# LONGWOOD UNIVERSITY

## BOARD OF VISITORS' MEETING

JUNE 12-13, 2015

**BOARD OF VISITORS**
**June 2015**

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**BOARD OF VISITORS**
**June 2015**

***Schedule of Events and Public Meeting Agenda***
***Poplar Springs***
***Warrenton, Virginia***

**Thursday, June 11**

| | | |
|---|---|---|
| 7:00pm – 8:30pm | Optional Board Dinner | *Randolph Room* |

**Friday, June 12**

| | | |
|---|---|---|
| 9:00am – 10:00am | Continental Breakfast | *Carriage House* |
| 10:00am – 10:30am | Rector's Welcome and Consent Agenda | |
| 10:30am – 11:00am | President's Report | |
| 11:00am – 12:00pm | Budget Discussion | |
| 12:00pm – 1:30pm | Task Force Meetings and Lunch | |
| 1:30pm – 2:00pm | Review of Task Force Meetings | |
| 2:00pm – 4:30pm | Master Planning Discussion with John Kirk of Cooper & Robertson | |
| 4:30pm – 5:00pm | Discussion and Deliberation | |
| 6:00pm – 8:30pm | Reception and Board Dinner | *Randolph Room* |

**Saturday, June 13**

| | | |
|---|---|---|
| 8:30am – 9:00am | Continental Breakfast | *Carriage House* |
| 9:00am – 10:30am | Discussion of Trends in Higher Education with Terry Hartle, ACE Senior Vice President | |
| 10:30am | Adjourn | |

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# Overview Message from the President

*copy follows in this tab, as distributed June 2, 2015*

**From:** Reveley IV, Taylor
**Sent:** Tuesday, June 02, 2015 2:46 PM
**To:** BOV
**Subject:** BOV Retreat

Friends,

The annual retreat beckons next week, at the close of a long and productive year. Your briefing materials will arrive in hardcopy tomorrow, and we will also provide an electronic copy.

At the retreat, we will have an extended opportunity to reflect on our operating and capital budgets for FY2015-16. Proposed budgets are included in your briefing materials. During the course of next week's meeting, we also hold task force sessions in our now customary format to continue to give specific attention to our strategic priorities.

A key focus of the retreat will be the campus master planning process. John Kirk of Cooper Robertson will join us again. The process has been moving well, and it will be energizing to begin to consider together options for the ultimate shape of the plan. The hope is to have ideas in full polished form this fall for your review and approval.

During our time together over the days of the retreat, as much as we will be looking ahead there will also be a fitting juncture to look back on the year, both in substance and with regards to process and workflow from a board standpoint.

We will close the retreat by welcoming a special guest to discuss trends in higher education. Terry Hartle is ACE's Senior Vice President for Government and Public Affairs, which is to say that he is one of the most knowledgeable people in the country about the realities that colleges and universities face today. He will join us for open and in-depth discussion.

Lastly, in the days ahead we should take a moment in our thoughts and prayers for Jane Maddux and the Maddux Family. It was June 7th last year when Jane passed away, though so many great years were to come.

Thank you, as always,

Taylor

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**LONGWOOD UNIVERSITY**
**BOARD OF VISITORS**
**March 27-28, 2015**
**Minutes**

*******DRAFT*******

**Friday, March 27, 2015**

**Call to Order**

The Longwood University Board of Visitors met on Friday, March 27 in the Stallard Board Room in Lancaster Hall. The meeting was called to order shortly after 9 a.m. by Rector Colleen Margiloff.

Members present:

Mr. Stephen Mobley
Mr. Brad Schwartz
Mr. David Hallock
Mrs. Katherine Busser
Mrs. Marianne M. Radcliff
Mrs. Eileen Anderson
Mrs. Colleen McCrink Margiloff
The Hon. Robert S. Wertz, Jr.
Mr. Eric Hansen
Ms. Pia Trigiani
Mr. Lacy Ward
Mrs. Shelby Jones Walker and Mr. Thomas Johnson arrived for the afternoon session.

Also present:

President W. Taylor Reveley IV
Dr. Kenneth Perkins, Provost and Vice President for Academic Affairs
Mr. Kenneth Copeland, Vice President for Administration and Finance
Ms. Victoria Kindon, Vice President for Strategic Operations
Dr. Tim Pierson, Vice President for Student Affairs
Mr. Troy Austin, Director of Athletics
Ms. Courtney Hodges, Interim Vice President for Commonwealth Relations
Mr. Justin Pope, Chief of Staff
Mrs. Kay Stokes, Executive Assistant to the President
Dr. Audrey Church, Faculty Representative
Mr. Joe Gills, Student Representative
Ms. Kathleen Early, Alumni Association
Ms. Ella Maokhamphiou, Internal Auditor
Mr. Cameron O'Brion, Office of the Attorney General

**Rector's Welcome and Approval of Minutes and Consent Agenda**

Mrs. Margiloff welcomed the Board and requested a motion to approve the minutes of the December meeting. Mr. Wertz moved to approve the motion, Mrs. Anderson seconded and the motion was approved unanimously.

Mrs. Margiloff requested a motion to approve the Consent Agenda, including regular updates anticipated since the beginning of the calendar year to the university Timely Warning and Missing Student policies, per regulatory guidance under the Campus Crime Act (Clery); planning and enrollment projection materials for the MBA program, as required by SCHEV; as well as resolutions approved by the BOV Executive Committee at its February meeting in honor of Nancy Shelton and Gerald Spates; and the updates then approved to the University Sexual Misconduct Policy, along with an update on Internal Audit activity.

Mr. Schwartz asked a series of questions concerning the MBA program's strategic plan, and Dr. Perkins addressed the recent history of efforts to build the program and the reasoning behind the current strategy. Mr. Schwartz also stressed the importance of policies that protect students who may be falsely accused of sexual misconduct. Ms. Trigiani moved to approve the Consent Agenda, Mrs. Anderson seconded and the motion was approved unanimously. (A copy of the Consent Agenda is included as Appendix 1).

**President's Report**

President Reveley noted the two-year anniversary of his appointment as president, the strong state of relations with the Town of Farmville, and SCHEV data indicating Longwood has the highest percentage enrollment growth of any Virginia university over the past two years: 5.4 percent. He noted faculty numbers are up 7.8 percent over the same period, and Longwood continues to have the highest proportion of courses taught by full-time faculty of any Virginia public university. He called the recent appointment of Joan Neff as provost a proud achievement for Longwood.

Police Chief Robert Beach provided an update for the Board on the state of the search for missing student AJ Hadsell. President Reveley expressed his gratitude and deep personal concern, and noted that the news has weighed heavily on the entire campus community, which has endeavored not to lose hope even while bracing for what may be difficult news.

Mr. Schwartz called for a round of applause for Longwood's positive news on enrollment.

At 10 a.m., Board members broke into their Strategic Priorities groups for focused discussion with members of the executive steering committee: Retention and Graduation (Hallock and Radcliff, with Kindon, Perkins, Pierson); Foot Traffic by Alumni and Friends (Anderson and Johnson, with Austin, Hodges and Pope, along with John Kirk of Cooper Robertson Partners); and Organization, Structuring and Governance (Schwartz and Wertz, with Bratcher, Copeland, and Reveley).

At 11 a.m., the following Strategic Priorities groups convened for focused discussion: National Marketing (Hansen and Ward, with Austin, Hodges and Kindon); Strengthening the University Community (Mobley, with Copeland, Perkins and Pope) and Regional Prosperity (Busser and Trigiani, with Bratcher, Pierson, Reveley and Kirk).

While not in a Strategic Priorities group, members of the Board toured the Maugans Alumni Center site, which is nearing completion of construction.

At 12:15, the Board returned to Stallard Board Room for lunch and a presentation by Cooper Robertson Partners, providing an update on findings, analysis and guiding principles that have been developed so far during the master planning process.

**Reports of Representatives to the Board**

Joe Gills introduced Constance Garner, who will be the next SGA president. He said the year has been a challenging one for students, with the death of Riley Cole and ongoing concern for AJ Hadsell. He thanked President Reveley and Mrs. Radcliff for attending Riley Cole's memorial service. He provided a brief report on SGA's work to address issues raised in a recent audit, and revisions to the constitution and student finance committee bylaws. He said he had worked closely with Ken Copeland and agreed that the student activity fee could be reduced this year due to reserves, but hopes it will be raised again in the future if necessary. He said it is a positive development that a large number of freshmen are running for SGA, Honor Board and Convocation Board – a strong sign of student involvement.

He also provided an update on Relay for Life, which raised $68,000, and praised the appointment of Dr. Neff as provost, saying the search committee was exceptionally strong. He also expressed his support for the master planning process and urged the Board to implement the ideas that emerge from it, as the "place" of Longwood is critical to its success.

Dr. Pierson and Mrs. Margiloff both expressed their deep appreciation to Mr. Gills for his work as SGA president and his exemplification of a committed citizen leader during his time at Longwood.

Dr. Church provided an update from the faculty. She said she believes there has been valuable clarification regarding the faculty role in the implementation of Title IX. She said that while compensation still has room for improvement, faculty are encouraged that the issue features prominently in the university strategic plan and that a primary metric for that plan is compensation. She said faculty are excited about the progress of General Education revision and the appointment of the new provost, and feel they had a strong voice in the process. She also mentioned new areas of endeavor, including development of a new cross-disciplinary minor in neuroscience. "It's an exciting time to be at Longwood," she said.

In response to a question from Mr. Schwartz, President Reveley provided an outline of the likely timeline for the continued development of a new general education curriculum, and to begin to implement it, with pilot courses beginning as soon as next spring, and 2017 being a possible juncture for the new curriculum to be phased in for all freshmen.

Allison Allgood provided an update on activities involving the staff advisory committee.

Kathleen Early provided an update from the Alumni Association, including plans for a scholarship in honor of Nancy Shelton, efforts to connect alumni with current students, and new officers.

Mrs. Margiloff expressed her gratitude for Ms. Early's service to the university. President Reveley provided a brief update on the search process for Nancy Shelton's successor as alumni director. Mrs. Margiloff also noted President Reveley's recent presentation to the University Foundation Board and his charge for the Foundation to help the university increase its capacity to offer student scholarships. President Reveley noted the retention rate for students with a scholarship from the Foundation is 94 percent.

Dr. Paul Barrett, dean of the College of Business and Economics, addressed questions regarding the MBA program. He noted that MBA graduates have the potential to become high-capacity donors, and progress in enrollment, which stood at six when he arrived. Board members including Mr. Mobley and Mr. Schwartz encouraged the program to be carefully and regularly evaluated to ensure it is making progress toward its targets.

Dr. Bill Abrams, faculty AAUP representative, provided an annual report on faculty compensation. He noted that salaries remain below those of Longwood's peer groups but reported last year mean salaries increased by 3 percent for continuing faculty, and that the increase is higher than for AP positions. He also reported there are 10 additional faculty this year, an increase of 4.2 percent, one additional E&G administrative position, three additional staff in student services, and one less position in athletics.

Mr. Mobley said the issue of compensation has been an area of intense focus for the Board for several years, and said while work remains to be done, there has been real progress, noting the university has now covered about 80 percent of its target to narrow the $3.2 million annual salary gap identified in the 2012 compensation report. Mr. Copeland noted Longwood has internally funded three salary increases in the last three years without receiving additional state dollars to do so, and that he understands the issue is the university's top budgetary priority. Mr. Gills noted that a computer science professor was working with him at 4 a.m. recently on a project as an example of the devotion of Longwood's faculty, but said it is also important to keep tuition affordable.

Mrs. Margiloff proposed a motion to go into Closed Session under Section 2.2-3711(A)(19) of the Code of Virginia to discuss a report related to the security of Longwood University facilities

and the safety of those using those facilities. Ms. Trigiani moved to approve the motion, Mrs. Walker seconded, and the motion was approved unanimously.

A motion was made by Mrs. Margiloff to return to open session. The motion was seconded by Mr. Wertz and approved by the Board. In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mrs. Margiloff moved to certify that the discussion in Closed Session was in accordance with the Code of Virginia. All members then in attendance voted to confirm: Mr. Mobley, Mr. Schwartz, Mr. Hallock, Mrs. Busser, Mrs. Radcliff, Mrs. Anderson, Mrs. Margiloff, Mr. Wertz, Mr. Hansen, Ms. Trigiani, Mr. Ward, Mrs.Walker, and Mr. Johnson.

Mrs. Margiloff proposed a motion to go into Closed Session under Section 2.2-3711(A)(2) of the Code of Virginia to discuss disciplinary matters that would involve the disclosure of information contained in a scholastic record of a Longwood University student. Ms. Trigiani so moved, Mrs. Busser seconded, and the motion was approved unanimously.

A motion was made by Mrs. Margiloff to return to open session. The motion was seconded by Mr. Wertz and approved by the Board. In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mrs. Margiloff moved to certify that the discussion in Closed Session was in accordance with the Code of Virginia. All members then in attendance voted to confirm: Mr. Mobley, Mr. Schwartz, Mr. Hallock, Mrs. Busser, Mrs. Radcliff, Mrs. Anderson, Mrs. Margiloff, Mr. Wertz, Mr. Hansen, Ms. Trigiani, Mr. Ward, Mrs. Walker, and Mr. Johnson.

*The Board adjourned at approximately 5 p.m.*

**Saturday, March 28, 2015**

The Longwood University Board of Visitors reconvened on Saturday, March 28, 2015 in Stallard Board Room.

Members present:

Mr. Stephen Mobley
Mrs. Katherine Busser
Mrs. Marianne M. Radcliff
Mrs. Eileen Anderson
Mrs. Colleen McCrink Margiloff
The Hon. Robert S. Wertz, Jr.
Mr. Eric Hansen
Ms. Pia Trigiani
Mrs. Shelby Jones Walker
Mr. Thomas Johnson
Mr. Lacy Ward

Mrs. Margiloff proposed a motion to go into Closed Session under Section 2.2-3711(A)(1) of the Code of Virginia to discuss matters pertaining to the performance and promotion of Longwood University employees. Mrs. Busser so moved, Mr. Mobley seconded and the motion was unanimously approved.

A motion was made by Mrs. Margiloff to return to open session. The motion was seconded by Mr. Wertz and approved by the Board. In compliance with the provisions of the Freedom of Information Act, the Board returned to Open Session. Mrs. Margiloff moved to certify that the discussion in Closed Session was in accordance with the Code of Virginia. All members then in attendance voted to confirm: Mr. Mobley, Mr. Hallock, Mrs. Busser, Mrs. Radcliff, Mrs. Anderson, Mrs. Margiloff, Mr. Wertz, Mr. Hansen, Ms. Trigiani, Mr. Ward, Mrs. Walker and Mr. Johnson.

Mrs. Margiloff proposed a motion to award Emeritus status to the following faculty:

- Dr. Wayne E. McWee
- Dr. Robert P. Webber.

Mrs. Radcliff so moved, Mr. Wertz seconded and the motion was unanimously approved.

Mrs. Margiloff proposed a motion to promote the following faculty:

To the rank of Professor

- Dr. Consuelo Alvarez, Associate Professor of Biology
- Dr. Audrey P. Church, Associate Professor of Library Media
- Dr. Susan E. Lynch, Associate Professor of Therapeutic Recreation
- Ms. Frances H. Reeve, Associate Professor of Library Media
- Dr. Gerry R. Sokol, Associate Professor of Education

To the rank of Associate Professor

- Dr. Mary L. Carver, Assistant Professor of Political Science
- Dr. David A. Geraghty, Assistant Professor of Social Studies Education
- Dr. Katrina L. Maynard, Assistant Professor of Education
- Dr. John D. Miller, Assistant Professor of English
- Dr. Joanna Morrison, Assistant Professor of Exercise Science
- Dr. Scott Wentland, Assistant Professor of Economics

To Senior Lecturer

- Ms. Faustena Ewing, Lecturer in Fitness Concepts

Mrs. Radcliff so moved, Mrs. Anderson seconded and the motion was unanimously approved.

Mrs. Margiloff proposed a motion to award to tenure to the following:

- Dr. Mary L. Carver, Assistant Professor of Political Science
- Dr. David Geraghty, Assistant Professor of Social Studies Education
- Dr. Katrina L. Maynard, Assistant Professor of Education
- Dr. John D. Miller, Assistant Professor of English
- Dr. Joanna Morrison, Assistant Professor of Exercise Science
- Dr. Scott Wentland, Assistant Professor of Economics.

Mrs. Radcliff so moved, Mrs. Anderson seconded and the motion was unanimously approved.

Mrs. Margiloff proposed a motion to deny promotion and tenure to Dr. Ayse Balas, Assistant Professor of Marketing. Mr. Mobley so moved, Mrs. Busser seconded, and the motion was unanimously approved.

President Reveley circulated a proposal to increase undergraduate in-state tuition by approximately 2.8 percent for 2015-2016 – which would represent by a wide margin the lowest 2-year price increase at any Virginia public university since 2001-2002. Mrs. Margiloff commended President Reveley and Ken Copeland for their work on behalf of students, and Mrs. Radcliff said a second consecutive year of minimal increases would be especially welcomed and noticed by lawmakers.

Mrs. Margiloff requested a motion to adopt the proposed charges for 2015. Ms. Trigiani so moved, Mr. Hansen seconded and the motion was unanimously approved. (A copy of the Undergraduate Tuition and Fees proposal and press release is included as Appendix 2).

President Reveley discussed Longwood's proposed application to host a 2016 president debate and Mrs. Margiloff called for the Board to formally endorse the university's application and aspiration to host one of the most important events in our national democracy. Ms. Trigiani so moved, Mrs. Busser seconded, and the motion was unanimously approved.

Mrs. Busser moved to introduce a Resolution of Commendation of the University's Supporting entities. Mr. Mobley seconded and the motion was approved unanimously. (A copy of the resolution is included as Appendix 3).

Mr. Copeland discussed proposed modification to a previously approved Resolution Regarding Support for Financing and Refinancing of The ARC Quad and Related Student Housing Projects, in order to authorize the Longwood University Real Estate Foundation to make use of new financing options that have recently become available, and are expected to save approximately $2.5 million. Mr. Hansen so moved, Ms. Trigiani seconded and the motion was approved unanimously. (A copy of the resolution is included as Appendix 4)

Mrs. Margiloff introduced a resolution naming Alumni Archive Collection in the Maugans Alumni Center in honor of Nancy Britton Shelton '68. Mr. Wertz so moved, Mrs. Walker seconded and the motion was approved unanimously. (A copy of the resolution is included as Appendix 5).

President Reveley recognized Audrey Church and congratulated her on her promotion to the rank of full professor.

Mr. Bratcher introduced architects Jeff Yelton and Michael Franck, who made a presentation on the site and design plan for the Upchurch University Center.

Mrs. Margiloff offered closing remarks, and said that Longwood has strong policies with regard to possible false accusations of student misconduct, and such circumstances could be addressed via Honor Code proceedings. As always, policies should be continuously reviewed.

*There being no further business, the meeting was adjourned at approximately 11:30 a.m.*

Upon adjourning, the Board joined Mrs. Elsie Upchurch '43 and members of her family and other guests for a ceremonial groundbreaking ceremony for the Norman H. and Elsie Stossel Upchurch University Center, followed by a luncheon in the Rowe Gallery.

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## Edits, Updates, and Amendments Regarding Policy, Procedure, and Planning

The items that follow concern standard edits, updates and amendments to University policy, procedure and planning. They specifically regard: state-required certification of compliance with the Veterans' Access, Choice and Accountability Act of 2014; a customary report on student housing; revisions to the Longwood Center for Visual Arts (LCVA) Advisory Board Guidelines to reflect the recent affiliation with the Folk Arts Society; an update on Internal Audit Activity and an update to the Internal Audit Charter to maintain compliance with the *International Standards for the Professional Practice of Internal Auditing*. Also included are clarifications and minor revisions to the Commonwealth-mandated Student-Athlete Arrest Policy, following review by the faculty-led Intercollegiate Athletics Council this spring.

Additional items include the latest revisions to the University Sexual Misconduct Policy, adding definitions of terms and clarifications on matters of compliance that are required under federal law to be in place by July 1. These revisions have been reviewed by the President's Title IX Advisory Group (consisting of faculty, staff and students) and by the Office of the Attorney General.

The final items include a policy on deficits and deficit provision acknowledgement form, as required under Virginia Code; a small number of course fee approvals; and a request for approval of a faculty candidate for emeritus status.

Board Resolution

Veterans Access, Choice and Accountability Act of 2014

WHEREAS, Longwood University has the authority to set tuition and fee charges; and

WHEREAS, 38 U.S.C. 3679(c), the Veterans Access, Choice and Accountability Act of 2014 ("the Act") requires the U.S. Department of Veterans Affairs to disapprove programs of education for payment of benefits under the Post-9/11 GI Bill and Montgomery GI Bill-Active Duty at public institutions of higher education if such institutions charge qualifying veterans and other qualified individuals ("covered individuals") tuition and fees in excess of the rate for in-state students for terms beginning after July 1, 2015; and

WHEREAS, "covered individuals" under the Act include:

- A veteran who lives in Virginia, regardless of formal state of residence or domicile, and enrolls in this institution within three years of discharge from a period of active duty service of 90 days or more using benefits under the Post-9/11 GI Bill and Montgomery GI Bill-Active Duty.
- Anyone using transferred benefits under the Post-9/11 GI Bill and Montgomery GI Bill-Active Duty who lives in Virginia, regardless of formal state of residence or domicile, and enrolls in this institution within three years of the transferor's discharge from a period of active duty service of 90 days or more.
- Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship who lives in Virginia, regardless of formal state of residence or domicile, and enrolls in this institution within three years of the Servicemember's death in the line of duty following a period of active duty service of 90 days or more; and
- Anyone described above while he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the same school. The person so described must have enrolled in the school prior to the expiration of the three year period following discharge, release, or death described above and must be using educational benefits under either chapter 30 or chapter 33, of title 38, United States Code.

WHEREAS, pursuant to Virginia Code § 23-7.4:2 (H), all veterans residing within the Commonwealth shall be eligible for in-state tuition charges.

NOW BE IT THEREFORE RESOLVED that the tuition and fee rate for a course of education pursued by the following categories of students shall be equal to the tuition and fee rate for that course of education charged to in-state students:

- Anyone using transferred benefits under the Post-9/11 GI Bill and Montgomery GI Bill-Active Duty who lives in Virginia, regardless of formal state of residence or domicile, and enrolls in this institution within three years of the transferor's discharge from a period of active duty service of 90 days or more.

- Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship who lives in Virginia, regardless of formal state of residence, and enrolls in this institution within three years of the Servicemember's death in the line of duty following a period of active duty service of 90 days or more.

- Anyone described above while he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the same school. The person so described must have enrolled in the school prior to the expiration of the three year period following discharge, release, or death described above and must be using educational benefits under either chapter 30 or chapter 33, of title 38, United States Code.

BE IT FURTHER RESOLVED that the [President] is delegated the authority to attest to (1) this action by the Board of Visitors; and (2) that this institution charges tuition and fees to uniformed services veterans and other qualified individuals covered under 38 U.S.C. 3679(c) at a rate equal to in-state tuition and fees for that course of education.

**38 U.S.C. 3679(c). Veterans Access, Choice, and Accountability Act of 2014**

**School Compliance Form**

**38 U.S.C. 3679(c) requires U. S. Department of Veterans Affairs ("VA") disapproval of courses if a public institution of higher learning charges out-of-state tuition and fees to covered individuals living in the state where the institution is located. While the VA cannot compel an institution to charge in-state tuition and fees to individuals covered under 38 U.S.C. 3679(c), only those institutions charging in-state tuition and fees to covered individuals will maintain course approval from the VA.**

**Your signature on this document attests that this public institution of higher learning charges tuition and fees at a rate not to exceed the in-state rate to uniformed services veterans and other qualified individuals covered under 38 U.S.C. 3679(c).**

**Your signature further attests that you have policy-making authority to sign on behalf of your institution's governing body or have been directed to sign by action of your institution's governing body.**

_____
Name of Institution

_____
Date

_____
Print Name

_____
Signature

_____
Title of Person Authorized to Sign

_____
Catalog/Policy reference
(if applicable)

**U.S. Code, 38 U.S.C. 3679(c). Veterans Access, Choice, and Accountability Act of 2014**

**Official School Catalog Addendum**

I certify the current policy is true and correct:

The following individuals shall be charged a rate of tuition not to exceed the in-state rate for tuition and fees purposes:

• A Veteran using educational assistance under either chapter 30 (Montgomery G.I. Bill – Active Duty Program) or chapter 33 (Post-9/11 G.I. Bill), of title 38, United States Code, who lives in the Commonwealth of Virginia while attending a school located in the Commonwealth of Virginia (regardless of his/her formal State of residence) and enrolls in the school within three years of discharge or release from a period of active duty service of 90 days or more.

• Anyone using transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319) who lives in the Commonwealth of Virginia while attending a school located in the Commonwealth of Virginia (regardless of his/her formal State of residence) and enrolls in the school within three years of the transferor's discharge or release from a period of active duty service of 90 days or more.

• Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)) who lives in the Commonwealth of Virginia while attending a school located in the Commonwealth of Virginia (regardless of his/her formal State of residence) and enrolls in the school within three years of the Service member's death in the line of duty following a period of active duty service of 90 days or more.

• Anyone described above while he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the same school. The person so described must have enrolled in the school prior to the expiration of the three year period following discharge, release, or death described above and must be using educational benefits under either chapter 30 or chapter 33, of title 38, United States Code.

_____

Date

_____

Signature of individual authorized to make official revisions to the catalog

_____

Title

2.

2.

**CONSENT AGENDA**

**INFORMATION ITEM**

**Report on Student Housing**

## OCCUPANCY PERSPECTIVE FOR FALL 2015

| Category | May 2015 | May 2014 |
|---|---|---|
| Continuing Students | 2064* | 2080* |
| New First Year Students+ | 1023 | 1075 |
| New Transfer Students | 88 | 127 |
| Readmitted Students | 10 | 11 |

| | | |
|---|---|---|
| **Total residents:** | **3185*** | **3293*** |
| **Occupancy percent:** | **102%** | **106%** |

+New First Year Students
As of May 6, 2015, the number of paid deposits is **1023**.

**Standard Occupancy**

| | | |
|---|---|---|
| Main Campus Beds | 1608 | 1608 |
| Longwood managed Apartment Beds | 1502 | 1502 |
| **Total Beds:** | **3110** | **3110** |

## OCCUPANCY PERSPECTIVE FOR FALL 2015

| | |
|---|---|
| New First Year Students | 1023 |
| New Transfer Students | 88 |
| Readmitted Students | 10 |
| **Total New Students** | **1121** |
| **Total Continuing Students** | ***2064**** |

***Academic suspension and withdraws have not been deducted at the time of this report. This number will reduce prior to fall opening.***
***From May 2014 – September 2014 (post-roster verification), 2080* decreased to 1893—approximate difference of 9.0%.***

Longwood Center for the Visual Arts
Longwood University
Advisory Board Guidelines
Approved by LCVA Advisory Board, [Pending] LU BoV, LUF **2015**

## MISSION

The Longwood Center for the Visual Arts (LCVA) is a collaborative forum for students and faculty of Longwood University and the people of South Central Virginia to explore visual art and its relevance to everyday life. The LCVA fosters creativity, intellectual curiosity, and involvement in the visual arts through its exhibitions, educational programs, permanent collection, and volunteer and internship programs. The LCVA is committed to improving the quality of life in the region by providing full access to the visual arts and to the ways art exemplifies beauty, hope, and the power of human imagination.

## DEFINITIONS OF AUTHORITY AND AFFILIATIONS

The LCVA is a program of Longwood University. Longwood University supervises, evaluates, and determines appropriate compensation for the staff and ensures that the LCVA is fair and inclusive in its employment policies. The LCVA is housed in a permanent facility located at 129 North Main Street in downtown Farmville, Virginia. Longwood University supervises allocation and expenditure of financial resources from the University and ensures compliance with state and federal laws. The Longwood University Foundation, Inc. owns assets of the LCVA, monitors donor stewardship requirements, manages financial investments, determines distribution of earnings from endowment accounts, and ensures compliance with state and federal laws for private monetary and in-kind contributions. The art collection is owned by the Foundation, lent to the University, and managed by the LCVA. The University through the Commonwealth of Virginia is responsible for insuring the art collection. The LCVA Executive Director is responsible for the day-to-day operations of the LCVA, including personnel, budget, programs, collections, development, facilities, planning, and general administration.

The purpose of the LCVA Advisory Board (Advisory Board) is to assist the Executive Director in the management of the LCVA by providing professional expertise and guidance in the development and use of its mission, policies, procedures, plans, and resources. The Advisory Board will adhere to all approved documents outlining member roles and responsibilities, committee roles and responsibilities, and philosophy and value statements. The Advisory Board is responsible for reviewing, recommending, and adhering to the policies of the LCVA.

These Guidelines have been adopted by the Advisory Board as a managing document.

## I. MEMBERSHIP

The Advisory Board will consist of no more than twenty-three (23) individuals, each serving as either an ex-officio member or an appointed member. Additional persons may be designated

as consulting members.

### A. Ex-Officio Members

Ex-officio members of the Advisory Board shall have all the privileges of Board membership except the right to hold office and to vote. There will be nine (9) ex-officio members, seven (7) non-voting and two (2) voting.

The non-voting ex-officio members will be (i) the President of Longwood University or designee; (ii) the Vice President for Commonwealth Relations of Longwood University or designee; (iii) the Executive Director of Longwood University Foundation, Inc. or designee; (iv) the Provost/Vice President for Academic Affairs of Longwood University or designee; (v) the Vice President for Strategic Operations of Longwood University or designee; (vi) Chair for the Department of Theatre, Art, and Graphic and Animation Design of Longwood University or designee; and (vii) the Executive Director for LCVA.

The voting ex-officio members will be (i) the president of the Folk Art Society of America (FASA@LCVA) and (ii) an additional member of FASA @ LCVA appointed by the FASA@LCVA president.

### B. Appointed Members

The Executive Committee shall make recommendations for up to eight (8) appointments annually. The Advisory Board shall ratify these recommendations and propose them to the Executive Director for consideration. Appointments shall be approved by the Executive Director, Provost/Vice President for Academic Affairs, and the Vice President for Commonwealth Relations, and appointed by the President of Longwood University.

There will be no more than twenty-three (23) appointed members who will fill staggered terms. There will be three classes of appointed members with a maximum of eight (8) members in each class. Appointed members will serve for a term of three (3) years. Appointed members may not serve on the Advisory Board for more than two (2) consecutive terms. Under unusual circumstances, recommendations may be made by the Executive Director to the Advisory Board President for exceptions to this rule.

### C. Consulting Members

Each of the committees of the Advisory Board, with the exception of the Executive Committee, may include up to four (4) consulting members who have relevant expertise and who represent the interests of the LCVA constituents. Consulting members serve without board privileges and are not required to attend regular meetings of the Advisory Board. Their expertise and expressed opinions will be sought and taken into consideration by appointed members before official votes are taken. Consulting members are nominated by the Chair of a Committee in consultation with the Executive Director, ratified by the Advisory Board, and appointed by its President. Consulting members so approved shall be appointed for one (1) term of three (3) years. Under unusual circumstances, recommendation may

be made by the Executive Committee to the Advisory Board President for exception to this rule.

### D. Qualifications and Responsibilities

Members (including ex officio and at-large) of the Advisory Board shall be individuals known to have consideration for the LCVA, including the missions and purposes of the LCVA and Longwood University. Members (including ex officio and consulting) must advocate for the LCVA in word and through financial and/or in-kind contributions. They must demonstrate respect for the LCVA's constituencies regardless of gender, race, religious beliefs, sexual orientation, political affiliation, or socioeconomic status; champion artists' rights to free speech; advocate for the preservation of art objects; and encourage art appreciation.

### F. Participation

Participation in LCVA programs and activities is a hallmark of support of the LCVA. Members (including ex officio) are expected to attend a majority scheduled meetings of the Advisory Board and committee meetings as assigned. Consulting members are not required to attend the regular meetings of the Advisory Board but are expected to attend a majority of scheduled meetings of their committee. All members (including ex officio and consulting) are expected to participate in the programs and events organized by the LCVA. If a member (including consulting) does not attend any meetings over a two-year period, that member may be asked to step off the board.

## II. OFFICERS

The Advisory Board shall be managed by officers elected from among its appointed members.

### A. Election of Officers

Candidates for officers of the Advisory Board, with the exception of the Advisory Board President, shall be proposed to the Advisory Board by the Advisory Board President. The President of the Advisory Board shall be nominated by the Executive Director of the LCVA and appointed by the President of Longwood University.

### B. Officers

#### 1. President

The President provides general supervision, direction, and control to the Advisory Board; shall preside at regular and special meetings of the Advisory Board; shall serve as Chair of the Executive Committee; shall represent the Advisory Board to the President of Longwood University; upon invitation shall attend the Longwood University Board of Visitors and the Longwood University Foundation, Inc. Board of Directors meetings; shall, with Advisory Board approval, make appointments to Standing and Special Committees; and

shall serve as ex officio member of all Standing Committees. The President shall designate an officer to serve in the President's absence.

**2. Vice President for Resource Development**

The Vice President for Resource Development serves as the Chair of the Resource Development Committee.

**3. Vice President for Marketing**

The Vice President for Marketing serves as the Chair of the Marketing Committee.

**4. Vice President for Collections**

The Vice President for Collections serves as the Chair of the Collections Committee.

**5. Vice President for Programming**

The Vice President for Programming serves as Chair of the Programming Committee.

**6. Secretary**

The Executive Director of the LCVA or designee serves as Secretary of the Advisory Board. The Secretary shall distribute the minutes of each regular and special meeting of the Advisory Board two (2) weeks prior to the following meeting and shall communicate with members of the Advisory Board regarding notification of and agendas for regular meetings at least one (1) week prior to such meetings. Upon invitation, the Secretary shall make formal reports to the Longwood University Board of Visitors and the Longwood University Foundation, Inc. Board of Directors.

### C. Terms of Offices

Officers shall serve for a term of one year, and are eligible for reappointment. Any officer elected or appointed by the Advisory Board may be removed by the Advisory Board when such action is deemed to be in the best interests of the LCVA. Such removal must be approved by the LCVA Executive Director, Provost/Vice President for Academic Affairs, Vice President for Commonwealth Relations, and Longwood University President, and shall be without prejudice to any contract rights of the officer removed.

## III. COMMITTEES

The Advisory Board shall be served by an Executive Committee, four (4) Standing Committees, and other Special Committees that the Advisory Board may deem to be appropriate and necessary.

### A. Executive Committee

The Executive Committee shall oversee the general policy and management affairs of the Advisory Board; shall oversee the rules of operation of the Advisory Board, including the recommendation of amendments to these Guidelines and of other standing rules of the Advisory Board; shall solicit suggestions of individuals to serve on the Advisory Board; shall select from among such suggestions, whether from its own members or others, a number of individuals equivalent to the number of expiring terms, such selection to include contact with those individuals to determine their willingness to serve; and shall forward to the Advisory Board its recommendations for appointment to the Advisory Board. The Chair of the Executive Committee shall be the President of the Advisory Board. The Executive Committee shall be composed of the officers of the Advisory Board. The ex officio members of the Executive Committee shall be the Longwood University President or designee, the Provost/Vice President for Academic Affairs or designee, and the Executive Director of the LCVA.

### B. Standing Committees

The Standing Committees of the Advisory Board and their purposes shall be as set forth below. Each Standing Committee shall consist of at least three (3) members appointed by the President and ratified by the Advisory Board, plus such ex officio members as prescribed for each committee below. Membership of the Resource Development, Marketing, Collections, and Programming Committees may include ex officio Advisory Board members and consulting members, provided that consulting members are nominated by the Chair of the Committee in consultation with the Executive Director, ratified by the Advisory Board, and appointed by its President.

#### 1. Resource Development Committee

The Resource Development Committee shall oversee Advisory Board responsibilities relating to fundraising activities and auxiliary organizations. The Chair of the Resource Development Committee shall be the Vice President for Resource Development of the Board. The ex officio members of the Resource Development Committee shall be the President of the Advisory Board, the Vice President for University Advancement Commonwealth Relations or designee, and the Executive Director of the LCVA Center for the Visual Arts.

#### 2. Marketing Committee

The Marketing Committee shall oversee Advisory Board responsibilities relating to the advancement of marketing initiatives. The Chair of the Marketing Committee shall be the Vice President for Marketing of the Board. The ex officio members of the Marketing Committee shall be the President of the Advisory Board, the Vice President for Strategic Operations or designee, and

the Executive Director of the LCVA.

### 3. Collections Committee

The Collections Committee shall oversee Advisory Board responsibilities relating to the permanent Collections, including accession and deaccession of works of art. The Chair of the Collections Committee shall be the Vice President for Collections. The ex officio members of the Collections Committee shall include the President of the Advisory Board, the Executive Director of the Longwood University Foundation, Inc., the Chair of the Department of Theatre, Art, and Graphic and Animation Design or designee, and the Executive Director of the LCVA.

### 4. Programming Committee

The purpose of the Programming Committee is to assist the Advisory Board in fulfilling the exhibition programming and educational outreach role of the LCVA, especially in reference to its objectives pertaining to the mission and strategic plan of Longwood University. The Programming Committee shall meet at least twice a year with the Executive Director of the LCVA, who has been delegated responsibility by Longwood University and Longwood University Foundation, Inc. to carry out the policies and objectives outlined for the LCVA. The ex officio members of the Programming Committee shall include the Provost/Vice President for Academic Affairs or designee, the Chair of the Department of Art or designee and the Executive Director of the LCVA.

