additional information to help clarify areas of concern in the American Council of Trustees and Alumni (ACTA) Report. Information they would like to receive includes: instructional costs versus administrative costs, retention rates and reasons for decreases in graduation rates, a comprehensive look at what other important issues in the report need to be addressed by the University, and a look at where the University was in 2005 related to administrative costs. (A copy of the report is filed with "Addenda to Minutes of Meetings of the Board of Visitors" as Appendix 5, February 24, 2012.)

Ms. Connelly announced that she will meet with Ms. Worster prior to the March 30-31 meeting to gather information for the Board to review related to the increase of tuition and fees, the use of one-time funds from auxiliary reserves, and administrative costs that were reported in the ACTA Report.

**Adjournment**

There being no further business, the Rector adjourned the meeting at 11:38 a.m.

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Judi M. Lynch  
Board Secretary