## C. Special Committees

Special Committees of the Advisory Board may from time to time be created by the Advisory Board as deemed necessary and appropriate. Members of such Special Committees shall be appointed by the President of the Advisory Board with ratification by The Advisory Board and may include ex officio members and consulting members. Such Special Committees may be constituted for no more than two (2) years unless specifically extended on a year-to-year basis by the Advisory Board.

# IV. MEETINGS

A majority of the appointed membership of the Advisory Board shall constitute a quorum, and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Advisory Board. A majority of the members of a committee shall constitute a quorum, and the act of a majority of the members present at a committee meeting at which a quorum is present shall be the act of the committee. In the event that less than a majority of the Advisory Board membership is present at a meeting of the Advisory Board, upon concurrence by a majority of those members present, business may be conducted by the vote of those present as supplemented by telephone, facsimile, or electronic ballot of those members not present. Voting conducted by telephone, facsimile, or electronic ballot shall be confirmed

in writing by the member(s) so voting, and such written confirmation filed with the minutes of the proceedings of the Advisory Board. The number of members so voting shall be included in determining whether quorum requirements are satisfied with respect to the specific action taken.

### A. Regular Meetings of the Board

The Advisory Board shall meet three (3) times during the University's fiscal year, normally in the months of October or November, February or March, and June. The June meeting shall be designated as an annual meeting for the purpose of ratification of nominations for appointment to the Advisory Board and for election of officers of the Advisory Board.

### B. Meetings of Standing Committees and Special Committees

The Standing Committees and any Special Committees shall each determine the frequency and schedule of their meetings.

### C. Special Meetings of the Advisory Board

Special meetings of the Advisory Board may be called from time to time by the Advisory Board President with the approval of the Executive Committee. Notice of such special meetings is to be communicated in writing to the members of the Advisory Board at least ten (10) days prior to the date of such meetings.

## V. ETHICAL STANDARDS

### A. Conflict of Interest

Members of the Advisory Board (including ex officio and at-large) must not engage in business that would constitute a conflict of interest, including but not limited to: serving as art appraisers for works being considered for the permanent collection or works currently in the collection, purchasing art work deaccessioned by the LCVA, and entering into contracts for hire related to the business of the LCVA either personally or through businesses in which the member or member's immediate family may have a financial or political stake. Additionally, The LCVA cannot purchase art from artists, collectors, dealers or buyers who are current members of the Advisory Board.

Members of the Advisory Board (including ex officio and consulting) shall declare themselves as "abstaining" from vote and/or discussion on any matter in which said members (including ex officio and at-large) may be considered to have a conflict of interest. Such abstaining declaration shall be made for the record at the beginning of any such motion or discussion and shall be recorded in the official minutes of the meeting. Conflict of interest procedures apply to any member (including ex officio and consulting).

### B. Compensation

All Board members (including consulting members) are volunteers. Work conducted on behalf of the LCVA cannot be financially compensated except under circumstances whereby the board member may incur costs for hosting an event or attending a conference as a representative of the LCVA. Under these exceptions all expenditures must be pre-approved by the Executive Director, and Longwood University and/or Foundation guidelines for reimbursement and purchases must be observed.

## VI. AMENDMENTS

The Advisory Board may initiate amendments to these Guidelines. Such amendments shall not contradict or eliminate Longwood University or Longwood University Foundation, Inc. documents pertaining to LCVA operations or LCVA's advisory board, and university policies. Amendments are to be proposed to members of the Advisory Board in writing at least ten (10) days prior to the date of the meeting at which they will be considered. Adoption of such amendments will be by a majority vote of the Advisory Board, such majority to include the votes of at least one-half of the appointed members. All amendments and revisions of the Advisory Board Guidelines must be approved by the Longwood University Board of Visitors and Longwood University Foundation, Inc. Board of Directors.

Internal Audit

***Ella Maokhamphiou, Audit Director***

**Update on Internal Audit Activity**

The status of all carry over, current, annual and quarterly audits is as follows:

| Audits and Reviews | Status | Percent Complete |
|---|---|---|
| **Carry Over from Previous Audit Plan** | | |
| Contract Management | On Hold | 15% |
| University Center | Complete | 100% |
| Fraternity and Sorority Life | Complete | 100% |
| Citizen Leadership and Social Justice Education – Leadership & Service Learning | Testwork | 75% |
| Citizen Leadership and Social Justice Education – Diversity & Inclusion | Not Started | |
| **Current Audits** | | |
| ***Risk Based*** | | |
| Banner Finance | Not Started | 0% |
| Information Technology – General Controls | Testwork | 80% |
| Information Technology – Lancer Card | Complete | 100% |
| Environmental Health & Safety | Complete | 100% |
| Student Government Association | Complete | 100% |
| Facilities – Motor Pool | Testwork | 60% |
| Post Office | Reschedule to FY 17 | 0% |
| Advancement | Testwork | 25% |
| Network Vulnerability Assessment | Complete | 100% |

| Audits and Reviews | Status | Percent Complete |
|---|---|---|
| ***Annual Audits*** | | |
| Risk Assessment | Complete | 100% |
| NCAA Compliance | Complete | 100% |
| ***Quarterly Audits*** | | |
| Follow-Ups | September – Completed<br>December – Completed<br>March - Completed | 75% |
| ***Special Projects*** | | |
| Hotline Calls | 1 Active Case | |

## FY2016 Audit Plan

The proposed audit plan for fiscal year 2016 is as follows:

### Carry Over

Contract Management
Banner – Finance
Diversity and Inclusion
Advancement

### Risk Based

Payroll
Lancer Card
Materiel Management
Facilities Administration
Building Security
Athletics – Internal Operations
Marketing and Communications
Lenel
Banner – HR
Information Security
AIM and Kronos

### Annual Audits

Risk Assessment
NCAA Compliance –
Financial Aid, Camps and Clinics, Recruiting, and Play and Practice Sessions
Network Vulnerability Assessment

### Quarterly Audits

Follow-Ups

### Special Projects

Special Projects
Management Requests

**Rationale:** Update the Internal Audit Charter to be in compliance with the *International Standards for the Professional Practice of Internal Auditing.*

# Policy 1301

## Internal Auditor: Charter

**This charter identifies the purpose, authority, and responsibilities of the Office of Internal Audit.**

### I. Purpose

Internal Audit is an independent appraisal activity established by the Board of Visitors to examine and evaluate Longwood's management systems. University administration has the primary responsibility for establishing and maintaining a sufficient system of internal controls. Internal Audit assists University administration in the effective discharge of its responsibilities by furnishing evaluations of departmental activities, recommendations for improvements in systems and procedures, and other information designed to promote effective controls. The Internal Audit Department may provide "consulting services" which are advisory and are intended to add value and improve Longwood's operations. The nature and scope of the consulting role will be agreed upon with Longwood's Management.

### II. Organizational Structure

The Longwood University Internal Audit Department reports functionally to the Board of Visitors and administratively to the President. Performance problems with the Internal Audit Department will be immediately reported by the President to the Board of Visitors. These reporting relationships ensure departmental independence, promote comprehensive audit coverage, and assure adequate consideration of audit recommendations.

### III. Independence

Independence is essential to enable the internal audit function to accomplish its purpose. Accordingly, the Director of Internal Audit has direct and unrestricted access to the President and the Audit Committee. Internal Audit shall be functionally independent of all University operations.

To avoid conflict of interest in appearance or fact, the Internal Audit Department has neither direct responsibility, nor authority over any of the activities, functions, or tasks that it reviews. The Internal Audit Department may participate in work groups or act as consultants for certain projects. In these cases, opinion and recommendations may be used to set University policies and standards; however, in all cases, the ultimate responsibility for setting and maintaining policies and internal controls rests with Longwood's management. Accordingly, drafting procedures, and designing or installing operating systems are not functions of audit as performing these activities is presumed to impair audit objectivity.

## IV. Responsibilities

Meaningful internal auditing requires cooperation among the Internal Audit Department, University administration, and the auditee. Each party's responsibilities in this regard include, but are not limited to the following:

1. Internal Audit Department

    - Develop, submit for Committee approval, and implement a flexible risk-based audit plan. Provide periodic reports to the Committee and senior management on the status of the audit plan, including significant changes to the plan.
    - Undertake internal audits and reviews in a thorough and adequate manner with a minimum interference to operations.
    - Examine existing systems and activities to evaluate efficient and effective use of resources, accomplishment of goals and objectives, reliability of information, accuracy of records, compliance with policies and procedures and integrity of controls.
    - Review the reliability, integrity and security of information and the means and technology used to identify, measure, classify and report such information.
    - Assess the adequacy of management's corrective actions to audit issues through follow-up reviews.
    - As appropriate, coordinate audit activities with external auditors and other constituencies to maximize audit coverage and minimize duplication of efforts.
    - Undertake special projects as requested by the Committee or management.
    - Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this charter.
    - Keep the Audit Committee informed of emerging trends and successful practices in internal auditing.
    - Provide a list of significant goals to measure the performance of the internal audit function and report results to the Audit Committee.
    - Assist in the investigation of suspected fraudulent activities within the University and notify management and the Audit Committee of the results.
    - Perform substantive work on any hotline call to either substantiate or disprove the allegation.
    - Provide consulting services which are advisory in nature, and are generally performed at the specific request of an engagement client. These services may involve formal or informal advice, analysis or assessment which will be provided at the discretion of the Director of Internal Audit.
    - Follow applicable directives of the Office of the State Inspector General and comply with reporting internal audit activity to the State Inspector General as needed.

2. Administration

    - Support the Internal Audit Department and communicate this support within their units.
    - Participate in the audit process.

- Provide appropriate, clear and consistent direction to the University community through written policies and procedures.
- Follow-up on progress of corrective actions for audit findings within their units.

3. Auditee

- Cooperate with the audit process by providing unrestricted access to facilities, books, records, information, and personnel.
- Respond in writing, within 10 days, to all audit recommendations. Disagreements with recommendations or alternative solutions to identified findings are often acceptable. Each response should contain an estimated implementation date and responsible party.
- Implement agreed-upon corrective action programs.

## V. Authorization

In the course of its work, Internal Audit, with strict accountability for confidentiality and safeguarding records and information, has full and complete direct access to all University books, records (manual and electronic), physical properties, and personnel relevant to the subject of review.

The Internal Audit Department has neither direct responsibility, nor authority over any of the activities, functions, or tasks it reviews. Accordingly, Internal Audit does not develop or write policies or procedures that they may later be called upon to evaluate. Audit may review draft materials developed by management for propriety and/or completeness; however, ownership, and responsibility for these materials remains with management.

## VI. Audit Standards and Ethics

All audit work meets the *International Standards for the Professional Practice of Internal Auditing* and *Code of Ethics* promulgated by the Institute of Internal Auditors. Generally accepted auditing standards promulgated by the American Institute of Certified Public Accountants and government auditing standards issued by the United States General Accounting Office will be referenced as appropriate.

Internal Audit staff is expected to consistently demonstrate and maintain high standards of conduct, professionalism, independence, and character to carry on proper and meaningful internal auditing within the University. In addition, Internal Audit's activities and conduct shall be consistent with the policies of the University.

## VII. Selecting and Scheduling Audits

The Director prepares an annual Internal Audit Plan for approval by the Board of Visitors. Candidate projects come from a risk assessment process, recommendations by senior administration, regular coverage of large functional operations (cashiering, accounts payable, etc), special requests, and based upon auditor judgement.

## VIII. Reporting

All audit work is summarized in timely written reports distributed to an appropriate list of recipients. In general, reports are distributed to all members of the Board of Visitors, the President, the Vice President responsible for the auditee department, the Auditor of Public Accounts, the Office of the Inspector General, as well as the auditee, their immediate supervisor, and other department heads affected by audit findings. Special request reports may have a more limited distribution.

Internal Audit will provide administration with adequate time to prepare responses to audit report findings before distributing the reports to appropriate recipients outside of University management.

A summary of all work performed during the current fiscal year will be prepared and presented to the Board of Visitors on a quarterly basis.

## IX. Quality Assurance and Improvement Program

Quality assurance is essential to maintaining an internal auditing department's capability to perform its functions in an efficient and effective manner. In addition this review is important in achieving and maintaining a high level of credibility with the Board of Visitors, the President, management, and others who rely on the work of the Internal Audit Department.

The Internal Audit Department will require an external quality assurance review by an independent party at least once every five years.

**Revised and approved by the Board of Visitors, September, 2010.**
**Revised and approved by the Board of Visitors, December, 2013.**
**Revised and approved by the Board of Visitors,**

# Longwood Student-Athlete Arrest Policy

## Arrest Policy

These guidelines are intended to provide direction for appropriate responses to each case while providing flexibility. Modifications to the guidelines are acceptable only if they receive prior approval by the appropriate sport supervisor.

It is the responsibility of the student-athlete to inform his/her head coach if he/she is charged with ***ANY crime***, (excluding traffic infractions not classified as a misdemeanor or felony offense) per the Code of Virginia or other applicable state or national codes either in the U.S. or another country. The student-athlete must inform his/her head coach immediately, but no later than 24 hours, after an arrest or formally being charged. This includes a charge or arrest at ***ANY time*** during the calendar year (e.g., winter break, summer break) or at any location – on or off campus. Failure to report a charge or arrest could lead to removal from the Longwood athletics program, as well as termination of an athletics aid agreement.

Any student-athlete arrested and charged with a felony, or a crime involving gambling or game fixing under Virginia law or any other jurisdictional equivalent, shall be suspended immediately from all athletically related activities **pending a review process by the head coach and sport supervisor OR** until charges are dropped, dismissed or otherwise resolved.

Any student-athlete who is arrested, charged and/or convicted of a misdemeanor charge (other than gambling or game fixing which are addressed above and other than minor traffic infractions) will be subject to a review process by the head coach and sport supervisor. Head Coaches must meet and discuss proposed disciplinary action with their sport supervisor prior to such action.

**Decisions** relative to suspension or dismissal from the Longwood Athletics program or reduction/cancellation of athletics aid will be made by the Director of Athletics or his/her designee. **Such a decision can be recommended by a head coach and/or sport supervisor to the Athletic Director for consideration.**

**Student-athletes may appeal the imposed disciplinary action following the procedure outlined below.**

## Appeals Procedures

Within ***48 hours*** of a **sanction** imposed **by the review process**, the student-athlete may submit a written appeal to the Faculty Athletics Representative. **An appeal should include *NEW* information that illustrates extenuating circumstances not previously available when the**

**suspension was originally imposed in order to be considered**. The Faculty Athletics Representative will form a committee to also include one Intercollegiate Athletic Council representative and one Compliance Review Committee representative to review the appeal. The committee will make a determination within 10 business days which will be deemed final.

**BOV Action Item – Approval of Revisions to Sexual Misconduct Policy**

**Rationale:** Sexual Misconduct Policy and procedures therein must be reviewed and updated regularly in order to maintain consistency and to ensure that the policy is meeting the federal legislation and guidelines as well as meeting the needs of the Longwood University community. Changes to our definitions will provide the required consistency with the FBI's Uniform Crime Reporting Program. These updates will ensure compliance with the July 1st, 2015 deadline of the most recent reauthorization of the Violence Against Women Act.

Note: Proposed changes to language are indicated in underlined italics, additions to language are indicated in bold.

**Longwood University Sexual Misconduct Policy**

Longwood University is committed to providing a healthy living, learning and working environment; an atmosphere that emphasizes the dignity and worth of the individual, which promotes personal integrity, civility and mutual respect, and creates an environment that is free from sexual misconduct and discrimination. Sexual misconduct, sexual discrimination and sexual harassment, are incompatible with Longwood's commitment to diversity and educational equity. Educational training and prevention programs will be provided along with appropriate resources and reporting options. This policy includes all forms of sexual misconduct, including sexual discrimination, sexual harassment, sexual assault, sexual violence, *dating and relationship* violence, and stalking by employees, students, or third parties. This policy addresses any sexual misconduct that involves members of the Longwood community regardless of whether the incident occurs during working hours and regardless of whether the incident occurs on or off campus. The intent of this policy is to provide the campus community with information, common definitions, and strategies to report and manage incidents that occur.

**Eligibility for Assistance**

This policy applies to all Longwood students, staff and faculty in all university programs and activities regardless of location of the incident(s). This policy also applies to individuals who join our community as an affiliate or part of an affiliated program. The University will conduct investigations to the best of their ability that may lead to appropriate criminal, personnel, and student conduct actions. All Longwood students, staff and faculty shall be offered immediate resources which may include counseling, medical assistance and living, learning and/or appropriate working environment accommodations.

If the complainant is a Longwood student, staff or faculty member and the accused respondent has no affiliation to Longwood, the complainant shall be offered available resources as appropriate. To the extent possible, the University will address the behaviors defined below towards any member of the Longwood community by non-members, including contractors, alumni, visitors, and any others identified as non-employees or non-students of the University.

If the complainant is a Longwood student, staff or faculty member and the accused respondent is affiliated with Longwood, both the complainant and accused respondent shall be offered available resources as appropriate.

If the complainant is not a Longwood student, staff or faculty member but the accused respondent is affiliated with Longwood, the respondent shall be offered counseling, medical and other resources as appropriate.

**Definitions**

Sexual Misconduct is a term that encompasses any sexual behaviors that violate Longwood University's Code of Conduct and University Policies. In general, any non-consensual contact of a sexual nature may constitute Sexual Misconduct. Sexual Misconduct may vary in its severity and consists of a range of behaviors or attempted behaviors that may be grounds for conduct action under University policy. The following policy definitions apply:

1. **Consent:** Effective consent is the basis of the analysis applied to unwelcome sexual contact. Lack of consent is the critical factor in any incident of sexual misconduct and sexual violence. Consent is informed, freely and actively given and requires clear communication between all persons involved in the sexual encounter. Consent is active, not passive. Consent can be communicated verbally or by actions. But in whatever way consent is communicated, it must be mutually understandable. Silence, in and of itself, cannot be interpreted as consent. It is the responsibility of the initiator of sexual contact to make sure they understand fully what the person with whom they are involved wants and does not want sexually. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Previous relationships or consent does not imply consent to future sexual acts. Consent may be withdrawn at any time, by any party to the sexual activity.

   Consent cannot be procured by use of physical force, compelling threats, intimidating behavior, or coercion. Coercion is unreasonable pressure for sexual activity. Coercive behavior differs from seductive behavior based on the type of pressure someone uses to get consent from another. Effective consent cannot be given by minors, mentally disabled individuals or persons incapacitated as a result of drugs or alcohol. If a person is mentally or physically incapacitated or impaired so that such person cannot understand the fact, nature or extent of the sexual situation or activity, there is no consent; this includes impairment or incapacitation due to voluntary alcohol or drug consumption by the alleged victim, or being asleep or unconscious. Incapacitation is a state where one cannot make a rational, reasonable decision because they lack the ability to understand the: who, what, when, where, why or how of their sexual interaction. Use of alcohol or other drugs will never function to excuse behavior that violates this policy.

   This policy also covers someone whose incapacity results from mental disability, sleep, involuntary physical restraint, or from the taking of a so□called "date□rape" drug. Possession, use and/or distribution of any of these substances, including Rohypnol, Ketomine, GHB, Burundanga, etc. is prohibited, and administering one of these drugs to another person for the purpose of inducing incapacity is a violation of this policy.

2. **Sexual activity**: includes intentional contact with the breasts, buttock, groin, or genitals, or touching another with any of these body parts, or making another touch oneself or themselves with or on any of these body parts; any intentional bodily contact in a sexual manner, though not involving contact with/of/by breasts, buttocks, groin, genitals, mouth or other orifice. Intercourse however slight, meaning

vaginal penetration by a penis, object, tongue or finger; anal penetration by a penis, object, tongue; or finger, and oral copulation (mouth to genital contact or genital to mouth contact).

3. **Sexual Discrimination:** includes all forms of: sexual harassment, sexual assault, and sexual violence by employees, students, or third parties against employees, students, or third parties. Students, University employees, and third parties are prohibited from harassing other students and/or employees whether or not the incidents of harassment occur on the Longwood campus and whether or not the incidents occur during working hours.

4. **Unwelcome Sexual Contact**: includes **fondling** or touching, either of the complainant, or when the complainant is forced to touch another person's body, directly or through clothing. **The definition of fondling is the touching of the private body parts of another person for the purpose of sexual gratification, without the consent of the victim, including instances where the victim is incapable of giving consent because of their age or because of their temporary or permanent mental incapacity.**

5. **Coerced Sexual Intercourse**: includes rape, attempted rape, sodomy, or other sexual acts or misconduct; or when the complainant is incapable of consent by reason of age, mental incapacity (including unwitting consumption of drugs), or physical helplessness. **The definition of rape is penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim. The definition of incest is sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law. The definition of statutory rape is sexual intercourse with a person who is under the statutory age of consent.**

6. **Sexual Exploitation:** Sexual exploitation occurs when an individual takes non□consensual or abusive sexual advantage of another for his/her own advantage or benefit, or to benefit or advantage anyone other than the one being exploited, and that behavior does not otherwise constitute one of the other sexual misconduct offenses. Examples of sexual exploitation include, but are not limited to:

   a. Prostituting another student;
   b. Non□consensual video or audio□taping of sexual activity;
   c. Going beyond the boundaries of consent (such as allowing friends to hide in a closet to watch you having consensual sex);
   d. Engaging in voyeuristic behavior;
   e. Knowingly transmitting an STD, STI or HIV to another.

7. **Sexual Harassment:** Sexual harassment is unwanted sexual advances, requests for sexual favors, or visual, verbal, or physical conduct of a sexual nature when: (1) submission to such conduct is made a term or condition of employment or the educational relationship; (2) submission to or rejection of such conduct is used as a basis for employment or education decisions affecting the individual; or (3) such conduct has the effect of unreasonably interfering with a student's or employee's work performance or creating an intimidating, hostile, or offensive working, educational, or living environment. While sexual harassment encompasses a wide range of conduct, some examples of specifically prohibited conduct include:

a. Promising, directly or indirectly, a student or employee a reward, if the student or employee complies with a sexually oriented request.
b. Threatening, directly or indirectly, retaliation against a student or an employee, if the student or employee refuses to comply with a sexually oriented request.
c. Denying, directly or indirectly, a student or employee an employment or education related opportunity, if the student or employee refuses to comply with a sexually oriented request. Engaging in sexually suggestive conversation or physical contact or touching another student or employee.
d. Displaying pornographic or sexually oriented materials.
e. Engaging in indecent exposure.
f. Making sexual or romantic advances toward a student or employee and persisting despite the student or employee's rejection of the advances.
g. Physical conduct such as assault, touching, or blocking normal movement.
h. Retaliation for making harassment reports or threatening to report harassment.

Sexual harassment can involve a person or persons being harassed by members of any sex. Although sexual harassment sometimes involves a person in a greater position of authority as the harasser, individuals in positions of lesser or equal authority also can be found responsible for engaging in prohibited harassment.
Sexual harassment can be physical and/or psychological in nature. The accumulative effect of a series of incidents can constitute sexual harassment even if one of the incidents considered separately would not rise to the level of harassment.

8. ***Dating and Relationship* Violence: Abuse or violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim.** This relationship involves physical or emotional intimacy. Physical intimacy is characterized by romantic or passionate attachment or sexual activity.

   **a. The existence of such a relationship shall be determined based on the complainant's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship.**
   **b. For the purposes of this definition, dating and relationship violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse.**
   **c. Any incident meeting this definition is considered a crime for the purposes of Clery Act reporting.**
   **d. To better meet these requirements, if the complainant states that a relationship currently exists, formerly existed, and existed in the past 12 months, etc., it will be counted for Clery reporting purposes.**

   *Dating and relationship* violence is abuse or violence between partners or former partners, characterized by one or more of the following elements:

   a. Intentionally causing bodily injury;
   b. Purposely or knowingly causing reasonable apprehension of bodily injury;
   c. Emotional abuse creating apprehension of bodily injury or property damage;
   d. Repeated telephonic, electronic, or other forms of communication -- anonymously or directly -- made with the intent to intimidate, terrify, harass, or threaten;

9. **Stalking:** includes repeatedly following, harassing, threatening, or intimidating another by telephone, mail, electronic communication, social media, or any other action, device or method that purposely or knowingly causes emotional distress or apprehension of bodily injury or death. Stalking is a course of conduct directed at a specific person that would cause a reasonable person to fear for her, his, or others' safety or to suffer substantial emotional distress. **For the purposes of this definition:**
   a. **Course of conduct means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, participates in surveillance of, threatens, or communicates to or about a person, or interferes with a person's property.**
   b. **Reasonable person means a reasonable person under similar circumstances and with similar identities to the victim.**
   c. **Substantial emotional distress means significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling.**
   d. **Any incident meeting this definition is considered a crime for the purposes of Clery Act reporting.**

10. **Retaliation**: is action taken by an accused individual or an action taken by a third party or a group of people against any person because that person has opposed any practices prohibited under this policy or because that person has filed a complaint, testified, assisted, or participated in any manner in an investigation or proceeding under this policy. This includes action taken against a bystander who intervened to stop or attempt to stop discrimination, harassment, or sexual misconduct. Retaliation includes intimidating, threatening, coercing, discouraging or in any way discriminating against an individual because of the individual's complaint or participation in in the complaint process. Action is generally deemed retaliatory if it would deter a reasonable person in the same circumstances from opposing practices prohibited by this policy.

**Filing a Sexual Misconduct Complaint**

All incidents of sexual misconduct and retaliation should be reported. Longwood University's complaint procedures provide for immediate, thorough, and objective investigation of all claims. The University will take appropriate remedial action that is commensurate with the severity of the offense. The University encourages those who have experienced these types of incidents to immediately report them to both the University Title IX Coordinator and Longwood University Police Department. All University employees, except those designated as Confidential Reporting Options, are designated as "responsible employees." Responsible employees are required to promptly report all incidents and/or knowledge of sexual misconduct, including personally identifiable information of the parties involved, to the University Title IX Coordinator. All reports are treated with the maximum possible privacy.

An immediate report to the Longwood Police will enable the preservation of evidence necessary for a successful criminal prosecution. **The Longwood University Police Department is trained in collecting and preserving evidence for criminal cases. When evidence exists that could help support a criminal charge or assist the complainant in obtaining protective orders, contacting the Longwood University Police Department immediately, so the evidence may be collected, may ensure that even if the complainant does not want to file a criminal report at this time, the complainant may change their mind at a later date. Evidence collected by the Longwood**

**University Police Department will be retained indefinitely unless destruction is authorized by the Commonwealth of Virginia Attorney.** Complainants have the right, however, to choose whether or not to provide a statement to Longwood Police and to choose whether or not to pursue criminal prosecution after such a statement has been made.

**Title IX Coordinator and Role of Title IX Coordinator**

Jennifer Fraley, Associate Dean of Conduct & Integrity and University Title IX Coordinator
Office: Lancaster G-26;
Office Phone (434) 395-2490, Cell Phone (434) 808-9439
Email: fraleyjl@longwood.edu

Students, staff or faculty who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, *dating and relationship* violence, stalking and retaliation should notify the University Title IX Coordinator.

After the university receives notice of sexual misconduct or retaliation, it will conduct an impartial investigation. For specifics regarding investigations, see investigation procedures below. Student reporters of misconduct will not be charged with alcohol offenses or other minor violations of the Student Code of Conduct Standards and Regulations disclosed during the reporting process. Minor violations are defined as those that have a minimum sanction of letter of admonition. Please see the Code of Conduct Standards and Regulations within the Student Handbook for more information.

When the complainant and the respondent participate in the same educational opportunities, work in the same employment area and/or reside in the same University residence or in proximity to one another, the University will take immediate steps to separate the individuals and prevent contact, if appropriate. The applicable Vice President or designee will make the appropriate determination regarding alternative arrangements. Alternative arrangements may include, but are not limited to: temporary suspension (depending on the severity of the allegations), adjustment of academic schedule or employment, no contact orders, and/or alternative living arrangements.

The University Title IX Coordinator can assist with all aspects of the process and is responsible for:

- Ensuring that both the individual filing the complaint and the individual responding are aware of the seriousness of the complaint.
- Explaining Longwood University's policy and investigation procedures.
- Exploring various means of resolving the complaint.
- Making referrals to the Counseling Center for counseling or other mental health resources, if appropriate.
- Discussing with the complainant the option of notifying the police if criminal activities are alleged.
- Conducting or arranging for an investigation of the alleged prohibited conduct.
- Arranging support services for the complainant, which could include changes in living arrangements, course schedules, assignments, or tests.
- Arranging interim services to prevent reoccurrence of the alleged prohibited conduct, which could include increased monitoring, supervision, or security at locations or activities where the misconduct occurred and no-contact directives, as necessary.

- Preparing or overseeing any reports, recommendations, or remedial action(s) that are needed or warranted to resolve any prohibited conduct and maintaining all information pertaining to an investigation or complaint in a secure file.
- **The University Title IX Coordinator is responsible for maintaining records relating to sexual misconduct reports, investigations and resolutions.**
- The University Title IX Coordinator and Deputy Title IX Coordinators will participate in ongoing sexual misconduct training and maintain a high level of knowledge of the policy and procedures.

Longwood University strictly prohibits retaliation against any person for using this reporting process, or for reporting, providing witness, assisting or participating in any manner in any investigation or proceeding involving allegations. Any person who violates this policy will be subject to discipline, up to and including termination if they are an employee, and/or expulsion if they are a student.

Employees who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, *dating and relationship* violence, stalking and retaliation notify the Chief Human Resources Officer (Deputy Title IX Coordinator for Employee Issues).

Della Wickizer, Chief Human Resources Officer
Office: Lancaster 212
Phone: (434) 395-2074
Email: wickizerdh@longwood.edu

**Reporting Options**

1. Title IX Coordinator: Students, staff or faculty who believe they have either witnessed or been subjected to sexual discrimination, sexual harassment, sexual misconduct, *dating and relationship* violence, stalking and retaliation should notify the University Title IX Coordinator:

   Jennifer Fraley, Associate Dean of Conduct & Integrity and University Title IX Coordinator
   Office: Lancaster G-26;
   Office Phone (434) 395-2490, Cell Phone (434) 808-9439
   Email: fraleyjl@longwood.edu

2. Making a report with Longwood Police: Persons who wish to file a police report may contact Longwood Police at (434) 395-2091. Office: Dorrill Dining Hall, Ground Floor. Online reporting: http://www.longwood.edu/police/reportacrime.htm

3. Making a Limited Report: Persons who wish to report an incident and desire that the University take no action to investigate this incident, may speak to the *Campus Advocate*. This option produces a limited report, which includes no generally identifiable information about the complainant. A complainant may later choose to file a complaint with the University Title IX Coordinator and thus have the incident fully investigated to the best of the University's ability. *The Campus Advocate may be contacted at the Counseling Center: Health and Fitness Center, Upper Level; Phone: (434) 395-2409.*

4. Making a Confidential Report: Persons who wish to report an incident or speak to someone about what happened and desire that the details of the incident be kept confidential, they should speak with staff

members of the Counseling Center, Student Health & Wellness Center, or off□campus crisis resources, who will maintain confidentiality. Campus counselors and Student Health & Wellness Center staff are available to help students free of charge. In addition, you may go off campus to speak with clergy and chaplains, who will also keep reports made to them confidential.

- Counseling Center: Health and Fitness Center, Upper Level; Phone: (434) 395-2409
- Student Health & Wellness Center: Health and Fitness Center, Upper Level; Phone: (434) 395-2102
- Piedmont Crisis Center, Center for Violence Prevention: 24-hour Hotline: (888) 819-2926

**Confidentiality**

If you would like to report an incident or speak to someone about what happened and you desire that details of the incident be kept confidential, you should speak with staff members of the Counseling Center, Student Health & Wellness Center or off□campus crisis resources, who will maintain confidentiality. All inquiries, complaints, and investigations are treated with utmost discretion. Information can be released as law and policy permit. However, the identity of the complainant is usually revealed to the person(s) accused of such conduct and any witnesses. A complainant can decide after they talk to the University Title IX Coordinator, whether or not to pursue a Title IX Complaint. In addition to the choice of whether or not to pursue a Title IX complaint, complainants may also request confidentiality in terms of not revealing the complainant's name to a respondent. These requests are evaluated on a case by case basis by the University Title IX Coordinator to determine whether that request can be honored while still providing a safe and nondiscriminatory environment for all students, including the complainant.

Many factors are weighed when determining whether or not to honor a request to withhold the complainant's name from the respondent. These factors include, but are not limited to, when there is a clear and present danger of harm to the complainant or others, when there is knowledge or suspicion of abuse or neglect of minor children or elderly persons, reporting obligations under state law and as otherwise required by law. Additionally, these factors also include circumstances that suggest there is an increased risk of the respondent committing additional acts or there is an increased risk of future acts under similar circumstances, as well as whether the University possesses other means to obtain relevant evidence.

Although a complainant's request to have their name withheld from the respondent may limit the University's ability to respond fully to an individual allegation of sexual misconduct, other means may be available to address the sexual misconduct. There are steps the University can take to limit the effects of the alleged sexual misconduct and prevent its recurrence without initiating formal action against the alleged perpetrator or revealing the identity of the complainant.

**Federal Statistical Reporting Obligations**

Certain campus officials (campus security authorities) have a duty to report sexual misconduct for federal statistical reporting purposes. All personally identifiable information is kept private, but statistical information must be passed along to campus law enforcement regarding the type of incident and its general location (on or off□campus, in the surrounding area, but no addresses are given), for

publication in the annual Campus Security Report. This report helps to provide the community with a clear picture of the extent and nature of campus crime, in order to ensure greater community safety. Mandated federal reporters (campus security authorities) include student/conduct affairs, campus law enforcement, local police, coaches, athletic directors, residence life staff, student activities staff, human resources staff, advisors to student organizations and any other official with significant responsibility for student and campus activities.

**Federal Timely Warning Reporting Obligations**

Victims of sexual misconduct should also be aware that University administrators must issue timely warnings for incidents reported to them that pose a substantial threat of bodily harm or danger to members of the campus community. The University will make every effort to ensure that a victim's name and other identifying information is not disclosed, while still providing enough information for community members to make safe decisions in light of the danger.

**Procedures**

1. The University Title IX Coordinator shall provide for the adequate, reliable, and impartial investigation of all complaints:

   Investigations of student versus student complaints shall be coordinated by the University Title IX Coordinator and/or designee.

   Investigations of student versus employee complaints shall be coordinated by the Chief Human Resources Officer (Deputy Title IX Coordinator for Employee Issues) with support from the University Title IX Coordinator and/or designee.

   Investigations of employee versus employee complaints shall be coordinated by the Chief Human Resources Officer (Deputy Title IX Coordinator for Employee Issues) and/or designee.

2. **Procedure terms associated with the Longwood University Sexual Misconduct Policy are defined below:**

   **Appeal: A proceeding held to determine whether there was a failure to follow policy procedures; determine if additional evidence has come to light that was not available at the time of the University Hearing Board's decision; determine if the sanctioning recommended is out of proportion with, or inappropriate for the offense. An appeal is processed by the University Appeals Board.**
   **Complainant: Individual responsible for filing the initial complaint or Title IX Investigator on behalf of the University.**
   **Hearing: A proceeding held to determine whether to uphold a Title IX Investigation report that has determined a respondent is responsible for a violation of the Sexual Misconduct Policy. A hearing may consist of one or more respondents and is processed by the University Hearing Board.**
   **Outcome: The results of a Title IX investigation, hearing proceeding or appeal proceeding.**

**Respondent: The individual accused of an alleged violation.**

3. Complainant and/or respondent may each select one support person or advisor, who may also be legal counsel, to accompany them during the investigation process, Informal Procedures and Formal Procedures. The support person or advisor may be present with their respective party for all meetings, hearings and appeals, but may not actively participate, address the hearing or appeals board, present arguments, question other parties or witnesses.

4. Only trained investigators will conduct an investigation; both parties will have the opportunity to review and provide comments to the investigator about their statements before the investigation report is finalized.

5. The University will conduct an investigation to the extent of the information available. If the University obtains independent corroborating information of the misconduct it may determine it necessary to move forward with the investigation procedures and/or remedial measures without the involvement of a complainant.

6. Criminal investigations, separate from the process outlined in this policy, shall be conducted by the Longwood University Police or appropriate law enforcement agency, in parallel with the University's investigation. In cases where students are the subject of a criminal investigation, the University's investigation will commence parallel to or at the conclusion of such investigation.

7. Barring extenuating circumstances the entire process shall be completed within 60 days. Complainants and respondents will be notified if the process cannot be completed within this timeframe.

8. Informal Procedures

   Some complaints can be resolved through informal mediation between the parties. The University Title IX Coordinator and/or designee may arrange for, or facilitate mediation between the involved parties and coordinate other informal problem resolution measures.

   a. Once a report has been made, informal resolution procedures shall be pursued within five business days of the initial report.
   b. Informal Resolution Procedures are optional and may be used when deemed appropriate. Informal procedures are never applied in cases involving violence or non-consensual sexual intercourse.
   c. An investigation into the report shall be conducted by the University Title IX Coordinator or designee.
   d. Once the informal resolution procedure is complete, written notification of the agreed upon resolution shall be given to both parties by the University Title IX Coordinator or designee.
   e. The involved parties will sign a voluntary agreement specifying the behavioral expectations resulting from the mediation. If re-occurrence takes place, those responsible for such behavior will be subject to additional action, with greater penalties, under this policy.
   f. If either party is unsatisfied with the outcome of the informal resolution procedure, the formal resolution procedure may be pursued.

9. Formal Procedures

a. Once the university has received notice of sexual discrimination, sexual harassment, sexual misconduct, sexual assault, sexual violence, *dating and relationship* violence, stalking and retaliation, an investigation shall commence within five business days.
b. To ensure a prompt and thorough investigation, the complainant should provide as much of the following information as possible:
   - The name, department, and position of the person or persons allegedly committing the misconduct.
   - A description of the incident(s), including the date(s), location(s), and the presence of any witnesses.
   - The alleged effect of the incident(s) on the complainant's educational opportunities, living situation, position, salary, benefits, promotional opportunities, or other terms or conditions of employment.
   - The names of other students or employees who might have been subject to the same or similar misconduct.
   - Any steps the complainant has taken to try to stop the misconduct, if appropriate.
   - Any other information the complainant believes to be relevant to the misconduct.
c. The investigator shall determine, by a preponderance of evidence, whether the respondent violated this policy. Preponderance of evidence means that it is more likely than not that a violation occurred. If the investigator determines that the respondent did not violate this policy, the matter will be closed.
d. At the completion of the investigation, both the respondent and complainant will be informed within five working days, in writing, of the outcome of the investigation.
e. Both the complainant and respondent are entitled to a copy of the investigators' report. The report shall be provided to the complainant or respondent within two working days after the University Title IX Coordinator or designee has received a written request.
f. If it is determined by a preponderance of the evidence that a violation did occur, the respondent may accept findings of the investigation and the sanction/measures to prevent the violation's recurrence; or challenge the findings and request a hearing.
g. The complainant may decide, subsequent to the filing of formal charges against the respondent, to withdraw the complaint. The university will, however; still proceed based on the investigative findings.

**Procedures for Hearings on Violations of the Sexual Misconduct Policy**

1. The University Hearing Board will conduct hearings regarding alleged violation(s) of this policy.

2. A University Hearing Board hearing will proceed in the following manner:

   a. Hearings conducted by the University Hearing Board are closed to the public. The only individuals allowed to be present are active participants in the hearing process: the complainant, the respondent, an advisor for each, the University Hearing Board, witnesses, and necessary university administrators. Either the complainant or the respondent may dispute the presence of individuals in the hearing room. The hearing board will make the final decision.
   b. The hearing will be non-adversarial and strict rules of evidence will not be applied.
   c. The hearing board members and all aforementioned participants are introduced.

d. Participants state any questions they have concerning rights or procedures.
e. The statement of charges is presented.
f. The respondent enters a plea of responsible, not responsible or no plea.
g. Testimony phase: During the testimony phase of the hearings, cross-examination will be conducted by the hearing board in the presence of the complainant, the respondent and their respective advisors. Witnesses may only be present when actively giving testimony. Advisors may be present with their respective parties for all testimony, but may not actively participate, address the hearing board, present arguments or question witnesses.
h. The respondent and the complainant or University, may each present an opening statement and a closing statement before the Board. The respondent and complainant/University may view each other's statements on live video feed.
i. The respondent and complainant or University may present evidence and witnesses. Witnesses may be cross-examined by the hearing board in opposing party's presence. The board will privately cross-examine the respondent, the complainant, and any witnesses they deem necessary. The respondent and complainant may view testimony on live video feed.
j. The respondent and the complainant or University may each submit a list of questions to the board's chairperson for the board to consider. The past sexual history or sexual character of a party to the complaint, complainant or respondent, with anyone other than each other, will not be admissible. Notwithstanding the above, demonstration of pattern, repeated, and/or predatory behavior by the respondent, in the form of previous findings in any University, judicial or student conduct proceeding will be admissible. The parties will be notified in advance of the hearing if any information addressed by this paragraph is deemed admissible.
k. After all of the evidence has been introduced, the parties will be excused from the room so that the board may deliberate.
l. The University Hearing Board shall determine, by a preponderance of evidence, whether the respondent violated this policy. Preponderance of evidence means that it is more likely than not that a violation occurred. If the University Hearing Board determines that the respondent did violate this policy, the complainant will be allowed to submit a statement regarding the impact that the misconduct has had on the educational, living and/or working environment of the complainant.
m. When the board has made a decision regarding responsibility, the parties will be invited back into the room for a reading of the decision and any recommended sanctions.

3. The outcome of the hearing and any recommended sanctions will be forwarded to the applicable Vice President or designee immediately following the hearing if no appeal is filed: The Associate Dean of Conduct & Integrity in the case of a student respondent, the Provost and Vice President of Academic Affairs in the case of a faculty respondent, and the Vice President of Administration and Finance in the case of a classified staff or administrative employee.

4. Both the respondent and complainant will be informed within five working days, in writing, of the outcome of the hearing and the appeal (if an appeal is filed) and of any sanctions being recommended to the applicable Vice President or designee.

**Composition of the University Hearing Board**

1. A five-member University Hearing Board will be appointed by the University Title IX Coordinator, on a per-case basis from a pool of trained members: no less than 6 faculty and 6 staff. The chair of the

hearing board is a non-voting member, except in cases of a tie, who leads the hearings and facilitates discussion among board members. The University Title IX Coordinator will serve as a non-voting advisor to the chair. All Board members are appointed annually and serve from October 1 - September 30.

2. The pool of candidates for the University Hearing Board shall be nominated by:

   - Faculty Senate, Executive Committee (faculty members).
   - Vice President for Student Affairs and Vice President for Finance and Administration (staff).

3. In the case of a faculty respondent, at least three members of the University Hearing Board shall be faculty, in the case of a professional staff respondent; at least three members of the University Hearing Board shall be staff (except in cases where there is not sufficient availability in the pool of trained members).

4. The complainant and/or respondent can request board members to recuse themselves from the hearing for actual or perceived bias or other conflict of interest. The final decision regarding this request will be made by the University Title IX Coordinator based on the information provided by the requesting party. Board members may also recuse themselves if they feel they cannot or should not hear a particular case.

5. The University Hearing Board panel will be trained by the University Title IX Coordinator regarding hearing procedures, evaluation of evidence, Title IX requirements and other relevant subjects, as needed.

6. Individuals cannot serve on both the University Hearing Board panel and the University Appeals Board panel during the same academic year.

**Appeals**

1. Appeals will be heard by the University Appeals Board.

2. Respondents and complainants have the right to one appeal each of the University Hearing Board's decision.

3. Appeals must be filed within three working days of the University Hearing Board's written decision. To file an appeal, students and employees must fill out the appeal form provided with written notice of the University Hearing Board's decision.

4. Appeals may only proceed based on one of three reasons:

   a. Failure to follow policy procedures.
   b. Additional evidence has come to light that was not available at the time of the University Hearing Board's hearing.
   c. The sanction received is out of proportion with the offense.

   Eligibility for an appeal hearing based on the above reasons will be determined by the University Title IX Coordinator or designee.

5. The University Appeals Board will convene within five working days of the receipt of the appeal. Both parties will receive notice of the time and place of the appeal.

6. The appeal will be non-adversarial and strict rules of evidence will not be applied.

7. The outcome of the appeal and any recommended sanctions will be forwarded to the applicable Vice President or designee immediately following the appeal: The Associate Dean of Conduct & Integrity in the case of a student respondent, the Provost and Vice President of Academic Affairs in the case of a faculty respondent, and the Vice President of Administration and Finance in the case of a classified staff or administrative employee.

8. Both the respondent and complainant will be informed within five working days, in writing, of the outcome of the appeal and of any sanctions being recommended to the applicable Vice President or designee.

**Composition of the University Appeals Board**

1. A three-member University Appeals Board will be appointed by the University Title IX Coordinator, on a per-case basis from a pool of trained members: no less than 6 faculty and 6 staff. All Board members are appointed annually and serve from October 1 - September 30.

2. The pool of candidates for the University Appeals Board shall be nominated by:

   - The Faculty Senate, Executive Committee (faculty members).
   - Vice President for Student Affairs and Vice President for Finance and Administration (staff).

3. In the case of a faculty respondent, at least three members of the University Hearing Board shall be faculty, in the case of a professional staff respondent; at least three members of the University Hearing Board shall be staff (except in cases where there is not sufficient availability in the pool of trained members).

4. The complainant and/or respondent can request board members to recuse themselves from the appeal hearing for actual or perceived bias or other conflict of interest. The final decision regarding this request will be made by the University Title IX Coordinator based on the information provided by the requesting party. Board members may also recuse themselves if they feel they cannot or should not hear a particular case.

5. The University Appeals Board will be trained by the University Title IX Coordinator regarding hearing procedures, evaluation of evidence, Title IX requirements and other relevant subjects, as needed.

6. Individuals cannot serve on both the University Hearing Board and the University Appeals Board during the same academic year.

**Rights of the Complainant**

1. The right to have a support person or advisor throughout the process, who may also be legal counsel.
2. The right to remain present, either in person or via live feed, throughout the entire hearing (not including the deliberative process).
3. The right to attend a pre-hearing meeting with the University Title IX Coordinator or designee.
4. The right to have access to existing campus counseling and support services.
5. The right to interim services to prevent reoccurrence of the behavior.
6. The right to freedom from retaliation by the respondent (or supporters of the respondent).
7. The right to be notified of the time, date and place of the scheduled hearing at least 72 hours prior to the hearing.
8. The right to submit a statement of how the misconduct has impacted the educational, living and/or working environment of the complainant.
9. The right to know the outcome of the investigation, the outcome of the hearing, appeal and the sanctions, remedies and corrective actions taken by the University.
10. The right to be informed of the ability to request changes in academic, employment and living situations.
11. The right to request a single appeal of the outcome of the University Hearing Board's decision and recommended sanctions (if necessary).

**Rights of the Respondent**

1. The right to a support person or advisor throughout the process, who may also be legal counsel.
2. The right to remain present during the entire hearing either in person or via live video feed (not including the deliberative process).
3. The right to attend a pre-hearing meeting with the University Title IX Coordinator or designee.
4. The right to have access to existing campus counseling and support services.
5. The right to freedom from retaliation by the complainant (or supporters of the complainant).
6. The right to notice of allegations and the opportunity to testify.
7. The right to be presumed not responsible unless shown responsible by a preponderance of the evidence.
8. The right to a timely hearing.
9. The right to notification of the charges, the specific rule or policy violated, and the time, date and place of the scheduled hearing at least 72 hours prior to the hearing.
10. The right to notification of any information that may be used in the hearing.
11. The right to request a single appeal of the outcome of the University Hearing Board's decision and recommended sanctions (if necessary).

**Sanctions, Remedies and Corrective Actions**

Violations of this policy will be addressed through the sanctions, remedies and corrective actions listed below. The severity of sanctions, remedies or corrective action depends on the facts and circumstances of the offense and/or any history of past conduct that violates this policy. Sanctions, remedies and corrective actions could include (but are not limited to):

- A requirement not to repeat or continue the conduct.
- Reprimand.
- Reassignment.
- Suspension.
- Termination of employment.

- Expulsion.

**Student Records**

**Compliance with the provisions in this policy does not constitute a violation of the General Education Provisions Act (20 U.S.C. § 1232g; 34 CFR Part 99), commonly known as the Family Education Rights and Privacy Act of 1974 (FERPA).**
**Longwood student records policies comply fully with the Family Educational Rights and Privacy Act (FERPA) of 1974, as amended, of the General Education Provisions Act. The accumulation, processing, and maintenance of student data by the University are limited to that information, which is necessary and relevant to the purposes of the University. Personal data of students will be used only for the purpose for which it is collected.**

**Academic Freedom and Free Speech**

This policy does not allow censorship of constitutionally-protected speech, which is valued in higher education and by Longwood University. In addressing all complaints and reports of alleged violations of this policy, Longwood University will take all permissible actions to ensure the safety of students and employees while ensuring free speech rights of students and employees. This policy does not in any way apply to curriculum and curriculum decisions or limit the use of particular textbooks or curricular materials.

# Deficits

## Section 4-3.01 Requirements

Section 4-3.01 of the 2015 Appropriation Act prohibits agencies from obligating or expending general fund amounts in excess of appropriations or obligating or expending at a rate that would result in expenditures in excess of nongeneral fund revenue collections and appropriations, without prior approval by the Governor. The prohibition from incurring a deficit applies to legislative, judicial, and executive branch, and independent agencies that are designated in the Appropriation Act by title and assigned a three digit agency code by DPB.

Agency analysis and monitoring of expenditures against cash, allotments, and appropriations are critical to avoid incurring a deficit at the close of the fiscal year. Agencies must alert DPB as soon as possible if a problem is detected and anticipated at year-end close. Agencies **should not** wait until year-end close is underway if it is currently aware of a potential deficit.

Agencies **should not** assume that expenditures in excess of appropriations will be met from unappropriated nongeneral funds, by transfers from other current appropriations, or from appropriation of a prior-year, unexpended balances. Each agency's request for an appropriation allotment or any other action which requires executive approval will be treated (in the absence of any specific statement to the contrary) as the representation that approval of the request will neither directly nor indirectly result in a deficit.

Pursuant to § 4-3.01, if any agency violates any of the prohibitions stated above and incurs an unauthorized deficit, the Governor is directed to withhold approval of such excess obligation or expenditure. The section stipulates that there will be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to appropriate funds to address the unauthorized deficit. Instead, those members of the governing board of any such agency who shall have voted therefore, or its head if there be no governing board, making any such excess obligation or expenditure shall be personally liable for the full amount of such unauthorized deficit and, at the discretion of the Governor, shall be deemed guilty of neglect of official duty and be subject to removal from his/her position.

## Required Form

Section 4-3.01 also requires the Governor to bring the deficit provision to the attention of the members of the governing board of each state agency or the agency head if there is no governing board. Consistent with this provision, the agency head is directed to acknowledge the receipt of this notification by completing the form found in ***Appendix A***. The form is also available on DPB's Web site at the following link: http://www.dpb.virginia.gov/forms/20150423-1/DeficitProvisionAcknowledgementForm.doc

A signed form is required from each cabinet secretary and all agency heads in the legislative, judicial, and executive branches and the independent agencies. **Acknowledgement cannot be**

**delegated and must contain the original signature of the cabinet secretary or agency head.** The signed form must be returned to the following address by Monday, **July 17, 2015:**

Budget Operations, Debt Acknowledgment
Department of Planning and Budget
Patrick Henry Building, Room 5040
1111 East Broad Street
Richmond, Virginia 23219-1922

The heads of agencies with governing boards must also provide each board member with a copy of this notice and of §4-3.01. The governing boards are those specified as supervisory boards in §2.2-2100, Code of Virginia. Agency heads are also requested to provide the material to any board members and fiscal officers who may be appointed in the future.

# APPENDIX A

## Deficit Provision Acknowledgment Form

To: Director, Department of Planning and Budget

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**Section A**

**All Agencies**

I have received and read your instructions regarding indebtedness of state agencies.

Agency Name Longwood University Agency Code 214

Cabinet/Agency Head Name Taylor Reveley IV

Cabinet/Agency Head Signature _____

*(Personal signature is required and cannot be delegated)*

Date _____ , 2015

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**Section B**

**Supervisory Board (§2.2-2100 of the Code of Virginia)**

I have provided each member of the board of this agency with a copy of the notice in this memorandum and I will provide the same material to those appointed to the board in the future.

_____

*(Personal Signature of Agency Head)*

Date: _____, 2015

---

***Originals only!***
***Copies, e-mails, or faxes of this form will not be accepted.***

***By July 17, 2015, mail form to:***
Budget Operations, Deficit Acknowledgment
Department of Planning and Budget
Patrick Henry Building, Room 5040
1111 East Broad Street
Richmond, Virginia 23219-1922

## § 4-3.00 DEFICIT AUTHORIZATION AND TREASURY LOANS

### § 4-3.01 DEFICITS

a. GENERAL:

1. Except as provided in this section no state agency shall incur a deficit. No state agency receiving general fund appropriations under the provisions of this act shall obligate or expend moneys in excess of its general fund appropriations, nor shall it obligate or expend moneys in excess of nongeneral fund revenues that are collected and appropriated.

2. The Governor is authorized to approve deficit funding for a state agency under the following conditions:

a) an unanticipated federal or judicial mandate has been imposed,

b) insufficient moneys are available in the first year of the biennium for start-up of General Assembly-approved action, or

c) delay pending action by the General Assembly at its next legislative session will result in the curtailment of services required by statute or those required by federal mandate or will produce a threat to life, safety, health or property.

d) Such approval by the Governor shall be in writing under the conditions described in § 4-3.02 a Authorized Deficit Loans of this act and shall be promptly communicated to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval.

3. Deficits shall not be authorized for capital projects.

4. The Department of Transportation may obligate funds in excess of the current biennium appropriation for projects of a capital nature not covered by § 4-4.00 Capital Projects, of this act provided such projects a) are delineated in the Virginia Transportation Six-Year Improvement Program, as approved by the Commonwealth Transportation Board; and b) have sufficient cash allocated to each such project to cover projected costs in each year of the Program; and provided that c) sufficient revenues are projected to meet all cash obligations for such projects as well as all other commitments and appropriations approved by the General Assembly in the biennial budget.

b. UNAUTHORIZED DEFICITS: If any agency contravenes any of the prohibitions stated above, thereby incurring an unauthorized deficit, the Governor is hereby directed to withhold approval of such excess obligation or expenditure. Further, there shall be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to make any appropriation hereafter to meet such unauthorized deficit. Further, those members of the governing board of any such agency who shall have voted therefor, or its head if there be no governing board, making any such excess obligation or expenditure shall be personally liable for the full amount of such unauthorized deficit and, at the discretion of the Governor, shall be deemed guilty of neglect of official duty and be subject to removal therefor. Further, the State Comptroller is hereby directed to make public any such unauthorized deficit, and the Director, Department of Planning and Budget, is hereby directed to set out such unauthorized deficits in the next biennium budget. In addition, the Governor is directed to bring this provision of this act to the attention of the members of the governing board of each state agency, or its head if there be no governing board, within two weeks of the date that this act becomes effective. The governing board or the agency head shall execute and return to the Governor a signed acknowledgment of such notification.

c. TOTAL AUTHORIZED DEFICITS: The amount which the Governor may authorize, under the provisions of this section during the current biennium, to be expended from loans repayable out of the general fund of the state treasury, for all state agencies, or other agencies combined, in excess of general fund appropriations for the current biennium, shall not exceed one and one-half percent (1 1/2%) of the revenues collected and paid into the general fund of the state treasury as defined in § 4-2.02 b. of this act during the last year of the previous biennium and the first year of the current biennium.

d. The Governor shall report any such authorized and unauthorized deficits to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval. By August 15 of each year, the Governor shall provide a comprehensive report to the Chairmen of the House Appropriations and Senate Finance Committees detailing all such deficits.

# Longwood University

## Course Fees

| | 2014-2015 | 2015-2016 | $ Increase |
|---|---|---|---|
| Supervisory Fee for Internship in Community Health (HLTH 684) | 0 | 150 | 150 |

## Fees

| | 2014-2015 | 2015-2016 | $ Increase |
|---|---|---|---|
| Graduate Deposit Fee | 50 | 100 | 50 |

## Summer School Fees

Per Credit Hour Rates:

| | 2014-2015 (Summer 2015) | 2015-2016 (Summer 2016) | $ Increase |
|---|---|---|---|
| Comprehensive Fee * | | | |
| Undergraduate | 50 | 51 | 1 |
| Graduate | 30 | 31 | 1 |

* Applies to both Residential and Commuter Students and to all Credits ( On-Campus, Off-Campus and Online)

## ACTION ITEM

### Approval of Candidate for Emeritus Status

**ACTION REQUESTED**: On behalf of the President, I move that the faculty member listed below be awarded Emeritus status.

**BACKGROUND:** As stated in the Faculty Policies and Procedures Manual (page 130), the honorary rank of Emeritus may be awarded to the retiring faculty members who:

a. Have given 20 years of service to Longwood University
b. Have attained the rank of Associate Professor or Professor
c. Have provided a quality of performance to merit the distinction of the emeritus rank

The department involved may nominate retiring faculty for emeritus rank. The nominations are submitted through the appropriate College Dean to the Vice President for Academic Affairs, who will make the recommendation to the Board of Visitors.

**RATIONALE**: Bestowing this honor upon valued members of Longwood's faculty provides an opportunity to continue to draw upon their expertise while formally recognizing their distinctive service to Longwood. Emeriti faculty may attend meetings of the Faculty Senate as non-voting members, march in academic processions, when feasible be given office space and research facilities, present guest lectures on invitation, be listed in the faculty roster and university catalog as emeriti faculty, be invited where appropriate to serve on master's thesis and honors committees, and be eligible to audit one course per semester. The following faculty member is recommended for this honor.

Dr. Rachel T. Mathews, Professor of Special Education

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# Academic Affairs

***Ken Perkins, Vice President & Provost***

**Highlights**

- Provost transition proceeding according to schedule
- A record 70 students participated in the interdisciplinary academic program Longwood@Yellowstone

Since the last report, Academic Affairs has been quite busy with a provost transition, two commencements, and the routine work of concluding the semester and preparing for summer school, orientation, and registration.

Dr. Joan Neff has been engaged in meetings with the staff, deans, and directors. Both the national search and the transition process have been healthy for Longwood in general and Academic Affairs in particular.

The graduate and undergraduate commencements went smoothly. This was the first time in recent history that a student could, according to a new procedure advocated by students, participate without having completed all credits for their degree. About fifty students who were no more than seven credits short of degree requirements walked across the platform. Quite unlike most years, there were no student or parent complaints filed in Academic Affairs about being denied participation in commencement.

The third graduate commencement had a record number of attendees (students, friends, families). It appears that this separate commencement is being well received.

Conclusion of the semester means closing out the majority of faculty recruitment efforts. It appears that Longwood will begin the 2015-2016 academic year with only a few vacant tenure track positions – the fewest in recent years. Regarding new incoming faculty, the Center for Academic Faculty Enrichment, working with Information Technology and Human Resources, now has a system in place so new faculty can receive their email and log-ins close to their "contract sign" date. The year-long program begins at "point of hire" and includes a New Faculty Blog that will be updated throughout the year.

The Academic Core Curriculum Committee, which is developing the new general education curriculum, will continue its work through the summer and should have a draft of student

learning goals and outcomes and a tentative structure of the program to initially present to faculty and other stakeholders this fall. A team of faculty will be attending the Association of American Colleges and Universities' summer institute on General Education and Assessment in Oklahoma the first week in June.

A series of customary end-of term faculty leadership transitions are forthcoming:

- Dr. Jake Milne will replace Dr. Brian Bates as chair of the Department of Sociology, Anthropology, and Criminal Justice Studies;
- Dr. Stephanie Buchert will replace Dr. Eric Laws as chair of the Psychology Department;
- Dr. Rena Koesler will replace Ms. Sharon Menegoni as interim chair in the Department of Health, Athletic Training, Recreation, and Kinesiology (HARK);
- Dr. Chris Register will replace Dr. Wayne McWee as chair of Theatre, Art, Graphic, and Animation Design; and,
- Dr. Gena Southall will replace Dr. Pat Lust as Director of Liberal Studies. Dr. Lust has served in this position for six years.

Additionally, the HARK department will return over the summer to a fresh and healthy Willet Hall.

Finally, a record 70 students participated in this year's Longwood@Yellowstone program – a seven-day journey through Wyoming and Montana. They were joined on the trip by the rector of Longwood's Board of Visitors and seven faculty members from various academic disciplines.

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# Administration & Finance

***Ken Copeland, Vice President***

**Highlights**

- Annual Staff Awards reception held on May 14
- Salary increases take effect on August 10
- New residence hall project is underway
- REF bond finance/refinance closed in late May
- Operating Plan for 2015-2016
- Cardinal conversion project ongoing
- Successful audit completion on May 6

Our annual Staff Awards reception was held May 14 and the following winners were recognized:

- The Award for Excellence: A/P – Manorama Talaiver; Classified – Mary Jo Stockton
- The Distinguished Contribution Award: A/P – Jennifer Cox; Classified – Andrew Ribeiro
- The Outstanding Service Award: A/P – Joanna Baker; Classified – Frances Huddleston

Salary increases were approved by the Commonwealth, effective August 10, 2015. All employees in salaried positions as of May 10, 2015, are eligible for the 2% increase, subject to performance criteria. Classified employees who have completed five years or more of continuous state service will receive a salary compression compensation adjustment of a $65 salary increase for each full year of continuous service, up to a maximum of thirty years. Employees in certain high-turnover roles will receive another 2% on August 10. Our HR office is currently working on contract renewals for A/P and Instructional Faculty that will reflect the same 2% increase.

Our Student Employment Office authorized and compensated 744 students during the 2014-2015 award year as hourly wage work-study employees – 476 under our college work study program and 268 under federal work study – for a total of $1,586,342.14. In addition to these student workers, student employment services also processed payroll totaling $307,576.88 for 406 students who work in other roles such as peer mentors, summer orientation, and Longwood seminar, among others.

LUREF is now working closely with construction firm WM Jordan, the architecture team of Little Diversified and Franck & Lohsen, and LU staff to develop the new residence halls in the

ARC Quad. LUREF will construct two 25,000 square foot buildings with four floors each. The facilities will provide 224 beds for main campus. Construction has commenced and the project is on schedule for substantial completion in July 2016. Total project costs are budgeted at $16.5 million. These are the first residence halls that Longwood has built on main campus since 1992.

LUREF has partnered with Deutsche Bank to issue bonds totaling $110,660,000. This debt is comprised of a reissuance of the bonds for Lancer Park, Longwood Village, and Midtown Landings, and includes new funds to support the development of the new residence halls by ARC.

Over the last few months, the Budget Office has been working to finalize next year's budget. Developing the University's annual budget is a huge undertaking, as consideration is given to all revenue sources and expenditure requirements. Longwood's FY 2016 Operating Plan, enclosed behind Tab 13, is presented for Board approval.

Finance and Information Technology staff continued to devote a considerable amount of time to the Cardinal implementation project. Tremendous effort has been put into building required interface layouts, developing testing plans, and setting up new supplemental data engine elements within Banner that will facilitate our interface processes.

The Virginia Auditor of Public Accounts has concluded its audit of Longwood's financial statements for FY 2014, which ended last June 30. Their full audit report will be available soon. In overview, their audit of the University found:

- The financial statements are presented fairly, in all material respects;
- One internal control finding requiring management's attention, but not considered to be a material weakness;
- No instances of noncompliance with applicable laws and regulations or other matters that are required to be reported.

Finance underwent a reorganization in May. The Accounts Payable and Accounting & Financial Reporting offices have merged under one Director. Additionally, financial tasks that are currently being performed in the Parking office are being moved to Cashiering. We anticipate that efficiencies will be gained with these new organizational structures.

Enclosed behind this tab is a Statement of Revenue and Expenditures for the period of March 31, 2015. This Statement compares E&G and Auxiliary budget projections to actual data. An Auxiliary Reserve Analysis as of April 30, 2015, is also provided.

Finally, in accordance with the Governor's Executive Order 33, 110 designated faculty/staff members submitted Statements of Economic Interest and 13 Board Members completed the Financial Disclosure Statement for the period of January-October 31, 2014 and met the filing deadline of December 15, 2014. The next semiannual filing is due on **June 15, 2015** and will include the period of November 1, 2014-April 30, 2015.

**LONGWOOD UNIVERSITY**
**Statement of Revenues and Expenditures**
**For Period Ending April 30, 2015**

| | BOARD APPROVED ORIGINAL BUDGET | YEAR TO DATE ADJUSTMENT | REVISED BUDGET FORECAST 2014-2015 | | ACTUAL TO DATE 2014-2015 | ACTUAL AS PERCENT OF BUDGET | PRIOR YEAR COMPARATIVE ACTUAL TO DATE | PRIOR YEAR COMPARATIVE ACTUAL AS PERCENT OF BUDGET |
|---|---|---|---|---|---|---|---|---|
| **EDUCATIONAL AND GENERAL** | | | | | | | | |
| REVENUES: | | | | | | | | |
| Tuition | 34,670,138 | 890,527 | 35,560,665 | | 34,636,667 | 97.40% | 29,299,538 | 90.21% |
| Fees | 1,296,876 | 346,296 | 1,643,172 | 1 | 1,482,463 | 90.22% | 1,640,583 | 81.12% |
| State General Fund Appropriation | 26,479,817 | (1,456,656) | 25,023,161 | 2 | 21,431,856 | 85.65% | 20,796,812 | 83.12% |
| Other Sources | 290,500 | 145,431 | 435,931 | 3 | 370,576 | 85.01% | 265,481 | 100.00% |
| Federal Work Study | 50,000 | - | 50,000 | | 50,000 | 100.00% | | 0.00% |
| TOTAL REVENUES | 62,787,331 | (74,402) | 62,712,929 | | 57,971,562 | 92.44% | 52,002,414 | 86.91% |
| EXPENDITURES: | | | | | | | | |
| Instruction | 31,000,671 | (89,646) | 30,911,025 | | 26,318,999 | 85.14% | 24,633,261 | 83.24% |
| Public Service | 548,574 | 20,065 | 568,639 | | 419,258 | 73.73% | 366,964 | 70.11% |
| Academic Support | 10,539,028 | (335,994) | 10,203,033 | | 7,861,939 | 77.05% | 8,078,101 | 82.68% |
| Student Services | 4,491,285 | 37,086 | 4,528,371 | | 3,768,676 | 83.22% | 3,467,478 | 80.86% |
| Institutional Support | 10,033,635 | 452,725 | 10,486,360 | | 8,442,220 | 80.51% | 7,782,130 | 77.84% |
| Operation and Maintenance of Plant | 6,574,139 | (513,972) | 6,060,167 | | 5,080,553 | 83.84% | 5,231,953 | 87.16% |
| Salary Savings | (400,000) | - | (400,000) | | (867,240) | 216.81% | (870,702) | 100.00% |
| TOTAL EXPENDITURES | 62,787,331 | (429,738) | 62,357,593 | 4 | 51,024,406 | 81.83% | 48,689,185 | 82.10% |
| Revenues Over/(Under) Expenditures | - | | 355,336 | | 6,947,156 | | 3,313,229 | |
| **AUXILIARY ENTERPRISE** | | | | | | | | |
| REVENUES: | | | | | | | | |
| Housing Fee and Sales | 19,535,244 | 285,000 | 19,820,244 | | 20,095,401 | 101.39% | 19,314,448 | 100.00% |
| Dining Fee and Sales | 9,321,757 | (174,841) | 9,146,916 | | 9,144,821 | 99.98% | 8,613,623 | 99.96% |
| Comprehensive Fee/Other | 21,333,784 | 334,493 | 21,668,277 | | 21,376,074 | 98.65% | 21,465,931 | 99.90% |
| Federal Work Study | 154,300 | - | 154,300 | | 154,362 | 100.04% | | 0.00% |
| TOTAL REVENUES | 50,345,085 | 444,652 | 50,789,737 | | 50,770,658 | 99.96% | 49,394,002 | 99.64% |
| EXPENDITURES: | | | | | | | | |
| Housing Services | 19,026,153 | 478,749 | 19,504,902 | | 15,525,814 | 79.60% | 14,885,101 | 80.26% |
| Dining Services | 8,746,702 | (168,676) | 8,578,026 | | 8,039,508 | 93.72% | 7,019,907 | 89.26% |
| Athletics | 8,463,002 | 755,173 | 9,218,175 | | 8,081,898 | 87.67% | 8,331,538 | 93.32% |
| Other Services | 11,103,636 | 233,991 | 11,337,627 | | 10,189,089 | 89.87% | 9,517,806 | 90.63% |
| Salary Savings | - | - | - | | (193,836) | 0.00% | (111,976) | 0.00% |
| TOTAL EXPENDITURES | 47,339,493 | 1,299,238 | 48,638,731 | 5 | 41,642,473 | 85.62% | 39,642,376 | 86.48% |
| Revenues Over/(Under) Expenditures | 3,005,592 | | 2,151,006 | | 9,128,185 | | 9,751,626 | |

[1] Includes application fees, course fees, internship fees, ESL program fees, and out-of-state capital fees
[2] Includes $542,707 budget reduction
[3] Includes facility rentals, library fines, payment plan fees, post office income, administrative fees and indirect cost recoveries
[4] YTD adjustments reflect reductions, transfers between programs and insurance pre-payment
[5] YTD adjustments reflect additions or transfers between programs

One-time surplus available for reallocation

Anticipated addition to reserves

# Longwood University
## Auxiliary Reserve Analysis
## As of April 30, 2015

| | Cash Balance 6/30/2014 | FY15 Planned Transfers | FY15 Planned Additions | FY15 Planned Expenditures | Projected FY15 Ending Cash Balance | Calculated Required Reserve | Performance Indicator |
|---|---|---|---|---|---|---|---|
| **General Auxiliary** | 21,171,001 | 187,877 | 1,717,641 | (7,246,072) | 15,830,447 | 4,895,192 | ✓ |
| **Food Services** | 5,413,811 | | 645,055 | (704,918) | 5,353,948 | 3,103,571 | ✓ |
| **Residence Halls** | 13,448,386 | (187,877) | 581,391 | (3,047,071) | 10,794,829 | 7,140,412 | ✓ |
| **Parking** | 1,023,863 | | | | 1,023,863 | 295,733 | ✓ |
| **Conferences** | 563,741 | | 40,980 | | 604,721 | 187,017 | ✓ |
| **Golf Course** | 76,766 | | | | 76,766 | 115,973 | * |
| **Athletics** | 2,534,348 | | | (375,408) | 2,158,940 | 2,821,312 | * |
| **Recreation & Intramurals** | 534,416 | | | | 534,416 | 634,404 | * |
| **Speech, Hearing & Learning Services** | 255,503 | | | | 255,503 | N/A | |
| **Capital Service Center** | 13,865 | | | | 13,865 | N/A | |
| **Bus Transportation** | (20,525) | | 20,525 | | 0 | N/A | |
| | 45,015,174 | 0 | 3,005,592 | (11,373,469) | 36,647,297 | 19,193,614 | |

Planned Expenditures After FY15: 8,176,632

Planned Reimbursements from Bond Proceeds or Donations:

| | |
|---|---|
| Stevens Renovation | 350,000 |
| Baseball Field Backstop | 175,408 |
| Student Success Center | 730,000 |
| New Admissions Building | 240,000 |
| New Academic Building | 320,000 |
| | 1,815,408 |

# 7

# Commonwealth Relations

***Courtney Hodges, Interim Vice President***

**Highlights**

- Alumni participation rates continue to rise
- Legislators visit campus for a tour
- Campus prepares to welcome 3,000+ conference participants this summer

***University Advancement***

As fiscal year 2015 comes to a close, University Advancement continues to yield promising results:

- As of May 20, the total donor count is 4,239. In comparison, FY14 closed out with 3,962 donors.
- With one month remaining, our current alumni participation rate is 9.96%. The alumni participation at the close of FY14 was 9.4%. We are on track to reach our goal of 10% participation by June 30 (the end of FY15).
- Annual giving dollars (unrestricted) are up 6.8% from FY14.
- Restricted dollars are at record high of $812,000.
- *Additional data on advancement performance has been included in subsequent pages behind this tab*

Lancer Line, Longwood's longstanding telefund program, met its fundraising goal this fiscal year. While the program faced staff turnover as well as the introduction of new software, it managed to exceed last year's dollars raised by more than $45,000, and achieved its goal of $285,000. Lancer Line is conducted over a 14-week period. This year, our 19 student callers made 70,052 attempts and completed 14,670 calls.

In the coming months, University Advancement will add two new leadership gift officers. Chris Neal '05, who previously worked in University Advancement before pursuing other opportunities, will rejoin our team on May 26. Jill Manning, who formerly served as the Assistant Director for the Longwood Center for the Visual Arts, will join on June 25. We are optimistic about the impact of having development officers working in the Northern Virginia/Richmond and Farmville/Western Virginia territories.

***Government Relations***
Governor McAuliffe signed the budget for 2014-2016 on March 26, with no additional amendments or vetoes. The General Assembly reconvened on April 15 to vote on the Governor's vetoes and amendments to other legislation, including amendments to two of the campus sexual assault bills that the General Assembly approved in February. The House and Senate unanimously approved Governor McAuliffe's proposed amendments to the bill requiring employees to report incidents of sexual violence to their Title IX coordinator. The House accepted some of the amendments to the transcript bill, while rejecting others. The bill – which Governor McAuliffe signed on April 30 – now requires university registrars to place a notation on the transcript of a student who has been suspended or expelled or who has withdrawn while under investigation for offenses involving sexual violence.

Members of the House Appropriations Committee, the Senate Finance Committee, and the Six-Year Capital Outlay Plan Advisory Committee visited campus on May 19 as part of a four-day capital outlay tour. President Reveley led the members on a tour featuring the sites of the future Admissions Office and the new Academic Building. It was a valuable opportunity for us to talk about state funding priorities and to show off Longwood's beautiful campus.

***Conference & Event Services***
The Conference and Events Services team is preparing for its typically busy summer conference season. We have already hosted four conferences this spring, all very successful.

One of our new groups was the Dominion Environthon Competition, sponsored by the Virginia Association of Soil and Water Conservation Districts. This group of 120 high school students from all across Virginia had been competing at local and regional events throughout the year and came to Longwood for the state championship. They were judged by demonstrating their knowledge of environmental science and natural resource management. We arranged to have Dr. Mark Fink, Chair of our Biological and Environmental Studies Department, to attend their Sunday dinner to welcome them to Longwood and share information on our science programs. The Director of the group said the students loved how we set up their tables under the trees along Brock Commons, which gave them great exposure to our entire campus. Hopefully some of them will select Longwood as their school of choice. In the meantime, our office will be working with their leaders in hopes of hosting them again in 2016.

## Year-to-Date Comparison of Cash Giving through May 20

| Fiscal Year YTD | Annual Giving/ Unrestricted | Restricted | Endowment/ Capital | Bequest | Non-Cash/ Gift-in-Kind | Total Cash Giving | Total Donors |
|---|---|---|---|---|---|---|---|
| **2006 YTD** | $736,713.35 | $545,876.59 | $1,694,104.12 | | $172,364.91 | $3,149,058.97 | 6,165 |
| **2007 YTD** | $698,463.36 | $435,873.57 | $1,129,350.14 | | $170,910.82 | $2,434,597.89 | 5,656 |
| **2008 YTD** | $762,923.21 | $559,099.81 | $1,386,284.36 | $222,509.14 | $140,360.59 | $3,071,177.11 | 5,227 |
| **2009 YTD** | $633,324.36 | $403,834.77 | $907,219.83 | | $263,050.06 | $2,207,429.02 | 4,269 |
| **2010 YTD** | $615,866.65 | $743,976.19 | $2,555,652.77 | $154,000.00 | $84,656.38 | $4,154,151.99 | 4,869 |
| **2011 YTD** | $651,904.27 | $463,164.80 | $764,801.37 | $3,307,549.26 | $109,991.98 | $5,297,411.68 | 4,552 |
| **2012 YTD** | $448,253.58 | $576,516.31 | $986,820.55 | $132,021.26 | $746,086.32 | $2,889,698.02 | 3,954 |
| **2013 YTD** | $453,170.13 | $544,356.52 | $4,597,031.36 | $171,024.44 | $593,204.73 | $6,358,787.18 | 4,025 |
| **2014 YTD** | $430,712.89 | $640,309.91 | $1,194,020.64 | $2,059,039.55 | $48,342.29 | $4,372,425.28 | 3,653 |
| **2015 YTD** | $460,093.58 | $812,523.97 | $735,963.30 | $517,763.09 | $261,831.31 | $2,788,175.25 | 4,239 |
| | **+6.8%** | **+26.9%** | | | | | **+16.0%** |

## Historical Performance Comparison

| Fiscal Yr | Total Contributions (Accrual) | Total Cash | Annual Giving | Total # of Donors | Alumni Participation | Notes |
|---|---|---|---|---|---|---|
| 1996 | $1,245,239 | $1,139,997.36 | $242,337.41 | 6,469 | n/a | |
| 1997 | $1,593,319 | $1,558,793.81 | $244,494.65 | 6,634 | n/a | |
| 1998 | $4,708,123 | $4,523,155.20 | $353,589.97 | 6,720 | **28.56%** | |
| 1999 | $1,831,576 | $1,565,983.56 | $365,821.55 | 6,369 | 25.89% | |
| 2000 | $7,924,958 | $1,978,093.96 | $482,530.04 | 6,681 | 26.32% | |
| 2001 | $4,421,326 | $4,664,498.93 | $617,950.74 | 7,485 | 26.44% | |
| 2002 | $4,015,855 | $4,708,099.53 | $588,388.92 | **7,676** | 25.63% | |
| 2003 | $3,163,952 | $4,009,354.80 | $634,753.92 | 7,061 | 23.13% | *Close of 1st Campaign* |
| 2004 | $1,785,005 | $3,107,662.50 | $731,027.37 | 6,955 | 21.18% | |
| 2005 | $2,619,624 | $2,932,449.26 | $809,203.41 | 7,074 | 19.96% | |
| 2006 | $3,357,761 | $3,109,371.22 | $846,750.29 | 6,566 | 18.86% | |
| 2007 | $5,244,501 | $2,657,360.43 | $834,612.99 | 6,088 | 18.00% | |
| 2008 | $4,874,413 | $2,741,177.62 | **$941,561.19** | 5,661 | 16.36% | |
| 2009 | $2,589,010 | $2,273,453.95 | $762,623.50 | 4,838 | 13.12% | |
| 2010 | $4,285,338 | $4,913,388.32 | $743,983.86 | 5,471 | 13.69% | |
| 2011 | $5,467,831 | $5,538,744.46 | $758,529.94 | 4,969 | 11.41% | |
| 2012 | $3,413,752 | $2,562,474.22 | $614,995.65 | 4,486 | 10.97% | |
| 2013 | **$8,255,002** | **$6,085,191.95** | $552,388.62 | 4,304 | 10.15% | *Close of 2nd Campaign* |
| 2014 | $2,750,800 | $4,622,329.37 | $523,079.41 | 3,962 | 9.47% | |
| *2015 YTD* | *$2,412,552* [(1)] | *$2,526,343.94* | *$460,093.58* | *4,239* | 9.96% | *through 5/20/15* |

[(1)] *As of April 30, 2015*

8

# Intercollegiate Athletics

***Troy Austin, Director of Athletics***

**Highlights**

- Student-athlete success in the classroom
- Softball teams with a strong showing in the postseason

***Academic Success***

The 2014-2015 academic year was one of the most successful years for student-athletes in Longwood's Division I era, highlighted by a class valedictorian, a five-year high in grade point averages, and an entire trophy case worth of academic awards. The exclamation point that punctuated the monumental year in the classroom came during Longwood's annual commencement when senior Kelsey McDonald, a four-year starter and all-conference player on the women's soccer team, was crowned winner of the University's Sally Barksdale Hargrett Prize for holding the highest grade point average in her entire graduating class. Also the first Academic All-American in Longwood's eight-year Division I era, McDonald recorded a 3.99 GPA while studying business administration to become the second Longwood student-athlete to receive valedictorian recognition in the past four years.

McDonald was just one of many Longwood scholar-athlete all-stars from this past year, headlining a list that also included soccer teammate and Big South Graduate Fellowship winner Taylor Cave (3.91, kinesiology) and Big South Lacrosse Scholar-Athlete of the Year Liz Trainer (3.87, exercise science). In total, 53 Longwood student-athletes made the Dean's List during the fall semester, and 56 made it in the spring. Thirteen appeared on the President's List in the fall, and 12 received that honor in the spring, including six members of the women's soccer team.

The performance of those student-athletes boosted the collective grade point average of Longwood's athletics program to 3.07, the highest in five years. Team GPAs ranged from 2.70 to 3.43, with women's soccer taking top marks among all programs and men's golf posting the highest GPA of men's teams at 3.38. Accordingly, McDonald and men's golfer Jason Schumacher took home the school's prestigious Henry I. Willett Scholar-Athlete Award as Longwood's top scholar-athletes.

Men's golf and women's soccer recorded their highest team GPAs in five years, as did men's cross country, men's soccer, field hockey, and lacrosse. The men's basketball team and women's cross country squad logged their highest spring GPAs in the past five years, and women's cross country went on to receive special recognition from the NCAA for compiling their fifth consecutive perfect Academic Progress Rate score of 1,000.

***Longwood Softball***

The Longwood softball program continued its run of Big South dominance, winning both the conference's regular season and tournament championships, and advancing to the NCAA postseason in May. The Big South Championship is the program's second victory in three years of membership in the conference, as is the NCAA Regional berth.

By winning the conference championship, Longwood earned a bid to an NCAA Regional, where they became the second Longwood team to compete in the NCAA postseason. The Lancers' success extended beyond just making the NCAA's field of 64, however, as the Lancers upset in-state foe Virginia Tech, 6-4, in their second game for Longwood's first-ever NCAA postseason victory.

The history-making 2015 team included two-time Big South Player of the Year Megan Baltzell, who leaves as the Big South's all-time record holder in home runs, RBI, walks, and total bases. Even more remarkable is that Baltzell broke all of those records with only three years' worth of statistics counting toward those records, as Longwood was not a member of the league during her breakout freshman campaign. Baltzell also broke numerous school records and cracked the NCAA's all-time top ten in career home runs, putting the Longwood name atop a list that is otherwise dominated by national collegiate athletics powerhouses Tennessee, Arizona, and Oklahoma.

# Student Affairs

***Tim Pierson, Vice President***

**Highlights**

- Adapting to changes in campus climate
- Fortifying Title IX resources
- Transitioning to Potomac Health Care Solutions
- Continued organizational re-structuring

Navigating the complexities of today's university campus climate may be our most challenging and interesting assignment. Numerous factors contribute to this climate, including increased social media dependency, growth in diversity, Title IX and the intricacies of defining "consent," and the influence of alcohol and drug use and abuse. While successfully traversing this environment may be a daunting task for any student, faculty, or staff member, it provides a rich opportunity for personal growth and development. As student affairs professionals, we must be equipped to provide Longwood with the tools to maneuver and educate within this environment. This report describes elements of our approach and the increase in the volume of incidents and opportunities. Our success in building "citizen leaders" is tethered to our ability to develop a climate where peers foster a healthy, responsive, and growth-producing environment.

A successful university is marked by its ability to anticipate, adapt, and respond to the ongoing changes in student needs and demands. For instance, the Department of Education (DOE) recently issued additional guidelines for compliance with Title IX requiring policy and staffing revision. These requirements have served as a test of Longwood's flexibility, and we can report that we are running far ahead of the pack in policy revision, organizational realignment, and program development. While reports filed relating to Title IX rose by 300%, response time, investigations, hearings, and individual follow up, essential for student growth and retention, have been maintained within the expected framework. Additional policy updates are included in this report as the Department of Education issued the most recent "Dear Colleague" letter on April 24, 2015, with further clarifications and expectations for the Campus Title IX Coordinator. In addition, updates regarding the Violence Against Women ACT, which will take effect July 1, 2015, have all been addressed.

The selection of Potomac Health Care Solutions as the University's managing partner for Student Health Services was made in response to growing demands and the need for greater expertise in student health. The transition to Potomac is proceeding on schedule, with the

selection of staff, installation of new software, and development of essential relationships with campus partners.

Refining organizational changes continued in several departments. A Campus Advocate position was added in the Counseling Center, as specified in recent DOE guidelines. The Campus Wellness Coordinator position has been restructured and moved into the Title IX office to focus on education and prevention programming. And the Police Department has established 12-hour patrol shifts (previously eight-hour shifts) in order to maximize officer presence and visibility.

***Student Conduct and Integrity, University Title IX***

The Student Conduct and Integrity office processed 122 student conduct cases during the Spring 2015 semester. Thirty of these cases were heard by the Honor Board, 78 by the Conduct Board, 13 by Administrative Hearing Officers, and one by the University Hearing Board. Three students were suspended and one was expelled as an outcome of these hearings.

Throughout the entire 2014-2015 academic year, 253 cases were heard, seven students were suspended and two were expelled. For comparison, during the 2013-2014 academic year 257 total cases were heard, 24 students were suspended, and two were expelled. This represents a 1.5% year over year decrease in overall student conduct cases. Although there was a decrease in the total number of student conduct cases, a significant increase (176%) was seen in overall Administrative Hearings.

Reports of sexual misconduct have increased significantly. The office received 111 reports of notice for the 2014-2015 academic year. This represents an expected increase over past years. Comparably, 36 reports of notice were received in the 2013-2014 academic year. Of those 111 reports of notice, the office has coordinated 41 Title IX inquiries and investigations, and has provided resources and accommodations for living, learning, and workplace for all reports, as well as the reports where we do not have jurisdiction or formal complaints. Several inquiries and investigations are currently ongoing. Ten formal complaints were filed this academic year, four of which resulted in findings of "Responsible" for violations of the Policy, one remains a permanently pending conduct case due to the withdrawal of the respondent, three resulted in findings of "Not Responsible," and two formal complaints are currently under investigation. Additionally, we had two reports utilize the Informal Procedures process outlined in our Policy.

Recent OCR guidance and additional Commonwealth and federal legislation resulted in several updates to the Sexual Misconduct Policy and the critical need to provide a Campus Advocate as a resource on grounds. Our prevention and education initiatives continue to expand; planning is underway for a new Bystander Intervention training that all incoming students will participate in this fall.

***Dean of Students Area***

The Dean of Students office received and responded to over 4,000 incidents, and assisted with the response to the missing student case and the death of a student. The CARE Team managed cases involving 685 current students, 26 non-students, and 24 students who wished to be readmitted or admitted.

The Director of Commuter Life collaborated with the Registrar's office on "1840," a pilot program for sophomore students that will continue for 2015-2016.

The Director of Residence Life and the Director of Commuter Life served as Instructional Team members for the Longwood@Yellowstone course. Students, faculty, and staff traveled to Yellowstone National Park in May and used the park to explore complex issues related to the stewardship of public lands. The staff works with a variety of Campus Partners, including the Honors College and faculty in multiple disciplines.

*Disability Resources*
To date, approximately 7% of the Longwood population is identified and registered with Disability Resources – 2% more than the national average. Disability Resources is actively working with new incoming students to have them registered for accommodations upon their arrival in the fall. Thus far, the population is largely students with attention deficits and/or learning disabilities. There was a spike in the number of students registering with various anxiety disorders in the latter half of the Spring 2015 semester and the trend is expected to continue.

In conjunction with the First Year Experience office, Disability Resources will offer breakout sessions for parents/guardians twice daily on each Orientation Day in May and June. This will be an opportunity to address parents of students with disabilities, answer their questions, and specifically speak to the differences between secondary and post-secondary education when it comes to resources and accommodations.

The ODR Empowers program will launch on August 18. This two-day orientation program was developed as a means to foster deeper connections on campus as well as a greater knowledge of expectations of university life.

*Commuter Life*
The Director of Commuter Life was invited to a May meeting of the Avenues Neighborhood Association and was able to share more about her work with commuter students and lay the foundation for future partnerships. In addition, the director has continued to provide monthly updates at Town Council meetings.

*Occupancy Management*
There were 2,035 continuing students who participated in the online housing registration process for an assignment in a main campus residence hall or Longwood-managed apartment community. The number of continuing students that participated in the housing registration process is consistent with participation in past years.

In addition, 465 continuing students participated in the off-campus housing intent process to inform the RCL office of their plans to live outside University-managed housing for the 2015-2016 academic year. The participation in this process increased by about 50 students compared to recent years.

*Residence Life*
Professional staff has been working to address student concerns in Longwood living areas through 2,645 activities. They have responded to almost 1,061 incident reports for issues ranging from facilities concerns to suicidal thoughts/ideation.

The office welcomes two new Residence Education Coordinators and a new Area Coordinator who will oversee our Longwood-managed apartment communities beginning July 10, 2015.

*Residential Operations*
Residential Operations focused considerable time on coordinating the closing of the residence halls and the move-out process, and managed the Commencement Guest Housing process, which provided overnight accommodations for 130 participants.

***Student Engagement Unit***
A national search for the Associate Dean for Student Engagement position was conducted in early January. Ms. Cheryl Steele, the sitting Vice President for Student Affairs and Dean of Co-Curricular Life at Sweetbriar College, will be leading the Student Engagement Unit beginning July 24, 2015.

Break Away, a national Alternative Spring Break organization, formally recognized Longwood University staff and students for their outstanding contributions on two experiential, service-learning programs, one in Jacksonville, Florida, and the other at the Grand Canyon.

The Joan of Arc Leadership Program continued its restructuring and growth. Noteworthy changes to the curriculum were made to provide a balance of leadership and student development theories and hands-on experiential service-learning activities. The nexus of the curricular change was to transition students from thinking about leadership as a positional role in a group to developing strong individual leadership competencies as agents of change irrespective of their communities.

Partnerships with community agencies continue to grow through new service-learning projects for students. Highlights include FACES, the Pregnancy Support Center, the Prince Edward County Public Schools, Relay for Life, and the Buckingham County Recreation Office. Student Engagement staff continued to play a key role in developing and expanding upon The Big Event Day of Service in Farmville which included over 80 jobsites and over 320 student participants this year.

Through multiple collaborations across campus, the Walk a Mile in Her Shoes event was expanded to include a keynote by Katie Koestner and over 60 male student volunteers who donned high-heeled shoes for a mile walk around campus to raise awareness regarding the prevention of dating and sexual violence.

Unfortunately, Longwood experienced several of what were perceived to be racially motivated incidents on campus late in the semester. Each reported occurrence was investigated by the appropriate personnel and bias incident reports filed. Support and resources were provided to those students directly affected and diversity trainings offered in two residence hall communities. A roundtable discussion was facilitated that included President Reveley, key staff members, and representatives from culturally-based student organizations as well as SGA. Input has been sought and plans enacted to increase diversity training for faculty, staff, and students as well as

increased student programming. A Campus Climate Survey is scheduled for the 2015-2016 academic year that will help determine additional needed support.

Collectively, the Student Activities and Fraternity and Sorority Life staff continued to make strides in their work with Longwood's unrecognized student groups (down from six unrecognized groups to two). Gamma Psi fraternity was officially recognized in April 2015 by SGA and the Interfraternity Council. The Greek Councils and student leaders continued to partner with campus groups in successful philanthropies and educational programming on a number of important campus issues. One that gained national press included a request from the Theta Chi fraternity to the American Diner Revival Show, which resulted in a nationally-televised renovation of Walker's Diner, a local downtown eatery.

The fourth annual Social Justice In Action Leadership Summit, keynoted by renowned social media and diversity education speakers Vernon Wall and Paul Brown, drew rave reviews from the 85 faculty, staff, and student participants.

Based on internal audit recommendations, the SGA Fiscal Technician position was rewritten. A new staff person was selected, trained, and has now been relocated to the SGA office within the Student Union.

***Wellness Unit***

*Counseling Center*
The new position of Campus Advocate/Mental Health Counselor has been added to the Counseling Center staff. The position, which will be filled this summer, is a master's level counselor who will serve as the University's Title IX victim advocate and mental wellness counselor. The primary roles of this position will be to coordinate campus and community resources to support survivors of violence and/or sexual misconduct. The individual will also carry a half-time load of clients in the Counseling Center.

In conjunction with the Campus Advocate position, the University has reassigned the Wellness Coordinator position to become the Education and Prevention Coordinator. The Education and Prevention Coordinator will focus on educational programs that are directed toward the prevention of sexual misconduct, and alcohol, tobacco, and other drug use and abuse. Other wellness programs that were part of the Wellness Coordinator's role (physical health, fitness, mental/emotional health) will be incorporated into existing positions in the Health Center, Counseling Center, and Campus Recreation.

*Student Health and Wellness Center*
Potomac Health Care Solutions has hired the majority of their staff that will be operating the Student Health Center beginning July 1, 2015. All current staff in the Health Center will transfer their employment to Potomac and will continue to be part of the team serving Longwood University. The Clinic Director has been selected. She has a BSN and a Master's of Science in Nursing Education, and currently works as a shift manager in the emergency room at Centra Southside Hospital and as adjunct clinical instructor at Southside Virginia Community College.

*Campus Recreation*
The Health & Fitness Center hosted Relay for Life for the second year in a row and was another tremendous success. This year's event raised over $64,000, which pushed Longwood's contributions above $500,000 since the initial event in 2003.

The Health & Fitness Center also was the location for the memorial for Longwood student Anjelica "AJ" Hadsell. The candlelight vigil, co-hosted by the Dean of Students office, SGA, and the women's softball club, was attended by over 500 people.

*Longwood University Golf Course*
The golf course hosted the 5th Greater Longwood Invitational on May 5, 2015. Ten teams of faculty, staff, and University supporters enjoyed a great day of golf, as well as dinner (donated by Aramark) at the University log cabin.

***Chief of Police***

Much of this quarter has been spent in facilitating the functional and operational re-organization of the department. The Chief explained the new organizational components to the faculty and staff regarding how these changes will best fit their needs as well as the support LUPD can provide them under this new structure.

The Chief participated in a statewide conference on campus sexual assault and campus violence in the City of Portsmouth. The conference focused largely on Title IX and its significant effect on the working posture and efforts of campus law enforcement.

*Deputy Chief of Operations*
A new training program was developed to authorize people to operate golf carts and utility vehicles on campus.

*Deputy Chief of Administration*
The selection process to fill a vacant dispatcher position was completed. The new dispatcher joins us with years of emergency communications experience, most recently with the Prince Edward and Cumberland Sheriff's offices.

*Emergency Management*
Objectives were met to continue to enhance the University's ability to respond to and recover from any type of hazard. These include:

- The timely submission of the Continuity of Operations Plan (COOP) to the Virginia Department of Emergency Management (VDEM)
- The deployment of the LiveSafe mobile application for students, faculty, and staff to use in the case of an emergency

*Integrated Security Systems*
The Integrated Security Systems office continued its cutting-edge development of monitoring, managing, and executing IPVM and Viconet video surveillance systems, and fire alarm monitoring systems. The IPVM video surveillance system is in the process of being transitioned

to the more powerful Cisco system, moving all to a new camera server with larger storage capacity to maximize adaptability, scalability, and performance.

The Campus Lockdown Simulation was conducted by this office this past semester in order to evaluate the campus capabilities in "locking down" the campus during unexpected crisis events. An evaluation was done and a number of issues were identified that have to be addressed. The office is currently developing strategies and a timeline to address the identified issues.

*Parking Services*
The process of turning over a significant portion of the parking decal sales and parking ticket collection process to the Accounts Payable office began this quarter. By the Fall 2015 semester, all faculty and staff decal sales will become the task of that office and removed from the Parking Services office.

# 10

# Facilities Management and Real Property

***Richard Bratcher, Vice President***

**Highlights**

- Site-work on the new Upchurch University Center
- Maugans Alumni Center in Blackwell Hall is complete and has been granted a Certificate of Occupancy
- Additional capital projects are in the design phase

While the April showers brought us a beautiful campus filled with May flowers, it certainly provided challenges to everyone preparing for the close of the academic year. With a lot of hard work and diligent effort by Facilities staff as a part of a University-wide team, Longwood was ready for the 2015 commencement events. Currently, we are in the customary post-graduation mix of conferences, summer school classes, building repairs and maintenance, and construction projects that will lead us rapidly to the start of the 2015-2016 academic year. There is never a dull moment on the Longwood University campus!

***Capital Projects***

Longwood's capital projects continue to move forward in an orderly fashion with high quality results. The new Maugans Alumni Center has been approved for occupancy; correction of final details and furniture delivery will be completed by early summer. Replacement of Willett Hall's HVAC system is substantially complete, and faculty and staff are re-occupying the building.

*University Technology Center Television and Radio Studio Equipment*

Computers have been purchased and are being installed. A vendor for the Television and Radio Studio equipment has been selected, and a purchase order will be issued as soon as the equipment list is finalized. We anticipate that the equipment will be delivered and installed in early summer. The goal is to allow faculty to work with the equipment during the summer months, and to be able to commence classes in the studio at the beginning of the fall semester.

*Upchurch University Center*

The Commonwealth's Bureau of Capital Outlay Management (BCOM) is currently reviewing the first of the three required plans submissions – schematic drawings. We anticipate that the final plans submission – working drawings – will be reviewed and approved by BCOM by

January or February 2016. Building Construction will begin very shortly thereafter. Initial site work is beginning this summer.

*Sophomore Residence Hall*
Two new residential buildings with a total capacity of 224 beds will be located on the hillside adjacent to ARC Residence Hall. The plans were approved and construction commenced as scheduled in May. The target for occupancy is the start of the fall 2016 semester.

*Student Success Center*
Commonwealth Funding for project construction has been approved, and the architect has started preparing the final of the three required plans submissions – working drawings. We hope that the working drawings will be approved soon enough to issue a solicitation for construction bids in fall 2015, and to start construction in late 2015 or early 2016.

*Admissions Building and New Academic Building*
The 2015 General Assembly authorized these two projects to proceed to the second of three project phases – detailed planning – using non-general funds. Currently, we are working with the projects' design teams and interested University parties, such as future occupants, facilities, safety, and information technology, in anticipation of commencing the detailed planning phase as soon as possible after the start of FY2016. This phase should be complete by late fall 2015.

For more information on campus construction projects, visit http://construction.longwood.edu/

***Capital Project Schedules***

| Project | Project Start | Current Status | Completion |
|---|---|---|---|
| Willett Hall HVAC | 9/1/2012 | Completed | Spring 2015 |
| Maugans Alumni Center | 3/1/2012 | Post-Construction Phase | Summer 2015 |
| Sophomore Residence Halls | 9/1/2013 | Construction Phase | Summer 2016 |
| Student Success Center | 8/1/2012 | Pre-Construction Phase | Spring 2017 |
| Upchurch University Center | 8/1/2008 | Pre-Construction Phase | Fall 2017 |
| Additional Biomass Boiler | 8/1/2013 | Design Phase | Summer 2017 |
| New Academic Building | 7/1/2013 | Design Phase | Summer 2018 |
| New Admissions Office | 7/1/2013 | Design Phase | Summer 2018 |

***Campus Impact Planning***

*Upchurch University Center*
Temporary pedestrian paths and fencing were installed during the Cunningham Residence Hall demolition phase and will remain in place for construction of the Upchurch University Center. To reduce vehicular traffic on Madison Street during construction, parking on Madison Street and in the Jarman lot is now limited to the handicapped, deliveries, and state vehicles. Site infrastructure work is anticipated to commence this fall.

*Maugans Alumni Center*
A certificate of occupancy has been received. Construction fencing, located to the west of and behind Blackwell Hall, will potentially be removed from the site before the end of June 2015 at which time site work will occur. New furniture is scheduled for delivery in mid-June, which will allow the Foundation, Alumni Relations, and University Advancement offices to relocate into the building mid-summer. Minimal external impact is anticipated.

*New Residence Halls*
Fencing has been installed to secure the construction site, located on the green space between ARC Residence Hall and the Greenwood Library. For safety and construction needs, parking along Vine, Redford, and the west side of Race Street has been eliminated. Site-adjacent sidewalks on Vine and Redford Streets will be closed. The Vine Street parking lot will become a staging area for construction materials. Parking Services will coordinate parking alternatives and notify the campus.

*Willett Hall*
This project is essentially complete. Building occupants have been moved back in as of the end of May 2015. Commissioning of the HVAC systems will continue until end of June and into early July. There is no anticipated external impact.

*Student Success Center*
Building construction is anticipated to commence in early 2016. The site is located between Lankford Hall and Greenwood Library on the west side of the Brock Commons parking garage. Alternative locations have been identified for events and student activities impacted by the construction. The west Redford Street vehicular access to the Brock Commons parking garage will be closed during construction; the east side access will remain open. Deliveries to Lankford Hall will be facilitated by temporary site accommodations.

*Coyner Hall*
The occupants have been relocated and the building has been closed in anticipation of renovations, including roof and HVAC system replacement. These renovations are anticipated to take approximately one year to complete. The exterior construction site will be fenced for safety; a portion of the adjacent parking lot located on Chambers Court will be set aside for construction staging. Parking Services will coordinate alternatives and notify the campus.

*Summer Projects*
Several minor construction projects will impact the campus this summer:

- Greenwood Library chiller controls replacement
- Graham Hall roof replacement
- Iler Hall asbestos abatement
- Artificial turf replacement at Johnston Drive field
- Old Steam Plant equipment replacement

The office of Campus Planning and Development will coordinate with building and site users to mitigate potential impacts.

# 11

# Strategic Operations

*Victoria Kindon, Vice President and CIO*

**Highlights**

- Admissions Applications and Deposits Trend Higher in Key Segments
- Commencement 2015 Draws National and Local Media Attention
- Alumni Relations Leader Hired

The Division of Strategic Operations advances Longwood's mission by building and strengthening connections with students at every stage of their relationship with the University – as prospective students, current students, and active alumni. The division works to nurture lifelong relationships through personal interactions and connections, supplemented by the careful analysis and application of data and state-of-the-art information technology. The division comprises of the offices of University Marketing and Communications, Information Technology Services, Alumni Relations, and Enrollment Management and Student Success.

***Retention and Admissions Updates***

*Freshman Progression and Retention Update*

Freshman-to-sophomore retention held relatively steady for the 2013 cohort and there was a slight dip in fall-to-spring retention for the 2014 cohort. Sophomore-to-fall retention will be available in September.

| | Freshman Fall Enrollment | Freshman Fall Enrollment (after exclusions)* | Freshman Spring Enrollment | Freshman Fall-to-Spring Retention Rate | Sophomore Fall Enrollment | Freshman-to-Sophomore Retention Rate |
|---|---|---|---|---|---|---|
| 2012 Cohort (Class of 2016) | 1,007 | 992 | 920 | 91.36% | 809 | 81.55% |
| 2013 Cohort (Class of 2017) | 1,091 | 1,078 | 1,009 | 92.48% | 872 | 80.89% |
| 2014 Cohort (Class of 2018) | 1,102 | 1,074 | 996 | 90.38% | | |

* After IPEDS exclusions such as military and medical leave.

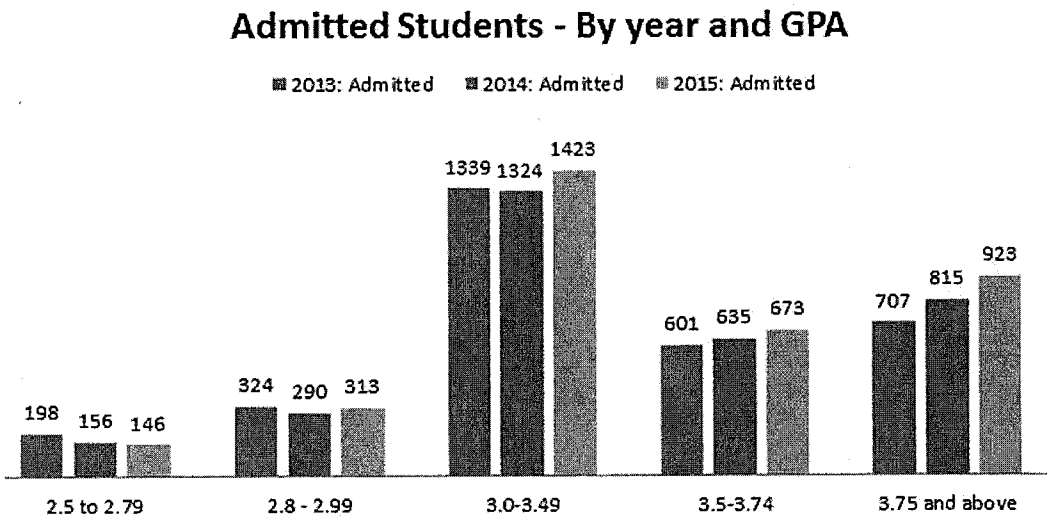
*Admissions Update*

Applications for fall 2015 first-time, full-time freshmen increased overall year-over-year by 3% - 4563 students applied in 2014 and 4682 students applied in 2015.

There was also marked growth in segments of admitted students Longwood is particularly interested in growing.

*Segment 1: Admitted students with GPA of 3.0 and above*

High school GPA is a leading indicator of educational success, especially in the area of retention. That evidence, coupled with our own analysis of what indicators predict success at Longwood, provided us the goal of increasing the pool of admitted students with a high school GPA of 3.0 and above. In addition to meeting that goal (see chart below), 31% more students with a GPA of 3.75 and above applied this year than they did just two years ago.




*Segment 2: Out-of-State students that apply and deposit*

Increasing the out-of-state applicants and enrolled students serves a variety of purposes for Longwood. These students provide marketing and name recognition in their home regions, enrich the diversity of the campus' culture, and generate additional revenue for the University.

| | 2013 | 2014 | 2015 | Year-over-year Comparison |
|---|---|---|---|---|
| Applications | 242 | 477 | 647 | +36% |
| Admitted | 160 | 244 | 390 | +60% |
| Deposits | 31 | 38 | 52 | +37% |

### *University Marketing and Communications*

*Commencement 2015 Draws National and Local Media Attention*

Longwood's commencement speaker, Doris Kearns Goodwin, not only kept graduates on the edge of their seats with her stories of former presidents but also generated good press for the University. Mentions of her keynote address were featured in national media outlets including ABC News (http://go.longwood.edu/abcnews-doriskearnsgoodwin), Huffington Post, and Bloomberg Business. In addition, Professor Bob Webber, Longwood's longtime "voice of commencement," was featured in the *Richmond Times-Dispatch* and on WRIC-8 in Richmond. After the ceremony, a group of Theta Chi fraternity brothers were filmed outside Lancaster Hall with Ty Pennington for an upcoming episode of *American Diner Revival*. The Class of 2015 graduates assisted in the renovation of Walker's Diner in Farmville.

*Content Strategies Continue to Prove Successful*

Audience engagement remains a top priority in all our digital content strategies. While the number of our social posts was about the same as last spring, our engagement metrics jumped dramatically, indicating that we are producing more engaging content. This supports our goal of increasing our online reach and boosting brand recognition. In addition, as part of a competitive internal goal, our number of Facebook fans recently bested University of Mary Washington's total, with Longwood leading by more than 400.

| **Social Media Activity (FB, Twitter, Instagram)** | **Spring Semester 2014** | **Spring Semester 2015** | **YOY Comparison** |
|---|---|---|---|
| Brand Posts | 2,156 | 2,148 | 0% |
| Total Engagement | 28,442 | 65,459 | +130% |
| Engagement per Post | 13 | 30 | +131% |

### *Alumni Relations*

*Assistant Vice President for Alumni Relations Hired*

After more than 40 years as Longwood's alumni leader, Nancy Shelton announced in January 2015 that she planned to retire in March to spend more time with her family in Ohio. As a result, a committee was formed to outline the requirements for the position and begin recruiting. Interviews took place in the spring and finally an offer was made to Ryan Catherwood. He will begin as the new Assistant Vice President for Alumni Relations on July 6, 2015.

Ryan served previously as Director of Engagement Strategy in the University of Virginia's Alumni, Parent Engagement, and Annual Giving Office. There he served on the leadership team of a 24-person office that maintains a $2.5 million annual budget, works with 1,000 volunteers,

and executes more than 1,300 events per year. He has spearheaded a number of initiatives to increase alumni engagement, including leading fundraising campaigns, launching digital content, and overseeing data management projects and training initiatives.

Prior to his time at UVA, Ryan served as Director of Digital Communication and Social Media in the Office of Alumni Affairs at Washington & Lee University. Prior to that he was Marketing and Communications Director at Fishburne Military School. He also worked for PUNCH, an advertising agency in Richmond, and in the hospitality industry, as a sales and marketing manager and banquet manager at two hotel companies. He is a 2003 graduate of the University of Richmond and holds a graduate diploma in business administration from the University of Queensland in Australia.

Ryan is an emerging thought leader in the field of alumni relations and engagement, hosting a bi-monthly web show called "Advancement Live" on www. Higheredlive.com.

### *Information Technology Services (ITS)*

*ITS Governance Committee Established to Prioritize University IT Needs*

ITS formed an IT Governance Committee comprising representatives from each vice president and provost area responsible for the governance and prioritization of IT-related projects. The committee will evaluate projects and ensure they are aligned with the University's strategic plan. In addition, the committee, along with a newly hired business analyst, will evaluate the business process, assess the business impact, and determine the resources needed to complete tasks. The goal is to create University-wide transparency in the allocation of IT-based resources.

*Long-term Plan Established to Address Aging Equipment*

ITS has developed a five-year strategic plan to replace aging classroom equipment. The equipment in most locations is eight-to-ten years old and has exceeded its life expectancy. The plan calls for replacing the equipment every five years to ensure faculty and students have the resources needed for effective classroom instruction. Coordinating with academic departments, ITS also has started a classroom modification process that will create flexible and collaborative spaces designed to meet the individual needs of faculty and departments.

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# Operating Budget and Capital Budget

Longwood's Operating Budget and Plan is customarily presented to the Board of Visitors in the final quarter of the fiscal year. As the BOV has discussed through this fiscal year, it is advantageous for purposes of planning and perspective to review the Capital Budget and Plan as well. Both operating and capital expenditures and planning are likewise coordinated appropriately with officials in Richmond.

The operating budget factors in approved rates for tuition and fees and contemplates $116.8 million in expenditures in FY2016 – $66.9 million for education and general purposes and $49.9 million for auxiliary purposes, with $1.6 million held in reserve for proposed debt service costs associated with the new University Center facility.

The capital budget and plan describes a capital program that includes approximately $112 million in active capital projects. In FY2016, $26.2 million in capital expenditures are contemplated – $9.6 million in state general funds and $16.6 in non-general funds.

# LONGWOOD
UNIVERSITY


# OPERATING BUDGET AND PLAN
# FY 2015 – 2016

# *Table of Contents*

## 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 $283,401were 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

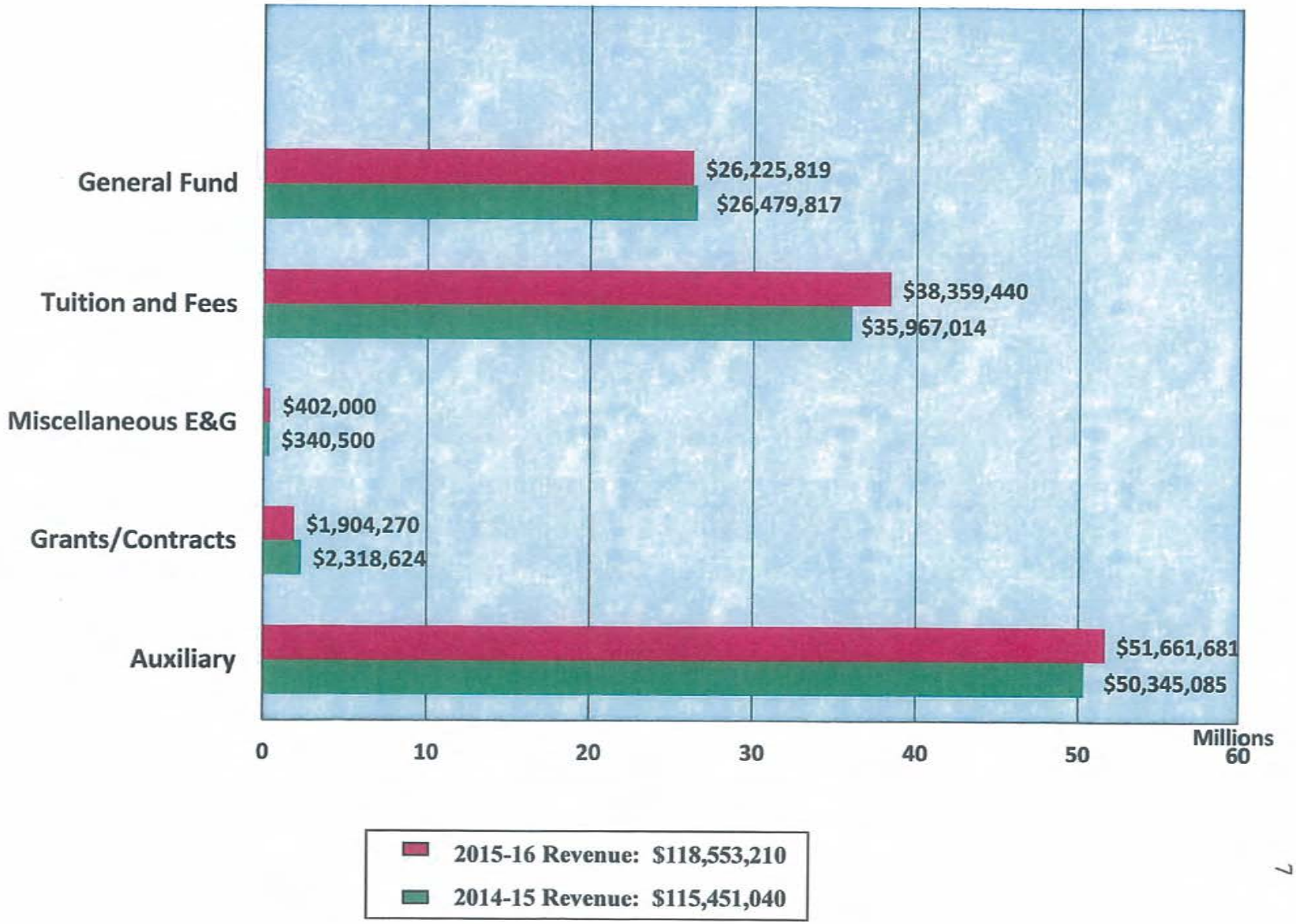
The comprehensive fee is used to support many auxiliary programs and services including: intercollegiate athletics, recreation and intramural programs, the student union, student health and wellness services, the Farmville Area Bus services, debt service, and repair and maintenance on nongeneral fund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

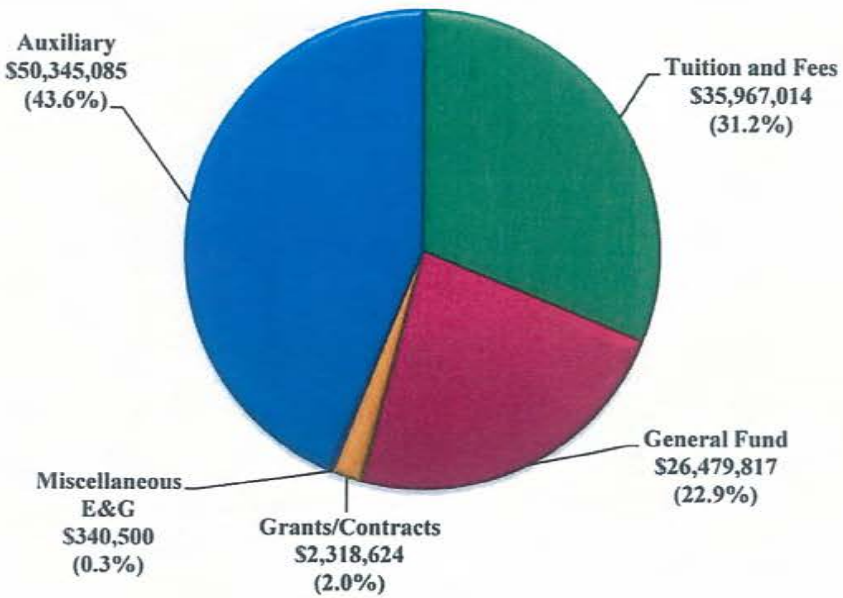
Comprehensive fee revenue also provides funding in the amount of $1,628,166 for future debt service and operating costs associated with the new University Center facility.

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.

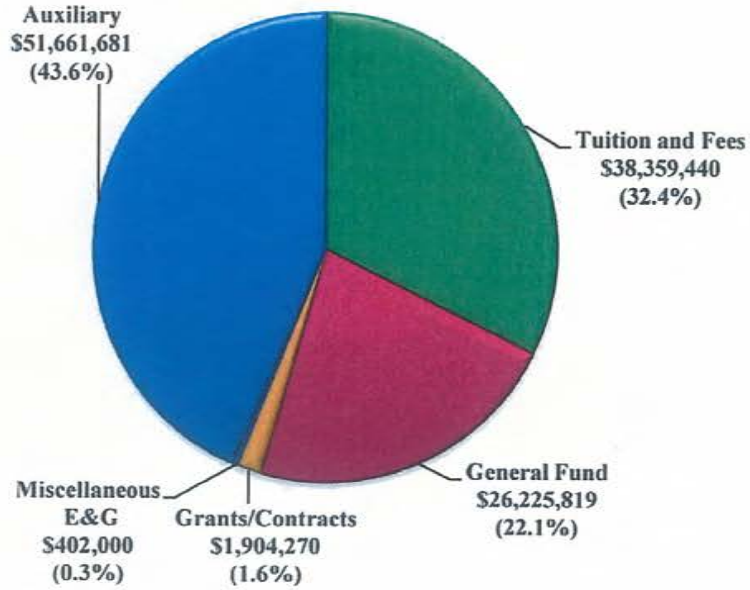
# Total Revenue



# Total Revenue Comparison By Category

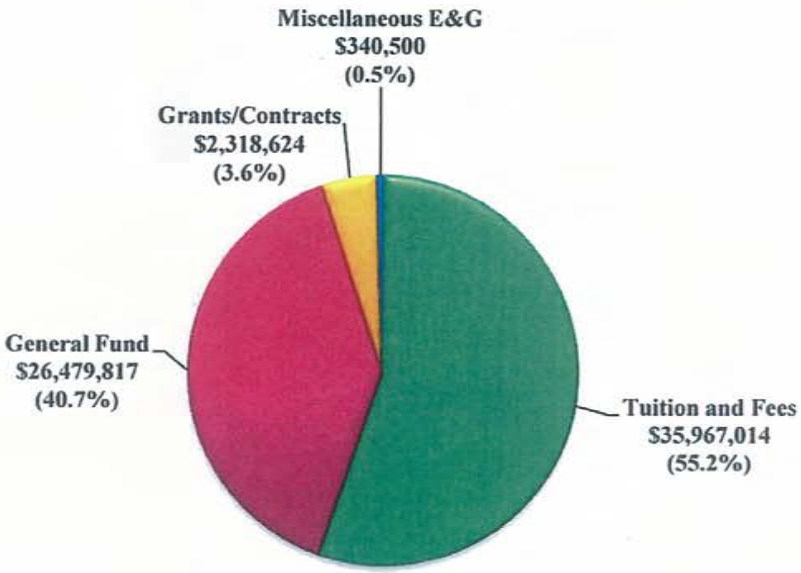



**2014-15 Total Revenue: $115,451,040**

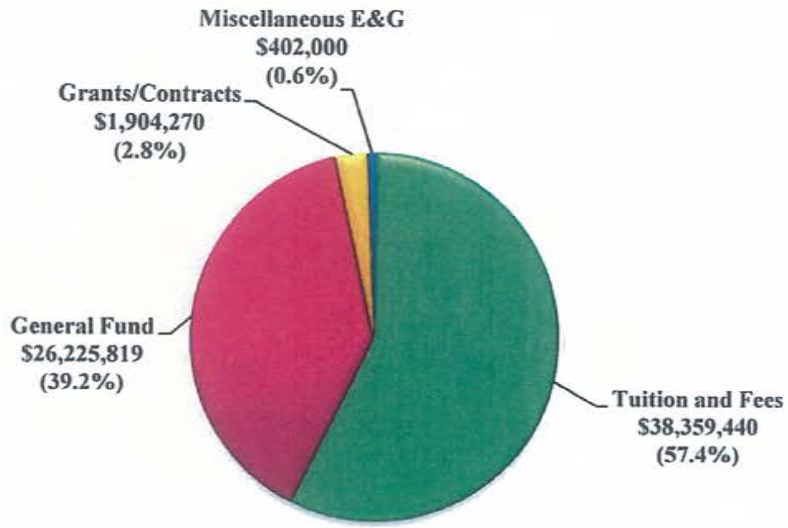



**2015-16 Total Revenue: $118,553,210**

# E&G Revenue Comparison By Category

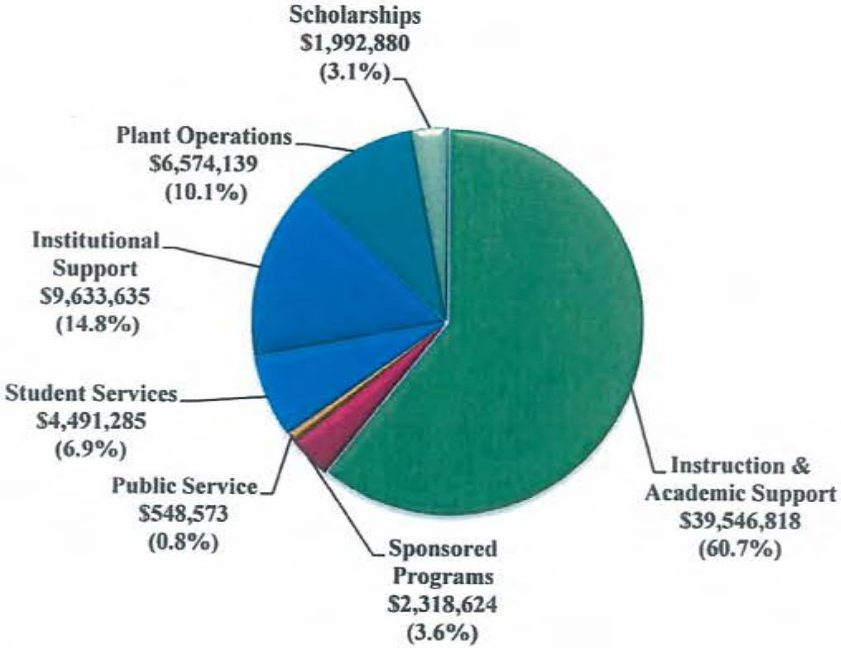



**2014-15 E&G Revenue: $65,105,955**

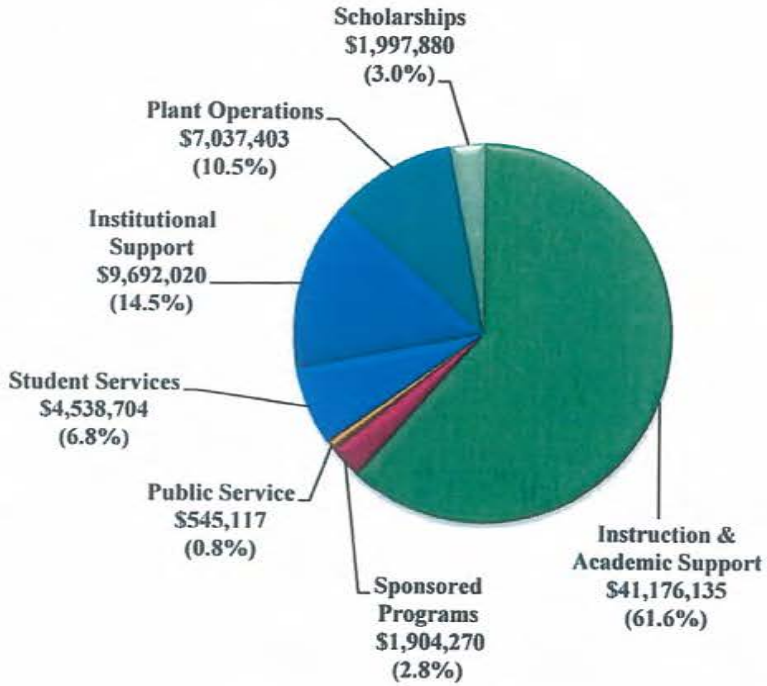



**2015-16 E&G Revenue: $66,891,529**

# E&G Expenditure Comparison By Category

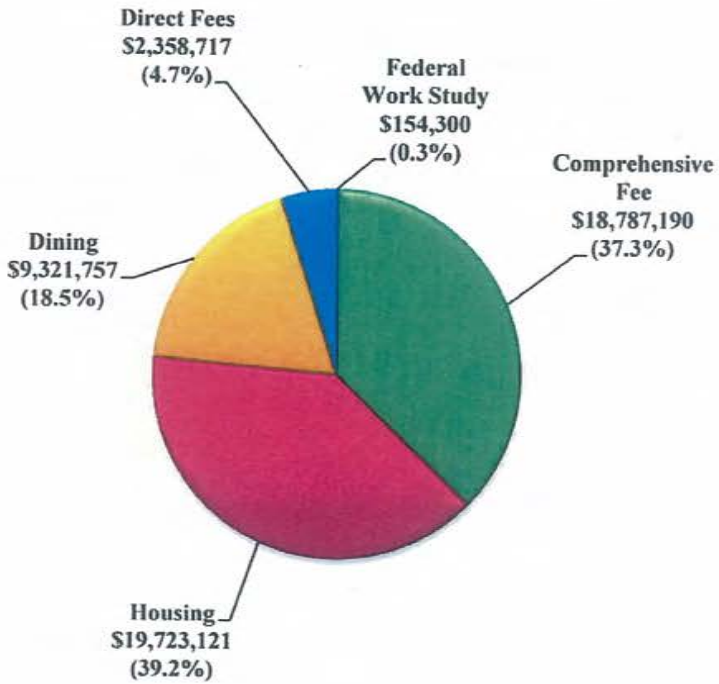



**2014-15 E&G Expenditures: $65,105,955**

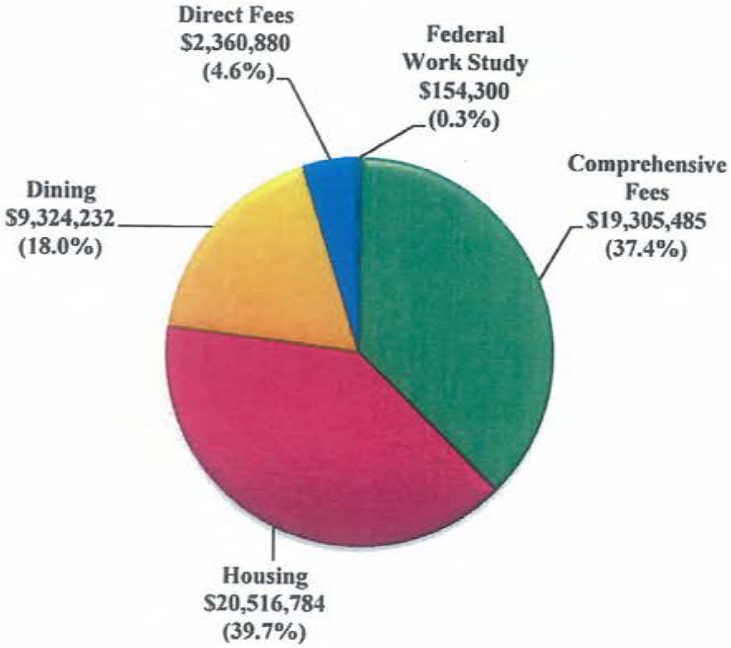



**2015-16 E&G Expenditures: $66,891,529**

# Auxiliary Services Revenue Comparison By Category

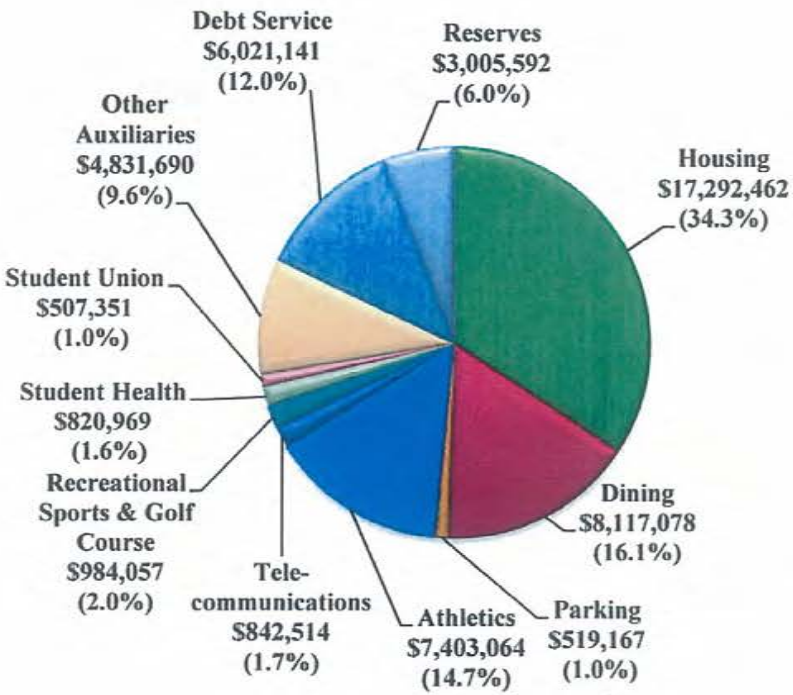



**2014-15 Auxiliary Revenue: $50,345,085**

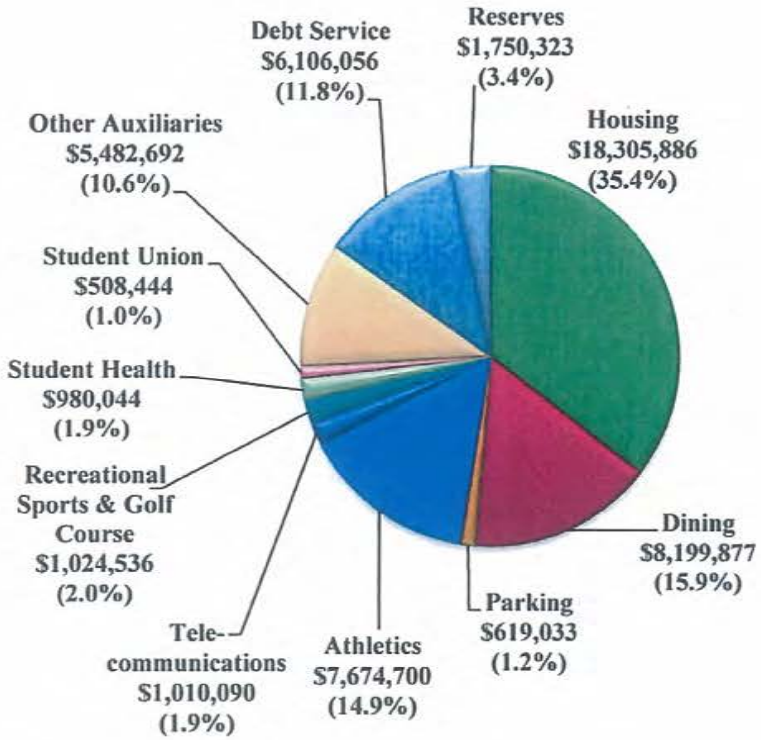



**2015-16 Auxiliary Revenue: $51,661,681**

# 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** | 115,451,040 | 118,553,210 |

*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 |

Continued on next page

**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 | |
| Net (Contribution to Fund Balance) | 0 | 0 |

Continued on next page

# 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.

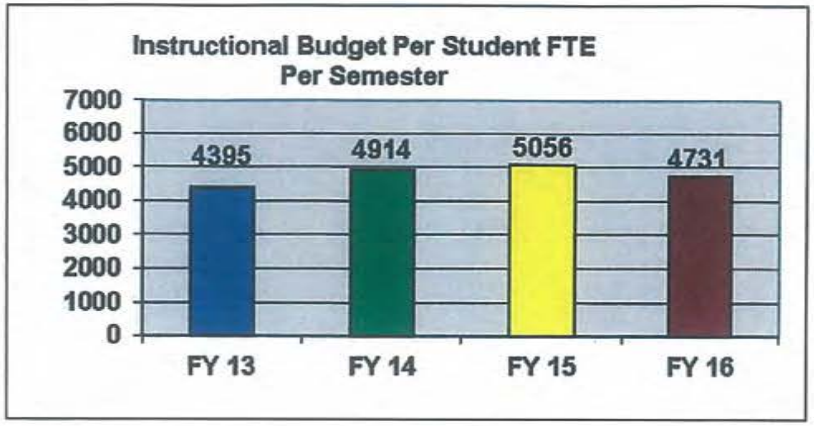
### Longwood University's Current Status

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:**

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

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.

# LONGWOOD UNIVERSITY

**2014-15**

## 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.*

**Board of Visitors**

- Internal Audit

**President**
President's Office

- University Foundation
- Real Estate Foundation
- Alumni Association

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

### Academic Affairs

**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
- CPS

**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

**Cormier 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

- Student Government Association
- Parents Council
- Faculty Senate
- University Planning Council
- Staff Advisory Committee

### 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

***Rector***
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

# Capital Budget and Plan

***Components of the Budget***

Longwood University's capital program is built based upon periodic master planning, development of six-year capital plans, facilities condition assessments, and annual reviews of deferred maintenance priorities. Subsequently, project plans and budgets are developed based upon estimates of the resources required to complete specific projects envisioned in the plans. Project cost thresholds of $25,000 and $2.0 million are used by the Commonwealth to delineate routine operating maintenance, capital maintenance/improvement projects, and capital outlay projects.

As defined by the Commonwealth of Virginia, capital outlay projects typically include:

- The acquisition of real property regardless of cost;
- New construction projects with a total project cost exceeding $1 million for state agencies or $2 million for institutions of higher education;
- Improvements, renovations, repairs, replacement, maintenance, or combination projects for a single building with a total project cost exceeding $1 million or $2 million for institutions of higher education; and,
- Umbrella projects.

Capital outlay projects require the specific approval and appropriation of funds by the General Assembly, regardless of the source of funding. As of FY 2015, requests for capital outlay appropriations will be made on an annual basis, rather than a biennial basis.

Capital maintenance projects whose total costs fall between $25,000 and $2.0 million typically include:

- Modifications to facilities, grounds, and infrastructure to improve programmatic effectiveness and aesthetics as well as operating and energy efficiencies;
- Planned replacement or maintenance of building and infrastructure components; and,
- Maintenance to building and infrastructure components that has been deferred due to shortfalls in normal Operations & Maintenance (O&M) resources.

Individually, these projects do not require the specific approval and appropriation of funds by the General Assembly. As of FY 2015, projects of this type funded by the Commonwealth's Deferred Maintenance Program no longer require Department of Planning and Budget approval.

***Funding Sources***

*General Fund (GF) Appropriations*

*Capital Outlay Projects*
The Commonwealth of Virginia funds capital outlay projects through a pool process. Rather than funding projects individually, they are included in pools of funding provided for various stages of capital development across the Commonwealth. Project costs are reviewed at various stages of design and development. The actual project budget and funding level is set at the end of preliminary design, prior to the development of the construction or working drawings.

*Deferred Maintenance Projects*
The Commonwealth provides funding to address deferred maintenance on facilities and infrastructure supported by Educational & General (E&G) funds. Biennially, the General Assembly appropriates a blanket deferred maintenance project for each agency to address such maintenance. Deferred maintenance on Non-General Funded facilities is the responsibility of the agency.

*Non-General Fund (NGF) Appropriations*

Agencies may fund capital outlay projects with Non-General Funds. These projects can be funded either by cash reserves, philanthropic sources, or through bond funding. All NGF capital outlay projects require an appropriation. NGF capital projects that fall between $25,000 and $2.0 million are considered to be deferred maintenance/improvement projects and do not require an appropriation.

*Operating/Reserve Funds*
Agencies may fund capital projects with operating funds. As indicated previously, these projects fall between $25,000 and $2.0 million. Typically, GF projects will be limited to that fiscal year since those funds may revert to the Commonwealth's general fund. NGF projects may be funded either from O&M funds or from reserves. Reserve-funded projects can cross fiscal years. Projects funded through the Real Estate Foundation (REF) are typically supported through operating leases and management agreements funded by annual operating funds.

***Capital Activity***

*Projects Completed During FY 2015*

Thirty capital outlay, capital maintenance, and improvement projects were completed during FY 2015. The total value over the life of these projects was $42,678,107. Capital

outlay projects totaled $38,796,540 while improvements and capital maintenance projects totaled $3,881,567.

*Capital Outlay Projects*

| Capital Projects | General Fund | Non-General Fund | Total Project Cost |
|---|---|---|---|
| Renovate Blackwell Hall (Alumni Center) | $0 | $4,329,027 | $4,329,027 |
| Stubbs Renovation | $0 | $10,177,000 | $10,177,000 |
| ADA Accessibility | $1,437,000 | $0 | $1,437,000 |
| Replace Willett HVAC System | $2,760,703 | $0 | $2,760,703 |
| University Technology Center | $20,092,810 | $0 | $20,092,810 |
| **Totals** | **$24,290,513** | **$14,506,027** | **$38,796,540** |

*Improvements & Capital Maintenance Projects*

| Project | General Fund | Non-General Fund | Total Project Cost |
|---|---|---|---|
| Repair Greenhouse Chichester | $45,000 | $0 | $45,000 |
| Replace Roof Dorrill Dining Hall | $0 | $750,000 | $750,000 |
| Replace Heat Pumps Dorrill Dining Hall-Study | $0 | $9,925 | $9,925 |
| Replace Exterior Lights | $258,513 | $0 | $258,513 |
| Hardy House Porch Repairs | $131,836 | $120,096 | $251,932 |
| Replace Roof Hull | $250,000 | $0 | $250,000 |
| Replace LCVA Chiller | $0 | $175,000 | $175,000 |
| Greenwood Library Archives Room | $0 | $150,000 | $150,000 |
| Repair Longwood B&B Porch Roof | $0 | $35,400 | $35,400 |
| Replace Windows Maugans Alumni Center | $189,492 | $0 | $189,492 |
| Replace Elevator Maugans Alumni Center | $544,182 | $0 | $544,182 |
| Repair Cornice and Gutters South Ruffner | $0 | $466,000 | $466,000 |
| Replace Willett Gym Lights | $44,250 | $44,250 | $88,500 |
| Replace Baseball Backstop | $0 | $165,036 | $165,036 |
| Refinish Gym Floor Willett | $0 | $39,970 | $39,970 |
| South Tabb Hall Repairs | $43,924 | $3,725 | $47,649 |
| Heating Plant Controls Upgrade | $79,778 | $0 | $79,778 |
| Repairs Blackwell Cooling Tower | $48,473 | $0 | $48,473 |
| Wygal Ceiling and Light Replacement | $37,193 | $0 | $37,193 |
| Blackwell Loading Dock Roof Replacement | $24,365 | $0 | $24,365 |
| Miscellaneous Repairs Tabb | $0 | $46,886 | $46,886 |
| Replace Lights and Emergency Lighting Willett Hall | $0 | $78,294 | $78,294 |
| Replace Ceiling Willett Hall | $0 | $52,223 | $52,223 |
| Replace Floor Finishes -Dance Studio Willett Hall | $0 | $4,619 | $4,619 |
| Paint Walls Willett Hall | $0 | $43,137 | $43,137 |
| **Totals** | **$1,697,006** | **$2,184,561** | **$3,881,567** |

*Active Projects*

At present, Longwood's capital program includes approximately $112 million in active capital projects. Capital outlay projects total approximately $108 million which is comprised of about $2.9 million in fully funded GF projects, $51.7 million in GF pool projects, $37.9 million in NGF projects, and $16 million in REF-funded projects. The reduction of fully funded projects from last year reflects the Commonwealth's move to

funding capital projects through the pool process. Capital improvement and maintenance projects total approximately $4.1 million, which is comprised of about $1.6 million in GF funds and $2.5 million in NGF funds.

*Capital Outlay Projects*

| Project Title | General Fund | Non-General Fund | REF Funding | Total Project Cost |
|---|---|---|---|---|
| Unfunded | | | | |
| Emergency Preparedness – Generators | | $2,013,000 | | $2,013,000 |
| Fully Funded | | | | |
| Modernize Heating Plant Phase 3 | | $424,792 | | $424,792 |
| University Technology Center Equipment | $590,000 | | | |
| Asbestos Abatement | $2,332,000 | | | $2,332,000 |
| University Center | | $35,495,000 | | $35,495,000 |
| Pool Funded (Estimates Only) | | | | |
| Construct Student Success Center (Construction) | $10,093,000 | | | $10,093,000 |
| Additional Biomass Boiler (Construction) | $7,124,040 | | | $7,124,040 |
| Construct Admissions Office (PD only) | $11,768,000 | | | $11,768,000 |
| Construct New Academic Bldg (PD only) | $22,713,000 | | | $22,713,000 |
| Real Estate Foundation | | | | |
| New On Campus Residence Hall | | | $16,000,000 | $16,000,000 |
| **Totals** | **$54,620,040** | **$37,932,792** | **$16,000,000** | **$107,962,832** |

*Improvements & Capital Maintenance Projects*

| Project Title | General Fund | Non-General Fund | Total Project Cost |
|---|---|---|---|
| Replace Roof Coyner | $211,034 | $0 | $211,034 |
| Replace Coyner HVAC | $650,000 | $0 | $650,000 |
| Hardy House Repairs | $151,000 | $204,000 | $355,000 |
| Replace Library HVAC Controls | $158,278 | $0 | $158,278 |
| Replace Deaerator Tank Old Heating Plant | $178,000 | $0 | $178,000 |
| Replace Turf Field-Johnston Drive | $0 | $987,957 | $987,957 |
| Replace Roof Iler-Design | $0 | $40,000 | $40,000 |
| Replace Fire Alarm System Lankford | $0 | $112,000 | $112,000 |
| Lankford Balustrade Re-install | $0 | $120,000 | $120,000 |
| Replace Roof Graham | $205,814 | $100,800 | $306,614 |
| Curry-Frazer Renovations (Alarms, Steps, HVAC Controls) | $0 | $776,704 | $776,704 |
| Replace Water Riser ARC | $0 | $4,726 | $4,726 |
| Upgrade Irrigation System | $0 | $45,000 | $45,000 |
| Resurface Tennis Courts | $0 | $40,000 | $40,000 |
| Replace Doors Willett | $0 | $85,043 | $85,043 |
| Repair Stair Blackwell and Ruffner | $23,000 | $0 | $23,000 |
| **Totals** | **$1,577,126** | **$2,516,230** | **$4,093,356** |

*Planned Projects*

*Capital Outlay Projects*

Longwood was notified by the Department of Planning and Budget (DPB) on May 13, 2015, that agencies must submit their six-year capital outlay requests for 2016-2022 to DBP by June 15, 2015. A prioritized list of capital projects has been formulated, based on finalizing the 2020 Campus Master Plan and beginning the 2025 University Master Plan. The President's Executive Steering Council has considered this list, and will submit it to DBP by June 15. The project list, in priority order, is as follows.

| Draft Longwood University Six Year Capital Plan 2016-2022 -- June 2015 Submission | | | | |
|---|---|---|---|---|
| Project Title (2025 Master Plan Project) | Description | Funding | | |
| | | General | Non-General | Total |
| **2016-2018** | | | | |
| Construct Student Success Center | Request funding for furniture, fixtures, and equipment | $627,000 | $0 | $627,000 |
| Construct New Academic Building | Request to proceed to construction phase for a 43,500 gsf new academic building on the site of the French Tennis Courts (classrooms, research space, academic support space, faculty | Pool Project - approved through Detailed Planning phase | | |
| Construct New Admissions Office | Request to proceed to construction phase for a 21,000 gsf new building to house the Admissions Office | Pool Project - approved through Detailed Planning Phase | | |
| Replace Steam Distribution System | Renovate, repair, and/or relocate steam tunnels and data line banks in the area from Beale Plaza to Wheeler Hall, and to other buildings in that area | $5,219,000 | $2,935,000 | $8,154,000 |
| Construct New Physical Plant Building | Construct a replacement building and ancillary facilities for Bristow Building to house Facilities Management Division and Materiel Management Department | $30,333,000 | $0 | $30,333,000 |
| Renovate Heating Plant Facility | Construct the initial phase of a central chilled water system for north and central campus buildings | $13,528,000 | $11,524,000 | $25,052,000 |
| *Construct Performing Arts Center* | Construct a 500 seat performing arts center with rehearsal facilities and additional Music Department space; construct parking garage (approx. 500 spaces) | $33,000,000 | $17,305,000 | $50,305,000 |
| *Expand and Renovate Willett Hall* | Phase 1 - Construct an addition with multi-use event and activity space; renovate portions of existing building; renovate adjacent Brock Commons; Phase 2 - construct east addition and renovate remainder of existing building; renovate adjacent Spruce St. area | $44,000,000 | $36,000,000 | $80,000,000 |
| *Construct Athletics* | Umbrella project for multi-year improvements, replacement, and renovations to athletics | $0 | $24,650,000 | $24,650,000 |
| *Construct South Main St. Parking Garage* | Construct a parking garage on South Main Street (approx. 500 spaces) | $0 | $17,305,000 | $17,305,000 |
| **Total Additional Project Values Requested 2016-2018** | | **$126,707,000** | **$109,719,000** | **$236,426,000** |
| **2018-2020** | | | | |
| Renovate Lankford Hall | Student one-stop business center, faculty and student collaborative learning space, and other support and service space | $15,000,000 | $5,000,000 | $20,000,000 |
| Renovate South Tabb Hall | Renovate the 9,817 gsf South Tabb Hall for the College of Graduate and Professional Studies | $6,794,000 | $0 | $6,794,000 |
| Renovate Greenwood Library | Renovate the 70,890 gsf Greenwood Library building | $22,963,000 | $0 | $22,963,000 |
| **Total Additional Project Values Requested 2018-2020** | | **$44,757,000** | **$5,000,000** | **$49,757,000** |
| **2020-2022** | | | | |
| Renovate Wygal Hall | Renovate the 24,961 gsf Wygal Hall for the Music Department | $11,591,000 | $0 | $11,591,000 |
| Renovate Coyner Hall | Renovate the 18,300 gsf Coyner Hall for the College of Business and Economics | $6,028,000 | $0 | $6,028,000 |
| Improvements: Building Efficiency | Campus-wide project to reduce steam, electricity, and water consumption in buildings | $4,694,000 | $2,210,000 | $6,904,000 |
| Campus-Wide Stormwater System | Implement a consolidated campus-wide stormwater management project to control stormwater runoff | $3,517,000 | $0 | $3,517,000 |
| *South Campus Residence Hall* | Construct a new 250 bed residence hall | $0 | $27,000,000 | $27,000,000 |
| **Total Additional Project Values Requested 2020-2022** | | **$25,830,000** | **$29,210,000** | **$55,040,000** |
| **Six Year Capital Plan Total 2016-2022** | | **$197,294,000** | **$143,929,000** | **$341,223,000** |
| ***Total Master Plan Projects*** | | *$77,000,000* | *$122,260,000* | *$199,260,000* |

*Note: The project values shown are best estimates as of 5/20/2015 and may change prior to the 6/15/2015 submission.*

*Capital Improvement Projects & Maintenance Projects*

Over the years, a number of capital improvements and maintenance projects have been identified as a part of long range planning, facilities assessments, and the emergence of unforeseen conditions. There are a number of these projects that need to be addressed over the next year. These include projects in our E&G buildings, auxiliary buildings, and those that are split funded.

During FY 2016, there is an additional need for approximately $4.85 million in funding for capital maintenance projects. GF Maintenance Reserve funds will support $2.17 million of the project costs. The remaining will be NGF-supported projects. A number of these projects will cross fiscal year boundaries. The projects include repairs to roofs, life safety systems, auxiliary buildings, athletic facilities, utility infrastructure, and residence halls.

| Priority | Project | Project Cost | FY16 GF | FY16 NGF |
|---|---|---|---|---|
| 1 | Replace Heat Pumps Dining Hall | $1,825,324 | | $1,825,324 |
| 2 | Design Lankford Electrical Service Replacement | $25,000 | | $25,000 |
| 3 | Replace Electrical Service Longwood House | $90,000 | | $90,000 |
| 4 | Install Snow Guards Various Buildings | $40,000 | | $40,000 |
| 5 | Install Railing and Padding Bolding Stadium | $8,000 | | $8,000 |
| 6 | Design Sidewalk/ Stairs Bolding Stadium | $25,000 | | $25,000 |
| 7 | Camera Wells Bolding Stadium | $10,000 | | $10,000 |
| 8 | Replace Boiler Bed and Breakfast | $50,000 | | $50,000 |
| 9 | Tipper Installation | $100,000 | | $100,000 |
| 10 | Install Heated Insulated Valve Cover Box Johnston Drive Field | $7,000 | | $7,000 |
| 11 | Blackwell Servery | $150,000 | | $150,000 |
| 12 | Lancaster Admissions Refresh | $140,550 | | $140,550 |
| 13 | Coyner Refresh (Move Honors, International, Math& CS, English) | $110,400 | | $110,400 |
| 14 | Stevens Refresh (Move Nursing, Allied Health & Liberal Studies) | $55,200 | | $55,200 |
| 15 | Design for Reconfiguration of Graham Lot, Chambers Ct & Madison St | $15,000 | | $15,000 |
| 16 | Design Shop Building Expansion Johnston Drive Field | $30,000 | | $30,000 |
| 1 | Iler Roof | $100,000 | $35,000 | $65,000 |
| 2 | Replace Refrigerant Leak Detection Systems | $47,000 | $25,000 | $22,000 |
| 3 | Replace Dialectric Unions Chilled Water System Library | $30,000 | $30,000 | $0 |
| 4 | Steam Line Condensate Repairs | $74,000 | $43,000 | $31,000 |
| 5 | Repair Lancaster Clock Tower-Clock and Tower | $110,000 | $110,000 | $0 |
| 6 | Repair Colonnades | $130,000 | $130,000 | $0 |
| 7 | Replace HVAC Library | $600,000 | $600,000 | $0 |
| 8 | Retro Commissioning | $15,000 | $15,000 | $0 |
| 9 | Repair/Replace HVAC Controls Campus Wide (E&G) | $775,000 | $775,000 | $0 |
| 10 | Design Only-Wygal Structural | $25,000 | $25,000 | $0 |
| 11 | Replace Window and Exterior Doors Coyner | $290,000 | $290,000 | $0 |
| 12 | Repair Roof Cornice and Gutters Stevens Hall | $30,000 | $30,000 | $0 |
| 13 | Sidewalk Repairs (Ready to Bid) | $60,000 | $60,000 | $0 |
| Totals | | $4,967,474 | $2,168,000 | $2,799,474 |

*FY 2015 Anticipated v. Actual Annual Capital Expenditures*

It was anticipated that approximately $6.2 million of GF and $17.5 million in NGF would comprise an overall $23.7 million capital expenditure over the fiscal year. Actual expenditures were approximately $16.9 million, with the largest differential in NGF capital projects. The largest driver was the timing of construction of the University Center.

| Projects Type | FY15 | | | | | |
|---|---|---|---|---|---|---|
| | Project Budgets | Anticipated | Actual | Project Budgets | Anticipated | Actual |
| | GF | GF | GF | NGF | NGF | NGF |
| **Capital Outlay Projects** | $76,726,174 | $5,134,642 | $5,482,609 | $49,271,027 | $15,397,639 | $8,878,175 |
| **Capital Improvement and Maintenance** | $2,328,100 | $1,053,900 | $1,076,381 | $4,156,475 | $2,116,275 | $1,443,753 |
| **Total Anticipated Expenses** | $79,054,274 | $6,188,542 | $6,558,990 | $53,427,502 | $17,513,914 | $10,321,928 |

*FY 2016 Anticipated Capital Expenditures*

Current anticipated annual capital expenditures for FY 2016 will be predominantly for NGF projects. The primary capital outlay projects on the GF side will be the Biomass Boiler and the Student Success Center. On the NGF side, the primary project is the Upchurch University Center. One anomaly is that $1.48 million in expenses for the GF New Academic Building and the GF New Admissions Office are included in the NGF expenses due to the use of Longwood funding to keep the projects moving in anticipation of a General Obligation Bond next summer. Current estimates for anticipated annual expenditures are reflected in the following table.

| Projects Type | Anticipated General Fund | Anticipated Non-General |
|---|---|---|
| Capital Outlay Projects | $7,637,343 | $12,763,227 |
| Capital Improvements and Maintenance | $1,940,000 | $3,879,703 |
| **Total Anticipated Expenses** | **$9,577,343** | **$16,642,930** |

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# Strategic Priorities

The Board of Visitors adopted the University's 2014-18 Strategic Plan this past September, following discussion and deliberation throughout the University community during the full course of the 2013-14 academic year resulting in strong consensus.

This past December, the Board reviewed and commended the dashboard of principal metrics for the Strategic Plan. The metrics are annual in nature, given the inherent year-long cycle of academia. Going forward, the metrics will be updated in full in the first quarter of each June-July fiscal year. The annual dashboard is included here for reference along with the Strategic Plan.

This tab foremost includes further information regarding the University's Strategic Priorities. This past December, the BOV began to focus work on Strategic Priorities through task forces of BOV members and University executives.

Task forces aligned with the University's Strategic Priorities serve to powerfully advance progress, a forward-looking governance approach different than having a traditional committee structure for the board along operational lines (such as facilities, athletics, etc.). The "task force" model allows the BOV and University to focus on what most needs to improve and change moving forward, and will allow the BOV to continue to function as a "committee of the whole" with regards to standard operational matters, which has been working well for several years now.

As constituted this past December, task force membership is set forth below. At each regular BOV meeting going forward, time will be spent broken out into task force sessions, as well as all together in full session. Between regular BOV meetings, University executives will naturally continue their focus and work on strategic priorities and consult with BOV task force members. The task forces are intended to be deliberative bodies for perspective, ideas, and discussion (and in that regard they do not have chairpersons). Consequential decisions would still be made at the full BOV level.

This tab notes supporting activities and current partial and proxy data for each Strategic Priority --- intended in chief to spur task force discussion. The intent of the Strategic Plan is for precise tactical supporting activities to be fluid and evolving based on what proves truly effective.

## Strategic Priority Task Forces

*Retention & Graduation*
**Hallock and Radcliff** (with Kindon, Perkins, and Pierson)

*Renewing General Education** (see below)

*National Marketing*
**Hansen and Ward** (with Austin, Hodges, and Kindon)

*Foot Traffic by Alumni and Friends*
**Anderson and Johnson** (with Austin, Bratcher, and Hodges)

*Prosperity of One of America's Oldest Two-College Communities*
**Busser and Trigiani** (with Bratcher, Copeland, and Pierson)

*Strengthening the University Community*
**Mobley and Walker** (with Copeland, Perkins, and Pierson)

*Organization, Structuring, and Governance*
**Schwartz and Wertz** (with Copeland, Bratcher, and Austin)

*Regarding *Renewing General Education* (per above), since curriculum reform is a matter for the faculty to consider initially (in the standard system of shared governance in American higher education), this strategic priority will be addressed at a broad consultative level during the period ahead, in which the faculty continues to develop ideas and plans. Faculty representatives will make a next presentation to the BOV this fall to discuss the process and status of "general education" reform.

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## LOOKING TO OUR THIRD CENTURY
## *Strategic Plan 2014-2018*

**Our Mission:** *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.*

**Our Opportunity:**

*A Model for American Higher Education* – few institutions in the country have Longwood's potential to make great progress; we have kinetic energy without the entrenched views prevalent at many institutions

**Our Key Principles:**

*Academic Enterprise at the Heart* – as one of the hundred oldest U.S. colleges and universities and Virginia's third oldest public university, we prize faculty engagement with students, our residential character, research and scholarship, and the role of a broader learning community beyond the classroom in the preparation of citizen leaders

*Transforming Lives* – we are at our best when helping to transform lives, by helping our students to truly realize their potential and by helping keep higher education affordable

*Camaraderie* – we enjoy a distinctive camaraderie, enriched by our many traditions and attention to diversity; a camaraderie that gives us a distinctive advantage when working through challenges and challenging times

**Our Priorities:**

*Retention & Graduation* – it is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

*Renewing General Education* – we can build a powerful curriculum, building on the liberal arts and sciences for citizen leaders, our unique assets such as Hull Springs, the LCVA, and nearby Moton, and our technology

*National Marketing* – institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well-known as it should be

*Foot Traffic by Alumni and Friends* – philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood

*Prosperity of One of America's Oldest Two-College Communities* – Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together

*Strengthening the University Community* – faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring

*Organization, Structuring, and Governance* – we must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources

**Measuring Progress:**

Each part of the University will determine how best to assess progress against these priorities in its own area; here are metrics Longwood will measure and monitor as barometers that will reflect our institution-wide progress:

- Student Progress to Graduation
- Consensus on General Education, Implementation, and Assessment
- Alumni Annual Giving Rate
- Overall Attendance at University Events (Performances, Games, Exhibits, Conferences, Lectures, etc.)
- Total Population of the Local Community
- Compensation for Faculty and Staff
- Composite Financial Index (CFI)

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# LOOKING TO OUR THIRD CENTURY
## *Strategic Plan 2014-2018*

***– Dashboard of Principal Metrics –***

***Retention & Graduation*** -- It is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

**Principal Metric:**
*Student Progress to Graduation*

| Undergraduate | Fall 2010 | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 |
|---|---|---|---|---|---|
| *Applications Prior Year* | *4402* | *4075* | *4167* | *4290* | *4576* |
| Freshmen | 975 | 1055 | 1007 | 1091 | 1102 |
| Sophomores | 781 | 760 | 840 | 809 | 854 |
| Juniors | 746 | 710 | 687 | 774 | 745 |
| Seniors | 654 | 704 | 668 | 635 | 734 |
| 5th year + | NA | 214 | 224 | 259 | 223 |
| Transfers and Part-time | 957 | 744 | 885 | 891 | 907 |

***National Marketing*** -- Institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well known as it should be.

**Principal Metric:**
*Alumni Annual Giving Participation*

| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|---|
| Alumni of Record | 28,829 | 30,360 | 30,024 | 30,868 | 31,700 |
| Alumni Donors | 3,948 | 3,465 | 3,293 | 3,133 | 2,841 |
| % Rate | 13.69% | 11.41% | 10.97% | 10.15% | 9.47% |

***Foot Traffic by Alumni and Friends*** -- Philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood.

**Principal Metric:**
*Overall Attendance at University Events (M&W Basketball, LCVA, Conferences, Events, B&B Nights)*

| FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|
| 25,717 | 29,099 | 28,969 | 25,293 | 34,584 |

***Prosperity of One of America's Oldest Two-College Communities*** -- Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together.

**Principal Metric:**
*Total Population of Buckingham, Cumberland, and Prince Edward Counties (by registered voters)*

| July 2010 | July 2011 | July 2012 | July 2013 | July 2014 |
|---|---|---|---|---|
| 30,030 | 30,714 | 30,841 | 30,794 | 30,635 |

***Strengthening the University Community*** – Faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring.

**Principal Metric:**
*Average Compensation for Faculty and Staff*

| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|---|
| Classified Staff | $37,130 | $37,068 | $38,975 | $39,549 | $40,969 |
| AP Staff | $56,712 | $57,577 | $58,673 | $60,458 | $62,433 |
| Professor | $74,300 | $77,300 | $77,300 | $77,200 | $80,000 |
| Associate Professor | $63,100 | $63,000 | $61,400 | $64,300 | $65,800 |
| Assistant Professor | $52,500 | $53,800 | $55,100 | $57,100 | $59,600 |
| Instructor | $49,000 | $56,400 | $57,200 | $60,000 | $55,700 |
| *All Faculty* | *$59,725* | *$62,625* | *$62,750* | *$64,650* | *$65,275* |

***Organization, Structuring, and Governance*** – We must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources.

**Principal Metric:**
*Composite Financial Index (CFI)*

| 2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|---|
| 2.01 | 4.10 | 4.19 | -1.14 | 3.98 | 3.55 |

**** The Strategic Priority of Renewing General Education will be gauged as a matter of process until the appropriate juncture of implementation.***

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# Retention & Graduation

It is a moral imperative, and likewise catalytic from the standpoint of revenue and the spirit of the University; academic rigor is fundamentally part of the solution, as is affordability

***Task Force***

Board of Visitors: David Hallock, Marianne Radcliff
Administration: Victoria Kindon, Ken Perkins, Tim Pierson

***Principal Metric***

Student Progress to Graduation

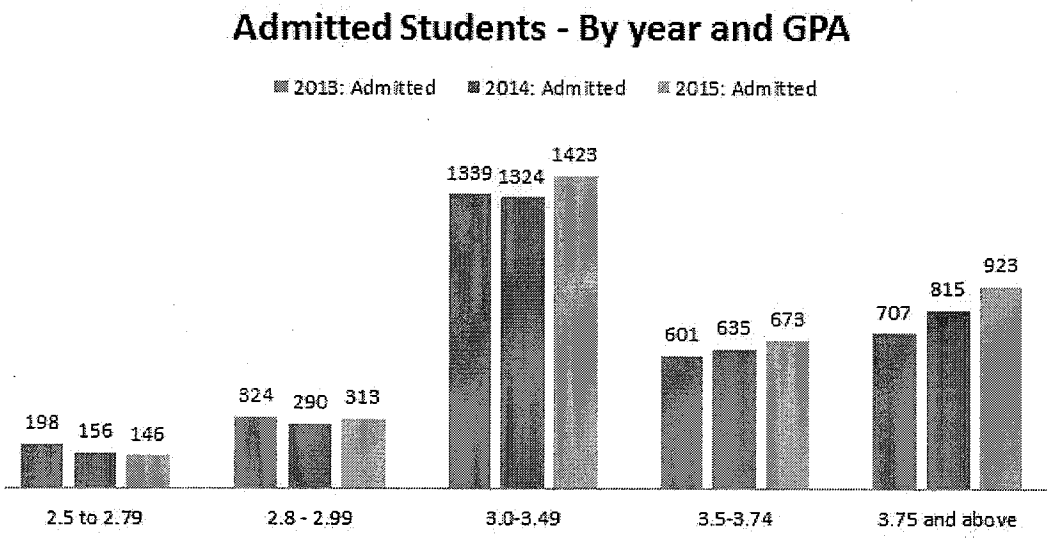
| Undergraduate | Fall 2010 | Fall 2011 | Fall 2012 | Fall of 2013 | Fall of 2014 |
|---|---|---|---|---|---|
| *Applications* | *4402* | *4075* | *4167* | *4290* | *4576* |
| Freshmen | 975 | 1055 | 1008 | [illegible] | 1102 |
| Sophomores | 781 | 760 | 840 | 809 | [illegible] |
| Juniors | 746 | 710 | 687 | 774 | [illegible] |
| Seniors | 654 | 704 | 668 | 635 | 734 |
| 5th year + | NA | 214 | 224 | 259 | 223 |
| Other students (transfers, part-time) | 957 | 744 | 885 | 891 | 907 |
| | | | | | |
| Key for each class: | Class of 2014 | Class of 2015 | Class of 2016 | [illegible] | Class of 2018 |
| Total enrollment | 4113 | 4187 | 4311 | 4459 | 4565 |

***Supporting Activities***

- Strengthening our tracking analysis and reporting capabilities, and utilizing the resultant data to impact our enrollment, retention, and class progression.
- Improving the personalized touch given to students to make the most of their residential experience and academic development.
- Enhancing the mentoring capacity offered to students to compliment classic academic advising.
- Removing bureaucratic obstacles and other barriers to timely degree completion.
- Engaging the most promising students with leadership opportunities and other enrichment activities so that their talents can remain at Longwood throughout their academic careers.
- Increasing the academic credentials of incoming students so that the lowest quartile of each admitted class matches the third quartile.
- Enhancing the University's graduate programs to offer ready opportunities for progression to our undergraduates and to further build the academic excellence of the institution.

***June 2015 Update: Notable Initiatives and Data Points***

- Academic Leadership – Dr. Joan Neff was selected to serve as the University's Provost beginning July 1. A distinguished scholar and Associate Provost at the University of Richmond since 2009, Dr. Neff will continue to expand the strong academic reputation built and stewarded by Dr. Ken Perkins during his tenure as Provost.
- Quality of Incoming Students – High school GPA is a leading indicator of educational success, especially in the area of retention. Our goal is to increase the pool of admitted students with a high school GPA of 3.0 and above. In addition to meeting that goal (see chart below), 31% more students with a GPA of 3.75 and above applied this year than they did just two years ago.




- Retention: Freshman-to-Sophomore and Fall-to-Spring – Freshman-to-sophomore retention held relatively steady for the 2013 cohort; there was a slight decrease in fall-to-spring retention for the 2014 cohort (chart below):

| | Freshman Fall Enrollment | Freshman Fall Enrollment (after exclusions)* | Freshman Spring Enrollment | Freshman Fall-to-Spring Retention Rate | Sophomore Fall Enrollment | Freshman-to-Sophomore Retention Rate |
|---|---|---|---|---|---|---|
| 2012 Cohort (Class of 2016) | 1,007 | 992 | 920 | 91.36% | 809 | 81.55% |
| 2013 Cohort (Class of 2017) | 1,091 | 1,078 | 1,009 | 92.48% | 872 | 80.89% |
| 2014 Cohort (Class of 2018) | 1,102 | 1,074 | 996 | 90.38% | | |
| * After IPEDS exclusions such as military and medical leave. | | | | | | |

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# National Marketing

Institution-wide endeavor and marketing collaboration will make one of the fifty oldest NCAA Division I schools as well known as it should be.

***Task Force***

Board of Visitors: Eric Hansen, Lacy Ward
Administration: Troy Austin, Courtney Hodges, Victoria Kindon

***Principal Metric***

Alumni Annual Giving Participation

| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|---|
| Alumni of Record | 28,829 | 30,360 | 30,024 | 30,868 | 31,700 |
| Alumni Donors | 3,948 | 3,465 | 3,293 | 3,133 | 2,841 |
| % Rate | 13.69% | 11.41% | 10.97% | 10.15% | 8.96% |

*Alumni of Record* - all alumni and alumni non-degree with accurate addresses to whom we mail
*Alumni Donors* - all alumni and alumni non-degree who have made a gift - including soft credit from a spouse/partner gift

***Supporting Activities***

- Offering opportunities for engagement to the entire alumni base to ensure that the University is in contact not just for development purposes but to foster lifetime engagement.
- Increasing University membership in higher education organizations to ensure that Longwood contributes a voice to the ongoing national dialogue.
- Increasing faculty participation in national conferences to expand the reach of their thought leadership within their respective fields.
- Redesigning Longwood.edu to be on the leading edge of university webpages -- one that aids faculty and staff in reaching key constituency groups.
- Expanding our capability and participation on social media platforms to keep up with innovations in how people consume information.
- Likewise, fortifying traditional public relations activities and seizing opportunities to spotlight Longwood activities in television, radio, print, and related media.
- Committing to advertising in key markets to expand Longwood's brand awareness.

***June 2015 Update: Notable Initiatives and Data Points***

- Student Applications – Applications for fall 2015 first-time, full-time freshmen increased overall year-over-year by 3% - 4,563 students applied in 2014 and 4,682 students applied in 2015.
- Out-of-State Applications and Enrollment – Out-of-state students increase marketing and name recognition in their home regions, enhance campus diversity, and generate additional revenue.

A table illustrating an increase in the number of out-of-state applicants and enrolled students is included below:

| | 2013 | 2014 | 2015 | Year-over-year Comparison |
|---|---|---|---|---|
| Applications | 242 | 477 | 647 | +36% |
| Admitted | 160 | 244 | 390 | +60% |
| Deposits | 31 | 38 | 52 | +37% |

- Social Media Audience Engagement –While the number of our social media posts was about the same as last spring, our engagement metrics (see table below) jumped dramatically, indicating that we are producing more engaging content. This supports our goal of increasing our online reach and boosting brand recognition.

| Social Media Activity (FB, Twitter, Instagram) | Spring Semester 2014 | Spring Semester 2015 | YOY Comparison |
|---|---|---|---|
| Brand Posts | 2,156 | 2,148 | 0% |
| Total Engagement | 28,442 | 65,459 | +130% |
| Engagement per Post | 13 | 30 | +131% |

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# Prosperity of One of America's Oldest Two-College Communities

Farmville, Prince Edward, the surrounding region, H-SC, and Longwood stand together where the Civil War ended and Civil Rights began; we will thrive together.

***Task Force***

Board of Visitors: Katherine Busser, Pia Trigiani
Administration: Dick Bratcher, Ken Copeland, Tim Pierson

***Principal Metric***

Total Population of the Local Community *(by registered voters)*

| | Jul-10 | Jul-11 | Jul-12 | Jul-13 | Jul-14 |
|---|---|---|---|---|---|
| **Buckingham County** | 9,900 | 10,131 | 10,194 | 10,033 | 10,032 |
| **Cumberland County** | 6,749 | 6,765 | 6,789 | 6,845 | 6,788 |
| **Prince Edward County** | 13,381 | 13,818 | 13,858 | 13,916 | 13,815 |
| **Total** | 30,030 | 30,714 | 30,841 | 30,794 | 30,635 |

***Supporting Activities***

- Marketing Farmville as a vibrant college town to regional and national audiences.
- Encouraging alumni to participate in Farmville community life, including as retirees moving to the community or small business owners.
- Coordinating activities and events with Hampden-Sydney College to maximize community and student engagement.
- Collaborating with local businesses to allow Lancer Card dollars to be used broadly, which would serve to further connect the community and University, and increase revenues to local businesses.
- Connect campus pedestrians with Main Street by emphasizing this connection in the preparation and implementation of the University Campus Master Plan.

***June 2015 Update: Notable Initiatives and Data Points***

- Longwood-Farmville Economic Cooperation – The University continues to collaborate with the Town of Farmville and local small businesses in areas that advance our common interests and foster economic growth in this college community. Recent efforts include:
  - An expansion in the use of Lancer Card dollars to purchase goods in stores on Main Street
  - Preliminary analysis on relocating the University Bookstore onto Main Street
  - LUREF engagement with private investors to renovate the Weyanoke Hotel into a high-end boutique hotel across the street from campus
- Serving Farmville – University units partnered with community groups in a variety of service-learning projects, including FACES, the Relay for Life, and the Prince Edward County Public Schools. And on March 28, the annual Big Event Day of Service in Farmville continued its upward trend, with more than 320 students volunteering at over 80 jobsites.

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# Foot Traffic by Alumni & Friends

Philanthropy and public support for the University hinge on visits to campus and in-person engagement, since those who see our beautiful campus love Longwood.

***Task Force***
Board of Visitors: Eileen Anderson, Thomas Johnson
Administration: Troy Austin, Dick Bratcher, Courtney Hodges

***Principal Metric***
Overall Attendance at University Events

| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|---|
| M&W Basketball* | 16,371 | 19,153 | 15,375 | 18,858 | 24,301 |
| LCVA^ | 4,382 | 4,982 | 8,630 | 1,471 | 5,319 |
| Conferences and Events~ | 3,916 | 3,916 | 3,916 | 3,916 | 3,916 |
| B&B Nights Occupied< | 1,048 | 1,048 | 1,048 | 1,048 | 1,048 |
| **TOTAL** | **25,717** | **29,099** | **28,969** | **25,293** | **34,584** |

* combined men's and women's home attendance
^ combined total daily visitors plus receptions and education programs
~Estimated attendance at events requiring AV (2013-14 figure used as estimate for previous years)
<Annual Room total nights occupied

NOTES:
LCVA figures for 2009-10 based on average of following 3 years
Figures for B&B occupancy and conferences and events estimate are for 13-14 but also used to provide estimates for prior years

***Supporting Activities and Initiatives***

- Continuing execution of Longwood's Campus Master Plan specifically with a focus on enhancing ease of visiting campus --- regarding parking, signage, accommodations, etc.
- Creating a user-friendly calendar of events, with increased usage among current and prospective students, faculty, staff, parents, alumni, community members, and other stakeholders.
- Conceiving and initiating a broader and richer sequence of events to amplify the work of our students and faculty, and the unique assets of the University.
- Focusing on Commonwealth transportation considerations to enhance accessibility of campus, such as increasing the number of road signs for the University and widening Route 307.

***June 2015 Update: Notable Initiatives and Data Points***

- Campus Improvements – The University Master Plan endeavors to provide students with the facilities they need to thrive in today's educational environment while also maintaining the campus' stunning Jeffersonian/Neo-Palladian architectural style. Progress in the Master Plan in recent months includes:
  - The Frank O. and Katharine Allen Maugans Alumni Center: Opening this summer, the Maugans Center will house the offices of Commonwealth Relations, Institutional Advancement, Alumni Relations, and the Longwood University Foundation
  - Sophomore Residence Halls: These new halls, located on the ARC quad, will strongly reflect Longwood's traditional architectural styles. Construction has commenced and the project is expected to be complete in July 2016.
- In-Person Engagement – The University organized numerous events this spring to attract Longwood alumni and members of the local community to campus. Key events from Spring 2015 included:
  - 2015 Commencement, with keynote by Pulitzer Prize-winning historian Doris Kearns Goodwin at the undergraduate ceremony
  - 16th annual Civil War Seminar, broadcast live on C-SPAN
  - Performance of *A Midsummer Night's Dream* at the Longwood University Theater, April 9-19
  - Dominion Environthon Competition, a natural resources competition for high school students

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# Strengthening the University Community

Faculty and staff compensation must rise substantially; opportunities for professional development must increase; diversity must be fostered; all of which will enhance retention and hiring.

***Task Force***

Board of Visitors: Steve Mobley, Shelby Walker
Administration: Ken Copeland, Ken Perkins, Tim Pierson

***Principal Metric***

Compensation for Faculty and Staff

| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|---|
| Classified Staff | $37,130 | $37,068 | $38,975 | $39,549 | $40,969 |
| AP Staff | $56,712 | $57,577 | $58,673 | $60,458 | $62,433 |
| Professor | $74,300 | $77,300 | $77,300 | $77,200 | $80,000 |
| Associate Professor | $63,100 | $63,000 | $61,400 | $64,300 | $65,800 |
| Assistant Professor | $52,500 | $53,800 | $55,100 | $57,100 | $59,600 |
| Instructor | $49,000 | $56,400 | $57,200 | $60,000 | $55,700 |
| *All Faculty* | *$59,725* | *$62,625* | *$62,750* | *$64,650* | *$65,275* |

***Supporting Activities***

- Improving opportunities for professional development to build the University's human capital and increase the level of employee engagement and satisfaction.
- Increasing faculty and staff compensation as a means of attracting and retaining talent.
- Emphasizing the importance of diversity within the University and working to build a culture of diversity among students, faculty, and staff.
- Expanding day care options for students, faculty, and staff to maximize educational and employment opportunities for working families.

***June 2015 Update: Notable Initiatives and Data Points***

- Faculty and Staff Compensation – Salary increases were approved by the Commonwealth, effective August 10, 2015. All employees in salaried positions as of May 10, 2015, are eligible for the 2% increase, subject to performance criteria.
- Fostering Campus Diversity – The total number of minority students at Longwood has increased from 593 for the 2012-13 academic year to 819 for the 2014-15 academic year, an increase of 38%. Today, 18% of Longwood students are minorities.

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# Organization, Structuring & Governance

We must give continually fresh attention to how Longwood is structured and to our policies, practices, data methodologies, and stewardship of resources.

***Task Force***

Board of Visitors: Brad Schwartz, Bob Wertz

Administration: Dick Bratcher, Ken Copeland, Troy Austin

***Principal Metric***

Composite Financial Index (CFI) – Reflecting the University and University Foundation

| | | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 |
|---|---|---|---|---|---|---|---|---|
| Expendable Net Assets | | 38,170,796 | 45,970,637 | 56,359,577 | 45,250,424 | 48,250,916 | 62,608,032 | 83,152,500 |
| Total Expenses | | 99,239,229 | 103,809,055 | 99,062,525 | 105,136,557 | 115,250,532 | 116,105,359 | 122,828,827 |
| Total Long Term Debt | | 65,093,404 | 69,572,404 | 66,551,889 | 62,034,117 | 59,074,377 | 55,440,188 | 53,489,129 |
| Change in Net Assets | | 2,349,315 | -8,295,951 | 25,282,706 | 29,500,446 | 6,630,599 | 19,172,525 | 19,413,309 |
| Total Net Assets (Beg Year) | | 208,627,384 | 212,544,354 | 191,207,165 | 216,066,485 | 245,566,931 | 252,197,530 | 271,370,055 |
| Net Operating Income | | -594,940 | 3,923,675 | 3,808,716 | 5,804,180 | -10,528,804 | 6,451,432 | 2,938,204 |
| Total Operating Revenues | | 90,561,691 | 98,033,951 | 94,818,692 | 102,681,616 | 104,721,728 | 113,268,027 | 116,604,923 |
| *Primary Reserve Ratio* - Expendable net assets / total expenses | | 0.38 | 0.44 | 0.57 | 0.43 | 0.42 | 0.54 | 0.68 |
| *Viability Ratio* – Expendable net assets / total long term debt | | 0.59 | 0.66 | 0.85 | 0.73 | 0.82 | 1.13 | 1.55 |
| *Return on Net Assets Ratio* – Change in net assets / total net assets (BOY) | | 0.01 | -0.04 | 0.13 | 0.14 | 0.03 | 0.08 | 0.07 |
| *Net Operating Revenues Ratio* – Net Operating Income / Total Operating Revenues | | -0.01 | 0.04 | 0.04 | 0.06 | -0.10 | 0.06 | 0.03 |
| | *Factor* | | | | | | | |
| PRR | 0.133 | 2.89 | 3.33 | 4.28 | 3.24 | 3.15 | 4.05 | 5.09 |
| VR | 0.417 | 1.41 | 1.58 | 2.03 | 1.75 | 1.96 | 2.71 | 3.73 |
| RONAR | 0.02 | 0.56 | -1.95 | 6.61 | 6.83 | 1.35 | 3.80 | 3.58 |
| NORR | 0.013 | -0.51 | 3.08 | 3.09 | 4.35 | -7.73 | 4.38 | 1.94 |
| | *Weight* | | | | | | | |
| PRR | 35% | 1.01 | 1.17 | 1.50 | 1.13 | 1.10 | 1.42 | 1.78 |
| VR | 10% | 0.14 | 0.16 | 0.20 | 0.17 | 0.20 | 0.27 | 0.37 |
| RONAR | 20% | 0.11 | -0.39 | 1.32 | 1.37 | 0.27 | 0.76 | 0.72 |
| NORR | 35% | -0.18 | 1.08 | 1.08 | 1.52 | -2.71 | 1.53 | 0.68 |
| **CFI** | | **1.09** | **2.01** | **4.10** | **4.19** | **-1.14** | **3.98** | **3.55** |

***Supporting Activities***

- Enhancing data gathering capabilities and tracking and analysis tools to aid in financial and strategic decision making.

- Enhance financial forecasting to keep the University on sound financial footing and encourage proper stewardship of all revenues.
- Utilizing new technologies to facilitate campus activities, including increased use of paperless forms.
- Coordinating the range of compliance work across the University to encourage efficiency and comprehensive attention.
- Reviewing and freshly organizing University policymaking by reviewing best practices and ensuring that policies continue to serve the best needs of the Longwood community.

***June 2015 Update: Notable Initiatives and Data Points***

- Modified Zero-Base Budgeting – During the 2015-16 fiscal year, the University will engage for the first time in at least several decades in a fresh look at its budgeting processes in full, and begin a modified zero-base budgeting approach, which will hold personnel lines as at present but build non-personnel costs from "the ground up."
- Affordability – Longwood will increase undergraduate tuition and mandatory fees by just 2.85% in the 2015-2016 academic year, once again taking a leading position among Virginia public universities. The table below gives an overview of tuition and fees for the Commonwealth's public universities. Note that William and Mary and UVa have now both adopted nuanced tuition models which make direct tuition comparisons between them and other Virginia schools more difficult.

| Institution | 2014-15 Tuition & Fees | 2015-16 Tuition & Fees | Percent Change |
|---|---|---|---|
| CNU | $11,646 | $12,526 | 7.55% |
| CWM | $14,274 | $14,658 | 2.69% |
| GMU | $10,382 | $10,952 | 5.49% |
| JMU | $9,662 | $10,066 | 4.18% |
| LU | $11,580 | $11,910 | 2.85% |
| NSU | $7,552 | $8,366 | 10.77% |
| ODU | $9,250 | $9,768 | 5.60% |
| RU | $9,360 | $9,809 | 4.79% |
| UMW | $10,252 | $11,070 | 7.97% |
| UVA | $12,998 | $13,468 | 3.61% |
| UVAW | $8,868 | $9,220 | 3.96% |
| VCU | $12,398 | $12,772 | 3.01% |
| VMI | $15,518 | $16,536 | 6.56% |
| VSU | $8,002 | $8,226 | 2.79% |
| VT | $12,017 | $12,485 | 3.89% |

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## University Master Plan Findings and Process

Our planning firm, Cooper, Robertson & Partners, has used the results of the *Discovery and Analysis Phase* of its master planning work for Longwood to generate numerous planning options illustrating how future program elements could be arranged on and around the university's campus. These options have been evaluated for program conformance, place-making qualities, feasibility, cost and benefit, and general adherence to Longwood's strategic priorities. Working closely with University leadership and staff, Cooper Robertson has combined and refined the options to develop a recommended conceptual master plan. The results of this phase will be presented to the Board of Visitors on June 12 for review and discussion.

The third phase of the project – *Preferred Plan Development* – will further refine this conceptual master plan to address specific building modeling, campus infrastructure needs, transportation networks, landscape planning, and program yield and phasing. This phase will commence following the Board's review of the conceptual master plan. During the following three months, Cooper Robertson will formulate the preferred master plan, details of which will be presented to the Board of Visitors for approval at its September meeting.

The fourth and last phase – *Final University Master Plan Document* – will collect all of the approved aspects of the plan in final documentation.

Overview information concerning Cooper Robertson's *Discovery and Analysis Phase* is included in this tab.

# INITIAL STRATEGIC VISION AND DIRECTION

- Master Plan should reflect vision set forth in **Longwood Strategic Plan**
- Master Plan should plan for a Longwood that is:
  - *"The **same but better**"*
  - *A strong **residential** community*
  - *A "key node" and an "**engine of prosperity**" for the community*
  - ***Sustainable***
  - *A **destination***
  - *An attraction for **alumni***
  - *Aspiring to **athletic excellence***
  - *A beautiful place with strong claims to peoples' spirits that will **survive in the long term***

# ACADEMIC PROGRAMMING: FINDINGS

## Classrooms

- Doing well in many classrooms – several rooms with low utilization bring down the average
- Capacity within existing classrooms primarily as the result of SCHEV 17 ASF per station guideline metric
- Balance existing surplus with new Academic Building

## Teaching Laboratories

- Labs filled well (student station occupancy), but scheduled around ½ WRH (13 WRH) of SCHEV expectation (24 WRH)
- Challenge to align amount of space needed with low enrollments in a program (e.g., painting lab needed for 24 students/4 WRH or 144 students/24 WRH)
- Several labs in Bedford (Arts) and Chichester Science Center used at or above guidelines, but average brought down by other spaces

# ACADEMIC PROGRAMMING: FINDINGS

## Research Laboratories

- Need for additional faculty research spaces and maker spaces in support of capstone (and goal of providing capstone experience for all undergraduate students)

## Office Space

- Most campuses have a surplus – especially those with legacy buildings
- Goal to align to guidelines as space renovated or built new

## Library & Collaborative Learning Space

- More group and individual study areas within the library as well as throughout campus
- Goal of 24/7 study area

## Physical Education & Athletics

- Deficit resulting from practice facilities and other issues identified by B&D

# ACADEMIC PROGRAMMING: FINDINGS

## Assembly & Exhibit

- Music program space is less than optimal; practice rooms need enhancement (bigger size and more ASF) and there is a need for a performance venue
- No venue for 400 – 500 people on campus
  - Gymnasium seats 1,800
  - Jarman seats 1,044
  - Dorrill Dining Hall has capacity for 1,000 +, but in separate areas
  - Lancer Park Commons Building seats 360

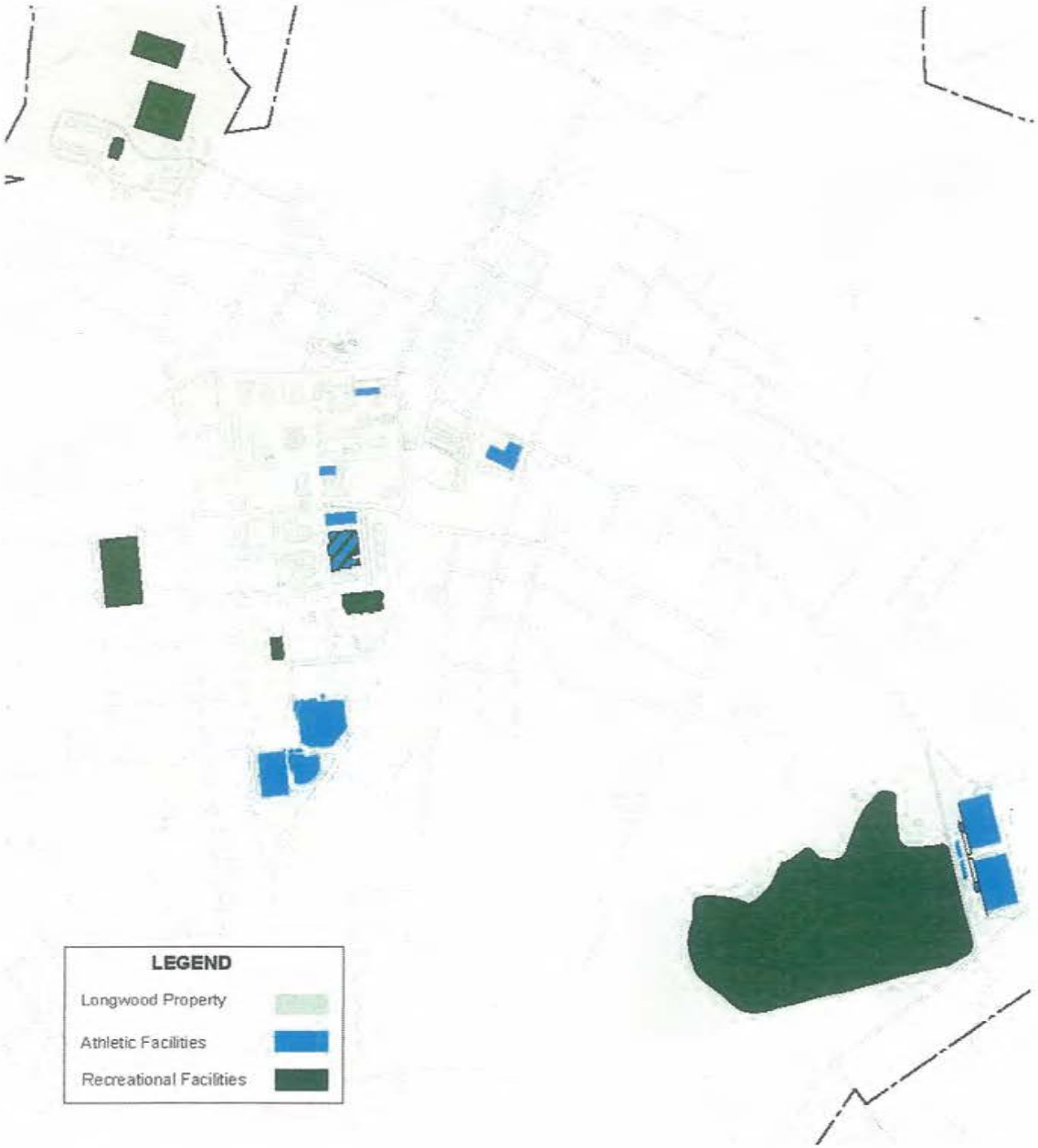
## Student Center

- New building will help bridge need not met by Lankford

## Inactive/Conversion Spaces

- Most of this space will become ASF once renovations are complete
- Lankford is Inactive/Conversion at the target year; will need plan to address this building

# ATHLETIC PROGRAMMING




- Moved to Division I in 2007
- 232 student athletes competing in 14 sports
- Main Campus facilities
  - Willett Hall – basketball
  - Bolding Stadium – baseball
  - Lancer Field – softball
  - Lancer Courts – tennis
  - Soccer practice field
  - Iler Weight Room
  - Tabb Hall
- Johnson Drive
  - Athletics Complex – soccer, lacrosse, field hockey
  - 9-hole golf course
- Manor Resort Golf Club

# ATHLETIC PROGRAMMING: KEY THEMES

- Importance of Culture
  - The Athletic Department is a "tight-knit" family and being "under one roof" is important
- Facility Utilization/Condition/Needs
  - Facilities "meet the minimum" standard
  - Ability to host conference championships is a priority
    - Big South Strategic Plan
  - Enhance spectator experience
  - Reflect level of commitment and serve as recruiting tools
  - Additional and dedicated practice fields and courts are needed
- Consolidation of Facilities
  - Consider Main Campus, Johnston Drive, and off-campus sites
  - Raise Longwood's athletics profile and increase campus/town participation
- Academic Support
  - Excels at providing academic support to its students
    - Athletes' average GPA is higher than general student body
  - Study spaces are undersized and lack technology and functionality
  - Larger more flexible study spaces desired

BIG SOUTH™ CONFERENCE

# ATHLETIC PROGRAMMING: NEEDS AND CONSIDERATIONS

- New indoor practice facility
  - Two or more basketball courts needed
  - Multi-purpose flooring to maximize use by other sports
  - Lumber Yard is a possible short-term solution
  - Tennis courts adjacent to Willett possible long-term solution
- New Multipurpose Center
  - Long-term solution to competition, practice, and support needs
  - 3,000-seats in a flexible configuration to maximize use of floor
  - Adequately sized locker rooms
  - Athletics administration and consolidated academic support suite
  - Modern amenities and technology
- Academic Support Space
  - Centralized suite: 1,856 SF
  - Large group meeting room
  - Small tutoring / study spaces

- Field Sports
  - 1 to 2 new multi-purpose practice fields are needed
  - Possible location: 9-hole golf course
  - Improved and expanded locker room facilities at Johnson Drive
  - Concessions stands
  - Branding
- Tennis Courts
  - 6 additional competition courts needed
  - Plus 4 practice courts
  - Courts need consolidation
  - Possible location: 9-hole golf course
  - Restrooms and spectator seating
- Branding & Technology
  - Longwood's athletics logo and colors should be integrated into all facilities

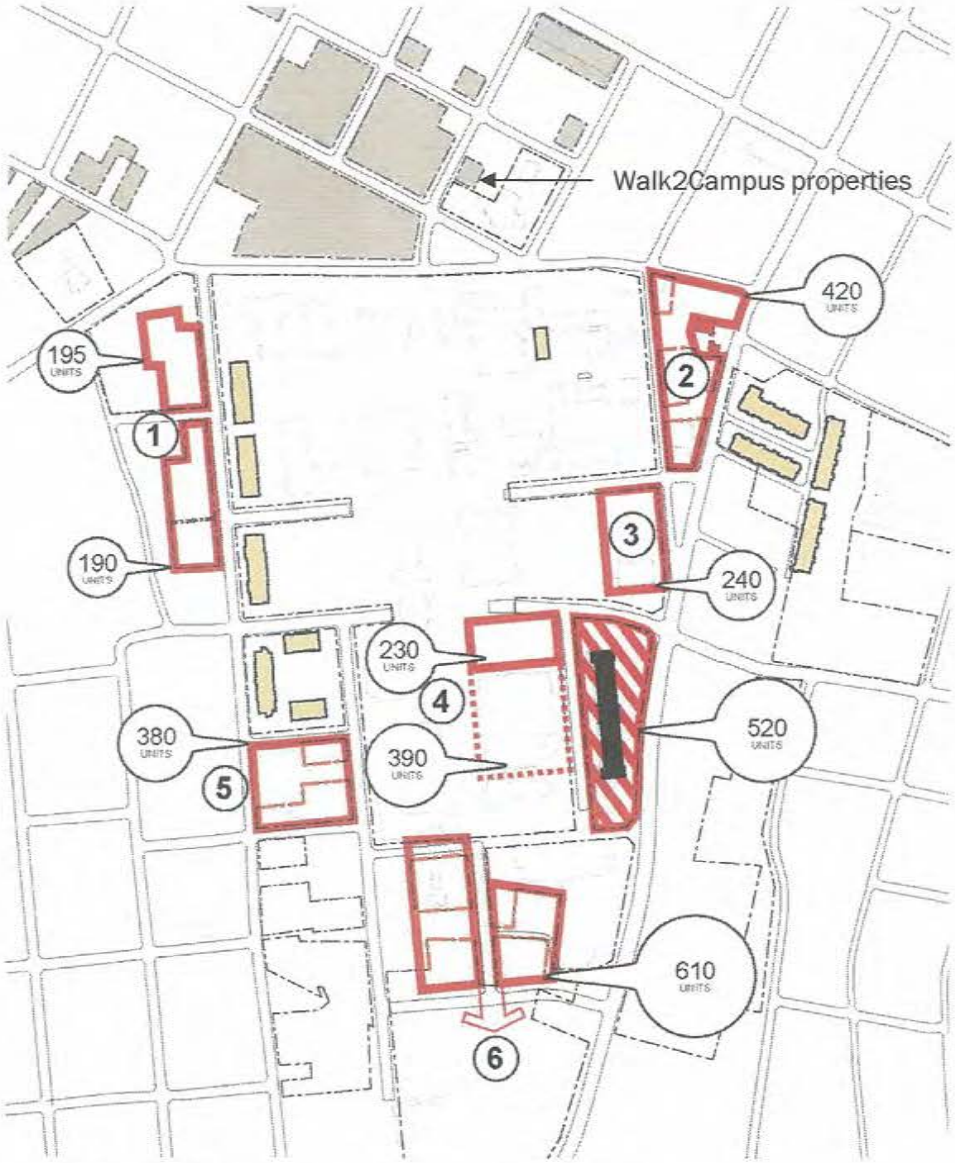
# STUDENT LIFE FACILITIES: HOUSING

## Housing needs

- To maintain 65% of 6,000 undergraduate students in Longwood housing in 2025 and additional 802 beds will be needed, an "unrealistically high" projection.
- Recommended to plan for 60% of 6,000 undergraduate students (3,600) living in Longwood housing by 2025, an **additional 400-500 beds.**

## Housing considerations

- Future of Curry / Frazier
- Planning assumptions for future residential models
- Other housing types to locate
  - Extended, temporary, flexible
  - Graduate housing
  - Greek housing
  - Privately owned student housing
- Extended stay is most pressing need
- Existing capacity on main campus




Residential capacity at 200 units/acre*

**Density of new residential hall design*

# STUDENT LIFE : FOOD SERVICE

## Food service needs

- Crowding issues in **Dorrill Dining Hall**
  - Worst at peak traffic hours during class days
  - Closing the Lee Grand Dining Room for special events causes significant crowding elsewhere in the building

## Food service considerations

- Food service capability of University Center dining facilities
- Expanded mini-marts in Longwood housing
- Transition some functions from Lee Grand Dining Room to Blackwell Ballroom
- Convert Iler Hall into additional dining space for Dorrill
- Encourage more food service options Downtown

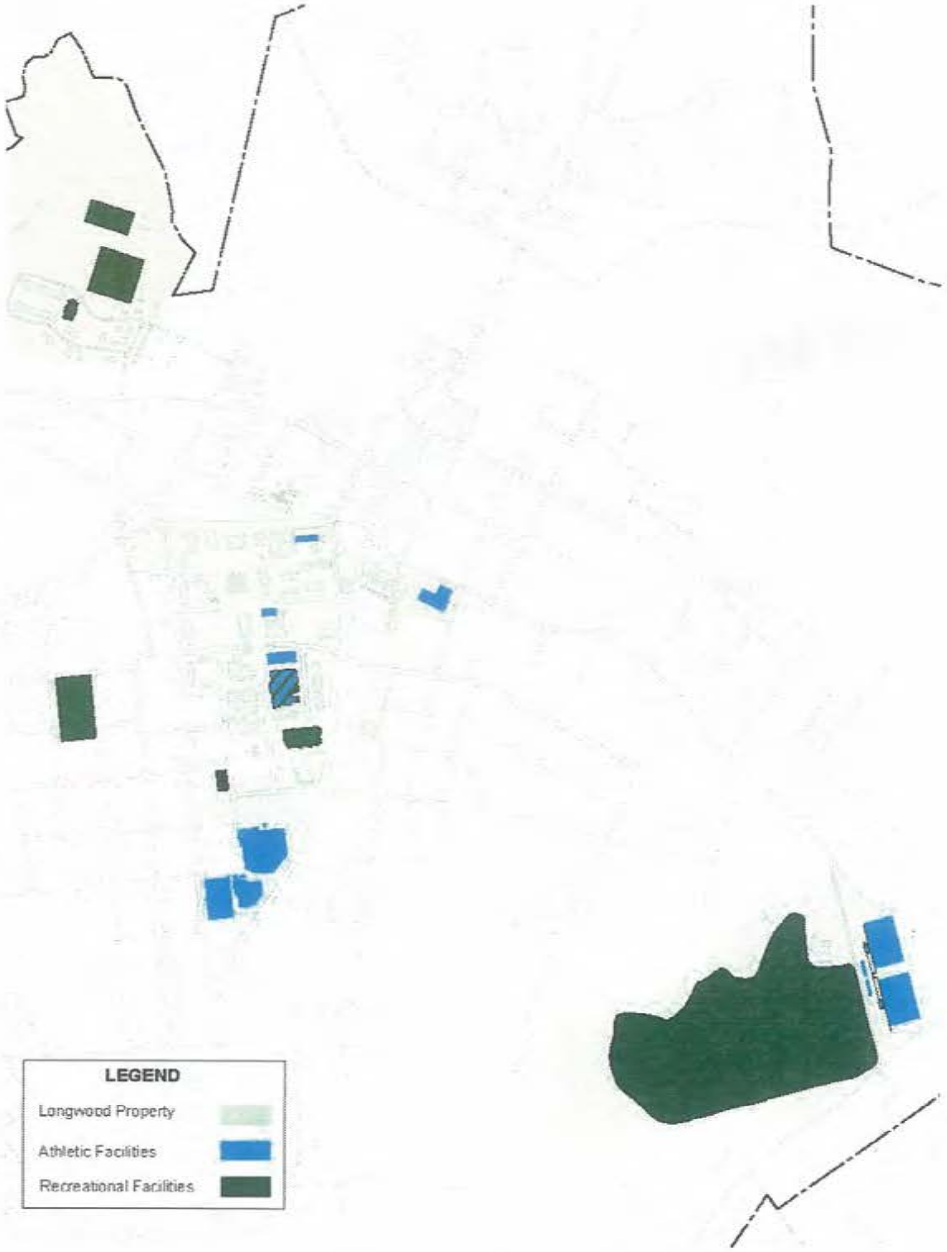
# STUDENT LIFE FACILITIES: STUDENT ACTIVITIES

**Student activity needs**

- More informal, **unscheduled outdoor space**
- Potential **Aquatics center**
  - To replacement for undersized Willet swimming pool
  - Shared academic (HARK) Student Rec usage
  - Locate near Campus Recreation Center

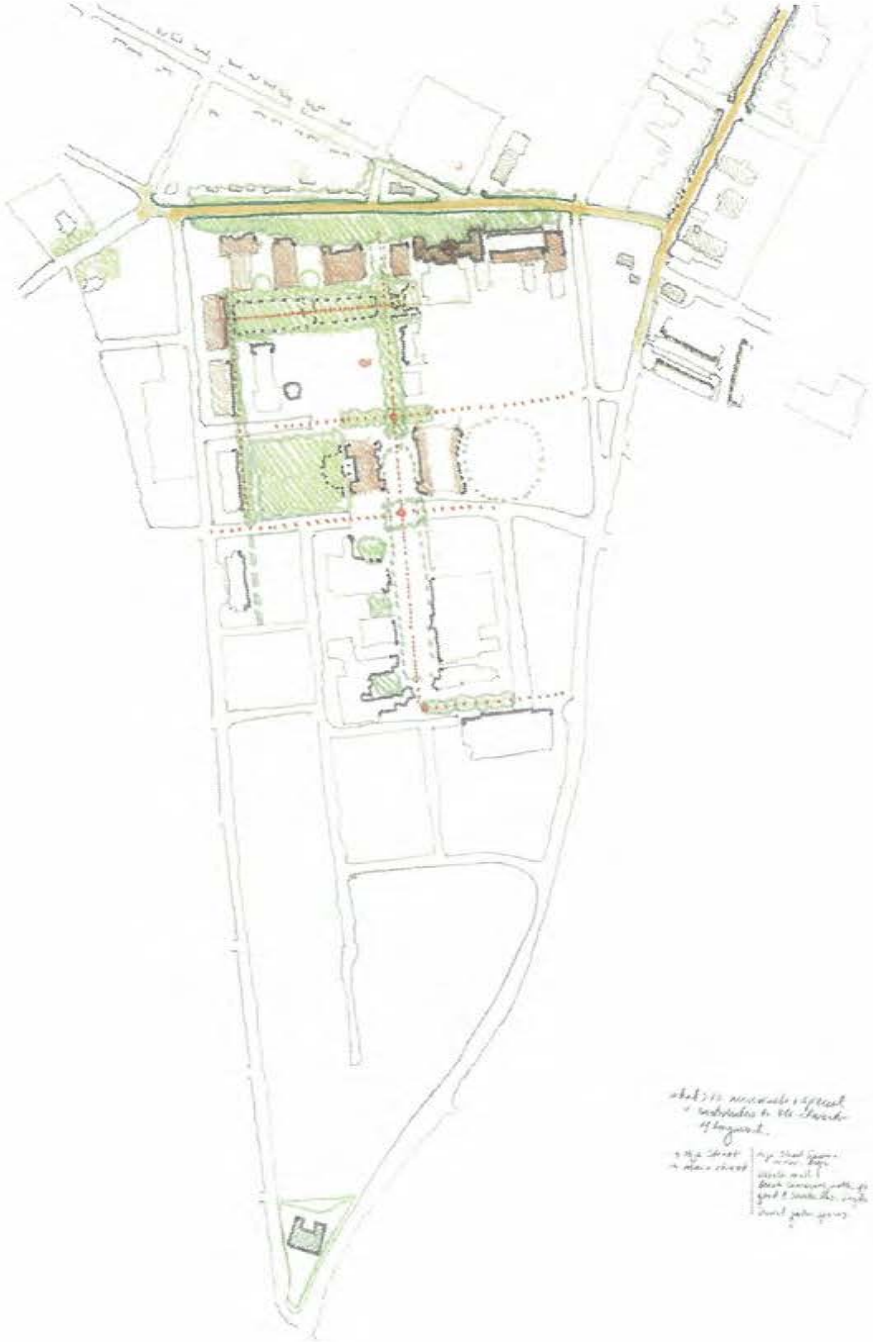
**Student activity considerations**

- Address Iler field drainage issues
- Coordinate Student Rec needs with Athletic planning
- Maintain First Avenue field as unscheduled and flexible outdoor space



## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
   a. High Street frontage and Ruffner Hall
   b. Tudor House and Longwood B&B
   c. The President's House
   d. Northern end of Brock Commons
   e. Wheeler Mall
   f. Lankford Mall
   g. Western Dormitory Walk



## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
2. Open space types
   a. Malls
   b. Lawns
   c. Walks
   d. Courtyards

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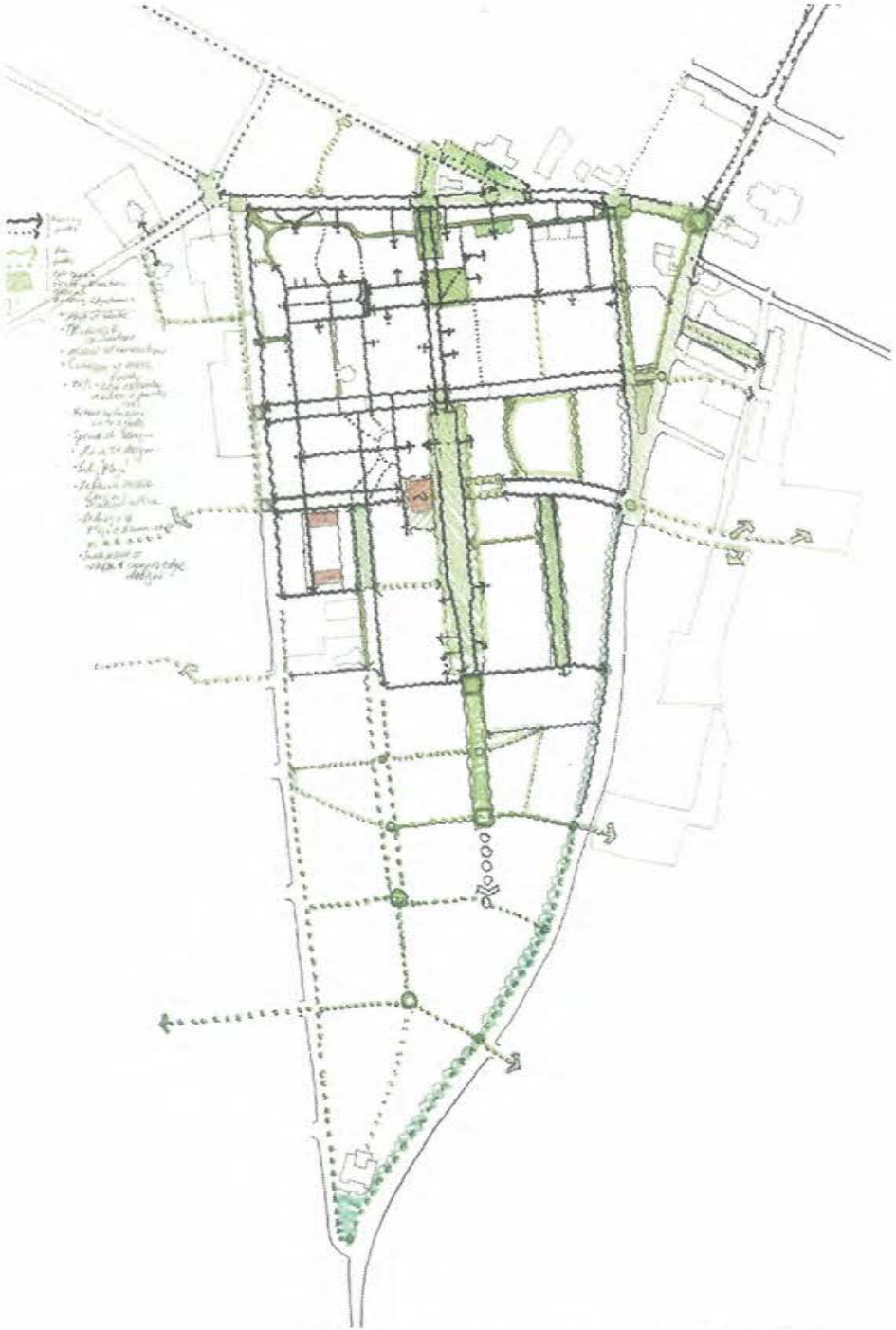
## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
2. Open space types
3. **Pedestrian circulation**



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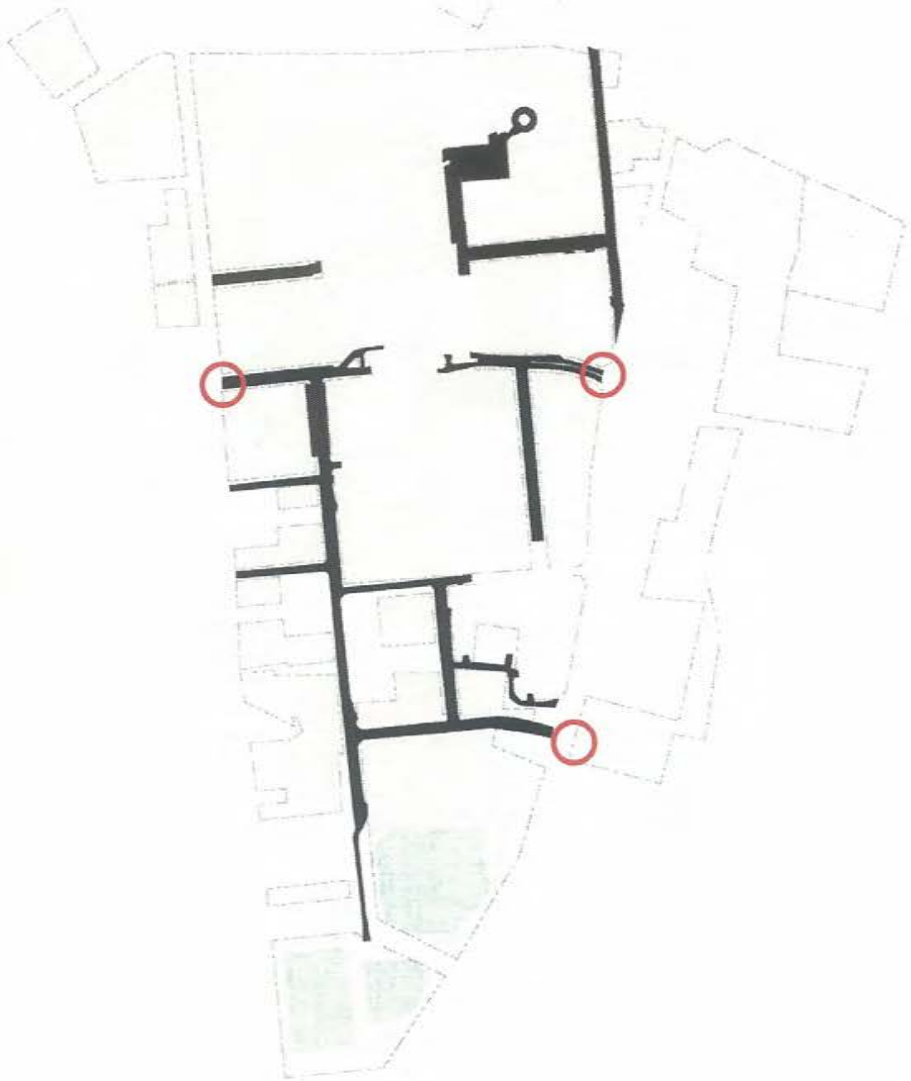
## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

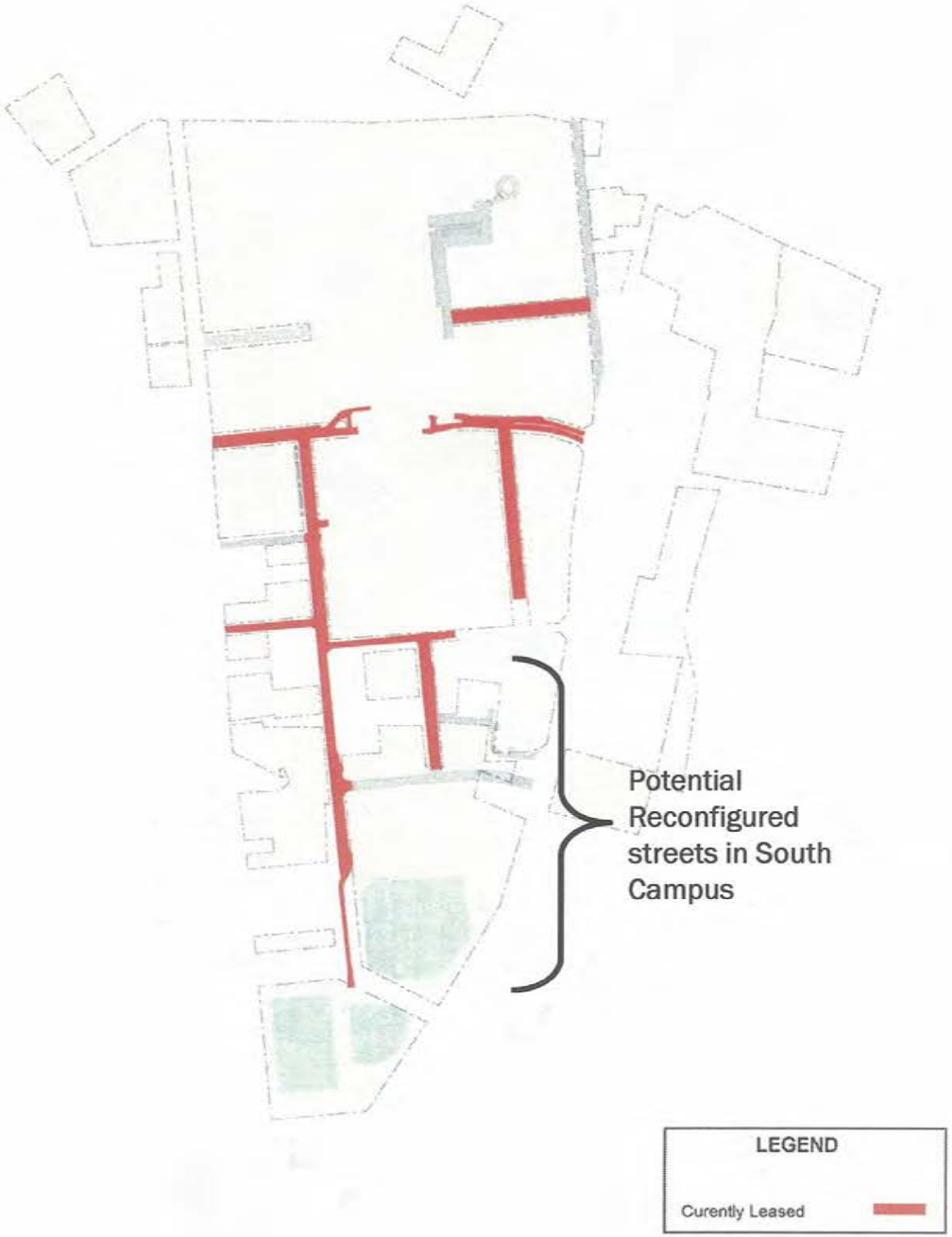
1. Memorable / special places
2. Open space types
3. Pedestrian circulation
4. **Streets and access**



## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
2. Open space types
3. Pedestrian circulation
4. **Streets and access**

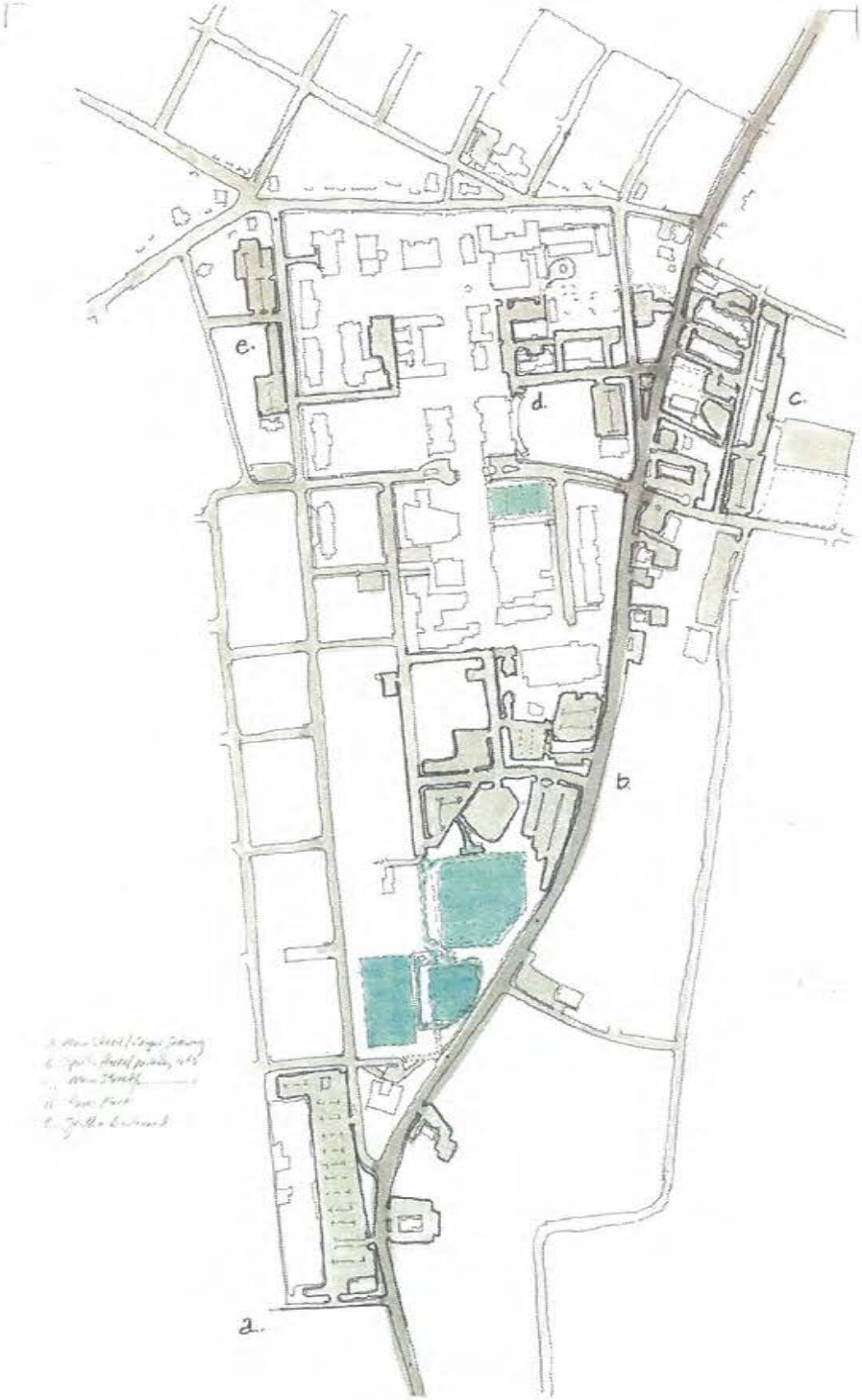
Potential shared pedestrian uses on existing campus streets



# PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

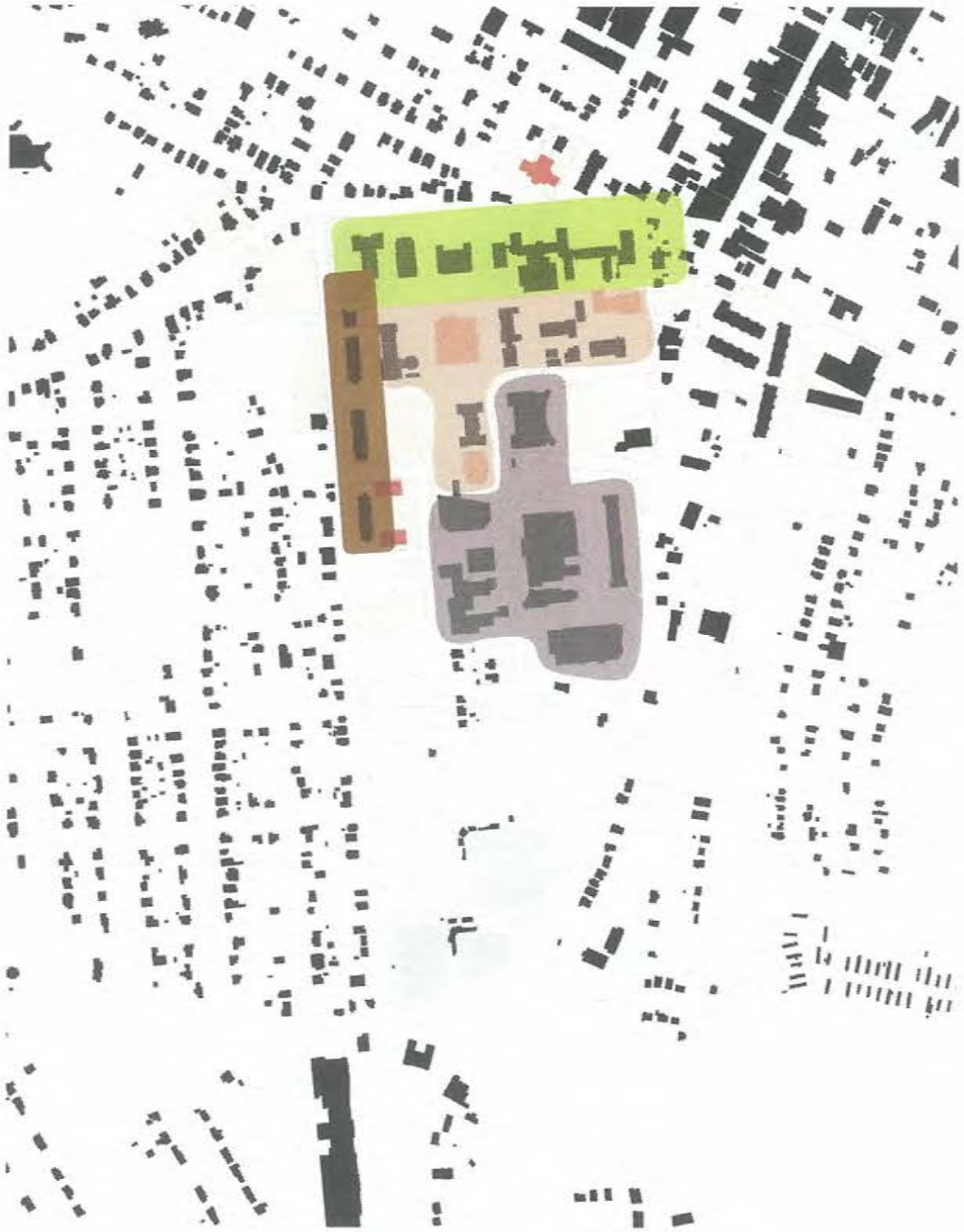
1. Memorable / special places
2. Open space types
3. Pedestrian circulation
4. Streets and access
5. **Parking and paving**

*Lancer Park*



## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
2. Open space types
3. Pedestrian circulation
4. Streets and access
5. Parking and paving
6. **Building types and character**



## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
2. Open space types
3. Pedestrian circulation
4. Streets and access
5. Parking and paving
6. Building types and character
7. **Edge conditions and gateways**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## PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
2. Open space types
3. Pedestrian circulation
4. Streets and access
5. Parking and paving
6. Building types and character
7. Edge conditions and gateways
8. **Public realm framework**


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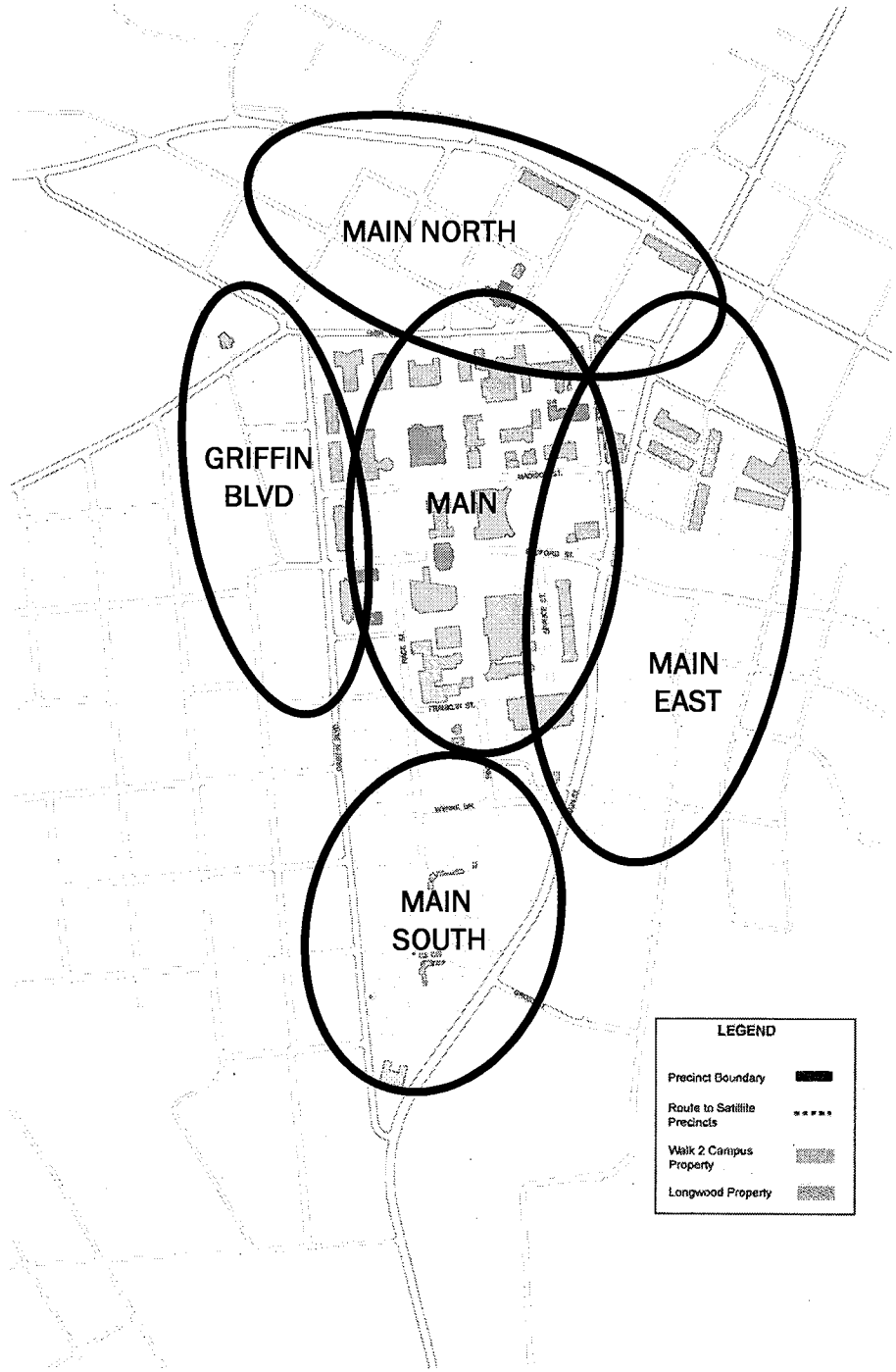
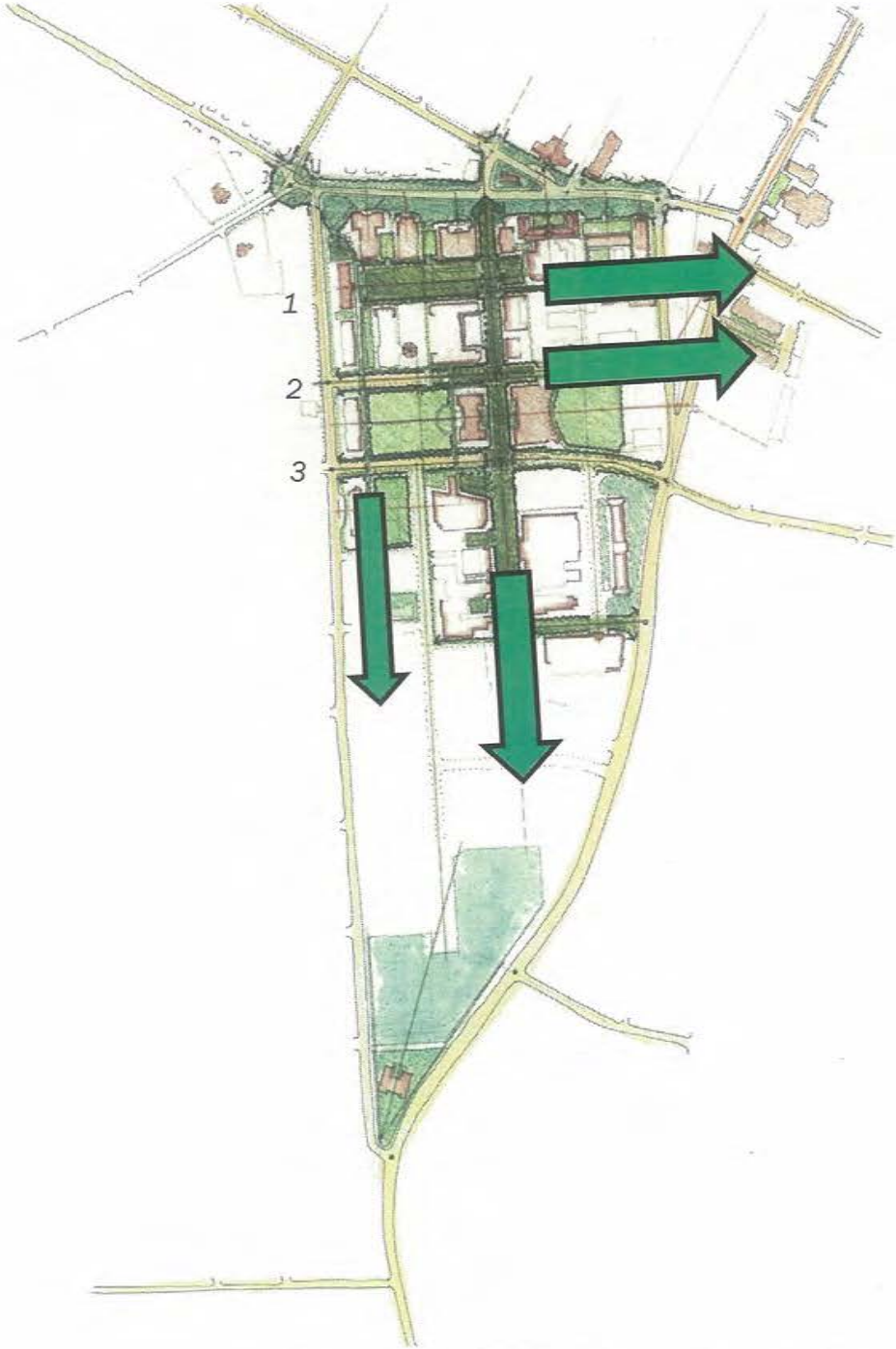
# PHYSICAL ELEMENTS THAT LEAD TO MASTER PLAN

1. Memorable / special places
2. Open space types
3. Pedestrian circulation
4. Streets and access
5. Parking and paving
6. Building types and character
7. Edge conditions and gateways
8. Public realm framework
9. **Campus precincts**



# KEY DEVELOPMENT CONSIDERATIONS

1. Extending existing open space framework

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# LANDSCAPE OPPORTUNITIES– LONGWOOD AS A GARDEN

Expanding the idea of a garden to encompass the entire campus.

More than just plants, the Longwood Garden should provide flexible spaces for teaching and gathering.

Gardens can treat stormwater runoff, provide habitat and be used as a teaching tool.

University of Virginia

# LANDSCAPE OPPORTUNITIES – MAIN CAMPUS

## Longwood as a Garden

### Brock Commons

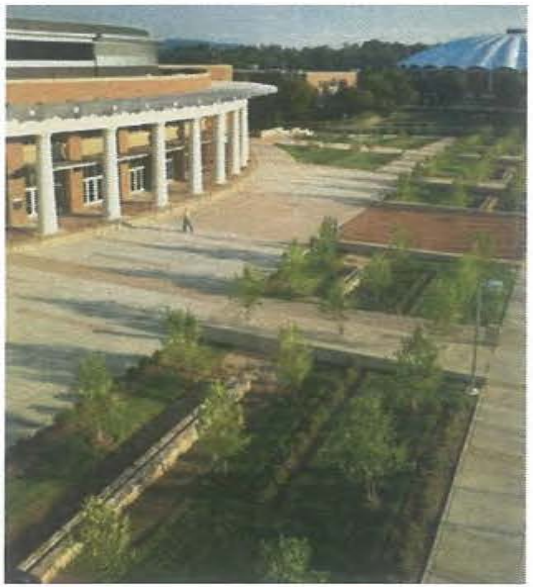
-Unclear gateway to Brock Commons at High St.
- Tree species size and lack of planted form.
- Inconsistent seating and site details.

### Iler Field

- Enhance pedestrian experience.
- Add layered planting and occupiable terrace spaces along edges.
- Consider redeveloping Bristow area.

### South Campus

- Introduce more tree canopy and green infrastructure.
- Create defined pedestrian network with unified material palette.
- Consider consolidating parking.



# LANDSCAPE OPPORTUNITIES – NEW LANDSCAPE TYPOLOGIES

Integrated building and landscape spaces

Jefferson Scholars Foundation

Intimate Outdoor Gathering Spaces

New Cabell Hall Renovation at UVA

Outdoor Amphitheater Spaces

Swarthmore College

Spanish Steps - Rome

# LANDSCAPE OPPORTUNITIES – NEW LANDSCAPE TYPOLOGIES

Hybrid stormwater management and outdoor gathering spaces

VM Ware Campus

Averett University

The Dell at UVA

Shared streets and green infrastructure

# LANDSCAPE OPPORTUNITIES – ACTIVATING THE CAMPUS

Department of Campus Programs and Activation - University of British Columbia

## Open Space Activation

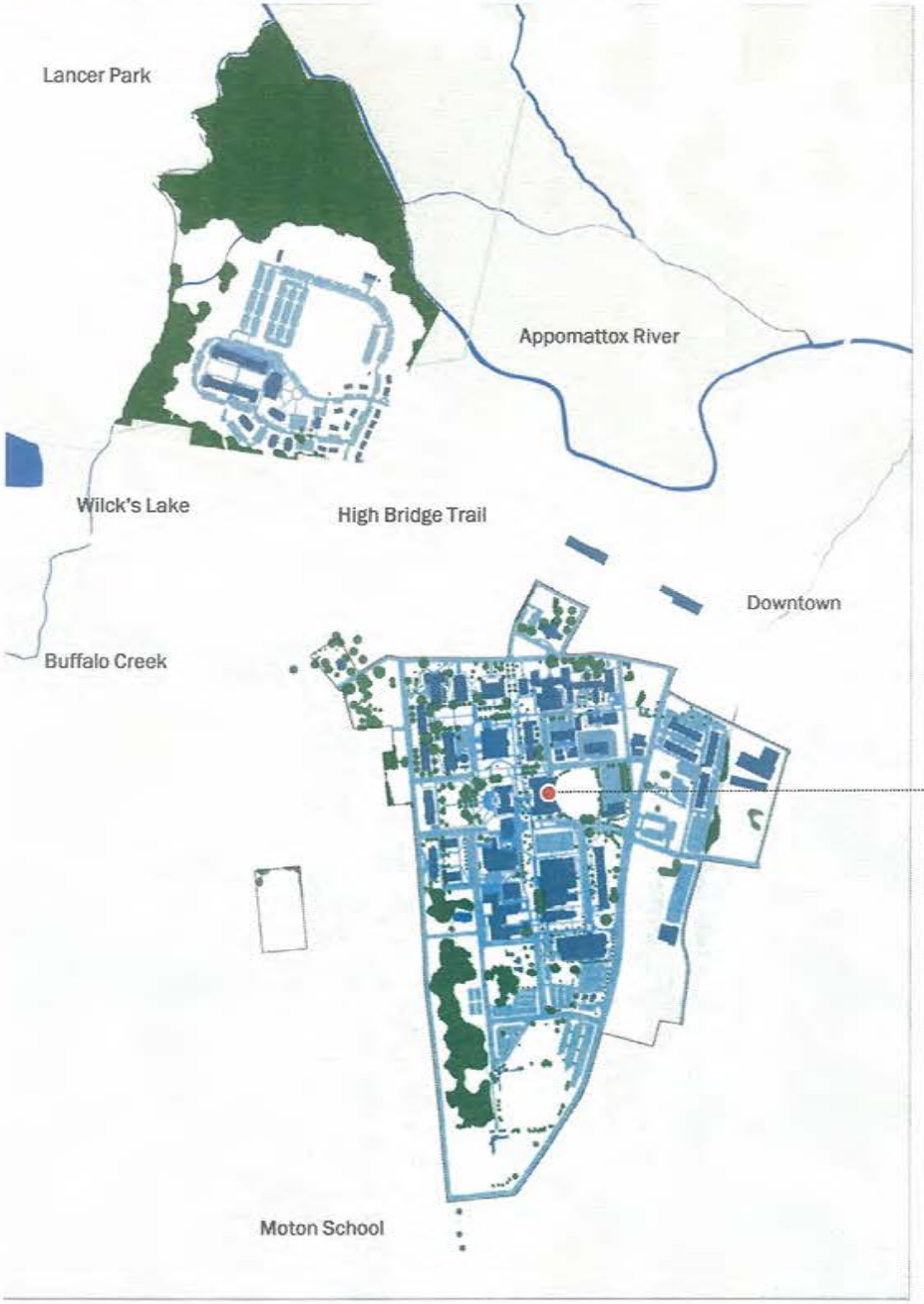
Interactive installations engage student and community populations

Permanent & Temporary

Supports student, faculty, and staff initiatives, and encourages participation.

Free Speech Monument in Charlottesville, VA

# LANDSCAPE PLANNING CONSIDERATIONS– INCREASING TREE CANOPY + POROSITY




## Finding

Campus canopy is generally less dense than that of the surrounding context.

## Consideration

Expand canopy to improve **ecological function** while improving **campus identity**, and better **forming landscape spaces**, edges and thresholds

- Longwood Campus Precinct
- Rivers & Creeks
- Tree Canopy
- Impervious Roads + Paths - Longwood
- Building Roof Surfaces - Longwood
- Water Bodies

# LANDSCAPE PLANNING CONSIDERATIONS – STORMWATER INTEGRATION

## Design Strategies

Porous Paving

Green Roofs

Rainwater harvesting

Infiltration Gardens

Stream Day-lighting

## Educational Strategies

Educational Signage

Demonstration Projects

Monitoring Stations

Tanner Springs Park – Portland, OR

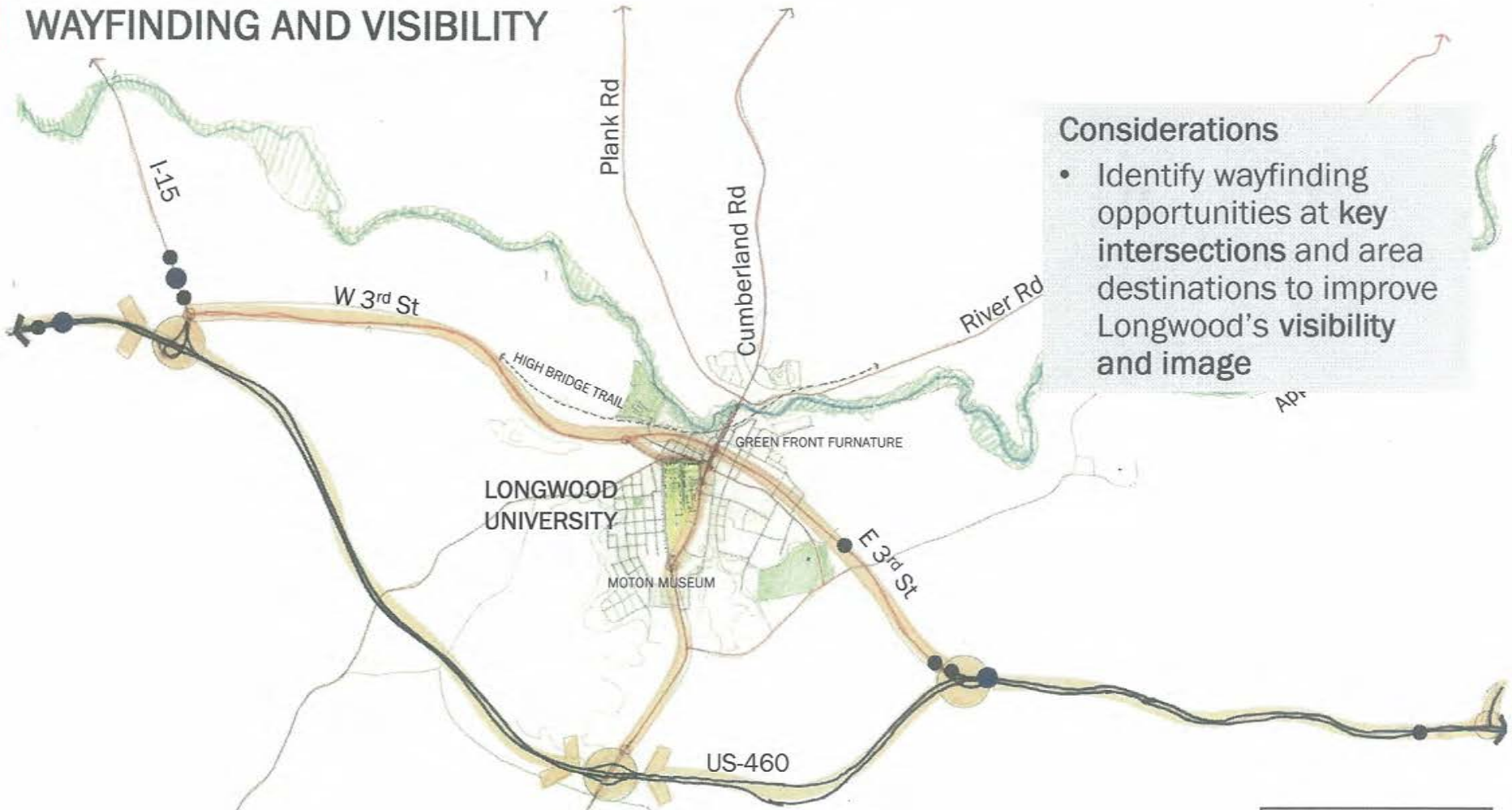
Manassass Park School

The Dell at UVA

Wayland Hall at JMU

Brooklyn Botanical Garden

# WAYFINDING AND VISIBILITY




## Considerations

- Identify wayfinding opportunities at **key intersections** and area destinations to improve Longwood's **visibility and image**

**LEGEND**

- Farmville Signage
- Longwood Signage

*Road Signage, UVA*


*Road Markings, Clemson*

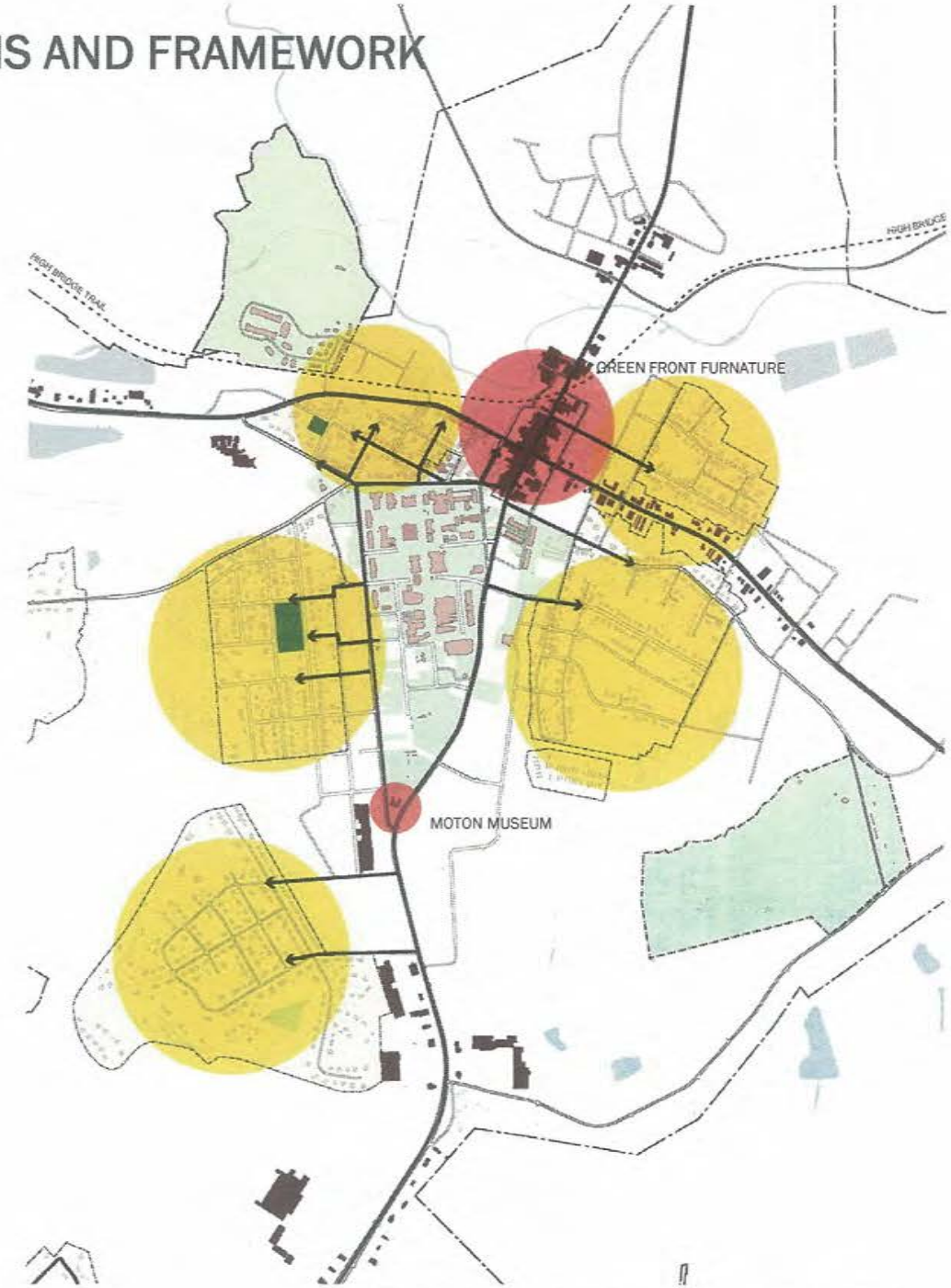
*Existing Signage*

*Signage Opportunities*

# FARMVILLE CONTEXT: CONNECTIONS AND FRAMEWORK

## Considerations

- Identify programmatic and physical planning elements that can **support development** of downtown as a vibrant and mixed use place
- Explore improvements to campus edges that make main campus more **accessible and pedestrian friendly**



# FARMVILLE CONTEXT: EXTENDED CAMPUS CONNECTIONS

Considerations

- Improve walkability and bikability of select routes in the extended campus network
- Evaluate which University programs, if any, are best relocated to core campus

**LANCER PARK**

*TO MAIN CAMUS:* 8 minute Bike, 10 minute Walk

*TO MAIN STREET:* 5 minute Bike, 10 minute Walk

*TO LW VILLAGE:* 21 minute Bike, 58 minute Walk

*TO LW ESTATE:* 14 minute Bike, 35 minute Walk

**MAIN CAMPUS**

*TO LANCER PARK:* 8 minute Bike, 10 minute Walk

*TO MAIN STREET:* 3 minute Bike, 7 minute Walk

*TO LW ESTATE:* 10 minute Bike, 30 minute Walk

*TO LW VILLAGE:* 11 minute Bike, 47 minute Walk

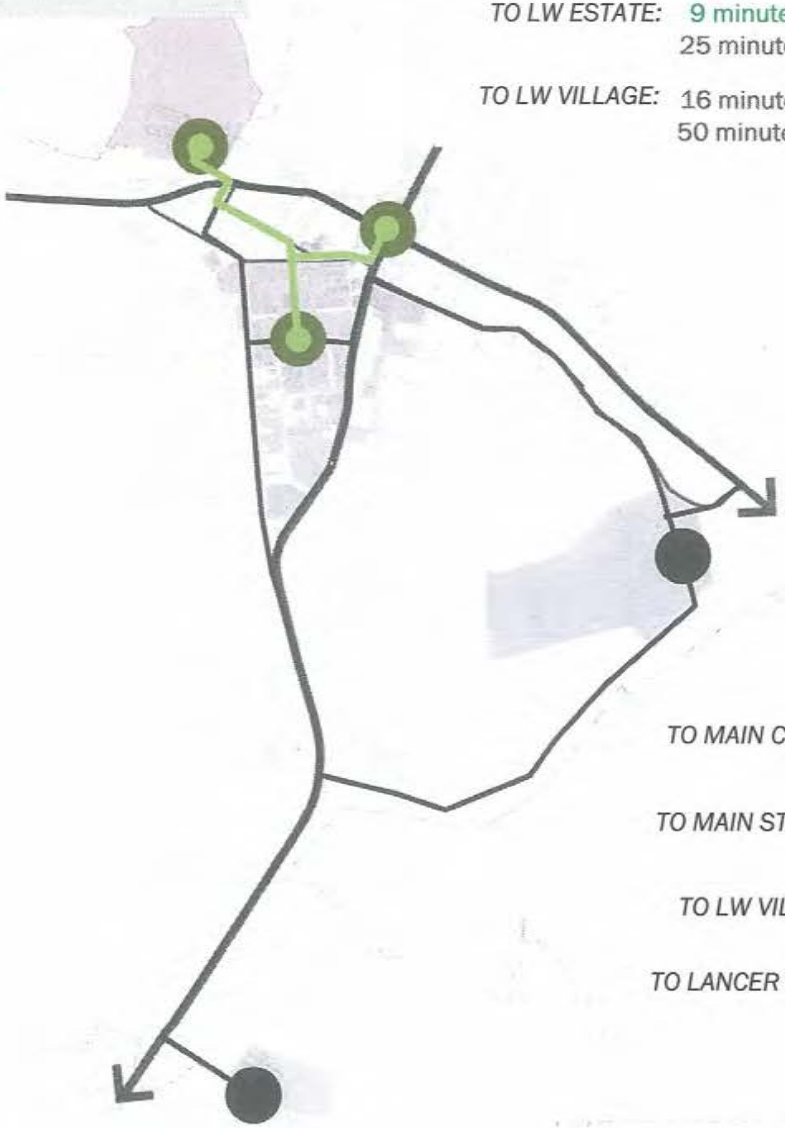
**LONGWOOD VILLAGE**

*TO MAIN CAMUS:* 11 minute Bike, 47 minute Walk

*TO LW ESTATE:* 13 minute Bike, 50 minute Walk

*TO LANCER PARK:* 21 minute Bike, 58 minute Walk

*TO MAIN STREET:* 16 minute Bike, 50 minute Walk



**MAIN STREET**

*TO MAIN CAMUS:* 3 minute Bike, 7 minute Walk

*TO LANCER PARK:* 5 minute Bike, 10 minute Walk

*TO LW ESTATE:* 9 minute Bike, 25 minute Walk

*TO LW VILLAGE:* 16 minute Bike, 50 minute Walk

**LONGWOOD ESTATE**

*TO MAIN CAMUS:* 10 minute Bike, 30 minute Walk

*TO MAIN STREET:* 9 minute Bike, 25 minute Walk

*TO LW VILLAGE:* 13 minute Bike, 50 minute Walk

*TO LANCER PARK:* 14 minute Bike, 35 minute Walk

# FARMVILLE CONTEXT: REGIONAL RECREATION DESTINATIONS

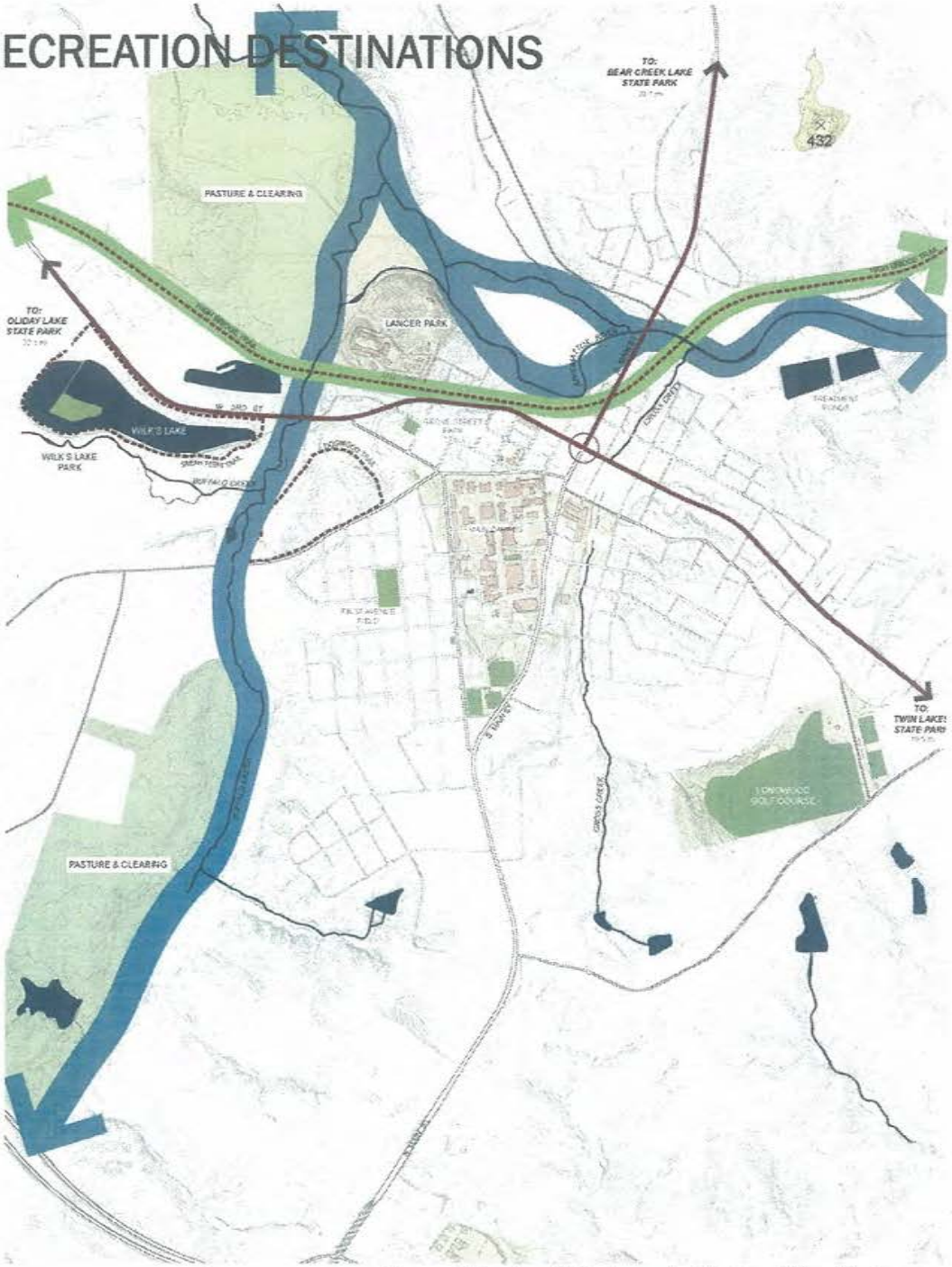
## Considerations

- Identify programmatic and physical planning connections from regional recreation destinations, to Longwood community, to Downtown

*Wilks Lake*

*Appomattox River*

*High Bridge Trail*

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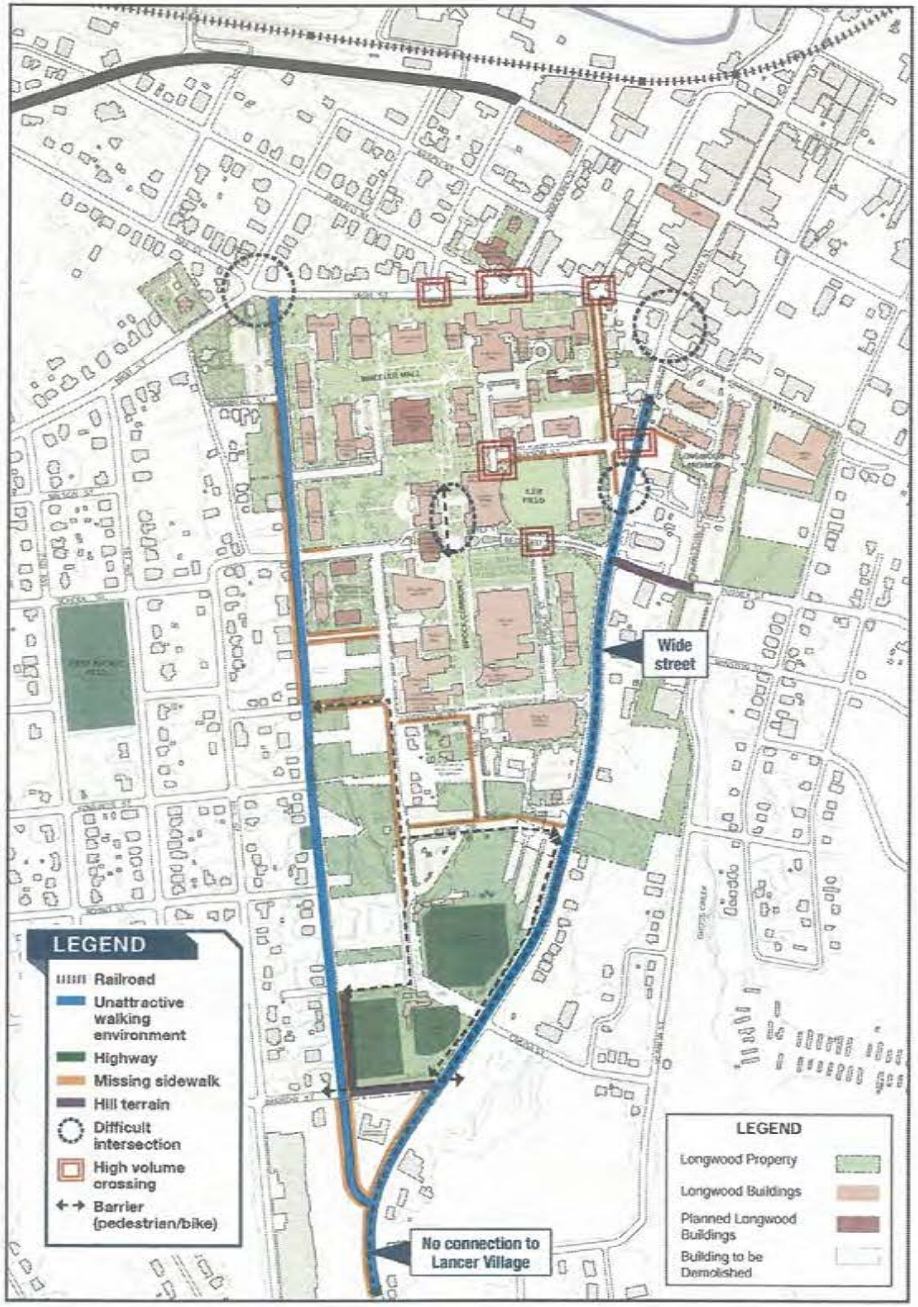
# PEDESTRIAN ENVIRONMENT AND ACCESS: PEDESTRIAN AND BICYCLES

## Findings

- Multiple barriers to pedestrian connectivity – terrain, buildings, facilities/fences, streets
- Irregular intersections at key transition points to nearby neighborhoods
- Multiple high-volume pedestrian crossings that are unprotected along High St and Main St
- Many missing sidewalks
- No bicycle infrastructure except High Bridge Trail and limited neighborhood trails



# PEDESTRIAN ENVIRONMENT AND ACCESS: PEDESTRIAN AND BICYCLES

## Considerations

- Trails
  - Evaluate potential for off-street trail connections to existing neighborhood trails and to High Bridge Trail
  - Lighting & public safety considerations
  - All weather/time of day use considerations
- Bikeways
  - Evaluate low volume and speed streets for potential to create shared routes w/in campus and in-town
  - Griffin Blvd and Main St as designated bike facilities
  - Internal campus streets as designated bike facilities
  - Off-street (multiuse path) trail connection to Lancer Village
  - Evaluate need for bike parking
  - Bikeshare/rental campus wide
- Pedestrians
  - Opportunities for shared streets/zones
  - Close gaps in sidewalk network internally and externally
  - Logic in crosswalk locations
  - Consistency in treatments at crosswalks

15

ACE® American Council on Education®

*Leadership and Advocacy*

# TERRY W. HARTLE



High Resolution Photo

Contact Terry W. Hartle

Request Terry W. Hartle to Speak

## Terry W. Hartle

Senior Vice President, ACE, Division of Government and Public Affairs

Specialization: Accreditation, college costs, federal policy, federal student aid, higher education finance, immigration, legislative issues, tuition

Terry W. Hartle is one of America's most effective and experienced advocates for higher education. At ACE, where he has served for more than 20 years, he directs comprehensive efforts to engage federal policymakers on a broad range of issues including student aid, government regulation, scientific research and tax policy. His work involves representation before the U.S. Congress, administrative agencies and the federal courts. As an expert voice on behalf of colleges and universities, he is quoted widely in both the national and international media on higher education issues.

Given ACE's historic role in coordinating the government relations efforts of some 60 associations in the Washington-based higher education community, Hartle plays a central part in developing public policy positions that impact all colleges and universities. He also oversees the Council's external relations functions, as well as Higher Education for Development (HED), which supports the global development goals of the United States Agency for International Development (USAID), primarily by coordinating the engagement of the higher education community to address development challenges.

Prior to joining the council in 1993, Hartle served for six years as education staff director for the Senate Committee on Labor and Human Resources, then chaired by Sen. Edward M. Kennedy. Prior to 1987, Hartle was director of social policy studies and resident fellow at the American Enterprise Institute, and a research scientist at the Educational Testing Service. Hartle has authored or co-authored numerous articles, books, and national studies and contributes regular book reviews to *The Christian Science Monitor*.

Hartle received a doctorate in public policy from The George Washington University (DC), a masters in public administration from the Maxwell School at Syracuse University (NY) and a bachelor's degree in history (summa cum laude) from Hiram College (OH). He was awarded an honorary doctor of laws degree by Northeastern University (MA). He has received the Hiram College Alumni Achievement Award, and has been inducted into the Hiram College Athletic Hall of Fame. He is a member of Phi Beta Kappa.